Index

Aardman Animations 37
aesthetics 45–6, 53, 58, 75, 77, 81
aesthetic individualism 53
community 54, 56–7
postmodern 45, 51
Agamben, Giorgio 3, 15, 69
concept of ‘being-called’ 28
concept of ‘dumb silence of the comic body’ 19
Anderson, Benedict 3
Imagined Communities 52
Anselm, St 37
Aristotle 40–41
model of friendship 37, 76
Barker, Paul 29
Bastien, Adolf 64
Bataille, Georges 87
Bauman, Zygmunt 3, 56–7, 92–3
studies of aesthetic community 54–5
belonging, sense of 23–7, 30–32, 77, 84–6
community identity 26–9, 31
group membership 77
multiple 28, 75, 77–8
relationship to leadership 23, 30–32, 95
sociological view of 25–6
Berry, W. 54, 91
Blanchot, Maurice 3, 87–8
Brazil 80
Bronte, Anne 30
Bronte, Charlotte 30
Bronte, Emily 30
bureaucracy 17
capitalism 17
association with individualism 11
care 24
caricature
link to character 18–19
Carnegie, D.
theory of friendship 41–2
Case, Peter 36
character 17–18, 72–4, 78, 82
link to caricature 18–19
of leadership 18, 72–3, 82–3
Ciulla, Joanne 19–20, 32
Cobban, A. 18
Cohen, Anthony 3, 47, 50
communitarianism 3
tribalism criticism 33
community 17–18, 23, 45, 47, 57–8, 68, 70–71, 73, 77, 79–80, 86–7, 89, 93–4, 101
aesthetic 54, 56–7
construction of 49
cultural 83
definitions of 6–8
diasporic 54
external limits of 87
imagined 51
intentional 62
leadership 2–3, 23–5, 40–41, 66, 77, 97
construction of 48
literary 87–8
peg communities 57
postmodern concept of 45, 51, 55, 77–9, 87
reflexive 51–2
relationship with ethics 70, 72–3, 95
role of myth in 89
sense of belonging in 26–9, 31
servant 91
symbolism 74
Corlett, William 3
*Community Without Unity* (1989) 89–92
Derrida, Jacques 3
influence of 37–8, 89–91
Durkheim, Emile 2–3, 47
Emanuelli, Hector 26–31
ethics 9, 57, 68–70, 75, 86, 93, 102–3
development of 71
ethical leadership 13, 40, 71, 77
relationship with community 70, 72–3, 95
role of symbolism in 75, 77
Etzioni, Amitai 3, 33
*Spirit of Community, The* 70
view of community 70
Facebook 35, 76
France
Revolution (1789–99) 18
French, Robert 3, 36, 40
Friends of the Earth 37
friendship 39, 41–3, 70, 75–6, 78–9, 86, 93
betrayal 38–9, 95
communicating 35
familiar 35
politics of 37–8
relationship with leadership 35–7, 40, 43–4
role in organizations 37, 42
social 35
friendship networks 33–4
Fynsk, Christopher 88
Gans, Herbert 3
Geertz, Clifford 3, 47, 50
Van Gennep, Albert 3, 64
theory of liminal ritual experience 63
globalization 6, 52
GLOBE 45, 92
Gosling, Jonathan 36
Grint, Keith 14–15, 89
Guisfield, Joseph 8, 17–19, 103
Habermas, Jürgen 3, 75
Heidegger, Martin 87
Hosking, Diane Marie 4, 65
Hughes, Ted 30
individualism 11–12, 14, 20, 90, 94
aesthetic 53
association with capitalism 11
criticisms of 11–12
leadership 11, 13, 15, 56, 67, 71–3, 90
criticism of 14–15
Industrial Revolution 26
Innocent Drinks 37
integrative and social contracts
theory (ISCT) 70–71
Italy 28, 31
Kamau, L.J. 59–61
Kanter, R.M. 23
concept of ‘permeability’ 97
kinship 102
Krantz, J.
concept of ‘virtuous betrayal’ 38–9
language 69, 81–2
common 75
emotive 73
role in leadership 69–70
in organizations 75
role in society 75
role of symbolism in 75, 77
Lash, Scott 3, 53, 83
use of reflexive modernity
concept 52
Leach, N.
concept of ‘aesthetic frill’ 51
leader-follower relationships 14, 22, 49, 84, 94
Leader-Member Exchange (LMX) 34
Leaderful Moment
concept of 97
leadership 1–4, 6–10, 14–17, 21, 25–7, 32–4, 37–8, 42, 46, 48–9, 52, 54–6, 63–6, 68–9, 77, 82, 84, 86, 92–4, 96–7, 100–101
as ritual 50–51
authentic 13, 62
bad 13
character of 18, 82–3
charismatic 38, 73
collective 4–5, 85
community 2–3, 23–5, 40–41, 66, 77, 97
construction of 48
development 39–40, 43, 61, 95–6
distributed 4–5, 53, 89
emergent 5
ethical 13, 40, 71, 75, 77, 104
global 6
in organizations 34, 45, 65, 76
betrayal 38
construction of 27
role of language in 75
in social networks 34
individualistic 11, 13, 15, 56, 67, 71–3, 90, 94
criticisms of 14–15
networked 56
postmodern view of 54
relational 1, 49
relationship to sense of belonging 23, 30–32, 95
relationship with friendship 35–7, 40, 43–4
revolutionary 46
role of 20–21
role of language in 69–70
servant 14
social networks 34, 76
toxic 13
transactional 83
transformational 24–5, 41, 46, 74, 83
leadership studies 1, 52, 102
Lee, Laurie
Cider with Rosie 21
Lewis, C.S.
theory of friendship 39
Lichterman, Paul 3, 10, 12, 103
Search for Political Community, The (1996) 12
liminality 60–64, 68, 70, 78
anthropological view of 61
concept of 59–60, 68, 71
rituals of 63
transitional nature of 63–5
Little, G.
theory of friendship variants 35
Love Brown, S. 23, 65
MacIntyre, Alasdair 3, 73–6, 102
After Virtue (1984) 16–17, 70–72, 78
theory of ‘characters’ 72–4
MacMurray, John
definition of community 7–8, 10–11
Maffesoli, Michel 3, 17, 70, 85–6, 103
concept of ‘rituals of belonging’ 85
Time of Tribes, The 34, 83–5
Maine, Henry 2
Mandela, Nelson 19, 32
focus on appearance of 19–20
Marx, Karl 2, 87
theory of ‘community of literature’ 88
Mills, C. Wright 104
Moore, G.E.
Principa Ethica (1902) 76
Nancy, Jean-Luc 3, 86–9
Inoperative Community, The 87–8
nationalism 52
Nietzsche, Friedrich 72
organization theory 37
organizations 5, 16, 37, 58, 62, 68, 77
leadership in 34, 45, 65, 76
betrayal 38–9
construction of 27
role of language in 75
personnel of 11
role of friendship in 37, 42
social 81
symbolism/symbols 45–7, 49–50,
53, 60, 62, 70, 75, 82, 87, 103
instruments 47
referential 47
role in defining boundaries 50,
77

Palestine 64
Taylor, Charles
personalism 12, 14–15
Theories of Friendship 41–3
concepts of 12–13
postmodernism 9, 56–7, 68
narcissistic 13
concept of community 45, 51
Phal, Ray 3, 23, 35, 38
aesthetics 45, 51
theories of friendship 41–3
concept of community 45, 51, 55,
77–9, 87
view of leadership 54

Taylor, Michael 3, 6–7, 79–80, 90
Tönnies, Ferdinand
theory of Gemeinschaft and
Gesellschaft 2, 10
Thomas, Dylan 27
theory of Gemeinschaft and
Gesellschaft 2, 10

Quakers (Society of Friends) 37

Turner, Victor 3, 47, 60–61, 100
Twitter 35, 76
concept of ‘Sacra’ 64
theory of ‘social drama’ 67–8

rituals 50, 61
leadership as 50–51
United Kingdom (UK) 24, 103
liminality 63
Hebden Bridge 26, 29–30
Rousseau, Jean-Jacques 87
Rhondda Valley 26–8

Second World War (1939–45) 7
Urban, Greg 3, 65, 81, 100
self-development 13
Metaphysical Community
Sennett, Richard 92, 104
80–81
Shields, R. 76–7
concept of ‘role’ 20–21
Sinclair, A. 16
Utah Valley University
social constructionism 2
faculty of 4

Second World War (1939–45) 7
social drama 19, 21, 67
social networks 25, 33–4
concept of 67–8
leadership in 34, 76
social network theory 34
tools 76

Weber, Max 3, 47
work networks 33