

# Acknowledgements

---

By dwelling dynamically in a mode of active presence and aligning to the signs, such as swell patterns, cloud lore, starpaths, phosphorescence, and homing birds, the destination would come to the navigator. The vessel for the purposes of navigation in a sense remains stationary, and the navigators' task was to stay in communion with the unfolding processes of the universe. Their world was one of 'be-coming,' not 'be-going.'

Adapted from Spiller (2012)

While the wayfinder's *waka* (vessel) may look to an observer as if it travels in a wayward manner, in fact reading and adjusting to signs is a very reliable system of referencing. The idea that the destination comes to the navigator is such a contrast to the linear goal-conquering mode that so many of us have been acculturated to. Here is our story of how the island of *Authentic Leadership: Clashes, Convergences and Coalescences* came to us.

Donna travelled to Aotearoa New Zealand in January 2011 as a distinguished visitor of Massey University – organized by her good friend Ralph Bathurst. In an act of generosity and good will, Ralph 'shared' Donna with the New Zealand Leadership Institute (NZLI) at the University of Auckland, which is co-directed by Brad Jackson. The NZLI decided to hold a welcome barbecue for Donna and her husband, Robin. That same day Chellie was moving into her new office further down the 'cool corridor' as it is affectionately known. Chellie was invited along to the barbecue. There, overlooking the sparkling Pacific Ocean, Chellie and Robin got chatting about Polynesian navigation, something that interests them both greatly. After some time, Robin went to get Donna, and said something like 'You have to come and join this conversation with Chellie. She's Māori, and it's really interesting.' Sometimes in life, as we know many readers will have experienced, you dwell in the flow of a conversation rather than 'have' one. Our conversation was of the dwelling kind.

Upon Donna's return to the UK she received an invitation by Edward Elgar to edit a book on authentic leadership, a new addition to the New

Horizons series edited by Joanne Ciulla. Donna thought of Chellie and invited her on board as a co-editor. Meanwhile, Joanne herself was planning her trip to Aotearoa, New Zealand! It was just a matter of weeks later that Chellie and she met at dinner one night, with Brad, and Rodger, Chellie's husband.

So, the wayfinding waka was on its way with three like-minded souls on board: Donna, Chellie, Joanne. One thing was clear as the waka set off. We did not want this to be an ordinary linear progression of the authentic theorizing that had gone on before. Our call for chapters was sent strategically to those scholars and practitioners we felt had something important to add.

Rather than producing any definitive version of this topic, we aim to create a work which piques curiosity, challenges assumptions, and provokes further questions and research into this vital new conceptualization of leadership. ... To this end we aim to create a volume that pushes the edge of current thinking about authentic leadership; what it comprises, how it is experienced, and why this form of leadership has currently captured the interest of both practitioners and leadership scholars. ... While including contributions by some of the most influential scholars, philosophers, professionals and practitioners immersed in describing and attending to a way of leadership and being in the world that is considered 'authentic' we have also sought the perspectives of new and emergent voices to share their views and hopefully disturb our current assumptions about the topic.

In this book are those who responded to our call and joined the waka – they have co-envisioned authentic leadership and read the many signs on this journey with us. Our heartfelt thanks to: Mats Alvesson, Doyin Atewologun, Ralph Bathurst, David M. Boje, Trudie Cain, Brigid Carroll, Ghislaine Caulat, Caroline Clarke, Lotte Darsø, Ceasar Douglas, Galit Eilam-Shamir, B. Parker Ellen III, Gerald R. Ferris, Dail Fields, Rita Gardiner, Rob Goffee, Keith Grint, Yi Han, Niki Harré, Dominik Heil, Catherine A. Helmuth, Kim Turnbull James, Gareth Jones, Mark Julien, Clare Kelliher, Deborah McPhee, Helen Nicholson, Pamela L. Perrewé, Rohny Saylor, Doris Schedlitzki, Boas Shamir, Amanda Sinclair, Owain Smolović Jones, Rodger Spiller, Stefan Sveningsson, Steven S. Taylor, Lake Wang, Suze Wilson, Barry Wright and Lauren Zander.

Along with our authors, our journey has been ably guided by those who instigated this project and supported our way of doing it, Joanne Ciulla and Alan Sturmer. Taking over from them, Francine O'Sullivan, Jenny Wilcox and Bob Pickens have provided safe steerage through the production process.

A special word of thanks goes to Bruce Avolio for writing a Foreword which honours the work he and his colleagues have done in laying the foundational stones for this concept, but also welcomes the turning over of those stones as this volume does.

Alison Cain has wielded her eagle eye in copy-editing everything that came over our desks, a mammoth task which she has done with grace and forbearance. Donna especially would like to acknowledge her support through the entire process of putting the book together – Alison, you have helped in more ways than I can say.

Finally, on a more personal note, we would like to acknowledge the key people in our lives, who provide the ongoing love and nourishment over the long term of a project such as this. Donna would like to say a special thank-you to Robin – for forgiving all those evenings she was late for dinner and only wanted to talk about a new idea about authenticity someone's writings had prompted. Chellie would like to say a special thank-you to Rodger for his steadfast cheerleading of her work on this book and doing whatever it took to support her in this endeavour.

And for Donna and Chellie? We feel blessed to have had the good fortune to meet and journey in the waters of this book, and beyond, guided by a starpath of friendship that spans oceans.

## REFERENCE

- Spiller, Chellie (2012), 'Wayfinding in strategy research', in Catherine L. Wang, David J. Ketchen and Donald D. Bergh (eds), *Research Methodology in Strategy and Management*, vol. 8: *West Meets East: Building Theoretical Bridges*, Bingley: Emerald Group Publishing, pp. 61–90.