

# Contents

---

<i>List of contributors</i>	vii
<i>Acknowledgements</i>	xi

Why does space need to be taken seriously in leadership and organization studies and practice?	1
<i>Arja Ropo, Donatella De Paoli, Perttu Salovaara and Erika Sauer</i>	

## PART I WORKSPACES IN CHANGE

1 What can the coworking movement tell us about the future of workplaces?	27
<i>Perttu Salovaara</i>	
2 Work isn't where it used to be	49
<i>Siri Hunnes Blakstad</i>	

## PART II OPEN OFFICE SPACES

3 A spatial perspective to leadership in knowledge-intensive projects	71
<i>Anne Live Vaagaasar</i>	
4 Leading employee wellbeing by workspace experiences	87
<i>Niina Uolamo and Arja Ropo</i>	

## PART III VIRTUAL WORKSPACES

5 Virtual organizations: a call for new leadership	109
<i>Donatella De Paoli</i>	
6 Virtual spaces as workplaces: working and leading in virtual worlds	128
<i>Matti Vartiainen</i>	

## PART IV SERVICE SPACES

- 7 The symbolic dimension of space and artefacts in a bookstore:  
leadership without a leader? 147  
*Kaisa Greenlees*
- 8 Front stage with no front-stage employees: customer  
perceptions of self-service hotels 163  
*Ritva Höykinpuro*

## PART V CULTURAL SPACES

- 9 Cities lead 183  
*Erika Sauer*
- 10 Culture matters: space and leadership in a cross-cultural  
perspective 199  
*Tor Grenness*

## PART VI INSTITUTIONAL SPACES

- 11 Leadership and space in 3D: distance, dissent and  
disembodiment in the case of a new academic building 217  
*Karen Dale and Gibson Burrell*
- 12 The hospital as a space of power: ownership of space and  
symbols of power in the hospital setting 242  
*Erika Sauer*
- Index* 265