Contents

Notes on Contributors  vii

Introduction  1
E. Kevin Kelloway, Karina Nielsen and Jennifer K. Dimoff

1 Leadership and Safety: A Self-Regulation and Social Learning Perspective  9
Sharon Clarke, Sara Guediri and Allan Lee

2 Senior Management Safety Leadership Behaviour  33
Kate C. Bowers, Mark Fleming and Andrea Bishop

3 Developing Safety Leadership  49
Jennifer Wong, Timur Ozbilir and Jane Mullen

4 The Antecedents of Transformational Leadership and Its Consequences for Occupational Health and Safety  69
Susanne Tafvelin

5 Leading to a Respectful Workplace  93
Annilee M. Game

6 Leading the Psychologically Healthy Workplace: The RIGHT Way  113
E. Kevin Kelloway, Samantha A. Penney and Jennifer K. Dimoff

7 Leadership and Work–Family Conflict  129
Ana Isabel Sanz-Vergel and Alfredo Rodríguez-Muñoz

8 Leaders as Resources: How Managers and Supervisors Can Socially Support Employees Towards Better Mental Health and Well-Being  149
Jennifer K. Dimoff and E. Kevin Kelloway

9 Destructive Forms of Leadership and Their Relationships with Employee Well-Being  163
Anders Skogstad, Morten Birkeland Nielsen and Ståle Einarsen
10 Leaders Can Make or Break an Intervention – But Are They the Villains of the Piece? 197
Karina Nielsen

11 Developing Positive Leadership for Employee Well-Being and Engagement 211
Emma Donaldson-Feilder and Rachel Lewis

12 Mindful Leadership and Employee Well-Being: The Mediating Role of Leader Behaviours 235
Megan M. Walsh and Kara A. Arnold

13 Leading and Developing Health and Safety through Collective Psychological Capital 255
Julie Dyrdek Broad and Fred Luthans

14 ‘Choose a Job You Love, and You Will Never Have to Work a Day in your Life’: A Strengths-based Leadership Approach to Optimal Functioning at Work 281
Philippe Dubreuil and Jacques Forest

15 Leadership and Mental Illness: Realities and New Directions 307
Erica L. Carleton and Julian Barling

Index 323