Index

Advancement of Learning 118
Albans, Viscount St. 117
Alcibiades 165
Allen, Kathleen 113, 114, 118, 124, 129
ambiguity 58, 59
Apology of Socrates 75–87
Aristophanes 77
Aristotelianism 96
Aristotle 6, 97, 101
art of lies 113–34
arts of state and life 125–9
astuteness 104
Athenian citizens 79, 80
authentic disclosure 163–4
authentic existentialist leadership 5
authentic idealized influence 76
authentic leadership theory 76
authentic selfhood 3
Avolio, Bruce 76
Bacon, Francis 6, 113–34
credentials 115–18
eye childhood 116
Bacon, Sir Nicholas 116
Baron Verulam 117
Bass, Bernard 4, 76
being-a-basis 62
Being and Time 60, 62, 68, 70
Bloom, Allan 17, 20
bourgeois hypocrisy 15–20
Burns, James MacGregor 4, 91, 138, 142
Chiron 104
Christianity 104
civil concernments 139
classic correspondence theory of truth 149
Clouds 77
cognitive duality 118–22
cognitive tendencies 119
Cohen, Joshua 15
collective consciousness 46
Conduct 148–50
confirmation bias 120
conformity hypocrisy 20–25
conscience 59–62, 66
Cooke, Anne 116
critical awareness 47
Cronin, Thomas 92
Crowell, Steven 70, 71
cruelty 102
culture of authenticity 163
culture of narcissism 14
curiosity 58, 59
daimonion 83
danger of leadership 142
Dasein 60–63, 65, 66
Davis, Brent 164
de Medici, Lorenzo 94, 96
decception 25, 96
virtue of 90–111
Delphic Oracle story 78
democratic openness 163
denial 26–7
despotism of custom 21
Discourse on Inequality 17, 28, 29
Discourses on Livy 94
dissimulation 127, 128
politics of 113–34
doctrine of sincerity 17
dominion 109
downward plunge 58
Durkheim, Emile 2
Leadership and the unmasking of authenticity

education 114, 172
Education 151
effectual truth 98–109
“Eigentlichkeit” 57
embodiment animalism 105
Emile 24
enlightenment 158
epistemological problem 121
esoteric pedagogy 166–9, 173
esoteric writing 162
esotericism 163, 172
Essay 145, 148
The Essence of Human Freedom 67, 70
essential dualism of human life 171
eternal return 49–53
ethico-quantitative isomorphism 162
The Ethics of Authenticity 145
extant scholarship 15
falling 58
false consciousness 3
fashion 152
fear 102
Ferrara, Alessandro 15
First Discourse 22, 23, 34
formal learning 151
Foucault, Michel 162, 164–6, 173
fragmented consciousness 2
Genovese, Michael 92
Grant, Ruth 153
Hegel, Georg Wilhelm 2
Heidegger, Martin 3, 5, 40, 57–73
Hellenistic antiquity 163
human animalism 105
human excellence 113
human ideal 1–3
human ingenuity 115
human sight 108
hypocrisy 14–37, 106, 139, 154

idle talk (Gerede) 58
Idol of the Cave 121
Idol of the Tribe 121
imposition 150

inauthenticity 1, 5
death of mind 142
individuality 157
informal learning 151
inhumanity 21
inner-directed process 1
insincerely yours 17–20
insincerity, social effects 154
interest 153
judgment, penetrating 122–4
Kant, Immanuel 163
Klein, Jacob 171, 172, 174
“Know thyself” 122
La Nouvelle Heloise 24
Laches 165
“Last Will” 115
leaders, moral ideal 140–43
Leadership 4, 91, 138
The Leadership Quarterly 4
leadership students, teaching 162–76
leadership studies 3–5
legislative power 140
Letter Concerning Toleration 157
Letter to M. D’Alembert 23
Levinas, Emanuel 93
liberalism 101, 102
liberation 48
Locke, John 6, 138–60
Lockean individualism 154
Lockean view of authenticity 148–50
Lockean view of sincerity 154–6
long-term interest 153
love 103

Machiavelli, Niccolò 6, 90–111, 115
Machiavellian personality 92
Machiavelli’s project 93–8
Mansfield, Harvey 91, 93, 94
material benefits 20
material goods 115
materialism 1
McDonnell, Joseph W. 76
Meletus 81, 83–5
Index

Melzer, Arthur 15, 17–22, 26, 31, 163, 166, 170–74
Mill, J.S. 21
The Misanthrope 23
mitigating factors 1
mode of discourse 60
“modern” consciousness 16
Molière 23
moral ideals
  for leaders 140–43
  for ordinary citizens 143–8
moral obligation 154
moral “ought” 99
moral relativism 147
moral responsibility 153

nausea 48
necessity, lies behind 129–30
Nehamas, Alexander 75
New Atlantis 120
Nietzsche, Friedrich 3, 5, 40–55
notoriety 101

“Of Great Place” 118
“Of Simulation and Dissimulation” 126, 129
Of the Conduct of the Understanding 150
On Liberty 21
“On Redemption” 47
“On Self-Overcoming” 44, 45
“On the Famous Wise Men” 42, 43
“On the New Idol” 46
open society 163
other-directed egoist 17
owning one’s actions 65–70
owning one’s existence 57–73
parresia 163, 165
party 152
perennial unconscious, hypocrisy 16
personhood 68
philosophical origins and development 1–3
Philosophy Between the Lines 170
Plato 6, 75–87
Pole, Cardinal Reginald 91
political authority 141
political interactions 124
political leadership, motives for 40–55
political power 109
Potter, Andrew 75
prejudices 150–54
pride 144
primordial moment of acquisition 97
The Prince 90–111
private egoism 93
private sphere 143
problem of authenticity 129–30
prodigality 101
prudence 100
public embarrassment 80
public inauthenticity 84–6

Queen Elizabeth 116
rationalism 166
rationalization 27–30
Rawls, John 15
reason 156
reasonableness 138–60
refutation of gods 79
relational transparency 4
representability 65
Republic 99
reputation 124
resoluteness 66
“The Return Home” 50
reverence 152
romantic enthusiasm 32
Rousseau, Jean-Jacques 2, 14–37, 93, 147
Russell, Bertrand 91
Salus Populi Suprema Lex 142
Sartre, Jean-Paul 5
Scott, John T. 33
Second Discourse 34
second-order responsibility 71
Second Treatise 140, 141, 157
secrecy 128
secularism 1
self-awareness 4, 147, 173
self-consciousness 2, 46
<table>
<thead>
<tr>
<th>Concept/Author/Subtopic</th>
<th>Pages/References</th>
</tr>
</thead>
<tbody>
<tr>
<td>self-deception</td>
<td>14–37, 45, 108, 144, 150</td>
</tr>
<tr>
<td>sordid deception</td>
<td>96</td>
</tr>
<tr>
<td>self-discipline</td>
<td>172, 173</td>
</tr>
<tr>
<td>Spirit (Geist)</td>
<td>2</td>
</tr>
<tr>
<td>self-discovery</td>
<td>1</td>
</tr>
<tr>
<td>St. Augustine</td>
<td>99</td>
</tr>
<tr>
<td>self-expression</td>
<td>1</td>
</tr>
<tr>
<td>Steidlmeier, Paul</td>
<td>4, 76</td>
</tr>
<tr>
<td>self-falsification</td>
<td>21</td>
</tr>
<tr>
<td>Strauss, Leo</td>
<td>91, 166, 167</td>
</tr>
<tr>
<td>self-fulfillment</td>
<td>147</td>
</tr>
<tr>
<td>Tapscott, Don</td>
<td>163</td>
</tr>
<tr>
<td>self-indulgent narcissism</td>
<td>147</td>
</tr>
<tr>
<td>Tarcov, Nathan</td>
<td>153</td>
</tr>
<tr>
<td>self-knowledge</td>
<td>6, 28, 35, 58–65, 75, 76, 113–34, 144, 145, 154, 156</td>
</tr>
<tr>
<td>Taylor, Charles</td>
<td>15, 145–7, 163</td>
</tr>
<tr>
<td>self-ownership</td>
<td>156, 157</td>
</tr>
<tr>
<td>teaching, implications</td>
<td>169–73</td>
</tr>
<tr>
<td>self-presentation</td>
<td>156</td>
</tr>
<tr>
<td>esoteric pedagogy</td>
<td>170–73</td>
</tr>
<tr>
<td>self-preservation</td>
<td>126</td>
</tr>
<tr>
<td>preliminary matters</td>
<td>169–70</td>
</tr>
<tr>
<td>self-realization</td>
<td>14, 22, 24</td>
</tr>
<tr>
<td>Thus Spoke Zarathustra</td>
<td>40–41, 53</td>
</tr>
<tr>
<td>self-regulation</td>
<td>4</td>
</tr>
<tr>
<td>Tocqueville, Alexis de</td>
<td>2</td>
</tr>
<tr>
<td>self-rule</td>
<td>153, 173</td>
</tr>
<tr>
<td>Trilling, Lionel</td>
<td>14, 22</td>
</tr>
<tr>
<td>self-serving motives</td>
<td>167</td>
</tr>
<tr>
<td>trustworthiness</td>
<td>113, 118, 128</td>
</tr>
<tr>
<td>self-serving rationalizations</td>
<td>28</td>
</tr>
<tr>
<td>truth</td>
<td>173–6</td>
</tr>
<tr>
<td>self-understandings</td>
<td>64, 65, 69–71</td>
</tr>
<tr>
<td>unconscious, hypocrisy</td>
<td>16</td>
</tr>
<tr>
<td>short-term interests</td>
<td>153</td>
</tr>
<tr>
<td>veneration</td>
<td>152</td>
</tr>
<tr>
<td>simulation</td>
<td>126</td>
</tr>
<tr>
<td>Villiers, George</td>
<td>117</td>
</tr>
<tr>
<td>sincerity</td>
<td>16, 20, 30, 143–8</td>
</tr>
<tr>
<td>Viroli, Mauricio</td>
<td>93</td>
</tr>
<tr>
<td>social appropriateness</td>
<td>21</td>
</tr>
<tr>
<td>virtue of deception</td>
<td>90–111</td>
</tr>
<tr>
<td>social bonds</td>
<td>2</td>
</tr>
<tr>
<td>visual language</td>
<td>33</td>
</tr>
<tr>
<td>The Social Contract</td>
<td>40</td>
</tr>
<tr>
<td>vitam impendere vero</td>
<td>15</td>
</tr>
<tr>
<td>social order</td>
<td>168</td>
</tr>
<tr>
<td>voice of conscience</td>
<td>60</td>
</tr>
<tr>
<td>social recognition</td>
<td>(amour-propre) 18, 20</td>
</tr>
<tr>
<td>will to power</td>
<td>44–9</td>
</tr>
<tr>
<td>Socrates</td>
<td>75–87, 164–6</td>
</tr>
<tr>
<td>“You buffoons and barrel-organs”</td>
<td>52</td>
</tr>
<tr>
<td>business of moral</td>
<td>82</td>
</tr>
<tr>
<td>Young Hegelians</td>
<td>2</td>
</tr>
<tr>
<td>improvement</td>
<td>82</td>
</tr>
<tr>
<td>Zarathustra</td>
<td>40–55</td>
</tr>
<tr>
<td>philosophy and rational life, embodiment 78–81</td>
<td></td>
</tr>
<tr>
<td>eternal return and 49–53</td>
<td></td>
</tr>
<tr>
<td>public defender of noble and just 81–4</td>
<td></td>
</tr>
<tr>
<td>leader of humanity</td>
<td>41–4</td>
</tr>
<tr>
<td>public inauthenticity and leadership 84–6</td>
<td></td>
</tr>
<tr>
<td>return to himself</td>
<td>49–53</td>
</tr>
<tr>
<td>trial in Athens</td>
<td>77–8</td>
</tr>
<tr>
<td>Zarathustrian politics</td>
<td>44–9</td>
</tr>
<tr>
<td>Some Thoughts Concerning Education</td>
<td>155</td>
</tr>
</tbody>
</table>