

# LEADERSHIP

THEORY AND PRACTICE | FIFTH EDITION



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# Preface

This fifth edition of *Leadership: Theory and Practice* is written with the objective of bridging the gap between the often-simplistic popular approaches to leadership and the more abstract theoretical approaches. Like the previous editions, this edition reviews and analyzes a selected number of leadership theories, giving special attention to how each theoretical approach can be applied in real-world organizations. In essence, our purpose is to explore how leadership theory can inform and direct the way leadership is practiced.

This revised volume features a new chapter, "Authentic Leadership," which examines the nature of authentic leadership, its underpinnings, and how it works. Authentic leadership is defined and discussed from both a practical and a theoretical perspective. In addition, this new chapter discusses the strengths and weaknesses of authentic leadership, and provides a self-assessment questionnaire to help you determine your own level of authentic leadership. Three case studies of individuals who demonstrate authentic leadership are presented at the end of the chapter.

Although this edition retains many special features from previous editions, it has been expanded to include new research findings, new figures and tables, new everyday applications, and expanded discussions of selected leadership topics, including positive psychological capacities and leadership, interactive social character and leadership, and the labyrinth of women's leadership. The format of this edition parallels the format used in earlier editions. As with previous editions, the overall goal of *Leadership: Theory and Practice* is to advance our understanding of the many different approaches to leadership and ways to practice it more effectively.

## SPECIAL FEATURES

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Although this text presents and analyzes a wide range of leadership research, every attempt has been made to present the material in a clear, concise, and interesting manner. Reviewers of the book have consistently commented that clarity is one of its major strengths. In addition to the writing style, several other features of the book help make it user-friendly.

- Each chapter follows the same format: it is structured to include first theory and then practice.
- Every chapter contains a discussion of the strengths and criticisms of the approach under consideration, and assists the reader in determining the relative merits of each approach.
- Each chapter includes an application section that discusses the practical aspects of the approach and how it could be used in today's organizational settings.
- Three case studies are provided in each chapter to illustrate common leadership issues and dilemmas. Thought-provoking questions follow each case study, helping readers to interpret the case.
- A self-assessment questionnaire is provided in each of the chapters to help the reader apply the approach to his or her own leadership style or setting.
- Figures and tables illustrate the content of the theory and make the ideas more meaningful.

Through these special features, every effort has been made to make this text substantive, understandable, and practical.

## AUDIENCE

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This book provides both an in-depth presentation of leadership theory and a discussion of how it applies to real-life situations. Thus, it is intended for undergraduate and graduate classes in management, leadership studies, business, educational leadership, public administration, nursing and allied health, social work, criminal justice, industrial and organizational psychology, communication, religion, agricultural education, political and military science, and training and development. It is particularly well suited as a supplementary text for core organizational behavior courses or as an overview text within MBA curricula. This book would also be useful as a text in student activities, continuing education, in-service training, and other leadership-development programs.

### **Instructor Resources**

Instructor Resources are available on the password-protected section of the book's companion Web site. Resources include PowerPoint slides for each chapter, study and discussion questions, a list of video resources, and suggested chapter-specific and course-long activities. Printable PDF versions of the questionnaires from the text are included for instructors to print and distribute for classroom use. Also included is a new feature on how to use social media with *Leadership*, 5th edition, including instructions for creating wikis, blogs, and Twitter feeds to accompany the text and specific topics to discuss using these different technologies. Go to [www.sagepub.com/northouse5e](http://www.sagepub.com/northouse5e) to access the site.

### **Test Bank**

The test bank is available with Diploma computerized testing software on CD. Word files of the test bank are provided on the password-protected Web site. The questions include multiple-choice and true/false questions to test comprehension of the fundamental material, as well as short answer and essay questions that ask students to apply the material to specific situations.

### **Student Resources**

To maximize students' comprehension of this material, student resources are available on the open-access portion of the book's companion Web site. Resources include study quizzes, Internet exercises, SAGE journal articles with discussion questions, and other study aides and resources. Students can go to [www.sagepub.com/northouse5e](http://www.sagepub.com/northouse5e) to access the site.

## **ACKNOWLEDGMENTS**

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Many people directly or indirectly contributed to the development of the fifth edition of *Leadership: Theory and Practice*. First, I would like to express my appreciation for the support of my editor, Al Bruckner, who passed away before this edition was completed. Al was a positive and supportive person who shepherded this project for many years. He will be missed.

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For comprehensive reviews of the fifth edition, I would like to thank the following reviewers:

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Their critiques were invaluable in providing focus and keeping the book current.

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Finally, I would like to thank the many undergraduate and graduate students whom I have taught through the years. Their ongoing feedback has helped clarify my thinking about leadership and encouraged me to make plain the practical implications of leadership theories.

# LEADERSHIP

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A PERENNIAL BEST-SELLER WITH CLEAR COVERAGE OF LEADERSHIP THEORIES PLUS CASE STUDIES AND QUESTIONNAIRES. ADOPTED AT MORE THAN 800 COLLEGES AND UNIVERSITIES WORLDWIDE.

## HALLMARK FEATURES

- **Consistently organized chapters** are devoted to major leadership theories and follow the same structure: explanation of the theory, how it works, strengths and criticisms, applications in a real-life setting, brief case studies, and a questionnaire
- **Leadership instruments and questionnaires** provide reflection opportunities and add a significant and immediate reality check to each theory presented
- **Chronological presentation of theories** gives readers a sense of the history and evolution of leadership theory

## NEW TO THE FIFTH EDITION

- **Authentic Leadership** makes its debut as the new Chapter 10
- **Expanded discussions** of leader-member exchange theory, transformational leadership, culture and leadership, and servant leadership expose students to additional concepts and issues
- **Numerous, contemporary case studies and examples**—many new to this edition—supplement each major theory or topic, encouraging students to apply leadership concepts to specific scenarios

## INSTRUCTOR AND STUDENT RESOURCES AT [www.sagepub.com/northouse5e](http://www.sagepub.com/northouse5e)

- **Instructor resources** include PowerPoint slides, a test bank, printable questionnaires from the text, study and discussion questions, a list of video resources, recommendations for how to use social media with the text, and suggested activities
- **An open-access student study site** features study questions, Internet exercises, SAGE journal articles with discussion questions, and more

*"Once again, with this Fifth Edition, the author has connected readers to the major leadership concerns of the 21st century. We need leaders whom we trust and who can make a difference in people's everyday lives. The new chapter titled Authentic Leadership does just that.... Semester after semester, I look forward to introducing new leadership students to Peter G. Northouse, and now my job just became even more enjoyable."*

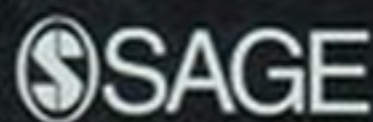
—Ira Bogatch,  
Florida Atlantic University

*"Peter Northouse is a pioneer in the field of leadership studies. He brilliantly captures the major theories and thinkers in our field with completeness, candor, and an eye to the future."*

—Adam Goodman,  
Northwestern University

*"Peter Northouse has done it again! This edition adds new material, updates topics from earlier editions, and successfully bridges the scholar-practitioner gap. His work continues to make leadership accessible to those who want to do a better job of leading, as well as the intellectually curious student or lay person, while also creating an invaluable resource for leadership teachers and scholars."*

—Howard T. ...  
The University of Texas at ...



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