

Leaders or Managers?	19
1. First Was the Word	19
2. Interpretation of the Responses	23
3. Summary of the Findings	27
4. Theoretical Implications	28
Leadership Semantics:	
Cross-Cultural Exploration	31
1. Comparative Study	31
English	33
French	34
German	34
Greek	34
Bahasa Melayu	35
Bahasa Indonesia	35
Indian	35
Arabic Language	35
2. Conclusions	38
Qualities Followers Expect in a Leader:	
Empirical Study of Two Cultures	41
1. Methodology	41
<i>Compiling the Responses</i>	42
2. First Order Classification	43
<i>Interpretation of Statistical Findings</i>	44
3. Second Order Classification	45
<i>Character Qualities</i>	47
<i>Communication Qualities</i>	49
<i>Moral Integrity</i>	50
<i>Leadership Qualities</i>	51
<i>Mental Qualities</i>	53
4. General Discussion	53
5. Broader Implications	55
Fields of Leadership Action	57
<i>Contextual Thinking</i>	57
Formal Organizations	58
<i>Organization as Emerging Entity</i>	59

<i>Inevitability of Disorder</i>	60
<i>The Law of Entropy</i>	63
<i>Perceived Level of Organization</i>	64
<i>Notion of Boundary</i>	67
Organizing Processes	70
1. Integration Mechanisms	70
<i>Organization Mission</i>	70
<i>Cultural Values</i>	71
<i>Leadership Hierarchy</i>	72
<i>Training Practices</i>	72
<i>Technology</i>	73
<i>Liaison Individuals</i>	73
<i>Cross-functional Teams</i>	73
<i>Interpersonal Communication</i>	73
2. Differentiation	74
3. Interdependence	75
<i>Assessment of Integrative Effort</i>	75
Recurrent Situations	77
1. Introduction	77
2. Entry Situations: A Typology	78
<i>Successful Organization</i>	79
<i>Failing Organization</i>	80
<i>Competitively Driven Organization</i>	80
<i>Initiating a New Venture</i>	81
<i>Dissolving an Organization</i>	82
3. Implications of the Typology	82
Interface Groups	84
1. Definition of Small Groups	84
2. Transitory Teams	86
3. Informal Groups	87
4. Dyadic Structures	87
5. Leadership among Groups	88
6. Subordinates' Influence	89
7. Effect of the Office on the Leader	90

The Organization as Environment	92
Organizational Dimensions	92
<i>Economic Dimension</i>	93
<i>Legal Dimension</i>	93
<i>Political Dimension</i>	93
<i>Information Dimension</i>	94
<i>Learning Dimension</i>	94
<i>Socio-cultural Dimension</i>	96
<i>Interdependence of the Dimensions</i>	97
Modes of Existence in Organizations	99
1. Membership	99
<i>Partial Inclusion</i>	100
<i>Affiliation Needs</i>	101
<i>Decline of Identification</i>	102
<i>Problematic Issues</i>	104
2. Social Roles	105
<i>Dual Role of Students</i>	107
<i>Individuals as Citizens</i>	108
<i>Patients and the Sick Role</i>	109
<i>Practical Problems and Limitations</i>	110
3. Monitoring Membership	111
<i>Dead Wood Phenomenon</i>	112
<i>Predicting Corruption</i>	113
<i>Monitoring Leaders' Membership</i>	114
<i>Rotation Policy</i>	115
<i>Status of New Members</i>	115
Levels of Leading and Following	117
1. Leading and Following as Adaptive Behavior	117
2. Leading and Following as Habit Systems	118
3. Leading and Following as Social Roles	119
Triadic Model of Leadership	121
1. Followership	121
2. Fellowship	122
3. Control versus Influence	126

4. Diffusion of Leadership	128
Psychology of Obedience	130
1. Varieties of Obedience	130
<i>The Squirrel and the Snake</i>	130
<i>Total Dependency</i>	131
<i>Cynical Obedience</i>	132
2. Obedience in Bureaucratic Organizations	133
<i>Learned Helplessness</i>	136
<i>Function of Rebellion</i>	139
Leadership Prerequisites	143
1. Meaning of "Prerequisite"	143
2. The Will to Lead	145
<i>Meaning of "Will"</i>	145
<i>To Lead or Not to Lead</i>	146
<i>Complexity of the Will to Lead</i>	146
<i>Fluidity of the Will to Lead</i>	147
<i>Degeneration of the Will to Lead</i>	147
3. Clarity	148
<i>Definition</i>	148
<i>Clarity and Relevance</i>	149
<i>Clarity and Common Sense</i>	150
4. Imparting Clarity	152
<i>The Principle of Specificity</i>	154
<i>Clarity about What</i>	154
5. Ability to Learn	156
<i>Learning Develops in Time</i>	156
<i>Error is the Main Source of Learning</i>	156
6. Similar and Yet Different	157
<i>Dialectics of the Leadership Role</i>	157
<i>First, the Leader as Integrator</i>	159
<i>Second, Leader's Position at the Boundary</i>	160
<i>Third, Leader as Interpreter</i>	160
<i>Fourth, Leader as Vanguard</i>	161
<i>Rationale for Leaders' Autonomy</i>	161
<i>Similarity and Differences are Inseparable</i>	162

7. Energy	163
<i>Leadership as Flow of Energy</i>	163
<i>Energy Management</i>	164
<i>Pure Dynamism</i>	167
<i>Interdependence and Value of the Prerequisites</i>	168
<i>The Cultural Dilemma</i>	169
Crisis of Leadership	173
<i>Success as Index of Effectiveness</i>	174
<i>Leader's Cognitive Functions</i>	175
Failure of Social Science	178
<i>Whitehead's Diagnosis</i>	178
<i>Psychologism</i>	181
<i>Spawning Technology</i>	181
<i>Final Statement</i>	183
Bibliography	184
Appendix I	191
Appendix II	200
Index	207