

Index

- Abusive supervision, 13
- “Accommodating” approach, 36
- Affective commitment, 62, 63
- Agentic characteristics, 66
- Anticipatory stressors, 40
- Attraction-Selection-Attrition Model, 77–78, 80
- Authentic leadership, 21, 22, 48–50, 75, 86
- Authenticity, 47
- Avengers, 3, 17, 20, 34, 49, 56, 77
 - assemble, 77–81
 - attraction–selection–attrition model, 77
 - “Avengers Infinity War”, 5
 - “Avengers: Endgame”, 40, 42, 49
 - recruiting of, 78
 - selecting right heroes, 78–80
 - turnover, 80
- “Avoiding” approach, 36

- Black Panther, 5, 9
- Black Widow, 4, 43, 65, 67, 69–70, 73, 75
- Brotherhood of Mutants, 62–63, 78, 82
- Bruce Banner (*see* Hulk)

- Captain America, 34, 74
- Charles Xavier (*see* Professor X)
- Coercive power, 13
- “Collaborating” approach, 36–37
- Collaboration method, 3, 36–37, 38, 85
- Command-and-control approach, 73
- Commitment
 - to growth of people, 73
 - to organization or team, 62–64
- Compromise, 36
- “Compromising” approach, 36

- Conceptualization, 72
- Conflict, 33, 85
 - relationship, 34
 - resolving our conflict, 35–37
 - task, 33–34
 - types of, 33–34
- Conflict management, 35–36
- Continuance commitment, 63
- COVID-19, 39, 43–44, 61
- Creativity, 34
- Crisis, leading in, 43–44, 67, 86

- Defensiveness, 46
- Destructive leader behaviors, 43
- Discrimination, 65, 66, 67
- Dominance, 1, 66

- Emotional labor, 47
- Enactive strategies, 42
- Encounter stressors, 40
- Endowments, 26
- External environment, 52
- External relationships, 5

- Feedback, 46
- Female leaders, 67–68
- Five Year Gap, 42, 43, 65, 67, 70
- “Forcing” approach, 35
- Foresight, 72
- Functional leadership, 54

- Gender stereotypes, 65
- Glass ceiling, 65, 67, 70
- “Glass cliff”, 67, 70
- Goodness-of-Fit model of Mentor Matching, 26
- Great leadership, 84–85
 - with great mentors, 25–27

- Group mentoring, 30, 85
- Guardians of the Galaxy* films, 17
 - shared leadership, 20–22
 - team leadership in, 17–20
- (Her)oes, 65
 - being hero yourself, 47–48
 - female leaders, 67–68
 - help creating, 68–69
 - knowing about teamwork, 18
 - knowing hero yourself, 45–46
 - lack of, 65–67
 - Marvel, 1
 - resolving conflict like, 35–37
 - selection, 78–80
- High potential talent, 11
- Hill model, 19
- Hill model of leadership, 54, 55
- Hulk, 41, 42
- Implicit leadership
 - biases, 5
 - theories, 65–66, 88
- Industrial-Organizational Psychology (I-O Psychology), 4
- Influence, 52
- Information power, 12
- Information technology (IT), 54
- Intelligence, 79
- Interests, 37, 56, 64
- Iron Man, 2, 5, 22, 34, 37, 45, 52,
 - 66–67, 67, 77
 - “Iron Man 2”, 79
 - “Iron Man 3”, 46
 - self-awareness, 45–46
- Job satisfaction, 13, 29, 80
- Leaders, 83
 - from all genders, 87–88
 - in development, 88
 - followers understanding world,
 - 87
 - good leader, 88–89
 - work with others, 86–87
- Leadership, 3–4
 - pipeline systems, 13–14
 - recruitment, 9–10
- Leadership as a process, 3
- Leadership emergence, 4
- Leadership substitute, 20
- Leadership transitions, 9
 - information power, 12
 - leadership pipeline systems, 13–14
 - legitimate power, 13
 - within organizations, 11
 - personal power, 11
 - position power, 11
 - potential leader, 9–11
- Legitimate power, 13
- Loki, 3–4, 73, 81
- Magneto, 5, 60, 62, 78
- Marvel Cinematic Universe
- Marvel Cinematic Universe (MCU),
 - 1, 9, 17, 33, 40, 47, 66, 83
- Marvel films, 78
- Marvel Method, 2
- Marvel movies and comics, 2–3
- Masculine traits, 65–66
- Masculinity, 66
- Mentoring, 84–85
- Mentors, 25
- Mentorship programs, 25, 84–85
 - demographic characteristics, 28
 - in leadership development process, 29
 - mentoring among peers, 29–31
 - mentor–protégé relationship, 26, 27
 - process of leadership, 27
- Meta-analysis, 79
- Moral code, 48
- Motivation, 47, 64, 66
- Mutants, 5, 59
- Nick Fury, 3, 18, 81
- Normative commitment, 63
- One-on-one relationship, 26
- Organizational commitment, 62–64, 87
- Organizational identification, 61–62

- Peer mentoring, 29–31, 85
- Person-organization fit (P-O fit),
77–78
- Personal power, 11
- Personality inventories, 10
- Persuasion, 72
- Position power, 11
- Post-Traumatic Stress Disorder, 39
- Power, 11
- Preferences, 26
- Proactive strategies, 41
- Professor X, 5, 78, 81
- Protégés' endowments, 26
- Reactive strategies, 41
- Relational behaviors, 19
- Relationship building as nation
building, 54
- Relationship conflict, 34
- Relationship-oriented behaviors, 19
- Resource-based model, 53
- Reward power, 12, 13
- Role modeling, 44
- Self-awareness, 45–46, 86
authentic leadership, 48
authenticity, 47
MCU films, 49
self-development, 50
- Self-concept, 46
- Self-disclosure, 46
- Sensemaking, 30, 62, 87
of mutants, 59–61
- “Sensitive line”, 46
- Servant leader, 71–73
- Servant leadership, 73, 74, 75, 76
- Shared leadership, 3, 17, 20–22
- Shared vision, 4, 22, 28, 30
- Sharing leadership, 84
- Situational stressors, 40
- Social media, 10
- Socioeconomic status (SES), 11
- Spider-Man, 25
demographic characteristics, 28
- mentor-protégé relationship, 26,
27, 28
- peer mentoring, 29–31
- Stereotypes, 65
- Steve Rogers, 71
Captain America, 74
command-and-control approach, 73
servant changing world, 75–76
servant leader, 71–73
- Steve Rogers (*see* Captain America)
- Stewardship, 72
- Stress, 39–40, 85–86
fighting, 40–42
on leaders, 39
leading in, 43–44
superheroes and super stress, 39–40
- Stress management, 41
- Stressors, 40
- Structured interviews, 79, 81
- Succession planning, 4, 9, 14
- Superheroes
fighting stress, 40–42
and super stress, 39–40
- Task conflict, 33–34
- Task-oriented behaviors, 19
- T'Challa (*see* Black Panther)
- Team effectiveness, 19
- Team leadership, 17–20
- Team performance, 19
- Ten Rings terrorist organization, 13
- Thanos, 5, 18, 34, 56, 73, 74
- “The Incredible Hulk”, 42
- “Think leader, think male”, 66
- Thor, 3–4, 10, 11
- Threat, 34, 46
- Threat-rigidity response, 46
- Time management, 41
- Time stressors, 40
- Tony Stark (*see* Iron Man)
- Transitions, 9
- Turnover, 80
- United Nations (UN), 35

Vibranium, 53

Wakanda, 51

conquerors, 55–57

isolation, 51–54

relationship building as nation

building, 54

Well-being, 42, 43, 47, 50, 86

Work sample tests, 79, 81

X-men, 1, 5, 59

organizational commitment, 62–64

organizational identification, 61–62

sense of mutants, 59–61

“X-men: Days of Future Past”, 62

“X-men: Last Stand”, 59, 63