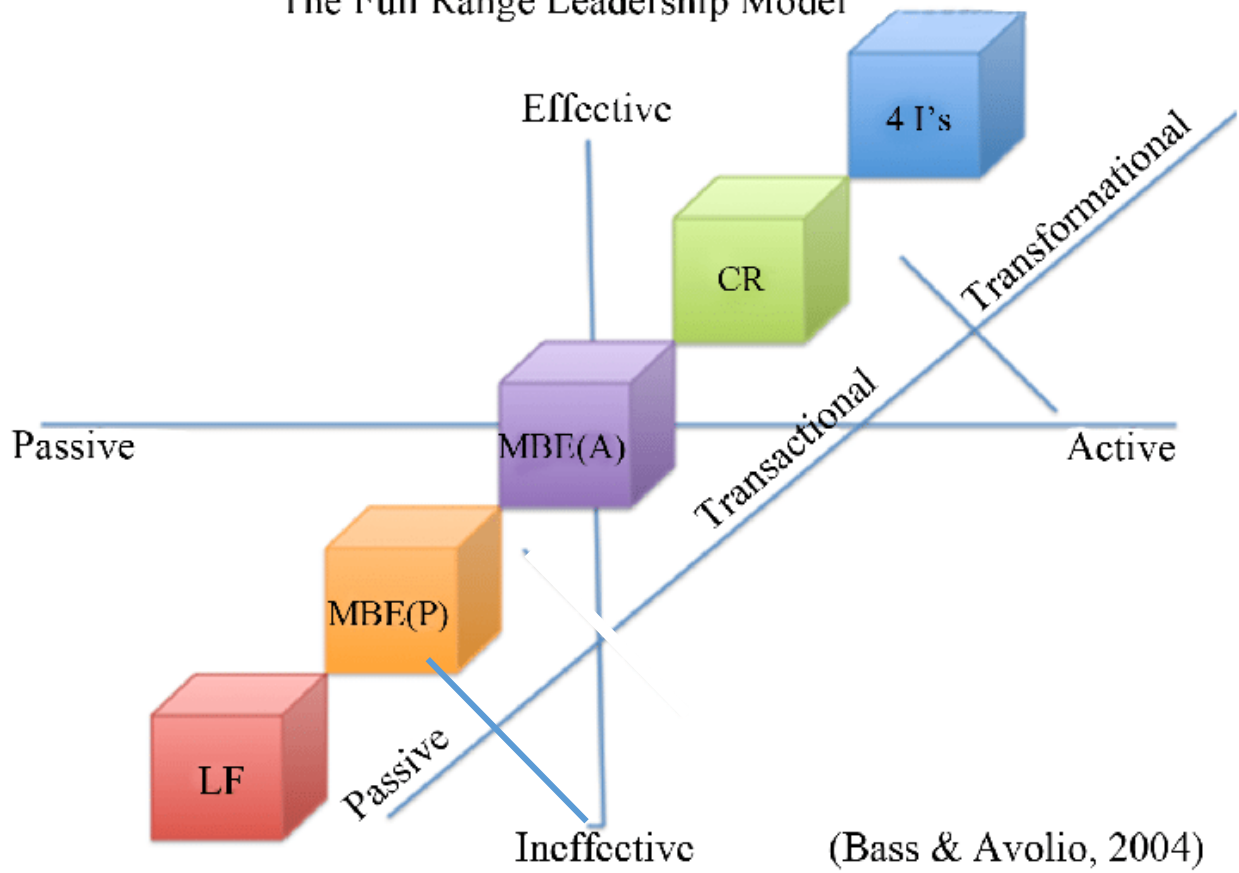


The Full Range Leadership Model



| Leadership | Factors | Meanings |
|------------------|--|--|
| Transformational | Idealized Influence (Attribute) | To influence the associates as role model in moral and value. |
| | Idealized Influence (Behavior) | To inspire associates to achieve the goals by extra effort. |
| | Inspirational Motivation | To communicate their vision and mission, identify the right and important things and find the ways to achieve the goals. |
| | Intellectual Stimulation | To simulate associates to question old problems, challenge others, think problems in new ways and make innovations by their own. |
| Transactional | Individualized Consideration | To meet associates' individual needs and develop them to their full potential uniquely. |
| | Contingent Reward Leadership | To set obligations, objectives, and tasks for associates, and reward associates when contractual obligations are fulfilled. |
| Laissez-faire | Management-by-Exception Active and Management-by-Exception Passive | To check the standards of work to be met actively or passively. |
| | Passive Avoidant | To avoid making decisions, does not take responsibility, and does not use authority. |