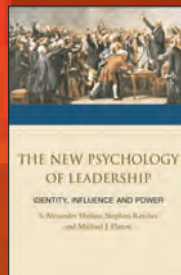


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Manuscript proposals should be sent to: Art Brief, Department of Management, University of Utah, 1645 E Campus Center Drive #105, Salt Lake City, Utah 84112-9304 (email: [arthur.brief@business.utah.edu](mailto:arthur.brief@business.utah.edu)) or James P. Walsh, University of Michigan, School of Business Administration, 701 Tappan Street, Ann Arbor, MI 48109-1234 (email: [jpwalsh@umich.edu](mailto:jpwalsh@umich.edu)).



## An Integrative Approach to Leader Development

Connecting Adult Development, Identity, and Expertise

David V. Day, *University of Western Australia, Michelle M. Harrison, University of Limerick, Ireland & Stanley M. Halpin, Kansas State University, USA*

"The topic of leadership development is both timely and important, and the theoretical directions the authors provide are a new contribution to the field. I really appreciated the new areas the authors brought together from different fields: literature on adult development with literature on morality and ethics with literature on epistemic cognition- a fascinating and informative integration" - Mary Uhl-Bien, *University of Nebraska, Lincoln*

"Many books on leadership have one or two chapters that reflect state-of-the-art-thinking applied to a practical aspect of leadership. However, in this book, every chapter reflects the very highest levels of scholarship." - Robert G. Lord, *University of Akron*

This book is a beginning, a first step, in taking leader development in organizations beyond conventional wisdom toward a scientifically sound research-based set of principles and practices. The authors looked beyond their own academic disciplines to bring to bear accumulated wisdom from researchers who have developed well-established and accepted theoretical perspectives on adult development processes in general, then wove in the ideas that have emerged in more targeted research on adult education, development of cognitive skills, identity development, self-regulation, moral and ethical development, and related topics. The authors present an integrative theory that provides a coherent framework for describing an understanding how leader development takes place.

### CONTENTS

Part 1. Overview and Purpose. 1. Introduction. Part 2. Perspectives from Adult Development Literature. 2. Accelerating Leader Development. 3. Leader Development as Adult Development. 4. Understanding Personal Trajectories of Development. Part 3. Fundamental Aspects of Adult Development. 5. Identity Development. 6. Moral Development. 7. Epistemic Cognition, Reflective Judgment, and Critical Reasoning. Part 4. Learning-based Approaches to Leadership. 8. Mental Models: Leadership as a Set of Cognitive Frames. 9. Expertise – Leadership as a Set of Skills. 10. Leader Development Through Learning from Experience. 11. Leadership Development and Teams. Part 5. Integrative Theory of Leader Development. 12. General Overview of Developing the Expert Leader. 13. Identity Processes in Leader Development. 14. Adult Development Processes in Leader Development. Part 6. Future Directions. 15. Research Needs and Practical Implications. References. Appendix A: Glossary of Terms. Appendix B: Measurement Tools.

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If you are interested in joining this prestigious list of authors, please contact Edwin Fleishman (email: [mrieaf@aol.com](mailto:mrieaf@aol.com)), 11304 Spur Wheel Lane, Potomac, Maryland 20854. Phone: 301-299-9200 or Jeanette Cleveland (email: [janc@psu.edu](mailto:janc@psu.edu)), Pennsylvania State University, Department of Psychology, University Park, PA 16802. Phone: 814-863-1712

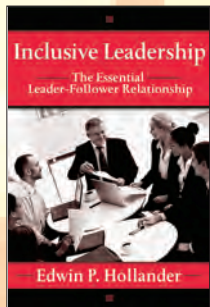
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## Inclusive Leadership

### The Essential Leader-Follower Relationship

Edwin Hollander, CUNY Baruch College, USA

#### Applied Psychology Series

"In this book and indeed throughout his distinguished career, Hollander has "shined the bright light" on the importance of the followership in the study of human behavior. That focus, alone, makes Hollander's book distinctive and unique. Almost single-handedly, through the force of his impeccable and creative research, he has altered, indeed transformed, our view of leadership by insisting on the study of followership. His stance and tone are just right and his writing is lovely" - **Georgia Sorenson, Research Director and Founding Director, James MacGregor Burns Academy of Leadership, University of Maryland**

"This book will be one of the "must have" volumes for the libraries of all serious leadership scholars and students in the field." - **David V. Day, University of Western Australia**

This landmark book, by Edwin P. Hollander, a noted organizational social psychologist and long-time contributor to leadership research and practice, highlights the leader-follower relationship as central to effective leadership. Inclusive Leadership is a process of active followership emphasizing follower needs and expectations, with the guiding principle of "Doing things with people, not to people," in a two-way influence relationship. The book provides strong theoretical and empirical guidance for leadership development and includes many of Hollander's key original papers. Each is updated in a chapter with his new reflective commentary, including those on "Interdependence," "Women and Leadership," "Power and Leadership," "Legitimacy," "Ethical Challenges," "Idiosyncrasy Credit," and "Civil Liberties." Six new chapters begin with an "Overview of Inclusive Leadership," identifying distinctive concepts and practices, and an "Historical Background." There also are new chapters on such topics as "Applications," "Presidential Leadership," and "College and University Leadership." It concludes with "Lessons from

Experience," a revealing "Afterword" on his career, and comprehensive Bibliography.

Enriching our practical understanding of the leader-follower relationship, with many real-world examples, this book should be a basic addition to anyone's library on leadership.

Students of leadership, management, organizational psychology and behavior, business, sociology, education, political science, and public policy, will find it informative about successful practices of "Inclusive Leadership," and their applications to leadership events.

#### CONTENTS

**Series Foreword** by Edwin Fleishman and Jeanette Cleveland. Preface. **Part 1. Introduction.** 1. Overview of Inclusive Leadership (IL). 2. Historical Background of Modern Leadership Study. 3. Applications and Implications of Inclusive Leadership (IL). **Part 2. Leadership-Followership Issues.** 4. What is the Crisis of Leadership? 5. With James W. Julian, Contemporary Trends in the Analysis of Leadership Processes. 6. The Essential Interdependence of Leadership and Followership. 7. Women and Leadership. 8. Leadership, Followership, Self, and Others. 9. College and University Leadership. 10. Presidential Leadership. 11. With Lynn R. Offermann, Power and Leadership in Organizations. 12. Organizational Leadership and Followership: The Role of Interpersonal Relations. 13. Legitimacy, Power, and Influence: A Perspective on Relational Features of Leadership. 14. Ethical Challenges in the Leader-Follower Relationship. 15. With Lynn R. Offermann, The Balance of Leadership and Followership: An Introduction. **Part 3. Conformity-Nonconformity and Independence.** 16. Conformity, Status, and Idiosyncrasy Credit. 17. With Richard H. Willis, Some Current Issues in the Psychology of Conformity and Nonconformity. 18. Independence, Conformity, and Civil Liberties: Some Implications from Social Psychological Research. **Part 4. Conclusions.** 19. Summing Up: Lessons from Experience. **Afterword:** A Career in Leadership: A Life in Psychology. **Appendix:** Measuring Inclusive Leadership with a New Scale (ILS-16).

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#### Forthcoming!

### Full Range Leadership Development

#### Pathways for People, Profit and Planet

John J. Sosik, Pennsylvania State University, USA & Dongil (Don) Jung, San Diego State, USA

"This book promises to apply the concepts of transformational and transactional leadership to vivid, real world examples and guide the reader in considering how to diagnose leadership situations and apply behaviors at work. The book's structure is logical and clear. The book covers new territory in that it focuses explicitly on full range leadership, which is a development that emerged from Bass's influential concepts of transformational and transactional leadership. The book has a clear applied tone that should be useful to students and managers." - **Manuel London, SUNY Stonybrook**

"This book will cover the major dimensions of transformational and transactional leadership. Each chapter will provide example vignettes and cover related relevant research. It will take a developmental approach illustrating "how to" exhibit relevant behaviours. As a result, the book is likely to prove of interest to applied master's students interested in leadership. The book is a great instructional or "how to" book on transformational leadership." - **Michael D. Mumford, Director, Center for Applied Social Research, The University of Oklahoma, Senior Editor, The Leadership Quarterly**

It has been more than 20 years since Bernie Bass presented an integrated overview of full range leadership development. This has been the standard for providing leadership training around the world in business, military, religious and educational contexts. Penn State University's master of leadership development program is directed by John Sosik and uses these transactional –transformational leadership paradigms as their foundation for their courses. This book can be used as a main textbook for this course, and supplement any IO course in the area of leadership development.

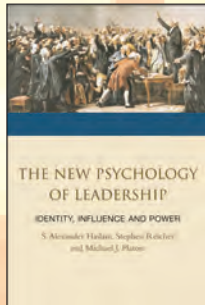
Full range leadership development strives to grow transformational leadership in organizations at all levels including followers, thereby generating numerous positive outcomes at all levels. Organizations that support and develop transformational leadership across organizational levels are more productive and profitable, attract and retain high quality associates, promote creativity and innovation, garner trust and commitment from employees, and are strategically positioned to respond well to changes in the market.

This book will present the different theories of leadership and concentrate on the process model of FULL RANGE LEADERSHIP that explains the concepts and procedures by which leaders affect their followers (individual leadership) teams (leader to team) and organizations (leader to larger systems) This book can be used by practitioners or students as the author will provide practical action steps for how to best develop and display behaviors in the Full Range Leadership Development model.

#### CONTENTS

**Foreword. Preface.** 1. Introducing a Full Range of Leadership Development. 2. The Full Range Leadership Development System. 3. Idealized Influence Behaviors and Attributes: The Humane Side of Transformational Leadership. 4. Inspirational Motivation: The Emotional Side of Transformational Leadership. 5. Intellectual Stimulation: The Rational Side of Transformational Leadership. 6. Individualized Consideration: The Nurturing Side of Transformational Leadership. 7. Contingent Reward and Management-By-Exception Active: The Two Faces of Transactional Leadership. 8. Management-by-Exception Passive and Laissez-Faire: Inactive Forms of Leadership. 9. Sharing Full Range Leadership within Teams. 10. Full Range Leadership Development for Strategic, Social and Environmental Leadership Initiatives. **Appendix:** Master of Leadership Development Program. **Notes. About the Authors. Index**

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**Forthcoming!**  
**The New Psychology of Leadership**  
 Identity, Influence and Power  
**Alexander Haslam,**  
*University of Exeter, UK,*  
**Stephen Reicher**

*University of St Andrews, UK and Michael J. Platow, Australian National University*

This landmark text provides an overview of the new understanding of leadership that has emerged in the last two decades in social and organizational psychology, as part of the development of self-categorization and social identity theories. *The New Psychology of Leadership* advances the argument that leadership is a group process grounded in the creation, management and control of group identity — a shared sense of ‘us’.

Written in an accessible and engaging manner, *The New Psychology of Leadership* discusses multiple aspects of leadership. It examines leadership as the product of dynamic principles reflecting the variable and flexible nature of identity; the active role of leaders in shaping and changing social identities and intergroup relations; the distinction between power and influence and the role of legitimacy; the place of justice, fairness and consideration in binding members to the leader; and the basis of leadership charisma and vision.

The book will appeal to academics, practitioners and students in social and organizational psychology.

**CONTENTS**

1. Shackles of the Past: The Cult of the Leader. 2. Putting Leaders into Context: Bringing Followers into the Picture. 3. The Self-categorization Theory: Leadership Emerges from Group Identity. 4. Leaders Embody Who We Are: The Dynamics of Prototypicality. 5. Justice Matters and Respect Motivates: Building Trust and Cooperation. 6. Sharing the Vision and Projecting Charisma: Harnessing the Self to the Collective. 7. Changing the World: Leaders as Entrepreneurs of Identity and Emotion. 8. Using it and Losing it: The Pitfalls of Power. 9. Finding the Individual in the Reality of the Group.

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**Clive Fletcher,**  
*Goldsmiths' College,*  
*University of London,*

*Honorary Professor at Warwick Business School and Managing Director of Personnel Assessment Limited*

In this fully revised and updated work, Clive Fletcher explores the key elements of the appraisal process, and through best practice examples explains how such processes can motivate and develop staff, fostering commitment and positivity, and ultimately improving an organization's performance.

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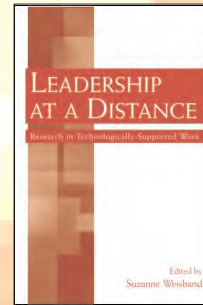
- aims and outcomes of the appraisal process
- designing appraisal schemes
- appraisal as an ingredient of performance management
- Multi-level, multi-source '360 degree' feedback training, implementation and monitoring
- the international and cultural adaptation of appraisal systems

Exploring both public and private sector contexts, this is essential reading for all students of human resource management and for any manager or HRM professional looking to develop more effective performance appraisal systems.

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**Leadership at a Distance**  
 Research in Technologically-Supported Work  
**Suzanne P. Weisband,**  
*University of Arizona,*  
*USA (Ed.)*

*"... few studies have been devoted to the concept of leading at a distance. Distance leadership, however, is very much a reality today and is a promising area in need of research. Leadership at a Distance: Research in Technologically Supported Work, edited by Suzanne Weisband, helps to fill this void... The grouping of chapters... makes the book flow smoothly, and the efficient arrangement of chapters makes it an easy read... this is an important and thought-provoking book. Clearly, the distributed workplace is here, and this book should be on the shelf of anyone interested in questions about leadership in the new workplace." - Stephen M. Colarelli & Geeta C. D'Souza, PsycCRITIQUES*

*"This is a book whose time has come! It drives still another stake into the heart of the white hat, white horse heroic leader who saves a town, saying "My work here is done". Weisband and company have eloquently succeeded in opening our eyes to numerous forms of leadership at a distance, all designed to prepare leaders to function on Friedman's global competitive playing field. It is a must read." - James G. (Jerry) Hunt, Institute for Leadership Research, Texas Tech*

This volume offers insights from a noted group of scholars who discuss the complex phenomenon of leadership in distributed work settings - also known as leadership at a distance. Editor Suzanne Weisband addresses the ubiquitous roles leaders play, their scale of work, and the range of technologies available to them, while setting new directions in studying leadership at a distance. A unique perspective of empirical research unfolds, representing a variety of fields and methods to foster a better understanding of the role technology plays in leadership, and how leadership is shaped by the use of technology. *Leadership at a Distance* begins with an overview of the challenges leaders face in the 21st Century, followed by a discussion of:

- Field studies and innovative ways of thinking about leadership in distributed work settings
- Experiments on the group dynamics and social processes involved in leading teams at a distance
- Research on leadership in large-scale distributed collaborations, as well as lessons learned about leadership at a distance and future research directions

Managers, organizational behavior psychologists, human factors and industrial engineers, and sociologists will consider this book of interest and will appreciate its interdisciplinary scope.

**CONTENTS**

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## Leadership, Feedback and the Open Communication Gap

Leanne E. Atwater, Arizona State University, USA & David A. Waldman, Director of

the Institute for International Business at Arizona State University, USA

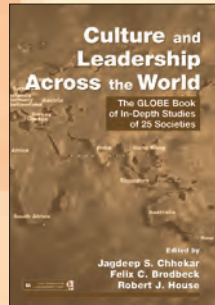
The topic of leadership has grown in importance, and how and when managers communicate is critical to their effectiveness. This book provides insight for managers to understand the feedback and open communication processes. It suggests guidelines for how and when managers should engage in negative feedback and open organizational-level communication with followers, including when such feedback and information should not be shared. It also adds to the existing knowledge base pertaining to open communication on the part of managers. This book will be of value to managers and practitioners involved in the practice of leadership as well as for courses on leadership, organizational behavior, human resource management and organizational communication.

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**The Open Communication Dilemma in One-to-One Communication.** 1. Performance Feedback and Its Effects. 2. Feedback Provider and Recipient Characteristics. 3. Manager as Feedback Recipient: Upward Communication. 4. Solutions to the Open Communication Dilemma: Deciding When and How to Give Negative Feedback. 5. Leadership and Non-Verbal Communication. **Section 2. The Open Communication Dilemma in Organizational Information Sharing.** 6. Creating an Environment of Open Communication. 7. The Mushroom Theory of Leadership. 8. Solutions to the Open Communication Dilemma: Deciding When and How to Share Organizational Information. 9. Putting It All Together

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Jagdeep S. Chhokar, Indian Institute of

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This is the second major publication of GLOBE (Global Leadership and Organizational Behavior Effectiveness), a groundbreaking, large-scale project on international management research featuring contributions from nearly 18,000 middle managers from 1,000 organizations in 62 countries, perhaps the largest project of its kind ever undertaken. This volume effectively presents a complex collection of global research addressing the culture of particular countries, leadership qualities within those countries, and recommendations on how managers should conduct business in countries other than their own.

A massive effort with a cross-cultural focus and broad international appeal, this book explores:

- how leadership is conceptualized and enacted in its cultural milieu
- quantitative data including middle manager questionnaires, unobtrusive measurement, and participant observation data
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This book is a coherent and well-organized presentation of the findings of the GLOBE Project and will appeal to scholars in leadership, management, international business, cultural studies and practicing managers.

Selected Contents (for full table of contents please see series website)

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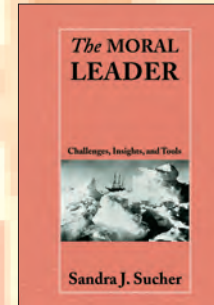
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Sandra J. Sucher, Harvard Business School, USA

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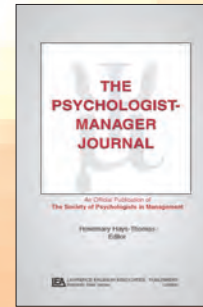
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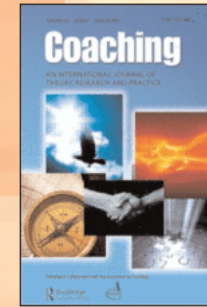
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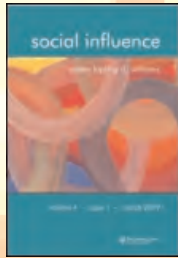
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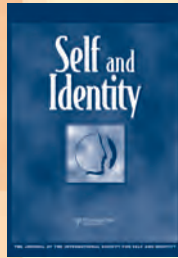
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