Editor in Chief PETER E. NATHAN

# The Oxford Handbook of Leadership and Organizations

Edited by

David V. Day



# SHORT CONTENTS

Oxford Library of Psychology vii

About the Editor ix

Contributors xi

Contents xv

Chapters 1—868

Index 869

#### CONTENTS

#### Part One • History and Background

- Introduction: Leadership and Organizations 3
   David V. Dav
- Leadership Memes: From Ancient History and Literature to Twenty-First Century Theory and Research 13 Stephen J. Zaccaro
- 3. Critical Perspectives on Leadership 40

  Mats Alvesson and Andre Spicer
- 4. Public Integrative Leadership 57
  Barbara C. Crosby and John M. Bryson
- 5. The Biology of Leadership 73

  Richard D. Arvey, Nan Wang, Zhaoli Song; and Wendong Li

#### Part Two • Research Issues

- 6. Causality and Endogeneity: Problems and Solutions 93

  John Antonakis, Samuel Bendahan, Philippe Jacquart, and Rafael Lalive
- Sculpting the Contours of the Qualitative Landscape of Leadership Research 118 Karin Klenke
- 8. Multilevel Issues in Leadership Research 146

  Mo Wang, Le Zhou, and Songqi Liu
- 9. Evaluation Methods 167

  Emily R. Hoole and Jennifer W. Martineau

# Part Three • Leader-Centric Theories and Approaches

- 10. Personality and Leadership: Looking Back, Looking Ahead 199 *Joyce E. Bono, Winny Shen,* and *David J. Yoon*
- 11. Charismatic and Transformational Leadership: Past, Present, and Future 22. *Ketan H. Mhatre* and *Ronald E. Riggio*
- 12. Visionary Leadership 241

  Daan van Knippenberg and Daan Stam
- 13. Destructive Leadership in and of Organizations 260 Robert B. Kaiser and S.Bartholomew Craig
- Leadership and Identity: An Examination of Three Theories and New Research Directions 285
   Herminia Ibarra, Sarah Wittman, Gianpiero Petriglieri, and David V. Day

#### Part Four • Follower-Centric Theories and Approaches

- 15. Leadership Perception and Information Processing: Influences of Symbolic, Connectionist, Emotional, and Embodied Architectures 305

  Jessica E. Dinh, Robert G. Lord, and Ernest Hoffman
- Authentic Leadership Theory, Research and Practice: Steps Taken and Steps that Remain 331
   Bruce J. Avolio and Fred O. Walumbwa
- 17. Servant Leadership: Antecedents, Processes, and Outcomes

  Robert C. Liden, Alexandra Panaccio, Jeremy D. Meuser,

  Jia Hu, and Sandy J. Wayne
- Leading for Proactivity: How Leaders Cultivate Staff Who Make Things Happen 380
   Sharon K. Parker and Chia-huei Wu

#### Part Five • Dyadic and Team-Centric Theories and Approaches

- Leader-Member Exchange (LMX) Theory: The Relational Approach to Leadership 407
   Berrin Erdogan and Talya N. Bauer
- 20. Leadership and Social Networks: Initiating a Different Dialog 434 *Raymond T. Sparrowe*
- Who's in Charge Here? The Team Leadership Implications of Authority Structure 455
   Ruth Wageman and Colin Fisher
- 22. Leadership in Multiteam Systems: A Network Perspective 482 Dorothy R. Carter and Leslie A. DeChurch

# Part Six • Emerging Issues in Organizational Leadership

- 23. The Skill to Lead: The Role of Political Skill in Leadership Dynamics 505

  Darren C. Treadway, Jeffrey R. Bentley, Lisa M. Williams, and Angela S. Wallace
- 24. Ethical Leadership 524

  Linda K Treviho and Michael E. Brown
- Bridging the Domains of Leadership and Corporate Social Responsibility 539
   David A. Waldman
- 26. Executive Leadership: CEOs, Top Management Teams, and Organizational-Level Outcomes 556

  Nathan J. Hiller and Marie-Michele Beauchesne

# Part Seven • Emerging Contextual Issues in Leadership

- 27. The Context and Leadership 589

  Richard N. Osborn, Mary Uhl-Bien, and Ivana Milosevic
- 28. Leadership in Extreme Contexts 613

  Sean T. Hannah and Ken W. Parry

- Safety Leadership 638
   Mark A. Griffin and Zenobia Talati
- 30. Cross-Cultural and Global Leadership 657 Felix C. Brodbeck and Silke A. Eisenbeiss
- 31. Leadership in a Diverse Workplace 683

  Donna Chrobot-Mason, Marian N. Ruderman, and Lisa H. Nishii
- 32. Changing the Rules: The Implications of Complexity Science for Leadership Research and Practice 709

  James K. Hazy and Mary Uhl-Bien
- 33. Women and Leadership 733 *Jean Lau Chin*

## Part Eight • Special Concerns in Leadership

- 34. Leading for Creativity: People, Products, and Systems 757

  Michael D. Mumford, Carter Gibson, Vincent Giorgini, and Jensen Mecca
- 35. Leadership and Emotion: A Multilevel Perspective 783

  Neal M. Ashkanasy and Ronald H. Humphrey
- 36. Student Leadership Development: Theory, Research, and Practice 805 Susan R. Komives and John R Dugan
- 37. Leadership Development: A Review and Agenda for Future Research

  D. Scott DeRue and Christopher G. Myers

#### Part Nine • Future of Leadership

38. The Future of Leadership: Challenges and Prospects 859 David V.Day

Index 869