

# Index

- 'Absence of reflexivity', 182
- Abstract intelligence, 90
- Accountability, 5, 202, 220–221, 227–228
- Achilles heel, 68
- Adaptation, 148
- Adaptive system, 148–149
- Advanced beginner, 125, 131–132, 199
- Advertisement, 224
- Alisa Camplin Goal Setting and Tracking Chart, 229
- Allied bombing campaign, 1
- Amnesia, 74
- Amorous Initiation (Milosz), 47
- Anagnorisis* (recognition or discovery), 9–10
- Analytic skills, 93
- Anchoring bias, 70–71
- Angular Gyruis*, 56
- Animation, 66
- Antenarrative, 47–48
- Aphasia, 98
- Architecture, 88
- Artificial intelligence (AI) (*see also* Narrative intelligence), 50, 151, 235
  - aficionados, 50
  - limitation, 51
  - perspectives from research, 50–56
- Aspirant intelligence, 97
- Attitudes, 119
- Australian Football League (AFL), 227
- Authentic(ity), 190–191, 194
  - educative, 104
  - happiness, 32–33
  - leadership, 190–191
  - of naturalistic inquiry, 104
  - self-referential, 195–196
- Autism spectrum disorder (ASD), 99
- Autonomy, 205
- Balancing feedback, 145
- Balancing loop, 151
- Basal ganglia*, 56
- Behaviour, 114, 119, 204
  - disruptive, 68
  - non-verbal, 242
  - observable, 179
  - patterns of, 157, 230
  - perspective patterns, 157
  - rule-governed, 134
  - verbal, 242
  - virtuous, 197–198
- Beliefs, 119
- Benign fictions, 73
- Bitching, moaning and whining (BMWs), 212
- Blackness, 235–236
- Bodily-Kinesthetic Intelligence, 94
- Brain damage, potential isolation by, 97–98
- Brain-to-brain coupling, 59
- Brains making sense of environment, 61
- 'Broaden-and-build' theory of positivity, 33
- Broca's Area, 58
- 'Buy-in' concept, 165
- Capabilities, 204
- Cartesian methodology, 36
- Cartesian physics, 36
- Cartesian thinking, 22
- Cartesian-inspired convergent thinking skills, 135
- Catalytic authenticity, 104
- Catharsis hypothesis, 212
- Cause-and-effect, 144, 146–147
- Cause-effect relationships, 145
- Challenger* space shuttle disaster, 69
- Chaotic contexts, 149

- Character, 204  
 Chief Executive Officer, 112  
*Chora* (Plato's concept), 46, 48  
 'Cinemas', 165  
 Cinématographe, 164–165  
 'Clockwork', 111  
 Cognitive biases, 184  
 Cognitive continuum, 54–55  
 Cognitive dissonance, 68–69  
 Cognitive ease, 26  
 Cognitive modifiability, 242  
 Cognitive psychology, perspectives  
     from, 64–75  
 Cognitive research, 68  
 Cognitive tension, 69  
 Collaborative culture, 221–222  
 Colour, 54, 77, 232, 235–236, 240  
 Commitment, lack of, 220  
 Common sense, 52, 54, 114  
 Communication, 41, 84, 170,  
     211, 215  
 Communion, 42, 66, 116, 117, 120,  
     185, 201  
 Competence, 199, 205  
 Complementarity principle  
     (Bohr), 36, 55  
 Complex adaptive systems, 148  
 Complex contexts, 149  
 Complexity, 146–147  
     leadership scholars, 148  
     system, 148–149  
 Complicated contexts, 149  
*Confident surrender*, 167, 220, 238  
 Configuring, 13  
 Confirmability, 104  
 Confirmation bias, 70, 184  
 Connecting, 99  
 Consciousness, 54  
 Constant improvement, 227  
 Contemporary audit culture, 101  
 Context, 53–54, 149  
 Continual process, 151  
 Creative skills, 93  
 Creative tension, 231–232  
 Credibility, 103–104  
 "Crises of faith", 68  
 Culture, 92  
     commentator, 190  
     of narcissism, 192  
     of narrative intelligence, 237,  
         240, 246  
 Cyclical interpretive process of  
     narrative, 13  
 Data-mental models–data-mental  
     models, 187  
*Deep Blue*, 51–52  
 Deep-seated assumption, 90  
 Defensive reasoning, 143  
     impact, 138–139  
 Delicious delusions, 137  
 Delusions, 73  
 Dependability, 104  
 Dialectic process of dialogue, 83  
 Dialogue, 118  
 Disaster, 75  
 Discordant beliefs, 137  
 Disruptive behaviour, 68  
 Divergent-thinking skills, 135  
 Dorsolateral prefrontal cortex  
     (DLPFC), 98  
 Double-loop learning, 168–169, 174  
 Dreyfus stages of skill  
     acquisition, 199  
 Dreyfus-inspired connection, 131  
 Dreyfus's theory, 125  
 Drivership, 112  
 Duality of mind and body, 55  
 Dwelling, 38, 43  
 Dynamism of understanding, 81  
 Dysfunctional mental models,  
     176, 188, 245  
 'Echoes', 128  
 Edelman Trust Barometer, 202–203  
 Educative authenticity, 104  
 Eidetic intuition, 79  
 Eidetic reduction, 79  
 Einstein, Albert, 246  
 Embodied knowledge, 132,  
     135–136, 142  
 Emergence, 145–146, 148

- Emotional impact of looking, 76  
 Emotional intelligence, 95  
 Emotional involvement, 126–127, 182  
 Empirical thinking, 22  
 Empiricism, 23  
 Engagement, 227  
 Environmental crisis, 224–225  
 Error blindness, 73–75, 236  
 Espoused theory, 138  
 Eudaimonia (*see* Happiness)  
 Eulogy virtues, 190–191  
 Events, 230
  - events-oriented perspective, 155
    - level, 163–164
 Everydayness, 193, 206  
 Exceptional individuals, 98–99  
 Existential threat, 221  
 Experience of colour, 235  
 ‘Experiencing self’, 62  
 Experimental psychological tasks, 100  
 Expert, 199
  - execution, 227
- Fabula*, 11  
 Fairness, 104  
 Fear of conflict, 220  
 Feedback
  - loops, 147, 172
  - process, 145
 Feeling of knowing, 74  
 “Ferocious determination”, 29  
 Feuerstein, Reuven, 91  
 ‘Fidelity of influence’ concept, 4–5,
  - 96–97, 120–121, 130–131,
  - 147, 152, 158, 209–210,
  - 212, 214–215, 217, 219–220,
  - 237–243
  - leading with, 198–206
 First step thinking, 51  
 Flourishing, 32, 34, 88  
 Focus, 226  
 Formalist approach, 12  
 Four Disciplines of Execution,
  - 226–228
 Frankl’s death camp experiences, 30  
 Frankl’s Space, 49
- French structuralism, 12  
 ‘Friend’ concept, 84  
 Functional magnetic resonance
  - imaging (fMRI), 57
  - imagery, 59
  - neural coupling, 59
 Fundamental attribution error,
  - 69–70, 184
 Fundamentally dysfunctional
  - approach, 129
 Fusion of horizons, 83
- Generic syndrome against
  - learning, 139
 German war production, 1  
 Gestalt theory, 110–111  
 “Give-up-itis”, 28  
 Glacier, 25  
 ‘Go’ (Chinese game), 51–52  
 Great Depression, 147  
 Great Recession, 203  
 Grief, 74
- Hanunóo in Philippines, 16  
 Happiness, 87–89  
 Heider and Simmel’s research, 66  
 Hermeneutics, 80, 84, 152  
 Historicity, 20–21  
 ‘Horizons of significance’ concept,
  - 4, 195–196, 198
 Horns and Halo effect, 71, 184  
 Human
  - cognition, 242
  - DNA of storytelling, 14–22
  - enterprise, 2
  - intelligence, 52–54, 87–90
  - life, 65
  - science research, 110
  - time, 20
  - whooshing, 34
 Humble inquiry, 214
- Ideological conflict, 220  
 Idiots savants, 98–99  
 “Illusion of valid prediction”, 67  
 Imitation, 14–15

- Imitative behaviour, 15
- Individualism, 192
- Influence, 119–120
- Influence relationship, 115, 118, 121, 123, 144, 152
- Information, 109
- “Inner contradictions”, 137
- Insular Cortex*, 56
- “Integration of particulars”, 111
- Integrity, 204
- ‘Intellect’, 96
- Intelligence (*see also* Artificial intelligence (AI); Narrative intelligence), 86–87, 89–92, 96, 107
- abstract, 90
  - aspirant, 97
  - emotional, 95
  - gene, 92
  - human, 52–54, 87–88, 90
  - inter-personal, 94
  - intra-personal, 94
  - logical-mathematical, 93
  - mechanical, 90
  - social, 90, 95
  - test, 89
- Intent, 204
- Intentionality, 78
- Inter-personal intelligence, 94
- Interpreting concept, 76
- Interweaving narratives, 7, 35–40
- human DNA of storytelling, 14–22
  - narrative thinking mitigation, 27–30
  - self-efficacy strengthening to shaping preferred narratives, 30–35
  - story, 9–14
  - Western empirical thinking, 22–26
- Intra-personal intelligence, 94
- IQ testing, 92
- Kinetoscope, 165
- Knowing in narrative, 96
- Knowing-in-action, 136
- Knowledge, 15–16, 80
- embodied, 132, 135–136, 142
  - personal practical, 108
- Labelling, 99
- ‘Lack of substantive reasoning’, 182
- Ladder of Inference, 180, 182–183
- Lake Wobegon Effect*, 74
- Language, 40–41, 83
- incompleteness, 43
  - limitation, 42
  - narrative, 63
- Las Meninas*, 43
- ‘Lead measures’, 227
- Leadership (*see also* Rewriting leadership narratives), 114, 123, 211, 220, 237–239
- attributes, 205
  - culture, 222
  - development, 140
  - Dreyfus-inspired connection, 131
  - Dreyfus’s theory, 125
  - effectiveness of, 2
  - efficacy, 169–170
  - embodied knowledge, 132
  - emotional involvement, 126–127
  - fidelity of influence*, 133
  - fundamentally dysfunctional approach, 129
  - influence relationship, 123
  - inquiry field, 114
  - narrative-based approach, 128
  - positive behaviour support, 130
  - reaching for whole of, 109–113
  - scholars and practitioners, 113
  - skill, 130
  - storied space of, 153–198
- Leadership breakthroughs with narrative intelligence, 210
- collaborating with moral purpose within shared narratives, 215–223
  - executing strategic goals using narrative intelligence, 223–234

- nurturing culture of narrative intelligence, 234–247
- understanding and engaging narratives of others, 210–215
- Learned helplessness, 27
- Learning, 122, 148
  - double-loop, 168–169, 174
  - generic syndrome against, 139
  - learning-in-context, 123
  - organisation, 216
  - single-loop, 168, 174
- Left hemisphere damage (LHD), 98
- ‘Legere’, 96
- Leverage, 226
- Life, 30, 109–110
- ‘Life-cycle’ of paradigm, 24
- Lifeworld, 83
- Linear cause-and-effect, 149, 155
  - approach
  - relationships, 149
  - thinking, 150–151
- Listing, 99
- Literary fiction, 61
- Literary narratives, 61
- Little Red Riding Hood*, 43
- Loan repayment schedule, 149
- Logical-mathematical intelligence, 93
- Low-leverage interventions, 153
  
- Mainstream AI community, 55
- Man’s Search for Meaning* (Frankl), 34
- Management studies (*see also* Systems thinking)
  - Cartesian-inspired convergent thinking skills, 135
  - defensive reasoning and productive reasoning, 143
  - delicious delusions, 137
  - knowing-in-action, 136
  - leadership development, 140
  - perspectives from, 134
  - productive reasoning, 139
  - swampy lowlands, 142
  - technical rationality, 134–135
  - theories of action, 138
- Marketing, 207–208
- Master, 199
- Mastery, 205
- ‘Maximum grip’, 123
- Meaning, 82
  - of experience, 2
  - making, 18
  - of words and concepts, 53–54
- Mechanical intelligence, 90
- Medial temporal lobe damage, 98
- Mediation, 242
- Mediational tools, 243
- Mediative questioning, 243
- Medium of storytelling, 40–44
- Memes, 17
- Mental models, 159–160, 175–176, 186, 224–225, 230, 236, 240
- Mental Time Travel (MTT), 100
- Metaphors, 58
- Metaphysical assumption, 54
- Microaggressions, 27–28
- ‘Monomyth’ of ‘hero’s journey’, 18
- Movements of shapes, 66
- ‘Multiple intelligences’ theory, 93–95
- Multitasking, 205
- Musical Intelligence, 94
- Mutual purpose, 115, 166
- Myopic bias-confirming perspective, 24
- Myths, 3
  - of objectivity, 22–23
- Myxomatosis, 176–177
  
- Narrating, 99
- Narration, 85
- Narrative identity, 20
- Narrative intelligence, 1, 7, 86, 96–97, 107–109, 147, 150, 169, 176, 209
  - artificial intelligence research perspectives, 50–56
  - cognitive psychology perspectives, 64–75
  - developmental history with definable set of expert “end-state” performances, 99–100

- disciplines, 4
- evolutionary life of narrative, 95–96
- existence of idiots savants, prodigies, and exceptional individuals, 98–99
- human intelligence, 87–88, 93–94
- hypothesis, 100
- identifiable core operation, 99
- implications for practice, 105
- intellectual accomplishments, 92–93
- intelligence, 86–87, 91–92
- invitation to view life as flow of interweaving narratives, 7–44
- leadership, 4–5, 8
- leadership breakthroughs with, 210–247
- learned abilities, 3
- ‘multiple intelligences’ theory, 93–95
- neuroscience perspectives, 56–64
- people, 9
- philosophical hermeneutics perspectives, 75–85
- potential isolation by brain damage, 97–98
- single, general human intelligence concept, 89–90
- storied space, 45–50
- support from psychometric findings, 100–101
- susceptibility to encoding in symbol system, 101–104
- Narrative mode, 18
  - of knowing, 19
  - of thinking, 55
- Narrative thinking, 22, 26, 45, 127, 207
  - features synthesis, 177
  - mitigation, 27–30
- Narratives (*see also* Interweaving narratives), 1, 3, 11–14, 96
  - coaching, 243–245
  - fallacy, 72–73, 184
  - generators, 173
  - identity, 21, 82
  - imagining–story, 65
  - knowing, 96
  - language, 63
  - psychology, 10
- Narratology, 12, 65
- Natural attitude, 77–78
- Natural tendency, 72
- Neural coupling, 58–59, 63–64
- Neural theory of metaphor, 58
- Neurology research, 61
- Neuroscience
  - perspectives from, 56–64
  - research, 57, 60
  - researchers, 58–59
- Nicomachean Ethics*, 87, 89
- Non-coercive influence, 4, 115
- Non-linear cause-and-effect thinking, 151
- Non-linear chains, 146–147
- Non-literate societies, 16
- Non-manipulative influence, 4
- Non-mechanistic phenomena, 110
- Non-verbal behaviour, 242
- Noogenicneurosis, 193
- North American Navajo, 16
- ‘Not seeking reasons’, 182
- Nurturing culture of narrative intelligence, 234
  - blackness, 235–236
  - coaching conversation, 243–244
  - exercising narrative intelligence, 236–237
  - fidelity of influence, 237–243
  - guide for the skilled narrative coaching, 245–246
  - implications for practice, 246–247
  - ‘paradigmatic thinking’, 234–235
- STORY approach, 244–245
- Observable behaviours, 179
- Olong*, 209
- Ontological authenticity, 104
- Ontology, 85

- Organisations, 110  
 complexity researchers, 148–149  
 transformation, 228
- Oxytocin, 61, 63–64, 203
- Pantometry, 91
- Pantomimic communication, 100
- Paradigmatic mode, 18
- Paradigmatic thinking, 22, 24, 26, 35, 38, 127, 234–235  
 feature analysis, 177  
 inadequacy, 26
- Paraphrasing, 243
- Pathos* (suffering), 9–10
- Pattern-seeking, 62
- Patterns of behaviour, 157, 230
- Perception of colour, 236
- Peripeteia* (reversal of fortune), 9–10
- Personal authenticity, 188–189, 197–198
- Personal practical knowledge, 108
- Personalities and desires of shapes, 66
- Phenomenological consciousness, 78
- Phenomenological reduction, 78
- Phenomenologists, 77–78
- Phenomenology, 76–77, 80
- Philosophical hermeneutics, perspectives from, 75–85
- Physical space, 45, 48, 236
- Playership, 112
- Positive emotion, engagement, relationships, meaning, accomplishment (PERMA), 32–34
- ‘Post-industrial’ concept of leadership, 115
- Postmodern literary movement (1960s), 207
- Postmodern paradigm, 37
- Practical skills, 93
- Practical wisdom, 87–88  
 dark side of leading with narrative intelligence, 206–210  
 leadership as deeply embodied, intuitive skill, 123–134  
 leadership breakthroughs with narrative intelligence, 210–247  
 leading with presence, trust, and fidelity of influence, 198–206  
 and narrative intelligence, 107–109  
 new narrative of leading, 113–123  
 perspectives from management studies, 134–143  
 perspectives from systems thinking, 144–153  
 reaching for whole of leadership, 109–113  
 storied space of leadership, 153–198
- Prefiguring, 13
- Prejudice, 80–81
- Presence, trust, and fidelity of influence, 198  
 Dreyfus stages of skill acquisition, 199  
 implications for practice, 206  
 oxytocin, 203–205  
 Price Waterhouse Coopers Annual Global Survey, 202–203  
 questions for reflection, 205–206  
 systemic structure, 200–201  
 times information, 201–202
- Price Waterhouse Coopers (PWC), 202
- Primary metaphors, 58
- Prodigies, 98–99
- Productive reasoning, 143
- Proficiency, 127, 199
- Psychological research, 68
- Psychometric findings, 100–101
- Qualitative research, 102–103
- Quantitative research, 103
- Quantum mechanics, 35–36, 55
- Rationalist approaches, 22
- Redness, 235
- Refiguring, 13
- Reflexive loop, 187
- Reflexivity, 46

- Reinforcing
  - feedback, 145
  - loop, 151
- Relatedness, 205
- Relationship management, 95
- 'Remembering self', 62
- 'Reprehensible situation', 232
- Research-based theory, 135
- Respect, 171
- Résumé virtues, 190–191
- Retrospective distortion, 25
- Rewriting leadership narratives
  - (*see also* Leadership), 174
  - cognitive biases, 184
  - data-mental models–data-mental models, 187
  - digital technology, 178
  - Dreyfus's model, 177
  - dysfunctional mental models, 188
  - functioning mechanical clock, 179
  - ladder of inference, 180, 182–183
  - mental models, 175–176, 186
  - narrative intelligence, 176
- Rheomode, 25
- Rich narratives, 40, 61
- Richardson's theory, 93
- Right hemisphere damage
  - (RHD), 98
- Robyn's approach, 213–214
- Rule-governed behaviour, 134
- Russian formalism, 12
  
- Sacred truths, 38
- Scheherazade Policy, 208
- Science, technology, engineering, and
  - math-based knowledge
  - (STEM-based knowledge), 2
- Scientific community, 35–36
- Scientific method, 80, 110
- Scientific processes, 2
- Self of self-knowledge, 20
- Self-awareness, 95
- Self-deprivation, 108
- Self-despising narrative, 188
- Self-efficacy strengthening to shaping
  - preferred narratives, 30–35
- Self-examination, 80
- Self-images, 66
- Self-indulgence, 108
- Self-knowledge, 96
- Self-making, 19
- Self-management, 95
- Self-organisation, 148
- Self-organising capacity, 145
- Self-referential
  - authenticity, 195–196
  - motives, 122
  - type of authenticity, 193
- Self-serving narrative, 206
- Self-sustaining cycle, 161
- Sense of time, 20
- Senses, 56
- Sensory cortex, 56–57
- Sequencing, 99
- Servant leadership, 197, 221
- Shared narratives, 222
  - co-shaping, 215–216
  - collaborating with moral purpose within, 215
  - collaborative culture, 221
  - continuum of leading with narrative intelligence, 217
  - conversations, 218–219
  - dysfunctions of teams, 220–221
  - implications for practice, 223
  - narratives of excellence, 222
- Shared vision, 166–167
- Significant Objects Project, 60
- Single-loop learning, 168, 174
- Singularity, 50, 151
- Smell (olfaction), 56
- Social awareness, 95
- Social intelligence, 90, 95
- Society, 24
- Socio-cognitive dynamics, 93
- Solidarity, 227
- Somatosensation, 56
- Sound (audition), 56
- 'Space', 79
- Stance, 42
  - etymology, 42–43

- Storied space of leadership, 45–50,  
     151, 153  
     authenticity, 191, 194  
     everydayness, 193  
     fidelity of influence, 197  
     historicity, 195  
     horizons of significance,  
         195–196, 198  
     individualism, 192  
     personal authenticity, 188  
     résumé and eulogy virtues, 190  
     rewriting leadership narratives,  
         174–188  
     self-referential type of  
         authenticity, 193  
     systemic approach to realising  
         visions, 153–174  
     Zappos, 189
- Story time, Truths, Open, Rewrite  
     narrative, Yonder approach  
     (STORY approach),  
         244–245
- Storytelling, 3, 8–11, 207–208
- Strategic goals using narrative  
     intelligence, 223  
     Alisa Camplin Goal Setting and  
         Tracking Chart, 229–230  
     creative tension, 231–232  
     disciplines for breaking free of  
         whirlwind, 226–227  
     implications for practice, 234  
     levels of perspective, 223–224, 228  
     mental model, 224–225  
     questions for reflection, 233–234  
     shared visioning process, 230–231
- Structural conflict, 232
- Structural-functionalist frame, 114
- Sub-atomic particles, 35
- Symbol system, susceptibility to  
     encoding in, 101–104
- Syntactic calculations, 51
- Systemic approach to realising  
     visions, 153  
     aligning resources and energy in  
         organisation, 172  
     bought and shared vision, 166  
     *Confident surrender*, 167  
     different levels of perspective, 156  
     digital technology, 154  
     disruptive opportunity, 155  
     double-loop learning, 168–169, 174  
     emergent quality of mental  
         models, 171  
     events and vision level, 163–164  
     events-oriented perspective, 155  
     fidelity of influence, 158  
     Kinetoscope, 165  
     mental models, 159–162  
     patterns of behaviour, 157  
     reinforcing dynamism, 171  
     single-loop learning, 168, 174  
     systemic structure dimension, 159
- Systemic structure generators,  
     159–162, 173
- Systemic structuring, 243
- Systems thinking (*see also*  
     Management studies)  
     cause–effect relationships, 145  
     complex, 146  
     crossword-puzzle clues, 150  
     fidelity of influence, 147  
     human organisations, 153  
     nonlinear feedback, 148  
     perspectives from, 144  
     phenomenological and  
         hermeneutic perspective,  
         152  
     simple contexts, 149  
     storied space concept, 151
- Syuzhet*, 11
- Tactical authenticity, 104
- Talkback radio programmes, 12–13
- Taste (gustation), 56
- Taylor's third malaise, 192
- Teamwork, 216
- Technical rationality, 134–135
- Temporal cortex, 58
- Temporal space, 48
- Terra Nullius*, 15
- Testable truths, 2
- Theory-in-use, 138

- Tides of the Mind, The*  
 (Gelernter), 55
- Time, 20, 79
- Toco (robot), 53
- Top-down hierarchy, 222
- Toughness, 56, 227
- Transferability, 104
- Transportation, 60–61
- Triarchic Theory of Intelligence, 93
- Trust, 203, 220  
 leading with, 198–206
- Trustworthiness, 103–104
- Uncertainty principle  
 (Heisenberg), 35–36
- Unconditional positive regard  
 concept, 212
- Understanding, 40–42, 83–84
- ‘Venting’, 212
- Verbal behaviour, 242
- Verbal-Linguistic Intelligence, 93
- Victimhood, 28  
 antithesis, 30  
 culture, 28
- Virtue, 108
- Virtuous behaviour, 197–198
- Vision, 56, 163–164
- Visual-Spatial Intelligence, 94
- Wave-particle duality, 36
- Wernicke’s Area*, 56–58
- Western empirical thinking, 22–26
- What You See Is All There Is*  
 (WYSIATI), 67, 112
- ‘Whirlwind’ concept, 226
- Whooshing (secularly  
 sacred sense), 195
- Wildly important goals (WIGs), 226
- Wisdom (*see also* Practical  
 wisdom), 107
- Zak, Paul, 203
- Zappos, 189