

LEADERSHIP: THEORY AND PRACTICE

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This volume explores the interface of understanding how "a leadership theory can inform and direct the way leadership is practiced" (xi). It takes nine theories of leadership and offers a plethora of information on each, including: (a) a description of the approach which includes a brief history of the development of the theory as well as the current spectrum of writings; (b) current research applicable to the theory; (c) a summary of the strengths and weaknesses of the approach; (d) three brief, but illustrative case studies; and (e) a short leadership questionnaire which measures the reader's adaptability to this approach. Each section also provides a number of quotes from original sources and an extensive bibliography. The nine approaches to leadership that this book covers are: trait, skills, style, situational, contingency, leader-member exchange, transformational, team, and psychodynamic.

As a sample, I will review in depth the chapter on transformational leadership, a very popular theme used in current church-leadership writings. The opening paragraphs argue that "transformational leadership occupies a central place in leadership research" (169). It verifies this with a content analysis of articles published in *The Leadership Quarterly*. The author goes on to describe the essence of transformational leadership as "a process that is concerned with emotions, values, ethics, standards, and long-term goals and includes assessing followers' motives, satisfying their needs, and treating them as full human beings" (170). Since this description encompasses a wide range of leadership approaches, it is followed by a carefully crafted definition of transformational leadership and a brief discussion on the distinction between transformational and transactional leadership. The author then reviews charismatic leadership, which is often understood to be synonymous with transformational leadership. This is followed by in-depth presentations of the work of Bass, Bennis and Nanus, and Tichy and DeVanna.

This chapter identifies six strengths in the literature

regarding the transformational model of leadership. It is widely researched and has intuitive appeal. It takes a broad view of the leadership process with attention to the relationship between the leader and followers, including the followers' needs, values, and morals. This theory holds that, in the final analysis, transformational leadership is effective. The criticisms identified by the author include, first, a lack of conceptual clarity because transformational leadership covers such a wide range of behaviors. Second, there are concerns that some forms of transformational leadership are elitist and anti-democratic, as well as heroic, because of the over focus on the leader with no account of the followers and their work and input into the visioning or transformation process. Part of this criticism comes because much of the research data collected is qualitatively focused only on leaders who have been identified as successful transformational leaders. The process has not been adequately addressed. For me, as one who works to form church leaders, it is especially interesting to note the additional critiques that transformational leadership can treat leadership as a personality trait or personal predisposition rather than behaviors that can be taught and that it has a high potential for abuse.

The author goes on to talk about the theory's application to all levels of an organization, to provide a means to assess one's current leadership style, and to emphasize the importance of teaching visioning processes to transformational leaders. The three case studies and their focused questions include stories about a new vision for a selling process that failed, the effects of a shared visioning and clarifying process, and the issues that come with success in transformational leadership. The final sections of the chapter are a modified form of an assessment instrument with a scoring interpretation section, and a two and a half page bibliography. Each of the other eight approaches to leadership are covered in a similar manner.

There are three other sections of this book that I found to be excellent. The opening chapter has a discussion of the differences between leadership and management. It is helpful to be reminded that one of the first leadership theories dates back to Aristotle, while management theory comes to the fore with the growth of industry at the end of the nineteenth cen-

ture. The book also includes charts showing the task and process differences between the two arenas. The second to the last section, "Women and Leadership," uses current research studies to weigh in on some of the gender leadership questions: "Can women lead?" "Do male and female leaders differ in their behavior and effectiveness in organizations?" "Why do so few women leaders reach the top?" This section also discusses issues of orientation and leadership.

The last chapter, "Leadership and Ethics," sets a guide to some of the ethical issues raised in leadership for both the leaders and followers in their work for a more just society. It has summaries of the virtues of leaders' theories as well as the more recent servant leadership and ethical leadership literature. It has an excellent discussion about the consequences of the different approaches of Burns, Greenleaf and Heifetz.

Unlike many edited works, I found all of the chapters to be well written and researched. The singular chapter format for presenting each theory makes the material easy to access, follow and compare. In addition, the extensive bibliography is worth the price of the book, although I would like to have seen a chapter on the chaos theory approach to leadership.

This user-friendly book makes a great Leadership 101 textbook. It is also a good resource for those new to the leadership literature, or for those who are just reading around in the field. It helpfully provides some initial frameworks in which to place the literature, some questions to bring to it, and some tools to help assess each approach.

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