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

LIST OF FIGURES AND BOXES

Figures

4.1 The Management Development, Capability, and Performance Black Box 68
4.2 Deliberate and Emergent Strategy 87
5.1 A Continuum of 'Belonging' 108

Boxes

1.1 CLS Values 3
7.1 The Changing Nature of Society, Work and Leadership 167