Contents:

Foreword
Bruce J. Avolio

1. Introduction: Authentic Leadership: Clashes, Convergences and Coalescences
   Donna Ladkin and Chellie Spiller

PART I: GROUNDINGS: HISTORIC, CRITICAL AND SUBJECTIVE PERSPECTIVES

2. Essay: Authentic Leadership and History
   Owain Smolovic Jones and Keith Grint

3. Essay: Authentic Leadership Critically Reviewed
   Mats Alvesson and Stefan Svenningsson

4. Viewpoint: The Authentic Leader Reconsidered: Integrating the Marvellous, Mundane and Mendacious
   Suze Wilson

5. Cameo: A Powerful Antidote: Hannah Arendt’s Concept of Uniqueness and the Discourse of Authentic Leadership
   Rita Gardiner

   Dominik Heil

PART II: BEING TRUE TO THE SELF: FIGMENTS, FRAGMENTS OR FACETS

   Caroline Clarke, Clare Kelliher and Doris Schedlitzki

   Galit Eilam-Shamir and Boas Shamir

9. Essay: Authentic Leadership: Demonstrating and Encouraging Three Ways of Knowing
   Niki Harré

PART III: MARKERS: READING THE SIGNS OF AUTHENTIC LEADERSHIP

10. Essay: Followers’ Assessments of a Leader’s Authenticity: What Factors Affect How Others Deem a Leader to be Authentic?
    Dail Fields

    Joanne B. Ciulla

12. Essay: Authentic Leadership and the Status Trap
    Steven S. Taylor

13. Viewpoint: Why Authenticity is Most Critical in the Virtual Space
    Ghislaine Caulat

PART IV: RELATIONAL SPACES: COMING INTO AUTHENTICITY THROUGH OTHERS

    Ralph Bathurst and Trudie Cain

15. Cameo: Authentic Followership in the Knowledge Economy
    Rob Goffee and Gareth Jones

16. Viewpoint: Responsible Investment and Authentic Leadership
Rodger Spiller

17. Viewpoint: Authentic and Political Leadership: Opposite Ends of the Same Continuum?
B. Parker Ellen III, Ceasar Douglas, Gerald R. Ferris and Pamela L. Perrewé

PART V: AUTHENTICITY AT THE INTERSECTIONS OF IDENTITY AND INSTITUTIONS
18. Essay: Can I Really be Me? The Challenges for Women Leaders Constructing Authenticity
Amanda Sinclair

19. Cameo: Developing Authentic Leadership as a Racial Minority
Doyin Atewologun

20. Cameo: The Challenge for Authentic Leadership in Multi-cultural Settings
Lake Wang and Kim Turnbull James

21. Cameo: Authentic Canadian Aboriginal Leadership: Living by the Circle
Mark Julien, Barry Wright and Deborah McPhee

Yi Han

PART VI: DEVELOPING AUTHENTIC LEADERS
23. Cameo: Spinning Authentic Leadership Living Stories of the Self
David M. Boje, Catherine A. Helmuth and Rohny Saylors

Lauren Zander

25. Cameo: Developing Authentic, Innovative Leaders
Lotte Darsø

26. Essay: So You Want to be Authentic in Your Leadership: To Whom and for What End?
Helen Nicholson and Brigid Carroll

Index