



Leadership-as-Practice: Theory and Application (Routledge Studies in Leadership Research)

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This book develops a new paradigm in the field of leadership studies, referred to as the "leadership-as-practice" (L-A-P) movement. Its essence is its conception of leadership as occurring as a practice rather than residing in the traits or behaviours of particular individuals. A practice is a coordinative effort among participants who choose through their own rules to achieve a distinctive outcome. It also tends to encompass routines as well as problem-solving or coping skills, often tacit, that are shared by a community. Accordingly, leadership-as-practice is less about what one person thinks or does and more about what people may accomplish together. It is thus concerned with how leadership emerges and unfolds through day-to-day experience. The social and material contingencies impacting the leadership constellation – the people who are effecting leadership at any given time – do not reside outside of leadership but are very much embedded within it. To find leadership, then, we must look to the practice within which it is occurring.???????????

The leadership-as-practice approach resonates with a number of closely related traditions, such as collective, shared, distributed, and relational leadership, that converge on leadership processes. These approaches share a line of inquiry that acknowledges leadership as a social phenomenon. The new focus opens up a plethora of research opportunities encouraging the study of social processes beyond influence, such as intersubjective agency, shared sense-making, dialogue, and co-construction of responsibilities.

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Editorial Review

Review

"At last, a piercing and comprehensive account of the philosophical and methodological implications of seeing leadership as a collective accomplishment. Some of the most authoritative thinkers have contributed the fruits of their diverse researches, coordinated by Joe Raelin's excellent editorial scene-setting; the whole adds up to what will surely be a land-mark text in leadership studies." –Jonathan Gosling, Professor Emeritus, University of Exeter

"This book collects powerful statements from notable scholars in the emergent Leadership-as-Practice field, and confirms it as a rich alternative to the under-socialised accounts of leadership that prevail so widely. *Leadership-as-Practice: Theory and Application* will be an essential reference point for researchers in this and related fields." –Richard Whittington, Saïd Business School, University of Oxford

"*Leadership-as-Practice* introduces the reader to a new paradigm that moves our field beyond the traditional views of leaders and how they can be developed. This interesting and well-researched book is authored by leading theorists from around the world and should be required reading for all scholars and students in the field of management. I highly recommend this book!" –Michael Marquardt, George Washington University

About the Author

Joseph A. Raelin is Professor of Management and Organization Development at Northeastern University, USA.

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