

INDEX

- Abusive singular leadership, 86, 95, 98
Adaptive cultures, 270
Advice networks as influence networks, 304–308
Affirmation of identities, 147–148
Altruistic singular leadership, 86, 88, 91–92, 96
Ambidexterity, 102
Ambiguity, 5, 23, 40, 128, 160, 229–230, 258, 261
Anatomy, 302
“Anti-prototypical” characteristics, 207
Apple Computer, 264–265, 273
“Apple Way”, 100
Appropriability, 305
Attraction, selection, and attrition (ASA) processes, 101
Attribution, 145
Attribution of charisma, 4–5, 31, 134, 136, 143, 179, 181, 230, 244–245, 258–259, 264, 318
Attribution-based explanations, 134
 attribution as mediating mechanism, 136–137
 charisma as mere attribution, 134–136
Audiences, 36
Authentic leader(ship), 52, 57–58
 development, 52
 as finding cause, leadership development, 62
 as learning from experience, leadership development, 62–63
 life-stories as basis of leader authentication, 65–67
 life-stories in development of, 59–61
 from life-story approach, 67–71
 natural process, leadership development as, 61
 non-leaders, 63
 self-development as development of life-story, 63–65
 out of struggle, leadership development, 61–62
Authenticity, 66, 72
Bass’s theory of transformational leadership, 227
Behavioral process (*see* Co-creation process)
Behaviors, 237–239
 charismatic leader, 128, 138, 140–141, 146–148, 157, 180
 empowering, 147
 follower citizenship, 179
 generic leadership, 256
 leader’s verbal, 32
 organizational, 3
 pro-social, 144
 proactive behavior of seeking advice, 306
 signaling, 111
 transactional, 232–233, 265
Bureaucracy, 100, 269
Charisma, 118, 157, 170, 178, 180, 191, 225–226
 as awe arousing centrality, 133–134
 charisma and citizenship, 185
 congruence and, 183–184
 convergence of, 112–114
 as mere attribution, 134–136
 origin in sociology, 111–112
 Pygmalion and, 119

- as recruitment of followers' self-expressive motivations, 137
- Charismatic leader(ship) (*see also* Leader(ship)), 3, 10, 31–32, 39, 78–79, 128–129, 132–134, 137, 141–142, 147, 154, 157, 178–183, 228, 261, 273
- behaviors, 128, 138, 157, 180
- charisma and citizenship, 185
- charismatic leader-follower relationship, 157–158
- congruence, 183–184, 190–191
- content analysis, 236–237
- discriminant analyses, 240–241
- distance, ambiguity, and romance of leadership, 229–230
- distance, consideration, and support, 233–234
- distance, familiarity and leader idealization, 228–229
- distance, transactional behaviors, and trust in leader, 232–233
- distance, vision, rhetorical skills, and personal example, 234–235
- distance and leader categorization, 231–232
- leader effects, 239–240
- Meindl's criticism, 246–247
- method, 185–187
- organizational conditions for, 22–24
- organizational identification, 182–183, 192
- results, 187–190, 237–241
- sample and data collection, 235–236
- self-concept theory, 178–179, 190
- self-implicating effects, 15–18
- social contagion model, 136
- study, 235–237
- suggestions for further research, 247–248
- summary and interpretation of findings, 242–246
- theories, 156
- traits and behaviors, 237–239
- Charismatic Pygmalion, 119
 - and charisma, 119
 - charisma's origin in sociology, 111–112
 - convergence of Pygmalion and charisma, 112–114
 - dark side of leadership and bad charisma, but not bad Pygmalion, 118
 - follower's role, 114
 - followers' influence on leaders, 114–115
 - means efficacy, 117–118
 - methods, 115–116
- Charismatic relationship, 127, 153, 155
 - attribution-based explanations, 134–137
 - charisma as recruitment of followers' self-expressive motivations, 137–140
 - charismatic leadership, 128–129
 - comparing explanations, 140
 - consequences of, 169–170
 - formation, 160–163
 - leader behaviors, 140–141, 146–148
 - mediating processes, 145–146
 - motivational assumptions
 - underlying explanations, 141
 - nature of psychological attachment to leader, 141–145
 - psychoanalytic explanations, 129–132
 - self-perceptions, 145–146
 - sociological-symbolic explanation, 133–134
 - types, 158–160, 172
- Charismatic rhetoric study, 46–48
- Chief executive officer (CEO), 208
- Claiming process, 212
- Clan mode of governance, 269
- Classical identification (*see* Personal identification)

- Climate for engagement, 90–95
- Co-construction process
 - (see Meaning-making process)
- Co-creation process, 136, 213–216
- Coding categories, 252–254
- Cognitive engagement, 91
- Cognitive reduction, 298
- Cognitive theory, 12
- Collective efficacy, 145
- “Collective followership” practices, 211
- Collective identity, 181
- Collectivistic orientation, 144–145
- Commitment, 26n3, 35
 - moral, 17
 - personal, 17
 - unconditional, 139
- Competence, 168
- “Conditions of trust”, 232–233
- “Confidence”, 113
- Congruence, 190
 - and charisma, 183–184
- Connectivity, 308
- Construal level theory (CLT), 284–286, 291
- Content analysis (see also Jackson speech, content analysis of), 11, 32, 46–47, 226, 236–237, 244
- Contingency model, 155, 294
- Controls, 186
- Cooperative climates for engagement, 91, 96
- Cross-validation, 240
- Cultural myths, 260

- Descriptive action verbs (DAV s), 289
- Discriminant analyses, 240–241
- Discursive perspectives, 215
- Distance, 228–229, 231–234
- Distance, 284–285
- Dukakis’s speech, 45–46
- Dyadic approach, 156
- Dynamic climate for engagement, 91–92, 96

- Emergent leadership, 299–302
- Emotional distance implications on leadership, 284, 291
 - leadership and distance, 284–285
 - perceptions of leaders, 286–287
 - psychological distance, 285–286
 - reasons for sense of distance and closeness, 292
- Emotional/emotions, 286–287
 - close leaders, 288
 - distant leaders, 288–289
 - engagement, 91
 - events, 287
- Empowerment, 167–168
 - behaviors, 147
 - individuals, 168
 - of charismatic leader, 167–169
 - of followers, 138
 - personalized, 171
 - socialized, 171
- Engagement climate, 91, 96, 98, 101
- Enthusiasm, 22–23, 48, 113
- Exchange theory, 12
- Exchange-based leadership, 268
- Expectations, 112–114
- Experimenter effect, 110
- “Expressive” orientation, 22
- External efficacy, 117

- “Fashionable scripts”, 212
- Fire metaphor, 158
- Fitness principle, 302
- Focused climate for engagement, 91, 97
- Follower(ship), 95, 158, 170–171, 179, 191, 199, 201, 211, 215
 - antecedents, 201
 - attributes, 21–22
 - charismatic leader-follower relationship, 157–158
 - citizenship behavior, 179
 - consequences of charismatic relationships, 169–170
 - empowerment of charismatic leader, 167–169

- identity, 207
- implications and opportunities
 - for theoretical extension, 170–173
- influence on leaders, 114–115
- leader's identification with, 41–42
- leadership, 153–154
- moderator, 202
- organizational identification, 186
- outcomes, 201
- positioning in leadership construct, 200–202
- references to self-efficacy, 43
- research, 198
- responses to charismatic leadership, 166
- role, 114, 153, 155–157, 207
- self-concepts, 20–22, 154–155, 160–163
- self-expressive motivations, 137
- susceptibility to charismatic influence, 163–165
- theory, 196, 198, 202
- types of charismatic relationships, 158–160
- “Form follows function” rule, 302, 308*n*3
- Formalization phase, 264
- Frame alignment, 19, 35, 180
- Frequency and time, 98–100
- Freudian theory, 130–131
- Fundamental attribution error (*see* Cognitive reduction)
- Generative singular leadership, 86, 92–93
- Generic leadership behaviors, 256
- GLOBE study, 256
- Great Man theory, 81–82
- Greiner's model, 264–265
- Group prototypical leaders, 183
- “Group-focused” leadership, 114
- Harmonious self-concept, 98
- Harmonized orientation, 317
- “Heroic leadership” stereotype, 154
- High-level construal, 285–286, 290
- Higher-level leaders, 275
- Humble leadership, 88
- Hybrid configuration, 307
- Ideal leader, 119, 132
- Identity/identification, 59, 91, 141
 - affirmation of, 147–148
 - collective identity, 39–40, 181
 - construction process, 212–213
 - elasticity or extensions, 87
 - follower, 207
 - formation and affirmation, 147–148
 - identities, 21–22
 - leader–follower identity
 - construction process, 213
 - organizational, 91–92, 182–184, 191
- Image-building activities, 275
- Impact, 168
- Implicit followership theories (IFTs), 207
- Implicit leadership theories (ILTs), 231
- “Individual-focused” leadership, 114
- Individualistic orientation, 144–145
- Individualized consideration, 227
- Inspirational leadership, 10
- Instrumental orientation, 22
- Instrumental singular leadership, 86, 94
- Inter-follower processes, 146, 247
- Interaction analysis, 213–215
- Internal resources, 117
- Internalization, 141
- Interpersonal expectancy effect, 111
- Interpretative action verbs (IAV s), 289
- Intrinsic valence of effort, 15
- Jackson speech, content analysis of, 37
 - collective identity, 39–40
 - leader's identification with followers, 41–42

- references to followers' self-efficacy, 43
 - references to history and tradition, 38–39
 - references to hope and faith, 42–43
 - references to values and moral justifications, 42
 - reinforcing collective efficacy, 40
- Jackson's speech to National Convention of Democratic Party in (1988), 36–37
- Job engagement, 91

- Language, 46, 198, 201, 210, 212, 215–216, 234, 289
- Leader charisma (*see* Charismatic leader(ship))
- Leader-centric approaches, 3, 202, 204
 - of charismatic leadership, 163
 - to collective leadership, 1–6
- Leader-member exchange approach (LMX approach), 155–156, 199, 301
- Leader(ship) (*see also* Charismatic leader(ship)), 3, 54, 112–114, 136, 153, 163, 170, 179, 180, 182, 191, 199, 227, 284–285, 316
 - antecedent, 202
 - approaches to leadership research shifting, 81–85
 - behaviors, 10, 14, 18–19, 146, 155, 181, 235
 - categorization, 164, 231–232
 - as cause, 62
 - change, 272
 - co-creation, 213, 215
 - crisis, 264
 - current and future, 319–322
 - dark side of, 118
 - demands, 265
 - effects, 239–240
 - emergent, 299–302
 - empowering behaviors, 147
 - follower dependence *vs.* autonomy, 143
 - followers' influence on, 114–115
 - formation and affirmation of identities, 147–148
 - as ideal object, 131–132
 - idealization, 228–229
 - identification with followers, 41–42
 - individualistic *vs.* collectivistic orientation, 144–145
 - leader superiority *vs.* similarity, 147
 - leader's vision, 146
 - as learning from experience, 62–63
 - life-stories as basis of leader authentication, 65–67
 - as natural process, 61
 - nature of psychological attachment to, 141
- OCB, 180
- organizational identification, 186
- organizational level and distance from followers, 273–276
- outcomes, 201
- paradigms, 299–301
- positioning followership in leadership construct, 200–202
- as primal father, 130–131
- rhetoric, 31–32
- romance of, 135
- scholars, 78
- self-concept, 86, 142–143, 168
- Shamir's work, 316, 318
- structural approach in leadership research and connection to functionality, 302–308
- out of struggle, 61–62
- styles, 90
- substitutes to leadership theory, 155
- succession, 271–273
- theory, 10, 78–79, 156
- in transformation, 298
- uncritical acceptance and unquestioning obedience, 144

- variables, 247
- verbal behavior, 32
- Leader–follower
 - frame alignment, 35–36
 - identity construction process, 213
 - relationship, 2, 4
 - role switching, 208
- “Leadership Today”, 1
- Life-stories approach
 - authentic leaders and authentic leadership, 52–58
 - authentic leaders from, 67–71
 - in development of authentic leaders, 59–67
 - practical implications, 67
 - research implications, 71–73
- Lincoln myth, 44
- Linguistic category model (LCM), 289
- Los Angeles Times*, 37
- Low-level construal, 285
- Lower-level leaders, 274–275

- Managerial implications, 102–103
- Many-on-many (M:M), 301
- Market, 269–270
- Meaning-making process, 208–212
- Meaningful realities, 209
- Means efficacy, 117–118
- Measurement model, 186
- Mechanistic organizations, 268
- “Mechanistic” structure, 267
- Mediating processes, 145–146
- Meindl’s criticism, 246–247
- Mode of governance, 268–271
- Moral commitment, 17
- Moral superiority, 147
- Motivational effects (*see also* Charismatic leader(ship))
 - assumptions, 12–14
 - effects on followers’ self-concept, 20
 - empirical evidence, 10–11
 - follower attributes, 21–22
 - leader behavior, 18–19
 - organizational conditions, 22–24
 - problem, 11–12
 - self-concept as intervening variable, 20–21
 - self-implicating effects, 15–18
 - theory, 14
- Motivational theory, 33, 270
- Multifactor Leadership Questionnaire, 129
- Multilevel path analysis, 186, 188

- Narcissistic explanation, 131–132, 147
- Nations, 13
- Natural process, leadership development as, 61
- Nature of psychological attachment to leader, 141–145
- Neo-charismatic approaches, 3
- Network analysis approach, 303
- “Neutron Jack”, 100
- New York Times*, 36
- Non-adaptive cultures, 270
- Non-charismatic leaders, 181
 - effects, 33
 - followers role, 155–157
- Non-leaders, 63
- Non-transformational leaders, 54

- Objective distance, 284
- Occupations, 13
- Oedipal explanation, 132
- Office charisma, 231
- One-on-many (1:M), 301
- One-on-one (1:1), 301
- Organic organizations, 268
- Organic structure, 268
- Organizational and contextual influences, 255
 - crisis and charismatic leadership, 257, 259
 - leader organizational level and distance from followers, 273–276
 - leader succession, 271–273
 - situational strength, 261–262

- values representing by
 - organizational goals and tasks, 276
- Organizational citizenship
 - behavior (OCB), 178, 181, 186
 - leader, 180
- Organizational/organizations, 13
 - advice networks as influence networks in, 304–308
 - behavior, 3
 - conditions for charismatic leadership, 22–24
 - culture, 101, 268–271
 - environment, 260, 262–263
 - goals and tasks, 276
 - identity/identification, 91–92, 182–184, 191
 - leadership, 10
 - leadership theories, 157, 226
 - life-cycle stage, 263–265
 - network analysis, 308*n*4
 - outcomes, 96–98
 - processes, 83
 - structure, 267–268
 - task, 23
 - technology and tasks, 265–267
- Pathological personalized orientation, 317
- Peer leadership, 114
- Peer-to-peer leadership, 114
- Perceived charisma, 186, 189, 190
- Perceptions of leaders, 286–287
- Personal charisma, 231
- Personal commitment, 17
- Personal identification, 20, 141, 143, 159, 190
- Personalized charismatic leadership, 90, 169
 - relationship, 166
- Personalized empowerment, 171
- Personalized leader, 164
- Personalized orientation, 317
- Personalized relationships, 153, 155, 159
- Position-based perspectives, 202
 - co-production view, 205
 - leader-centric perspective, 202, 204
 - leader-centric view, 204
 - reversing lens, 204, 205
 - role-based view in followership, 204–208
- Positive correlations, 232
- Post-heroic leadership, 299
- Preserving distance from soldiers, 287
- Pro-social behavior, 144
- Proactive behavior of seeking advice, 306
- Process perspectives, 208
 - co-creation process, 213–216
 - combining views, 216–217
 - identity construction process, 212–213
 - leader/follower identity construction view, 212
 - meaning-making process, 208–212
- Productive narcissists, 89
- Projection, 130
- Prototypical follower characteristics, 207
- Prototypical leader, 164
- Psychoanalytic explanations, 129, 147
 - charismatic leadership, 129–130
 - of charismatic leadership, 258
 - Freudian theory, 130–131
 - narcissistic explanation, 131–132
- Psychological/psychology
 - distance, 285–287
 - Pygmalion's origin in, 109–111
 - safety, 91
- Pygmalion
 - convergence of, 112–114
 - effect, 4, 109–110, 115–116, 169
 - leadership, 317
 - origin in psychology, 109–111
 - theory, 112
 - upward, 114, 115
- Pygmalion-in-Management theory, 111
- Pygmalion-in-Reverse, 114

- “Ratio of behaviors/traits”, 291
- Reductionist approaches, 303
- Reflected best self (RBS), 69
- Reflection process, 68
- Reinforcement theory, 12
 - collective efficacy, 40
- Relational focus, 198
- Relational leadership perspectives, 300
- Relational outcomes, 201
- Relational theories, principles of, 304
- Relational–construal models, 2
- Relationship-Based Approach to Leadership, 156
- Reversing lens in leadership, 196–197, 204–205
 - alternative ways of positioning followership, 203
 - balanced view, 202–217
 - challenges, 197–202
 - position-based perspectives, 202–208
 - positioning followership in leadership construct, 200–202
 - process perspectives, 208–217
- Reward power, 233
- Rhetoric of charismatic leadership, 3
 - content analysis of Jackson speech, 37–43
 - lack of transactional elements, 45–46
 - leader–follower frame alignment, 35–36
 - representativeness of speech, 43–45
 - study of charismatic rhetoric, 46–48
 - theory, 33–35
- Rhetorical skills, 234–235
- Role conduct, 268
- Role modeling, 18–19, 35, 180
- Role orientation, 206–207
- Role-based approach, 207
- Role-based view in followership, 204–208
- Role-person merger, 65
- Romance of leadership, 135, 163, 229–230
- Root mean square error of approximation (RMSEA), 186
- “Schemata of interpretation”, 19, 35, 180
- Seeking advice, 305–306
- Self-attribution process, 17
- Self-clarification, 65
- Self-complexity theory, 89
- Self-concepts, 13, 33, 158, 160
 - attributes, 54
 - based explanation, 137, 142–143, 147–148
 - based motivational theory of charisma, 178, 180
 - based theory, 144, 183, 185
 - clarity, 55, 65
 - as foundational source for singular leadership, 86–90
 - as intervening variable and further effects on followers, 20–21
 - life-stories as source, 59–60
 - orientations, 317
 - theory of charisma, 178–179, 181, 190, 192
- Self-concordance, 55, 65
- Self-consistency, 13, 16, 34, 38
- Self-determination, 168
- Self-development as life-story development, 63–65
- Self-efficacy, 16, 111–114, 117, 145
 - beliefs, 240
- Self-esteem, 13, 15–16, 33, 113, 138, 145, 160
- Self-evaluation, 13, 34
- Self-expression, 16, 33–34, 55, 65
- Self-fulfilling prophecy (SFP), 109–110
- Self-implicating effects of charismatic leadership, 15–18
- Self-justifications, 17
 - life-stories as, 60–61
- Self-knowledge, 65

- life-stories as source, 59–60
- Self-perceptions, 145–146
- Self-resolution, 55
- Self-worth process, 16, 33, 138, 145
- Servant leadership, 88
- Shared followership, 214–215
- Shared leadership, 91, 102, 215
- Shared responsibility (*see* Shared leadership)
- Signaling behavior, 111
- “Significant others-based configuration”, 307
- Singular leadership, 81
 - alternative forms, 85–86
 - CEO effect, 80
 - charismatic leader, 79
 - climate for engagement, 90–95
 - connection between singular and shared leadership, 102
 - contextual considerations, 100–101
 - effects, 90
 - frequency and time, 98–100
 - future theory and research implications, 98
 - leadership scholars, 78
 - managerial implications, 102–103
 - organizational culture, 101
 - organizational outcomes, 96–98
 - paradoxes, 102
 - relationship with performance, 101
 - self-concept as foundational source for, 86–90
 - shifting approaches to leadership research, 81–85
- Situational strength, 261–262
- Social attraction, 165
- Social capital, 306
- Social construction, 197, 206
- Social contagion, 136, 146, 163, 247
- Social distance, 114, 228
- Social identification, 20, 79, 143, 159, 178
- Social identity theory of leadership, 165, 182
- Social network analysis (SNA), 6, 302
 - in service of leadership research, 303–304
- Socialized charismatic leadership, 88
 - relationships, 166, 169–170
- Socialized empowerment, 171
- Socialized orientation, 317
- Socialized relationships, 153, 155, 159
- Socialized/personalized continuum, 87
- Sociology
 - charisma’s origin in, 111–112
 - sociological-symbolic explanation, 133
- “Solo leader”, 298–301, 307
- “Solo performers”, 318
- Speech representativeness, 43–45
- Standardized root mean square residual (SRMR), 186
- State verbs (SVs), 289
- Structural approach in leadership research and connection, 302
 - advice networks as influence networks, 304–308
 - SNA in service of leadership research, 303–304
- Structural leadership, 302
- “Substitutes for leadership” theory, 262
- Time, 98–100
- Toxic climates for engagement, 91, 97–98
- Traditional configuration, 307
- Traditional leader-follower relationships, 157
- Traits, 237–239
 - theory, 304
- Transactional behaviors, 232–233, 265
- Transactional elements lack, 45–46
- Transformational effects of charismatic leadership, 12, 34
- Transformational leader(ship), 10–11, 52, 54, 85, 93, 112–113, 128, 144, 190, 226–227, 232
- Transforming leadership, 158

- Trust in leader, 232–233
- Two-level measurement model, 186

- U.S. Presidents' charisma, 258–259
- Unconditional commitment, 139
- Uncritical acceptance, 144
- Unquestioning obedience, 144
- Upward Pygmalion, 114–115
- Utopian images of future, 234

- Value
 - follower, 21–22
 - internalization, 20, 143
 - value-oriented individuals, 173
- Vision, 234–235
- Visionary leadership, 10–11, 234
- Volatility, uncertainty, complexity, and ambiguity (VUCA), 297