## Index

Abstinence, 117	distal, 11–12
Accountability, 109, 112–113,	proximal, 12
117, 119	Authentic Action Wheel, 187
Action-orientation, 112, 114,	Authenticity
118, 119	defined, 46
Adelphia, 254	as leadership trait across
Aditya Birla Group, 100	cultures, 48–50
Agony, 108	Authentic leadership, 46–48,
Alaska Indian/Native Americans	114, 186–188
(AI/NA), 23, 24, 26–30,	communication, cross-
32, 33, 35	cultural dimensions of,
Altruistic love, 149	41–60
American Association of	developmental perspective of,
Colleges and Universities	47
(AAC&U), 226	intrapersonal perspective of,
Anglo cluster, 42, 46, 50–54	47
American model	relational perspective of, 47
compatibility within,	Authority
55-57	charismatic, 131–132
limitations of, 59–60	rational-legal, 130-131
respondents' reflections, 55	traditional, 131, 133-135
Anoushiravan, Khosrow, 109	types of, 130–133
Aravind Eye Care, 115–116	Aversion towards sense objects,
Arcelor Mittal, 100	108
Ardeshir I, 109	Avoidance, 189
Aristotle, 7, 72, 186	,
Arrogance, 113	Bakhtin, M.M., 188
Arthur Andersen, 254	Bank of America, 221
Articulation, 170	Benevolence, 64, 65, 75–78,
Assertiveness, 46	114, 264, 265, 267–269
Association of American	Bentham, Jeremy, 166
Colleges and Universities	Bhagavad Gita, 108, 109
(AAC&U), 289	Bias, 288
Attributes of leadership	Birla, 115

Bonaparte, Napoleon, 15	Communalism, 64, 72, 76
Boren, David, 215, 216	Communal leadership, 67
Buddha, 7	Communication
Buddhism, 114	Eastern style, 73
Bull, Sitting, 33	skills, 42, 242
, 6,	Western style, 73
Calhoun, John C., 215	Compassion, 30–31, 67, 109,
Campus inclusion and	114, 116, 117, 262
community at U.S.	Conceptualization skills, of
colleges and universities,	culturally competent
violations of, 214–217	administrators, 290
Capitalism, 120–121	Confrontation, 189
Caring, 169	Confucian Asia cluster, 42, 46,
Caring of others, 119–120	50-54
Ceremony, 26	American model
Character development, 148	incompatibility within,
Charismatic authority,	57–58
131–132	limitations of, 59–60
Charismatic leadership, 114,	respondents' reflections, 55
258, 323	Confucianism, 114, 144
Christianity, 136	Confucius, 7, 72, 74
Christian Zheng Sheng College,	Confucius leadership, 70–72,
156	76–78
Chung, Po, 144, 147	Consequentialist principles,
Churchill, Winston, 7, 15	166
Civility, 279	Consequentialists, 166
Civil Rights Movement, 214	Contentment, 117
Cloud, Red, 33	Contingent reward behavior,
Coca-Cola, 221	259
Cognitive capacities, 11	Cooperative Institutional
Collaboration for mutual	Research Program
beneficence, 65	(CIRP), 224
Collaborative leadership, 67,	Corporate Executive Board
295–296, 298	(CEB), 88
Collective identity, 68, 76	Correctness of living. See
Collectivism, 24–27, 73	Confucius leadership
defined, 23	Courage, 74, 112, 187
horizontal, 26, 34, 35	Crisis, defined, 218
versus individualism, 45	Crisis diversity leadership,
in-group, 46	221–225
societal, 46	create and support pipelines.
vertical, 26, 34, 35	224
See also Indigenous	dialogue expertise,
Collectivism Mindset	224–225
(ICM)	diversity audits, 223
	•

as institution-wide	Determination, 5, 10
imperative, 223	Developmental perspective of
protest protocols, 224	authentic leadership, 47
Crisis leadership, 218–220	Dialogue expertise, 224–225
Critical analysis, 308–309	Diop, Cheikh Anta, 8–9
Critical leadership theory	Diplomacy, 32–33, 242
current terrain of, 309–310	Disagreement, 96
Critical race theory	Discipline, 7
tenets for addressing,	Discrimination, 288
310–314	Disintegration, 132
Cross-cultural competence, 240	Dispositional qualities, 11
Cruelty, 113	Distal attributes of leadership,
Cultural acceptance, 288	11–12
Cultural acknowledgement, 288	Distributed leadership, 65, 145
Cultural action, 288	Distributive justice, 167
Cultural awareness, 288	Diversity audits, 223
Cultural competence, 242	Diversity crisis model, 222
dimensions of, 284–288	Diversity leaders
promotion of, 282–283	characteristics of, 291–292
Cultural differences, 43–46	as promoter of cultural
social classes, 44	competence, 292–294
time, 44–45	Diversity leadership, 220–221
Cultural Dimension Theory, 45	crisis. See Crisis diversity
Cultural expectations for	leadership
leadership, 172–174	Dramaturgical approach to
Cultural intelligence, 238	human interaction,
Culturalist approach to Muslim	129–130
leadership, 127	Duty, 76
Cultural sensitivity, 279, 288	Duty, 76
	Fastern worldview of virtues
Cultural values, 145, 164	Eastern worldview of virtues, 72–76
Culture, 7–8, 24, 43–46, 285–286	
	Ebbers, Bernie, 254
defined, 44	Educational equity, 170
influence and, 90–91	Educational leadership, 190
Customs, 26	Elite leadership, 150, 151–153
D. (1.1) 1 1 1 1	Empathy, 149, 262, 269
Data-driven decision-making,	Enron, 47
279	Equity-mindedness, 226
Debate, 96	Ethical attitude, 267
Decision-makers, 168, 169	Ethical behavior, 279
Demographic diversity, 59	Ethical failure, 256
Deontological principles, 166	Ethical leadership, 148–149,
Deontologists, 166	174, 269
Depersonalization, 128	characteristics of, 164–169
Descartes, Rene, 94	Ethics, 7, 164, 166, 262, 264

Ethnic identity, 23–24, 145	project, 42, 45–46,
Ethnicity, 43, 217	50-60, 107, 114
European Agency of	GlobeSmart Assessment Profile,
Fundamental Rights, 126	95, 96
Exemplification, 130	Godrej Consumer Products, 115
	Grameen Bank, 115, 116
Faculty leadership, 176, 177	Great man theory. See Trait
Fairfield University, 215	theory of leadership
diversity-related incidents,	Gross Domestic Product (GDP),
214	143
Fairness, 109, 115	Grounded theory, 183, 184,
Faith, 149	189, 193
Far-Eastern leadership	Group identification, 128
compared with Indo-	Group orientation, 74
European Leadership,	
113–115, 117	Harmony, 73, 74
Fastow, Andrew, 254	Hierarchical relationships, 74
Femininity versus masculinity,	Hogan assessment, 242
45	Hollander's theory, 237
Filial piety, 74	Honesty, 65, 74, 76, 108, 149,
Follower relationship,	187, 264, 266
leadership as, 126	Honoring commitments, 187
Followers, 7, 22, 111	Hope, 149
Forbearance, 108	Horizontal collectivism (HC),
Forgiveness, 30–31	26, 34, 35
Franco, Francisco, 44	Horizontal individualist (HI),
Free Speech Movement, 214	26
Fung Service Leadership	Hubris, 113
Education Initiative, 154	Humaneness, 76
Future orientation, 46	Humane orientation, 46
	Humanism, 264
Gandhi, Mahatma, 7,	Humanness, 67
108–109, 115	Human terrain, 238
Gates, Bill, 15	Humility, 30, 42, 68, 76, 108,
Gender, 7	109, 113–114, 116,
egalitarianism, 46	187, 242
identity, 217	flexible versus
Generosity, 29, 68, 74, 112,	monumentalism, 45
269	
Genocide, 288	IBM, 45
Global Youth Leadership	Identity
Program, 156	collective, 68, 76
GLOBE (Global Leadership and	ethnic, 145
Organizational Behavior	gender, 217
Effectiveness Research)	racial/ethnic, 23–24

Immoral leadership, 255–256	in modern India, 115–116
Inclusive command	principles of, 110–113
environment, creation of,	roots of, 107–110
235-236	Western organizations,
Inclusive excellence, 288–290	applications of, 116–120
Inclusive leaders, development	Indulgence versus restraint, 45
of, 241–243	Influence
Inclusive leadership, 4, 15, 65,	culture and, 90–91
70	as global leadership
cultural challenges to, 241	framework, 88
implications for, 243–244	implications of, 101–102
organizational challenges to,	mix, 92–93
241	relational, 92, 98-101
qualities of, 236–241	structural, 92, 96–97
Inclusiveness, 67	verbal, 91, 93, 94–96,
India	99–101
Indo-European Leadership,	Infosys, 115
108–109, 115–116	In-group collectivism, 46
India Railway system, 115	Innovation, 118, 266, 267
Indigenous Collectivism	Innovative leadership, 5, 6
Mindset (ICM), 21–36	In-process-oriented life, 196,
advances to, 34–35	198–200
compassion, 30–31	Inspiration, 262
diplomacy, 32–33	Institutional diversity, 214–217
forgiveness, 30–31	Institutionalization, 132–133
generosity, 29	Instrumental compliance, 259,
humility, 30	260
individuality, 33–34	Integrity, 5, 10, 64, 78,
people involvement, 31–32	111–112, 114, 117,
relationship, 27–29	118–119, 261, 262,
respect, 30	264, 266, 269
Individualism versus	moral, 75–76, 78
collectivism, 45	Intelligence, 5, 10
Individualistic triumph over	Intelligence Preparation of the
adversity, 42	Battlespace, 236
Individuality, 33–34	Interactional justice, 167
Individual leadership, 65–70	Interdependence, 68, 76
Indo-European Leadership	Internalization, 259, 260
(IEL), 105–121	Interstate Teacher Assessment
compared modern leadership, 113–115	and Support Consortium
	(InTASC), 289
compared with Far-Eastern, 113–115, 117	Intrapersonal perspective of authentic leadership, 47
implications for practice,	Invisible hand, 121
116–120	Iran
110-140	11 4 11

Indo-European Leadership, 109–110	Life giving, 5, 6 Loyalty, 74
Islamic leadership. See Muslim leadership	MacArthur, Douglas, 240–241
Ithaca College, 215 diversity-related incidents,	Machiavelli, Niccolò, 111, 114
214	Mahindra, 100
	Malice, 113
Jobs, Steve, 15	Managerialist logic of
Johnson, Ellen Sirleaf, 12	leadership justice, 167
Justice, 67, 109, 115, 187	Mandela, Nelson, 68–70
distributive, 167	Manufacturing economy versus
interactional, 167	service economy,
procedural, 167	144-145
social, 164	Masculinity versus femininity, 45
Kant, Immanuel, 71–72, 164	Médecins Sans Frontières
Kekula, Fatu, 5, 12	(Doctors without
Kindness, 74, 78, 109,	Borders), 236
112–114, 116,	Melbourne Business School
119–120, 149	Asia Pacific Social Impact
Kinship, 74	Center, 324–325
Knowledge	Mencius, 72
seeking, 109	Mental Complexity assessment
tacit, 12–14	242
Koslowski, Dennis, 254	Meritocracy, 311, 312
Kouzes, James, 261	Micro-Financing, 115
Kung Fu Zu, 74	Military dictatorship, 44
	Mill, John Stuart, 166
Language, 26	Model of leader traits and
Lao Tzu, 72	leadership, 11–12
Lay, Ken, 254	Moderation, 109
Leaders, 7, 22, 67, 100, 111	Moderation, 112, 114, 119
inclusive, 241–243	Modern leadership
responsibilities of,	compared with Indo-
260–262	European Leadership,
values of, 260–262	113–115
Leadership, defined, 150, 323	Modesty, 108
Leadership as Enabling	Monumentalism versus flexible
Function, 65–66	humility, 45
Leadership as Gardener, 66	Moral distress, 164, 176–178,
"Lean In" feminism, 314	180 Manual internity 76, 78
Legitimacy, 112, 131, 132	Moral integrity, 76, 78
Lehman Brothers, 47 Lǐ (gracious behavior), 75	Morality, 68, 71, 76, 146, 150 Moral perspectives, 237
LITERACIOUS DENAVIORI, / 3	ivioral derspectives, 2.5 /

Motives, 11	Organizational diversity,
Multinational military	190–191
operations, 233–246	Organizational structure, 168
Muslim leadership, 125–138	Orientation
challenges to, 135–137	future, 46
charismatic authority,	humane, 46
131–132	performance, 46
culturalist approach to,	performance, to
127	Pacific Partnership, 239
new identity dynamics of,	Passivity, 112
135–137	Path-Goal model, 257
postcolonial legacy in	Peace, 74
traditional authority,	Peking University, 156
133–135	People involvement, 31–32
rational-legal authority,	Perceived Productivity Scale,
130–131	264
reciprocal relationship,	Performance orientation, 46
127–130	Performativity, 309–310
traditional authority, 131,	Perseverance, 187
133–135	Persistence, 74
	Personal agency, 72–74
Weberian approach to, 127 Mutuality, 68, 76	Personal identification, 259,
Myers—Briggs Type Indicator,	260
242	Personal interest, locating,
272	5–6
Nadella, Satya, 117–118	Personality, 11
NATO	Personalization skills, of
multinational military	culturally competent
operations, 234, 235	administrators, 290 Personal stories
Neutrality, 311, 312	
No-gritch mentality, 199,	cross-cultural dimensions of
201–203	to authentic leadership
Nonviolence, 108, 109	communication, 41–60
Nooyi, Indra, 117, 118	Pichai, Sundar, 118
NTPC (National Thermal	Plato, 7, 72, 186
Power Corporation),	Political theory of leadership,
115	316–317
Nzima, Sizwe, 5, 13–14	PolyU, 154, 156
01 1: 404	Posner, Barry, 261
Obedience, 131	Power, 7, 112
Objectivity, 311, 312	Power distance, 45, 46
Organizational commitment,	Prejudice, 288
268-269	Pride, 113
Organizational Commitment	Problem-solving skills, 12, 14
Scale, 264	Procedural justice, 167

Process skills, of culturally	Responsibility, 117, 262,
competent	264-269
administrators, 290	Responsible leadership,
Prosperity, 65	265-266
Protest protocols, 224	Restraint versus indulgence, 45
Proximal attributes of	Righteousness, 76
leadership, 12	Routinization of charisma, 132
Purity, 108, 117	Rutgers University
	diversity-related incidents,
Race, 217	216
Race Relations Act (RRA), 316	
Racial discrimination, 221	Sacrificial service, 187
Racial identity, 23–24	Sandberg, Sheryl, 15
Racial oppression, 315–316	Satyagraha (insistence on truth).
Racio-ethnic leadership,	109
183-207	Satyam, 254
rationale for, 184–185	Schmidt, W. H., 261
Ramalinga Raju, 254	Scientific inquiry, 94
Rationalism, 94	Self-awareness, 237
Rationality, 312	Self-centeredness, 254
Rational-legal authority,	Self-confidence, 10
130-131	Self-control, 108
Reciprocal relationship,	Self-disclosure, 42
leadership as, 126-130	Self-involvement, 254
Red Cross, 235	Self-reflection, 173
Reddy's Laboratories, 115	Self-transformation, 148
Relational dialectics,	Sense of duty, 187
188-190	Sense of interrelatedness, 67
Relational influence, 92,	Sense of justice, 187
98-101	Servant leadership, 114, 148,
Relational leadership, 67	242, 295, 298, 323
Relational perspective of	Service economy, 143–157
authentic leadership, 47	distinguished from
Relationship, 27–29, 73	manufacturing economy,
defined, 23	144-145
follower, 126	Service leadership,
reciprocal, 126-130	143-157
Reliance, 100	education, in Hong Kong,
Religiosity, 112	154-157
Religious diversity governance,	principles of, 150–154
136	Service to Guru, 108
Rén (kind benevolence), 75	Service to others, 114
Repentance, 117	Sexual orientation, 217
Research approach, 88–90	Shahrur, Muhammad, 134
Respect, 30, 78	Shifting center, 86–87

Silk Road Youth Leadership	Sustainable leadership,
Program, 156	294-295, 298
Situational Leadership model, 257	Symbolic interactionism, 129
Situationism, 10–11	Tacit knowledge, 12-14
Skilling, Jeffrey, 254	Taoism, 114
Smith, Adam, 120–121	Tata, 100, 115
Sociability, 10	Terra Incognitae, 65
Social capacities, 12, 14	Theory of utility, 166
Social identity theory, 128, 190	Thoreau, Henry David, 114
Social justice, 164, 169–179	360 assessment, 242
characteristics of, 170	Traditional authority, 131
Social justice organizational	postcolonial legacy,
leader, 163	133–135
differentiation of, 171–172	Traditions, 26
phases of, 172–175	Trait theory of leadership, 3–5
real life examples of,	9–11
175–179	examples, 12–14
Social norms, 64, 78	Transactional leadership, 171,
Societal collectivism, 46	259, 323
Society of Boys' Centres, 155	Transcendentalism, 114
Socrates, 72, 186	Transformational leadership,
Socratic Method, 94	149, 171, 259–260,
Spirited sense of self, 194–197	296, 298, 323
Spiritual leadership, 114,	Transition of leadership,
149–150	85–102
Standard speech, 51	Transparency, 237
Steadfastness, 108	Trust, 149, 264
Stearns, Bear, 255–256	Trustworthiness, 266
Stereotyping, 288	Tzu, Sun, 111, 114
Story speech, 50–51	124, 5411, 111,
Strategic choice theory, 163,	Ubuntu leadership, 65–70,
168–169, 171	76–78
as strategy for climate	<i>Ulama</i> , 126, 133, 134, 137
change, 174–175	Umbuntu, 22
Structural influence, 92,	Uncertainty avoidance, 45, 46
96–97	Uniformity, 73
Substantive rationality, 131	United Nations, 235
Suffering, 108	Unity, 68, 76
Sustainable, culturally	University of Louisville, 215
competent leadership,	diversity-related incidents,
279–302	214
characteristics of, 280–281	University of Maryland, 215
practices, 297, 299–301	diversity-related incidents,
purpose of, 288–289	214
* * ·	

University of Missouri Volkswagen, 47 diversity-related incidents, Vu jádè, 65, 70 214, 216 University of Oklahoma Warring States Period, 74 diversity-related incidents, Washington, George, 15 216 Weberian approach to U.S. Census Bureau leadership 2014 National Population authority, types of, Projections, 284 130 - 133U.S. college campuses, changing Weberian approach to Muslim landscape of, 283-284 leadership, 127 U.S. Navy Welch, Jack, 261 "Fat Leonard scandal,", 237 Western leadership applications of, 76–78 Value-laden Leadership Scale, Western paradigm, leadership 263 - 264as, 6-9, 21 Values, 12, 171, 261–262 Western worldview of virtues, Venkataswamy, Govindappa, 115 - 116Wharton School, 45 Verbal influence, 91, 93, 94–96 Wipro, 115 emphasis on today's global Work-infused journey, 202, matrix, 99-101 204 - 206Vertical collectivism (VC), 26, WorldCom, 254 34, 35 Worldview, 71 Vertical individualist (VI), 26 Victor and William Fung Xi'an Jiaotong University, 156 Foundation, 154 Vietnam War, 214 Yi (moral character), 75 - 76Virtues, 64, 65, 76 Eastern worldview of, 72–76 Yunus, Muhammad, 115 Western worldview of, 72 Vision, 149 Zang, Arthur, 5, 14 Visionary leadership, 297, 298 Zoroastrianism, 109, 115