

Contents

Acknowledgements	9
Preface	10
1 In the Leadership Jungle.....	13
1.1 The Dilemmas of Leadership	13
1.1.1 <i>Leadership is Invisible</i>	13
1.1.2 <i>Leadership is Housework</i>	15
1.1.3 <i>Leadership is, in Principle, Impossible</i>	16
1.2 Archetypal Leadership Concepts	17
1.2.1 <i>The Master: Leadership through Expertise</i>	17
1.2.2 <i>The Hero: Leadership as an Act of Heroism</i>	17
1.2.3 <i>The General: Leadership via the Position</i>	18
1.2.4 <i>The Father: Leadership through Emotional Commitment</i>	19
1.3 Modern Concepts of Leadership as Legitimization for Leadership	20
1.3.1 <i>Popular Leadership Theories</i>	20
1.3.2 <i>New Conditions of Leadership</i>	21
1.3.3 <i>The Handling of Leadership in Organizations</i>	23
2 What is Leadership Good for?	25
2.1 Images of Organizations	25
2.1.1 <i>The Organization as a Machine: The Mechanistic Image of Organizations</i>	26
2.1.2 <i>The Organization as a Balance Sheet: The Economic Image of Organizations</i>	27
2.1.3 <i>The Organization as a Group: The Socio-psychological Image of Organizations</i>	27
2.1.4 <i>The Look at the Entire Elephant: The Systemic Perspective</i>	28
2.2 The Purpose of Leadership	30
2.2.1 <i>Connecting</i>	31
2.2.2 <i>Deciding</i>	31
2.3 <i>Leadership is caught between all Stools</i>	32

3	The Leadership-Map	35
3.1	Leadership as Practice	35
3.1.1	<i>Self-Leadership</i>	37
3.1.2	<i>Leading People</i>	38
3.1.3	<i>Leading the Organization</i>	39
3.2	Leadership as Profession	40
3.2.1	<i>What is professionalism?</i>	40
3.2.2	<i>A Model of Professionalism</i>	40
3.3	Leadership as a Process	42
3.4	The Leadership Map	44
3.5	How can you utilize this model for your own leadership practice?	45
4	Dimensions of Leadership	46
4.1	Leadership as Profession	46
4.1.1	<i>Theory</i>	47
4.1.2	<i>Role Clarity</i>	65
4.1.3	<i>Tools</i>	72
4.2	Leadership as a Process	78
4.2.1	<i>Alertness</i>	81
4.2.2	<i>Leadership is Appreciation</i>	89
4.2.3	<i>Efficacy</i>	95
4.3	Leadership as Practice	110
4.3.1	<i>Leading Yourself</i>	112
4.3.2	<i>Leading People</i>	124
4.3.3	<i>Leading the Organization</i>	150
5	The Best for Last: Positive Leadership	177
5.1	What is Positive Leadership?	177
5.1.1	<i>Positive Psychology and Happiness Research</i>	178
5.1.2	<i>Positive Organizational Scholarship (POS)</i>	180
5.1.3	<i>Appreciative Inquiry (AI)</i>	180
5.1.4	<i>Strength-Based Management</i>	182
5.2	The Principles of Positive Leadership	182
5.2.1	<i>Leading with Joy</i>	183
5.2.2	<i>Leading with Purpose</i>	183
5.2.3	<i>Strengths-Focused Leadership</i>	184
5.3	Positive Leadership and a Positive Organization	185

5.4 One Last Exercise	185
5.4.1 <i>Leading Yourself</i>	186
5.4.2 <i>Leading People</i>	186
5.4.3 <i>Leading the Organization</i>	187
Bibliography	188
About the author	192