Introduction

Leadership is an important yet hugely complex subject. For those who are concerned with the establishment of an equal, fair and just society it is of the utmost practical importance. And yet there is no one definition of what leadership is, or who leaders are, that is generally and universally recognised by all students of the subject, whether practitioners or scholars. In recent times there has been a renewed interest in the topic in government and business, especially in what is called ‘strong’ leadership, which seems on the whole to be a species of crude bullying in the workplace. This has resulted in an understandable scepticism about the ideological and personal motives of those who write on the subject. This is a mistake because in everyday life it is apparent that there are those who seem to be able to take the lead and those who, for a whole variety of reasons, prefer to follow. For egalitarians this is clearly a problem, but it is one that is capable of being understood, providing the full complexity of human social life is embraced rather than the simplistic and moralistic human cyphers that are frequently encountered in political, business and organisational texts on the subject. Although there have been several attempts to do so, leadership cannot be entirely separated from all other aspects of social life, especially groups and group dynamics, power, politics, trust, organisations and organising processes and, of course, the wider world. This set of readings therefore, tackles the subject of leadership by placing it into a wider dynamic context. What follows is a structured set of references grouped roughly by subject matter. Each of these subjects is interrelated with the others, and for those who wish to grasp a detailed and rich understanding of leadership itself those references grouped under other headings are intended to give extra help in understanding the full complexities of the subject. Some of these references have added notes to help in the navigation process through the lists. Some of the references are grouped under more than one heading.

These notes were originally compiled for students attending my courses on organisations and groups, but they may be useful to anyone wanting to pursue the subject. This list, or rather lists, are offered as a resource for those wishing to deepen their knowledge and understanding of leadership. From time to time I will supplement the references as time allows.

Leadership


Bales, R. F. (1956) "Task status and likeability as a function of talking and listening in


[An important corrective to the dominant models which take hierarchy and stratification as necessary and inevitable features of social and political life. Although Barclay is not naive enough to suggest that status differentiation is simply an artifact of entrenched interests, he does provide some interesting and useful arguments for suspecting that they might not be as inevitable as is sometimes suggested]


[One for the dedicated leadership researcher, although less useful for the general reader. Stogdill’s text, and Bass’s update, is the primary source on leadership providing the most extensive list of references on the topic, and some very good commentary as well. No serious student of leadership will be without his or her own personal copy.]


[Not really one for the serious student being aimed at the lucrative management market. Interesting for what it leaves out rather than what is included]


[Belbin is well known in management circles for his work on team roles. The idea is actually quite fruitful as a way of conceptualising group processes, but Belbin (and many management trainers since) spoiled its subtlety by turning team role preferences into a kind of quasi-personality factor]


[Account of the mutinies amongst regiments of the New Model Army in 1647]

Benne, K. D., & Sheats, P. (1948) "Functional roles of group members." Journal of Social
Issues, 4, 41 - 49.


Burke, P. J. (1968) "Role differentiation and the legitimation of task activity." Sociometry, 31, 404 - 411.


Cattell, R. B. (1953) 'New concepts for measuring leadership in terms of group syntality.' In, D. Cartwright & A. Zander (eds.) Group Dynamics: Research and Theory (2e), 487 - 510. London: Tavistock


Corbett, J. M. (1994), ed., Critical Cases in Organisational Behaviour. London: Macmillan. [This is a collection of case studies designed to stimulate critical thinking about organisations and how they are run, there are also some very good references and commentaries. Martin Corbett is a specialist]
in the problems associated with technology, but this collection covers all the main themes of leadership as well, and includes a splendid case study of an anarchist group.]


[This is not an anti-military tract, but an examination of the ways in which organisational dynamics, processes and structures can subvert the effective running of organisations - in this case military organisations. It has some very important points to make, many of which are reiterated in a broader context in Dixon (1987). Some of it is a bit Freudian for my taste, but the overall thrust of the book is extremely important.]


Hemphill, J. K. (1949) *Situational Factors in Leadership*. Columbus, Ohio: Ohio State University.


Stang, D. J. (1973) "Effects of interaction rate on ratings of leadership and liking." Journal of Personality and Social Psychology, 27, 405 - 408.
Thibaut, J. W. & Coules, J. (1952) "The role of communication in the reduction of
interpersonal hostility." *Journal of Abnormal and Social Psychology, 47, 770 - 777.*
White, R. & Lippitt, R. (1953) "Leader behaviour and member reaction in three 'social climates'." In, D. Cartwright & A. Zander (eds.) *Group Dynamics: Research and Theory (2e),* 585 - 611. London: Tavistock.

**Power, politics and trust in organisations**

[An interesting, although journalistic, account of an important problem. This book stimulated several pieces of research, and a new field, which was long overdue given the stridency of the culture merchants rhetoric about ‘management’s right to manage’ - the right to do what they liked. Those modern proponents of ‘strong leadership’ who like to flatter themselves that they are the very model of heroic leaders might like to consider if instead they are merely bullies using a fancy label for their reprehensible behaviour.]

[An important corrective to the dominant models which take hierarchy and stratification as necessary and inevitable features of social and political life. Although Barclay is not naive enough to suggest that status differentiation is simply an artifact of entrenched interests, he does provide some interesting and
useful arguments for suspecting that they might not be as inevitable as is sometimes suggested.


[Clinard is a law professor who has made his reputation examining ethical issues surrounding organisations and their activities. He concentrates on the private sector, and mainly American examples, but the issues he raises are relevant to organisations in all sectors. This book is a useful corrective to treatments of organisations that ignore their social and political impact on the environment and society at large. It is usefully read in conjunction with Punch (1997), Puncheon (1989) and Moore (1997), as well as texts covering issues of power and politics in organisations.]


[Much of the organisational and (especially) management literature treats the workforce either as fundamentally passive, or, in some of the wilder flights of fantasy, as being happy to be exploited. Most of this derives from a more or less exclusive focus on organisations and management projects, resulting in the implicit (and ideological) characterisation of the workforce merely as a ‘resource’ for the organisation’s use. As a result management theory often flounders in the face of real people behaving like real people. This book covers some of the latter ground. It is interesting in its own right as an essay on the ways in which people try to maintain some attachment to, and control of, their own lives. When used in conjunction with a critical approach to organisations the implications of this study are quite dramatic. This is usefully read as an adjunct to studies of organisational politics. It is also interesting if you are interested in questions of human motivation - you will never look at Maslow the same way again.]


[This is a collection of case studies designed to stimulate critical thinking about organisations and how they are run. You might find some useful cases for assignments here, but also there are some very good references and commentaries. Martin Corbett is a specialist in the problems associated with technology.]


[This is a text on an important topic. The scope of the book is broader than just trust and leadership, covering, inter alia, formal contractual relations and regulation. Nevertheless, there is also much of relevance here as well, and you can get a frisson of pleasure from the knowledge that you have rubbed shoulders with some of the authors. There’s also a cracking chapter on leadership from page 95!]


[Great study of an important mutiny. This book gives some splendid first hand material about why the mutiny happened, how the sailors regarded their officers and how the mutiny was eventually settled. This is useful material if you want to examine issues of leadership, power and politics in organisations.]


[This text focuses on European trends in organisational thought, especially those aspects drawn from social psychology. Specifically it is an elaboration of the Political Metaphor, and presents a systematic and thorough discussion of the main themes of OB and HRM from that perspective. It is, however, rather hard going, and readers are advised that they will have to concentrate to use this text. Nevertheless, what this book has to say is very important for a thorough understanding of organisations and organisational dynamics.]


[Don’t expect a standard organisational studies text here - or even a standard work of scholarship. This one’s just for interest, although if you are in any way fascinated by the balance and tension between order and chaos this book does, ironically given its apparent intention, contain some interesting stuff.]


[This is a revised edition of the authors’ earlier text *Organisational Behaviour: Politics at Work*. It was the earliest systematic study of the ‘Political Model’, although in places it is rather Machiavellian, and occasionally addresses organisational politics and power simply as managerial tools for manipulation and control. Despite this blemish, the text marks the emergence of a distinctively European perspective on organisations which is critical of the rational-scientific approaches of North American theory. It is also one of the earliest sustained examinations of organisational politics as something more than mere ‘politicking’, and therefore provides essential material for understanding the issues involved.]

[A wonderful science fiction novel addressing questions of hierarchy and power in an accessible form. It’s also a good read. As with Gibson (1993) this book raises important issues, albeit in a fictional context. In this case Le Guin examines issues of power and dependency, and what she has to say really needs to be understood by anyone grappling with the realities of living and working with others.]


[A well known (and very short) study of social power by a specialist in the subject. Essential reading for those who want to understand power.]


[The message underlying Milgram’s work is really quite chilling. If you think you are immune from the temptation to hurt others, think again. Milgram demonstrates that we are all capable of the most unspeakable behaviour given the ‘right’ social circumstances.]


[OK, Michael Moore can be a bit of a smug bastard at times, but not everything he says can be dismissed easily. He is best known for his television productions, and his criticism of big business and the way it treats those who work for it. This book is an extended essay outlining his criticisms and the reasons for his outrage. In some places it is a bit patchy, but there is sufficient here to make it an important adjunct, and corrective, to those texts which blandly talk about ‘restructuring’ or those which are frankly triumphalist about ‘downsizing’ (or whatever the current euphemism is for sacking people). This book has some significant material in it for advancing the political analysis of organisations. Written by someone who has no need (or desire) to flatter management, this book provides a lot of illumination on the reactions of the powerless to the power of organisations.]


[Packard’s books are now quite old, but what they say is still relevant. For some reason issues of influence within and between people has been neglected within organisational theory, certainly since the 1970s, and as a consequence there is a kind of naivety running through some areas of the literature. Packard’s examination of issues of power and influence fills some of the gaps, and can be usefully read]
in conjunction with more specialised texts such as Aronson (1988).]


[Patchen, M. (1974) "The locus and basis of influence on organisational decisions". *Organisational Behaviour and Human Performance, 11*, 192-221. This is a splendid examination of social power in the mould of French & Raven (1959) and is usefully read in conjunction with French & Raven’s original study, and with Mowday (1978) and Mechanic (1962).]


[An important contribution to the political analysis of organisations, which develops a theme likely to become much more important in the near future - organisational ethics. This book is usefully read in conjunction with Clinard (1990).]


[Interesting piece by a journalist on the IT underground. Rushkoff covers issues such as smart drugs, hacking, techno-shamanism, and other exotica related to the information revolution. He has some important insights into the future as well, so this book is usefully read in conjunction with the work of Toffler, Zerzan & Carnes and Zuboff.]


[This is an interesting and important examination of the ways in which insights into human behaviour can be used for negative ends. There is much else besides, of course, and the book is therefore usefully read as a general text in its own right.]
Groups, group dynamics, norms and conformity


[This is a standard text on social psychology which is regularly updated in new editions. The importance of this text for the course is that it focuses a lot of attention on issues of influence between people, and covers basic theoretical and empirical work in the area. Much of this is very important for organisational analysis, although it is not very well covered in the mainstream OB literatures.]


Organisations and organisational behaviour


[An interesting, although journalistic, account of an important problem. This book stimulated several pieces of research, and a new field, which was long overdue given the stridency of the culture merchants rhetoric about ‘management’s right to manage’ - the right to do what they like to other people.]


[Not one of the most scholarly critiques of organisational life, but it makes some very important points nevertheless. Read it for pleasure rather than information - it won’t provide you with much help writing essays, but it will make you laugh!]


Random House.
[This is the classic text on bureaucracy, and one well worth exploring for that reason alone, quite apart from some of the important things he has to say.]
[Bit of a ropey ‘management’ text, but it does have some interesting things to say nevertheless.]
[This is a perennial, and venerable, text which has the undoubted advantage of being both cheap and accessible. Its strength is breadth, plus Handy's explicit attempt to integrate the material (unlike most texts which simply present a recipe list). It does have disadvantages, however. First it is now looking rather dated and some of the material is old fashioned. Second, Handy sometimes gets himself into conceptual muddles, and readers are, therefore, advised to approach it carefully and critically. Nevertheless it is still a good all round text which covers most of the major themes in organisational analysis, and also provides some useful references.]
[Morgan is a highly respected writer on organisations on both sides of the Atlantic, although his reputation really rests (deservedly) on this one book. This text, while being theoretically sophisticated, is written in an accessible style, and covers one of the most useful approaches to organisational analysis. Morgan concentrates on depth, rather than breadth, and provides detailed and considered expositions of his themes, integrated through his own model of organisational metaphors. The real beauty of this book is that it addresses its subject matter in a way that makes it relevant for both theoreticians and practitioners, thus making it an ideal text for anyone wanting to understand how organisations really work.]
[This is a more up to date and more radical text than Handy. In some ways it would be an ideal basic text but it makes some assumptions about prior knowledge, and is, therefore better read in conjunction with more basic material. Its main advantage lies in the contemporary critiques it presents of some of the major, and most influential, theories of organisations, including Tom Peter's so called *Excellence*]

[This book covers the main themes and references to general organisation theory. It is broad rather than deep, and provides short summaries of the topics which comprise the core of OB and HRM as academic disciplines. It is most useful for getting a quick overview of a subject, and for providing references to be followed up on a given topic. Unlike most organisational texts it has the undoubted advantage, from our point of view, of taking a substantially European view point, and therefore goes some way towards redressing the, sometimes inappropriate, emphasis on the American experience of organisations generally found in OB texts. It is not, however, appropriate for pursuing a subject in depth, for which further reading will definitely be necessary.]

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**The Big Wide World**


[This is an important book which outlines a method for understanding how we all structure our realities. But it’s badly written and bloody awful to read. Worth persisting with if you are interested in the method, otherwise find a short summary somewhere else. No doubt Wikipedia has something on it somewhere.]


[This is a brilliant book and an extremely important text for anyone who wants to understand the issues underlying our attempts to make sense of the social and political world. It emphasises the point that all of our categories for understanding are fundamentally arbitrary, in the sense that we could choose a different way of classifying the phenomena we are examining (and perhaps get different answers), while also emphasising the point that it is, nevertheless, essential to categorise in order to say anything sensible about the world at all. This book is usefully read in conjunction with Morgan (1997), and Zerubavel (1993), both of whom examine similar issues from slightly different angles. The perspective they all elaborate develops a critical theme which will be developed throughout the course.]


Science fiction dystopia about the future and how it may be shaped by information technology, written by the man who coined the term ‘Cyberspace’. Although fictional (and a cracking good read) this book is a useful corrective to some of the triumphalism surrounding technology. Read it in conjunction with Toffler (1971; 1981; 1991), Zerzan & Carnes (1988) and Zuboff (1989).]


[The importance of abstract studies about categorisation, which this text is, is that they highlight the problems both of knowledge and, in a practical sense, also raise issues of taken for granted assumptions and their impact on, amongst other things, practice, justice, fairness, ‘common sense’, and other very practical themes related to everyday life. This text examines some very basic themes, but don’t suppose that it is just to do with foundations. What Zerubavel has to say, like that of Bateson (1979), is extremely important for understanding the way organisations and life in general are run, especially in highlighting ideological aspects of ‘common sense’ and ‘truth’.


[This is a collection of writings on the theme of Information Technology providing an important counter balance to the triumphalism of those who champion IT as the saviour of the future. If we were to believe some writers technology will finally bring about the democratic utopia of ancient dreams - this book gives the other side of the argument, and shows how IT also presents threats to individual liberty in society at large and at work.]


[This book and Zerzan & Carnes (1988) make excellent companion volumes. They examine broadly similar areas although from different perspectives. As with Zerzan & Carnes, this book raises some thought provoking questions about the role of technology and the future of work.]