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Nota di contenuto	Intro -- Half Title -- Series Page -- Title Page -- Copyright Page -- Dedication -- Contents -- About the Authors -- Introduction: Ethical Change Leadership 2.0 -- Note -- References -- Part I: Context and Theory -- 1. Leadership Ethics and Organizational Change: Sketching the Field's Challenges -- Introduction -- Global Challenges for Global Leaders -- The Globalization Process -- Implications for Organizations -- Implications for Leadership -- Leadership and Change -- Leadership Ethics as a Research Field -- Leadership Ethics: Framing the Question for 'Good Leadership' -- Problems with the Concept of Leadership -- The Notion of 'Good' -- Concepts of Good Leadership -- Transforming Leadership -- Ethical Leadership -- Servant Leadership -- Responsible Leadership -- Conclusion -- References -- 2. Perceptions and Development of Ethical Change Leadership -- Introduction -- Perceptions of ECL -- Definitions of Ethical Leadership -- Leading Change -- Senior Manager Perceptions and Development of ECL -- Case Study Examples of ECL -- Interview with Chief Strategy Officer,

Insurance Company -- Interview with Senior Director, Global Public Health Organization -- Interview with Direct Report of the Management Team, on the General Manager, Global FMCG Company -- Interview with HR Director Commercial and Marketing, Global Retail Company -- Interview with SVP Executive and Leadership Development, US Bank -- Interview with Former Director of Finance and Performance of UK Transport Organization, Information Management on the CIO, and Leadership Team -- Perceptions of ECL -- Development of ECL -- Can ECL Be Developed? -- Further Keys to Developing ECL -- Practical Implications -- Increasing Time and Resources ... or Exposure and Competence -- Impact on Followers, Norms, and the 'Ethical Climate' -- Communication -- Ethical Leadership and Resistance to Change. Conclusion -- Acknowledgments -- Notes -- References -- Appendix 2.1 -- Key Questions for Senior Manager Interviews -- Appendix 2.2 --

3. Mission Leadership: A Key Enabler for an Emerging Leadership Model, Planned, and Emergent Change and Ethical Clarity -- Introduction -- Mission Leadership -- Rost's Leadership Framework, The Leadership PAC Ontology, and Emerging Leadership Model -- Organizational Change, Leadership, and Ethics -- Conclusion -- Notes -- References --

4. Emmanuel Levinas and the Ethical Quality of Leadership -- Introduction -- Organizational Justice and its Leadership -- An Ethical Basis of Just Leadership -- Impossible Justice -- Conclusion -- References --

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Utopianism -- Discussion and Conclusions -- References -- 10. Leadership Narcissism, Ethics, and Strategic Change: Is It Time to Revisit Our Thinking about the Nature of Effective Leadership? -- Introduction -- 'Bad' Leadership -- Abuse of Power -- Inflicting Damage on Others -- Over-exercise of Control to Satisfy Personal Needs -- Rule Breaking to Serve Own Purposes -- The Consequences of 'Bad' Leadership -- Narcissism and Leadership -- Research into 'Bad' Leadership -- Actions to Avoid the Impact and Emergence of 'Bad' Leadership -- Short-term Actions -- Longer-term Action -- Conclusion -- References -- 11. Organizational Leadership and Change in the Context of Conflict. Introduction -- Conflict as an Organizational Reality -- Leadership and Change in Conflict and Division -- Extreme Contexts -- Business for Peace -- Public Administration as a Lever -- Ethical Leadership, Change, and Purpose -- Ethical Leadership in Conflict Environments -- Conclusion -- References -- 12. Leadership for Sustainable Futures -- The Growing Pressure for Change -- Navigating the New Complexity -- Integrating the Key Elements of Corporate Sustainability -- Leading and Influencing Diverse Stakeholder Constituencies -- Changing Leadership Requirements on the Sustainability Journey -- Leadership Configurations in Different Phase Contexts -- Leadership in the Compliance Phase -- Leadership in the Efficiency Phase -- Leadership in the Strategic Sustainability Phase -- Leadership in the Sustaining Corporation Phase -- Key Skills for Sustainability Leaders -- Conclusion -- References -- 13. A Dualities Approach to Sustainable Organizational Change Leadership -- Introduction -- Sustainable Leadership for Change -- Leading in Tension -- Duality Theory for Conceptualizing Leadership -- Dualities Leadership Characteristics -- Simultaneity -- Relational -- Minimal Thresholds -- Dynamism -- Improvisation -- Sustainable Change and Ethics: A New Kind of Tension -- Conclusion -- Note -- References -- Part III: Conclusions -- 14. Leadership, Sustainability, and Ethics: Looking Back to Move Forward -- Introduction -- The Ethical Challenge -- Kurt Lewin: Ethics, Leadership, and Change -- From Planned Change to Organization Development -- Conclusion -- Note -- References -- 15. Teaching Organizational Change Leadership and Ethics -- Introduction -- The Organizational Change Leadership and Ethics (OCLE) Workshop -- Morning -- Provocation: Eight Unethical Leading Change Steps -- Definitions, Boundaries, and Relationships. Transformational Leadership Misunderstood and Misrepresented -- Afternoon -- The Dark Side of Transformational Leadership -- Leadership: Discourse, Metaphors, and Framing -- Followers: Leadership Problem or Leadership Solution -- Provocation: Eight Unethical Leading Change Steps -- Definitions, Boundaries, and Relationships -- Transformational Leadership Misunderstood and Misrepresented -- The Dark Side of Transformational Leadership -- Leadership: Discourse, Metaphors, and Framing -- Followers: Leadership Problem or Leadership Solution -- Concluding comments -- References -- 16. Toward Intelligent Disobedience: Academics Leading by Example -- Introduction -- Questioning Orthodoxy: What Is the Role of Intelligent Disobedience? -- Questioning Organizational Change: What Is the Role of Participation and Collaboration? -- Questioning Change Leadership: Where Are the Meaningful Theories and Research? -- Questioning Universities and Business Schools: Agents of Change or Legitimizers of Favored Beliefs and Practices? -- Conclusion -- References -- Index.

change, and the green shift are knocking on the door, while traditional education, and ways of leading and managing this development, often fail to keep up. Organizational Change, Leadership and Ethics challenges leadership orthodoxy, assumptions, and myths currently preventing the further development of theory and practice. It encourages intelligent disobedience in support of greater leadership capabilities and capacity in organisations and societies. As such, the book is written for everyone who wants to be MAD - to Make A Difference - students, scholars, and practitioners alike"--
