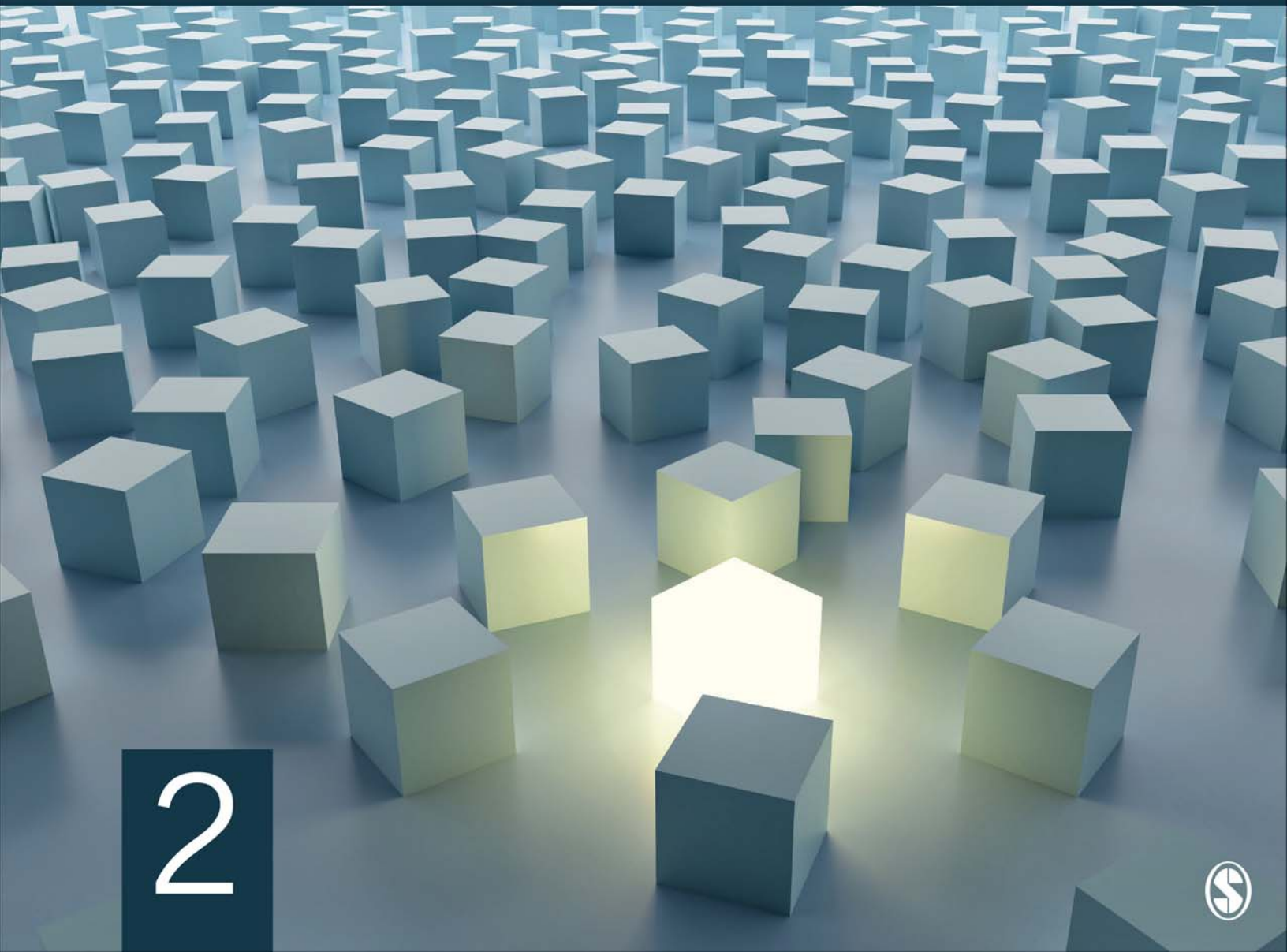


The SAGE Encyclopedia of

LEADERSHIP STUDIES

George R. Goethals ▪ Scott T. Allison ▪ Georgia J. Sorenson
Editors



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The SAGE Encyclopedia of
Leadership Studies

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Introduction

Leadership is central to the human condition. It is almost impossible to imagine human life without it. The same goes for understanding the behavior of individual members of other species. Leadership is everywhere. As for humans, leadership at its most basic is about how people get along and how they get things done. It involves individuals devising organizational structures to achieve their goals. It entails finding the right mix of leaders and followers in such structures, and finding the right people to fill those roles flexibly and effectively. Leading is not only done well or poorly, or effectively or ineptly. It is also done morally, with care for the greater good—or selfishly and destructively. Both leadership and followership are multifaceted. In a complex world, understanding fully what leadership is, as well as what makes it ethical and effective, is becoming only more difficult. Equally important and challenging is understanding the mind, and behavior, of followers.

The complexities of leadership itself and the breadth of the field of leadership studies combine to challenge any endeavor to create a comprehensive and coherent encyclopedia of leadership studies. Despite the urgency of understanding leadership in a world where democratic government is now in a protracted struggle with the appeal of autocracy, scholars have been hard-pressed to render a clear and relevant account of its fundamentals. This urgent challenge has spurred us to work with our colleagues and with Sage Publishing to produce this encyclopedia. Our goal is to provide readers with an understanding of the complex fundamentals of leading and following so that we can all do better in living and learning in difficult times.

As suggested above, the study of leadership demands understanding not only how leadership is done well but also how it is done ethically. It is about understanding how in the best of circumstances people can find ways of getting along and getting things done, together, in highly moral ways. Reflecting this very general view, we have endeavored to bring together work at the cutting edge of the study of leadership from the many disciplines and perspectives that inform this highly interdisciplinary field of study.

Intended Audience

The field of leadership studies is vast. It involves scholars and educators, executives and leaders in business and management, nonprofits, and institutions such as hospitals, the military, and religious organizations. This encyclopedia can be of both interest and utility for all of these groups of people. It can enlighten them about what we think we know, help them think critically about our theories and our evidence, and equip them with the knowledge to act more effectively as both leaders and followers.

Most important, perhaps, our work is intended for students at both undergraduate and graduate levels. They are the citizens of the future. All of them will both lead and follow at different times and in different circumstances in their lives. The entries in this work can help them think about and perform both effective and ethical leadership. It can help them get along and get things done, sometimes as leaders and other times as followers. We wish them well in whatever paths they choose for the future.

The Editorial Team

The associate editors and editorial board members of this project have helpfully shaped both its content and its voice, or what we might call its words and music. The work's topics and level of presentation represent their fields of scholarly expertise and their experience as teachers and mentors. The three associate editors include a scholar of the humanities, Kristin Bezio of the Jepson School of Leadership Studies at the University of Richmond, a scholar of the social sciences; psychologist James Beggan from the Department of Sociology at the University of Louisville; and Ronald Riggio of the Kravis Institute of Leadership and Department of Psychology at Claremont McKenna College, a long-time leading scholar of leadership, nationally and internationally.

The eight-member editorial board includes a wide variety of diverse perspectives on the study of leadership. That diversity of perspectives is crucial to the potential value of this project. Two of the eight are scholars of leadership ethics, Joanne Ciulla and Jessica Flanigan, who have special expertise in business ethics and medical ethics, respectively. David Collinson ensured that the important perspective of critical leadership studies was included in a significant number of entries. Historian Julian Hayter added a crucial long-term perspective to planning the content of this encyclopedia, especially as it concerns ways that race has shaped the present and our understanding of leadership. Gill Hickman brought deep knowledge of and experience with leadership in organizations. Crystal Hoyt added depth to our understanding of the importance of gender and gender differences in leadership and perceptions of leadership. Nurcan Ensari brought an important international perspective to the project. Finally, we were fortunate to have on board anthropologist Christopher von Rueden, a prominent young scholar concerned with an evolutionary perspective on leadership.

Entries and Authors

This two-volume work includes nearly 300 entries authored by over 200 lead authors and many coauthors. Topics were selected based on theory

and research that is taught in leadership studies curricula, on papers presented at international leadership association meetings and conferences, and on articles published in leading journals which either focus on leadership or consider its significance. We are confident that the encyclopedia satisfactorily covers essential topics in the field of leadership studies.

Structure and Organization

The entries in this encyclopedia are listed alphabetically. All of them fall into one or more categories that highlight the scope of this project, and its overall content. The categories themselves are listed in alphabetical order here:

- Case Studies
- Concepts
- Cross-Cultural Perspectives
- Ethics
- Evolutionary Perspectives
- Followers
- Organizations
- Personal Qualities
- Political Leadership
- Power
- Situations and Contexts
- Social Justice
- Styles
- Theories
- Women and Gender

A perhaps more useful presentation of the various categories is to explain their interrelationships. Our largest category is Concepts. Well over half of the entries in this encyclopedia introduce and describe a conceptual approach to some aspect of leadership, for example, the entry on the Dark Triad of traits can produce bad leadership. Some of the entries listed under Concepts are general enough to be listed under the heading Theories. For example, Adaptive Leadership and Behavioral Theories of Leadership are classified as both Concepts but more importantly perhaps, Theories. Closely related to Concepts is the category Case Studies. Typically the case studies included here illustrate one or more important concepts, such as the GLOBE Research Program.

Other categories were identified according to key elements of leadership. One enduring question in the study of leadership is the relationship of power and leadership. Thus, we include a category of Power in our overall organization of entries, as represented in the entry Leaders' Power Resources and Followers' Reactions. One of the most prominent scholars of leadership, James MacGregor Burns, argued that all leaders are actual or potential power holders, but that not all power holders are leaders. Burns went on to distinguish power wielding from leadership, depending on whether the person with power uses it for selfish interests only or to meet the needs of followers as well. Other scholars argue that leaders do not necessarily have power. Reflecting these different perspectives, the relationship of power and leadership is either an implicit or explicit concern in many of our entries.

Another group of entries considers leaders, followers, and how their relationships play out in specific situations or contexts. First in this set are entries that focus on the Personal Qualities and Styles of leaders. These include entries on the Big Five Personality Traits that generally contribute to good leadership and an entry on the Dark Triad, traits of some leaders that often produce the worst and most destructive instances of leadership. The entries under Styles include entries on Authentic, Caring, Mindful, and Narcissistic Leadership, that is, some of the good and the bad. Of course, many entries that consider the personal qualities or styles of leaders talk about how they interact with followers. Importantly then, there is a list of entries that focus on Followers, including for example a contribution on Intelligent Disobedience by followers. Then a set considers how leaders and followers interact or relate in our group of entries called Situations and Contexts. Two such entries are Collective Action and Context-Sensitive Leader Preferences.

Another important category includes entries that reflect advances in explorations of evolutionary roots of a wide variety of human behavior, including mate preferences and emerging leadership structures in groups. For example, we include an entry on Charismatic Leadership that takes an evolutionary approach.

This encyclopedia, as is evident from our team of editorial board members, emphasizes the

centrality of ethics. Various entries explore just what constitutes ethical leadership, and how does it relate to other aspects of leadership. Thus, one entry considers Ethics and Effectiveness, considering whether unethical leadership must also be ineffective.

Closely related to our focus on ethics is a concern with social justice, particularly issues involving race, gender, and class. Accordingly, we have entries listed under the headings Social Justice and Women and Gender. For example, the entry on Women and Men as Leaders is listed under the categories of Social Issues and Women and Gender. Incidentally, it also is listed under Evolutionary Approaches since it addresses whether differences in the numbers of men and women leaders have anything to do with evolution. In this way, Women and Men as Leaders is typical of many entries in this encyclopedia. They touch on many aspects of leadership.

Finally, we note that a considerable number of entries explore leadership in two important contexts, politics (Political Leadership category) or organizations (Organizations category). These groups include Congressional Leadership and Board Leadership.

Taken together we have endeavored to create a coherent structure of entries which represent the extensive field of leadership studies.

The Reader's Guide

The structure described above was used to create our Reader's Guide. This lists the various categories and the entries that address some aspect of the category. The fifteen categories are intended as helpful signposts in the landscape of leadership studies. We hope that they will help readers appreciate the dimensions of the field, and the ways we have endeavored to present it.

"See Also" Cross-References

Most all of the entries in this work are related, closely or at a distance, to several other entries. With authors' guidance, we have taken care to provide after each entry several "See also" suggestions of other entries that address the same concerns as the article in question. For those who