

# ENCYCLOPEDIA OF LEADERSHIP AND CHANGE

## A BROAD THEMATIC SCHEMA

Concept by:  
Satinder Dhiman

*Leadership is as old as hills. From the time immemorial, humanity has been intrigued by its great leaders—state rulers, political leaders, royal kings and queens, spiritual luminaries, and military leaders. Plato’s was perhaps the first thinker in the West to discuss the need for and importance of proper leadership in his masterpiece, *The Republic*. Plato presents the inherent dichotomy of power vs. knowledge and concludes that humanity’s salvation depends upon the stewardship of its wise leaders. History has repeatedly borne out the truth of Plato’s wisdom. In the modern times, leadership has emerged as a dynamic field of study and research. The search continues to discover how to use leadership power wisely for the common good. This Encyclopedia represents an important milestone in the perennial quest for discovering the best leadership models and practices.*

*Broadly speaking, an encyclopedia has twofold aims: first, to precisely and accurately chronicle the existing body of knowledge in a given domain; and, secondly, to map the pathways to new knowledge creation. The first aim provides the roots, and the second aim provides the wings. While the roots provide the foundation and may be precisely mapped to an extent, it’s the wings that provide any endeavor its dynamic propelling force. And between roots and wings lie the alchemy of all leadership and change.*

*This thematic schema is at best suggestive, and the proposed sections are tentative and “fluid” **with a good degree of overlap**. The idea is to map the terrain of contemporary leadership and change broadly and yet precisely. Section editors may be assigned to more than one topic for the integral theories/types/styles of leadership and there can be more than one editor for one section. Additionally, contributing authors would also be invited directly to contribute to a topic of their choice. Distribution lists of various academic and professional organizations will be utilized to solicit section editors and contributors.*

*This writer has been fortunate to have served as the editor-in-chief of seven multi-author, Major Reference Works (*Handbooks and Companions*) with key international publishers, such as Routledge, Springer, and Palgrave over the last 5 years. It has been a rare blessing to have worked with hundreds of leadership scholars and practitioners from six continents.*

The following pages list a wide array of topics for the encyclopedia and suggested section editors, which may change as the project unfolds.

## A. LEADERSHIP THEORIES

### Section Editors:

*This section will present the major theories of leadership. A number of different leadership theories have evolved to explain how and why certain people become great leaders. Early in the 20<sup>th</sup> century, leadership theories focused more on what traits distinguished between leaders and followers, while subsequent theories looked at other variables such as situational factors (context) and the leadership skills and competencies.*

- Attribution Theory
- Behavioral Theories
  - Lewin's Framework
  - Michigan Leadership Studies
  - Ohio University Leadership Studies (Leadership Grid)
- Charismatic Theories
- Complexity Theory
- Contingency Theories
  - Fiedler's Contingency Theory
  - Hersey-Blanchard Situational Leadership Theory
  - Path-Goal Theory
  - Decision-Making Model of Leadership
  - Strategic Contingencies Theory
- Distinctive-Competence Approach
- 'Great Man' Theory
  - Trait Theories
- Power and Influence Theories
- Situational (and Contingency) Theories
- Social Identity Theories of leadership
- Social Capital Theory
- Systems Theory
- Transactional Leadership Theories
  - Leader-Member Exchange (LMX) Theory
- Transformational Leadership Theories
  - Bass Transformational Leadership Theory
  - Burns Transformational Leadership Theory
  - Leadership Participation Inventory (LPI)

## B. TYPES OF LEADERSHIP

*This section will present various leadership types/styles. A leadership style is the way a person uses influence to lead other people. Research has identified a variety of leadership styles based on myriad factors. The most appropriate leadership style depends on the interaction of the*

*leader, the followers, and the situation. In the recent times, servant leadership, transformational leadership, and values-based leadership have received increased attention of the researchers and practitioners.*

- Adaptive Leadership
- Authentic Leadership
- Autocratic Leadership
- Awakened Leadership
- Bad Leadership
- Bureaucratic Leadership
- Coaching Leadership
- Cross-Cultural Leadership
- Deliberate Leadership
- Democratic Leadership
- Distributive Leadership
- Dysfunctional Leadership
- Educational Leadership
- E-Leadership
- Ethical Leadership
- Facilitative Leadership
- Follower-Oriented Leadership
- Innovative Leadership
- Laissez-Faire Leadership
- Leadership for Sustainable Business Practice
- Narcissistic Leadership
- Political Leadership
- Relational Leadership
- Responsible Leadership
- Self-Leadership
- Servant Leadership
- Shared Leadership
- Socio-Emotional Leadership
- Spiritual Leadership
- Strategic Leadership
- Team Leadership
- Transformational Leadership
- Tyrannical Leadership
- Values-Based Leadership
- Visionary Leadership

### **C. LEADING TEAMS AND GROUPS EFFECTIVELY**

*All human achievement depends upon some form of team/group work. Nothing worthwhile is ever accomplished alone. Despite the pervasiveness of leadership function and despite extensive literature on leadership as such, we know very little about how leaders create and*

*manage effective teams. Effective team performance depends upon several key characteristics. This section explores those features.*

- Team Learning
- High Performing Teams
- Team Competencies
- Team Inclusion, Controlling, and Affection
- Team Participation and Engagement
- Team Buy-In
- Individualism and Collectivism
- Personality and Group Roles
- Basics of Power
- Power Sharing
- Group Cohesion, Norms and Processes
- Group Dynamics
- Group Effectiveness
- Groupthink

#### **D. LEADERSHIP AND MOTIVATION**

*Leadership is vitally linked to motivation. A leader's job, first and foremost, is to inspire. One of the main goals of motivation research is to better understand key drivers of human endeavor and their impact on organizational performance. Motivation is at the heart of influence and therefore key determinant of effective and inspirational leadership. The main motivation theories are:*

- Maslow's Hierarchy of Needs
- Herzberg's Hygiene model
- McGregor's Theory X, Theory Y Model
- Victor Vroom's Expectancy Theory
- Cognitive Dissonance Theory
- Goal Setting Theory of Motivation
- Reversal Theory of Motivation
- Equity Theory of Motivation
- Alderfer's ERG Theory - Existence, Relatedness, and Growth
- Self-Determination Theory
- David McClelland's Acquired-Needs Theory

#### **E. LEADERSHIP AND WORK**

*This section explores various work-related concepts and theories. A good understanding of the nature of work and its constituents is necessary to effectively manage and lead the workforce. The following are some of the topics that will be explored in this section:*

- Adaptive Work
- Work Alienation
- Gender based work structures
- Human Transitions
- Future of Work
- Joy of Work
- Sexual Harassment in the workplace
- Workplace Bullying
- Work-Life Balance
- Stress Management

Theories of Work:

- Psychodynamic theory
- Psychosocial development theory
- Rational choice theory
- Social learning theory
- Systems theory
- Transpersonal theory
- Job Characteristics Model
- Dispositional Approach

## **F. GENDER ISSUES IN LEADERSHIP**

*According to recent research conducted by Pew Research Center, many Americans (57%) think men and women in top positions in business and politics are basically different when it comes to their leadership styles; 43% say they are basically the same. While a majority of adults say male and female leaders have different leadership styles, relatively few think one gender has a better overall approach than the other, according to Pew research. This section explores barriers and biases based on gender differences in leadership and how to address them effectively.*

- Gender Gap
- Glass Ceiling
- Gender and Authority
- Gender Stereotypes

Barriers to women leadership:

- Structural barriers
- Institutional barriers,
- Individual mindsets
- Cultural and social barriers
- Barriers related to lifestyle choices

## **G. Leaders: Past and Present**

*This section discusses leaders—good and bad—past and present. “One who sees things grow from their beginning,” writes Aristotle, “will have the finest view of them.” This section will chronicle leaders from past as well as present to inform our quest of learning the art and science of effective leadership and change management.*

A partial list:

Alexander the Great; Julius Caesar; Marcus Aurelius; Ashoka; Caligula;

Genghis Khan; Akbar; Abraham Lincoln; Napoleon Bonaparte; George Washington; Franklin D Roosevelt; Maharaja Ranjit Singh; Jhansi Ki Rani; Adolf Hitler; Joseph Stalin; Mao Zedong; Saddam Hussein;

Margaret Mead; Winston Churchill; Mahatma Gandhi; Nelson Mandela; Martin Luther King Jr; Mother Teresa;; Dalai Lama; Jean Monet; Roy Vagelos; Bill Gates, Steve Jobs; Václav Havel; Jack Welsh; Muhammad Yunus; Lee Iacocca; Indra Nooyi; Herb Kelleher; Howard Schultz; Mark Zuckerberg; Elon Musk; Jeff Bezos; Indira Gandhi; Narendra Modi; Jacinda Ardern; Michelle Obama; Rosalind Brewer; Melinda Gates; Malala Yousafzai; Greta Thunberg.

## **H. Workplace Spirituality, Fulfillment, and Wellbeing**

*This section will cover major topics related to Workplace Spirituality and fulfillment. Weaving various strands of management, spirituality, religion, and positive psychology in a systematic manner, this section will draw upon various theistic and non-theistic traditions of the world and negotiates a clear dialectic of different dimensions and models of Workplace Spirituality, including the best of emerging new age spiritualities.*

It will include a wide array of topics such as:

- Spiritual, social, and emotional intelligence
- Mindfulness, meaning and purpose and fulfillment at work.
- Spiritual leadership
- Servant-followership and corporate citizenship behavior
- Workplace spirituality and organizational performance.
- Well-Being At Work
- Employee Engagement
- Stress At Work
- Workplace Bullying
- **Dark Leadership**
- Meaningful Work
- Positive Psychology
- Psychology Of Flow

- Trust
- High Performing Teams
- Emotional Intelligence
- Social Intelligence
- Workplace Spirituality
- Altruism
- Mindfulness At Work
- Neuroscience
- Wisdom Traditions
- Work-Life Balance

## ➤ ORGANIZATIONAL CHANGE

### A. Change Management

*This section will cover various topics related to managing change.*

- Importance of organizational change management
- Motivation factors that can help or hinder leaders' ability to effect change
- Understanding people's resistance to change
- Overcoming resistance to change
- Organizational culture and innovation and creativity
- Organizational change and agility
- Communication and Organizational Change
- Non-Structural Elements in Organizational Design and Change
- Effecting Culture Change in Organizations
- Organizational Change management in Global Software-Development or Distributed Software-Development
- Change Management and Affective Commitment to Change
- Integrating Project and Change Management
- Dynamic Capabilities and Strategic Change Management
- Change Management and Post Growth Economies

### B. Organizational Development (OD)

- Organizational Design and Development
- Organization Climate
- Organization Culture
- Organizational Culture and Organizational Performance.
- Organizational Learning
- Organization Learning Disabilities

- Organizational Performance Management
- OD Process
- Team Building
- Systems Thinking
- Job Enrichment

#### OD MODELS:

- Lewin's Three-Stage Model
- Action Research Model
- Appreciative Inquiry Model
- General Model of Planned Change

#### OD INTERVENTIONS:

- Human Process
- Technostructural
- Strategic Change
- Human Resource Management
- Total Quality Management
- Work Re-Design
- Diversity Interventions
- Wellness Interventions
- Performance Management

### **C. Change Leadership**

- Change Management vs Change Leadership
- Organizational Change Leadership
- Strategic Change Leadership
- Leadership, Org. Change Management, and Internal Communication
- Change Leadership and Leadership Development
- Change Leadership and Emotional Intelligence
- Change Leadership Capability and Competence
- Change Leadership and Chaotic Change
- Myths of Change Leadership <sup>1</sup>
  - individual leader counts,
  - leadership is enough, and
  - one size fits all.

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<sup>1</sup> Rune Todnem By, Mark Hughes & Jeffrey Ford (2016) Change Leadership: Oxymoron and Myths, *Journal of Change Management*, 16:1, 8-17, DOI: [10.1080/14697017.2016.1137425](https://doi.org/10.1080/14697017.2016.1137425)

## **J. ORGANIZATIONAL CHANGE**

### **Theories and Models**

- Organizational Change Management Theories and Models
  - Kurt Lewin's 3-Step Change Model
  - John Kotter's 8-Step Process for Leading Change
  - W. Edwards Deming Plan-Do-Act-Check Cycle
  - The Prosci ADKAR Change Management Model
  - Balogun and Hope Model of Change Types
  - McKinsey 7-S Model
  - Nudge Theory
  - Kübler-Ross Change Curve
  - Bridges' Transition Model
  - Satir Change Model
  - Maurer's 3 Levels of Resistance and Change Model
  - Kaizen Change Management Model
  - LaMarsh Change Management Model
  - John M. Fisher Change Management Model
  
- Choosing the Best Organizational Change Management Framework
  - Cultural Change
  - Structural Change
  - Procedural Change
  
- Harnessing Human Factors in Change Management
- Single Loop Learning and Double Loop Learning in Organizational Change
- Evolutionary Change vs. Revolutionary Change Companies
- Successful Models of Organizational Change Management
- Hard Side of Organizational Change

## **K. ORGANIZATIONAL CHANGE**

### **Technology, AI**

- Machine Learning, AI, and Organizational Change
- Organizational Change Management and New Technologies
- Digital Organization Transformational Strategies

- Big Data Management and Change Strategies
- Navigating Machine Learning Transformation
- Predictive Analytics and Organizational Change
- Change Management and Calibrating Machine Learning Operations (MLOps)
- Managing Generative AI Applications
  - ChatGPT
  
- Barriers to the Adoption of Intelligent automation
  
- AI and Critical Success factors for Org. Change Management (OCM)

## L. ORGANIZATIONAL CHANGE LEADERS/THINKERS PAST AND PRESENT

*Please see Section G. There will some overlap with section G above.*

## M. MISCELLANEOUS TOPICS

*This section covers miscellaneous leadership-related concepts and topics. Leadership is a vast field and there are scores of topics that need precise definition, delineation and understanding. The following is a partial list of some of the most important contemporary concepts in leadership, listed alphabetically. More topics will emerge as the project unfolds.*

- **Indigenous Leadership and Followership** (as practiced by indigenous people in Africa, Australia, Canada, New Zealand, South America, the United States, and more).
- **Post-Covid 19 Leadership.** Diversity, Equity, and Inclusion (DEI).
- Altruism. Actor Network Theory. Mindfulness and Leadership.
- Authority and Boundaries. AI and future of work/leadership.
- Bad Leadership. Bureaucracy. Brainstorming.
- Charisma. Coaching. Communication. Conflict Management. Creativity and Innovation. Crisis Management.
- Dark Side of Leadership. Dominance and Submission
- Empowerment. Entrepreneurship and leadership. Ethics: Theories.
- Family business. Followership. Force Field Analysis.
- Globalization and Leadership.
- Human Capital. Humor in Leadership. Habits of Mind. Happiness.
- Influence Tactics. Integrity. Intelligences—different types.
- Leader-follower relationship.
- Leadership Development. Leadership Effectiveness.
- Leadership in Digital Age.

- Leadership and Organizational Culture. Leading by Example. Leadership and Power.
- Leadership Succession.
- Organizational Dynamics. Resistance.
- Resilience.
- Stress Management. Support Networks.
- Systems Thinking for Leaders.
- Teamwork.
- Trust and Distrust.
- Upward Influence.

**Note:** *There could be additional, separate sections/sub-sections of sustainability, workplace wellbeing, mindfulness, and other such topics. Please note that these sections are merely namesake and used here as placeholders and to aggregate entries.*

*Encyclopedias are typically organized from A-Z in a continuous manner, without any sections or any other type of divisions. The topics listed above are suggestive—just for guidance, and not exhaustive. Feel free to consider topics from your own area of expertise.*