

INDEX

- Acceptance and
 commitment therapy
 (ACT), 140
- Activities to promote
 transformation
 hero's journey,
 129–130
 spiritual practices,
 126–129
 training and development
 practices, 122–125
- ACT. *See* Acceptance and
 commitment therapy
- Alexander the Great, 22
- Ali, Muhammad, 4, 39,
 42–44, 46, 66–72,
 146
- Allison, S. T., 107, 108,
 110, 111, 113, 115,
 116, 119, 134, 139
- Altruism, 115
- Archetypes, 25, 26
- Asch, Solomon, 13, 44, 45
- Attribution theories, 15
- Automatic meaning-
 making, 10–17
- Autonomy, 120–121
- Avolio, B. J., 86
- Bad *versus* good, 33–39
- Banks, George, 128
- Bannister, Roger, 16
- Barriers to transformation,
 137–140
- Basic law of rumor, 18
- Bass, B. M., 86
- Battle Hymn of the
 Republic*, 66
- Baumeister, R. F., 33–35,
 38
- Bebbington, K., 36
- Bergen, P., 131
- Berle, Milton, 55, 56
- Berry, Chuck, 55, 59
- Big Iron*, 8–9, 10, 18, 22,
 33
- Big John*, 22
- Black, Bill, 54
- Black Lives Matter, 94
- Blagojevich, Rod, 94, 95
- Blink* (Malcolm Gladwell),
 11
- Bogart, Humphrey, 2,
 103–104, 128
- Bratslavsky, E., 33
- Brownell, Herbert, 62
- Brown, Roger, 18

- Brown vs Board of Education*, 41
- Bruner, Jerome, 31
- Burns, James MacGregor, 47, 74–76, 78–80, 86, 92, 99, 118, 151
 criteria of transforming leadership, 102
- Bush, George H. W., 45
 transforming leadership, 90, 95
- Calling (motivational transformation), 111
- Camelot* (musical), 31
- Campbell, Joseph, 83, 105, 107, 110, 111, 114, 116, 119–122, 135, 138, 149–152
- Cantril, Hadley
Invasion from Mars, The, 19
- Carlston, D. E., 37
- Carter, Jimmy, 48
- Casablanca*, 2, 103, 128, 142
- Charisma, 13, 74, 85, 99, 152
- Charismatic leadership, 86, 87
- Chicago Cubs MVP, 11
- Child-rearing, 125, 133
- Christmas Carol, A*, 128
- Churchill, Winston, 79–80
- Civil Rights Act of 1964, 64
- Civil rights movement, 62, 146
- Clay, Cassius Marcellus, Jr. *See* Ali, Muhammad
- Clemente, Roberto, 3
- Clinical psychology, 97
- Clinton, Bill, 28, 29, 45, 72
- Clinton, Hillary, 29, 91, 94
- Closure, 9, 10
 need for, 20–21
- Coercion, 76
- Cognitive dissonance
 theory, 19
- Collective behavior, 18
- Compassion, 109, 123
- Competence, 82
- Competition, 75
- Connors, Phil, 128
- Correspondence bias, 16
- Cosmic understanding of
 heroic transformation, 113
- Courage, 43, 46, 47, 51, 83, 84, 93, 111, 121, 123, 124, 129, 136, 141
- Creative leadership, 86
- Crudup, Arthur, 54
- Csikszentmihalyi, Mihaly, 126
- Curphy, G. J., 79
- Dark mentors, 139
- Dark triad, 95, 96
- Davis, Jefferson, 73, 93
- Declaration of
 Independence, 60
- Dependency, 120–121

- Developmental growth, 111
- Developmental psychologists, 106
- Diana, Princess, 85
- Dissent, 44–46
- Domino, Fats, 55
- Dorsey, Jimmy, 54
- Dorsey, Tommy, 54
- Doyle, Arthur Conan, 2, 25, 32
Hound of the Baskervilles, The, 7, 10
- Dread rumors *versus* wish rumors, 18
- D’Souza, Dinesh, 94
- Eastwood, Clint, 22
Ed Sullivan Show, 56, 57
- Education, and heroic transformation, 130–131
- Egocentricity, 101, 112, 119–120, 142
- Einstein, Albert, 103, 150
- Eisenhower, Dwight D., 62
- Ellison, M. T., 36
- Emancipation
 Proclamation, 73
- Emotional arousal, 91–92
- Emotional transformations, 109
- Empathy, 123
- Enlightenment, 108, 109
- Erikson, E., 118
- Esteves, F., 35
- Eudaimonia*, 140, 141
- Everly Brothers, 58
- Exposure to traumatic events, 138
- Extraversion, 46
- Eyewitness to Power* (David Gergen), 23
- Factionalism, 88
- Fay, N., 36
- Festinger, Leon, 19, 147
- Field of Dreams*, 32
- Finkenauer, C., 33
- Fiske, S. T., 35
- Flexner, James Thomas, 23
- Fontana, D. J., 54
- Ford, Gerald, 48
- Forgiveness, 126, 127
- Fourteenth Amendment, 62
- Franco, Z. E., 140
- Frankl, Viktor
Man’s Search for Meaning, 128
- Frazier, Joe, 70, 71
- Freedom Rides, 63
- Freud, Sigmund, 13, 23, 27, 30, 47, 86, 90
Three Essays on the Theory of Sexuality, 106
 on transforming leadership, 91–92
- Frontiers in Psychology*, 1
- Fundamental attribution error, 16

- Gandhi, Mahatma, 52, 83, 86, 135
- Gardner, Howard, 43, 47, 48, 51, 75, 77, 81, 93
- Generosity, 51, 105, 126, 127, 132
- Gennep, Arnold van, 113
- Gergen, David, 23–24, 27, 30
Eyewitness to Power, 23
- Gilbert, D. T., 24
- Gilovich, T., 35
- Gipp, George, 27
- Gladwell, Malcolm
Blink, 11
- Goethals, G. R., 107, 108, 111, 113, 115, 116, 119, 134
- Goffman, E., 30
- Good mentorship, absence of, 139
- Good *versus* bad, 33–39
- Grant, Ulysses S., 83, 136
- Gratitude, 127
- Grice, Le, 108
- Groundhog Day*, 128
- Guernica*, 82
- Haley, Bill, 41, 55
- Handbook of Heroism and Heroic Leadership*, 1
- Hanh, Thich Nhat, 106, 127, 128, 150, 151
- Harding, Warren C., 12, 25
- Hawking, Stephen, 105
- Hayes, S. C., 140
- Healing, 111–112
- Heider, Fritz, 15
- Heroic images, construction of, 30–33
- Heroic Imagination Project, 123
- Heroic lag, 146–147
- Heroic leadership dynamic (HLD) framework, 98, 116
- Heroic traits, 149
- Heroic transformation, 103–143
 education and, 130–131
 internal and external sources of, 113–119
 overview of, 105–110
 purpose of, 110–113
 religion and, 132
 types of, 108–110
- Heroic transforming leadership, 5, 73–102, 151
 definition of, 82–87
- Heroism-guided purpose, 130
- Heroism Science literature, 1, 4
- Heroism Science* (journal), 1
- Hero's journey, 129–130
- Heschel, Abraham, 111
- Hierarchy of needs approach, 76, 114, 131, 138, 148
- Hillman, J., 97
- Hitler, Adolf, 50–51, 78, 87
- HLD. *See* Heroic leadership dynamic framework

- Hogan, J., 79
 Hogan, R., 79
 Hogg, Michael, 29
 Hollander, E. P., 118–119
 Holly, Buddy, 58
Hound of the Baskervilles, The (Arthur Conan Doyle), 7, 10, 18
 House, R. J., 86
 Howe, Julia Ward, 66
How the Grinch Stole Christmas, 128
 Human transgression, 114–115
 Humility, 81, 126–127, 134
 Huxley, Aldous, 39
- Implicit leadership theories, 16
 Impression formation, primacy effects in, 13–14
 Informal social communication, 8
 Informational social influence, 45
 Intergroup conflict, 88
Invasion from Mars, The (Hadley Cantril), 19
- Jackie*, 31
 Jackson, Andrew, 13
 Jackson, Joe, 32
 James, Bill, 10–11
 James, William, 50, 106, 115, 127–128, 132, 141
- Varieties of Religious Experience, The*, 105
 Jesus, 52
 Jim Crow segregation, 42
 Johnny Carson effect, 99
 Johns, Barbara, 42
 Johnson, Lyndon B., 48, 64, 65, 70
 John XXIII, Pope, 51, 75, 78
Journal of Humanistic Psychology, 1
 Jung, Carl, 25, 137–138, 141
- Kahneman, D., 35
 Keegan, John, 22–23
 Keisker, 53
 Kennedy, Jacqueline, 31
 Kennedy, John F. (JFK), 28–32, 62, 63, 87
 Cuban Missile Crisis speech, 77
 Kennedy, Robert, 63
 King, Coretta, 62
 King, Martin Luther, Jr., 4, 39, 42, 44, 46, 52, 54, 59–66, 79, 84–86, 146, 147, 150
 “I Have a Dream” speech, 64
 “Letter from a Birmingham Jail,” 63
 King, Martin Luther, Sr. (Daddy King), 62–63
 Knox, Buddy, 58
Knute Rockne, All American, 27

- Kodachrome*, 24
 Koffka, Kurt, 9
 Kohen, A., 122–124
 Kohlberg, L., 99
 Ku Klux Klan, 136
- Langdon, M., 122–123
 Leader archetypes, 25, 26
 Leader–follower
 relationship, 119
 Leader schemas, 11–13
 Leadership
 charismatic, 86, 87
 creative, 86
 definition of, 74–80
 effectiveness, 133
 motivation and, 78, 151
 mystery and mystification
 in, 22
 qualities of, 13
 romance of, 16
 schemas, 16
 unwavering independence
 and, 46–50
 Leader's perception
 mystery and mystification
 in, 22–25
 sweet imagination of,
 25–30
 LeBon, Gustave, 90, 92
 Letting go, 127
 Lewin, Kurt, 21
 Leyens, J. P., 37
 Libby, Scooter, 94
 Lincoln, Abraham, 3, 66,
 73–74, 75, 81, 84, 87,
 104
 assassination of, 32
 transforming leadership,
 88–89, 96, 99, 101,
 102
 Lind, E. A., 119
 Love (transformative
 power of), 128
 Lover's perception
 sweet imagination of,
 25–30
 Loving kindness, 128–129
 Lowcock, Mark, 130
 Lundqvist, D., 35
- Machiavellianism, 96
 MacLeod, C., 36
 Malala Yousafzai, 105
 Mandela, Nelson, 33, 83,
 84, 130, 135
Man's Search for Meaning
 (Viktor Frankl), 128
 Marshall, George,
 81–82
 Marshall Plan, 81
 Marshall, Thurgood, 42
 Martin, Joe, 67
Mary Poppins, 128
 Maslow, Abraham,
 118–120
 hierarchy of needs
 approach, 76, 114,
 131, 138, 148
 Maugham, Somerset
 Of Human Bondage, 92
 Mays, Willie, 134, 135
 McCain, John, 91, 97
 Meaning-making, 4
 automatic, 10–17
 basics of, 9–10

- from partial information, 14–15
 - ubiquity of, 15
- Mental transformations, 109–110
- Mentorship, temporal sequencing of, 117–118
- Milgram, S., 115
- Milhado, P., 97–98
- Mine Eyes Have Seen the Glory of the Coming of the Lord*, 66
- Montgomery Bus Boycott, 42, 61–62, 79
- Montgomery Improvement Society, 60
- Moore, Scotty, 53, 54
- Morality, 3, 5, 43, 50, 52, 77, 80, 82, 87, 95, 99, 100, 102, 110, 118, 127, 148, 149, 151, 152
 - post-conventional, 81
- Moral transformations, 110
- Morewedge, C. K., 37
- Morison, Samuel Eliot
 - Oxford History of the American People*, 31–32
- Motivational transformation, 110
- Motivation, and leadership, 78, 151
- Muhammad, Elijah, 69
- Munroe, Bill, 54
- Mystery, 7–10, 13, 14, 33, 34, 37, 38, 119, 142–143, 145, 146, 151
 - in perception of leaders, 22–25
 - resolving information, search for, 17–20
- Mystification, in perception of leaders, 22–25
- Mythology, 117
- NAACP. *See* National Association for the Advancement of Colored People (NAACP)
- Narcissism, 46, 95
- Narcissistic personality disorder, 139–140
- National Association for the Advancement of Colored People (NAACP), 62
- Need-based heroism, 99
- Negative agency bias, 37
- Nixon, Richard, 28–29, 48, 62, 70
- Nonconformity, 44–47
- Normative social influence, 45
- Obama, Barack, 33, 91, 92
 - transforming leadership, 89–90, 99
 - “Yes We Can” campaign, 86–87

- Obedience, 91
Oehman, A., 35
Opportunities for transformation, 138
- Pandey, S., 131
Park, B., 36
Parks, Rosa, 60, 61
Partial information
 image construction or drawing conclusion from, 15–16
 meaning-making from, 14–15
 and rumor transmission, 18
Partial transformation, 135–137
Patton, George, 78
Peace Democrats, 75
Perceptual readiness, 30–33
Perkins, Carl, 54
Personality traits, 46
Phillips, Sam, 53, 56
Physical transformation, 108–109
Picasso, Pablo, 82
Portman, Natalie, 31
Post-conventional morality, 81
Presley, Elvis, 4, 39, 42–43, 44, 46, 52–59, 85, 146
Primacy effects
 in impression formation, 13–14
 meaning-making from partial information, 14–15
Procedural justice, 119
Prototypical group member, 12–13
Psychological flexibility, 140
Psychological transformation, 108, 109, 122
Psychopathy, 96
- Rank, Otto, 107
Reagan, Ronald, 23, 26–28, 48, 82
Redemption, 110
Religion, and heroic transformation, 132
Resilience, 50, 111, 124, 126, 129
Resourcefulness, 129
Reward, 76
Richard, Little, 55, 57
Riches, B. R., 122–123
Rick Blaine (character), 2, 142–143
Rickey, Branch, 42
Rituals, 124–125
Robinson, Jackie, 41, 42, 83
Rock ‘n’ Roll, 55, 56, 58, 59
Rohr, R., 114, 132, 133, 150, 151
Rolling Stones, The, 58
Romance, definition of, 3
Romance of leadership, 16, 152
 bias, 17

- Roosevelt, Franklin Delano
(FDR), 29, 82, 87
transforming leadership,
89
- Rothbart, M., 36
- Rumors
basic law of, 18
dread *versus* wish, 18
transmission of, 18, 19
of violence, 18
- Ryan, Paul, 96
- Sabrina*, 128
- Salience, 50–52
- Salk, Jonas, 42
- Schemas
leader, 11–13
leadership, 16
role in social perception,
10–11
- Scrooge, Ebenezer, 128
- SDI. *See* Strategic Defense
Initiative (SDI)
- Self-actualization, 135
- Self-control, 126
- Self-efficacy, 47,
124
- Self-esteem, 43, 44,
50, 51, 77–79, 89,
119
- Self-expansiveness, 112
- Self-ignorance, 137
- Sense of accomplishment,
50
- Setterberg, G. C., 110
- Shakespeare, William, 38
- Shamir, B., 86
- Sharp, Daryl, 101, 150
- Sherlock Holmes
(character), 2, 7, 32,
83
- Simon, Paul, 24, 30
- Simonton, D. K., 25
- Skowronski, J. J., 37
- Smith, G., 108, 139
- Social class stereotypes,
15, 16
- Social cognition, 38
- Social environment of the
hero, 117
- Social identity theory, 12,
36, 50–52
- Sociocentricity, 119–120,
142
- “Spaghetti Westerns”, 22
- Sperry, L., 121
- Spiritual practices,
126–129
- Spiritual transformations,
109
- Spiritual understanding of
heroic transformation,
113
- Spontaneous trait
inferences, 15
- Stagnation to growth,
121–122
- Stanton, Edwin,
32–33
- Stargell, Willie, 134,
135
- Steve Allen Show*, 55, 56
- Stewart, Jimmy, 27
- Stewart, Martha, 94, 95
- Strategic Defense Initiative
(SDI), 23

- Strosahl, K. D., 140
 Sullenberger, Chesley
 ("Sully"), 83
 Superheroes, 2
 Svoboda, E., 123
- Tao Te Ching*, 134
 Theory of lifelong
 development, 118
*Three Essays on the
 Theory of Sexuality*
 (Sigmund Freud),
 106
 Tolle, Eckhart, 150
 Transcendence, 109
 Transforming leadership
 definition of,
 78–82
 heroic, 5, 73–102
 Transmutation,
 108–109
 Truman, Harry S.,
 41, 81
 Trump, Donald J., 5,
 74, 77
 as *puer aeternus*,
 96–102, 148
 vs transforming
 presidential leadership,
 87–96
 Tversky, A., 35
 Tyler, J., 119
- Uncertainty, 4, 5, 8,
 18–20, 22, 24, 33, 35,
 38, 39, 145, 147, 148,
 151, 152
 pleasures of, 25
- Urban League, 62
 US Civil War,
 11–12
- Varieties of Religious
 Experience, The*
 (William James), 105
 Victimhood, 138–139
 Vohs, K. D., 33
 Voting Rights Act of 1965,
 65
- War of the Worlds*
 (Orson Wells),
 20, 21
 Warren, Earl, 42
 Warren Harding Error, 11,
 25
 Washington, George,
 13, 23, 84–85,
 87, 88
 Washington, Martha, 85
 Wayne, John, 27
 Weber, M., 29, 85, 86
 Weiner, B., 35
 Wells, Orson
 War of the Worlds, 20,
 21
 We Shall Overcome, 65
 Whistleblowers, 115
 Whitechurch, E. R., 24
 Wilson, K. G., 140
 Wilson, T. D., 24
 Winfrey, Oprah, 85
 Wisdom, 84, 106, 110,
 113, 139, 141
 Women, as transformers,
 132–134

- World Trade Center attack
(1993), 131
- Xenophobic racial
profiling, 32–33
- “Yes We Can” campaign,
86–87
- Yzerbyt, V. Y., 37
- Zeigarnik, Bluma, 21
- Zeigarnik effect, 21
- Zimbardo, P.,
120–121, 123,
142