INDEX

| Academic books on | Authenticity, 52, 89, |
|----------------------------|-----------------------------|
| leadership, 4 | 164-165 |
| Action-centred leadership, | Authoritarian leader, |
| 71, 114, 131 | 111 |
| Adaptive leadership, 50, | Authoritarianism, 119 |
| 84, 85–88 | Authority, 45, 86 |
| Administration, 45 | • |
| Aggressive behaviours, 131 | Balanced processing, |
| Alexander the Great, 36 | 88-89 |
| Ambiguity, 164 | Behavioural theory, 84 |
| Annan, Kofi, 192, 193 | Behaviourist theories, 61 |
| Annual Conference in | Behaviours, 40, 47 |
| Brussels (2017), 24 | Bernard Law Montgomery |
| Antecedent conditions, 105 | (Field Marshal), 35 |
| Apathetic behaviours, 131 | Big Hairy Audacious Goal |
| Architectural role of | (BHAG), 96 |
| leadership, 152 | Binary model |
| Aristotle, 55, 103 | centralisation vs . |
| Art and Science of | decentralisation, 56, |
| Leadership, The | 58 |
| (Nahavandi), 52 | science vs. culture, 56, 59 |
| Art of War, The (Tzu), 55 | Business value |
| Arthrasastra, The | demonstration, 169 |
| (Kautilya), 55 | |
| Assigned leadership, 63 | Caesar, Claudius, 36 |
| Authentic leadership, 50, | Caesar, Julius, 36 |
| 88-93 | Candour, 11 |
| Authentic self, 52 | Carlyle, Thomas, 55–56 |

| Centre for Staff and | Contextual, complexity |
|----------------------------|------------------------------|
| Educational | and system |
| Development | perspectives of |
| (CSED), 16 | leadership, 84 |
| Change, 84 | Contingency theory, |
| Charismatic role of | 61, 84 |
| leadership, 152 | Continuance of group |
| Charlemagne, 36 | theory, 49 |
| Chartered Institute of | Control and supervision, |
| Personnel and | 45 |
| Development, 39 | Controller leadership, 62 |
| Chartered Management | Corporate Social |
| Institute (CMI), | Responsibility, 102 |
| 7, 39, 154, | Creativity, 84 |
| 156-159 | Crime, 85 |
| Chronological evolution of | Critical Leadership Studies |
| leadership, 48–51 | (CLS), 61-62, |
| Churchill, Winston, 36 | 115-116 |
| CIPD, 7, 151, 154, | Culture, 8, 11, 167 |
| 156–157, 168 | organisational, 152, 169 |
| Classical Leadership | science vs., 59 |
| studies, 55 | • |
| Classical paradigm of | Delegative leadership style, |
| leadership, 63 | 114 |
| Coercion, 48, 54, 65 | Democratic leader, 111 |
| Collective leadership, | Dependent variable (Dv), |
| 107 | 38–39 |
| Command and control | Directive leadership style, |
| leadership (C2 | 114 |
| leadership), 101, | Director/board-level |
| 176-177 | function, 21 |
| Compassion, 159 | Discovering Leadership |
| Compliance, 47 | (Billsberry), 152 |
| Concretive action, 93 | Discursive leadership, 51 |
| Consultative leadership | Dispositional/trait theory, |
| style, 114 | 77 |
| Contemporary leader, | Distributed leadership, |
| 169-170 | 93–101 |

Dominant leadership paradigm, 38, 175 Dualism, 115-116 Dyadic level of leadership, 16 Earth Overshoot Day, 199 - 200Eco-leadership, 62 Economist, The, 151, 175 Educational reform, 85 Edwards, Andrew, 12–16 Effective leadership style, 168 Effectiveness, 49 Emergent leadership, 63 **Emerging Conceptions of** Organizational Leadership (Yukl), 108 Emotional intelligence, 20 Essentialism, 115 Ethical leadership, 101 - 104Ethical/moral theory, 84 Etymology of leadership, 42 - 45Excellence, 11, 92, 115 Excitement, 170 External adaptability, 153

Finding Your True North
(George, McLean, & Craig), 90
Follower, 16, 36, 40, 66, 170, 180
commitment, 37–38
dissatisfaction, 40
follower-centric theory, 77
satisfaction, 37
self-confidence, 40

Followership, 46, 50, 171

Formal leaders, 162–163

Fourth economic age, 167

Fourth Industrial
Revolution, 62, 122, 158–159

Frederick Winslow
Taylor's Scientific
Management, 56

Future of Leadership, The (Heffernan), 176

Gates, Bill, 35
General employee-centred supervisor, 113
Ghandi, Indira, 36
Giles, Amanda, 16–21
Goal achievement, 47, 153
Goleman, Daniel, 20
Great man approach/theory, 35, 61
Grice, Paul, 10–12
Group level of leadership, 12
Group processes, 47
Gurus, 3

Happiness, 46
Harris, Edel, 95–100
Harvard Business Review, 90, 152, 154
Hitler, Adolf, 36
Hope, 160
Host Leadership, 168
Humility, 160, 165–166

Idea—Leadership, 175 Leader initiating structure Identity, 70 (LIS), 112, 131 Identity-based theory, 84 Leader(ship), 1, 4, 35-36, Inclusiveness, 11 41, 44, 47, 151–152, Independent Variable (Iv), 156-157, 160, 171 38 - 39academic, 2-3Individual's personal audience(s), 5 authenticity, 89 authenticity as leader, Influence, 50 89 Informal leaders, 162 conceptions of leader effectiveness, 37–38 Innovation, 84 Institute of Leadership and contemporary, 169-170 Management, 39 in creating ethical Interaction, 47–48, 94, 108 organisational culture, human, 173 169 criticisms of mainstream non-linear, 22 approach, 115-117 Intergovernmental Panel on Climate Change difference to management Report (IPCC), 199 and command, Internal processes, 153 117 - 121Internalized moral and diversity, 77 dominant leadership perspective, 88 International Leadership paradigm, 38 Association, 24 emergence and Iowa studies, 111–112 development, 84 etymology and language, 42 - 45Kindness, 164 future directions, Laissez-faire leadership, 121 - 125111, 131 hierarchy of leadership Language of leadership, levels, 9 42 - 45independent variable, 154 Leader Behaviour and information Description processing theory, 77 key debate, 65-71 Questionnaire (LBDQ), 112-113literature, 3–4 Leader consideration (LC), models, 24, 77–85 112 outcomes, 105

| personal qualities of, | distributed, 93-101 |
|--------------------------------------|------------------------------|
| 160-165 | ethical, 101–104 |
| perspectives, 189 | servant, 104–106 |
| problem, 2, 45–54 | shared, 106–110 |
| research, 37–38, 54–66, | Leadership research, 54 |
| 191 | centralisation- |
| role, 40, 152 | decentralisation, 58 |
| rules, 197–202 | chronological summary |
| skills, 171, 197 | of theories of |
| soft skills to, 166 | leadership, 61 |
| structure, $5-7$ | critical leadership studies, |
| style, 25 | 61 |
| theory, 24, 71–73 | Frederick Winslow |
| US literature and | Taylor's Scientific |
| research, 39 | Management, 56 |
| variable, 38–39 | increasing rational |
| working framework, | leadership over time, |
| 8-29 | 56 |
| Leadership and | leadership and |
| Organisational | management, 65 |
| Development | leadership paradigms, |
| Consultant, 2 | 63-64 |
| Leadership Gap, The | science vs. culture, 59 |
| (Tusa), 176 | timeline of leadership |
| Leadership in | studies, 60 |
| Organizations (Yukl), 8 | trait vs. process |
| Leadership matrix TM , 8, | leadership, 63 |
| 26, 190 | Leadership styles, 74, |
| conceptual viewpoints, 25 | 110 |
| level and general | Iowa, 110–112 |
| managerial work | Michigan, 113-115 |
| functions, 22–23, 25 | Ohio State, 112–113 |
| Leadership Mystique, The | Leadership Trust, The |
| (Kets de Vries), 152 | (Gill), 54, 154 |
| Leadership philosophy, 24, | Leadership without |
| 73, 85 | Easy Answers |
| adaptive, 85-88 | (Heifetz), 85 |
| authentic, 88-93 | Learning, 167 |
| | |

Levels of Warfare, 21 Organic paradigm of relationships between, 22 leadership, 63 Organisational level of Lincoln, Abraham, 35 Line Management leadership, 8–9 function, 21 Organisational resilience, Listening, 163-164 11 - 12Origins of Leadership, The Mainstream approach, (Kouzes), 45 criticisms of, 115-117 Management, 45 Paris Accord, 198–200 leadership and, 65 Paris UN Conference on Climate Change, 198 scientific, 128 Messiah leadership, 62 Participative leadership Michigan studies, style, 114 113 - 115Path-goal theory, 80, 84, Middleton, Anthony, 192, 192 Performance or goal Ministry of Defence attainment, 39-40 (MoD), 21 Personality, 47 Mission Command, 101, Persuasion, 47 177, 180 Populist genre, 3–4 Moderator Variable (Mv), Poverty, 85 Power, 45, 47 38 - 39Modern Leadership and influence theory, 84 studies, 55-56and leadership, 65 Practitioner organisations, 151, 154-156 Neo-charismatic theory, 77 New Economy, 167 C2 leadership, 176–177 cause, servant leadership Nish, David, 27–29 and relationships, 171 - 174Occupation of CMI, 158-159 administrative position, 47 contemporary leader, Ohio State studies, 169 - 170context for leaders, 112 - 113

157–158 creative leadership,

168 - 169

Online Etymology

Openness, 11

Dictionary, 44

dominant leadership paradigm, 175-176 humility, 160, 165 leadership, 156–157, 178 - 179learning, 167–168 Level Three Leadership, 152 - 153needs identifying in positive leaders, 159 - 160personal qualities of leaders, 160–165 skills, 158, 171 soft-skilled approach, 166 - 167'Private interest' approach, Process leadership, 63 Pryde, Drew, 67-71 Psychological approach, 25, 39, 63 Psychological perspective of leadership, 66, 72-73, 77, 189-190 Public and Third Sector Leadership: Experience Speaks (Howieson and Hodges), 73 Rational leadership over

Rational leadership over time, 56–57 Relational leadership, 53 Relational transparency, 88–89 Renaissance Leadership studies, 55 Robertson, Andy, 188
Role differentiation, 47
Role relationships, 47
Role specialisation, 40
Romanticism, 115
Ross, Jack, 91–93
Royal Military Academy
Sandhurst (RMAS),
106

SAGE Handbook of Leadership, The, (Grint), 54-55Science vs. culture, 59 Scientific management, 128 Scottish Institute for **Business Leaders** (SIBL), 67 Self-awareness, 20, 88 Senior Leadership Team (SLT), 172–173 Senior Management function, 21 Servant leadership, 50, 104 - 106Shared beliefs, 170 Shared leadership, 106 - 110Sine qua non of leadership, Situational leadership, 61 Social exchange/relational theory, 77 Social process, 46, 60 Sociological perspective of leadership, 66, 72–73,

190

Sociologically-driven approach, 66
Soft skills to leadership, 166
Spiritual leadership, 50
Stability, 160
Stewardship, 11
Strategic leadership, 84
Studying Leadership
(Schedlitzki and Edwards), 65
Sustainable Development Goals, 200

Team leadership, 84, 108
Theory, The, (Heifetz), 85, 89
Therapist leadership, 62
Time is right for fresh
ideas, The (Gratton),
100
Timeline of leadership
studies, 60
'Top-down' influence
process, 66, 189
Traditional leadership
theories, 60

Trait, 50 leadership, 63 theory, 61 Transactional paradigm of leadership, 63 theory, 61 Transformation, 50 Transformational theory, 61 Transparency, 11, 89 relational, 89 Trust, 11, 159, 170

Understanding Leadership (Avery), 41–42 US literature and research, 39

Values, 11 Variables, 38–39, 154 Visionary paradigm of leadership, 63–64

Western hegemony, 115–117 World Economic Forum (WEF), 62, 122, 124, 158