

Cambridge Elements =

Elements in Leadership

edited by Ronald E. Riggio Claremont McKenna College Susan E. Murphy University of Edinburgh

Founding Editor Georgia Sorenson University of Cambridge

QUESTIONING LEADERSHIP

A Framework for Growth and Purpose

Michael Harvey
Washington College







Shaftesbury Road, Cambridge CB2 8EA, United Kingdom
One Liberty Plaza, 20th Floor, New York, NY 10006, USA
477 Williamstown Road, Port Melbourne, VIC 3207, Australia
314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,
New Delhi – 110025, India

103 Penang Road, #05-06/07, Visioncrest Commercial, Singapore 238467

Cambridge University Press is part of Cambridge University Press & Assessment, a department of the University of Cambridge.

We share the University's mission to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence.

www.cambridge.org Information on this title: www.cambridge.org/9781009484251

DOI: 10.1017/9781009484299

© Michael Harvey 2024

Epigraph: "A Map to the Next World," from A Map to the Next World: Poems and Tales by Joy Harjo. Copyright © by Joy Harjo. Used with permission of W. W. Norton & Company, Inc.

This publication is in copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press & Assessment.

When citing this work, please include a reference to the DOI 10.1017/9781009484299

First published 2024

A catalogue record for this publication is available from the British Library.

ISBN 978-1-009-48425-1 Hardback ISBN 978-1-009-48424-4 Paperback ISSN 2631-7796 (online) ISSN 2631-7788 (print)

Cambridge University Press & Assessment has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.



Questioning Leadership

A Framework for Growth and Purpose

Elements in Leadership

DOI: 10.1017/9781009484299 First published online: May 2024

Michael Harvey
Washington College

Author for correspondence: Michael Harvey, mharvey2@washcoll.edu

Abstract: Leaders help groups solve their hardest problems through critical inquiry that sparks creative solutions. The need for leadership increases when a group's situation changes, so that its familiar answers and ways of solving problems begin to fail. In this core sense, leadership is philosophical, and helping navigate the group to effective truths that enable it to survive and thrive is the core of the leader's work.

Keywords: questions, curiosity, critical thinking, phronesis, meaning-making

© Michael Harvey 2024

ISBNs: 9781009484251 (HB), 9781009484244 (PB), 9781009484299 (OC) ISSNs: 2631-7796 (online), 2631-7788 (print)



Contents

1	What Needs to Be Done?	1
2	Traditions of Leadership Inquiry	6
3	The Group and Its Questions	18
4	Stable Answers	25
5	Disruptive Answers	38
6	What about Us?	50
	Coda: Lincoln and Lee	56
	Bibliography	61