



Organizational Leadership

BRATTON

GRINT

NELSON



Organizational
Leadership

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by

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To:

Carolyn, Amy, Andrew and Jennie – JB

Sandra, Katy, Beki and Kris – KG

James Campbell Quick: leader, mentor, friend – DLN

PREFACE

Leadership is an elusive concept, though some would have you believe otherwise. It is not easy, after all, to ignore the clarion call of all those “how-to-lead” leadership books that promise to turn readers into leaders seemingly overnight. But now is a very good time to think about leadership in less crowd-pleasing terms. The avarice of Enron executives and other corporate misadventures argue for a new, more rigorous survey of the theory and practice of leadership that brings diverse, conflicting, and skeptical voices to the debate.

Organizational Leadership has been written specifically to address the key questions that students bring to an undergraduate survey course or to an MBA-level seminar on leadership. But all those striving to find meaningful ways to think about leadership can count themselves as part of the audience for this text. *Organizational Leadership* first swiftly describes the core leadership theories that have been proposed and documented by theorists with varying degrees of success over the years and then subjects them to measured analysis. Competing views of organizational leadership—from sociologists, critical management theorists, feminists, and others—add contrast and additional perspective. By balancing the theoretical coverage with insights from a diverse group of practitioners, *Organizational Leadership* opens another window on leadership, one that examines leadership as it unfolds in the workplace.

SO, WHAT’S INSIDE?

From its inception, we thought about *Organizational Leadership* as an opportunity to do something different. Development proceeded on two fronts, as our own work was empowered and complemented by that of our partners at Critical Fusion, who created the *Leadership in Organizations* CD-ROM that accompanies this text, and at Small Business School, the series on PBS and on the Web at <http://SmallBusinessSchool.org>, who developed and filmed the case studies on Rodgers Chevrolet and Ziba Design. Throughout development, thoughts of the instructors who would eventually lead student inquiry into this topic were never far from our minds. We realized early on that no study of leadership could be properly framed without acknowledging instructor-led discussion as the lynchpin of success. And so we decided to provide a basis for triangulation, through text,

CD, and instructor-led discussion. With these three critical navigational aids, we hope that students will be able to steer their way through to increased understanding of leadership.

USEFUL FRAMEWORK

To keep the discussions focused and to provide students with a stable yet flexible framework for studying leadership, we rely on a process-oriented tri-axis model that stresses the core elements of leadership—context, leader, and followers. This model allows us to compare, across a consistent set of dimensions, the multitude of ways that scholars, researchers, and practitioners have defined leadership and the different approaches that they have brought to the study of leadership. Central to this book is the notion that leadership is an active process, not simply a position. Shifts in perspective are integral to the way we tell our story, allowing us to analyze leadership along several key dimensions.

The context is the first part of the leadership equation that we examine. Context refers to anything from the specific tasks followers are engaged in to broader initiatives, such as reengineering organizations. It can include the external, organizational, and evaluative environment. The leader part of the equation, which has received the most attention from writer-researchers, is primarily concerned with what the leader as an individual brings to the leadership process. Our discussion of followers, the third part of the equation, explores how such factors as followers' attributes, levels of competence, learning styles, and race and ethnicity affect leadership.

CRITICAL PERSPECTIVE

All theories are viewed from a critical perspective and are thoroughly interrogated. Limitations, paradoxes, and contradictions of the research are examined. Also, as mentioned earlier, we have integrated the practitioner and academic viewpoints, chiefly through the inclusion of the CD-ROM, to underscore real-world relevance.

SUPPORT FOR DISCUSSION

Reflective questions, interspersed throughout the text; and project suggestions; questions for review and discussion; and further readings, appearing at the end of each chapter, foster thoughtful pursuit of important propositions and give the instructor multiple options for moving the discussion along.

THE ORGANIZATIONS IN LEADERSHIP CD-ROM

For a fuller description of the contents and functions of the CD-ROM, turn to the front endsheets. Video-based case studies, dealing with organizations ranging from Volvo to The Body Shop to the industrial design firm Ziba Design, allow for a surprisingly in-depth look at leadership as it is practiced at six different organizations. Self-assessments, reflective questions, interviews with researchers

and academics, and additional modeling add to the mix. Brief but explicit references to the CD, via the “View CD” passages interspersed throughout the text, connect what students are reading with the extra resources available on the CD.

INFOTRAC® COLLEGE EDITION

Packaged free with every new copy of *Organizational Leadership* is a four-month subscription to InfoTrac College Edition, an online research and learning center that amasses over 5 million full-text articles from nearly 5,000 scholarly and popular periodicals. With InfoTrac, students have anytime, anywhere access to journals like *Atlantic Monthly*, *Business Week*, *Fast Company*, *Feminist Studies*, *Fortune*, *Harvard Business Review*, *Journal of Leadership Studies*, *Management Review*, and *Organizational Dynamics*, to name a few. For more information on InfoTrac, log on to <http://www.infotrac-college.com>.

INSTRUCTOR SUPPLEMENTS

INSTRUCTOR’S MANUAL WITH TEST BANK (ISBN 0-324-12069-9)

An Instructor’s Manual, geared toward making teaching more effective, is available to faculty who adopt *Organizational Leadership*. It includes a bank of test questions in several formats (multiple choice, true/false, and essay).

POWERPOINT® PRESENTATION SLIDES

A group of PowerPoint presentation slides accompanies every chapter, providing instructors with a complete set of basic notes for lectures and students with a helpful set of review materials. These slides, which highlight and synthesize key concepts for greater recall, are available for download at <http://bratton.swlearning.com>.

PRODUCT SUPPORT SITE

The dedicated *Organizational Leadership* site provides broad online support. Visit <http://bratton.swlearning.com> for details.

ALSO AVAILABLE FROM THE PUBLISHER

eCOURSEPACKS

Create a tailor-fitted, easy-to-use online companion for your leadership course with eCoursepacks, from Thomson Learning businesses South-Western and Gale. eCoursepacks give educators access to content from thousands of current popular, professional, and academic periodicals, from NACRA and Darden cases, and from the Gale Group’s business and industry data. eCoursepacks also

give you the ability easily to add your own material—even collecting a royalty if you chose. Permissions to reprint all eCoursepack content have already been secured, saving you time in securing rights and the worry.

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John Bratton

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January 2004

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People are the only element with the inherent power to generate value. All the other variables offer nothing but inert potential. By their nature, they add nothing, and they cannot add anything until some human being leverages that potential by putting it into play.

▲ **Fitz-enz**, 2000, p. xii

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