

Contents

<i>List of contributors</i>	x
<i>Foreword by Bruce J. Avolio</i>	xxii
<i>Acknowledgements</i>	xxviii
1. Introduction: authentic leadership: clashes, convergences and coalescences <i>Donna Ladkin and Chellie Spiller</i>	1
PART I GROUNDINGS: HISTORIC, CRITICAL AND SUBJECTIVE PERSPECTIVES	
2. Essay: authentic leadership and history <i>Owain Smolović Jones and Keith Grint</i>	21
3. Essay: authentic leadership critically reviewed <i>Mats Alvesson and Stefan Sveningsson</i>	39
4. Viewpoint: the authentic leader reconsidered: integrating the marvellous, mundane and mendacious <i>Suze Wilson</i>	55
5. Cameo: a powerful antidote: Hannah Arendt's concept of uniqueness and the discourse of authentic leadership <i>Rita Gardiner</i>	65
6. Viewpoint: what 'selves' is authentic leadership true to? A Heideggerian contribution <i>Dominik Heil</i>	69
PART II BEING TRUE TO THE SELF: FIGMENTS, FRAGMENTS OR FACETS	
7. Essay: laboring under false pretences? The emotional labor of authentic leadership <i>Caroline Clarke, Clare Kelliher and Doris Schedlitzki</i>	75
8. Essay: life stories, personal ambitions and authenticity: can leaders be authentic without pursuing the 'higher good'? <i>Galit Eilam-Shamir and Boas Shamir</i>	93

9. Essay: authentic leadership: demonstrating and encouraging three ways of knowing <i>Niki Harré</i>	120
PART III MARKERS: READING THE SIGNS OF AUTHENTIC LEADERSHIP	
10. Essay: followers' assessments of a leader's authenticity: what factors affect how others deem a leader to be authentic? <i>Dail Fields</i>	133
11. Essay: searching for Mandela: the saint as a sinner who keeps on trying <i>Joanne B. Ciulla</i>	152
12. Essay: authentic leadership and the status trap <i>Steven S. Taylor</i>	176
13. Viewpoint: why authenticity is most critical in the virtual space <i>Ghislaine Caultat</i>	188
PART IV RELATIONAL SPACES: COMING INTO AUTHENTICITY THROUGH OTHERS	
14. Essay: from authenticity to <i>communitas</i> : an ecology of leadership <i>Ralph Bathurst and Trudie Cain</i>	195
15. Cameo: authentic followership in the knowledge economy <i>Rob Goffee and Gareth Jones</i>	208
16. Viewpoint: responsible investment and authentic leadership <i>Rodger Spiller</i>	220
17. Viewpoint: authentic and political leadership: opposite ends of the same continuum? <i>B. Parker Ellen III, Ceasar Douglas, Gerald R. Ferris and Pamela L. Perrewé</i>	231
PART V AUTHENTICITY AT THE INTERSECTION OF IDENTITY AND INSTITUTIONS	
18. Essay: can I really be me? The challenges for women leaders constructing authenticity <i>Amanda Sinclair</i>	239
19. Cameo: developing authentic leadership as a racial minority <i>Doyin Atewologun</i>	252

20. Cameo: the challenge for authentic leadership in multi-cultural settings <i>Lake Wang and Kim Turnbull James</i>	255
21. Cameo: authentic Canadian Aboriginal leadership: living by the circle <i>Mark Julien, Barry Wright and Deborah McPhee</i>	259
22. Viewpoint: institutional ethics and the spirit of Chinese business leaders <i>Yi Han</i>	264
 PART VI DEVELOPING AUTHENTIC LEADERS	
23. Cameo: spinning authentic leadership living stories of the self <i>David M. Boje, Catherine A. Helmuth and Rohny Saylor</i>	271
24. Viewpoint: an authentic jerk. Authentic leadership can be bad leadership <i>Lauren Zander</i>	279
25. Cameo: developing authentic, innovative leaders <i>Lotte Darsø</i>	282
26. Essay: so you want to be authentic in your leadership: to whom and for what end? <i>Helen Nicholson and Brigid Carroll</i>	286
 <i>Index</i>	 303