

About the Editors



General Editors

George R. (Al) Goethals is Professor of Leadership Studies at Williams College and Visiting Scholar at the Jepson School of Leadership Studies at the University of Richmond. In addition to his teaching duties, he has served Williams as Chair of the Department of Psychology and founding Chair of the Program in Leadership Studies. He was Acting Dean of the Faculty in 1987–1988 and Provost from 1990 to 1995. Dr. Goethals has been visiting professor or visiting scholar at Princeton University; the University of Virginia; the University of Waterloo in Ontario, Canada; the University of Massachusetts; the University of California, Santa Barbara; and Amherst College. He has served as Chair of the Executive Committee of the Society for Experimental Social Psychology and Secretary-Treasurer of the Society for Personality and Social Psychology. He has coauthored textbooks on basic psychology, social psychology, and the psychology of adjustment and has published numerous articles on attitude change, social perception, and social comparison processes, including articles for such reference works as *Psychological Inquiry* and *The Encyclopedia of Human Behavior*. His research has been supported by the National Institute of Mental Health and the Andrew Mellon Foundation. His current research interests concern how college students educate each other and the ways in which leadership is enacted and perceived.

Georgia J. Sorenson is a Visiting Senior Scholar at the Jepson School of Leadership Studies, University of Richmond, and a Senior Scholar and Founder of the James MacGregor Burns Academy of Leadership, University of Maryland. A presidential leadership scho-

lar, she is on the graduate faculty of the Department of Government and Politics at the University of Maryland. She also serves as Adjunct Professor at Williams College and Ewha Womans University in Seoul, South Korea; Professor and Advisor to The National School of Administration of the People's Republic of China; and is on the International Board of Tokyo Jogakkan University in Japan. Before joining the faculty of the University of Maryland, Dr. Sorenson was a Senior Policy Analyst in the Carter White House for employment issues and worked as a consultant to the Executive Office of the President. She continues to be politically active, and has served as a speechwriter or consultant to three presidential campaigns. Her latest work, *Dead Center: Clinton-Gore Leadership and the Perils of Moderation*, is coauthored by James MacGregor Burns. She has published in professional journals such as the *Harvard Educational Review* and *The Psychology of Women Quarterly* and is a frequent contributor and commentator on social issues in the popular media.

Senior Editor

James MacGregor Burns is a Pulitzer-Prize-winning presidential biographer and a pioneer in the study of leadership. Author of more than a dozen books, he has devoted his professional life to the study of leadership in American political life. He received his doctorate in political science from Harvard, attended the London School of Economics, and taught at Williams College. Dr. Burns was a Democratic nominee for the 1st Congressional District of Massachusetts in 1958 and also served as a delegate to four Democratic National Conventions. He is a former president of both the American Political Science Association and the International Society of Political Psychology. His

theory on transformational leadership has been the basis of more than 400 doctoral dissertations. His most recent book is *Transforming Leadership: A New Pursuit of Happiness* (2003). Prior to that he published, with Susan Dunn, *The Three Roosevelts: Patrician Leaders Who Transformed America* (2001) and, with Georgia Sorenson, *Dead Center: Clinton-Gore Leadership and the Perils of Moderation* (1999). Burns won the Pulitzer Prize and the National Book Award for his biographies, *Roosevelt: The Lion and the Fox* (1956) and *Roosevelt: The Soldier of Freedom* (1970). His book, *Leadership*, published in 1978, is still considered the seminal work in the field of leadership studies.

Associate Editors

Martin M. Chemers is Campus Provost and Executive Vice Chancellor of the University of California, Santa Cruz. He is a social psychologist with interests in leadership and team and organizational effectiveness. Much of his work has addressed how cultural and personality characteristics of leaders and followers affect the intrapersonal and interpersonal processes that give rise to highly motivated and effective teams. Also of interest are factors that influence the leadership effectiveness of “nontraditional” leaders such as women and minority group members. His current research is focused on the construct of “mettle,” which refers to confidence in one’s leadership capability and optimism about the outcomes of one’s efforts. His most recent book is *An Integrative Theory of Leadership* (1997).

Keith Grint is Director of Research at the Saïd Business School and a fellow of Templeton College at Oxford University. He worked in various industries for ten years before becoming an academic. He taught industrial sociology at Brunel University for six years before coming to Oxford, where he has taught since 1992. He has published eight books and more than seventy-five articles and chapters in books on topics ranging from business process re-engineering to Japanization, appraisal schemes, organizational theory, the sociology of work, and leadership. His most recent books have been *Leadership: Classical, Contemporary and Critical Approaches* (1997); which he edited; *Fuzzy Management: Contemporary Ideas and Practices at Work* (1997); *The Arts of Leadership* (2000); and *Organizational Leadership* (2004, with John Bratton and Debra Nelson).

Michael A. Hogg is Professor of Social Psychology and an Australian Research Council Professorial Fellow at the University of Queensland, Australia. He is also a fellow of the Academy of the Social Sciences in Australia. From 2000 to 2003, he served as Associate Dean, Research, for the Social and Behavioral Sciences at the University of Queensland. He serves on or has served on the editorial board of most of the main social psychology journals, including *Journal of Personality and Social Psychology*, *Personality and Social Psychology Bulletin*, *European Review of Social Psychology*, and *British Journal of Social Psychology*. With Dominic Abrams, he is the foundation editor of the journal *Group Processes and Intergroup Relations*. Dr. Hogg’s research focuses on group processes, intergroup relations, and social identity. Recently he developed a social identity theory of leadership and has been extensively involved in promoting and conducting social identity research on leadership. His 200 publications include two books—*Rediscovering the Social Group: A Self-Categorization Theory* (1987, with John Turner and others) and *Social Identifications* (1988, with Dominic Abrams)—and two introductory social psychology texts, with Graham Vaughan, which are now in their third editions—*Social Psychology* and *Introduction to Social Psychology*.

James G. (Jerry) Hunt is a Paul Whitfield Horn Professor of Management, Trinity Company Professor in Leadership, and Director of the Institute for Leadership Research at Texas Tech University in Lubbock, Texas. He received his doctorate from the University of Illinois. His research interests include leadership (especially process-oriented aspects), organizational behavior, and organization theory. He has authored such publications as *Leadership: A New Synthesis* (1991), nominated for the 1992 Academy of Management award for outstanding scholarly books; *Out-of-the-Box Leadership: Transforming the 21st Century Army and Other Top-Performing Organizations* (1999, with G. E. Dodge and L. Wong, Eds.); *Basic Organizational Behavior* (1998, with J. R. Schermerhorn and R. N. Osborn); and *Managing Organizational Behavior* (2000, 8th edition, with J. R. Schermerhorn and R. N. Osborn). He has contributed to journals such as the *Academy of Management Journal*, *The Leadership Quarterly*, *Journal of Management*, and *Administrative Science Quarterly*, has served as editor of the *Journal of Management*, and serves as the current senior editor of *The Leadership Quarterly*. He also founded, edited,

and contributed to the eight-volume Leadership Symposia Series from 1971 to 1988.

Ronald E. Riggio is the Henry R. Kravis Professor of Leadership and Organizational Psychology, and Director of the Kravis Leadership Institute, at Claremont McKenna College. He has published more than seventy-five journal articles and book chapters, and has authored or edited a dozen books, including *Introduction to Industrial/Organizational Psychology* (2003, 4th ed.), *Multiple Intelligences and Leadership* (2002), and the forthcoming *Improving Leadership in Non-profit Organizations*. His research interests include communication processes in leadership and in organizational settings, prediction of leadership and managerial potential, and using assessment center methodology for leadership selection and development. He is a fellow of the American Psychological Association and the Western Psychological Association, and a member of the Academy of Management.

Editorial Board

Laurien Alexandre is Director of Antioch University's Ph.D. program in Leadership and Change and serves as professor and member of the core faculty. During her twenty years in higher education, she has served in leadership roles at Antioch as well as the Immaculate Heart College Center, an ecumenical institute devoted to research and training on peace and justice concerns. She also taught for more than ten years at California State University, Northridge, in the Department of Mass Communications/Journalism, where her focus was on graduate courses in media analysis. She has long been committed to interdisciplinary inquiry, especially in her teaching and writing on media and international affairs. She has published books and articles on the media for both academic and popular audiences and has also translated several scholarly books and articles for publication. Most recently, her research has focused on media coverage of presidential and national politics in the Spanish-language press.

Bruce J. Avolio is the Donald O. and Shirley Clifton Chair in Leadership at the University of Nebraska-Lincoln. He has published more than eighty articles and book chapters on topics related to individual, team and organizational leadership. He coauthored, with Bernard Bass, *Improving Organizational Effectiveness Through Transformational Leadership* (1994), and has

written *Full Leadership Development: Building the Vital Forces in Organizations* (1999). His latest book is entitled *Made/Born: Putting Leadership Development in Balance* (2004). He has conducted training workshops in the United States, Canada, Israel, Korea, Italy, Australia, Mexico, New Zealand, Spain, England, South Africa, Sweden, Austria, Hong Kong, and Belgium and is coauthor of two widely used leadership measures: the *Multi-factor Leadership Questionnaire* and *Team Multi-factor Leadership Questionnaire*. He has worked with colleagues around the globe to set up a global network of Centers for Leadership Studies.

Kisuk Cho is a professor in the Graduate School of International Studies at Ewha Womans University in Seoul, South Korea. She is a political scientist specializing in elections and public opinion, as well as an active political commentator and columnist. She is currently an editor of the *Korean Political Science Review* and serves on the advisory board to the Ministry of Foreign Affairs. Dr. Cho gave the keynote address "Do Women Lead Differently: A Study of 12 Female Prime Ministers and Presidents" at the 2000 International Leadership Association conference in Toronto, Canada, later published in *Building Bridges* (2001). She also serves as CEO of the university-based venture company Leadership Frontier.

Joanne B. Ciulla is Professor and Coston Family Chair in Leadership and Ethics at the Jepson School of Leadership Studies, University of Richmond. She is one of the founding faculty members of the school. She has also held the UNESCO Chair in Leadership Studies at the United Nations International Leadership Academy, and academic appointments at La Salle University, the Harvard Business School, and the Wharton School. In 2003, she won the Outstanding Educator Award from the Virginia State Council of Higher Education. Her books include *Ethics, The Heart of Leadership* (1998), *The Working Life: The Promise and Betrayal of Modern Work* (2001), and *The Ethics of Leadership* (2003). She has also coauthored a textbook called *Honest Work: A Business Ethics Reader* (2004) and edits a series of books for Edgar Elgar, Ltd., called New Horizons in Leadership. She also serves on the editorial board of *The Business Ethics Quarterly* and on the board of directors of the Desmond Tutu Peace Foundation.

David Collinson is Professor of Strategic Learning and Leadership and head of the Department of Management

Learning at Lancaster University Management School in Lancaster, UK. He also serves as a member of the Management Research Advisory Forum to the National College for School's Leadership and the Advisory Group for LSRC projects on leadership. In December 2002, he co-organized a conference on "Researching Leadership" at Said Business School-Oxford University. Formerly at the University of Warwick where he worked for ten years, he was appointed to the Foundation for Management Education (FME) Chair of Strategic Learning and Leadership in January 2002. In 2001 he was elected as the Hallsworth Visiting Professor at Manchester Business School. He has published five books and more than fifty articles and chapters that seek to contribute to the development of critical approaches to organizational and management studies. His current research focuses on the development of critical approaches to the study of leadership and learning, looking particularly at the relationship between "leaders" and "led."

Richard A. Couto is a Professor and Founding Faculty Member of the Antioch University Ph.D program in Leadership and Change. Previously he was a founding faculty member of Jepson School of Leadership Studies at the University of Richmond where he held the George M. and Virginia B. Modlin Chair. He has published books and articles on leadership in community health, community change efforts, the Appalachian region, and civil rights. His most recent books are *Making Democracy Work Better: Mediating Structures, Social Capital and the Democratic Prospect* (1999) and *To Give Their Gifts: Health, Community, and Democracy* (2002).

Yiannis Gabriel is Professor of Organizational Theory at The Business School, Imperial College London, with a doctorate in sociology from the University of California, Berkeley. He has served on the editorial board for numerous leadership journal publications, such as *Management Learning*, *Organizational Studies*, *Human Relations*, *Journal of Management Studies*, and *Marketing Theory*, and has contributed numerous articles to these journals. His research interests lie in the areas of storytelling, narratives, emotion, and fantasy in organizations; consumption and consumerism in relation to identity and the organization-consumer interface; and management learning, pedagogy, and the nature of management knowledge. His recent books are *Storytelling in Organizations: Facts, Fictions and*

Fantasies (2000) and *Myths, Stories and Organizations: Premodern Narratives for Our Times* (2004), an anthology he edited.

Zachary Gabriel Green is the Executive Director of The Alexander Institute for Psychotherapy and Consultation in Washington, D.C., a position through which he has become an executive coach for the World Bank Group, chief consultant for the Synergy Project, and contractor for the USAID global AIDS monitoring and evaluation system. Green is also a Senior Scholar at the James MacGregor Burns Academy of Leadership at the University of Maryland, where he serves on the graduate faculty of the School of Public Affairs. Dr. Green specializes in diversity training, group dynamics, strategic organizational planning, leadership training, and crisis intervention. He has written and co-authored several publications, including the manual *Racial Reconciliation Dialogue*. He has earned the American Psychological Association Minority Fellowship and the Albert V. Danielsen Clinical Fellowship. He has worked as a project consultant at the Center for Applied Research and as a lecturer at Catholic University and George Washington University.

Barbara Kellerman is Research Director of the Center for Public Leadership and a lecturer in Public Policy. From 2000 to 2003 she served as the Center's Executive Director. She has held professorships of Political Science at Fordham, Tufts, Fairleigh Dickinson, George Washington, and Uppsala Universities. She also served as the Dean of Graduate Studies and Research at Fairleigh Dickinson and as Director of the Center for the Advanced Study of Leadership at the Academy of Leadership at the University of Maryland. She has been awarded a Danforth Fellowship and three Fullbright Fellowships. She appears frequently on CBS, NBC, PBS, and CNN, and has contributed articles and reviews to, among others, the *New York Times*, *Washington Post*, *Boston Globe*, and *Los Angeles Times*. She has authored and edited eleven books, most recently *Reinventing Leadership: Making the Connection Between Politics and Business* (1999) and *Bad Leadership* (2004). Currently, Kellerman serves as coeditor (with David Gergen) of a new leadership publication, *Compass: A Journal of Leadership*.

Jean Lipman-Blumen is the Thornton F. Bradshaw Professor of Public Policy and Professor of Organizational Behavior at the Peter F. Drucker Graduate

School of Management, Claremont Graduate University. She is also a Cofounding Director of the Institute for Advanced Studies in Leadership. She has served as special advisor to the domestic policy staff in the White House and has consulted to various governments and private-sector organizations. She has published more than seventy articles on leadership, management, public policy, and gender issues. Her latest book, *Hot Groups: Seeding Them, Feeding Them, and Using Them To Ignite Your Organization* (with Harold J. Leavitt), received the 1999 Best Book Award from the Association of American Publishers, Professional/ Scholarly Division. Her other work includes *The Connective Edge: Leading in an Interdependent World* (1996), which was nominated for a Pulitzer Prize. Her forthcoming book focuses on why followers tolerate bad leaders.

Larraine R. Matusak is the Executive Director of LarCon Associates, a consulting agency that specializes in organizational design, leadership development, and executive coaching, as well as a Senior Scholar at the James MacGregor Burns Academy of Leadership at the University of Maryland. She is also a Trustee of the Leadership Institute, Los Angeles, and graduate advisor and mentor for the Fielding Institute of Graduate Studies in Santa Barbara, California. She has served as a Program Officer for Leadership and Education at the W.K. Kellogg Foundation, where she was named the Foundation's first Leadership Scholar. She also directed

the Foundation's National Leadership Program for more than ten years. She was the recipient of the 1996 International Morris T. Keeton award for her contributions to adult learning and leadership, as well as the Outstanding American Educator award from the Medical College of Augusta, Georgia. Her many publications include *Finding Your Voice: Learning to Lead . . . Anywhere You Want to Make a Difference* (1996).

Jürgen Weibler is Professor of Business Administration, Leadership and Organization at the Fernuniversität in Hagen (University of Hagen), Germany. He served for many years as the research director of the Institute for Leadership and Human Resource Management at the University of St. Gallen, Switzerland, and was Professor of Management at the University of Constance, Germany. He has researched extensively in the areas of leadership, human resource management, and organizational change and has developed an approach for theorizing leadership at a distance. He has served on the review board or as an advisory reviewer for many journals, has written some 70 journal articles, and is the author of three books, including *Personalführung [Leadership]* (2001), and is coeditor of a series on organization and leadership. His current research focuses on outstanding leadership in various cultures, measurement of efficient leadership, and the development of critical approaches to the study of leadership and leadership ethics.