INDEX

Abuse of power, xi, 44, 83, 148, 229	Conflicting values, 81
Abusive disrespect, 84	Contracausal, 257
Abusive leadership, 201	Corruption, xi, 23, 31, 32, 76, 136,
Abusive supervision, 2, 74, 114	143, 231
Advanced placement, 127	Credible leaders, 202, 203, 204, 205
Advocacy, 248–247	Cronyism, 21, 23, 30
Arab education, 75	Cultural competence, 169–170
Aristotle, 214, 254	Cultural harmony, 89
Association of Universities and	Culture, xiii, 10, 13, 73–92, 102,
Colleges of Canada, 38	119, 203, 242, 244, 262–265
Australian Association for	, , , ,
Research in Education, 185	Deception, 141, 142, 143
Authentic leadership, 3, 157, 161	Destructive leadership, 74, 114, 149,
F, -,,	157, 219
Betrayal, 134, 140, 141, 142,	Determinism, 255, 257, 262
147, 148	Digital divide, 164
Bicameralism, 38–41, 45–51	Distrust, xiii, 43, 127, 133-150
Board of Governors, 36, 38, 39, 52	Diversity, 12, 23, 78, 166, 237, 244,
Bouman v Pitchess, 21	246, 247
Breach of integrity, 143	Divisiveness, 44, 144
Burden of proof, 178	Dualism, 257
_	Duff-Berdahl Commission, 38
Canadian Association of University	
Teachers, 38	Economic competence, 168
Charismatic leadership, 97, 114, 156	Ecosystem, 171
Christopher Commission	Educational leadership, xi, xii,
Report, 21	1-16, 64, 69n2, 74, 76-77, 91,
Citizen's Commission on Jail	120, 158, 165, 169, 171, 172,
Violence (CCJV), 25	184, 192, 235–248
Coercion, 10, 143, 146, 147, 199,	Ego-centrist, xii, 4, 5-6, 9, 10
200, 201	Eli Broad Foundation, 59
COIN Dynamics Slide, 197	Embedding Aboriginal and Torres
Collectivism, 78, 83, 91, 184	Strait Islander Perspectives in
Collusive situations, 202	Schools Framework, 242
	· · · · · · · · · · · · · · · · · · ·

280 INDEX

Emotional intelligence, 159 Emotional unawareness, xii, 4, 7 Empathy, 3, 5, 7, 10, 13, 53, 85, 128, 217, 263, 265 Employee Relations Commission, 31 Equality, 6, 11, 23 Equity, xiv, 4, 6, 11, 12, 89, 127, 160, 164, 237, 240, 243–244, 245, 246, 247 Ethic of care, 7, 13, 74, 77, 81, 92 Ethic of critique, 74, 77, 81 Ethic of justice, 74, 77, 81 Ethical leadership, xii, xiii, 3, 35–53, 74, 75, 77–79, 85, 90, 91, 127 Ethnicity, 11, 73–92 Excellence for Research in Australia (ERA), 179 Exclusion, 13, 46, 96, 101, 144

Free Will, 253–265 Free Will Skepticism, 255, 256, 258–262

Gifted and Talented Magnet School, 119 Global competencies, 155–172 Global Financial Crisis, 236 Globalization, 3, 158, 160 Governance, 35–53

Hegemony, 98–99, 161 Heresy, 114, 120–121, 128 Heretical leadership, xiii, 114, 115, 116, 117, 127, 128, 129 Higher education, 43, 44, 50, 52, 65, 69*n*2, 118, 155–172 Humiliation, 8, 220

Incompetence, 23, 157, 158, 170, 201

Incompetent leadership, 201
Increased accountability, 144
Indigenous, 75, 100, 103, 237,
239–243, 245, 246, 247, 248n1
Information competence,
163, 164–166
Institutional culture, xiii, 155–172
Instructional leadership, 2, 13–14
Interstate School Leaders Licensure
Consortium (ISLLC)
Standards, 64, 69n1
Irresponsible leadership, xii, 1–16

Kolts Report, 21, 32n1

Leadership development, 15, 65–67 Leadership hubris, 159 Los Angeles County Board of Supervisors, 25, 32n1 Los Angeles County Sheriff, 20, 21, 24

Machiavellian, 157, 223, 227, 229 Macroeconomics, 168 Managerial tyranny, 114 McChrystal's Spaghetti Diagram, 197 Melbourne Declaration on Educational Goals for Young Australians (MCEETYA), 240 Meritocracy, 21, 23 Microeconomics, 168 Micropolitics, 144, 148 Model I behavior, 29 Model I Theory-in-use, 28 Moral agency, 149, 161, 255 Moral agents, xiii, 149 Moral behavior, 50, 254 Moral character, 47, 48 Moral competence, 160–162

Index 281

Moral obdurance, 209

Narcissistic leadership, 5 Narrative, 75, 84, 117, 126, 180, 190, 207 - 231National Aboriginal and Torres Strait Islander Education Policy, 241 National Goals for Schooling Framework, 242 Nepotism, 23 Neuroanatomical, 259, 260 Neurochemical, 260 Neuroscience, 255, 259, 261, 262, 263 Neurotic organization, 202 New Leaders for New Schools, 60 New York City Leadership Academy, 60 Nicomachean Ethics, 254 Nipissing University, 41

Ontological complicity, 184–185, 186 Oppression, 97, 98, 116, 246 Organization for Economic Cooperation and Development (OECD), 162 Organizational competence, 166–168 Over-confidence, 159, 170

Pablo Neruda, 96
Parity of participation, 244
Participative leadership, 9–11
Pedagogical competence, 162–164
Personal power, 6, 10, 49
Professional development, 14, 61, 65, 67–68, 209, 244

Overuse of power, 143

Professional ethics, 81, 156, 263 Professional standards for educational leaders, 58, 64, 69n1

Racism, xi, xiii, 11, 13, 100, 102, 236, 237, 239–243, 244–245, 246, 247 Reconstruction, 99 Regulatory Ethics, 92 Research Excellence Framework, 180 Responsible leadership (RL), 3 Restorative justice, 146 Restorative practice, 146

Self Managing School, 238 Self-actualization, 159 Self-centered decision making, xii, 4, 6, 11, 14 Senate, 36, 38, 39, 40, 49, 51, 52 Servant leadership, xii, 45–51, 53 Social cultural culture, 263 Social injustice, xi, 236, 237, 243 Social justice, xii, xiv, 6, 9, 11–13, 74, 76, 90, 91, 160, 163, 237, 243-247 Social patterns, 166, 167 Socialized power, 84 Standard Research Classification, 179 Stewardship theory, 49–50 Symbolic leaders, 149

Taylorism, 178
Theory of apparent mental
causation, 258
Tokenism, 23
Tolerance, 12
Toxic leadership, xiv, 135, 195–205
Toxic organizational culture,
200, 202

282 INDEX

Transformational leadership, 2, 3, 62, 98, 114

Trust, 10, 43, 47, 48, 50, 77, 124, 125, 129, 133–150, 160, 161, 169, 171, 200, 201

Undersheriff, 20, 23, 24, 25, 26, 31 Unexcused ignorance, 101–102 University of Guelph, 41

Value system, 82, 88 Vanderbilt Assessment of Leadership in Education (Val-Ed), 64 Violation, 114, 120, 135, 141, 145, 248n1
Volatility, xiv, 195–205
Volatility, uncertainty, complexity, and ambiguity (VUCA), xiv, 195–205

White advocacy, 246, 247 White Supremacy, 100, 102, 103 Wilfrid Laurier University, 41 WitnessLA, 26, 27, 29 Wounding, xiii, 115, 117, 118, 121–124, 127, 128, 129