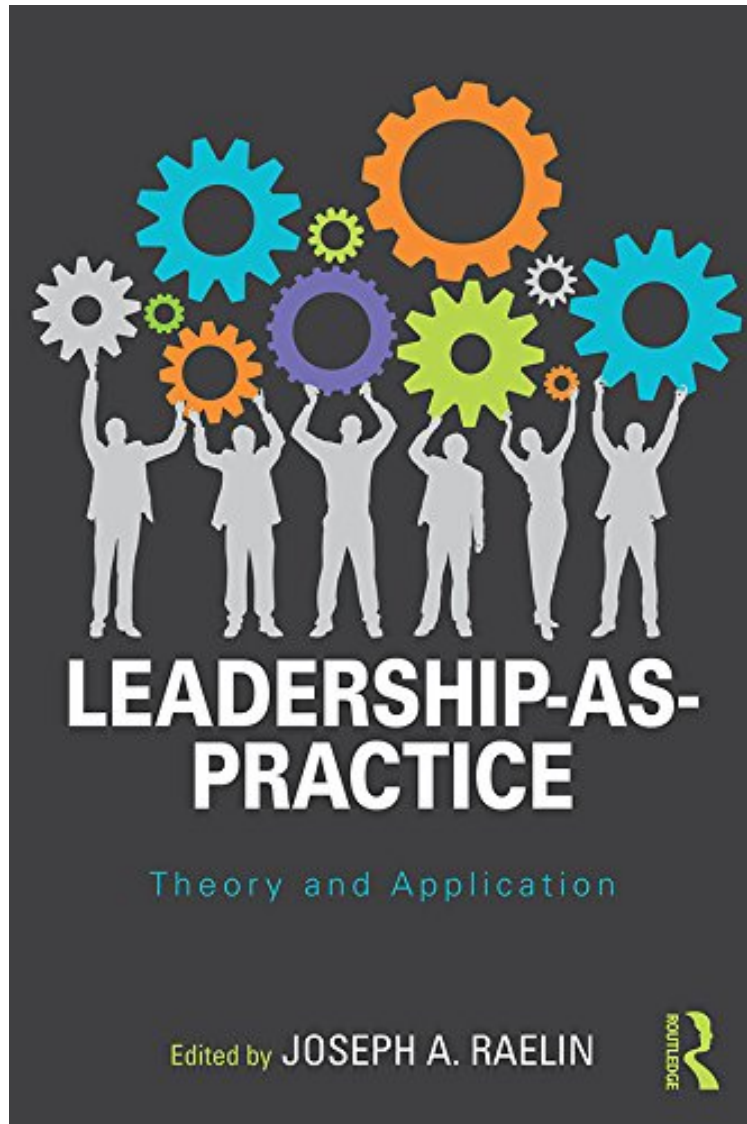


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## Leadership-as-Practice: Theory and Application (Routledge Studies in Leadership Research)

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**From Routledge : Leadership-as-Practice: Theory and Application (Routledge Studies in Leadership Research)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leadership-as-Practice: Theory and Application (Routledge Studies in Leadership Research):

0 of 0 people found the following review helpful. Four StarsBy CustomerInformative1 of 2 people found the following review helpful. Leadership-As-Practice for Non-PractitionersBy David W. KimballPerhaps my expectations were false, but this book did not meet my expectations. Perhaps because of the title, "Leadership-As-Practice", I expected it to be

a practical guide for leaders. Instead it seemed to be an esoteric academic study of a specific paradigm of leadership. As a non-academician, I didn't find much practical information for me to share with the leaders around me. 0 of 0 people found the following review helpful. A Great Introduction to L-A-P By Bob Steere This book is a great introduction to the paradigm of leadership as practice or L-A-P. It is important to note this is not a how-to book. However, it is a book to consider how one leads, not oneself or others, but WITH others. With thought, application, and reflection, this book can provide clarity to the foggy impulses so many of us have on how to exercise leadership in this flat, hyper-connected world we find ourselves in.

This book develops a new paradigm in the field of leadership studies, referred to as the "leadership-as-practice" (L-A-P) movement. Its essence is its conception of leadership as occurring as a practice rather than residing in the traits or behaviours of particular individuals. A practice is a coordinative effort among participants who choose through their own rules to achieve a distinctive outcome. It also tends to encompass routines as well as problem-solving or coping skills, often tacit, that are shared by a community. Accordingly, leadership-as-practice is less about what one person thinks or does and more about what people may accomplish together. It is thus concerned with how leadership emerges and unfolds through day-to-day experience. The social and material contingencies impacting the leadership constellation — the people who are effecting leadership at any given time — do not reside outside of leadership but are very much embedded within it. To find leadership, then, we must look to the practice within which it is occurring. The leadership-as-practice approach resonates with a number of closely related traditions, such as collective, shared, distributed, and relational leadership, that converge on leadership processes. These approaches share a line of inquiry that acknowledges leadership as a social phenomenon. The new focus opens up a plethora of research opportunities encouraging the study of social processes beyond influence, such as intersubjective agency, shared sense-making, dialogue, and co-construction of responsibilities.

"At last, a piercing and comprehensive account of the philosophical and methodological implications of seeing leadership as a collective accomplishment. Some of the most authoritative thinkers have contributed the fruits of their diverse researches, coordinated by Joe Raelin's excellent editorial scene-setting; the whole adds up to what will surely be a land-mark text in leadership studies." —Jonathan Gosling, Professor Emeritus, University of Exeter  
"This book collects powerful statements from notable scholars in the emergent Leadership-as-Practice field, and confirms it as a rich alternative to the under-socialised accounts of leadership that prevail so widely. Leadership-as-Practice: Theory and Application will be an essential reference point for researchers in this and related fields." —Richard Whittington, Saïd Business School, University of Oxford  
"Leadership-as-Practice introduces the reader to a new paradigm that moves our field beyond the traditional views of leaders and how they can be developed. This interesting and well-researched book is authored by leading theorists from around the world and should be required reading for all scholars and students in the field of management. I highly recommend this book!" —Michael Marquardt, George Washington University  
"Leadership-as-practice is less about what one person thinks or does and more about what people may accomplish together. It is thus concerned with how leadership emerges and unfolds through day-to-day experience... Overall, the book provides a rich alternative to traditional views on leadership and leadership development." —Rick Holden, Liverpool John Moores University, UK  
About the Author Joseph A. Raelin is Professor of Management and Organization Development at Northeastern University, USA.