Index

Academy of Finland 3
action and structure 238
activity-based offices 57–8
Adams, S. 30
advanced information technology (AIT) 110
aesthetic epistemology 186
aesthetic leadership 61, 64, 123–4, 125, 184
aesthetics 3, 6–7, 8, 9, 220, 257
organizational 179
affordances of virtual worlds 136–8
airports 12, 133
Al-Ani, B. 110
Alahuhta, P. 137
alienation and estrangement 97
Allen, T.J. 31
Alvesson, M. 149, 155, 157
ambient conditions see heating and ventilation
Anthony, S. 7
Apple 42
Arab countries 203
architectural characteristics 101
architectural motives 5
architectural structures and power of space 248
architecture 4
and aesthetics 6–7
cities 186–9, 192–3
hospital 245–6, 260–61
office 10–11
Arge, K. 6
arrangements of space 159
see also design; layout
artefacts 8
see also symbolic dimension of space and artefacts in a bookstore (Finland)
Asian cultures 202, 203, 207–9
assignments and tasks 131
A.T. Kearney Inc. 184
atrium 219
authority 120, 203, 207
avatars 128, 129–30, 131, 132, 134, 137
anthropomorphic (clones) 139
as geometrical shapes 139
as leaders 139–40
social influence 139
social relations between 138–40
Axtell, C. 133
ba 79–80, 134
Bacigalupo, T. 34–6
Bandura, A. 80
Bat Haus 29, 39
Becker, F. 6, 7, 135
beholder 120
behavioural aspects and new technology 113
beliefs 242
Bentham, J. 243
Berg, P.O. 149, 155, 157
Bevort, F. 209
Beze, T. 7
Bezos, J. 42–3
Blair, M. 6
bodily leadership 64
Boje, D.M. 94–5, 102
Bosch-Sijtsema, P.M. 140–41
branding corporate image and identity 5–7
Brandt, A.M. 245
Brazil 202
Brewster, C. 204
British Council for Offices 226
Burrell, G. 53, 248
business-driven strategies 6
cafés 133, 250
Calas, M. 229
Canon 54
Carlopio, J.R. 206
cars 133
Castells, M. 33
Caulat, G. 112
centralized organizations 201
chairs/sofas 223–4
changes in ways of working 1–4
charisma 120
cities (New York and Jakarta) 183–96
architecture 186–9, 192–3
atmosphere 185
community, sense of 191
divisions according to ethnicity, religion and like-minded people 188
divisions between rich and poor 187
divisions into work, recreation, relaxation and consumerism 187, 194–5
divisions of specific professions 188–9
gentrification 187–8
grid pattern 189–90
housing projects/subsidized housing 188
kampung (traditional village) within the city 192
planning 189–90
political monuments and memorials 192–3
public transport system 191
rush hours 191–2
safety 191
theoretical underpinnings and method 184–6
traffic, water and waste 189–92
United Nations Human Settlements Programme 188
urban informal settlements and/or illegal constructions 188
walking and biking 191
Citizen Space (San Francisco) 35
clothing 156, 258–9
see also uniforms
co-customers 173–4
coincidental meetings (serendipity) 62–3
collaboration 9, 35, 43, 138, 201, 209 from multiple locations 132
collaborative meetings, small 140–41, 142
collaborative working environment (CWE) 130
collective leadership 122
collectivistic values 203, 207–8
colour schemes/decor 74, 152–3, 159, 250, 257
combi-office (open-plan/cellular hybrid) 54, 74
communal idealism 36
communication 9, 201
control over 118
tools 141
in virtual space 115–16
community, sense of 97, 191
community-building 34–6, 140
community space 236
competencies in knowledge-intensive setting 72
competitive advantage 5
conceived space 5, 9, 101
conferences 141
conformity 235
congruence hypothesis 6, 205
consensus 209
contextual affordances 131–2, 134
control and hierarchy 202, 235
cooperation 44, 64, 209
cross-cultural 112
informal 62
corporate branding 5–7
corporate values and management principles 200
corridors 9, 12, 219, 224, 250–51, 254
cost-efficiency 5, 72
costs 253–7
cotivation 39
Country Fire Office 52
Coworking Conference Europe (2013) 31
coworking movement 1, 13, 27–44
benefits 31–2
community-building 34–6
internal leadership 38
Jellies (casual working events) 31–2, 35
negative features 32
plural leadership 37–9, 43
principles in business organizations 39–43
<table>
<thead>
<tr>
<th>Terms</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>social aspects</td>
<td>34, 36</td>
</tr>
<tr>
<td>sustainability</td>
<td>34–5</td>
</tr>
<tr>
<td>values</td>
<td>35–6</td>
</tr>
<tr>
<td>Coworking Wiki</td>
<td>34</td>
</tr>
<tr>
<td>creativity</td>
<td>116</td>
</tr>
<tr>
<td>critical post-structuralist approach</td>
<td>8</td>
</tr>
<tr>
<td>cross-functionality</td>
<td>72</td>
</tr>
<tr>
<td>crowd funding</td>
<td>43</td>
</tr>
<tr>
<td>crowdsourcing</td>
<td>43</td>
</tr>
<tr>
<td>cultural meaning and symbolic meaning</td>
<td>159</td>
</tr>
<tr>
<td>cultural norms and values</td>
<td>260</td>
</tr>
<tr>
<td>cultural studies</td>
<td>160</td>
</tr>
<tr>
<td>cultural values</td>
<td>205, 245</td>
</tr>
<tr>
<td>culture/cross-cultural factors</td>
<td>1, 97, 188</td>
</tr>
<tr>
<td>in virtual space</td>
<td>114, 115, 117</td>
</tr>
<tr>
<td>Coworking Wiki</td>
<td>34</td>
</tr>
<tr>
<td>Davis, M.C.</td>
<td>5, 7</td>
</tr>
<tr>
<td>De Certeau, M.</td>
<td>97</td>
</tr>
<tr>
<td>de Dear, R.</td>
<td>42</td>
</tr>
<tr>
<td>De Paoli, D.</td>
<td>6, 59, 61</td>
</tr>
<tr>
<td>Deal, T.E.</td>
<td>7</td>
</tr>
<tr>
<td>decor</td>
<td>see colour schemes/decor</td>
</tr>
<tr>
<td>Denis, J.-L.</td>
<td>38</td>
</tr>
<tr>
<td>Denmark</td>
<td>207</td>
</tr>
<tr>
<td>dependence and hierarchical relationships</td>
<td>202</td>
</tr>
<tr>
<td>design</td>
<td>246</td>
</tr>
<tr>
<td>features</td>
<td>5</td>
</tr>
<tr>
<td>hospital</td>
<td>246</td>
</tr>
<tr>
<td>office</td>
<td>54–5</td>
</tr>
<tr>
<td>physical</td>
<td>204</td>
</tr>
<tr>
<td>strategy</td>
<td>205</td>
</tr>
<tr>
<td>workplace</td>
<td>7</td>
</tr>
<tr>
<td>workspace</td>
<td>6–7</td>
</tr>
<tr>
<td>Deskmag</td>
<td>31</td>
</tr>
<tr>
<td>desks/work stations</td>
<td>5, 223, 236</td>
</tr>
<tr>
<td>Dickinson, P.</td>
<td>6</td>
</tr>
<tr>
<td>Digital</td>
<td>51, 54</td>
</tr>
<tr>
<td>digital representations</td>
<td>136</td>
</tr>
<tr>
<td>disembodiment</td>
<td>236–7, 238</td>
</tr>
<tr>
<td>dissent and resistance to project</td>
<td>234–6, 238</td>
</tr>
<tr>
<td>distancing</td>
<td>230–34, 238</td>
</tr>
<tr>
<td>distributed leadership</td>
<td>61, 229–30, 238</td>
</tr>
<tr>
<td>distributed teamwork</td>
<td>132, 133</td>
</tr>
<tr>
<td>domesticating the space</td>
<td>222–4</td>
</tr>
<tr>
<td>doors</td>
<td>12, 254</td>
</tr>
<tr>
<td>Dourish, P.</td>
<td>128</td>
</tr>
<tr>
<td>dual competency leadership</td>
<td>65</td>
</tr>
<tr>
<td>Duffy, F.</td>
<td>5, 57</td>
</tr>
<tr>
<td>e-leadership</td>
<td>111, 113, 120</td>
</tr>
<tr>
<td>Edelberg, G.S.</td>
<td>33–4</td>
</tr>
<tr>
<td>effectiveness in design</td>
<td>246</td>
</tr>
<tr>
<td>efficiency in design</td>
<td>5, 246</td>
</tr>
<tr>
<td>efficiency of space</td>
<td>54</td>
</tr>
<tr>
<td>Elsbach, K.D.</td>
<td>9, 74, 101</td>
</tr>
<tr>
<td>embodied leadership</td>
<td>119, 123–4, 125</td>
</tr>
<tr>
<td>embodiment</td>
<td>3, 8–9</td>
</tr>
<tr>
<td>emotion</td>
<td>149</td>
</tr>
<tr>
<td>emotional connection</td>
<td>116</td>
</tr>
<tr>
<td>employee wellbeing and workspace</td>
<td>experiences 1, 87–103</td>
</tr>
<tr>
<td>data collection and materials</td>
<td>89–90</td>
</tr>
<tr>
<td>giving way and adapting</td>
<td>95–100</td>
</tr>
<tr>
<td>narrative approach</td>
<td>89–90, 91, 95</td>
</tr>
<tr>
<td>noise (hustle and bustle) in open-plan</td>
<td>90–95</td>
</tr>
<tr>
<td>office space</td>
<td>privacy, loss of and</td>
</tr>
<tr>
<td></td>
<td>surveillance 92–4</td>
</tr>
<tr>
<td>‘stage’</td>
<td>88–9</td>
</tr>
<tr>
<td>tensions</td>
<td>94–5</td>
</tr>
<tr>
<td>empowered leadership</td>
<td>119, 124</td>
</tr>
<tr>
<td>enablers of leadership</td>
<td>135–6</td>
</tr>
<tr>
<td>enclosure and barriers</td>
<td>101</td>
</tr>
<tr>
<td>entrance (of a building)</td>
<td>133, 149–50, 219</td>
</tr>
<tr>
<td>environmental psychology</td>
<td>11</td>
</tr>
<tr>
<td>epistemology</td>
<td>3</td>
</tr>
<tr>
<td>aesthetic</td>
<td>186</td>
</tr>
<tr>
<td>equality</td>
<td>208–9</td>
</tr>
<tr>
<td>equipment and ergonomics</td>
<td>254</td>
</tr>
<tr>
<td>ergonomics</td>
<td>253–7</td>
</tr>
<tr>
<td>Ericsson</td>
<td>51, 54</td>
</tr>
<tr>
<td>experience of space</td>
<td>91</td>
</tr>
<tr>
<td>facilities management (FM)</td>
<td>5, 58</td>
</tr>
<tr>
<td>factual and impersonal approach</td>
<td>116</td>
</tr>
<tr>
<td>feelings</td>
<td>242</td>
</tr>
</tbody>
</table>
felt experience 2
femininity/feminine culture 208
Finland 39, 40, 51
see also ownership of space and
power in hospital (institutional)
setting; symbolic dimension of
space and artefacts in a
bookstore
fire safety 254
flexible office plans 54, 74
floors 254
food 195, 250–51
Ford, J. 217, 229
Foucault, M. 156, 242–4, 248
Frankfurt School: critical theory
185
Frantic 40–41, 43
Freeman, T. 38
furniture 220–23, 254
chairs/sofas 223–4
desks/work stations 5, 223, 236
Gagliardi, P. 8
Gardener, D. 206
Gauldie, S. 242
Germany 53
Gerstberger, P.G. 31
getting lost in the space 97–8
Ghiselli, E.E. 205
Gieryn, T.F. 245
Gillespie, R. 245
GLOBE project 202, 205
Goffman, E. 260
Goh, S. 140
Gosling, J. 230
Grenness, T. 54, 55
groupware 122
Guillem, M. 8
habits and internalization 244
Hair, M. 205
Hakonen, M. 142
Halford, A. 133
HALO rooms 131
Hamel, G. 2
Handy, C. 113–14
Hansen, H. 61
Harrison, S. 128
Hassard, J. 8
Haussmann, Baron G.-E. 192

Hawthorne studies 7
headquarters 8, 200
heating and ventilation 7, 225–6, 227,
236, 252
Heerwagen, J. 5
Hegel, G.W.F. 35
Henry, S. 189
hermeneutics 160
Hernes, T. 243
hierarchical structure 202, 203, 207,
235, 253
high-involvement workplace 2
Hislop, D. 133
Hofbauer, J. 9, 201–2
Hofstede, G. 201–3, 208
Holbrook, M.B. 180
‘home’ space 223
hospital see ownership of space and
power in hospital (institutional)
setting (Finland)
hot desking 73
hotels see self-service hotels
House, R.J. 202–3
hubs 32, 44
human geography 10
human relations studies 7
human/non-human relationship 11–12,
238
Hurry, C.J.P. 32
hybrid workspace 133
IBM 31, 43
ideals 11, 36, 54, 134, 245
ideation 128–31, 133–4, 238
identity lens 74
image-text 90
imagined space 10
India 207
individual meaning and symbolic
meaning 159
individualism versus team orientation
203, 208
individuality, loss of 258, 260
information, access to 43
innovation 235
interaction 9, 64, 77, 201
interdependence 36, 44
interests and knowledge-intensive
setting 72
internal leadership 38
international business management see Telenor and international business management

international human resource management (IHRM) 204, 212

Internet 27, 109–110, 117–18, 130–31, 135–6, 166, 168, 174

Interpolis (Tilburg) 55

interpretation and social constructionism 2

invitation-only spaces 32

Jellies (casual working events) 31–2, 35

job satisfaction 101

Jobs, S. 36

Jones, D. 30–31, 43

Joroff, M. 58

Kampschroer, K. 5

Karanian, B. 9

Kavother, T.R. 114

Kennedy, A.A. 7

Kim, D. 42

King, N. 4

knowledge 209

embodied 154

explicit 79, 81
tacit 79, 81, 149

knowledge-based organizations 6

knowledge-intensive projects 71–83

ba 79–80

open office plans 75–81

open-plan offices/open zones 73–5
tacit and explicit knowledge 79, 81

Ladkin, D. 2, 118, 160

language 114, 117

large events 140, 141

Larkin Administration Building 52

layout 5, 101, 159, 235

Le Corbusier 11

leader-centric approach 2, 119–20, 121–2, 124, 160

leader–follower 117, 135

leader member exchange (LMX) theory 140

leader/leadership distinction 2

leaderism 229, 233, 238

Leadership in Place and Space project 3

learning and training 140, 141–2

Lefebvre, H. 5, 9, 42, 100–101, 242

Leidner, D. 114

Levin, A.C. 6

Lewin, K. 134

liberation management 54

life space 134

lighting 101, 152, 236, 250, 257

Lilischkis, S. 133

Lindkvist, L. 209

listening in virtual space 116

lived space 9

lobbies (hotel) 133

Mabey, C. 38

maker movement 44

management of space 58

managerial motives 5

managerial/architectural space 101

managerialism 238

Marshall, J. 229

Martin, P.Y. 218

massively multiplayer online game (MMOG) 140

material aspects of organizational life 7, 9

material spaces 3

materiality 8, 136, 185, 238
digital 136

physical 135, 136, 185

social 185

Mayne, T. 205

meaning and artefacts 157

meaningful places and spaces,
importance of 64, 65, 124–5, 147–8

meaningmaking and social constructionism 2

meeting rooms 32, 40, 60–61, 77–8, 226

Meindl, J.R. 2

mental space 134–5

Microsoft 39–40, 43

Milgram, S. 185

Mitchell, W.I.T. 90

mobile telework 133

Morgan, A. 7

motivation 116

multilocal work 133

multinational corporations (MNCs) 199–200, 204, 206

mutual constitution 12
Nadler, D.A. 6
Napoleon III 192
nature of a task 131–2
nature-like surroundings 5, 101
Net Geners 118, 120
Net Work 56–7, 62, 63, 64
Netherlands 39, 55
network model 56–8, 60, 120–21, 141–2
New York City (Broadway New York) 28, 39
Nishida, K. 79
nodes: formal and informal places for interaction 61–2
noise disturbance and soundproofing 90–95, 101, 226, 227, 236
non-places 133
non-territorial features 73–4, 75
non-verbal cues 15, 78, 137, 159
Nonaka, I. 79–80
Nordbäck, E. 139
norms and internalization 244
Norway 6, 42, 75
Work Environment Act 209
Work-Life Forum 208
see also Telenor
objective approach to space 8
objective physically oriented space 3
Occupy movement 43
offices 4–17, 51–6
activity-based 57–8
architecture 10–11
design, alternative 54–5
tonology of leadership 185
open source movement 43
open-plan offices/open zones 5, 32, 42, 73–81, 90–95, 200
layout 101
openness and transparency 35, 43, 60–61, 64
O’Reilly, D. 233
organizational change and development 5–6
organizational form, culture and practice 205
organizational gravitation 58
organizational justice, equality and respect 94, 99
organizational pyramids 200–201, 210
organizing space 4

Orlikowski, W.J. 135–6
Orwell, G. 217
ownership of space and power in hospital (institutional) setting (Finland) 242–61
aesthetics 257
architecture 245–6, 260–61
autonomy 260
café 250
coffee room 257
colour schemes 250, 257
concierges 249–50
corridors 250–51, 254
data collection method 247–8
design 246
disciplinary power 243
doctor’s rounds 255–7
doors 254
effective cure, low cost and ergonomics as drivers of space design 253–7
effectiveness 246
efficiency 246
equipment 254
exterior of building 249
fire safety 254
floors 254
flowers 254
furniture 254
heating and ventilation 252
hierarchical structure of nurses and doctors 253
hospital beds 254
hygienic demands 253–7
individuality, loss of 258, 260
lighting 250, 257
medical gaze 243
modernist and minimalist architectural designs 246
night-gowns/pyjamas 258–9
nurses’ office 257
patient rooms 252, 254, 255
personal space 260
power 242–4
power, dissemination of 260
privacy 258, 260
routine of hospital day 255–6
sexuality, loss of 258, 259–60
symbols of power 248–52
touching 259–60
Index

participative leadership 62
particularism versus universalism 203
paternalistic leadership style 203, 207
patriarchy 229
peer surveillance 75
perceived space 9
performance versus maintenance orientation 203
personal abilities, subordinates or rules, reliance on 203
personal space 236, 260
personalization of workspace 74, 101
Pevsner, N. 52
phallogocentrism 229
phenomenological approach to space 8, 160
physical environment 8–9, 200, 203, 204, 210
physical position and status 210
physical space 8, 59, 134–5
physical strategy 64
physicality in virtual leadership 115, 119
places for work 50–51
planes 133
planned space 5, 10, 100, 101
plants 5
plural leadership 37–9, 43, 122–3
Porter, L. 205
power 8, 202, 210, 242–4
disciplinary 243
dissemination 260
distance 200–203, 206, 207, 208, 210
of individuals in a space 248
issues 184
relations 185–6
and space 192
symbols of through use of space 248–52

theory 156
see also ownership of space and power in hospital (institutional) setting (Finland)
practised space 10
Pratt, M.G. 9, 101
prerequisites of leadership 131–2
Prescott, E. 244
presence, sense of 61, 141
presence work 39
pride 94–5
privacy 92–4, 101, 224, 258, 260
visual 254–5
see also pseudo-privacy
process approach 119, 121–2
process (challenge in virtual space) 115
process simulations 140, 142
process-oriented strategies 6
product development 140, 142
product quality 72
productivity tools 141
project work in knowledge-based organizations 5
see also knowledge-intensive projects
projectification 33
pseudo-privacy 135
psychological factors 7
Quickborner Team 53
Qvale, T.U. 208
Ramirez, R. 8
rational planning motive 5
rebellion 235
see also dissent
reciprocity 35
redundancy (and role modelling) 80
Reed, M. 233
regional studies 10
relational process, leadership as 119, 121–3, 160
religion 114, 117
respect 210, 211
Riessman, C. 100
ritualism 235
role-model learning 80, 82
Ropo, A. 147, 159
Rukmana, D. 184
Leadership in spaces and places

sabotage (as form of dissent) 235

see also fire-safety; security; video cameras

SAS Frösundavic office building 54

Scandinavia 54–5, 202

Scandinavian leadership model 208

Scharmer, C.O. 10

schools 244

Schramm-Nielsen, J. 209

Schwartz, S.H. 202

Scott, S.V. 135–6

security 169–70, 171, 177, 226

emotional and psychological 169

self-control 244

self-leadership 118, 119, 123, 143

self-service hotels 163–79

back-stage employees as virtual human resources 170–71

co-customers, meaning of 173–4

consumptionscape 178

customer perceptions 167–75

customer segmentation 174–5, 178

customers' experiences 179

customers' needs for front-stage employees in accommodation encounters 169–70

customers' perceptions of hospitality 171–2

customers' sensuous experiences in a hotel room (sight/hearing/smell) 172–3

emotional and psychological security 169

experience room 178

front-stage employees in hospitality services 178

future research 177–9

hospitality/hospitableness 169

interactive, relativistic preference experience 178

script to guide service encounters 165

security concerns 171, 177

security service 169–70

service design when the space is the service 175–7

service failures 170–71

service quality 171–2

service system as a theatrical performance 164–5

servicescape 178

target group 174–5, 178

video cameras 169, 171

self-service restaurants 12

Sennett, R. 27, 33–4

sense of living in someone else's space 98

senses 172–3, 236

servant leadership 123

shared leadership 61, 62, 64, 119, 122, 123, 124, 143

shareholder value 53

sharing economy 35, 43

Shortt, H. 42

simplification 232

Sims, W. 135

Sivunen, A. 139, 140–41, 142

Sjöman, S. 54

smells 236

Smircich, L. 229

social aspects 7, 34, 36

social constructionist research approach 2, 178

social distancing 230–34, 238

social infrastructure for work 59–63, 64

coincidental meetings (serendipity) 62–3

nodes: formal and informal places for interaction 61–2

openness and transparency 60–61

social learning theory 80, 82–3

social needs 43

social networking tools 141–2

social norms and internalization 244

social space 59, 134–5

social strategy 64

societal cultural values 205

societal pyramids 200

sociomateriality of leadership 11–12, 159, 238

Soeharto, H.M. 192–3

Soekarno 190, 192–4

software 122, 142

SOL 51, 54

spatial leadership 3, 12, 82, 160

spatial production theory 100

spatial turn 3–4, 7–9

Spicer, A. 5, 9–10, 42, 87, 100–101, 156
Index

Arja Ropo, Perttu Salovaara, Erika Sauer, and Donatella De Paoli - 9781783477920
Downloaded from https://www.elgaronline.com/ at 10/19/2023 02:50:01PM via free access
Leadership in spaces and places

particularism versus universalism 203
paternalistic leadership style 203, 207
performance versus maintenance orientation 203
personal abilities, subordinates or rules, reliance on 203
physical environment 200, 203, 204, 210
power distance 200–203, 206, 207, 208, 210
respect 210, 211
Scandinavian cultures 207–9
Scandinavian leadership model 208
societal pyramids 200
status 202, 206, 210
symbolic representation of culture of organization 203
traditional leadership 202
uncertainty avoidance 208
vertical relationships 201, 207
visual privileges 203, 207–8
telewark 132–3
territorial features 73, 75
3D CAD software 142
tidiness, uniformity and sameness 236–7
time, control over 118
time frames 72
time, task, team and transition (for projects) 72
Torp, N. 54
trade shows 141
traditional leadership 202
traditional offices 51–6
traffic 189–92
transformational leadership 119
transparency 60–61, 64
Triandis, H.C. 205
Trompenaars, F. 202
trust (challenge in virtual space) 115
Tuan, Y.-F. 10, 149
Turner, F. 36
Tushman, M.L. 6

uncertainty avoidance 208
uniforms 155–6, 159, 250, 257–9, 260
United States 33
university building (UK) 217–39

aesthetics 220
atrium 219
budget 230–31
community space 236
corridors 219, 224
desks/work stations 223, 236
disembodiment 231, 236–7, 238
dissent and resistance to project 234–6, 238
domesticating the space 222–4
ethics 226
exterior of building 218, 219
floor plan 221
furniture 220–22, 223
heating and ventilation 225–6, 227, 236
‘home’ space 223
layout 235
lighting 236
moving in 218–22
noise disturbance and soundproofing 226, 227, 236
open plan and ‘fish tank’ analogy 224–8
patriarchy 229
personal space 236
phallogocentrism 229
privacy 224
professionalization of management 231
security 226
senses – sight, sound, taste, touch and smell 236
simplification 232
social distancing 230–34, 238
sofas/chairs 223–4
staff room 223–4
stairways 220
standardization 232
tidiness, uniformity and sameness 236–7
‘user’, rhetorical notion of 232
visual distractions 226, 227
us and them distinction 98
usability of work-places 59

Vaagaasar, A.L. 55
values 35–6, 117, 157, 205, 242, 244
collectivistic 203, 207–8
corporate 200
Index

creation 5–6, 59

cultural 205, 260

knowledge-intensive 72

Van Marrewijk, A. 7

Van Meel, J. 55

Värlander, S. 75

ventilation 7, 225–6, 227, 236, 252

video cameras (as security) 169, 171

video-conferencing 65, 112, 131

virtual organizations 37, 65, 109–125

benefits 116

challenges 113–16

embodied and aesthetic approach to leadership 123–4

meaningful places and spaces, importance of 124–5

overcoming challenges 119

plural collective phenomenon, leadership as 122–3

redefining concept of leadership 119–20

relational process, leadership as 121–2

virtual spaces as workplaces 1, 59, 128–43

affordances of virtual worlds 136–8

co-presence 137

enablers of leadership 135–6

frame of references, changing users’ 137

high-fidelity video-conferencing (e.g., HALO rooms) 131

ideation 128–31, 133–4

immersion, experience of 137

multimodality 137

new ways of working 132–3

parallel communication tools 131

prerequisites of leadership 131–2

simulation capabilities 137–8

supporting tools utilized in collaboration 138

types of places as virtual spaces 130–31

uses of virtual workplaces 140–42

visual information, rich 137

see also avatars

virtual strategy 64

visibility of leader 61

visual privileges (of status) 203, 207–8

Wajcman, J. 229

Walker, J.W. 204

Wallman, S. 6

walls 254

Wasko, M. 140

Weick, K.E. 78

wellbeing 246

see also employee wellbeing

Wenger, E. 78

windows 101, 255

work arrangements, adjustability of 101

work-life model 208

workplace managers and leaders 58–9, 63–5

workplace strategy 7

Wright, F.L. 52

Yanow, D. 7, 8–9