Index

Abolitionist movement, 420,	Anti-prison, 433
421	Arab Spring, 201, 202, 205
Academic institutions, 273	Argumentum ad temperantiam,
Achieving styles	37
connective leadership	Ariyaratne, Ahangamage Tudor,
profiles, 221–222	Dr., 123
nonprofit and profit sectors,	Assimilationism, leadership,
221–222	33–36
Adaptations, 136	Assumptions of key parties, 80
Adaptive Leadership, 129	At-risk populations, 59
during tumultuous times,	Atuwa troupe, 351–352
129–132	Auburn University, 274
Advancing institutional	Aung San Suu Kyi, 85
diversity, strategies	Authentic leadership, 461
for, 296–298	Authentic Leadership Model,
Adverb/verb pairing, 33	325
Affirmative builders, 179	Avolio, B. J., 8
Afghanistan, backlash against	Awareness
women, 232	dramatic shift of, 84
African-American activism, 191	of followers' needs, 197
Age, leadership, 7	
Agile, 256	Baby Boomers, 222
Alakija, Folorunsho, 215	baD. See Basic assumption of
American Civil Rights	Dependency (baD)
Movement, 336	Baku Declaration, 237
America's moral dilemma, 189	Basic assumption of
Anarchist Black Cross, 421	Dependency (baD),
Anarchist organization, 432	197, 199
Anthropocosmical, 163	Wilfred Bion, 196
Anthropologist, 382	Basic assumptions (ba's), 197
Antiauthoritarianism, 419	in three cases of disruption,
Anti-oppression, 422–423	198
measures and practices,	Bazira, Dan, 488
431–432	Behavioral strategies, 108

Behaviour Theory, 9, 80	cultural values, 396
Benefits, inclusion leadership,	Capabilities, 80
17–18	Carmeli, A., 489
Bennett paints, 32	Case study, 274
Bergoglio, Jorge Mario,	Budondo village, 347–352
141–142	Casual communications, 489
Big oil, 403	Casus belli, 203
Bion, Wilfred R., 197	Catholic Church, 143, 148
Bion's basic assumptions,	Catholicism, 143, 148
197-201	Center for Creative Leadership
Bisexual, 140	(CCL), 44, 46, 180
Black leadership, 184	Central Bank, 132
Black Lives Matter movement,	Certain conditions or forces,
191, 195, 204–206	197
Boeing, 747, 381	Challenger, 405
Bottom-up collaboration, 281	Challenges, 50
Bouleversement, 195	Chancellor of Germany, 466
Boundary-spanning leadership,	The Change is Me International
49, 51	(CHIME-IN), 217
Boyce, K., 8	Charismatic leader, 469
Brazil's military dictatorship,	Charismatic theories, 9
352	Child Protective Services, 385
Brett, Jeanne, 86	Child Welfare Team (CWT),
British Aid Agency, 228	385
Buddhism, 159, 163	Chinese culture, 158
in China, 167	Chinese inclusive leadership,
Buddhist monk, 172	metaphysical
Buddhist philosophy, 126	foundation, 165–166
Buddhist principles, 124, 127,	Chinese philosophies, 159
130	Choosing partnership over
Budondo Intercultural Center	patriarchy, 263
(BI Center), 346, 358,	Church of the Brethren, 482
359	City of Vancouver, 410
Budondo Village, 346–352,	Civic leadership, 38
356-359	Civil rights, 50, 180, 183–187
call to action, 359	movement, 181, 190
case study, 347–352	rekindling the legacy,
Bull City Forward (BCF), 51	190-192
Bushe, Gervais, 310	Civil Rights Act of, 1964, 192
Butler, J., 32	Clark, Helen, 464, 471
Byrnes, D., 479	Climate change, 411
	Coaching, 438, 444–446
Campaign team, 363-366	relationships, 438, 444
Campus protests, 287	Coalitions leadership, 185
Canada, 6	Cognitive strategies, 108

Cognitive/psychological/	Conflict, 50
physiological	minerals, 363, 371, 374–376
underpinnings,	resolution, 112
401-404	Confrontation, 279
Collaboration, 88, 442, 443,	Confucian Heaven, 165
477	Confucianism, 159
Collaborative, communities,	Confucius, 160
117	Congo Calling, 369–371
Collaborative leaders, 308	aim, 362
Collaborative members, 105	goal, 377
Collaborative organization, 108	Congolese mining, 369
Collaborative structures,	Connective Era, 210
112-113	Connective Leaders, 210–212
Collaboratives, in developing	Connective Leadership Model,
inclusive leadership	212, 218
practices	Connective Leadership styles,
Collaborative's mission, 113	220
Collective identity, 443	Connective leadership training
Collective leadership, 45	with youth ambassadors,
traditions of, 350–351	217–219
Collinson, David, 328	Connective Leadership TM /
Commitment, 111	Achieving Styles TM
leadership, 13	Model, 211
Communication, 111	Conscious community, 136
norms, 83	Conservative party's platform,
route, 427	396
Community, 180, 181	Constraint relaxation, 400-401
educational programs, 483	Consumer choices, 374–376
leadership, 65, 67, 70–72,	Consumer Protection Act, 374
182, 388	Contemporary campus protests,
members, 103	overview of, 286–288
model, 484	Contingency/Situational
organization, 388	Theory, 9
problems, 486	Cooperation, 486, 489, 491
services, 238	Cooperative Institutional
social action-community	Research Program,
leadership, 184–187	287
stewards, 187	Coordination, 111
Compassionate action, servant	Cottrill, L., 16
leadership, 127	Council on Foreign Relations,
Competitive, 212	233
Complex societies leaders, 80	Counter cultural choices, Pope
Concept of All Things,	Francis, 140
166–167	Creative insight, 406
Conceptualizations, 35	Crisis, 196, 287

Critical leadership framework	dimensions of, 452
emerging dimensions of,	Cross-cultural self-awareness,
332-336	448
concepts in context,	Cross-cultural skills, 14
334-335	Cross-over Leaders, 223
histories/historical	Cultivating inclusion, through
perspectives, 336	grassroots initiatives,
interpersonal interactions,	486-488
333–334	Cultural difference, 215–217
theoretical perspectives,	Cultural diversity, 250
335–336	Cultural intelligence (CQ),
levels of application, 337	15–16
departments/	development, 16
organizations/	Culturally inclusive workplaces
institutions, 337–338	479
instructors/educators/	Culture, leading, 114
trainers, 337	Cultures, inclusive leadership,
Critical Legal Studies (CLS),	484–486
330	
Critical Race Theory (CRT), 31,	Dao, 162
330	Daoism, 159
Critical theory, origins,	Datong, 159, 162
329–330, 336	Decision-making authority, 278
Critical thinking, 286	Decision-making processes, 485
Critical times call, for critical	Declaration, 235
theories, 328-332	Decolonization, 430–432
Criticism, 290	Decolonizing, 423
Cross cultural millennial	Democratic Republic of Congo
behavior	(DRC), 361, 372
transformation, 217	call to action, 376–377
Cross-cultural coaching, 444,	history, 362–363
445	Democratize leadership
Cross-cultural collaborators	capacity, 54
expatriation, 440-441	Demographics, changing, 5
and leadership, 439-440	Den Hartog, D. N., 9
mentoring/coaching,	Denis, Muwanguzi, 356
444-446	Denizen leaders, 83, 85, 86, 91
in practice, 446–452	characteristics and traits, 94
relationships/collaboration,	characteristics/traits of, 93
441-444	contextual intelligence,
setting the stage, 437–439	94
Cross-cultural experiences, 439	ecological/social
Cross-cultural leaders, 440	intelligence, 94
Cross-cultural professional	equity/equality, 94-95
success, 446	inclusiveness, 94

long-term scope/world	Education, open and free,
view, 96	67–69
moral/ethical fibre, 95	Egypt, 205
power of persuasion, 95	Emanuel African Methodist
Dependency, Arab spring case,	Episcopal Church, 50
201–202	Emotional bank accounts, 82
Deshodaya Plan, 133	Emotional intelligence, 15,
Developing inclusive leaders,	257
262–263	Emotional self-awareness, 15
complexity of, 264–265	Empathic leadership, 15
Dialogic change, 306, 310–312	Empowering, meaning,
Dialogue, 286, 293–295	279–282
Direct domain, 212	Engaged scholarship, 314
Disability, 6	Engagement, 266
Discernment, 146	Engaging inclusive, 299
Disidentification, 35	Enlightenment mentality, 158
Disruption, basic assumptions,	Environment, case study,
198	347–352
Distributed approach, 104	E-QUAL, 66
Diversity, 6–11, 274, 280	Equity, 274, 280
assimilation, differentiation	Establishment of a Social Fund
and exclusion, 12	(ESF), 237
Canada, 6	Ethics incorporate, 188
cultural, 250	Eureka effect, 400
education literature, 328	European Union, 470
generational gap, 250–251	Executive Director, 114
problems associated with, 10	Expatriate multiple essential
in workplace, 247	relationships matrix,
Dodd-Frank Wall Street/	447
Banking Reform, 374	Expatriates, 438–441,
Doing more with less, 215	443–449, 451
Dominant social paradigm, 398	773-777, 731
DRC. See Democratic Republic	Fierce urgency of now, 192
of Congo (DRC) Drucker, P. F., 7	Fight/Flight, basic assumption, 203
Durham, tobacco and textiles, 51	Fight/Flight modality, 205
31	Firm's global environment,
Eborly M. P. 9	14 Fisher P 92
Eberly, M. B., 8 Economic and Social Council of	Fisher, R., 82
	Followership justice, 60,
the UN (ECOSOC),	71,75
230	Food and Agriculture
Economic sector divides,	Organisation (FAO),
219–221	245
Ecosystems, 52	Forbes Magazine, 461

Forum Theatre, 346, 347, 349,	Global leader inclusiveness,
351–353, 355, 356,	478-479
358, 359	Global mindset, 14
skit, 352	Global nonprofits, 477, 478
Forward Cities, 51, 52	inclusive nature of,
Forward together, 282–283	479-481
Forward-flexing, 85	organizations, 477, 479
Fostering inclusive innovation	Globalization, 46, 69, 480
broadening, 52-53	Gore, Albert, 157
capacity development,	Graen, G. B., 9
53-55	Gramodaya, 133
in closing, $55-56$	Greenleaf, Robert, 186
entrepreneurship/innovation,	Ground beneficiaries, 373–374
51-52	Group dynamics, 197, 204
into future, 55	Growth mindset, 438, 451
identity/empathy, 47-49	Guardian, of public values,
relationships/networks/	187-189
movements, 49–51	
sustaining, 52–53	Han dynasty, 167
Fostering inclusive leadership,	Harris, B., 317
313	Harris, La Donna, 183
Freire, Paul, 431	Harvard Business Review, 468
Fulbright graduate student	Having Our Say, 281
program, 216	HCNs. See Host country
	nationals (HCNs)
Gandhi of Sri Lanka, 123	Health
Gay, 140	case study, 347-352
Gay, lesbian, transgender,	Heifer international model,
bisexual, and queer	477-491, 481-484,
(GLTBQ) community,	483, 484, 487
192	Heifer International's Annual
Gender, 219–221	Report, 481
Generative leadership,	Helsinki Accords, 231
132–133, 137	Hernandez, M., 8
Generative metaphor, 312	Hero charisma, 249
Geopolitical Era, 210	Hero-leader paradigm, 249
Girl-child education, 349	Higher education, 285–288,
Global age, 44	291, 292, 296–298
Global Citizen Leader (GCL),	Hijab, 232
54	HIV/AIDS, 145, 350, 487
Global development	Hollander, E. P., 12, 13
practitioners,	Holy Thursday, 150
inclusion, 490–491	Homo economicus, 228
Global interdependence, human	Homo reciprocans, 228
interaction, 477	Honest communication, 490

Horizontal leadership dynamics	United Nations Universal
academy structure, 426-427	Declaration of Human
factors that impinge, 426–428	Rights (UDHR), 230
non-reflexivity, 428	Human rights movement,
unaddressed power	231–232
differentials among	Humanitarian leaders, 478
organizers, 427	Humanity, 160–161, 165
Horizontality, 419, 420, 422	Humility, 161–165
Horkheimer, Max, 329	
Host country nationals (HCNs),	ICOPA. See International
437, 442	Conference on Penal
expatriat, 450, 451	Abolition (ICOPA)
mentor, 447	Identity and Violence, 48
relationships, 449	Ignatian discernment, 145, 152
Human geography	Ignatian spirituality, 144
borders/boundaries/barriers,	Ignatius of Loyola, 143, 144,
65–67	148
discussion, 66	Ikeda, Daisaku, 158
Human Resources, 409	IL. See Inclusive leadership (IL)
Human rights, 228–231	Impinge horizontal leadership
Cairo Declaration on Human	dynamics
Rights in Islam, 231	non-reflexivity, 428
Charter of Human and	structure of academy,
People's Rights of	426–427
African states, 231	unaddressed power
contemporary discussions,	differentials, among
230	organizers, 427
critique of, 232–233	Inclusion, 6–11, 274, 280,
Economic and Social Council	310-311, 460, 477,
of the UN (ECOSOC),	478
230	framework, 11–12
groups coordination, 232	for global development
Helsinki Accords, 231	practitioners,
to inclusion, 234–237	490–491
inclusive leadership, 239	leadership, 12–14
inclusive society approach,	benefits and outcomes,
239	17–18
inclusive society, creation,	competencies, 14
237–238	overcoming barriers,
Magna Carta of, 1215,	488–490
230	principles, 314
movement, 231–232	1 • •
NGOs, role of, 233–234	engaged scholarship, 314–315
progress toward inclusion,	leadership as engagement,
238–239	314

learning as	defined, 104
transformation,	developing, 262–263
316-317	for new social order, 123
orientation to possibility,	practices, 288
316	profound persons, 158–161
queering the discourse,	role of dialogue, 293–295
31–33	through collaboratives, 114
Inclusion and diversity in work	empirical examples,
groups, 11	115–116
Inclusion discourse	Inclusive society, 228, 229, 237,
baby and bathwater, 36-39	238
contesting and reconstituting,	Inclusiveness, 94
40	Indianapolis, 51
leadership, 33–36	Ineffective leaders
practitioners of, 38	past assumptions and
Inclusive, 346–347, 420	barriers to insights,
democracy, 236	92–93
leaders, 16, 104, 316,	vs. sensitive assumptions, 92
460–462, 464	Influence processes, 8
developing, 262–263	Informal education, traditions
profiling, 263	of, 350–351
for 21st Century,	Innovation, defined, 45
470–472	Institute of Human Rights, 232
See also Inclusive	Institutional isomorphism, 298
leadership	Institutional leaders, 289
Inclusive leadership (IL), 6,	Instrumental domain, 213–214
12–14, 13, 29–31,	Integrated focus conceptual
36, 37, 103, 107, 125,	model, 401–404
132–137, 139–141,	Integrated focus insight problem
143, 147, 148, 197,	solving, 413
228, 236, 239, 248,	Integrated focus model, for
288, 290, 293,	leveraging insight, 412
367–371, 375, 377,	Integrated focus process, cases
461	of, 404–414
across cultures, 484–486	Integrative problem solving,
applied, 106–107	397–399
basics of, 104–105	Intentional underdevelopment,
benefits and outcomes,	189
17–18	Intercultural competence
challenge for leaders, 19	assessment, 216
within collaborative	Intercultural Effectiveness Scale
structure, 105–106	(IES), 216
competency, 14	Interdependence, 477–491
contesting/reconstituting, 40	Intergenerational leadership,
creating a culture, 258–262	181, 187, 189–190
creating a culture, 200-202	101, 107, 107–170

Intergroup dialogue programs,	Isomorphism
291, 294	peer learning across
Intergroup Dialogue Project	institutions, 288–289
(IDP), 295	IT services, 306
International Conference on	
Penal Abolition	Jana Sanskriti, 358
(ICOPA),	Japanese Buddhist philosopher,
421, 422	158
adopting anti-oppression	Jesuit formation, 142, 144
measures,	Jesuits, 143, 144
431-432	in Argentina, 142
guiding theoretical basis for	missionary spirit, 144
analysis,	Job creation, 53
423-424	Johnson, M. D., 8
guiding theoretical basis, for	Journey mercies tour, 357
analysis,	Joyce James' leadership, 385
423-424	Junzi, 159
ICOPA 15, organizing,	
424-426	Kidney Chain originator, 408
leadership/process,	Klinger, Eric, 81
discussion of,	Kong, Jing, 158
428-429	Koopman, P., 9
mindfulness about	Kouzes, J., 5, 379
horizontality/collective	
action, 430	Laidler-Kylander, N., 480
organizing ICOPA, 15,	Latino Policy Forum in Illinois,
424–426	185
self-reflexive meetings,	Leader inclusiveness, 478–479
429–430	Leadership, 5–20, 286, 460
steps toward horizontality,	among equals, 182
428–432	challenge of, 462
adopting anti-oppression	collaborative teamwork,
measures/practices,	16–17
431–432	definitions, 7, 44
horizontality and	empathic, 15
collective action, 430	as engagement, 314
leadership and process,	as equal, 181–183
428–429	global mindset, 14
self-reflexive meetings,	GLOBE definition, 439
429–430	ignited, 389
International Criminal Court,	inclusive, 19–20
231	by many, 183–184
Interpersonal interaction, 334	moving forward, 326–328
Intersectional Theory, 332	needs, 62–65
Intrinsic style, 212	other, implications for, $70-71$

perspectives of, 8–9	2011 UK, 247
preparing, 180–181	hero-leader, 246
problem solving ability,	shift, 259
395-398, 400, 402,	Leadership practices, 371
404, 406	Leadership reach, 60, 66, 71
question of, $6-8$	Leadership scenarios
race/assimilationism/inclusion	integrated focus process,
discourse, 33–36	cases of, 404–414
reflections, 205–206	Leadership scholars, 82
roles, 432	Leadership studies, 328, 336
self-awareness, 15	Leadership tasks, 252
servant outcomes, 17	Leadership theory, 71
for times, 462–465	Leadership-as-practice, 308
See also specific leadership	Leading culture, 107
Leadership by the many, 183	Leading self, 114
Leadership Challenge model,	Learning, 164
324	Learning and teaching model
Leadership characteristic, 471,	(LTM), 306
472	LeFevre, Karen, 309
Leadership Coach (LC), 217	Legacy consciousness, 390
Leadership cornerstones	Legacy leadership, 383
review of literature,	Legacy, leaving, 132–137
324-325	Lesbian, 140
Leadership development, 324,	LGBT communities, 19
326-328	Liberation Tigers of Tamil
Leadership discourse, 32–37,	Eelam (LTTE), 124,
39, 40	125
Leadership dispositions,	Life-Changing Learning, 306
465–470	Local scale social justice, 69–70
Leadership education, 313, 324,	Loftin, R. Bowen, 274
328, 329, 332, 333,	Lorde, Audre, 33
335, 337	Lydia, Sanyu, 349
curriculum, 324	• • •
Leadership legacy, 126	Management mobility, 261
Leadership literature,	Mandela, Nelson, 80, 87
cornerstones of, 324	Marshak, Robert, 310
Leadership paradigm shift,	Mastering foreign languages,
254–262	14
definition gap, 257	Mbubi, Bandi, 363
inclusive leadership, creating	McCain, John, 200
culture, 258–262	McCoy, D. L., 332
two key barriers, 258	Medicine of mercy, 149
Leadership, paradigms, 246	Mencius, 163
2014 Grant Thornton report,	Mentoring relationships, 438,
247	444

Mercy, 140, 141, 143, 147,	Sarvodaya, 124, 125
149–150	NGO. See Nongovernmental
Merkel, Angela, 461, 463, 466, 467	organization (NGO) Nobel Peace Prize, 95
Millennials, 251	Nongovernmental organization
Millennials value connectivity,	(NGO), 228, 361
190	global nonprofits, 478
Mimetic isomorphism, 288	international, 477–478
Mindfulness, 161	Nonprofit leaders, 199,
Mindset, shifting, 53	221–223
Mirroring society, 353	research, 222–223
Missouri's black Highway	Nonprofit organizations, 480
Patrol Captain Ron	NUS (National Union of
Johnson, 205	Students), 366
Motivating mission, 278–279	Students), 300
Multi-Institutional Study of	Ohama Paraelz 140 199 470
	Obama, Barack, 140, 199, 470
Leadership, 324	Occupy movement, 203, 206
Muslim refugees, 141	refusal, 204
N	Occupy Wall Street movement,
Narcissistic, 468	203–204
National Aeronautics and Space	One party (OP), 80
Administration	One-and-All philosophy,
(NASA), 404	167–168
National Association of Latino	Organizational crisis, 290
Elected and Political	Organizational culture, 18–19,
Officials (NALEO),	399
183	Organizational representatives,
National Fund for Workforce	111
Solutions, 110	Organizations, teach leadership,
National Kidney Registry, 408	338
Natural reward strategies, 109	O-rings, 404
Negotiation, 80, 81, 88, 89	Other, $59-62$
beyond 'yours' or 'mine',	deconstructing, 62
79-88	implications for leadership,
position versus interest, 83	70-71
Neo-Confucians, 168	as postmodernism fades,
New social order, inclusive	73–75
leadership, 123	space and practice, 71
diverse community of	Otherness, 59
Sri Lanka, 2016, 124	Outcomes
Dr. Ari, 124, 125	inclusion, 17–18
early years shaping,	inclusion leadership, 17-18
126–127	servant leadership, 17
Liberation Tigers of Tamil	Outreach programs
Eelam (LTTE), 125	Suubi Center, 354

Suubi Women, 355–356	Power of many, 184
Twogere Girls Club, 355	Principles of negotiation, 80
Outside In: Voices from the	Prison, 420, 421, 433
Margins, 282	Problem finding, 400–401
Oxoby's, definition, 32	Problem-solving theory, 397 Professional balance, 279
Pairing, 204–205	Profit, diversity in workplace,
Paradigm shift, 196	247
leadership needed, 254-262	Profound person, 168–172
Participatory theater	belief, in multiculturalism,
Forum Theatre, 353	170
maternal forum, 354	dedication to education, 170
Suubi Health Project,	great compassion, 170
353–354	Kong, Jing, Master,
transformative power of,	168–172
352–354	self-cultivation, 171–172
Passing on the Gift, 483, 488	Profound persons, 158–161
Past experiences, 92	Progressive pragmatism, 37
Philippines, 484	Project management, 263
Place leadership theory, 60,	Promise-keeping, 90
71–73	Protestant Reformation, 229
Polarity management, 50, 51	Pubic values, 187
Pope Francis, 139–141	Public morality, 188
inclusive leader, 143–150	Public values, guardian of,
Jesuit community	187–189
concern for the poor, 144	Pueblo, Jemez, 186
jesuit identity/training, 143	Purposeful action, 85
message of mercy, 149–150	Purushodaya, 133
need, 141–142	Pyramid career paths, 251
Pope Francis' consultative	1 yrannid career patns, 231
discernment process,	Queer, 31
148	•
Pope Francis' Ignatian-inspired	Race, leadership, 33–36
spiritual vision, 141	Racism, 290
Population, case study,	Rainbow Nation, 91
347-352	Rape Capital of the World, 362
Population, health and	Real world, 285
environment (PHE),	Reflections, on leadership,
347–352, 356	205-206
Posner, B., 5, 379	Regan, Paul, 372
Post-Charismatic and Post-	Reiter-Palmon, R., 489
Transformational	Relational domain, 214-215
Leadership	Relational leadership model,
Approaches, 9	276-278, 288
Post-heroic leadership, 308	Relationships, leading, 49, 115

Republican establishment, 200	Self-reflexive meetings, 429
Resources, for leaders, 391	Self-rewards, 109
Roberson, Q. M., 10	Servant leadership, 152, 327,
Rodricks, D. J., 332	469
Rodulfo, Karla, 485, 488	compassionate action, 127
Roman Catholic Church, 464	Sex differences, 219, 220
RRU masters-level programs,	Sex, leadership styles, 220
317	Sex-role stereotypes, 220
Rumsey, Walter, 406	Sexual orientation, 6, 61
Russia, 351	Shapiro, D., 82
,	Similarity-attraction theory, 17
Sallee, Bob, 406	Sinhalese communities, 124
Sarvodaya, 134, 135	Skills, leadership, 246
Sarvodaya Approach to the	Social action-community
New Century	leadership, 184–187
Deshodaya National	coalition leadership,
Assembly, 134	184–185
Sarvodaya Institute of Higher	community service, 186–187
Learning, 132	community stewardship,
Sarvodaya philosophy, 130	186-187
Sarvodaya, vision for	social activism, 184-185
21st Century, 134	Social capital, 47, 347
Scholars, 478	Social challenges, 54
promote, 336	Social Change Model, 326, 333
Scientific researchers and	Social Change Model of
practitioners, 6	Leadership
Scrum, 256	Development, 324
Self-awareness, 15, 279	Social consciousness, 47
Self-confidence, 84, 345	Social construction, 306
Self-cultivation, 160, 163–165,	in leadership, 311–313
164–165, 171–172	Social identification, 443
Self-financing model, 132	Social identity maps, tool, 49
Self-goal setting, 109	Social inclusion, 230, 234,
Self-leadership, 106, 107	236–237, 238
behavioral strategies,	Social justice, 69, 419
108-109	dimensions, 60
cognitive strategies, 108	organizing, 419
collaborative, 107	Social movements, 125, 196
natural rewards, 109–110	Social order, inclusive
organizational, 108	leadership. See New
practices, 116	social order, inclusive
Self-leading organization, 108	leadership
Self-nominated volunteers,	Social psychology, 10
371-373	Social relationships, 60
Self-observation, 109	Social work, 10

Socialized vision, 278–279	Spiritual tradition, 143
Socially just leadership	Sri Lanka, 123
basic human needs, 82–83	Dr. Ari
be tough on the problem, 81	charismatic leader, 128
beyond zero-sum/fixed pie,	in diverse community, 124
84-85	Gandhi of Sri Lanka, 123
collaboration, 88-89	wellbeing of village life, 124
combined forces, 90	Sri Lanka Constitutional
consider/uncover multiple	Council, 134
interests, 89	State of Civil Society Report,
cultural differences, 82-83	2016, 375
decision competence, 84	State-of-the-Union message, 404
decision confidence, 84	St-Hilaire, F., 9
denizen leaders in, 79-81	Strategic diversity leadership,
'face' maintaining, 90-91	287, 291–293, 299
greatness, inspiring others, 91	Strategy development process, 106
intelligence gathering, 85-86	Strong convictions, 147
listening and seeing, 83–84	Student inclusiveness, 366–367
multiple interests, consider	Student protest, 286–287,
and uncover, 82–83	291–293, 294
mutual gain, ideation and	Suubi Health Project,
multiple possible	353-354
alternatives, 84-88	Suubi Outreaches, 356–359
reframing/re-diagnosing the	extending outreach further
problem, 85–86	afield, 357-358
rules of engagement/	from transacting to
decisions, 86–87	transforming, 358
soft on the relationship, 81	world's pain, 358-359
task/relational outcomes,	Suubi Women's VHT, 358
balance interest,	Syria, 205
81-82	
total immersion, 87–88	Tamil communities, 124
transparency/self-awareness/	Team building, 286
balanced processing,	TEDx Exeter, 361, 364
89-90	TEDx organizers, 370
trust, 88	Tensions, 323
vision visible, 91	Thatcher, Margaret, 213
Societal change, 460	The Equality of Things, 167
Society for all, 235	The Great Learning, 164
Society of Jesus, 148	The Guardian, 249
Socioeconomic, 60, 61	The other party (TOP), 80
Spatial relationships, 60, 65, 71	The Servant as Leader, 186
Spirit of questioning, 32	Theater cultivates empathy,
Spiritual Exercises, 144, 145	349-350

Thompson, J., 479	community, 386–387
Tolerance, 162	connecting one's voice and
Tourish, Dennis, 328	touch, 390-391
Traits Theory, 9	framework for future,
Transactional leaders,	386-391
346-347	lead with compassion,
Transcendence, 162–163	387–388
breakthrough, 163	lead with passion, 388–389
Transformation, 346–347,	position of character, 389
477	position of values, 386
leadership, 107, 327, 356,	shape the future through
469	choices, 390
in Africa, 347	Uganda, 486
themselves and society, 316	Uhl-Bien, M., 9
theories, 9	Unawatuna Coir Workers
· · · · · · · · · · · · · · · · · · ·	
traditional structures, 420	Cooperative, 126
Tree of life, 48	United Kingdom (UK)-based
Tribal Critical Race Theory	campaign, 361
(TribalCrit)	United Nations 2015
challenges, 331	Millennium Goals,
TribalCrit. See Tribal Critical	135
Race Theory	United Nations Development
(TribalCrit)	Report of, 2000,
Trudeau, Justin, 396	235
Truly understanding, 280	United Nations Universal
Trump, Donald, 199, 461, 464,	Declaration of Human
467, 472	Rights (UDHR), 230
Trust, 111	United States Agency for
Tubman, Harriett, 221	International
Tumultuous times	Development
adaptive leadership,	(USAID), 228
129–132	Universal Declaration on
Tuskegee Auburn Women's	Cultural Diversity,
Leadership Alliance	236
(TAWLA), 274–276,	University of Missouri, recent
281	incidents, 289–291
Twogere Girls Club, 355	Unpack inclusion, 379–393
Two-Party Negotiations, 80	Upside Down Management,
Tzu, Lao, 167	259
Tzu, Zhuang, 167	US-Based Doctoral Students,
1zu, Ziiualig, 10/	216
Ubuntu, 380–387, 389–393	210
context/definition, 380–385	Valiant leaders, 210
cultures, 391	Vermont Senator Bernie
Ubuntu leadership, 392	Sanders, 203

Vienna Declaration and	Work groups, 197
Programme of Action	World Bank, 228, 234
(VDPA), 231	World hunger relief charity,
Vietnam War, 286	483
Village Awakening Council, 131	World Summit for Social
Village Health Team (VHT),	Development, 235
356	World Trade Organization's
Village Health Workers (VHW),	(WTO), 367
355	World War II, 365
Village outreach, 345–359	World's Worst Place to Woman,
Vishvodaya, 133	362
VUCA, 313	Wu, M., 442
Vygotsky, Lev, 309	
, ,	Xiao, 160
Walinga, J., 317	•
Wall Street, 206	Youth Ambassador (YA)
Washington, Booker T., 214	leaders, 217, 219
Weiming, Tu, 157	Yzaguirre, Raul, 186
Well-designed programs, 67	
Wen, S., 442	Zero-sum communities, 116
Western concept, 228	Zero-sum game, 59, 60, 62–67,
Western leadership, 346	70-73, 75
Western nations, 6	basic assumptions, revisiting,
Whole systems model, 258	201
Wilber model, 261	Bion's basic assumptions,
Wilfred Bion's basic	197-198
assumptions, 196	dependency, 199-200
Wilson, Darren, 204	fight/flight, 200
Witness to the Revolution, 195	pairing, 200-201
Women leaders, 219	purpose, 196–197
Women Matter, 247	Zhongyong, 165
Words	Zhuang, W., 442
defined, 39–40	Ziv, E., 489
language, 30	Zuckerberg, Mark, 214