

Contents

Acknowledgements — V

Introduction — IX

1 Charismatic Leadership: The Case of Philip V — 1

1.1 Philip V and Alexander the Great — 1

1.1.1 Military brilliance — 2

1.1.2 Speed — 4

1.1.3 Perceptions — 6

1.1.4 Youth — 10

1.2 Polybius and Alexander the Great — 15

2 Effective Leadership Behaviors — 24

2.1 Hannibal in Italy — 25

2.2 Scipio Africanus the Elder — 38

2.2.1 Scipio's early years — 39

2.2.2 The siege of New Carthage — 42

2.2.3 The Battle of the Camps — 49

3 Ineffective Leadership — 56

3.1 Ineffective leaders and followers — 62

3.1.1 Diaeus and Critolaus — 62

3.1.2 Agathocles of Alexandria — 67

3.2 Emergence of conspiracies — 74

4 Leadership and the Vicissitudes of Fortune — 83

4.1 The function of fortune in the *Histories* — 83

4.2 Leaders' preparations — 91

4.3 Historical knowledge and possibilities of prediction — 94

4.4 Historical recurrence in Polybius — 100

5 Collective Leadership: The Romans — 110

5.1 The First Punic War — 111

5.2 Τίτι γένει πολιτείας — 123

5.3 The exercise of Roman hegemony — 133

6 Epilogue — 151

VIII — Contents

References — 153

General Index — 159

Index Locorum — 165