

INDEX

- Age of Anxiety, The*, 57
American Pie (song), 70
Anima (*see* Female archetype)
Animus (*see* Male archetype)
Anxiousness, 23
Aspirations, 15
Authenticity, 25
Authoritarian personality, 13
Authority, 31
Automatic social comparison, 14
- Basic Maslow needs, 89–90
Basic Maslowian needs, 55
Behavior, 20–21
Belief perseverance, 70
Belongingness, 5, 25–27
Big Iron (song), 70
Biological needs, 55
Black Lives Matter movement, 1
- Centrality of esteem needs, 39
Charisma, 51–52, 94–98, 97–98
- Charismatic cult leaders, 91
Charismatic leadership, 43–49, 51
Childhood self, 86
Cognitive dissonance, 18 theory, 8
Cognitive processes, 68
Cognitive prototype, 43
Communion, 101
Competence, 94–98
Complementary behavior, 21
Confidence, 94–98
Cosmic significance, 56
Cosmological significance component of transcendence, 81–88
Creative life, 87
Creative self, 87
- “Dark triad” of personality, 96
Death fears, 49
Decision-making procedure, 30–31
Defense mechanisms, 15–20, 94

- Democratic socialism, 92
 Denial, 16–17, 19
Denial of Death, The
 (Becker), 56
 Dominance, 23
 Dramatic transformations,
 100–101
 Dunning–Kruger effect, 96

 Early-life personal
 heroism, 60
 Effective leaders, 95
 Ego, 16
 Ego-defense mechanisms, 19
 Emotions, 23
 Equality, 45
 Esteem needs, 5, 8, 36, 38
 Evaluative dimension, 51
 Exclusive stories, 42

 Fear of death, 57
 Female archetype, 99
 Festinger's original theory,
 12
 Finding extraordinary in
 ordinary, 104–108
 Freud's coherent ego,
 15–20
 Friendly behavior, 21

Gandhi (film), 33
 Gay Pride events, 1
 Goethals' approach, 35
 Goodness, 4
 Great Depression, 39
 Group-level needs (*see*
 also Individual-
 level needs;
 Transcendent-level
 needs)
 leader narratives and
 morality, 42–43
 leaders and followers as
 collective, 37–42
 leaders and individual
 followers, 29–36
 social identity and
 charismatic
 leadership, 43–49
 terror management
 theory, 49–53
 Group-serving bias, 81

 Heroic imperative, 94
 Heroic leaders, 60–61,
 95–98
 Heroic leadership
 imperative, 87,
 98–104, 108
 Heroism, 90, 95, 97, 104
 Hierarchy of needs, 4
 Hostile-Dominant
 category, 21
 Hostility, 23
 Howard Gardner's
 approach, 39
 Human journey, 86,
 100–102
 Human rationalization, 42

 Id, 16
 Idealized leadership, 32
 Idealized performances,
 24
 Identity, 9
 Illusion of justice, 34

- Imperative, mythology as, 61–67
- Implicit leader schemas, 44
- Inclusion needs, 5
- Inclusive identity stories, 42
- Inclusiveness, 41
- Individual behavior, 20–21
- Individual-level needs
(*see also* Group-level needs; Transcendent-level needs), 92
- Black Lives Matter movement, 1–2
- Freud’s coherent ego and mechanisms of defense, 15–20
- interpersonal behavior, security operations, and self-presentation, 20–25
- leader–follower dynamic, 2–3
- psychology of self-esteem, 6–15
- quest for self-worth, 3–6
- social identity, 25–27
- Individualized consideration, 34
- Individuating people, 97
- “Insanity of Place, The” (essays), 25
- Inspirational motivation, 33
- Interpersonal behavior, 4, 20–25, 29
- Interpersonal processes, 6–7
- Intimacy, 4
- Joy Luck Club, The* (movie), 97
- Killer Angels, The* (novel), 32
- Leader–follower dynamic, 5
- Leaders, 6, 94
 - charisma, 95
 - and followers as collective, 37–42
 - and individual followers, 29–36
 - narratives and morality, 42–43
- Leadership, 29–30, 32
 - charismatic, 43–49, 51
 - idealized, 32
 - influential theories of, 29
 - transactional, 32
 - transcending, 108
 - transformational, 32–34
 - transforming, 37–38
- Leadership imperative, 91
 - finding extraordinary in ordinary, 104–108
 - group-level needs, 29–53
 - individual-level needs, 1–27
 - transcendent-level needs, 55–88
- Life satisfaction, 103

- Listening, 31–32
- Machiavellianism, 96
- Magnetic leader, 60
- Make America Graet Again movement (MAGA movement), 84–85, 92–93
- Male archetype, 99
- Maslow’s hierarchy, 5–6, 38
- #MeToo movement, 69
- Moby Dick* (novel), 52
- Morality, 42–43
- Motivated cognition, 94–95
- Mutineers, 32
- Mystery, 68
- Mythology, 83
as imperative, 61–67
- Nationalism, 79–80, 83
- Negative emotions, 23
- Neutrality, 31
- Nurturance, 4
- On the Waterfront (movie), 1
- Particular decision, 30
- Perceptual organization, 67–68
- Personal heroism, 59–60
- Personality, 15–16
- Physiological needs, 5, 98
- Post-traumatic growth, 99
- Potency dimension, 51
- Principles of Psychology*, 8
- Procedural justice model, 34
- Projection, 19
- Proto-science, 82
- Prototype, 43
- Prototypical leader, 43
- Psyche, 16
- Psychedelic drugs, 20
- Psychological processes, 11
- Psychology, 19–20
of self-esteem, 6–15
- Psychopathy, 96
- Rationalization, 13, 15, 17–19
- Reality, 18
- Reflection process, 14
- Relational model of authority, 30
- Repression, 16, 19
- Safety needs, 5
- Science, Technology, Engineering and Mathematics programs (STEM programs), 10
- Seamless command, 4
- Security
needs, 55
operations, 20–25
- Selective social
comparison, 13
- Self of “otherworldly”
awareness, 86
- Self-actualization, 6, 38, 86
- Self-actualized individual, 85

- Self-assessment, 12
- Self-concept, 9
- Self-delusion, 6
- Self-esteem, 3, 8–9, 11–12, 20, 80
 - needs, 25–27
 - psychology of, 6–15
- Self-evaluation, 7, 13–14
 - maintenance theory, 26
- Self-feeling, 7
- Self-handicapping, 11
- Self-presentation, 20–25
- Self-serving bias, 79–80
- Self-worth, quest for, 3–6
- Slavery, 19
- Social comparison
 - processes, 10
- Social exchange approach, 36
- Social identity, 25–27, 90
 - theory, 26, 42–49
- Social interaction, 25
- Social self, 86
- Social wholeness, 86
- Spiritual beliefs, 18
- Spiritual life, 103
- Standing, 31
- Stereotypes, 10
- Super-ego, 16
- Superheroes, 75–76
- Sympatheia*, 102
- Terror management theory, 49–53, 57
- Tesser's theory, 15
- Theory of human
 - motivation, 4–5
- Transactional leadership, 32
- Transcendence, 55–56
 - bigness component of, 73–81
 - cosmological significance component of, 81–88
 - mystery component of, 67–73
- Transcendent level
 - of leadership imperative, 90–91
- Transcendent self, 86
- Transcendent-level needs (*see also* Individual-level needs; Group-level needs)
 - bigness component of transcendence, 73–81
 - cosmological significance component of transcendence, 81–88
 - fear of death, 57–58
 - heroic leader, 60–61
 - mystery component of transcendence, 67–73
 - mythology as imperative, 61–67
 - personal heroism, 59–60
 - transcendence, 55–56
- Transcending leadership, 108
- Transformational leadership, 32–34

- Transforming leadership,
37–38
- Trust, 31
- US Constitution (1787),
19
- Village Above the Clouds,
The*, 76–77
- Wage slaves, 19
- Warmth, 4, 23, 99
- Well-being, 104
- White Right: Meeting the
Enemy* (documentary
film), 89
- Wholeness, 99, 101
- Wizard of Oz, The* (film),
76