

The Quest for Moral Leaders

Essays on Leadership Ethics

Edited by

Joanne B. Ciulla

University of Richmond, USA

Terry L. Price

University of Richmond, USA

Susan E. Murphy

Claremont McKenna College, USA

NEW HORIZONS IN LEADERSHIP STUDIES

Edward Elgar

Cheltenham, UK • Northampton, MA, USA

Contents

<i>List of Contributors</i>	ix
<i>Acknowledgements</i>	xii
Introduction <i>Joanne B. Ciulla</i>	1
α	
PART ONE THE HEARTS OF LEADERS: VIRTUES, FEELINGS, AND FAITH	
1 The shape of freedom: democratic leadership in the ancient world <i>Paul Woodruff</i>	13
2 Emotional leadership, emotional integrity <i>Robert C. Solomon</i>	28
3 Ethical diversity and the leader's religious commitments <i>Douglas A. Hicks</i>	45
PART TWO THE MINDS OF LEADERS: RESPONSIBILITY, NECESSARY SIN, AND FAIRNESS	
4 Abuse, privilege, and the conditions of responsibility for leaders <i>Terry L. Price</i>	65
5 "Oh Lord, Won't You Buy Me a Mercedes-Benz": how compensation practices are undermining the credibility of executive leaders <i>Jay A. Conger</i>	80
6 Dirty hands, necessary sin, and the ethics of leaders <i>Peter Temes</i>	98
PART THREE THE BODY OF LEADERSHIP: MORAL SYSTEMS AND ORGANIZATIONS	
7 Fairness as effectiveness: how leaders lead <i>Tom R. Tyler</i>	113

8	That which governs best: leadership, ethics and human systems	131
	<i>S.D. Noam Cook</i>	
9	Expanding the horizons of leadership	- 144
	<i>Norman E. Bowie</i>	
	<i>Index</i>	161