### Contents

About the Editors vii  
About the Contributors ix  
Foreword xv  
Series Preface xvii  
Railway Children xix  

1. The Role of Psychology in Leadership, Change, and Organization Development  

*H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman, and Jonathan Passmore*

#### Part I  Leadership 13


*Beverly Alimo-Metcalfe*  

3. Evidence-based Management and Leadership  

*Rob B. Briner and Neil D. Walshe*  

4. Psychodynamic Issues in Organizational Leadership  

*Manfred F.R. Kets de Vries, Elizabeth Florent-Treacy, and Konstantin Korotov*  

5. Do I Trust You to Lead the Way? Exploring Trust and Mistrust in Leader–Follower Relations  

*Michelle C. Bligh and Jeffrey C. Koles*  

6. Leader–Culture Fit: Aligning Leadership and Corporate Culture  

*Gary N. Burns, Lindsey M. Kotrba, and Daniel R. Denison*  

7. When Leaders are Bullies: Concepts, Antecedents, and Consequences  

*Ståle Einarson, Anders Skogstad, and Lars Glasø*  

8. Leadership and Employee Well-being  

*Emma Donaldson-Feilder, Fehmidah Munir, and Rachel Lewis*
Contents

9 Transformational Leadership and Psychological Well-being: Effects on Followers and Leaders 175
   Kara A. Arnold and Catherine E. Connelly
10 Making the Mindful Leader: Cultivating Skills for Facing Adaptive Challenges 195
   Jeremy Hunter and Michael Chaskalson
11 The Future of Leadership 221
   David V. Day and John Antonakis

Part II  Change  237

12 The History and Current Status of Organizational and Systems Change 239
   H. Skipton Leonard
13 Positive Psychology and Appreciative Inquiry: The Contribution of the Literature to an Understanding of the Nature and Process of Change in Organizations 267
   Stefan P. Cantore and David L. Cooperrider
14 Participation and Organizational Commitment during Change: From Utopist to Realist Perspectives 289
   Rune Lines and Marcus Selart
15 Developmental Approaches for Enhancing Organizational Creativity and Innovation 313
   Jane Henry
16 Individual Readiness for Organizational Change 331
   Myungweon Choi and Wendy E.A. Ruona
17 Towards an Integration of Stage Theories of Planned Organizational Change 347
   Janice M. Prochaska, James O. Prochaska, and Dustin Bailey
18 Culture and Change in Developing Western Countries 357
   Anthony Montgomery

Part III Organizational Development  379

19 A Critical Review of Organization Development 381
   Bernard Burnes
20 The Application of Systems Theory to Organizational Diagnosis 405
   Arthur M. Freedman
21 Organizational-development Research Interventions: Perspectives from Action Research and Collaborative Management Research 443
   David Coghlan and A.B. (Rami) Shani

Index 461