I. The effect of empowering leadership varies as a function of employees’ achievement motivations (Chapters 1-5).

II. Empowering leadership has a curvilinear (inverted U-shaped) effect on employee creativity and in-role performance (Chapters 2 and 3).

III. Employees’ work-role self-efficacy substitutes for the effects of empowering leadership such that empowering leadership has no effect when work-role self-efficacy is high (Chapter 2).

IV. Employees with a learning goal orientation benefit from empowering leadership more than employees who hold performance goal orientations (Chapters 3 and 4).

V. Empowering leadership indirectly affects individual performance via team-directed information exchange (Chapter 4).

VI. The extent to which leaders empower their employees is jointly determined by leaders’ predispositions as well as their perceptions of their own jobs and of employees’ capabilities.

VII. Trust in organizations is a contextualized phenomenon – the effects of trust across different organizational referents interact to affect employee performance.

VIII. Leaders’ enactment of ethical leadership behaviors substitutes for a lack of justice enactment in affecting employees’ justice perceptions.

IX. Narcissistic leadership behaviors interact with the relationship quality of employees with their leaders to affect employee performance.

X. Effective leadership depends on a complex interplay of factors residing in the leader, follower, and situation.

XI. “One must find the source within one’s own Self, one must possess it. Everything else was seeking – a detour, an error” (Hermann Hesse, Siddhartha).