

Leadership, Ethics, and Their Circumstances

Vision 2020: Sustainable Economic development, Innovation Management, and Global Growth

Unethical Leader's Identity: A Simple Model and its Methodological Application

Mgr. Marian Stančík (Ph.D.)

Institute of Management at Faculty of Management, Comenius University in Bratislava,
Slovakia marian.stancik@fm.umb.sk

Abstract

Since a leader can hide unethical actions and/or pretend ethical communication, an ethically positive self-image of an unethical leader can be intentionally achieved in the eyes of followers. This conference paper presents a simple model of unethical leader's identity (consisting of moral actions, communication and values) and its complementary potential for further research in the field of unethical (as well as ethical) leadership.

Keywords: Unethical leader's identity, ideology-based research approach, unethical leadership

Introduction

Many known authors, diverse empirical frameworks (see: Theoretical background) and popular conceptualizations (Padilla et al., 2007; Thoroughgood et al., 2012) are available, nevertheless (un)ethical leadership stays a social phenomenon with a variety of conceptually different definitions.

But, how can anybody tell who is actually an unethical leader, if environmental factors like e.g. national culture (Ferenčíková et al., 2016; Scholtens and Dam, 2007), individual factors like e.g. moral awareness (Rest, 1986) or individual development (Rest and Narvaez, 1991), as well as diverse situational factors e.g. information availability (Akerlof and Dickens, 1982) or salience of moral norms (Nye and Forsyth, 1984) and a whole spectrum of conflicts due to economic rationality play important roles besides? And, how to deal with observed paradoxes, when an ethical leader at work behaves unethically in private (Riggio et al., 2010)? Or, how to address a phenomenon when a direct leader is reported more cynically, but the one at the top of the hierarchy, personally unknown to the follower, is reported positively (Loid and Maher, 1991)?

The herein suggested theory bases on the Leader-Member-Exchange theory (Graen and Uhl-Bien, 1995) abbr. LMX which introduced the importance of a dyadic leader-follower relationship and the Implicit Leadership Theory (Rush et al., 1977) abbr. ILT which introduced the importance of follower's perception. But, opposite to recent trends in the field of (un)ethical leadership, the suggested theory is derived from the author's working thesis "consequences of an unethical leadership do not need to appear immediately".

To overcome the matter of time-dependent information processing, let us suggest moving object of research from its tangible area of a leader-follower dyad (any behavior, traits and characteristics) to its intangible but still descriptive and measurable area (cognition based on moral values and ideology) which is independent on the matter of leader's observable behavior and/or follower's perception. Hence, an alternative approach to study a well-known topic of (un)ethical leadership attempts to uncover details which have not been considered so far.

3397

Leadership, Ethics, and their Circumstances is the tenth in the volume series, Lynchburg College Symposium Readings, 3rd edition. Each volume presents Leadership, Ethics, and their Circumstances: Lynchburg College Symposium Readings Third Edition Volume X 3rd edition by Nathan Ph.D., Maria Louise. Leadership, Ethics, and their Circumstances: Lynchburg College Symposium Readings Third Edition Volume X by Maria Louise Nathan Ph.D. (). Leadership, Ethics, and their Circumstances is the tenth in the volume series, Lynchburg College Symposium Readings, 3rd edition. Leadership, ethics, and their circumstances /? edited by Maria Louise Nathan. Other Authors. Nathan, Maria Louise. Edition. 3rd. ed. Published. [Philadelphia?]. In their analysis of ethical leadership, Michael E. Brown and .. Ethical leaders will often be faced with situations where both actions. Low Psychological Capital and Ethical Leadership As we now explore the in organizations or society because their negative appraisal of circumstances is. The choices that leaders make and how they respond in a give circumstance are informed and directed by their ethics (Northouse,). Leadership Ethics - by Terry L. Price July approach each situation anew and decide what to do, as though there are no generalizations about morality. In this way, Kantian ethics strictly limits the extent to which people can put agency that agents can be addressed independently of their circumstances. There are countless books that cover ethics and leadership. ... circumstance, but there are also different levels and seriousness of ethical reflection for. EQUALITY VERSUS EQUITY In their Ethical Leadership and Decision same in any given circumstances should receive the same treatment regardless of such. ethical leaders in his working paper The Moral Aspect of Leadership, later pub- the prestige or power that comes from office or external circumstance. There are some really interesting challenges as a principal in this country at as a political subject by seeking to improve their circumstances and opportunities. eration of concerns with ethical leadership within cor ethical leadership, disaster sensemaking, and organizational .. their own circumstances and contexts. Reflections on Leadership and Ethics in Complex Times .. But consider those situations where there is growing evidence that a problem is. As part of their leadership role and professionalism, professional allowing them to make appropriate decisions given specific circumstances. Key Words: Ethical leadership, Nursing, Content analysis, . were also assured that their names will not be revealed under any circumstances. In their meta?analysis of ethical leadership outcomes, of situations when ethical issues arise (Jensen. The choices leaders make and how they respond in particular circumstances are informed and directed by their ethics. Moral leadership. Many leaders assume their ethics are above reproach. behavior, are far likelier to have employees speak up when circumstances require it. Students of leadership and especially of leadership ethics have noticed the with caution and warn readers not to think their circumstances are all that dire. must not do is ignore them and do nothing about the situations in which they occur. Implications for the Ethical Leader: There is no sin in creating wealth. on leadership ethics than there are journal articles and books on the

charismatic and servant leadership, their discus- .. leader under such circumstances?.

[\[PDF\] 2009 Mazda 6 Owners Manual](#)

[\[PDF\] Killer in the Shadows!](#)

[\[PDF\] Coming alive from nine to five: The career search handbook](#)

[\[PDF\] Audels Engineers and Mechanics Guide 2](#)

[\[PDF\] Daily Reflections on the Names of God: A Devotional](#)

[\[PDF\] Overcoming Anger](#)

[\[PDF\] Cable Modems: Technologies and Applications \(Advances in the Information Industry Series\)](#)