



# **Leadership as Emotional Labour: Management and the 'Managed Heart' (Routledge Studies in Management, Organizations and Society)**

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**Leadership as Emotional Labour: Management and the 'Managed Heart'  
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Even if we don't realise it, most of us are now familiar with the idea of 'emotional labour'; that 'service with a smile' which everyone from cabin crew to restaurant or call centre staff is expected to give, irrespective of what they actually feel or think.

This book considers the complex ways in which this need to show (or hide) particular emotions translates into job roles – specifically those of leaders or managers – where the relationships are lasting rather than transient, two-way rather than uni-directional and have complex, ongoing goals rather than straightforward, one-off ones. The book contends that these differences contribute unique characteristics to the nature of the emotional labour required and expounds and explores this new genus within the 'emotional labour' species. The main theme of this book is the explication and exploration of emotional labour in the context of leadership and management. As such, it focuses both on how our understanding of emotional labour in this context enriches the original construct and where it deviates from it.

By exploring these issues at the level of situated practices and the real world, real time experiences of leaders, the book seeks to make an innovative and nuanced contribution to our understanding of the emotional element within 'leadership work'.

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## **Editorial Review**

Review

**'This book gives a theoretically and empirically robust account of the emotional dynamics of leadership. It offers both a genuine contribution to the field and a fresh look at the work of leading.'**

Richard Bolden, University of Exeter, UK

**'This edited collection provides a fascinating and intellectually challenging perspective on the labour of leadership as an emotional rather than purely psychological and individual act of influence. A must read for students and academics interested in the critical study of leadership.'**

Simon Kelly, Bradford University, UK

About the Author

**Marian Iszatt-White** is Director of the Executive MBA at Lancaster University Management School, UK, where she teaches leadership and organizational behaviour. Her research interests include leadership as emotional labour and feeling valued at work. Her publications include a study of leadership in Further Education

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**Michelle Carlson:**

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