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Leadership Horizons

Series Editors
Michelle C. Bligh, *Claremont Graduate University*; Melissa Carsten, *Winthrop University*

This series is devoted to new developments and fresh perspectives in theory and research on leadership, within the context of continuing and emerging organizational issues. The series embraces a broad definition of leadership phenomena; including a focus on people, positions, processes, relationships and situations. The series will advance an applied scholarship model, wherein sound academic work is connected, either directly or more speculatively, to real-world problems and controversies. The series seeks to promote work that aggressively pushes beyond current leadership orthodoxy and critically examines conventional thinking and practices. The series will represent a wide range of organizational, industry, national and global leadership issues. The series will feature entire volumes written by authors and edited volumes with multiple contributors. The series is intended to appeal to academic researchers and professional analysts, and to university instructors looking for thought provoking reference material for classroom use.

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- The Connecting Leader
- Advancing Relational Leadership Research
- Follower-Centered Perspectives on Leadership
- Complexity Leadership
- Implicit Leadership Theories
- Teaching Leadership
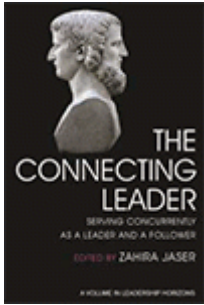- Grounding Leadership Theory and Research

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The Connecting Leader
Serving Concurrently as a Leader and a Follower

Zahira Jaser, University of Sussex

2021. Paperback 978-1-64802-204-3 $45.99. Hardcover 978-1-64802-205-0 $85.99. eBook 978-1-64802-206-7 $65.

Previous books of the Leadership Horizon Series showed unequivocally how both leaders and followers play an equally important part in the co-production of leadership outcomes, and how leader and follower identities are fluid, so that the same individual can enact both at different times. This book stretches the notion of leadership a step further by exploring the co-enactment of both roles, identities, and positions of leader and follower by one same individual. This individual is defined as a connecting leader, as in this co-enactment he/she functions as connector between different leadership relationships.

The concept of connecting leader emerges from the observation that most individuals in organizations engage in the leader-follower role co-enactment: managers, pulled between executives and reportees; CEOs, between the board and the head of departments; or employees involved in cross functional teams, leading and following in different degrees, subject to their expertise. Yet, despite its pervasiveness this concept is at best under theorized by the literature, which, dominated by dyadic and romanticized views, mostly presents the roles as enacted by separate individuals facing each other.

To advance our understanding of connecting leaders the editor proposes to shift our focus on leadership in three ways: to unpack the interconnectedness and interplay of leader and follower identities; to investigate the tensions arising from the co-enactment and how these can be overcome; to widen the way in which we study leadership, through new configurations (e.g. leadership triads) and ontologies; and finally to consider the similarities between leading and following. The book chapters are organized to mirror these areas of exploration. Understanding leadership from a perspective that acknowledges that many individuals in organizations are not just leaders or followers, but both, democratizes the way we theorize leadership, and moves us further away from the temptation to romanticize it.

CONTENTS: Foreword, *Mary Uhl-Bien and Sonia M. Ospina.* Introduction: The Connecting Leader, *Zahira Jaser.* **PART I: INTERCONNECTED LEADER-FOLLOWER IDENTITIES.** From a Leader and a Follower to Shared Leadership: An Identity-Based Structural Model for Shared Leadership Emergence, *Elisa Adriasola and Robert G. Lord.* Bridging Gaps in Organizations: Leaders as Entrepreneurs of Identity, *Martin P. Fladerer, Niklas K. Steffens, and S. Alexander Haslam.* **PART II: JANUSIAN TENSIONS.** Paradox, Leadership, and the Connecting Leader, *Camille Pradies, Marieke Delanghe, and Marianne W. Lewis.* Meddling in the Middle: The Middle Manager Yo-Yo on a Constant Move, *Mats Alvesson and Susann Gjerde.* **PART III: THE CONNECTING LEADER IN PRACTICE.** From Connecting Leaders to Connecting Leadership: A Study of Interaction, *Christian Dyrlund Wåhlin-Jacobsen and Magnus Larsson.* The Connecting Leader and Managerial Stances at Work: A Practice Perspective, *Roddy Walker.* **PART IV: LEADER AND FOLLOWER AS ONE.** Leadership and Followership as One: Connecting Leaders in the Military, *Melanie A. Robinson, Nicole Bérubé, and Ann Langley.* Everyday Leadership and Engaged Followership: Two Sides of the Same Construct, *Ronald E. Riggio, Zhengguang Liu, Rebecca J. Reichard, and Dayna O. H. Walker.*

Advancing Relational Leadership Research
A Dialogue among Perspectives

Mary Uhl-Bien, University of Nebraska; Sonia M. Ospina, New York University

2012. Paperback 978-1-61735-921-7 $45.99. Hardcover 978-1-61735-922-4 $85.99. eBook 978-1-61735-923-1 $65.

Leaders and followers live in a relational world—a world in which leadership occurs in complex webs of relationships and dynamically changing contexts. Despite this, our theories of leadership are grounded in assumptions of individuality and linear causality. If we are to advance understandings of leadership that have more relevance to the world of practice, we need to embed issues of relationality into leadership studies.

This volume addresses this issue by bringing together, for the first time, a set of prominent scholars from different

paradigmatic and disciplinary perspectives to engage in dialogue regarding how to meet the challenges of relationality in leadership research and practice. Included are cutting edge thinking, heated debate, and passionate perspectives on the issues at hand. The chapters reveal the varied and nuanced treatments of relationality that come from authors' alternative paradigmatic (entity, constructionist, critical) views. Dialogue scholars—reacting to the chapters—engage in spirited debate regarding the commensurability (or incommensurability) of the paradigmatic approaches. The editors bring the dialogue together with introductory and concluding chapters that offer a framework for comparing and situating the competing assumptions and perspectives spanning the relational leadership landscape. Using paradigm interplay they unpack assumptions, and lay out a roadmap for relational leadership research. A key takeaway is that advancing relational leadership research requires multiple paradigmatic perspectives, and scholars who are conversant in the assumptions brought by these perspectives.

The book is aimed at those who feel that much of current leadership thinking is missing the boat in today's complex, relational world. It provides an essential resource for all leadership scholars and practitioners curious about the nature of research on leadership, both those with much research exposure and those new to the field.

CONTENTS: Series Introduction. Foreword. About the Contributors. INTRODUCTION: Mapping the Terrain: Convergence and Divergence Around Relational Leadership, *Sonia M. Ospina and Mary Uhl-Bien.* Exploring the Competing Bases for Legitimacy in Contemporary Leadership Studies, *Sonia M. Ospina and Mary Uhl-Bien.* **PART I THEORIZING THE PRACTICE OF RELATIONAL LEADERSHIP.** The Social Production of Leadership: From Supervisor-Subordinate Linkages to Relational Organizing, *Anson Seers and Suzette M. Chopin.* The Relational Practice of Leadership, *Joyce K. Fletcher.* Systemic Constructionist Leadership and Working from Within the Present Moment, *J. Kevin Barge.* The Contribution of Psychodynamic Theory to Relational Leadership, *Declan J. Fitzsimons.* A Tale of Two Perspectives: An Account of Entity and Social Constructionist Approaches to 'Conflict' in Leadership Development., *Fiona Kennedy, Brigid Carroll, Joline Francoeur and Brad Jackson.* Un- and Re-Packing Leadership: Context, Relations, Constructions and Politics, *Mats Alvesson and Stefan Sveningsson.* (Dialogue): A Dialogue on Theorizing Relational Leadership, *David Day and Wilfred (Bill) Drath.* **PART II RESEARCHING RELATIONAL LEADERSHIP.** Social Change Leadership as Relational Leadership, *Sonia M. Ospina, Erica Foldy, Waad El Hadidy, Jennifer Dodge, Amparo Hofmann-Pinilla, and Celina Su.* Integrative Leadership and Policy Change: A Hybrid Relational View, *Barbara C. Crosby and John M. Bryson.* Extending Relational Leadership Theory: The Role of Affective Processes in Shaping Leader-Follower Relationships, *Neal M. Ashkanasy, Neil Paulsen and Eugene Y. J. Tee.* Relational Leadership: Creating Effective Leadership with Diverse Staff, *Lynn R. Offermann.* Political Skill, Relational Control, and the Self in Relational Leadership Processes, *Darren C. Treadway Jacob W. Breland, Laura A. Williams, Jun Yang and Lisa Williams. Shared Leadership 2.0: A Glimpse into the State of the Field, Christina L. Wassenaar and Craig L. Pearce.* (Dialogue): A Research Agenda for Relational Leadership, *Gail Fairhurst and John Antonakis.* **PART III: A CONVERSATION ACROSS PERSPECTIVES.** (Dialogue): A Dialogue on Entitative and Relational Discourses, *Dian Marie Hosking and Boas Shamir.* Leadership Research or Post-Leadership Research? Advancing Leadership Theory versus Throwing the Baby Out with the Bath Water, *Boas Shamir.* (Dialogue): Exploring the Prospects for Dialogue across Perspectives, *Dian Marie Hosking, Boas Shamir, Sonia M. Ospina, and Mary Uhl-Bien.* CONCLUSION: Paradigm Interplay in Relational Leadership: A Way Forward, *Mary Uhl-Bien and Sonia M. Ospina.* Author/Editor Bio.
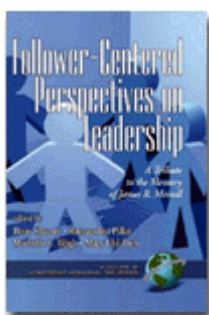
Follower-Centered Perspectives on Leadership
A Tribute to the Memory of James R. Meindl

Raj Pillai, California State University, San Marcos; Michelle C. Bligh, University of Nebraska; Mary Uhl-Bien, University of Nebraska

2009. Paperback 978-1-59311-547-0 $45.99. Hardcover 978-1-59311-548-7 $85.99. eBook 9781607527022 $65.

The majority of leadership theories and studies have tended to emphasize the personal background, personality traits, perceptions, and actions of leaders. From this perspective, the followers have been viewed as recipients or moderators of the leader's influence, and as vehicles for the actualization of the leader's vision, mission or goals. One of the major challengers of this dominant view was the late James R. Meindl. As an alternative to the leader-centric perspective on leadership, Meindl offered a follower-centric approach that views both leadership and its consequences as largely constructed by followers and hence influenced by followers' cognitive processes and inter-follower social influence processes. As a tribute to Jim Meindl and his contributions to the field of leadership studies, Information Age Publishing is releasing a book on follower-centered approaches to leadership. The book covers a wide variety of perspectives that acknowledge the active roles of followers in the leadership process. These include the psychoanalytical perspective, leadership categorization theory, social identity theory, the shared leadership approach, attribution of charisma through social networks, the role of the media in constructing images of the leader, the social construction of followership, vision implementation by followers and a post modern approach to followership. It is hoped that the volume will provoke readers

to reflect upon and extend Jim Meindl's seminal work on followership. ars and practitioners curious about the nature of research on leadership, both those with much research exposure and those new to the field.

CONTENTS: Series Editor's Note. Introduction. From Passive Recipients to Active Co-Producers: Followers' Roles in the Leadership Process, *Boas Shamir.* Toxic Leaders and the Fundamental Vulnerability of Being Alive, *Jean Lipman-Blumen.* Implicit Leadership Theories as Dynamic Processing Structures, *Megan E. Medvedeff and Robert G. Lord.* Extending the Follower-Centered Perspective: Leadership as an Outcome of Shared Social Identity, *Daan van Knippenberg, Barbara van Knippenberg, and Steffen R. Giessner.* Sharing Leadership: Who, What, When, and Why, *Lynn R. Offermann and Noelle F. Scuderi.* Leadership Embedded in Social Networks: Looking at Inter-Follower Processes, *Margarita Mayo and Juan Carlos Pastor.* Organizational Change, Member Emotion, and Construction of Charismatic Leadership: A Follower-Centric Contingency Model, *Chao C. Chen, Liuba Y. Belkin, and Terri R. Kurtzberg.* Through Thick and Thin?: Follower Constructions of Presidential Leadership Amidst Crises, 2001–2005, *Rajnandini Pillai, Jeffrey C. Kohles, and Michelle C. Bligh.* Putting the Visual into the Social Construction of Leadership, *Brad Jackson and Eric Guthey.* The Romance of Leadership and the Social Construction of Followership, *Mary Uhl-Bien and Rajnandini Pillai.* Here Today, Gone Tomorrow: Follower Perceptions of a Departing Leader and a Lingering Vision, *Melissa K. Carsten and Michelle C. Bligh.* Not Leaders, Not Followers: A Postmodern Discourse of Leadership Processes, *Dian Marie Hosking.* The Social Construction of a Legacy: Summarizing and Extending Follower-Centered Perspectives on Leadership, *Michelle C. Bligh, Rajnandini Pillai, and Mary Uhl-Bien.* Romancing, Following, and Sensemaking: James Meindl's Legacy, *Karl E. Weick.* James R. Meindl.

Complexity Leadership
Part 1: Conceptual Foundations

Mary Uhl-Bien, University of Nebraska; Russ Marion, Clemson University

2007. Paperback 978-1-59311-795-5 $45.99. Hardcover 978-1-59311-796-2 $85.99. eBook 9781607526285 $65.

This book introduces leadership and organizational scholars to the potenial of complexity science for broadening leadership study beyond its traditional focus on leaders' actions and influence, to a consideration of leadership as a broader, dynamically and interactive organizing process. The book offers a primer on complexity science and its applications to organization studies, and compares the logics of complexity science with those underlying traditional leadership approaches. It describes methodological approaches for studying leadership from a complexity perspective, and offers examples of applications of complexity science to leadership theory. Chapters are written by top scholars in complexity and leadership theory.

CONTENTS: Series Introduction. Acknowledgments. Introduction: Complexity Leadership—A Framework for Leadership in the Twenty-First Century, *Mary Uhl-Bien and Russ Marion*. Complexity Theory for Organizations and Organizational Leadership, *Russ Marion*. Conceptual Foundations of Complexity Science: Development and Main Constructs, *Jeffrey Goldstein*. Dynamical Social Psychology: On Complexity and Coordination in Human Experience, *Robin R. Vallacher and Andrzej Nowak*. Pathways of Opportunity in Dynamic Organizational Networks, *Martin Kilduff, Craig Crossland, and Wenpin Tsai*. Individual and Collective Coevolution: Leadership as Emergent Social Structuring, *David R. Schwandt*. Dispelling the Myths About Leadership: From Cybernetics to Emergence, *Donde Ashmos Plowman and Dennis Duchon*. Beyond Transactional and Transformational Leadership: Can Leaders Still Lead When They Don't Know What to Do? *Robert G. Lord*. Complexity Leadership Theory: Shifting Leadership From the Industrial Age to the Knowledge Era, *Mary Uhl-Bien, Russ Marion, and Bill McKelvey*. Emergent Strategy Via Complexity Leadership: Using Complexity Science and Adaptive Tension to Build Distributed Intelligence, *Bill McKelvey*. Research Methods for Studying the Dynamics of Leadership, *Kevin J. Dooley and Benyamin Lichtenstein*. Dynamic Network Leadership: Leading for Learning and Adaptability, *Craig Schreiber and Kathleen M. Carley*. A Complexity Perspective on Leadership Development, *Ellen Van Velsor*. Leadership or Luck? The System Dynamics of Intel's Shift to Microprocessors in the 1970s and 1980s, *James K. Hazy*. Patterns of Leadership: A Case Study of Influence Signaling in an Entrepreneurial Firm, *James K. Hazy*. About the Authors.
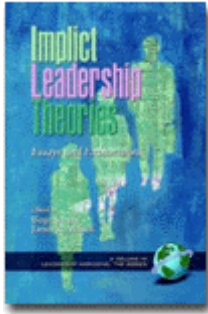
Implicit Leadership Theories
Essays and Explorations

James R. Meindl, State University of New York - Buffalo; Birgit Schyns, University of Portsmouth

2005. Paperback 1-59311-360-9 978-1-59311-360-5 $45.99. Hardcover 1-59311-361-7 978-1-59311-361-2 $85.99. eBook 9781607526803 $65.

This book is the third volume in the Leadership Horizons series. This series, started by Jim Meindl, is devoted to new developments in theory and research on leadership within the context of continuing and emerging organizational issues. In this spirit, the present volume delves into implicit leadership theories (ILTs), and opens intriguing new avenues for research on ILTs, but does so while maintaining an eye on the past. For example, the book offers valuable historical perspectives from those who were "there" - Dov Eden and Uriel Leviatan share the inside scoop on the origination of the concept of ILTs, and Bob Lord traces the evolution of social-cognitive perspectives with respect to work on ILTs - while all authors raise interesting questions and offer important new directions to advance this work well into the future. It features a wide range of scholars and perspectives, and practical implications are implicit and explicit throughout the volume. The book offers a valuable resource for researchers, students, and practitioners interested in leadership and social cognition in the workplace.

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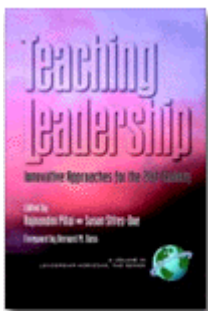
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Susan Stites-Doe, SUNY College at Brockport; Raj Pillai, California State University, San Marcos

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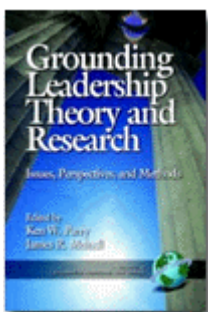
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James R. Meindl, State University of New York - Buffalo; Ken Parry, Victoria University

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