Record Nr. UNINA9910465941603321 Leadership lessons from compelling contexts / / edited by Claudia **Titolo** Peus, Susanne Braun, Birgit Schyns Pubbl/distr/stampa Bingley, England:,: Emerald,, 2016 ©2016 **ISBN** 1-78560-941-6 Edizione [First edition.] Descrizione fisica 1 online resource (508 p.) Monographs in Leadership and Management, , 1479-3571;; Volume 8 Collana Disciplina 658.4092 Soggetti Leadership Context effects (Psychology) 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. Nota di contenuto Front Cover; Leadership Lessons from Compelling Contexts; Copyright page: Contents: About the Editors: List of Contributors: Acknowledgements; Introduction: Exploring Compelling Contexts through Paradox, Tension, and New Approaches to Leadership; Relational, Dynamic, and Decentralized Leadership; Gendered Leadership across Contexts; Leading across Distance; Beyond the "Typical Leadership Study"; Structure of the Volume and Chapter Introductions; References; Part I. Sports and Competition; Leadership in the National Football League: Do Leaders Make a Difference? Leadership and Organizational Performance Study 1: Leadership and Team Performance: Methods: Data and Source: Measures: Analyses: Results and Discussion: Coach and Owner Effects: Mediational Effects of Player Quality; Study 2: Leadership and Personality; Broad versus Narrow Personality Traits: Content Analysis and Executive Leadership: Design and Hypotheses; Methods; Sample; Type of Speech; Clausing; Personality Variables: Length of the Source Material; Residualized Personality Scores; Dependent Variables; Results; Discussion; Practical Implications; Implications for Personality Theory Methodological Issues Sampling Limitations; General Discussion;

Acknowledgments; References; Appendix; Abridged Scoring Guidelines; Following the Leader in Sports: A Targeted Review and a Rally for

Extended Research; Why Sports?; Managerial Succession and Performance; Leader Characteristics; Leader Behavior; The Coaching Behavioral Assessment System; The Leadership Scale for Sports; Transformational Leadership; Opportunities and Future Research; Future Directions Related to Leadership Change; Future Directions Related to Managerial Efficiency; Future Directions Related to Leader Behavior

Conclusion: Leadership Studies in Sport Contexts Transcend and Answer Meaningful Questions through Creative and Holistic Ap... Conclusion; References; What Lessons Can We Learn from Football about Leadership and Management?; Who Leads, Who Follows; What Do Managers Do? - The Fuzzy Task of Managing a Football Club; The Fuzzy Definition of the Manager's Job; Creating a High Performance Team; Recruitment and Selection; Matchday Preparation, Tactics and Managerial Mind-Games; The Attribution of Success or Failure to the Football Manager

The Nature of Football and What This Means for Football Managers' Influence on the Game The Success, Chance and Salaries; The Problem of Legacy; The Actual Impact of Managers; The Weakest Link; Is Being a Good Player Enough to Qualify as a Good Manager?; What Can We Learn from the Context of Football Management for Other Contexts?; Conclusion; Notes; References; The Role of Leaders in Managing Envy and its Consequences for Competition in Organizations; What Is Envy and Why Does Envy Exist?; Which Situations Are Likely to Cause Envy?; Malicious and Benign Envy; Leaders' Role in Managing Envy Judgments of Fairness

## Sommario/riassunto

This volume uses the idiosyncrasies of compelling contexts to teach fundamental leadership lessons that are applicable to other settings. Practitioners and researchers are challenged to deviate from standard models and provided with new ideas for leadership development.