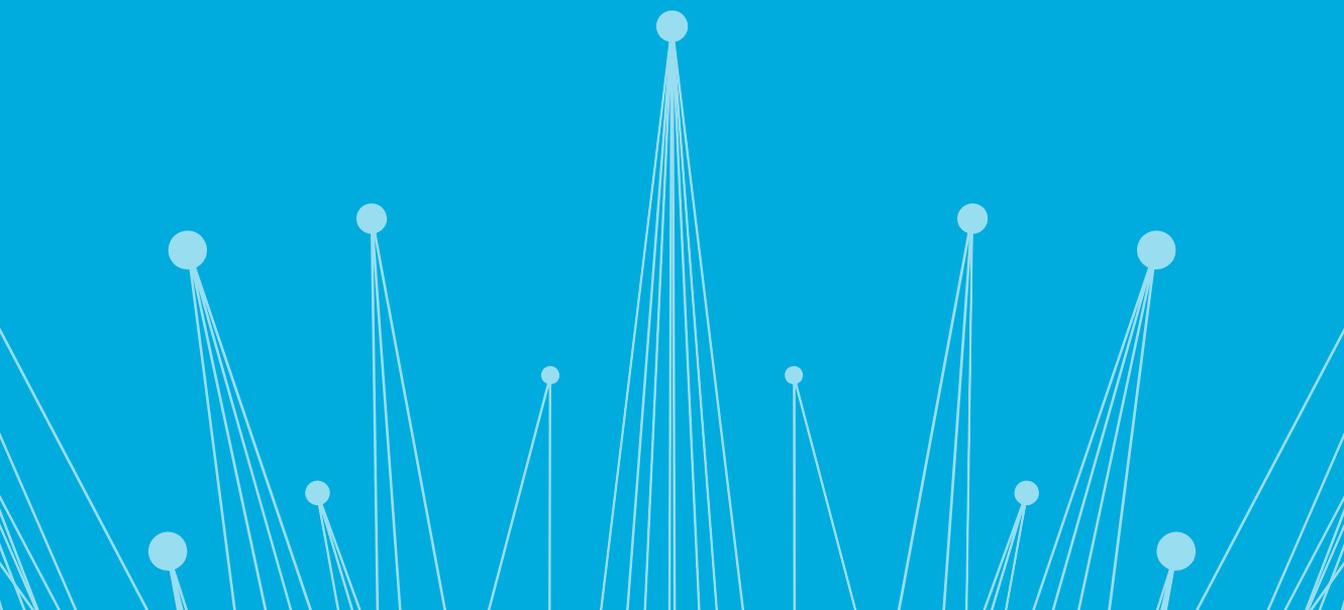


PART II

Relational Leadership





Relational Leadership

In an increasingly complex world, the traditional leader-centric visions of leadership are not sufficient. The Leadership for Change approach highlights the leadership roles of a variety of actors and the relationality of leadership. However, in many cases, power is not equally distributed and leadership remains personalised, institutionalised, or hierarchic. For this reason, the LFC framework suggests examining leadership on a spectrum from leader-centric to more pluralist and relational types of leadership. The chapter by Johanna Kujala, Hanna Lehtimäki and R. Edward Freeman offers an alternative view to the leader-centric understanding of leadership through the **stakeholder approach**, which highlights the needs and expectations of a plurality of stakeholders. Similarly, Mika Yrjölä, Hannu Kuusela, Elina Närvänen, Timo Rintamäki and Hannu Saarijärvi propose **customer value** as a relational framework for leading change. In Paula Rossi's chapter, the embedded **conflicts and tensions** of complex, chaotic, and everyday interactions within an organisation offer a way to examine leadership not only as a relational but also reflexive practice. A relational understanding of leadership also underpins Tomi Rajala's analysis of the role of **performance measures** in leading and managing change in complex, polycentric settings. In such settings, **evaluation**, analysed here by Pasi-Heikki Rannisto and Anna Saloranta, offers a practical leadership and management tool enabling specifying the objectives. The chapters by Tapio Raunio and Janne Ruohonen highlight the continuing importance of more leader-centric or entity-based examples of leadership. Tapio Raunio examines **semi-presidentialism** as a regime type where conflicts within the executive branch can be damaging for the coherence of leadership and policy-making. The chapter by Janne Ruohonen discusses the leadership of company directors through the case of **business judgement rules**, which is a legal mechanism ensuring that company directors are not liable for damages if they make decisions based on adequate and appropriate processes and information.