

Table 1. Main leadership behaviour associated with leadership effectiveness at departmental level

Leader behaviour	Main literature items demonstrating effectiveness of leader behaviour
Clear sense of direction/strategic vision	<i>Creswell et al. (1990); Harris et al. (2004); Bland et al. (2005b); Mitchell (1987); Benoit & Graham (2005); Stark et al. (2002); Moses & Roe (1990); Trocchia & Andrus (2003); Lorange (1988); Clott & Fjortoft (2000); Bland et al. (2005a)</i>
Preparing department arrangements to facilitate the direction set	<i>Knight & Holen (1985); Creswell & Brown (1992); Creswell et al. (1990); Stark et al. (2002); Lorange (1988); Bland et al. (2005a); Lindholm (2003)</i>
Being considerate	<i>Knight & Holen (1985); Brown & Moshavi (2002); Mitchell (1987); Gomes & Knowles (1999); Moses & Roe (1990); Fernandez & Vecchio (1997); Ambrose et al. (2005)</i>
Treating academic staff fairly and with integrity	<i>Harris et al. (2004); Mitchell (1987); Gomes & Knowles (1999); Murry & Stauffacher (2001); Moses & Roe (1990); Trocchia & Andrus (2003); Ambrose et al. (2005)</i>
Being trustworthy and having personal integrity	<i>Creswell et al. (1990); Harris et al. (2004); Murry & Stauffacher (2001); Barge & Musambira (1992); Trocchia & Andrus (2003); Ramsden (1998)</i>
Allowing the opportunity to participate in key decisions/encouraging open communication	<i>Creswell et al. (1990); Harris et al. (2004); Bland et al. (2005b); Mitchell (1987); Murry & Stauffacher (2001); Moses & Roe (1990); Barge & Musambira (1992); Copur (1990); Lorange (1988); Bland et al. (2005a); Ramsden (1998)</i>
Communicating well about the direction the department is going	<i>Creswell et al. (1990); Harris et al. (2004); Bland et al. (2005b); Gordon et al. (1991); Ambrose et al. (2005)</i>
Acting as a role model/having credibility	<i>Brown & Moshavi (2002); Creswell et al. (1990); Harris et al. (2004); Bland et al. (2005a); Creswell & Brown (1992); Benoit & Graham (2005); Stark et al. (2002); Gordon et al. (1991); Bland et al. (2005a)</i>
Creating a positive/collegial work atmosphere in the department	<i>Mitchell (1987); Benoit & Graham (2005); Gomes & Knowles (1999); Moses & Roe (1990); Trocchia & Andrus (2003); Ambrose et al. (2005); Clott & Fjortoft (2000); Johnsrud & Rosser (2002); Bland et al. (2005a); Lindholm (2003)</i>
Advancing the department's cause with respect to constituencies internal and external to the university and being proactive in doing so	<i>Creswell et al. (1990); Harris et al. (2004); Mitchell (1987); Creswell & Brown (1992); Benoit & Graham (2005); Stark et al. (2002); Murry & Stauffacher (2001); Moses & Roe (1990); Trocchia & Andrus (2003); Bland et al. (2005a)</i>
Providing feedback on performance	<i>Creswell et al. (1990); Harris et al. (2004); Bland et al. (2005b); Trocchia & Andrus (2003); Ambrose et al. (2005)</i>
Providing resources for and adjusting workloads to stimulate scholarship and research	<i>Creswell et al. (1990); Bland et al. (2005b); Creswell & Brown (1992); Moses & Roe (1990); Ambrose et al. (2005); Lindholm (2003); Bland et al. (2005a)</i>
Making academic appointments that enhance department's reputation	<i>Snyder et al. (1991); Bolton (1996); Bland et al. (2005a)</i>