Record Nr. UNINA9910461943803321 **Titolo** Leadership as emotional labour: management and the "managed heart" // edited by Marian Iszatt-White Pubbl/distr/stampa Abingdon, Oxon;; New York, N.Y.:,: Routledge,, 2013 **ISBN** 1-283-64374-X 0-203-09840-4 1-136-22687-7 Descrizione fisica 1 online resource (257 p.) Collana Routledge studies in management, organizations, and society;; 20 Altri autori (Persone) Iszatt-WhiteMarian Disciplina 658.4/092 Soggetti Leadership - Social aspects Leadership - Psychological aspects Management - Social aspects Management - Psychological aspects **Emotions** Interpersonal relations Organizational behavior - Social aspects Service industries - Social aspects Electronic books. Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Note generali Description based upon print version of record. Nota di bibliografia Includes bibliographical references and index. Nota di contenuto Cover; Title; Copyright Page; Contents; List of illustrations; Notes on contributors; 1 Introduction: the 'Managed Heart'; 2 Leadership as emotional labour: so what's new?; 3 Leadership as emotional and compassionate labour: managing the human side of the enterprise; 4 Getting to the 'heart' of leaders doing emotional labour: a methodological, theoretical and empirical contribution; 5 How leading with emotional labour creates common identities; 6 The 'Managed Heart' of leaders: the role of emotional intelligence; 7 Truth, authenticity and emotional labour: a practitioner's perspective 8 Middle managers' emotional labour in disseminating culture change: a case study in the requirement for changing values 9 Valuing

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implications for leadership; 10 Games leaders play: using Transactional Analysis to understand emotional dissonance; 11 Conclusions: management and the 'Managed Heart'; Index

Even if we don't realise it, most of us are now familiar with the idea of 'emotional labour'; that 'service with a smile' which everyone from cabin crew to restaurant or call centre staff is expected to give, irrespective of what they actually feel or think. This book considers the complex ways in which this need to show (or hide) particular emotions translates into job roles - specifically those of leaders or managers - where the relationships are lasting rather than transient, two-way rather than unidirectional and have complex, ongoing goals rather than straightforward, one-off