

EXPLORING DISTANCE IN LEADER-FOLLOWER RELATIONSHIPS

WHEN NEAR IS FAR AND FAR IS NEAR

EDITED BY

Michelle C Bligh

Claremont Graduate University
Claremont, California, USA

Ronald E. Riggio

Claremont McKenna College
Claremont, California, USA

Routledge

Taylor & Francis Group

NEW YORK AND LONDON

Contents

Series Foreword.....	ix
Acknowledgments.....	xi
About the Editors.....	xiii
About the Contributors.....	xv

Introduction When Near is Far and Far is Near.....	1
<i>Michelle C. Bligh and Ronald E. Riggio</i>	

SECTION I Foundations and Definitions of Distance

Chapter 1 Foundations of Distance.....	13
<i>Joshua Lewandowski and Timothy C. Lisk</i>	
Chapter 2 Notes on Distance and Leadership.....	39
<i>Boas Shamir</i>	

SECTION II The Impact of Distance on Leader-Follower Relations

Chapter 3 Leading in a Digital Age: What's Different, Issues Raised, and What We Know.....	63
<i>Surinder S. Kahai</i>	
Chapter 4 Engaging Followers at a Distance: Leadership Approaches that Work.....	109
<i>Rebecca J. Reichard, Shawn A. Serrano, and Andrew J. Weisald</i>	
Chapter 5 The Role of Distance in Leader-Member Exchange (LMX).....	136
<i>Birgit Schyns</i>	

Chapter 6	The Far Side of Leadership: Rather Difficult to Face.....	155
	<i>John Antonakis and Philippe Jacquart</i>	

SECTION III Moving Forward: Emerging Concepts and Extensions of Leader-Follower Distance

Chapter 7	Women as Leaders: Paths Through the Labyrinth.....	191
	<i>Alice H. Eagly</i>	
Chapter 8	The Tyranny of Normative Distance: A Social Identity Account of the Exercise of Power by Remote Leaders.....	215
	<i>David E. Rast, III, Amber M. Gaffney, and Michael A. Hogg</i>	
Chapter 9	The Apple does not Fall Far from the Tree: Steve Jobs's Leadership as Simultaneously Distant and Close.....	241
	<i>Moran Anisman Razin and Ronit Kark</i>	
Chapter 10	American Presidential Leadership: Leader Credit, Follower Inclusion, and Obama's Turn.....	274
	<i>Edwin P. Hollander</i>	
Index.....		314