

Index

- accomplishment orientation 97–9,
108–10, 112–13
influence of experience on 110–11
- African National Congress (ANC) 153
members of 159–61, 165–6
National Action Council 164
Umkhonto we Sizwe (MK) 161, 164
- Akihito, Emperor
meeting with Barack Obama (2009)
8–9, 196–200, 202–3, 205
meeting with Dick Cheney (2007)
197, 199
- Ancient Greece
Athens 23
- Arendt, Hannah 66–8
concept of ‘uniqueness’ 65–6
- Aristotle xxiii, 23–4, 93, 114
- Armstrong, Karen 123
- Australia 239
Bushfire Reconstruction and
Recovery Authority 243–4
New South Wales 243
Sydney 215
Victoria 244
- authentic leadership xxiii–xxvi, 1, 8–9,
21–2, 28, 40–41, 50, 56, 58, 60–
63, 75–6, 82, 87, 93–4, 100,
109–10, 113, 120, 122, 127–8,
133–4, 147, 170, 188, 218,
220–22, 232, 235, 247, 271,
281–2, 286, 288, 298
as variant of leadership discourse 49
Black and minority ethnic view of 11,
83, 152, 155, 162–3, 165–7,
170–71, 252–4
Canadian Aboriginal view of 259–62
Chinese view of 255–7, 264–7
concepts of 5–6, 21, 34, 42–3, 45–6,
51, 82–3, 102, 116–17, 142, 154,
195–6, 231, 233, 255 286, 289
development of 284
gendered view of 239–40, 242–3,
249
implications of 35
in MNCs 256–7
Israeli view of 96–117, 143
language of 44
media depiction of 47
political view of 21–4, 26–8, 29,
32–3, 40, 67, 168, 196–9, 231–5,
239, 242, 247–8
relationship with emotional labor 85
responsible investment view of 227–8
use of virtual space for 190
- Authentic Leadership Questionnaire
(ALQ) 26–8
focus of 135, 154–5
- authenticity 12–13, 17, 24, 29, 34, 46,
56, 65, 76, 81, 83, 85, 87–8, 103,
109, 134, 146, 176, 189, 198, 205,
211, 219, 221, 240–41, 248–9,
256, 280, 294, 296–7
as subjective 122
concepts of 23, 25, 66, 120, 156–7,
195, 231–2, 279, 282, 290, 292,
298
gendered view of 239
proposed components of 25–8, 41–2,
51, 94–5, 100
proposed origins of 103, 105
relationship with innovation 283–4
role of relating in 178–80
role of self-exposure in 177–9, 183,
185–6
role of status in 180–83
true self 134–5

- authenticity trap
 - concept of 291–2
- Avolio, Bruce 233
 - definition of ‘authentic leadership’ 154
- Bakhtin, Mikhail 271, 273
- Bass, Bernie xxv
- de Beauvoir, Simone 241
- Benjamin, Annie 158
- Bennis, Warren
 - background of 22
- Benson, Mary 152, 158, 166
- Blair, Tony 248
- Boehmer, Elleke 167
- Botha, P.W. 155
- British Broadcasting Corporation (BBC) 160
 - personnel of 56, 214
 - programming of 214
- Buckley, Neil 211–12
- Canada
 - Aboriginal population of 11–12, 17, 259–62
 - Montreal xxii, xxv
 - Quebec 198
- capitalism 210
- Catholicism
 - missionary efforts 31
- charismatic leadership xxiii
- Cheney, Dick
 - visit to Japan (2007) 197, 199
- China 196, 267
 - business education system of 265–7
 - cultural view of authentic leadership 264
 - military of 17, 266
 - MNCs in 255
- Christianity
 - tradition of foot washing 184
- Chuang Tzu
 - teachings of 265
- Chuanzhi, Liu
 - background of 266
 - President of Lenovo 266
- Churchill, Winston 29, 155
- clever economy
 - concept of 209
- clever followers
 - preoccupations of 211–15
- Clinton, Bill 139, 179
 - administration of 217
- Clinton, Hillary 87, 138–9, 242
- collectivism
 - examples of 22
- communication apprehension (CA)
 - concept of 144
 - high levels of 144–5
- communitas* 17, 196, 199
 - concept of 12–13, 203–5
 - enactment of 202
- Confucianism
 - cultural influence of 264
- Confucius
 - teachings of 265
- Critelli, Michael, CEO of Pitney Bowes 218
- Dadoo, Yusuf 160
- Dawkins, Richard 124
- Dingake, Michael
 - prison memoirs of 161
- Drucker, Peter 223
- Edwards, Mary 217
- emotional labor 75–6, 78–9, 82, 84
 - as performed by leaders 79–80
 - concept of 75, 81–2
 - examination of 78
 - leading with 79–80
 - origins of term 77
 - relationship with authentic leadership 85
- Enron, personnel of 56
- environmental, social and governance (ESG) issues 221
- Entwistle, George 56
- ethics 116, 294
 - as foundation for leadership 68
 - institutional 267
 - proposed role in authenticity 26
- eudaimonia
 - concept of 114–15
- feminism 249

- Fields, Alison 211
 Fields, Craig 214–15
 Follett, Mary Parker 204
 Friedman, Milton 223
 Fujitsu
 personnel of 213
- Gandhi, Mohandas 161, 171
 Gates, Bill, CEO of Microsoft Corporation 218
 gender
 socialization of 112
 George, Bill
 Authentic Leadership 30
 Gillard, Julia 247
 Australian Prime Minister 239, 242
 GlaxoSmithKline
 personnel of 218
 globalization
 negative effects of 67
 GLOBE
 findings of 143
 Goffman, Irving 165
 Gore, Al 234
 Gregory, James
 Goodbye Bafana 158
 Guignon, Charles 17, 286, 289–90
 view of authenticity 294, 296–7
- Hauser, Marc 123
 Heidegger, Martin 66–7, 170, 272–3
 Being and Time 66, 157
 concept of authenticity 66, 156, 271
 concept of inauthenticity 271
 concept of Dasein 156–7
 concept of *Mitsein* 66
 Hegel, George Wilhelm Friedrich 66
 Hickton, George 245
 Higgins, E.T.
 regulatory focus theory 104
 Hitchens, Christopher
 criticisms of Mother Teresa 31
 Hitler, Adolf 22
 Hochschild, Arlie
 Managed Heart, The 77–8
 role in origin of ‘emotional labor’ 77, 81–2
 Howell, Jane xxv
- Huawei Technologies Co. Ltd.
 personnel of 266
- identity 65, 287
 identity work 287
 proposed role in authentic leadership 10–11
 implicit leadership theories (ILTs) 139, 143–4
 concept of 140
 emergent 143
 follower 139–40
 impression management 152
 inauthentic leadership 117, 271
 concept of 44
 inauthenticity 93
 IMS Group
 personnel of 213
 ING Group
 personnel of 211–12
 innovation
 competency 282–3
 concepts of 282
 proposed role in authentic leadership 14
 relationship with authenticity 283–4
 Institute of Directors 87
 integrity 146
 intellectual knowing 120
 concept of 122–3
 International Defence and Aid Fund for Southern Africa
 Struggle Is My Life, The 161
 Israel 7, 16, 111, 143
 economy of 96
 Jerusalem 103
 Israeli Manufacturers Association
 personnel of 96, 98
- James, William 123
 Japan 8–9, 196, 200, 205
 Johnstone, Keith 180–81
 Jongintaba 163, 166
 Joyea
 personnel of 266
 Jung, Carl
 psychoanalytical theories of 22

- Kant, Immanuel 66
- Kathrada, Ahmed (Kathy)
 imprisonment of 156, 158–60
 memoirs of 156
- Keating, Paul 248
- Kennedy, John F. 29
- de Klerk, F.W. 153, 168
- Kobewka, Debbie 213–15
- Kristol, William 197
- Kruger, Paul 169
- Labor Party (Australia)
 members of 248
- Labor Party (New Zealand) 245
- Latour, Bruno
 criticisms of 24
 theories of 23–4
- leader-member exchange theory (LMX)
 145
- leadership 65, 69–71, 101, 127–8, 133,
 188–91, 208, 218, 239–42, 255–6,
 287, 293
 authenticity paradox 240
 black and ethnic minority 252–4
 Canadian Aboriginal definitions of
 260–62
 competencies 28
 concept of 3–4, 83, 241
 creation of 100
 development programmes 52, 283–4,
 299–300
 ethical foundations of 68
 gendered concepts of 243
 influence of childhood over 105–6
 political 234–5
 power dynamics of 176
 role of the Self in 275–7
 transformational concept of 55,
 60–62
- Lees, Peter 213
- letting go 7–8
 use in organizational context 8
- Lenovo
 personnel of 266
- Lincoln, Abraham 7, 15, 29, 33, 165
 Gettysburg Address 32–3, 36
 view of slavery 32–3
- Liping, Wu
 business strategies of 266–7
 CEO of Joyea 266
- Lodge, Tom 159, 168
- London Business School faculty 217
- love
 psychological theories of 123
- Luthans, Fred
 definition of ‘authentic leadership’
 154
- Machiavelli, Niccòlo 23–4, 222
- Maharaj, Mac
 imprisonment of 158
 prison memoirs of 161
- Malkin, Michelle 197
- managerialism 43
- managers
 department 138
 district 143
 project 138
- Mandela, Henry
 death of 163
 family of 162–3
- Mandela, Nelson 7, 15–16, 29, 152–3,
 157, 161, 165, 170–71
 as potential example of authentic
 leadership 170
 background of 162–4
 biographies of 157–9, 163, 167–9
Conversations with Myself 159
 family of 155, 158–60, 162–6
 founder of MK 164
 imprisonment of 153–6, 162, 167–8
Long Walk to Freedom, The 153, 159,
 169
 media image of 165–7
 trial of 167
- Mandela, Winnie 169
 family of 155, 158
Part of My Soul Went with Him 158
- Marx, Karl 66
 economic theories of 210
- Mbeki, Govan
 imprisonment of 154, 159
- McEver, Julie 212
- McLaren Racing Limited personnel 217
- Meer, Fatima 164
- Meredith, Martin 168

- metaphorical knowing 120
 - concept of 123
- Mhlaba, Raymond
 - imprisonment of 159
- Microsoft Corporation 210
 - personnel of 218
- morality
 - proposed role in authenticity 26–7
- Moscow School of Management
 - Skolkovo
 - personnel of 209
- Moshesh, King 169
- Mother Teresa 7, 15, 29, 32
 - as example of authentic leadership 30
 - criticisms of 31
- multi-national corporations (MNCs)
 - Chinese 256–7
 - examples of 255
 - leadership frameworks of 256
- Murray, Rob
 - background of 215
- narrative therapy 274–6
 - concept of 273
- Neale, Jonathan, Managing Director of McLaren Racing Limited 217
- Nestlé 210
 - personnel of 215
- networks/networking 233
- New Philanthropy Central
 - personnel of 212
- New York Stock Exchange
 - data obtained from 224
- New Zealand 121, 246, 286
 - Aotearoa xxviii–xxix
 - Auckland 122
 - Ministry for the Environment 126
 - Work and Income New Zealand (WINZ) 244
- New Zealand Leadership Institute (NZLI)
 - personnel of xxviii
- Nixon, Christine 240, 242, 248
 - background of 243
- Obama, Barack
 - media image of 196–8
- visit to Japan (2009) 8–9, 196–200, 202–3, 205
- Oneida Nation
 - recipient of Harvard Project on American Indian Development Honoring Nations Award (2010) 224
- organizational culture 39–40, 78, 136–7, 232
 - benefits of authentic leadership for 48, 62, 71
 - improved 41
 - politics of 233
- Other, the 198–9, 203
 - relationship with the Self 196, 202, 204
- Plato xxiii, 23–4, 67
 - Cave Allegory 3, 22–3, 25–6
 - Republic* 21–2
 - students of 23
- Petraeus, General David 56
- Pitney Bowes
 - personnel of 218
- Polman, Paul, CEO of Unilever 226–7
 - power 8, 24, 28, 29, 35, 44, 62, 104, 141, 176, 180–86, 190, 294–8
- practice-based knowing 120
 - concept of 124
- du Preez, Max 199
- Protestantism work ethic 264
- Quigley, Ocean 216–17
- Rachmaninov, Sergei
 - Second Symphony 196, 200–203, 205
 - Third Piano Concerto 200
- Rankin, Christine 242, 246–8
 - background of 244–6
 - criticisms of 245
 - Light the Flame* (2008) 244
 - New Zealand Public Sector Chief 10–11, 240
- rationality
 - concept of 77
- Ratner, Gerald
 - speech to Institute of Directors 87

- responsible investment 223–5
 - alternative energy industry 226
 - definitions of authentic leadership 227–8
 - frameworks for 222
 - pharmaceuticals industry 226
 - telecommunications industry 225–6
 - support for concept of 221–2
- role expectations
 - concept of 137
- role pressures
 - concept of 137
- role set
 - concept of 137
- Roosevelt, Franklin D. 242
- Rosenzweig, Phil
 - concept of ‘halo effect’ 27
- Rosile, Grace Ann 273–4

- Sampson, Anthony 158–9
- Sarkozy, Nicolas 248
- Sartre, Jean-Paul 170, 241
 - Being and Nothingness* 157–8
 - concept of authenticity 156–7
 - No Exit* 157
- Schultz, Howard
 - background of 109
- Second World War (1939–45) 22
 - Holocaust 103–4
 - Pearl Harbor Attack (1941) 197
- Self, the 276–7
 - big-Self 276
 - dialogical 294–5
 - living stories 272, 274–7
 - relationship with the Other 196, 202, 204
 - they-self 272
 - whole-Self 272
- self-concordance
 - concept of 114–15
- self-knowledge 65–6
- Seward, William 32
- Shakespeare, William
 - Henry V* 183–4
 - King Lear* 183
- Shi, Wang
 - background of 266
 - President of Wan Ke Group 266

- Silvester, Marc 213
- Sisulu, Walter 165–6
 - imprisonment of 159–60, 166
- Skilling, Jeffrey 56
- Slovo, Joe 160
- Smith, David James 159, 163
- social categorization
 - process of 146
- Socrates
 - trial and execution of 67
- Somalia 249
- South Africa 4, 152, 167, 169
 - Apartheid system 16, 154, 160
 - Cape Town 153
 - government of 155
 - Johannesburg 165
 - Kroonstad Prison 155
 - Robben Island 153, 158–60, 165, 167
- South Korea 196
- Stalin, Josef 22
- Stanislavski, Constantin
 - acting methodology of 177
- Starbucks
 - personnel of 109
- status 8, 186
 - actor’s view of 180–82
 - high 183–5
 - low 184–5
 - role in authenticity 180–83
 - status trap 183–4
- Stengel, Richard 159, 166, 168
- sustainability 120–21, 126–7
- Suu Kyi, Aung San 171
- Sun Tzu 264
- Switzerland
 - Lausanne 216
- Sykes, Richard, Chairman of
 - GlaxoSmithKline 218

- Tambo, Oliver 154, 161
 - President in exile of ANC 160
- Taylor, Charles 17, 286, 289–90
 - view of authenticity 290
- television
 - popular fiction 58
 - reality 58

- Terry, Mike, Executive Secretary of British Anti-Apartheid Movement 161
- transformational leadership xxiii
- Tyson, Laura, Dean of London Business School 217
- Unilever 226–7
personnel of 226–7
- United Kingdom (UK) xxviii
London 160
National Health Service (NHS) 210, 213, 217
- United Nations Principles of Responsible Investment (PRI) 221
- United States of America 9, 280
Central Intelligence Agency 56
Civil War (1861–5) 32–3
Constitution 33
Declaration of Independence (1776) 33
economy of 143
labour market of 209
military of 211
Republican Party 32, 197
Wall Street 288
- University of Fort Hare
ANC Archive 154, 159
faculty of 164, 171
- Student Representative Council (SRC) 164
students of 163–4
- value rationality
concept of 210
- Vardanian, Ruben, Founding President of Moscow School of Management Skolkovo 209
- virtual space
benefits for authentic leadership 190
- Wan Ke Group, personnel of 266
- Wanshel, Jeff
Disintegration of James Cherry, The 178
- Weber, Max
concept of ‘technical reality’ 210
- White, Susan, recipient of Socially Responsible Investment Service Award (2011) 224
- Wintringham, Michael 245
- Wright, Will 216–17
- Xhosa language 162
- Zhengfei, Ren, CEO of Huawei Technologies Co. Ltd. 266

