Contents

1 Deconstructing Leader Development: An Introduction ............... 1
Matthew G. Clark

Part I The Individual, Personality, and Cognition Involved
in Leader Development

2 Developing “Allostatic Leaders”: A Psychobiosocial Perspective ... 23
Angela M. Yarnell and Neil E. Grunberg

3 General Mental Ability (g) and Leader Development ............... 51
Steven J. Condly

4 Dark Leadership: The Role of Leaders’ Dark Triad
Personality Traits ........................................ 75
Marco R. Furtner, Thomas Maran, and John F. Rauthmann

5 Leadership in Dialogue: How Courage Informs ..................... 101
Craig W. Gruber

6 Leader Developmental Readiness: Deconstructed
and Reconstructed ........................................ 115
Rebecca J. Reichard and Jason E. Beck

Part II Considering Behavior in Leader Development

7 Followership Development: A Behavioral Approach ............... 143
Melissa K. Carsten

8 Conflict Management in Leader Development:
The Roles of Control, Trust, and Fairness ....................... 163
Chris P. Long
9 Operationalizing Creativity: Developing Ethical Leaders Who Thrive in Complex Environments .......................... 189
Harry H. Jones IV

Melinda Z. Kalainoff and Matthew G. Clark

Part III Social and Environmental Influences on Leader Development

11 The Impact of Selection and the Assessment Center Method on Leader Development ........................................ 251
Hubert Annen

12 Leading with Support: The Role of Social Support for Positive and Negative Events in Leader Development .................. 275
Courtney L. Gosnell

13 Seven Steps to Establish a Leader and Leadership Education and Development (LEAD) Program .......................... 301
Neil E. Grunberg, Erin S. Barry, Hannah G. Kleber, John E. McManigle, and Eric B. Schoomaker

14 Frameworks of Police Leadership: Evolution of Change ............ 323
Jay P. Poitras

Index ................................................................. 333