Index

Accountability, 122, 129, 135, 163
  individual, 163
  manager, 77
Actions, 162
Adaptive selling behavior, 82, 84, 86
"Alpha-male wins all" culture, 169
Ambition, 94–95, 170
Appreciative inquiry, 25–26
Arrogance, 2, 19, 133, 172, 174–175
  level of, 170
  organizational, 174
Authentic and unique expression, 34
Authentic leadership, 65, 81, 176
Authoritarian leadership, 94, 186–187
  servant leadership to, 183–185
Authoritative leadership, 50, 55
Authoritative micro-management, 50, 52
Autocratic leadership (*see also* Crisis leadership)
  adaptive selling behavior, 86
  group level, 88
  individual level, 87
  leadership failure factor, 82–85
  leadership lesson, 88
  organization level, 88
  SOCO, 85–86
  unethical selling, 86–87
Availability, 5–6

"Before and After" theme, 7–9
Board of Directors, 56, 114–115, 118, 128–130, 132–135, 181–182, 185

C.A.R.E paradigm, 30
Causal attribution, 72, 74, 77
Certified public accountant (CPA), 182
Change management, 148–149
Charismatic leadership, 132–133
Chiefs of party, 101
Collapse, 169, 171–172
Combative corporate culture, 169–170
Communication breakdowns, 32–33
Conducive environment, 121–122
Conflict escalation, 162–163
Conflict styles of executive team, 163
Confrontation, 161
Contracting officer representative, 92–101
Corporate lifecycle, 175
Courage, 22, 24, 101, 163, 176
Crises, 59
  aftermath, 62–63
  contextual background, 60
  incidents, 60–62
  leadership lessons, 63–67
Crisis leadership
  assessment, 65
  evaluation, 66
  failures in, 59
  and management, 60
Cultivation, 35
Customer orientation, 83, 85–89
Customer-oriented behavior, 82, 84–85

Debates and Polemics, 162
Decisions, 13, 54–56, 59, 63–65, 148–149, 151, 170–171
  evidence-based, 93
  strategic, 140
Define, discover, dream, design, and deliver (five D's), 26
Destructive leader(ship), 114, 119–120
Development Director, 129–131

Disillusionment, 170–171
Diversity taskforce, 36
Dysfunctional leadership, 50

Effective leadership, 21, 24, 55, 91–92, 148, 164, 187
Emotional intelligence (EI), 18–20, 92, 97, 173
Emotional task, 99
Empathy, 19, 97, 114, 173, 186
Employee engagement, 1, 4–6, 14, 141
Employees, 5–6, 9, 11–13, 75–76, 113–115, 118, 120, 122, 124
Engagement, 4–6
  community, 180
  employee, 1, 4–6, 14, 141
  personal engagement opportunities, 34
Entrepreneurial founders, 172, 175
Erosion of psychological safety, 105–106
Ethical leadership, 47, 64, 72
  employees, 75–76
  groups and teams, 77
  managers, 76–77
  organizations, 77–78
  performance appraisal, 75–78
Ethical responsibility, 53
Executive Director, 50–53, 55–56, 62, 128–129, 132, 179–180, 183

Faith component, 118–122
Faith-based nonprofit, 114, 120, 124
First impression, 72, 75, 77, 133, 154
Followers, 4–5, 9, 13–14, 20, 24, 46–47, 54–55, 65–66, 110, 116, 119, 164, 186
Followership, 1, 47
Founder, 20, 134, 136, 175, 180, 186
  authority, 136
  succession, 170–171
Founder's syndrome, 128
  lessons, 132–135
  organization, 128–129
  organizational growth, 129–132
Fragmentation of The Enemy, 163
Freshness, 74
Funding for professional leadership growth opportunities, 36
Fundraising model, 131
Future-proofing, 140, 143

Governance Committee, 115
Group lessons, 123–124, 163
Groups, 77, 109, 186
Growth, 170

Habitat for Humanity International, 128–129
Habits of unsuccessful leaders, 172–176
Hardening, 162
Head of Products, 161–163
Humane management, 144

Images and Coalitions, 162
Individual lessons, 124, 161–163
Initiation, 35
Intellectual growth, provide opportunities for, 33–34
Intergroup dynamics, 5
Interpersonal relationships, 5
Intrinsic motivation, 142, 144

Knowledge of self, 20–21

Laissez-faire approach, 180
Leader Member Exchange theory (LMX), 24, 65–66
Leader(s), 13, 20, 123, 186, 188
  deconstructing with theory, 19–26
  efforts, 5
  invest in building organizational coalitions, 25–26
  invest in others and understand systems, 21–25
  invest in self knowledge, 18
  manipulation, 45–46
Leadership, 4, 148
  authoritative leadership, 55

challenge and failure, 94–96
combining transformational and situational leadership styles, 54–55
ethical responsibility, 53
failure factor, 82–85
failures in, 160–161
lessons, 13, 108–110, 172–176, 185–188
micro-management, 55–56
organizational culture, 54
personal lesson in, 52
shadows, 92, 97
Leading by example, 164
Leading oneself, 92
deconstruction of experience and leadership lessons, 96–101
group level, 98–99
individual level, 96–98
key individuals, 94
leadership challenge and failure, 94–96
organization level, 99–101
Learning organization, 144
Lieutenant Colonel (Lt Col), 104–110
Limited Destructive Blows, 162
Loss of Face, 162

Management, 5–6
micro-management, 55
performance appraisal, 75
professional, 175
relationship, 19
self-management, 19
Managers, 4–5, 13, 42, 72, 76–78, 85, 87, 172
department, 52
micro-managers, 55
mid-level, 50–51
Manipulative mentors, 33
Marketing, 161–163
corporate, 44
manager, 32
quarterly marketing campaigns, 42
strategy, 82
McGregor's Theory X and Theory Y, 143–144
Meaningful tasks, 5
Medium College USA, 73
Mentoring, 30, 33, 35
Amanda Ticker story, 31–32
communication breakdowns, 32–33
Imonee Brinkley story, 30–31
recommendations for groups, 35–36
recommendations for organizations, 33–35
Micro-management, 51, 55–56
Millennials, 30, 33–36
Mistakes, performance appraisal, 72–75
Motivation, 5, 10, 47, 54, 56, 82, 97
intrinsic over extrinsic, 141
lack of, 155
of team members, 186
Multi-dimensional wellness, 20
Multi-tier feedback from company leaders, 36

Narcissism, 2, 4, 114, 119, 124
Narcissist leader (NL), 114
analysis of toxic triangle and faith component, 118–122
lessons learning, 122–124
recruitment issues, 114–115
trajectory of Devon's governance, 115–118
Narcissists, 114, 119, 122–124
Next generation leaders, 36
Nightmare theme, 9–11
Non-profit organizations, 53–54
Nonprofit Boards of directors, 135
Nonprofit stakeholders, 135, 187

Objectivism, lack of, 73
Organizational arrogance, 174
Organizational culture, 54, 66–67, 87, 147–148, 152, 180
Organizational failure, unhealthy values and behaviors lead to, 173–174

Organizational growth, 75, 129–132
Organizational leaders, 59, 64, 66–67, 111
Organizational lessons, 122–123, 163–164
Organizational norms, 5–6
Organizational politics, 21, 23–24, 152
Organizational psychology, 144
Organizational silence, 114, 116, 122, 124
Organizations, 1, 13, 77–78, 128–129
  engaged, 4
  learning, 144
  needle, 34
  nonprofit, 53–54, 134
  recommendations for, 33–35

Peer mentors, 35
Pennsylvania State University (Penn State University), 60
Performance appraisal, 71–72
  ethical leadership, 75–78
  Medium College USA, 73
  mistakes, 72–75
  Small College USA, 72
Personal engagement opportunities, 34
Personal growth, 33
Personal leadership lesson, 26
Pharmaceutical industry, 81–82, 84–85
Political action committee (PAC), 176
Pretender theme, 11–12
Product managers (PMs), 41–42
Professional Development (PD), 35, 117, 153
Program manager, 93–96, 98–100
Protégé, 31–35
Psychological maturity, 121
Psychological safety
  aftermath, 108
  devastation, 107–108
  early months, 104–106
  erosion of, 105–106
  leadership lessons, 108–110
Psychosocial process, 151

Redefinition, 35
Region-Wide Team (RWT), 116–117, 120–121
Relational aggression, 21, 23–24
Relational leadership, 21, 24–25
Religious organizations, 114
Research & development group (R&D group), 140–141
  inflection point, 142–143
  interpretation and implications, 143–144
  story, 140–144
Resignation, 52, 62, 118, 171–172
Risk-taking, 171–175
Road-Trip, 171–172
Runaround theme, 12

Safety, 5
  experiencing, 5
  psychological, 104–109
Salespersons, 83, 85–88
Search Committee, 115, 123, 150, 154
Self-awareness, 13, 65, 97
  lack of, 19
  leadership learning lessons, 18
Self-betrayal, 1, 92, 98
Self-esteem needs, 121
Self-regulation, 92, 97–98
Selling Orientation–Customer Orientation (SOCO), 85–86
Selling-oriented behavior, 82, 83–84
Senior Student Affairs Officer (SSAO), 148–154
Separation, 35
Servant leadership, 180 (*see also* Ethical leadership)
  to authoritarian leadership, 183–185
  failures in leadership, 160–161
  group lessons, 163
  individual lessons, 161–163
  leadership lessons, 185–188
  Miriam, 180–183
  organizational lessons, 163–164
  story, 157–160

Shared leadership, 148, 187
Situational leadership styles, 54–55
Small College USA, 72
Social skills, 97
Stakeholders, 26, 36, 129, 135
  external and internal, 25–26
  nonprofit, 135, 187
Strategies of Threats, 162
Succession, 134, 170, 173, 175
Supervision, 114, 148, 151
Supervisors, 1, 75–76, 151–152
Susceptible followers, 120–121
Systems, 13, 23, 175

Team leadership, 147, 149
  experiences, 152–153
  individuals, 151–152
  organization, 153–154
  timeline, 149–151
Teams, 12, 21, 34, 75, 77, 181
"Theory X" of management, 143–144
"Theory Y" of management, 143–144
Together Into The Abyss, 163
Toxic followership, 47
  big reveal, 44
  challenge, 42–43
  followers, 46
  leader manipulation, 45–46
  presentation day, 43–44
  truth, 44–45
Toxic leaders, 4–6, 13
Toxic leadership, 4–5, 47, 105–107, 110
  data analysis, 7
  leadership lessons, 13
  participant selection, 6
  results, 7–12
  subjectivities, 6–7
  themes, 8
Toxic moments, 13
Toxic triangle, 114
  analysis of, 118–122
Transformational leadership styles, 54–55
Transparency, 86, 135
Trust, 20, 23–24, 37, 45–46, 84, 87, 117, 148

Unethical selling behavior, 82, 84, 86–87
United States (US), 92
  agency, 93, 100
  projects, 92

Voluntarism, 131–132

Wellness, 18–21
When Leadership Fails, 1–2
Work-life balance, 34–35
Workplace, 46, 168–169
  bullying, 174–175
  experiences, 1