Contents

List of illustrations vii
Notes on contributors ix
Preface xi

PART I
Introduction 1

1 Signs of change: ‘damned rascals’ and beyond 3
JOHN STOREY

2 Changing theories of leadership and leadership development 14
JOHN STOREY

PART II
The changing elements of leadership 39

3 Leadership, ethics and integrity 41
IAIN MANGHAM

4 Understanding the crises of leadership 56
GRAEME SALAMAN

PART III
The processes of leadership training and development 69

5 ‘Learning leadership’ in practice 71
ELENA ANTONACOPOULOU AND REGINA BENTO

6 Designing and delivering leadership education and development: the role of corporate universities 93
ROB PATON, SCOTT TAYLOR, JOHN STOREY AND GEOFF PETERS

7 Can leadership be taught? 114
GRAHAM MOLE
PART IV
Leadership and career development 127

8 Positive career development for leaders
   WENDY HIRSH 129

9 The individualization of the career and its implications for leadership
   and management development
   JANE STURGES 150

PART V
How does leadership fit with business strategy in the private sector? 165

10 Strategically aligned leadership development
   CATHERINE BAILEY, MARTIN CLARKE AND DAVID BUTCHER 167

11 Linking development with business
   WILLIAM TATE 185

12 Leadership development in multinational firms
   PAUL EVANS, ADAM SMALE, INGMAR BJÖRKNAN AND
   VLADIMIR PUCIK 207

PART VI
Leadership and its development in the public sector 223

13 Leadership in public and third sector organizations
   BEVERLY ALIMO-METCALFE AND JULIETTE ALBAN-METCALFE 225

14 Leadership and leadership development in education
   NIGEL BENNETT 249

Index 272