

Critical Perspectives on Leadership

Emotion, Toxicity, and Dysfunction

Edited by

Jeanette Lemmergaard

Associate Professor of Human Resource Management and Internal Communication, Department of Marketing and Management, University of Southern Denmark

Sara Louise Muhr

Associate Professor of Organization Studies and Human Resource Management, Department of Organization, Copenhagen Business School, Denmark

NEW HORIZONS IN LEADERSHIPSTUDIES

Edward Elgar

Cheltenham, UK • Northampton, MA, USA

Contents

<i>List of contributors</i>	IX
<i>Preface</i>	XIII
PART I LEADERSHIP MOMENTS	
1 Broadening the critical leadership repertoire: emotions, toxicity and dysfunctionality	
<i>Jeanette Lemmergaard and Sara Louise Muhr</i>	
PART II LEADERSHIP BEHAVIOUR IN PRACTICE	
2 Introduction to Part II	29
<i>Jeanette Lemmergaard and Sara Louise Muhr</i>	
3 The Rottweiler and the flying penguin: 'peacock power' in the workplace	33
<i>Michael Walton</i>	
4 Do it my way: a study on type, leadership and emotions	59
<i>Jeanette Lemmergaard and Clare Howard</i>	
5 Leadership in a family business: kinship and emotional control	86
<i>Emma L. Jeanes</i>	
6 The emotional rollercoaster: leadership of innovation and the dialectical relationship between negative and positive emotions	105
<i>Stephan Schaefer and Alexander Paulsson</i>	
7 Happily working until they drop: when there is no longer a balance between stress and fun – a task for leadership	127
<i>Yvonne Due Billing</i>	
PART III THEORETICAL REFLECTIONS	
8 Introduction to Part III	151
<i>Jeanette Lemmergaard and Sara Louise Muhr</i>	

9	Socrates' mission against reproachable ignorance: leaders who refuse to acknowledge their ignorance and instead suppress criticism <i>Nathan Harter</i>	154
10	Leadership studies: out of business <i>Sverre Spoelstra</i>	171
11	Does leadership create stupidity? <i>Mats Alvesson and Andre Spicer</i>	183
12	Vain and vainglorious leaders? <i>Alf Rehn</i>	203
	<i>Index</i>	219