

Leadership Case Studies in Education

Fourth Edition

Peter G. Northouse

Western Michigan University

Marie Lee

 Sage

BRIEF CONTENTS

Preface	xi
Chapter 1 Introduction	1
Chapter 2 Trait Approach	11
Chapter 3 Skills Approach	17
Chapter 4 Behavioral Approach	25
Chapter 5 Situational Approach	33
Chapter 6 Path–Goal Theory	39
Chapter 7 Leader–Member Exchange Theory	47
Chapter 8 Transformational Leadership	55
Chapter 9 Authentic Leadership	63
Chapter 10 Servant Leadership	71
Chapter 11 Adaptive Leadership	77
Chapter 12 Team Leadership	85
Chapter 13 Followership	97
Chapter 14 Social Identity Leadership	105
Chapter 15 Inclusive Leadership	113
Chapter 16 Leadership Ethics	125
References	133
Index	139
About the Authors	143
About the Contributors	145

DETAILED CONTENTS

Preface	xi
Chapter 1 Introduction	1
Introduction	1
Case Studies	4
Case 1.1 Pre-K-12 Concentration: Balancing the Workload	5
Case 1.2 Higher Education Concentration: President Severs, You're Fired	7
Chapter 2 Trait Approach	11
Introduction	11
Case Studies	12
Case 2.1 Pre-K-12 Concentration: Hiring a New Assistant Middle School Principal	13
Case 2.2 Higher Education Concentration: Why Can't Darin Lead?	15
Chapter 3 Skills Approach	17
Introduction	17
Three-Skill Approach	17
Skills Model	18
Case Studies	19
Case 3.1 Pre-K-12 Concentration: Before Barb Burns Out	20
Case 3.2 Higher Education Concentration: Picking a Program Leader	22
Chapter 4 Behavioral Approach	25
Introduction	25
Case Studies	27
Case 4.1 Pre-K-12 Concentration: Should Pam Go Virtual?	28
Case 4.2 Higher Education Concentration: Mentoring Jack	30
Chapter 5 Situational Approach	33
Introduction	33
Case Studies	34
Case 5.1 Pre-K-12 Concentration: A Tale of Two Teams	35
Case 5.2 Higher Education Concentration: Integration Hesitation	37

Chapter 6 Path–Goal Theory	39
Introduction	39
Case Studies	41
Case 6.1 Pre-K–12 Concentration: Implementing a New Model for Education	42
Case 6.2 Higher Education Concentration: Conflict With the Dean	44
Chapter 7 Leader–Member Exchange Theory	47
Introduction	47
In-Groups and Out-Groups	47
LMX Development	47
Case Studies	49
Case 7.1 Pre-K–12 Concentration: Favoritism in the Classroom	51
Case 7.2 Higher Education Concentration: Who Gets to Be the Student Consultants?	53
Chapter 8 Transformational Leadership	55
Introduction	55
Case Studies	56
Case 8.1 Pre-K–12 Concentration: Creating a Magnet School	58
Case 8.2 Higher Education Concentration: Is Charisma Enough for President Stelar?	60
Chapter 9 Authentic Leadership	63
Introduction	63
Practical Approach	64
Theoretical Approach	65
Case Studies	65
Case 9.1 Pre-K–12 Concentration: Parents, Principals, and Playgrounds: Oh My!	66
Case 9.2 Higher Education Concentration: Sister Angela, Campus Minister	68
Chapter 10 Servant Leadership	71
Introduction	71
Case Studies	72
Case 10.1 Pre-K–12 Concentration: Stewardship Abounds	73
Case 10.2 Higher Education Concentration: A Model Campus	75
Chapter 11 Adaptive Leadership	77
Introduction	77
The Adaptive Leadership Process	78

Case Studies	79
Case 11.1 Pre-K–12 Concentration: Pride, Policies, and Promise	80
Case 11.2 Higher Education Concentration: Saving Save the Whales and Seals	82
Chapter 12 Team Leadership	85
Introduction	85
Groups Versus Teams	85
Leading Teams	87
Types of Teams	88
Case Studies	90
Case 12.1 Pre-K–12 Concentration: School Improvement Team Troubles	91
Case 12.2 Higher Education Concentration: The Curriculum Team	93
Chapter 13 Followership	97
Introduction	97
Case Studies	98
Case 13.1 Pre-K–12 Concentration: Revamping the Robotics Team	100
Case 13.2 Higher Education Concentration: Choosing a Chair	103
Chapter 14 Social Identity Leadership	105
Introduction	105
Case Studies	108
Case 14.1 Pre-K–12 Concentration: Save the Savages	109
Case 14.2 Higher Education Concentration: The Right Choice?	111
Chapter 15 Inclusive Leadership	113
Introduction	113
Case Studies	116
Case 15.1 Pre-K–12 Concentration: Belonging: A Personal Story	117
Case 15.2 Higher Education Concentration: Tackling Campus Racism	121
Chapter 16 Leadership Ethics	125
Introduction	125
Case Studies	127
Case 16.1 Pre-K–12 Concentration: Please Consider My Daughter	128
Case 16.2 Higher Education Concentration: “Cut Her Some Slack”	130
References	133
Index	139
About the Authors	143
About the Contributors	145