



“You will find this book helpful if you are a leader or an aspiring leader who (1) acknowledges that there are ethical consequences associated with the leadership role, (2) wants to exert positive influence over others, (3) seeks to make more informed ethical choices and follow through on your decisions, and (4) desires to foster ethical behavior in others.”

-Craig E. Johnson, author

The Shadow Side of Leadership:

- The Leader's Light or Shadow
- Stepping in and out of the shadows

Looking Inward:

- The Leader's Character
- Combating Evil

Ethical Standards and Strategies:

- Ethical Perspectives
- Ethical Decision Making and Behavior
- Exercising Ethical Influence
- Normative Leadership Theories

Shaping Ethical Contexts:

- Building an Ethical Small Group
- Building and Ethical, Inclusive Organizational Climate
- Meeting the Ethical Challenges of Leadership in a Global Society
- Ethical Crisis Leadership

The decision to study ethical leadership couldn't have come at a better time. The need for ethical leaders is greater than ever, with the attacks on U.S. democracy, the flood of conspiracy theories and disinformation; the lingering effects of the global COVID-19 pandemic; the disruption caused by climate change; the rise of authoritarianism in India, China, Poland, Hungary and elsewhere; war in Europe; the displacement of over 100 million people around the world (an all-time high) through violence, human rights violations, and persecution.

Fortunately, you have a growing body of knowledge to draw from in your efforts to become a more ethical leader and follower. Academic interest in the topic is greater than ever, generating a constant stream of new books, articles and research studies, as well as the creation of new leadership ethics units and courses. We are learning much more about the factors that make up ethical (and unethical) leadership, how leaders make moral choices,

how leaders create ethical groups and organizations, how leaders can behave more ethically in a more global society, and so on. (Preface)

Key Features:

- Examples and case studies
- Self-Assessments
- Focus on Follower Ethics
- Implications and Applications
- For Further Exploration