

Perspectives on Leadership

*From the
Science of
Management
to Its
Spiritual
Heart*

Gilbert W. Fairholm

Perspectives On Leadership From The Science Of Management To Its Spiritual Heart

Mark Steyvers



Perspectives On Leadership From The Science Of Management To Its Spiritual Heart:

Perspectives on Leadership Gilbert W. Fairholm, 2000-08-30 In tracing the intellectual roots of business leadership over the last one hundred years award winning author Gilbert W Fairholm argues that until recently spirit and soul have been absent from the major models After outlining the elements of the five major ideas about leadership he goes on to define and make operational a new focus that must exist in order to truly understand the leaders role in relation to workers The study begins with scientific management and traces the evolution of leadership ideas through the quality movement on to values culture and trust based leadership models and concluding with an emphasis on spirit in the workplace It suggests that the leader in the twenty first century will need to embrace a leadership style based on the main premise of each model along with a focus on ethics community service and spirituality

Understanding Leadership Perspectives Matthew R. Fairholm, Gilbert W. Fairholm, 2009-04-05 Indeed we do not easily move out of one mind set into another What we believe to be true given our particular experience often seems to be the only truth Often we need some outside force to trigger reevaluation and rethinking That triggering force to intellectual growth may be a new idea a new situation a new value a new boss or some other significant emotional event maybe even a new book The Research Foundation This book is founded on two pillars one a model of five leadership mind sets common in the last 100 years first presented in Gilbert W Fairholm s 1998a 1998b book *Perspectives on Leadership From the Science of Management to its Spiritual Heart* and two Matthew R Fairholm s 2002 dissertation *Conceiving Leadership Exploring Five Perspectives of Leadership by Investigating the Conceptions and Experiences of Selected Metropolitan Washington Area Municipal Managers* which analyzed and validated the perspectives model see the Appendix for more details The data collected confirm there are five distinct perspectives of leadership evident in the 100 year history of leadership study and practice The resulting model defines the five perspectives in terms of descriptions of leadership in action leadership tools and behaviors and the way leaders approach their relationship to followers The five perspectives are related hierarchically so that they progressively encompass a unique perspective of the leadership phenomenon

Handbook of Research on Multidisciplinary Perspectives on Managerial and Leadership Psychology Johnson, Rick D., 2021-01-22 The subject of leadership and managerial psychology exists as a sub branch of psychology within the fields of industrial and organizational psychology There still appears to be ongoing debate regarding the core pathology for gaining managerial expertise in professional roles relative to having suitable leadership skills and managerial knowledge beyond the direct daily work involved in organizations Professional organizations inherently include varied levels of sensitive human interactions which further necessitates their management professionals to have leadership styles that are adjustable contingent on a given situation Relative to this edited book managerial psychology is being utilized in a way that may subsequently seek to develop a series of scientific theory principles where the focus is to develop managerial axioms that advance contemporary existing knowledge surrounding professional management logic The

Handbook of Research on Multidisciplinary Perspectives on Managerial and Leadership Psychology provides value uncovered by a collaboration of generalists and specialists who bring professional managerial and leadership opinions to light through narratives and research inclusive of fundamental theory principles that can be applied in practice and academia This edited reference is focused on the enhancement of management research through managerial psychology while highlighting topics including business process knowledge management in diverse discipline situations and professions corporate leadership responsibility leadership of self and others and leadership psychology in a variety of different fields of work This book is ideally designed for leadership and management professionals academicians students and researchers in the fields of knowledge management administrative sciences and management leadership development education and organization development sub branches or specialty practices

Overcoming Workplace Pathologies Gilbert W. Fairholm, 2015-07-04

This book deals directly with the characteristics of the relationships that the leader builds in the context of the work environment It argues that the prevailing work community work culture is intended to help the leader lead but increasingly it impedes the leader s work Leadership is a function of the leader s values attitudes and aspirations leadership flows from the leader s spiritual character defining core essence However the author argues that cultural forces coming from both inside and outside the workplace often designed to promote diversity inclusivity and tolerance have introduced into the work culture values and behavior that are pathological to executing effective leadership and detrimental to the health of work communities While attractive on the surface these new values are toxic to the idea of relationship and thus threaten the work community culture in effect killing leadership This book will arm leaders with the tools resources and techniques to recognize and overcome workplace pathologies After reading this book leaders will have a complete understanding of the key principles of spirit based values leadership see clearly that the leader s values shape both the leader s one on one relationships with coworkers and are at the center of the work culture they create to re enforce coworker actions and decisions appreciate more fully the power of the ambient work culture to influence coworkers toward leader set values and methods guiding the work community know the toxic effect on doing leadership of introducing non work values and standards into the work community culture understand the arguments against allowing subgroups of the work community to form and practice values opposed to the values the leader has set for the full group be better prepared to deal with the consequences of encountering evil hatred and or fear in the workplace realize that not all coworkers are uniformly honest and truthful and learn ways to counter this behavior and still accomplish the work community s goals and ensure its productivity The result is a pragmatic approach to aligning values behaviors and performance while enhancing the principles of effective and positive leadership throughout the organization

Handbook of Faith and Spirituality in the

Workplace Judi Neal, 2012-12-09 While the field of management has developed as a research discipline over the last century until the early 1990s there was essentially no acknowledgement that the human spirit plays an important role in the

workplace Over the past twenty years the tide has begun to turn as evidenced by the growing number of courses in academia and in corporate training and an exponential increase in the publications emerging through creative interaction of scholars and practitioners in organizational behaviour workplace diversity sustainability innovation corporate governance leadership and corporate wellness as well as contributions by psychotherapists theologians anthropologists educators philosophers and artists This Handbook is the most comprehensive collection to date of essays by the preeminent researchers and practitioners in faith and spirituality in the workplace featuring not only the most current research and case examples but visions of what will be or should be emerging over the horizon It includes essays by the people who helped to pioneer the field as well as essays by up and coming young scholars Among the questions and issues addressed What does it mean to be a spiritual organization How does this perspective challenge traditional approaches to the firm as a purely rational profit maximizing enterprise Is faith and spirituality in the workplace a passing fad or is there a substantial shift occurring in the business paradigm How does this field inform emerging management disciplines such as sustainability diversity and social responsibility In what ways are faith and spirituality in the workplace similar to progressive and innovative human resource practices Does faith and spirituality in the workplace bring something additional to the conversation and if so what The aim of The Handbook of Faith and Spirituality in the Workplace is to provide researchers faculty students and practitioners with a broad overview of the field from a research perspective while keeping an eye on building a bridge between scholarship and practice

Handbook of Workplace Spirituality and Organizational Performance Robert A. Giacalone, Carole L. Jurkiewicz, 2003 A comprehensive research based interdisciplinary and action oriented approach to spirituality in organizational life It defines workplace spirituality as all aspects of the workplace that promote individual feelings of satisfaction through a sense of connection to a larger force

Leadership Resources Center for Creative Leadership, Greensboro, NC., 2000 This guide provides over 300 pages of resources suggested by leadership educators in surveys Center for Creative Leadership staff and search of library resources This eighth edition is half new including web sites and listserv discussion groups and it places a stronger focus on meeting the needs of human resources professionals and corporate trainers An annotated bibliography groups leadership materials in several broad categories overview in context history biography and literature competencies research theories and models training and development social global and diversity issues team leadership and organizational leadership 180 pages Includes annotated lists of journals and newsletters 9 pages instruments 21 pages exercises 41 pages instrument and exercise vendors 5 pages videos 29 pages video distributors 4 pages web sites 6 pages organizations 21 pages and conferences 9 pages Contains a 66 page index of all resources TEJ

The Leadership Quarterly, 2002

The SAGE Handbook of Leadership Alan Bryman, David Collinson, Keith Grint, Brad Jackson, Mary Uhl-Bien, 2011-02-17 Leadership pervades every aspect of organizational and social life and its study has never been more diverse nor more fertile With contributions from those who have defined that territory this volume is not only a

key point of reference for researchers students and practitioners but also an agenda setting prospective and retrospective look at the state of leadership in the twenty first century It evaluates the domain and stretches it further by considering leadership scholarship from every angle concluding with an optimistic look at the future of leaders followers and their place in organizations and society at large Each section represents a distinctive slant on leadership Macro perspectives including strategic leadership organization theory charismatic leadership complexity leadership and networks Political and philosophical perspectives including distributed leadership critical leadership ethics the military and cults Psychological perspectives including personality leadership style and contingency theories transformational leadership exchange relationships shared leadership cognition leadership development gender trust identity and the dark side of leadership Cultural perspectives including spirituality aesthetics and creativity Contemporary and emergent perspectives followership historical methods virtual leadership emotions image celebrity and the quest for a general theory of leadership

The Soul of a Leader Margaret Benefiel, 2008 Demonstrating the principle that soulfulness at work is a way of being and doing this guide provides new perspectives on the qualities of leadership Three main sections elaborate on the themes of choosing the path staying on track and persevering to the end Drawing from interviews with outstanding leaders including Tom and Kate Chappell the founders of Tom's of Maine Bob Glassman co chairman of Wainwright Bank Desmond Tutu and The Edge of rock band U2 and supported with guided questions in each section this book is an essential addition to the bookshelf of anyone who wants to lead with soul In an environment where leaders are rewarded for their drive decisiveness productivity and long work hours the spiritual well being of a leader may get short shrift and harm can come to both the leader and the organization this individual serves Challenging the assumptions that effective leaders must sell their souls cut corners cook the books and let go of their vision a new model of spiritual leadership is offered Teachers parents committee chair leaders and other individuals in organizations of any size are exhorted to aim higher and lead with soul in any sphere large or small

S.A.M. Advanced Management Journal Society for Advancement of Management, 2001 **S.A.M. Advanced Management Journal**, 2001 *Leadership at the Crossroads* Joanne B. Ciulla, 2008 Contributors from a wide variety of fields including management economics political science philosophy sociology history literature and psychology explore the many facets of leadership Topics include ethics and accountability leadership styles the differences between leadership and management the poison spread by toxic leaders inspirational leadership choosing and monitoring leaders leadership development women and minorities in leadership leadership and diplomacy leadership in literature and the arts military leadership and much more Collectively this set showcases traditional and emerging approaches to leadership in both theory and practice and raises new questions brought on by society's new challenges It also suggests solutions for developing and promoting leadership in the corporate world politics and diplomacy religion education nonprofits and the arts Whether identifying qualities that will serve a U S president well or the characteristics of the essential can do supervisor in today's

corporation Leadership at the Crossroads supplies insights and intelligence that will help leaders make the most of the challenges and opportunities before them *Book Review Digest* ,2001 **California Management Review** ,2000 *The Impact of Struggle on Spiritually-centered Educational Leaders and Their Leadership* Timothy J. Schaid,2005

Contemporary Authors New Revision Series Tracey Watson,2005-06 In response to the escalating need for up to date information on writers Contemporary Authors R New Revision Series brings researchers the most recent data on the worlds most popular authors These exciting and unique author profiles are essential to your holdings because sketches are entirely revised and up to date and completely replace the original Contemporary Authors R entries For your convenience a soft cover cumulative index is sent biannually *An Exploratory Study* Kathryn Lee Burkgren,2004 **Leadership Resources** ,2000
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