Index

Aasland, M. S., 183–184
Abusive leadership, 28–29
Abusive supervision, 5, 12, 22, 41, 83–84, 93, 102–103, 147–148, 243
antecedents, 23–24, 84, 86
consequences, 84
construct, 84
definition, 22–23, 84–85
emergence, 23–24
outcomes, 22–23
personality characteristics, 86–91
supervisor traits, 85
Active-failed leadership, 232–233
Actor–partner interdependence model (APIM), 44
Affective Events Theory, 109
Agabe, Z., 184
Agentic bias, 200–201
Agreeableness (Big Five), 85
Amazon, 165
COVID-19, 173–174
customers, 172
employees, 171–172
human resources, 171
14 Leadership Principles, 168
market cap, 167–168
suppliers, 170
system-wide effects, 172–173
toxic illusion, 169
Anger, 103–104
Animalisation, rhetoric of, 216–219
Antecedents, abusive supervision, 23–24
Anti-organizational behaviors, 230, 245
Anti-organization leadership, 36
Anti-subordinate behaviours, 230
Anxiety, 103–104
Anxious attachment, 85
Ashforth, B., 191
Ashforth’s Petty Tyranny Scale, 191
Attachment orientations, 89–90
Balwant, P. T., 190
Behavioral hypocrisy, 130–131
Behavioural displays, 198
Big Five, 86
Birdi, K., 190
Brandebo, M. F., 185–188
Burnout, 147, 150
Causal factors, 57–63
Coercive leadership, 28–29
Cognitive Biases
assessment, 198–200
attribution, 198–199
Conditional Reasoning Test (CRT), 199
decision-making, 198–199
destructive leaders, 200–202
framing proclivities, 199
Machiavellianism (See Machiavellianism)
Collectivism, 230–231
College application scandal, 267–271
Conceptualization, 102–103
hypothesis, 130–133
Conditional Reasoning Test (CRT), 199
Conducive environment, 10–11, 17
Conscientiousness (Big Five), 85
Conservation of Resources Theory, 147
Conservation of resource (COR) theory, 106
Constructive leadership, 27–28, 36
Constructiveness, 15
Corporate psychopaths, 68–70
double psychopathy double trouble, 75
employee confusion, 76
employee well-being, 76
fake corporate social responsibility, 74–75
financial decision-making, 76
gender discrimination, 75
schadenfreude, 75
Corporate social responsibility (CSR), 69
Corruption, 258–259
COVID-19, 173–174
Culture, 230–234
Customer satisfaction, 120

Dark Triad, 87–88
Deceptive hypocrites, 131
Deep-level dissimilarity, 41–42
Demographic dissimilarity, 243
Demonology, 219–220
Dependent attachment, 85
Depersonalization, 147
Depression, 103–104
Derailed leadership, 28–29, 36, 40–41
Derrigation of target bias, 201
Descriptive statistics, 151–152
Destructive and constructive leadership (DCL), 36–37, 231
Destructive group, 11–14
conceptualizations, 102–103, 182
DCL model, 182–183
definition, 118
derailed leadership behaviour, 183–184
destructive group, 11–14
destructive instructor-leadership scale, 190
Destructive Leadership Questionnaire (DLQ), 185–186, 188–190
Destrudo-L questionnaire, 185–188
direct effects, 118–120
dynamic time frame, 14–15
emotional exhaustion, 106–108
group process, 7–11
holistic conceptualization, 8
indirect effects, 120–122
laissez-faire leadership behaviour, 183–184
leader-centrism, 4–5
methodological approaches, 16–17
negative affect (NA), 108–109
organizational outcomes, 11–14
organization-oriented leadership behaviours, 183
prevalence, 35–36, 101–102
pro-organizational behaviours, 183
repeated behavior, 50
scale, 183–184, 188–189
stress, 105–106
supportive–disloyal leadership behaviour, 183–184
systematic behavior, 50
temporariness, 15–16
toxic leadership scales (TLSs), 182
typology, 51
well-being, 103–105
Destructiveness, 15
Distress, 103–104
Double psychopathy double trouble, 75
Downward mobbing, 146
Dynamic time frame, 14–15
Einarsen, S., 183–184
Emergence, abusive supervision, 23–24
Emotional exhaustion, 103–104, 106, 108, 147
Emotional intelligence (EI), 41–42, 85, 88–89
Employee confusion, 76
Employee well-being, 76
Epstein donation scandal case, 267
Erickson, A., 184–185
Ethical behavior, 257
Ethical trainings, 272–273
Excoriation on subordinates, 233
Facebook, 164
Failed leadership, 28–30
Federal Bureau of Investigation (FBI), 258
Female participants, 243
Financial decision-making, 76
Financial psychopaths, 69
Full-range model of leadership, 24–25
Gazelle Project, 170
Gender
  abusive supervision, 244
demographic dissimilarity, 243
discrimination, 75
Egalitarianism, 228–229
gender-stereotypic behavior, 243
leader and follower, 242–244
leadership, 240–241
method, 244
perception, 241–242
similarity–attraction theory, 244
toxic triangle model, 239–240
violation, 241
Gender-stereotypic behavior, 243
Global commodity chain, 166
Global Leadership and Organizational Behaviour Effectiveness (GLOBE) Project, 227–229
Global value chain (GVC), 163–166
  Amazon, 165, 167, 173
  ethical management, 164
toxic illusio, 164, 166–167
toxicity, 164
Goal-oriented influence, 26–27
Group outcomes, 4–5
Group processes, 4–5
volitional behavior, 9
Hardiness, 147–148, 155
Harvey, M., 185
HEXACO, 85
  model of personality, 24
Historiometric analysis, 17
Honesty-humility, 85
Hostile attribution bias, 201
Human failings, 214–216
Human resources (HR) practice, 77
Hypocrisy, 129–130, 138–139
  affective and attitudinal outcomes, 133–138
  behavioral consequences, 137–138
  consequences, 133
deceptive, 131
emotional reactions, 134
endogenous and exogenous, 131–132
job and organization, 136
misalignment, 133
moral, 130–131
trust, 135
Hypotheses testing, 151
Immense personal gains, 217
Implicit aggression biases, 201
Individualism–Collectivism Dimension, 227–228
Insincere leadership, 27–28, 30
Interlocking human stories, 212
Jacobs, R., 188–189
Job satisfaction, 120
Laissez-faire leadership (CFL), 22, 36, 230
  vs. abusive supervision, 24–25
  climate and employee consciousness, 120–121
  outcomes, 25
transactional leadership, 24–25
transformational leadership, 24–25
Laissez-faire leadership (LFL), 52–53, 101–102
causal factors, 57–63
negative effect, 53
predictors, 63
prosocial and egotistical values, 53
vs. pseudotransformational leadership (PTL), 53–54
vs. unethical leadership (UL), 53–54
Larsson, G., 185–188
Leader-centrism, 4–5
problems, 5–6
Leader emergence, 4–5
Leader hypocrisy, 133
Leader intuition bias, 201
Leader-member exchange (LMX) theory, 13, 37–38
Leadership influences, 70–71
national culture on, 226–229
Lehman’s bankruptcy, 217
Ling, W., 189–190
Liu, Y., 189–190
Loyalty bias, 205
Lseth, A. M. S. B., 183–184
Lu, H., 189–190
Machiavellianism, 39, 43, 85
destructive leadership (DL) biases, 206–207
elimination bias, 204
elimination bias, fear of, 205
entitlement bias, 205
loyalty bias, 205
Machiavellian leaders, 203–205
self-promotion bias, 204
Management theory, 117–118
Managerial tyranny, 13–14
Media oscillation, 215–216
Media stories, 213–214
Meltdown monday, 216
Mental health, 73
Meta-model leadership, 25–29
Metaphorical descriptions, 214
Mindfulness, 85, 91
Mobbing, 146, 150
Moral hypocrisy, 130–131
MTurk, 156
Narcissism, 43, 55–56, 85, 118–119
Narcissistic leadership, 244
National Collegiate Athletic Association (NCAA), 5–6
Negative affect (NA), 108–109
Negative leadership, 25, 29–30
Negative organizational outcomes, 121
Neuronal executive control, 85
Neuroticism (Big Five), 85
Nilsson, S., 185–188
Non-leadership. See also Laissez-faire leadership, 24, 29–30
Nonprofit organizational leadership
BOD governance, 271–272
college application scandal, 267–271
corruption, 258–259
damaged public trust consequence, 257–259
Epstein donation scandal case, 267
ethical behavior, 257
ethical trainings, 272–273
Federal Bureau of Investigation (FBI), 258
mission-driven nature, 257
Oxfam sex scandal case, 266–267
reporting destructive behaviors, 273
toxic leadership behaviors, 260–264
unethical leadership behaviors, 256
weaker regulatory environment, 259–260
Nonprofit organizations (NPOs). See Nonprofit organizational leadership
One-with-many model (OWM), 44
Organizational citizenship behaviour (OCB), 38–39, 137–138
Organizational commitment, 136
Organizational outcomes, 11–14
direct effects, 118–120
indirect effects, 120–122
Toxic leadership, 5, 40, 68, 102–103, 163–164, 244, 260, 264
Toxic triangle model, 239–240
Transactional leadership, 24–25
Transformational leadership, 24–25
Tyrannical leadership, 36, 41, 43, 102–103

Unethical leadership (UL), 53–54, 256
  definition, 55
  narcissism, 55–56
  predictors, 63
  workplace pressures, 56

Unethical pro-organizational behavior (UPB), 56
Unqualified support, 13
Victimization by powerful others bias, 201
Virtuous leadership, 27–28
Volitional behavior, 9

Wall Street, 69
Walmart, 170
Well-being, 103–105
Workplace pressures, 56
Wu, Y., 189–190