

Contents

<i>List of Figures</i>	<i>page</i> ix
<i>Preface</i>	xi
<i>Acknowledgments</i>	xiii
<i>List of Characters</i>	xv
Introduction	I
PART I CONCEPT	7
SECTION I LEADERSHIP	9
Defining Leadership, First Round	10
An Ethical Caveat Prior to Taking Off	11
1 Traditional Delineations of Kinds of Leadership	13
The Ohio State University Studies	14
North Michigan State University Studies	14
Contingency Theory of Leadership	15
The Situational Leadership Theory (SLT)	16
Path-Goal Theory of Leadership (PGTL)	16
Kaizen	17
2 Contemporary Views on Leadership	19
Transactional Leadership	19
Transformational Leadership	20
Laissez-Faire	20
Shared Leadership	21
Distributed Leadership	21
Leaderful Organizations	22
Versatile Leadership	23
Creative Leadership	23
Transforming Buffaloes into Geese	24
Authentic Leadership	25

3	Leadership and Social Influence	26
	Obedience and Persuasion	26
	Compliance, Entrapment, and Manipulation	27
	Self-Persuasion, Conformity, and Cognitive Dissonance	28
	Majority Influence and the Asch Experiment	29
	Minority Influence	29
	Identification and Internalization	30
	Charisma, Part 1	31
4	Example: The Specific Social Influence of Social Entrepreneurs	33
	The Unique Influence of Social Entrepreneurs	34
	Specific Energy, Passion, and Optimism	38
	Social Entrepreneurs' Authentic Leadership	38
	Short Distance–Long Distance	39
	Mission-Oriented Charisma, Part 2	39
	SECTION 2 COMPLEXITY AND NETWORKS	41
	Defining Leadership, Second Round	41
5	Complexity: What Does It Mean?	42
	Dimensions of Complexity	43
	Dagmara Bienkowska from Poland	52
	Social Influence in the Complex Systems	56
6	Something Out of Nothing: Big Social Movements	
	Harnessing Chaos into Order	58
	The Civil Rights Movement in the United States	59
	Polish Underground Solidarity Movement	59
	Peaceful Social Movements and Complexity	63
7	Creativity: What It Is and How It Works	65
	David Kuria	65
	What Is Creativity?	67
	How Our Brain Becomes Creative	69
	Brain Plasticity	69
8	Efficient Networks	73
	Vertical, Horizontal (Lateral), and Diagonal (Transversal) Communication	74
	Serendipity and Networks (Creativity, Continued)	75
	Networks Supporting Social Capital	77
	SECTION 3 EMPOWERING LEADERSHIP	85
	Siriky Ky from Burkina Faso	85
	Defining Leadership, Third Round	87

9	Empowering Leadership	88
	The Phenomenon of Empowerment	88
	Steve Bigari from the United States	91
	Empowering Leadership Defined	92
10	Preconditions for Endogenous Dynamics	94
	"Complexity as a Way of Thinking"	94
	Social Capital, Part 2	95
	Connectivity Spirit	98
	Social Empathy	102
	Creativity-Enabling Environment (Creativity, Continued)	109
	 PART II IMPLEMENTATIONS	 111
	SECTION 4 EMPOWERING LEADERSHIP IN ACTION	113
11	Empowering Leadership in Business	115
	Exploring a Community of Associates: The Gore Example	116
	Tomato Game: Self-Management at Morning Star	121
	The Company as Village: Semco Partners	126
	Summary: From the Conceptual Perspective	130
12	Empowering Leadership in the Social Arena	133
	Sustaining Peace through Building Alternative Attractors	134
	Dr. Yehudah Paz from Israel	135
	Self-Governing Nurses: A Better and Cost-Effective Home Care	137
	Community-Based Environmental Monitoring	142
	Those Most Marginalized Help Others: The Barge (Barka) Foundation	145
	Self-Reliant Emigrants	147
	Example from My Own Experience	149
	Summary: From the Conceptual Perspective	152
	 SECTION 5 BEING AN EMPOWERER	 157
13	Some Characteristics of an Empowerer	159
	Social Capital Transmitter	159
	Mastering Bridging Networks	162
	Facilitating the Process of Emergence	164
	Enabling Others to Act While Keeping Your Own Ego on a Short Leash	165
	Belief in Changeability	166
	The Empowerer – in Short	167

14	How to Enhance Creativity	168
	Music, Play, Humor, and Dance Accelerate Creativity	168
	Distance and Metaphors	170
	The Empowerer's Role: How to Boost Creativity	174
15	Empowering as a Lifestyle	180
	Empowering Child Rearing	180
	The Paradox of the Empowerer	181
	Aging in Harmony	183
	The Empowerer and the Family	187
PART III FUTURE		189
SECTION 6 HOW TO FORESEE THE FUTURE		191
16	Exploring the Future	193
	The Adjacent Possible	193
	Forecasting	193
	Simulations	194
	Education through Simulations	198
	Live Action Role-Playing (LARP) Games	198
17	Playing and Dancing the Future	200
	Instinct-Mining Games	201
	Why Dancing? Why Not Traditional Discussion?	204
	Précis: The Empowering Leadership Model	206
	The Empowering Leadership Model	207
	Empowering Spirit	209
	The Bottom of the Pyramid – New Apprehension	212
	Closing Remarks	212
	<i>References</i>	215
	<i>Index</i>	247