The Nature of Leadership

Third Edition

EDITORS

John Antonakis

University of Lausanne, Switzerland

David V. Day

Claremont McKenna College



Los Angeles | London | New Delhi Singapore | Washington DC | Melbourne

Brief Contents

Pref	ace	XXi
Ackı	nowledgments	xxiv
PAR	RT I. INTRODUCTION	1
1.	Leadership: Past, Present, and Future John Antonakis and David V. Day	3
PAF	RT II. THE MAJOR SCHOOLS OF LEADERSHIP	27
2.	Leader Traits and Attributes Stephen J. Zaccaro, Samantha Dubrow, and MaryJo Kolze	29
3.	Charisma and the "New Leadership" John Antonakis	56
4.	In the Minds of Followers: Follower-Centric Approaches to Leadership Douglas J. Brown	82
5.	Relational Leadership Olga Epitropaki, Robin Martin, and Geoff Thomas	109
6.	Contingencies, Context, Situation, and Leadership Roya Ayman and Matthew Lauritsen	138
7.	Shared Leadership Christina L. Wassenaar and Craig L. Pearce	167
8.	Evolutionary, Biological, and Neuroscience Perspectives Mark van Vugt	189

PAR	T III. CURRENT TOPICS IN LEADERSHIP	219
9.	Social Cognition, Social Perception, and Leadership Konstantin O. Tskhay and Nicholas O. Rule	221
10.	Leadership and Gender Linda L. Carli and Alice H. Eagly	244
11.	Power and Leadership Rachel E. Sturm and Lucas Monzani	272
12.	Leadership and Identity Daan van Knippenberg	300
13.	Leadership, Culture, and Globalization Deanne N. Den Hartog and Marcus W. Dickson	327
14.	Leadership Development David V. Day and Aiden M. A. Thornton	354
15.	Entrepreneurial Leadership Maija Renko	381
	T IV. PHILOSOPHICAL AND THODOLOGICAL ISSUES IN LEADERSHIP	409
16.	Studying Leadership: Research Design and Methods Philippe Jacquart, Michael S. Cole, Allison S. Gabriel, Joel Koopman, and Christopher C. Rosen	411
17.	Ethics and Effectiveness: The Nature of Good Leadership Joanne B. Ciulla	438
18.	Corporate Social Responsibility and Leadership Guido Palazzo	469
19.	The Chronicles of Leadership Warren Bennis, With a Foreword by David V. Day and John Antonakis	495
Nam	ne Index	511
Subject Index		537
About the Editors		
	ut the Editors	551

Detailed Contents

Preface	, xx
Acknowledgments	· · · · · · · · · · · · · · · · · · ·
PART I. INTRODUCTION	
1. Leadership: Past, Present, and Future John Antonakis and David V. Day	e ŝ
What Is Leadership?	!
What Leadership Is Not	
The Need for Leadership	
The Study of Leadership	-
A Brief History of Leadership Research	•
Trait School of Leadership	:
Behavioral School of Leadership	9
Contingency School of Leadership	10
Contextual School of Leadership	10
Relational School of Leadership	1
Skeptics-of-Leadership School	1
Information-Processing School of	•
The New Leadership School (Char	
Visionary, Transformational)	1:
Biological and Evolutionary Schoo	
Emerging Issues	1.
Informing Policy From Properly Ide	
Integration and Consolidation	. 1
Organization and Summary of the Bool	
Part II. The Major Schools of Lead	
Part III. Current Topics in Leadersh	nip · 1
Part IV: Philosophical and	
Methodological Issues in Leade	
Enjoy the Book	1
References	2

PAR	T II. THE MAJOR SCHOOLS OF LEADERSHIP	27
2.	Leader Traits and Attributes Stephen J. Zaccaro, Samantha Dubrow, and MaryJo Kolze	29
	Opening Case: A Day in the Life of a Leader	29
	Chapter Overview An Empirical Summary of Recent	30
	Research on Leader Attributes	32
	Categories of Leader Attributes Summary	32 35
	More Complex Models of Leader	رر
	Attributes and Leadership Outcomes	36
	Multi-attribute Models	36
	Multistage Models	37
	Attribute Pattern Models	40
	Collective Leadership and Leader Attributes Curvilinear Models of Leader Attributes	43 44
	Summary and Conclusions	44
	Future Research	46
	Discussion Questions	49
	Recommended Readings	49
	Recommended Case Studies	49
	Recommended Video	49
	References	50
3.	Charisma and the "New Leadership" John Antonakis	56
	Opening Case: A Day in the Life of a Leader	56
	Chapter Overview	57
	Charisma: A Brief History	59
	The Weberian Perspective	61
	Downton's Theory of Charisma	62
	House's Psychological Theory of Charismatic Theory Conger and Kanungo's Attribution (i.e., Inferential)	63
	Theory of Charisma	64
	Shamir and Colleagues on Charisma	65
	Transformational Leadership	65
	Burns's Transforming-Transactional Leadership	65
	Bass's Transformational-Transactional Leadership Model	66
	Podsakoff's Transformational-Transactional Leadership Model	67
	Other Transformational Leadership Models Spinoffs of the New Leadership: Old Wine in New Bottles?	68 68
	Future Research	69
	Correctly Modeling Leadership Style	70
	What Makes Leaders Charismatic?	72

	Conclusion	74
	Discussion Questions	75
	Recommended Readings	75
	Recommended Case Studies	76
	Recommended Video	76
	References	76
4.	In the Minds of Followers: Follower-Centric	
	Approaches to Leadership	82
	Douglas J. Brown	
,	Opening Case: A Day in the Life of a Leader	82
	Chapter Overview	83
	What Is Followership?	84
	Why and When Are We Leader-Centric Thinkers?	88
	The Social-Cognitive Approach	91
	The Content and Nature of the Leader Category	92
	Variability and Stability of the Leader Category	93
	The Development of the Leader Category	95
	Category Use and Application	96
	Follower Perceptions and Leader Action	99
	Summary of the Literature	100
	Conclusion	101 101
	Discussion Questions Recommended Readings	101
	Recommended Case Studies	102
	Recommended Video	102
	References	102
5.	Relational Leadership	109
٦.	Olga Epitropaki, Robin Martin, and Geoff Thomas	103
	Opening Case: A Day in the Life of a Leader	109
	Chapter Overview	110
	Leadership as a Dyadic Relationship	112
	Leader-Member Exchange	112
	Beyond the Dyad: Group and Collective	
	Relational Perspectives	121
	LMX Differentiation: "Not All Relationships	
	Are Created Equal"	121
	Social Network Relational Leadership	122
	Summary	124
	Social Constructionist Relational Leadership Perspectives	124
	Summary	125
	Relational Leadership: The Road Ahead	125
	Relational Cognition: Relational and	
	Network Schemas	127

	Relational Emotion and Affect Relational Identity Conclusion Discussion Questions Recommended Readings Recommended Case Studies Recommended Video References	128 129 130 130 131 131 131
6.	Contingencies, Context, Situation, and Leadership Roya Ayman and Matthew Lauritsen	138
	Opening Case: A Day in the Life of a Leader	138
	Chapter Overview	139
-	Contingency Models and Theories of Leadership	140
	Leader Trait Contingency Models	140
	Leader Behavioral Contingency Approaches	144
	Contingencies, Context, and Situation Defined	146
	Interpersonal Aspect Context in Leadership	147 148
	Intrapersonal Aspect	155
	Summary and Conclusion	156
	Future Research	157
	Implication for Practice	158
	Discussion Questions	158
	Recommended Readings	159
	Recommended Case Studies	159
	Recommended Videos	159
	References	159
7.	Shared Leadership	167
	Christina L. Wassenaar and Craig L. Pearce	
	Opening Case: A Day in the Life of a Leader	167
	Chapter Overview	168
	Historical Bases of Shared Leadership	170
	Overview of Evidence on the Antecedents and Outcomes of	474
	Shared Leadership	174
	Antecedents Associated With Shared Leadership Outcomes Associated With Shared Leadership	174 177
	The Practice of Shared Leadership	177
	The Future of Organizational Leadership	182
	Discussion Questions	183
	Recommended Readings	183
	Recommended Case Studies	183
	Recommended Video	183
	References	183

8.	Evolutionary, Biological, and Neuroscience Perspectives Mark van Vugt	189
	Opening Case: A Day in the Life of a Leader	189
	Chapter Overview	190
	The Evolutionary Psychology of Leadership	192
	The Evolutionary Functions of Leadership	195
•	A Brief Natural History of Leadership	198
	Testing Evolutionary Hypotheses About Leadership	199
	Implications of Evolutionary Leadership Theory	204
	Why Follow?	205
	How Important Is Context?	206
	Why Are Leader–Follower Relations Ambivalent?	206
	Are There Mismatches Between Ancestral and Modern	
	Environments?	208
	Who Is the Leader?	208
	How Effective Is the Leader?	209
	Conclusions	211
	Discussion Questions	211
	Recommended Readings	212
	Recommended Case Studies	212
	Recommended Video	212
	References	212
PAF	RT III. CURRENT TOPICS IN LEADERSHIP	219
9.	Social Cognition, Social Perception, and Leadership Konstantin O. Tskhay and Nicholas O. Rule	221
	Opening Case: A Day in the Life of a Leader	221
		221 222
	Chapter Overview	
	Chapter Overview The Social Cognitive Model of Information Processing	222
	Chapter Overview	222 223
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations	222 223 223
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations Social Perception	222 223 223 224
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations Social Perception The Dynamic Interactive Theory of Person Construal	222 223 223 224 228
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations Social Perception The Dynamic Interactive Theory of Person Construal Social Cognition and Leadership	222 223 223 224 228
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations Social Perception The Dynamic Interactive Theory of Person Construal Social Cognition and Leadership Implicit Leadership Theories and Leadership	222 223 223 224 228 228
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations Social Perception The Dynamic Interactive Theory of Person Construal Social Cognition and Leadership Implicit Leadership Theories and Leadership Categorization Theory	222 223 223 224 228 228 228 230 230
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations Social Perception The Dynamic Interactive Theory of Person Construal Social Cognition and Leadership Implicit Leadership Theories and Leadership Categorization Theory Social Cognition and Leadership Research From Physical Features to Leadership Perception Leadership Traits	222 223 223 224 228 228 228 228
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations Social Perception The Dynamic Interactive Theory of Person Construal Social Cognition and Leadership Implicit Leadership Theories and Leadership Categorization Theory Social Cognition and Leadership Research From Physical Features to Leadership Perception Leadership Traits Mental Representations, Schemas, and	222 223 223 224 228 228 228 230 230 230
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations Social Perception The Dynamic Interactive Theory of Person Construal Social Cognition and Leadership Implicit Leadership Theories and Leadership Categorization Theory Social Cognition and Leadership Research From Physical Features to Leadership Perception Leadership Traits Mental Representations, Schemas, and Prototypes of Leadership	222 223 223 224 228 228 228 228 230 230 230
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations Social Perception The Dynamic Interactive Theory of Person Construal Social Cognition and Leadership Implicit Leadership Theories and Leadership Categorization Theory Social Cognition and Leadership Research From Physical Features to Leadership Perception Leadership Traits Mental Representations, Schemas, and Prototypes of Leadership From Leadership Cognition to Leadership Effectiveness	222 223 223 224 228 228 228 230 230 230
	Chapter Overview The Social Cognitive Model of Information Processing Mental Representations Social Perception The Dynamic Interactive Theory of Person Construal Social Cognition and Leadership Implicit Leadership Theories and Leadership Categorization Theory Social Cognition and Leadership Research From Physical Features to Leadership Perception Leadership Traits Mental Representations, Schemas, and Prototypes of Leadership	222 223 223 224 228 228 228 228 230 230 230

	Conclusion Discussion Questions Recommended Readings Recommended Case Studies Recommended Video References	237 237 237 238 238 238
10.	Leadership and Gender Linda L. Carli and Alice H. Eagly	244
	Opening Case: A Day in the Life of a Leader	244
	Chapter Overview	245
	Representation of Women and Men in Leadership Roles	246
	Human Capital Investments and Family Responsibilities	247
	Human Capital of Women and Men	247
	Women's and Men's Family Responsibilities	249
	The Leadership Styles of Women and Men	250
,	Research on Leadership Styles of Women and Men	250
	Leadership Style and Leaders' Effectiveness	252
	The Nature Arguments: Men as Naturally Dominant	253
	Evolutionary Psychology Theory	253
	Sex Differences in Leadership Traits	255
	Prejudice and Discrimination Against Female Leaders	256
	Gender Discrimination	256
	Stereotypes About Women, Men, and Leaders and	
	the Double Bind	257
	Restrictions on Women's Agency	259
	Organizational Obstacles to Women's Leadership	260
	The Rise and Future of Female Leaders	262
	Discussion Questions	264
	Recommended Readings	264
	Recommended Case Studies	264
	Recommended Video	264
	References	264
11.	Power and Leadership	272
•	Rachel E. Sturm and Lucas Monzani	
	Opening Case: A Day in the Life of a Leader	272
	Chapter Overview	273
	What Is Power?	274
	Philosophical Background	274
	Defining Power	274
	Scientific Background on the Definition of Power	276
	Where Does Power Come From?	278
	Structural Sources	279

280

Cognitive Sources

	Traits as a Source of Power	280
	Physical Environment	282
	What Does Power Do to Leaders?	283
	Changes in Cognition	284
	Changes in Affect	284
	Changes in Behavior	285
	Changes in Neurochemistry	286
	Self-Enhancement Effect of Power	289
	Who Should Be Elected Into Positions of Power?	289
	The Corruptive Impact of Power	290
	The Importance of Virtuousness for Powerful Leaders	291
	Conclusion	293
	Discussion Questions	293
	Recommended Readings	294
	Recommended Case Studies	294
	Recommended Videos	294 294
	References	294
12.	Leadership and Identity	300
	Daan van Knippenberg	
	Opening Case: A Day in the Life of a Leader	300
	Chapter Overview	301
	Social Identity and Leadership	302
	Group Prototypicality and Group-Serving Orientation	303
	Extension and Integration	306
	Leadership as Shaping Identity	313
	Self-Evaluations and Leadership	316
	Follower Identity Over Time	317
	Leader Identity	318
	The Road Ahead	320
	Discussion Questions	321
	Recommended Reading	321
	Recommended Case Study	321
	Recommended Video	321
	References	321
13.	Leadership, Culture, and Globalization	327
	Deanne N. Den Hartog and Marcus W. Dickson	
	Opening Case: A Day in the Life of a Leader	327
	Chapter Overview	328
	Leadership Research in Different Countries	330
	North American Bias	331
	Dimensions of Societal Culture Related to Leadership	332
	Masculinity	335
	Uncortainty Avoidance	336

	Self-Discipline and Virtue Conclusion Discussion Questions Recommended Readings Recommended Case Studies Recommended Video References	462 464 465 466 466 466
18.	Corporate Social Responsibility and Leadership Guido Palazzo	469
	Opening Case: A Day in the Life of a Leader	469
	Chapter Overview Corporate Social Responsibility in the 20th Century: No Need for Leadership "May You Lead in Interesting Times!"	470 472 474
	The Legitimacy Crisis of the Disembedded Corporation	475
	The New Morally and Politically Enlightened Understanding of Leadership Responsibility Irresponsible Leadership and Corporate Greenwashing Toward a New Theory of Responsible Leadership Discussion Questions Recommended Readings Recommended Case Studies Recommended Videos References	477 480 483 488 488 489 489
19.	The Chronicles of Leadership Warren Bennis, With a Foreword by David V. Day and John Antonakis	495
	Tribute to Warren Bennis Future of Leadership Research Leadership and Globalization Leadership and the Media Multidisciplinary Approaches to Leadership Conclusion Discussion Questions Recommended Readings Recommended Case Studies Recommended Video	495 507 508 508 509 510 510 510
Nam	e Index	511
Subject Index		537
About the Editors		551
Aboı	ut the Contributors	552