

TABLE OF CONTENTS

LIST OF FIGURES AND BOXES	xi
AUTHOR BIOGRAPHIES	xii
ACKNOWLEDGEMENTS	xiv
1. Introduction: Exploring Leadership	1
Not 'Another' Book on Leadership!	1
Leadership: The Panacea of our Times?	4
Changing Perspectives on Leadership	6
Studying Leadership	7
Dissatisfaction with Leadership and Management Theory and Education	10
Reframing Leadership Studies	13
Chapter Summary	15
2. Theoretical Perspectives on Leadership	17
The Contested Nature of Leadership	17
Philosophical Origins of Contemporary Leadership Theory	20
Leadership is Sexy and Management is Boring . . . or are they?	23
Contemporary Theories of Leadership	25
So, What is Leadership?	38
Chapter Summary	40
3. Individual Perspectives on Leadership	42
Leadership and Personality: What are Leaders LIKE?	42
Leadership Styles and Behaviours: What do Leaders DO?	46
Leadership and Identity: Who do you Think you are?	49
Keeping it Real: The Implications of Authentic Leadership	53
Are You Sitting Comfortably? Leaders as Storytellers	56
Leading from the Heart? Leadership and Emotions	59
Just Another Set of Traits? Critiques of Authentic and Emotionally Intelligent Leadership	64
Chapter Summary	65

4. Organizational Perspectives on Leadership	67
Leadership and Organizational Performance	68
Leadership and Power	73
Leadership Competencies: The Science of Leadership	78
Setting the Direction: Strategic Leadership	84
Rites, Rituals, and Belonging: Leadership and Organizational Culture	91
Setting the Scene: Putting Leadership into Context	96
Researching Leadership in Organizations	99
Chapter Summary	100
5. Societal Perspectives on Leadership	102
Being 'One of us': Leading in Communities	102
Being Global, Being Local, and Being Worldly	112
Saving Our Planet and Ourselves: Leading for Sustainability	116
Beauty and Aesthetics in Leadership: Cultural Leadership	123
When 'Leadership' isn't the Answer	127
Chapter Summary	137
6. Emerging Perspectives and Enduring Dilemmas in Leadership	139
Why can't a Woman Behave like a Man? Leadership and Gender	140
Leaders Make me Sick! Leadership and Toxicity	144
Being Absent, Being Present: Leadership in a 'Virtual World'	148
The Social Responsibility of Business is . . . Leadership and Morality	152
Leading into a Meaningful Future: Leadership and Spirituality	157
Chapter Summary	164
7. Conclusion: Where Next for Leadership Studies?	166
Leadership, Society and the Next Ten Years	166
Preparing for an Uncertain Future	168
Many Perspectives but no 'Right' Way of Looking at Leadership	170
Rerouting our Enquiries	171
Moving Forward with an Eye on the Past	182
Chapter Summary	183

REFERENCES	184
INDEX	207