

1. Record Nr.	UNINA9910462211403321
Autore	Van Wart Montgomery <1951-, >
Titolo	Dynamics of leadership in public service : theory and practice / / Montgomery van Wart
Pubbl/distr/stampa	London ; ; New York : , : Routledge, , 2015
ISBN	1-317-47276-4 1-315-70507-9 1-78268-996-6
Edizione	[Second edition.]
Descrizione fisica	1 online resource (560 p.)
Disciplina	352.3/9
Soggetti	Leadership Public administration Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	First published 2011 by M.E. Sharpe.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	<p>""Cover ""; ""Half Title""; ""Title Page""; ""Copyright Page""; ""Table of Contents""; ""Preface to the Second Edition""; ""Changes in the Second Edition""; ""Acknowledgments""; ""1. Introduction""; ""Types of Leadership""; ""History of the Literature on Leadership in the Mainstream and Public Sectors""; ""Perennial Debates in Leadership Theory""; ""A Discussion of Some Important Terms and Concepts""; ""An Operational Definition of Leadership for Individuals""; ""Conclusion""; ""Part I: Leadership Theories""; ""2. Theoretical Building Blocks: Contingency Factors and Leader Styles""</p> <p>""Contingency Factors""""Dimensions of Styles""; ""Types of Leader Styles""; ""Conclusion""; ""3. Leadership Theories: Early Managerial and Transactional Approaches""; ""Use of a Causal-Chain Model to Compare Approaches and Theories""; ""Early Management and Leadership Approaches""; ""Transactional Approaches""; ""Conclusion""; ""4. Leadership Theories: Charismatic and Transformational Approaches""; ""Precursors to Contemporary Charismatic and Transformational Theories""; ""Comparing Transactional and Transformational Approaches to Leadership""; ""Charismatic and Transformational Approaches""</p>

""Conclusion""""5. Horizontal and Distributed Models of Leadership"";  
 ""Distributed-Leadership Approaches""; ""Conclusion""; ""6. Ethics-  
 Based Leadership Theories""; ""Perspectives on Ethics-Based  
 Leadership""; ""Generic Leadership Model Based on Consciousness and  
 Conscientiousness""; ""Conclusion""; ""7. Specialized Approaches to  
 Leadership: Power, Culture, Diversity, and Gender""; ""The Power  
 Approach to Leadership""; ""World Cultures and Leadership"";  
 ""Subcultures, Diversity, and Leadership""; ""Gender and Leadership"";  
 ""Conclusion""; ""8. Integrative Theories""  
 ""Shared Leadership Theory""""Chemersa€s Integrative Theory"";  
 ""Transformational Theory""; ""Strategic Leadership Theory""; ""Social  
 Change Leadership Theory""; ""Complexity Leadership Theory"";  
 ""Leadership Competencies Theory""; ""Multiple-Organizational-Level  
 Leadership Theory""; ""Conclusion""; ""Part II: Applying Theory""; ""9.  
 Leader Assessments""; ""Assessment of the Organization and Its  
 Environment""; ""Constraints of Leadership""; ""Conclusion""; ""10.  
 Leader Formulation and Prioritization of Goals""; ""The Science and Art  
 of Goal Setting""; ""Generic Skills Used in Goal Setting""  
 ""A Model of Leader Goal Formulation and Prioritization in  
 Organizational Settings""""Selecting Major Goals""; ""Balancing Goals"";  
 ""Conclusion""; ""11. Traits That Contribute to Leader Effectiveness"";  
 ""Self-Confidence""; ""Decisiveness""; ""Resilience""; ""Energy""; ""Need  
 for Achievement""; ""Willingness to Assume Responsibility"";  
 ""Flexibility""; ""A Service Mentality""; ""Personal Integrity""; ""Emotional  
 Maturity""; ""Conclusion""; ""12. Skills That Contribute to Leader  
 Effectiveness""; ""Communication Skills""; ""Social Skills""; ""Influence  
 Skills""; ""Analytic Skills""  
 ""Technical Skills""

## Sommario/riassunto

Eminently readable, current, and comprehensive, this acclaimed text sets  
 the standard for instruction in