

Edited by H. Skipton Leonard, Rachel Lewis,
Arthur M. Freedman, and Jonathan Passmore

The Wiley-Blackwell Handbook of
The Psychology of
Leadership, Change, and
Organizational Development



Series Editor
Jonathan Passmore

 **WILEY-BLACKWELL**

Contents

[About the Editors](#)

[About the Contributors](#)

[Foreword](#)

[Series Preface](#)

[Railway Children](#)

[1 The Role of Psychology in Leadership, Change, and Organization Development](#)

[1.1 Introduction](#)

[1.2 Part I: Leadership](#)

[1.3 Part II: Change](#)

[1.4 Part III: Organization Development](#)

[Part I Leadership](#)

[2 A Critical Review of Leadership Theory](#)

[2.1 Introduction](#)

[2.2 Leadership: A Critical Review of the Literature](#)

[2.3 Conclusion](#)

[3 Evidence-based Management and Leadership](#)

[3.1 Introduction](#)

[3.2 Origins of the evidence-based-practice idea](#)

[3.3 What is EBMgt?](#)

[3.4 Leadership and Differences between Leadership and Management](#)

[3.5 What Roles could Leaders Play in EBMgt?](#)

[3.6 How can Leaders become More Evidence-based?](#)

[3.7 What are the Costs and Benefits of becoming Evidence-based?](#)

[3.8 Future Research](#)

[3.9 Conclusion](#)

[4 Psychodynamic Issues in Organizational Leadership](#)

[4.1 The Vicissitudes of Leadership](#)

[4.2 Psychodynamic Concepts: An Overview](#)

[4.3 Bringing the Human Dimension Back into Organizations](#)

[4.4 Integrating Leadership Theories and the Psychodynamic Paradigm](#)

[4.5 A Psychodynamic Approach to Leadership Development](#)

[4.6 Organizational Coaching and Consultation](#)

[4.7 Psychodynamic Issues in Leadership: Future Challenges and Trends](#)

[4.8 Final Reflections](#)

[5 Do I Trust You to Lead the Way? Exploring Trust and Mistrust in Leader-](#)

Follower Relations

5.1 Introduction

5.2 The Foundational Role of Trust in Leader-Follower Relationships

5.3 Development of Trust in Leader-Follower Relations: Antecedents

5.4 Trust in Leader-Follower Relations: Consequences

5.5 Trust As A Buffer: Mediation and Moderation of Trust Between Leadership and Follower Outcomes

5.6 Leaders Trusting Followers

5.7 Trust in Dynamic Leader-Follower Processes: the Transfer of Trust

5.8 Mistrust and Lack of Trust in Leader-Follower Relationships

5.9 Future Research Directions

5.10 Conclusion

6 Leader-Culture Fit: Aligning Leadership and Corporate Culture

6.1 Introduction

6.2 Organizational Culture and Leadership

6.3 Leader-Culture Fit

6.4 Research on Leader-Culture Fit

6.5 Conclusion

7 When Leaders are Bullies: Concepts, Antecedents, and Consequences

[7.1 Introduction](#)

[7.2 Concepts in Use](#)

[7.3 Consequences of Exposure to Bullying and Abusive Supervision](#)

[7.4 Antecedents of Bullying and Abusive Supervision](#)

[7.5 Conclusion and Directions for Future Research](#)

[8 Leadership and Employee Well-being](#)

[8.1 Introduction](#)

[8.2 Leadership and Employee Stress/Psychosocial Risk](#)

[8.3 Leadership and Sickness Absence/Return to Work](#)

[8.4 Leadership and Employee Engagement](#)

[8.5 Leadership Development As An Employee-Well-Being Intervention](#)

[8.6 Conclusion](#)

[9 Transformational Leadership and Psychological Well-being: Effects on Followers and Leaders](#)

[9.1 Introduction](#)

[9.2 Well-being Outcomes: Burnout, Affect, and Mental Health](#)

[9.3 Effects of Transformational Leadership on Leader Stress and Psychological Well-being](#)

[9.4 Conclusion](#)

10 Making the Mindful Leader: Cultivating Skills for Facing Adaptive Challenges

10.1 Introduction

10.2 Adaptive Leadership

10.3 What is Mindfulness?

10.4 How Mindfulness can Help Leaders

10.5 The first Problem: Mindlessness, Automaticity, and the Human Condition

10.6 The Second Problem: Mindlessness and the Drive to Survive

10.7 Mindfulness' Potential Promise for Leaders

10.8 Understanding the Practice and Mechanisms of Mindfulness

10.9 Conclusion

11 The Future of Leadership

11.1 Introduction

11.2 Major Schools of Leadership

11.3 Emerging Pathways For Leadership Theory and Research

11.4 Conclusion

Part II Change

12 The History and Current Status of Organizational and Systems Change

12.1 Historical Foundations

12.2 Distinctions, Debates, and Controversies

12.3 Prospectus: Major Theories of Change

12.4 Conclusion

13 Positive Psychology and Appreciative Inquiry: The Contribution of the Literature to an Understanding of the Nature and Process of Change in Organizations

13.1 Setting the Scene

13.2 Appreciative Inquiry

13.3 Positive Psychology

13.4 Understanding Change

13.5 The Change Process

13.6 What is Emerging for PP and AI in the Field of Organizational Change?

14 Participation and Organizational Commitment during Change: From Utopist to Realist Perspectives

14.1 Introduction

14.2 Participation and Organizational Commitment

14.3 Employee Participation in Organizational Processes

14.4 Research on Participation in Explicit-Change Settings

14.5 Employee Commitment in Organizational Processes

14.6 Research on Commitment in Explicit-Change Settings

14.7 Discussion and Directions for Further Research

14.8 Conclusion

15 Developmental Approaches for Enhancing Organizational Creativity and Innovation

15.1 Introduction

15.2 Perspective

15.3 Culture

15.4 Developing People

15.5 Structure

15.6 Developing Ideas

15.7 Managing Innovation

15.8 Improving Processes

15.9 Conclusion

16 Individual Readiness for Organizational Change

16.1 Introduction

16.2 Challenges to the Concept of Resistance to Change

16.3 Reconceptualizing Individuals' Attitudes Towards Organizational Change

16.4 Concluding Remarks

17 Towards an Integration of Stage Theories of Planned Organizational Change

[17.1 Introduction](#)

[17.2 Stage Theories of Change](#)

[17.3 Anti-stage Theories of Planned Organizational Change](#)

[17.4 Transtheoretical Model](#)

[17.5 The TTM and Organizational Change](#)

[18 Culture and Change in Developing Western Countries](#)

[18.1 Introduction to Culture and Change](#)

[18.2 Theories of organizational change](#)

[18.3 Organizational Change in Developing Countries](#)

[18.4 Country Profiles](#)

[18.5 The Model of Organizational Change in Developing Countries](#)

[18.6 The Special Case of Health Care](#)

[18.7 The Hospital: A Unique Organizational Environment](#)

[18.8 Conclusion](#)

[Part III Organizational Development](#)

[19 A Critical Review of Organization Development](#)

[19.1 Introduction](#)

[19.2 The 1940s and 1950s—Kurt Lewin, NTL, and the Origins of OD](#)

[19.3 The 1960s—OD Comes to Maturity](#)

[19.4 The 1970s and 1980s—Red Flags and Rivals](#)

[19.5 The 1990s and the 2000s—OD Lost and Found?](#)

[19.6 Conclusion: OD in the 21st Century—a Time for Cautious Optimism](#)

[20 The Application of Systems Theory to Organizational Diagnosis](#)

[20.1 Introduction](#)

[20.2 Readiness for Change: Dissatisfaction with the Status Quo](#)

[20.3 The Scientific Method: An Approach to Organizational Diagnosis](#)

[20.4 A Brief History of Systems Theory](#)

[20.5 Conclusions: STS Models and Organizational Diagnosis](#)

[21 Organizational-development Research Interventions: Perspectives from Action Research and Collaborative Management Research](#)

[21.1 Introduction](#)

[21.2 Foundations](#)

[21.3 Clustering OD interventions](#)

[21.4 Discussion and future research](#)

[21.5 Conclusions](#)

[Index](#)

Wiley-Blackwell Handbooks in Organizational Psychology

Series Editor: Jonathan Passmore

The aim of the Wiley-Blackwell Handbooks in Organizational Psychology is to create a set of uniquely in-depth reviews of contemporary research, theory and practice across critical sub-domains of organizational psychology. Series titles will individually deliver the state-of-the-art in their discipline by putting the most important contemporary work at the fingertips of academics, researchers, students and practitioners. Over time, the series will grow in into a complete reference for those seeking to develop a comprehensive understanding of the field.

Books in the series

The Wiley-Blackwell Handbook of the Psychology of Coaching and Mentoring

Edited by Jonathan Passmore, David B. Peterson, and Teresa Freire

The Wiley-Blackwell Handbook of the Psychology of Leadership, Change, and Organizational Development

Edited by H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman, and Jonathan Passmore

The Wiley-Blackwell Handbook of the Psychology of Leadership, Change, and Organizational Development

Edited by H. Skipton Leonard, Rachel Lewis,
Arthur M. Freedman, and Jonathan Passmore



WILEY-BLACKWELL

A John Wiley & Sons, Ltd., Publication

This edition first published 2013

© 2013 John Wiley & Sons, Ltd

Wiley-Blackwell is an imprint of John Wiley & Sons, formed by the merger of Wiley's global Scientific, Technical and Medical business with Blackwell Publishing.

Registered Office

John Wiley & Sons, Ltd, The Atrium, Southern Gate,
Chichester, West Sussex, PO19 8SQ, UK

Editorial Offices

350 Main Street, Malden, MA 02148-5020, USA
9600 Garsington Road, Oxford, OX4 2DQ, UK
The Atrium, Southern Gate, Chichester, West Sussex, PO19
8SQ, UK

For details of our global editorial offices, for customer services, and for information about how to apply for permission to reuse the copyright material in this book please see our website at www.wiley.com/wiley-blackwell.

The right of H. Skipton Leonard, Rachel Lewis, Arthur Freedman, and Jonathan Passmore to be identified as the authors of the editorial material in this work has been asserted in accordance with the UK Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, except as permitted by the UK Copyright, Designs and Patents Act 1988, without the prior permission of the publisher.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Designations used by companies to distinguish their products are often claimed as trademarks. All brand names

and product names used in this book are trade names, service marks, trademarks or registered trademarks of their respective owners. The publisher is not associated with any product or vendor mentioned in this book. This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold on the understanding that the publisher is not engaged in rendering professional services. If professional advice or other expert assistance is required, the services of a competent professional should be sought.

Library of Congress Cataloging-in-Publication Data

The Wiley-Blackwell Handbook of the Psychology of Leadership, Change and Organizational Development / edited by H. Skipton Leonard ... [et al.].

p. cm.

Includes index.

ISBN 978-1-119-97657-8 (cloth)

1. Leadership--Psychological aspects. 2. Organizational change. I. Leonard, H. Skipton. II. Title: Handbook of the psychology of leadership, change and organizational development.

BF637.L4W4695 2012

658.4'092019-dc23

2012029594

A catalogue record for this book is available from the British Library.

Cover image: White dominoes on a white background. © Steve Goodwin/iStockphoto

Cover design by www.cyandesign.co.uk

About the Editors

H. Skipton Leonard, PhD is on the faculty of the Carey Business School at Johns Hopkins University, where he lectures on leadership, strategic talent management, and organizational development. He is also a Professorial Lecturer in the School of Human and Organizational Learning at the George Washington University. Dr. Leonard is Principal and Managing Director for Learning Thru Action, a global consultancy that provides action based training and organizational development solutions. He is also an Emeritus member of the Board of Directors of the World Institute for Action Learning, a nonprofit training and certification organization with 17 affiliates in 6 continents around the global. A Fellow in the American Psychological Association, Dr Leonard is also a Past-President of the Society of Consulting Psychology and the founding editor of *Consulting Psychology Journal*.

Rachel Lewis, PhD, CPsychol is a registered Occupational Psychologist. She is a senior lecturer in Occupational Psychology at Kingston Business School as well as being a Director of Affinity Health at Work, a niche occupational health psychology consultancy. Her research focuses on the link between leadership and employee well-being. She combines her academic career with regular conference speaking, consultancy, and training, focusing on the links between leadership, management, and employee well-being.

Arthur M. Freedman, PhD is an emeritus member of the board of directors of the World Institute for Action Learning consulting organizational psychologist who has received

many national and international awards for his contributions to the discipline. He is a founder and board member of the World Institute of Action Learning. He consults for public- and private-sector organizations around the globe. He is an Adjunct Professor at the Carey Business School, Johns Hopkins University, and a Visiting Scholar at the Center for Organizational Dynamics, University of Pennsylvania. He is a Fellow in Divisions 13 (Consulting Psychology) and 52 (International Psychology), American Psychological Association, and is a Past-President of the Society of Psychologists in Management.

Jonathan Passmore, DOccPsych is a chartered psychologist with five degrees and an international reputation for his work in coaching and leadership. He has wide business and consulting experience, having worked for PricewaterhouseCoopers and IBM Business Consulting and as a chief executive and company chairman. He has published 14 books on the themes of leadership, personal development, and change, including the *Association for Coaching* series of coaching titles, which he edited, and the best selling 'Top Business Psychology Models'. He speaks widely at conferences across the world, from the USA to Europe and Asia. He has published over 20 peer reviews, 50 papers in practice-based journals, and some 20 book chapters. He was awarded the AC Global Coaching Award for his contribution to practice and research in 2010 and the British Psychology Society SGCP Research Award in 2012 for his research into the psychology of safety and driver learning. He currently works in consulting. Jonathan lives with his wife and two small children in the UK. In his spare time he keeps bees and likes to swim and walk. He can be contacted at jonathancpassmore@yahoo.co.uk

About the Contributors

Beverly Alimo-Metcalfe is Professor of Leadership at the University of Bradford, School of Management, UK and Emeritus Professor at the University of Leeds, UK. She and colleagues established Real World Group after undertaking one of the largest gender- and ethnic-inclusive studies of leadership. The company undertakes research, instrument development, and consultancy in leadership, culture, and diversity in the UK and abroad.

John Antonakis is Professor of Organizational Behaviour in the Faculty of Business and Economics of the University of Lausanne, Switzerland. Professor Antonakis' research is currently focused on predictors and outcomes of leadership, leadership development, strategic leadership, and social cognition, as well as on causality. He has published over 35 book chapters and articles, including in journals such as *Science*, *The Leadership Quarterly*, *Journal of Operations Management*, *Human Relations*, and *Personality and Individual Differences*, among others. He has co-edited two books: *The Nature of Leadership*, and *Being There Even When You Are Not: Leading through Strategy, Structures, and Systems*. Antonakis is Associate Editor of *The Leadership Quarterly*, and is on the editorial boards of the *Academy of Management Review*, *Human Relations*, *Leadership*, *Organizational Psychology Review*, *Organizational Research Methods*, and *Journal of Management Studies*.

Kara A. Arnold is an Associate Professor of Organizational Behaviour and Human Resource Management at the Faculty of Business Administration at Memorial University, NL, Canada. Her research focuses on transformational

leadership, employee well being, and gender issues in management and has been published in a number of leading journals.

Dustin Bailey is a Research Assistant at Pro-Change Behavior Systems, Inc. He graduated from Providence College with a BA in Psychology and Spanish. Current areas of work include quality improvement of TTM interventions and research support for grant writing and publishing.

Michelle Bligh is Associate Professor at Claremont Graduate University, CA, USA. Her research interests include charismatic leadership, trust, and gender. Her work appears in *Journal of Applied Psychology*, *Leadership*, *Leadership Quarterly*, *Organizational Behavior* and *Human Decision Processes*, and she serves on the editorial review boards of *The Leadership Quarterly* and *Leadership*.

Bernard Burnes is Professor of Organisational Change and Head of the Organizational Psychology Group in the Manchester Business School at the University of Manchester. He is one of the leading international authorities on organizational change. He trained as an engineer, and holds a BA (Hons) in Economic and Social History and a PhD in Organisational Psychology. He is the author of over 90 articles and book chapters and some 21 books, including the best-selling *Managing Change*, 5th edition. His article "Kurt Lewin and the Planned Approach to Change: A Re-appraisal" (*Journal of Management Studies*, 41(6), 977-1002) received a Citation of Excellence as one of the top 50 management articles in the world in 2004 and has been reprinted twice. Bernard is the Editor of the Routledge book series *Understanding Organisational Change*, Joint Editor of the *Routledge Companion to Organizational Change*, and Associate Editor of the *Journal of Change Management*. His

research and teaching cover organizational change in its-broadest sense. In particular, he is concerned with the way in which different approaches to change promote or undermine the development of ethical behavior in organizations.

Gary N. Burns is an Assistant Professor at Wright State University, OH, USA and director of the Workplace Personality Project laboratory. Dr Burns' published work focuses on understanding the intersection between individual differences and workplace environments and how these interact to affect both the worker and the workplace.

Stefan P. Cantore is a Senior Teaching Fellow in Organisational Behaviour and Human Resource Management at the University of Southampton Management School, UK. He also acts as a consultant in leadership and organizational development. His passion is to help leaders and organizations use conversation as a process for change. He is a qualified coach and has Masters Degrees in both People and Organisational Development and Business Administration. He is currently researching the nature and practice of conversational consulting as a Doctoral Candidate at Middlesex University, UK.

Michael Chaskalson is the founder and Chief Executive of Mindfulness Works Ltd. and author of *The Mindful Workplace* (Wiley-Blackwell, 2011). He is a member of the core team at the Centre for Mindfulness Research and Practice at Bangor University, UK, where he is an honorary lecturer in the School of Psychology.

Myungweon Choi is an Assistant Professor of Business Administration at Ajou University, South Korea. Her primary research focus is on organizational development and leadership development. Her research has appeared in

Human Resource Management, Asia Pacific Journal of Human Resources, and Human Resource Development Review.

David Coghlan is Professor of Organization Development at the Business School, Trinity College Dublin, Ireland and is a Fellow of the College. He has published over 70 articles and book chapters in the area of organizational development and action research. His *Doing Action Research in your Own Organization* (1st edition 2000, 2nd edition 2005, 3rd edition 2010) is used throughout the world. Other recent books include *Organizational Change and Strategy* (Routledge, 2006) and *Collaborative Strategic Improvement through Network Action Learning* (Elgar, 2011). He co-edited, with Ram Shani, the four-volume set *The Fundamentals of Organization Development* (Sage 2010). He is currently on the editorial board of: *Journal of Applied Behavioral Science, Action Research, Action Learning Research & Practice, Systemic Practice and Action Research* and the *OD Practitioner*.

Catherine E. Connelly is an Associate Professor of Organizational Behavior at the DeGroote School of Business at McMaster University. She serves on the editorial board of *Human Relations* and is the editor of the interdisciplinary studies division of the *Canadian Journal of Administrative Studies*.

David L. Cooperrider, PhD is Fairmount Minerals Professor of Social Entrepreneurship, Weatherhead School of Management, at Case Western Reserve University and Professor of Organizational Behavior and Faculty Director at the Center for Business as an Agent of World Benefit. He is past Chair of the National Academy of Management's OD Division and has lectured and taught at Harvard, Stanford,

University of Chicago, Katholieke University in Belgium, MIT, University of Michigan, Cambridge and others. David is founder and Chair of the Fowler Center for Sustainable Value. David's interests include the theory and practice of appreciative inquiry as applied to corporate strategy, change leadership, and positive organizational scholarship.

David V. Day is the Woodside Professor of Leadership and Management at the University of Western Australia Business School. Prof. Day has published more than 75 journal articles, books, and book chapters, many pertaining to the core topics of his primary research interests in leadership and leadership development. He is the lead author of the recently published book *An Integrative Approach to Leader Development: Connecting Adult Development, Identity and Expertise* (Routledge, 2009) and is presently editing *The Oxford Handbook of Leadership and Organizations*. Day serves as an Associate Editor of the *Journal of Applied Psychology* and is on the editorial boards of *Human Performance*, *Journal of Management*, *Leadership Quarterly*, *Organizational Behavior and Human Decision Processes*, *Organizational Psychology Review*, and *Personnel Psychology*. He is a Fellow of the American Psychological Association and the Society for Industrial and Organizational Psychology.

Daniel R. Denison is Professor of Management and Organization at IMD in Lausanne, Switzerland and CEO, Chairman, and Founding Partner of Denison Consulting, LLC. Dr Denison's research, teaching, and consulting focus on organizational culture and its impact on the performance and effectiveness of organizations.

Emma Donaldson-Feilder is a Chartered Occupational Psychologist who specializes in helping organizations to achieve sustainable business performance through

improvements in the well being and engagement of employees. She combines research and consultancy roles with writing and presenting on workplace well being.

Ståle Einarsen, PhD is Professor in Work and Organizational Psychology at the University of Bergen, Norway. He has published extensively on issues related to workplace bullying, leadership, whistleblowing, and innovation and creativity in organizations. Einarsen has acted as consultant to the Norwegian Government on issues related to workplace bullying.

Elizabeth Florent-Treacy is Associate Director, Research at the INSEAD Global Leadership Centre, Fontainebleau, France. Elizabeth takes a psychodynamic approach to the exploration of leadership in organizations and experiential learning in leadership-development executive education programs. She has co-authored or authored dozens of case studies, articles, working papers, and book chapters, and has co-authored six books on leadership-development, executive-coaching, and family-business topics.

Lars Glasø, PhD is Professor in Work and Organizational Psychology at the Norwegian Business School and visiting professor at the University of Bergen, Norway. Glasø is a licensed specialist in applied organizational psychology. He has published extensively on issues such as workplace bullying, leadership, and emotions in organizations.

Jeremy Hunter is Assistant Professor of Practice at the Peter F. Drucker School of Management at Claremont Graduate University, CA, USA. He teaches “The Executive Mind” and “The Practice of Self-Management,” a series of demanding mindfulness-based courses for executives that he developed over a decade ago. He has been voted Professor of the Year three times.

Manfred F.R. Kets de Vries is Raoul de Vitry d'Avaucourt Chair of Leadership Development at INSEAD, France, Singapore, and Abu Dhabi, a Founder of INSEAD's Global Leadership Center, a Distinguished Professor of Leadership Development Research, ESMT, and the author, co-author, or editor of more than 35 books and 350 articles. His writing has been translated into 31 languages.

Jeffrey C. Kohles is an Associate Professor of Management and Organizational Behavior in the College of Business Administration, as well as Director and founding member of the Center for Leadership Innovation and Mentorship Building (CLIMB), at California State University San Marcos, CA, USA. His general research interests include leadership and followership.

Konstantin Korotov, PhD is Associate Professor and Director of the Center for Leadership Development Research at ESMT in Berlin, Germany. His research topics are leadership development, leadership coaching, careers, and executive education. Konstantin teaches in executive-education, EMBA, and MBA programs. He also coaches and consults globally.

Lindsey M. Kotrba is the Director of R&D at Denison Consulting. She is an active researcher on the topics of organizational culture and leadership and works directly with clients to conduct custom research related to their change efforts. Lindsey received her PhD in Industrial/Organizational Psychology from Wayne State University, MI, USA.

Rune Lines, Dr Oecon is a professor at the Department of Strategy and Leadership, Norwegian School of Economics (NHH). The focus of his research in recent years has been on

the bases, forms, and consequences of employee reactions to organizational change. The purpose of this effort has been to contribute to more realistic models of how organizational members respond to change and to provide a more solid foundation for thinking about change leadership and decision-making. Within this area, he has addressed links between process, content, and leadership issues and behavioral, cognitive, and emotional reactions to change, including individual learning and knowledge-sharing. Other research interests include conceptions of truth as related to learning in organizations, wisdom in leadership, and the concepts and effects of culturally-adapted leadership.

Anthony Montgomery is an Assistant Professor in Work and Organizational Psychology at the University of Macedonia, Thessaloniki, Greece. His research concerns the nexus between work, health and education. At present, he is the Scientific Chair of a European Union FP7 project on organizational culture, job burnout, and quality of care. The project involves 10 European universities and has been funded for 54 months. His full academic profile can be found at www.anthonymontgomery.com.

Fehmidah Munir is a Chartered Health Psychologist and a senior lecturer at Loughborough University, UK. Her expertise is in managing common health problems at work, sickness absence, and return to work.

James O. Prochaska, PhD serves as Director of the Cancer Prevention Research Center and Professor of Psychology at the University of Rhode Island. He is one of the originators of the transtheoretical model of behavior change and the author of more than 300 papers and three books. He earned his PhD in Clinical Psychology at Wayne State University, MI, USA.

Janice M. Prochaska, PhD is the President and CEO of Pro-Change Behavior Systems, Inc., where she leads teams of experts in health behavior and organizational change. She earned her PhD in Social Work Administration and Policy from Boston College, MA, USA. Her work includes applying the transtheoretical model to organizational issues such as advancing female scientists, quality improvement, and collaborative service delivery.

Wendy E.A. Ruona is an Associate Professor of Human Resource & Organization Development at the University of Georgia, GA, USA. Her research focuses on the foundations of HRD (philosophical, theoretical, and theory-and-practice), organizational development, and strategic HRD/HR. Her research has appeared in *Human Resource Management*, *Human Resource Development Quarterly*, *Advances in Developing Human Resources*, and *Human Resource Development Review*.

Marcus Selart, Dr Philos is a professor at the Department of Strategy and Leadership, Norwegian School of Economics (NHH), Norway. His research is to a large extent focused on leadership and organizational decision-making at the levels of individuals, groups, and organizations, emphasizing mainly psychological perspectives. However, insights from economics, political science, and sociology are also encompassed. A recent interest of his is the role creative decision-making plays in organizations.

A.B. (Rami) Shani is a Professor of Organization Behavior and Development at the Orfalea College of Business, California Polytechnic State University, CA, USA. He is also a Research Professor at the School of Management, Politecnico di Milano, Milan, Italy. Rami held the position of Research Professor at the Stockholm School of Economics, Sweden, from 1991 to 2006. He received his PhD in

Organizational Behavior from Case Western Reserve University in 1981. His research interests includes work and organization design, organizational change and development, collaborative research methodologies, learning in and by organizations, and sustainability and sustainable effectiveness. He is author, co-author, or co-editor of 20 books and over 80 articles. His most recent books include *Organizing for Sustainable Effectiveness* (Volume 1, edited with S. Mohrman, Emerald, 2011), *Fundamentals of Organization Development* (four volumes, edited with D. Coghlan, SAGE, 2010), *Research in Organization Change and Development* (Volumes 16, 17, 18, & 19, edited with W. Pasmore and R. Woodman, Emerald, 2008, 2009, 2010, & 2011), *Creating Sustainable Work Systems* (edited with P. Docherty and M. Kira, Routledge, 2009), *Behavior in Organizations* (in its 9th edition, co-authored with D. Chandler, J.F. Coget, and J. Lau, McGraw Hill-Irwin, 2009), *The Handbook of Collaborative Management Research* (edited with B. Pasmore, S. Mohrman, B. Stymne, and N. Adler, SAGE, 2008), *Learning By Design: Building Sustainable Organizations* (co-authored with P. Docherty, Blackwell, 2003), and *Collaborative Research in Organizations: Foundations for Learning, Change and Theoretical Development* (edited with N. Adler and B. Stymne, SAGE, 2004). He is co-editor of the new annual research series *Organizing for Sustainable Effectiveness* (with S. Mohrman, C. Worley, and P. Docherty, SAGE) and a co-editor of the upcoming second volume of *Organizing for Sustainable Healthcare Delivery* (with S. Mohrman, SAGE, 2012). Rami served on the OD&C board and as a chair of the OD&C division at the AOM. He is on the editorial board of five journals.

Anders Skogstad, PhD is Professor in Work and Organizational Psychology at the University of Bergen, Norway. He is a licensed specialist in organizational

psychology and has worked extensively in developing systems for monitoring psychosocial factors at work. He has published extensively on role stressors, bullying at work, and destructive leadership.

Foreword

Skipton Leonard, Rachel Lewis, Arthur Freedman, and Jonathan Passmore—all known well-known internationally as scholar-practitioners—have pulled together a remarkably timely and insightful book, with a prescient cast of contributors, dealing with the most pressing perennial issues facing organizations: leadership, change, and organizational development. There are many books and countless articles on these topics. That is true. But this book is different. This book provides real insight based on real science, which gives the reader tangible and fundamental tools that they can put into action.

The list of contributors is impressive and their perspectives vary, which is the hallmark of true scholarship: to provide intellectual fodder for the formation of informed opinions. Debate and discussion are the grounds from which ideas flourish. As such, the book also provides fertile soil for future research in the area, which will catalyze a virtuous cycle of additional knowledge creation.

The chapters of this book, unlike those of most books, paint a landscape from a worldly perspective. This is not easy, but it is an imperative, as our world is ever shrinking in terms of connectivity. It is this very connectivity that oft results in intellectual imperialism: the pushing of ideas from one tradition on to those of another. In this book, however, the editors have thoughtfully captured the current thinking of worldly thought leaders.

I have been asked to write many forewords to books but have heretofore declined. I suppose I have declined in the past because of a lack of interest or simply because I felt too busy with other matters. This book, however, has snared my attention. It is a sound, thought-provoking read. I wish

my few words here do justice to the efforts of those involved in the development of this treasure trove.

Craig L. Pearce, PhD

Craig L. Pearce has worked in more than a dozen countries, and written scores of articles on leadership and change management. He has two books to his credit—*Shared Leadership* and *The Drucker Difference*—with one more—entitled *Share The Lead*—forthcoming from Stanford University Press.

Series Preface

Welcome to this first book in the Wiley Blackwell Industrial and Organizational Psychology series. The focus of this title is on leadership, change, and organizational development (OD).

These topics continue to be a source of interest and research for practitioners and I/O psychologists alike. Managers and leaders in organizations are fascinated by what they can do to enhance their ability to influence others and shape events. Likewise, researchers are curious about processes and factors which contribute to more effective leadership and change. In this, as in other titles in the series, we are seeking to share insights into these topics from research, with a particular focus on the current topics of interest to writers and researchers.

We believe this series differs in three significant ways from other titles in the field.

First, the focus is towards the researcher and student, as opposed to the practitioner, although scholar practitioners may also find this an interesting read. The aim of this book is to offer a comprehensive coverage of the main topics of inquiry within the domain, and in each of these to offer a comprehensive critical literature review. Each chapter is thus an attempt to gather together the key papers, book chapters, and ideas and to present these for the serious researcher, student, and academic as a starting point for research in the key topics of I/O psychology.

Second, while many books take a UK/European or a US/North American approach, with contributors drawn predominately from one continent or the other, in this series we have made strenuous efforts to create an international feel. For each title in the series we have drawn contributors