

The Value(s) of Civil Leaders

Contents

Preface and Acknowledgements	V
1 Questions about Civil Leaders	1
1.1 Civil Leadership	1
1.2 Aims, Questions and Relevance	4
1.3 Outline of the Chapters	10
2 In Search of Civil Leaders	15
2.1 State, Market and Community: Separate Worlds?	16
2.2 Two Perspectives on 'Civil Society'	20
2.3 Beyond Civil Society	26
2.4 The Leading Citizen or Citizen-Leader: the (Neo-) Republican Analysis	32
2.5 Conclusion: Where to Locate Civil Leaders?	34
3 Values and Leadership	37
3.1 Introduction	37
3.2 In Search of Civil Leaders' <i>Values</i>	38
3.3 In Search of Civil <i>Leadership</i>	48
4 Governance and Social Outcome	63
4.1 Introduction	63
4.2 Civil Leaders in Institutional Settings: <i>Governance Contexts</i>	63
4.3 Social Outcome of Civil Leaders: In Search of <i>Public Value</i>	82
4.4 The Conceptual Model of the Empirical Study	98
5 Design of the Empirical Study	105
5.1 The Design	105
5.2 General Preparation	109
5.3 Sampling and Selecting Civil Leaders (Population 1)	111
5.4 Assessing Population 1	114

5.5	Data Collection 1: Semi-structured Interviews	118
5.6	Data Collection 2: Biographical Analysis	120
5.7	Data Collection 3: Web Survey	120
5.8	Data Analysis 1: The Leader's Portraits (13)	122
5.9	Data Analysis 2: Linking Civil Leaders to Meso-Governance	123
5.10	Data Analysis 3: Public Debates about Public Value (3 cases)	126
5.11	Concluding Remarks	127
6	The Value Orientation and Institutional Roles of Civil Leaders	129
6.1	Personal Conviction and Public Expression of Values	130
6.2	The Public Function of Values for Civil Leadership	137
6.3	Civil Leaders' Institutional Roles: Executives, Societal Pioneers and Challengers	142
6.4	Leaving a Legacy	144
6.5	Institutionalization Process: The Public Debate about Public Value	145
6.6	Key Dimensions of Civil Leaders' Styles	147
6.7	Conclusions	149
7	The Nexus between Governance Contexts and Leader Values	153
7.1	Focus	153
7.2	Research Data and Analyses	154
7.3	Testing the Set of Values	158
7.4	Web Survey Findings: The Value Patterns of Meso-Governance Types	161
7.5	Findings of the Survey of Civil Leaders on Values	172
7.6	Concluding Remarks	180
8	Conclusions and Recommendations	183
8.1	The Puzzle: Exploring the Values of Civil Leaders	183
8.2	Theoretical Findings	186
8.3	A Common Value Pattern	195
8.4	Civil Leaders' Core Values	198
8.5	Governance Contexts and their Value Patterns	200
8.6	Independent Agents	203
8.7	Critical Reflection and Future Lines of Inquiry	205
8.8	Strengthening Civil Leadership: Practical Implications	214

Endnotes	219
References	235
Appendices (available online at www.budh.nl and www.publicspace.nl)	257
Biography	259