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
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
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 47
media depiction 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

303
Authentic leadership

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
Index

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
Joye personnel of 266
Jung, Carl
psychoanalytical theories of 22
Authentic leadership

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
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
managers
   department 138
   district 143
   project 138
Mandela, Henry
   death of 163
   family of 162–3
   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
<table>
<thead>
<tr>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>metaphorical knowing 120</td>
</tr>
<tr>
<td>concept of 123</td>
</tr>
<tr>
<td>Mhlaba, Raymond</td>
</tr>
<tr>
<td>imprisonment of 159</td>
</tr>
<tr>
<td>Microsoft Corporation 210</td>
</tr>
<tr>
<td>personnel of 218</td>
</tr>
<tr>
<td>morality</td>
</tr>
<tr>
<td>proposed role in authenticity 26–7</td>
</tr>
<tr>
<td>Moscow School of Management</td>
</tr>
<tr>
<td>Skolkovo</td>
</tr>
<tr>
<td>personnel of 209</td>
</tr>
<tr>
<td>Moshesh, King 169</td>
</tr>
<tr>
<td>Mother Teresa 7, 15, 29, 32</td>
</tr>
<tr>
<td>as example of authentic leadership 30</td>
</tr>
<tr>
<td>criticisms of 31</td>
</tr>
<tr>
<td>multi-national corporations (MNCs)</td>
</tr>
<tr>
<td>Chinese 256–7</td>
</tr>
<tr>
<td>examples of 255</td>
</tr>
<tr>
<td>leadership frameworks of 256</td>
</tr>
<tr>
<td>Murray, Rob</td>
</tr>
<tr>
<td>background of 215</td>
</tr>
<tr>
<td>narrative therapy 274–6</td>
</tr>
<tr>
<td>concept of 273</td>
</tr>
<tr>
<td>Neale, Jonathan, Managing Director of McLaren Racing Limited 217</td>
</tr>
<tr>
<td>Nestlé 210</td>
</tr>
<tr>
<td>personnel of 215</td>
</tr>
<tr>
<td>networks/networking 233</td>
</tr>
<tr>
<td>New Philanthropy Central</td>
</tr>
<tr>
<td>personnel of 212</td>
</tr>
<tr>
<td>New York Stock Exchange</td>
</tr>
<tr>
<td>data obtained from 224</td>
</tr>
<tr>
<td>New Zealand 121, 246, 286</td>
</tr>
<tr>
<td>Aotearoa xxviii–xxix</td>
</tr>
<tr>
<td>Auckland 122</td>
</tr>
<tr>
<td>Ministry for the Environment 126</td>
</tr>
<tr>
<td>Work and Income New Zealand (WINZ) 244</td>
</tr>
<tr>
<td>New Zealand Leadership Institute (NZLI)</td>
</tr>
<tr>
<td>personnel of xxviii</td>
</tr>
<tr>
<td>Nixon, Christine 240, 242, 248</td>
</tr>
<tr>
<td>background of 243</td>
</tr>
<tr>
<td>Obama, Barack</td>
</tr>
<tr>
<td>media image of 196–8</td>
</tr>
<tr>
<td>visit to Japan (2009) 8–9, 196–200, 202–3, 205</td>
</tr>
<tr>
<td>Oneida Nation</td>
</tr>
<tr>
<td>recipient of Harvard Project on American Indian Development Honoring Nations Award (2010) 224</td>
</tr>
<tr>
<td>organizational culture 39–40, 78, 136–7, 232</td>
</tr>
<tr>
<td>benefits of authentic leadership for 48, 62, 71</td>
</tr>
<tr>
<td>improved 41</td>
</tr>
<tr>
<td>politics of 233</td>
</tr>
<tr>
<td>Other, the 198–9, 203</td>
</tr>
<tr>
<td>relationship with the Self 196, 202, 204</td>
</tr>
<tr>
<td>Plato xxiii, 23–4, 67</td>
</tr>
<tr>
<td>Cave Allegory 3, 22–3, 25–6</td>
</tr>
<tr>
<td>Republic 21–2</td>
</tr>
<tr>
<td>students of 23</td>
</tr>
<tr>
<td>Petraeus, General David 56</td>
</tr>
<tr>
<td>Pitney Bowes</td>
</tr>
<tr>
<td>personnel of 218</td>
</tr>
<tr>
<td>Polman, Paul, CEO of Unilever 226–7</td>
</tr>
<tr>
<td>power 8, 24, 28, 29, 35, 44, 62, 104, 141, 176, 180–86, 190, 294–8</td>
</tr>
<tr>
<td>practice-based knowing 120</td>
</tr>
<tr>
<td>concept of 124</td>
</tr>
<tr>
<td>du Preez, Max 199</td>
</tr>
<tr>
<td>Protestantism work ethic 264</td>
</tr>
<tr>
<td>Quigley, Ocean 216–17</td>
</tr>
<tr>
<td>Rachmaninov, Sergei</td>
</tr>
<tr>
<td>Second Symphony 196, 200–203, 205</td>
</tr>
<tr>
<td>Third Piano Concerto 200</td>
</tr>
<tr>
<td>Rankin, Christine 242, 246–8</td>
</tr>
<tr>
<td>background of 244–6</td>
</tr>
<tr>
<td>criticisms of 245</td>
</tr>
<tr>
<td>Light the Flame (2008) 244</td>
</tr>
<tr>
<td>New Zealand Public Sector Chief 10–11, 240</td>
</tr>
<tr>
<td>rationality</td>
</tr>
<tr>
<td>concept of 77</td>
</tr>
<tr>
<td>Ratner, Gerald</td>
</tr>
<tr>
<td>speech to Institute of Directors 87</td>
</tr>
</tbody>
</table>
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
Skiling, 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
Index

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