

Winter 2015

Book Review: Ethics: The Heart of Leadership

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Yu, Tongtong, "Book Review: Ethics: The Heart of Leadership" (2015). *MBA Student Scholarship*. Paper 46.
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Book Review Format

Directions: Use the outline below and provide the necessary information for each area. Your response should be in the area of 8-12 pages single-spaced. Leave the headings and questions as is, place your response under each of them. Proof and check your spelling, grammar, and English.

Bibliographical Data: Ethics: The Heart of Leadership, Joanne B. Ciulla, Edt.

First publication: 1998

Background Information:

Who is the author? (What is the nationality and origin? When did the author write? Check standard reference books.)

Joanne B. Ciulla was born in June 16, 1952. She is the founding faculty member of the Jepson School. Dr. Joanne B. Ciulla teaches courses on ethics, critical thinking, conflict resolution, and leadership in international contexts. Her research interests are: leadership ethics, business ethics, international leadership and the philosophy of work. Dr. Ciulla wrote these chapters soon after she began doing research on leadership ethics in 1992. In earlier editions of this book, it was called Leadership Ethics: Mapping the Territory. Dr. Ciulla said that “Then and now most scholars and practitioners who write about leadership genuflect at the altar of ethics and speak with hushed reverence about its importance to leadership”. In this view, the heart of leadership originates from 1992. The book was first published in 1998, and the publisher was Praeger. Place of publication: Westport, CT. The second edition of this book was published in 2004. Ethics, The Heart of Leadership 3th edition is published by Westport, CT: Quorum Books in 2014.

What other work has the author done?

Joanne B. Ciulla is the founding faculty member of the Jepson School, teaches courses on ethics, critical thinking, conflict resolution, and leadership in international contexts. In 2003, Dr. Ciulla received the Distinguished Educator Award from the Virginia State Council of Higher Education. Dr. Ciulla’s academic appointments contained the UNESCO Chair in Leadership Studies at the United Nations International Leadership Academy in Jordan and appointments at La Salle University, the Harvard Business School, The Wharton School, University of Fort Hare in South Africa and Oxford University. She also serves on the board of directors of the Desmond Tutu Peace Foundation, and on the editorial boards of The Business Ethics Quarterly, Leadership, The Leadership Quarterly, and The Encyclopedia of Leadership Studies. She also edits

the New Horizons of Leadership series for Edward Elgar Publishing. Dr. Ciulla has given lectures and seminars all over the world and has worked with organizations such as the Aspen Institute, the World Economic Forum and the Brookings Institution. Dr. Ciulla's books include *The Ethics of Leadership*; *Ethics, the Heart of Leadership*, and *The Working Life: The Promise and Betrayal of Modern Work*. She recently co-authored a textbook called *Honest Work: A Business Ethics Reader*, and co-edited a collection called *The Quest for Ethical Leaders: Essays in Leadership Ethics*. She is currently writing a book on the ethical origins of leadership.

What is the author's reputation?

Dr. Ciulla has a B.A., M.A. and Ph.D. in philosophy. She got B.A. in 1973 from University of Maryland, and then she got her M.A. from University of Delaware in 1976. In 1985, Dr. Ciulla got Ph.D. from Temple University. In addition, Dr. Ciulla received the Distinguished Educator Award from the Virginia State Council of Higher Education in 2003. In 2007, she won University of Richmond Distinguished Educator Award. She co-authored a business ethics text titled *Honest Work: A Business Ethics Reader* and co-edited a collection of essays on *The Quest for Ethical Leaders: Essays in Leadership Ethics*. The book critics at Amazon.com ranked *The Working Life* as No. 2 in their lists of the 10 best business books in 2000. In this reason, she was honored Prize Best Business Books of 2000 from the editors of Amazon.com. Her highly reputation is good for readers and her students trusting what she said, what she taught. That also sets a credible reputation for herself, strengthens her studies' reliability.

Are there any important or enlightening circumstances connected with the composition of this work?

Dr. Ciulla has been a visiting Professor of Nyenrode Business Universities in 2009. In the same year, she also has been an adjunct Professor in Leadership Ethics of University of Fort Hare at South Africa. In 2002, she was a visiting scholar of Public Leadership, and she worked in JFK School of Government in Harvard University. From 1999 to 2000, she has held the UNESCO Chair in Leadership Studies at the United Nations International Leadership Academy in Jordan. From 1986 to 1991, she was a senior Fellow, who worked at The Wharton School of the University of Pennsylvania. She has been a good leader at many related posts that makes her qualified to give information about this work. All these experiences of her provide lots of useful information for her future work, which assist her analyzing and getting more instructive conclusions. Her abundant experiences also are benefit for contacting related but different cases, which continue replenishing her professional knowledge. Dr. Ciulla also teaches courses at school, which facilitates stimulating inspirations for her and her students. Different experiences help her contact with different people that make for gathering many different kinds of ethical cases. In this beneficial circumstance, her experiences play a promotion role in her experience and knowledge accumulation and also doing favor of her related study field.

Subject Matter of the Book

What kind of book is it? (Is it fiction, history, popular psychology, textbook, technical?)

Ethics: The Heart of Leadership is a non-fiction book, was written by Joanne B. Ciulla. The study of ethics and leadership can be traced back to Aristotle and the Ancient Greeks, there were a lot of complex and subtle relationships between ethics and leadership. In this second edition of Ethics: The Heart of Leadership, Dr. Ciulla illustrated a special collection of essays by philosophers and leadership scholars. She also gave some backgrounds of industrial and organizational psychology, used management theorists to make this book easier to understand. According to the essays by Bruce Avolio and Edwin Locke, Terry Price, Bernie Bass and Paul Steidlmeier, and a foreword by James MacGregor Burns, the book answers several questions such as the how do leaders achieve their goals, what's the moral relationship between leaders and followers, and the relationship between leaders' actions and get great jobs. Ethics, The Heart of Leadership provides meaningful resources for today's leaders, students, and teachers, and this book sets a good example for leaders to handle some related problems.

What is the subject of the book?

Ethics: The Heart of Leadership is an instructive book, and the subject of this book is about business ethics and leadership of moral and ethical aspects. This book is good for curriculum and teaching that refers to leadership and ethics. When using this book, it is also good for students to unify their own actual situations to analyze the ethical problems. When it comes to the instructive of this book, it also can be used as material for class discussion. This book gives more suggestions about how to be a good leader, which causes further questions related to ethical and leadership. People can get answers in this book to solve related question and may find many useful information about ethics and leadership. This book points out the abundant and diversity of the field in leadership that gives rise to confusion about the differences between ethical and moral leadership.

In the foreword, James MacGregor Burns claimed that "I discern three types of leadership values: ethical virtues, old-fashioned character tests such as sobriety, chastity, abstention, kindness, altruism, and other "Ten Commandments" rules of personal conduct; ethical values, such as honesty, integrity, trustworthiness, reliability, reciprocity, accountability; and moral values, such as order (or security), liberty, equality, justice, and community (meaning brotherhood and sisterhood, replacing the traditional term fraternity)"(p.7) . He gave us some concepts that were related to this book, which will help readers to make a first brief understanding of this book. This book is to "offer the reader hands-on insights into the ethical dynamics that make the heart of leadership tick"(p. xix).

What material does it treat?

Ethics: The Heart of Leadership is seen as a guideline of leadership. This book is collected questions and examines the ethical challenges of leadership. The classic text on the role of ethics in leadership—updated and expanded for the next generation of leaders. This book also can be used as a curriculum and teaching textbook, because this book provides various kinds of cases that are beneficial for students to discuss and understand the concept of leadership and ethics. For example, when Dr. Ciulla talked about what continues to be striking about the literature in leadership studies, she thought that is not the absence of philosophic work on ethics, but the nature of ethics from any discipline whatsoever. To support what she said, she gave a prior view by other people that “After a very quick run through utilitarian, deontic, relativistic, and contractarian ethics, Rost concludes that none of the ethical systems is particularly valuable in helping leaders and followers make decisions about the ethics of the changes they intend for an organization or society”. She gave reasonable credibility to support her idea that can be trusted by readers. The book has been edited by three times, every time, she will add some new ideas or new cases to complete her acknowledgment. From this view, this book seems like a good handbook for people to set up concepts of leadership and think of how to be good leaders.

What is the tenor of the book—the author’s basic interpretation of the material?

Dr. Ciulla was trying to prove that ethics are at the core of leadership and not an appendage, and “to offer the reader hands-on insights into the ethical dynamics that make the heart of leadership tick” (p. xix). In the second edition of *Ethics: The Heart of Leadership*, Dr. Ciulla introduced a unique collection of essays by philosophers, leadership scholars. She also gave some backgrounds of industrial and organizational psychology and used management theorists to make this book easy to understand. The book contains a scope of the issues such as the moral relationship between leaders and followers, the morality of leaders includes motives and deeds, and puzzles and perils of transformational leadership.

The book is a set of essays that should be pondered and reflected over time in order to grasp the simple overarching theme: healthy moral relationships are cornerstones of ethical leadership. The book answers the questions embraced on three aspects that are ethics of the means: what do leaders use to motivate followers to obtain their goals, the ethics of the person: what are leaders’ personal ethics and the ethics of the ends: what the ethical value of a leader’s accomplishment is. All of these chapters state the morality of leadership depends on the particulars of the relationship between people, and these chapters examine the ethical challenges of leadership. What is clear from this book is that the morality of leadership depends on the particulars of the relationship between people.

Method of Organization

Summarize in your own words the table of contents

At first, James MacGreor Burns gave a foreword of this book, he provided some concepts that can help readers easy understanding this book. He discerned three types of leadership values: ethical virtues such as sobriety, chastity and kindness; ethical values such as honesty, integrity and trustworthiness; and moral values such as order, liberty and equality. After then, Dr. Ciulla gave the acknowledgements and brief introduction of this book. The book is divided into four major parts that are the scope of the issues, the moral relationship between leaders and followers, and the morality of leaders: motives and deeds, and the puzzles and perils of transformational leadership.

In the first part, the first two chapters provide an overview of ethics and leadership literature from the aspects of leadership studies and business ethics. In the first chapter leadership ethics: expanding the territory, she argued that a greater understanding of ethics will improve our understanding of leadership. She also explained the moral implications of two normative leadership theories transformational leadership and servant leadership in chapter two.

In the second part, Dr. Ciulla focused on the relationships between leaders and followers and begins with an essay by Hollander, a leadership scholar. In the chapter four of the bogus empowerment of followers, she noted that leaders fail to change the distribution of power between themselves and their followers. In the chapter five, she talked about emotions and trust beyond "Charisma".

In the third part the morality of leaders' motives and deeds, Dr. Ciulla focused on on the moral behavior of leaders. In this part, she discussed that why leaders need not be oral saints and democratic leadership and dirty hands. She also gathered a set of new ideas for research in the domain of ethical leadership, which is an interesting part.

In the last part the ethical influence of leaders, Dr. Ciulla mainly talked about the unavoidable conflicts between leaders and followers. In the chapter eight, Keeley argued that transformational leadership lacks the checks and balances should be avoid leaders from abusing power. The last chapter talked about the ethical foreign policy leadership and also argued that only ethical leaders are really transformational raises a whole new set of questions.

What are the tone and style of the book? (What kind of audience is being addressed? Does the author give interesting facts or analyses?)

The book seems like a set of essays that was generated by many other people's works, and it also gives some interesting and useful examples for readers to understand her views. This book also seems like a textbook that can be used for teaching courses. The audience of this book could be students of business ethics, teachers of business

ethics, leaders and managers. It offers many typical cases that can give these audiences some advices and also good for readers to handle similar problems. The author in this book used positive and affirmative tone to express her ideas whether she agree or disagree others' views. Dr. Ciulla also gave some interesting facts and analysis such as "working for something does not always mean helping that thing. For example, a life devoted to simplicity would not be completing or helping simplicity but living according to its value" (p.75). She did analysis with an easy understanding example. She also gave some letters from others that could be used as cases for readers to think of the ethic issues and pointed out why leaders should do in this way.

State four to ten main ideas of the book. Be as descriptive as possible.

1. "Leadership, even when defined as a collaborative experience, is still about the influence of individual character and impact of personal mentoring" (p.41). No matter a good or bad leadership, it always establishes an example that impact on others. Leadership always reflects one's behavior and personal character, which will lead to a positive or negative function and influence in the workplace. To be a good leader, one should be aware of self-behavior and personal mentoring.
2. "when we speak of a social situation being harmony, or having equilibrium ,or its forces organized ,accommodate ,or adjusted to each other, there is almost inevitable implication that some sort of ideal has been attained ,whether in terms of "individual happiness" or "the common welfare"(p.63). Empowerment, like harmony, is assumed to be a good that brings about individual happiness. Social harmony in an organization meant accommodating and adjusting to people. Conflicts and disharmony is the sign of failed leadership. It is important to offer a harmony and equilibrium environment for employees ,which will increase the individual happiness that is also good for a company's image.
3. "Leaders cannot empower people unless they have the moral courage to be honest and sincere in their intention to change the power relationship that they have with their followers" (p.79). In this view, if leaders want to empower other, they should be authentic and honest with themselves. Leaders should play a leading role in establishing authentic images for empowering employees efficiently. Employees are empowered to do their work following the leaders' management methods, so leaders should be honest and sincere when they are working.
4. "In the ethical leadership, emotions and trust: beyond 'Charisma', Solomon pointed that moral leadership and *moral leadership*, where the latter is truly inspirational and deeply emotional and the former is routine moral sensitivity" (p.87). If we understand distinguish between leading and managing, we can distinguish the moral relationship and *moral relationships*. To motivate people and to stimulate people, a leader requires an emotional life, which is unwilling to behaving emotionally. Most of the emotions of leadership tend to fall on the side of the led, the "followers," rather than the leader. That suggests an unfortunate paradigm , one unhappily much in evidence in the behavior of any number of demagogues.

5. “morally developed leaders may have a selfish interest in seeing their country come together in peace, and this may in alignment with their people’s selfish needs or interests” (p.114). Leaders of higher moral character who espouse and live toward universal end values will see that satisfying their selfish interests neither benefits the groups they lead in the short term nor even themselves over longer periods. Morally developed leader in the same position may see that the accumulation of power and wealth is in-his or her self-interest, even when it is at the expense of others in the leader’s country. The moral capacity to define selfish interest for each leader can easily result in outcomes that differ for both leaders and followers.
6. “I believe that leaders must create high levels of transparency in their organization for their followers to fully understand the intent underlying their actions” (p.116). Leaders should be transparency that requires them could accept challenges and attacks by others. The transparency also requires leaders should avoid selfish interests in order to eliminate the followers’ doubts and trust leaders are doing the right things. Leaders should not perform their action following their intentions, they should ponder over what they should do and how about the effects because of the important of transparency. When leader do better in transparency, their executions and requires will be more authentic accepted by other employees.
7. “clearly, self-interests, selfishness, and altruism are in the eye of the beholder ,which makes our task of explaining the motivational impact of leaders on follows much more complex than simply saying that leaders need to be more selfish”(p.123). They are each fundamental parts of what constitutes human nature that refer to as leadership. The degree of selfishness that will motivate different follows will be affected by differences in their respective motivational states.
8. “justification in this particular sense means that what the leader did was permissible according to values that reflect the interests of the group or ,more strongly, was required by these values”(p.143). Justification required that leaders should do things in a moral requirement, they cannot different from the moral requirement. Justification also points that leaders should put the shareholders’ interests and the group interests in the first place, complying with the company value. The force of justification depends on ,among other things, just how exceptional we think his or her circumstances really are. It may also depend on the truth of claim that only he or she has what it takes to get the job done, in effect that he himself ,she herself is exceptional.
9. “Transformational leadership contains four components: charisma or idealize influence, inspirational motivation, intellectual stimulation, and individual considerations” (p.176). Transformational leader behavior is actively related to group learning ,and it is also an important variable to understand group learning mechanism .Transformational leader competency has positive effects on employee organizational commitment and individual considerations followers identify with the authentic leaders’ behaviors and want to imitate and compete with leaders .Those whom called transformational do much more of the transformational than the transactional.

10. “Transactional leadership is moral when the truth is told, promise are kept, negotiations are fair, and choices are free” (p.185). Transactional leadership manages outcomes and aims for behavioral compliance independent of the ideals a follower may have. It is immoral that give harmful information to followers, conceal something to them and abuse use authority. A leader must have followers’ respect and also provide a standard of conduct. Transactional leaders attempt to create employees satisfaction through negotiating, or “bartering,” for desired behaviors or levels of performance.

Select and quote one short passage as an example of the author’s insight. Why did you select this quote?

“Where we seem to have total agreement is around the issue of honesty and virtue. I believe that leaders must create high levels of transparency in their organization for their followers to fully understand the intent underlying their actions. If transparent, then leaders must also be willing to be vulnerable and challenged by others. You must be able to defend your selfish interests as the best alternative for the group. If you are both transparent and vulnerable, then you better be honest or virtuous. Obviously, people know what is going on, they can question the leader, and therefore the leader better be doing the right thing. If the first three conditions are met, then the goal of the leader is to get followers to identify with what he or she most wants to achieve. One way to get them to identify with what is most important is to show what the leader is willing to sacrifice or give up to achieve the mission or the vision. This is only one approach, but one often chosen by many leaders” (p.116)

I quote this passage because it reference that leaders should be transparency and avoid selfish interests. I think this passage is useful for me to understand the context in the textbook. This passage gives me more information that why leaders should be transparency and links with the ethical leaderships. The seven habits of strong ethical leaders in the textbook refers that ethical leaders are transparency and actively involved in decision making, which enhance the necessary of the transparency . The textbook also states that ethical conflicts occur when there are two or more positions on an ethical decision such as will not be brought to management’s attention without effective mechanisms for transparent communication. From this standpoint, Dr. Ciulla gave her understanding and supported the textbook that transparency will reduce the conflicts in a leadership.

In addition, combine with what the passage told us, the textbook in-depth explores the transparency. Transparency and reporting are two major dimensions of ethical communication. Create transparency by developing a culture where ethics is frequently discussed. All those information merge together and support each other, which strengthen the necessary that the transparency should be established between leaders and other employees. In order to improve the leaders’ authorities and reduce the conflicts in the leadership, leader should be transparency that requires them to execute assignment after a careful and serious think.

Lastly, give your overall synopsis of the book and your final recommendations.

Ethics: The Heart of Leadership , this book was written by Dr. Ciulla. She was trying to add more information and update the resource in this second edition. She did a volume of essays and devoted to give evidences that ethics are the center of leadership and “offer the hands-on insights into the ethical dynamics that make the heart of leadership tick” (p. xix). In this book many conceptions emerged from the first edition; however, she added three new essays that obtain new ideas to this book in order to attract readers. As the book is divided into four major parts that are the scope of the issues, the moral relationship between leaders and followers, and the morality of leaders: motives and deeds, and the puzzles and perils of transformational leadership. It uses logical steps to introduce the core of leadership is ethics. The clear distribution of this book is easy for readers to find which part they are most interested in.

In the first part, the two chapters provide an overview of ethics and leadership literature from the aspects of leadership studies and business ethics. It indicates that leadership is the ability or authority to guide and direct others toward a goal. In the second part, Dr. Ciulla focused on the relationships between leaders and followers and begins with an essay by Hollander, a leadership scholar. In this part, the book full expresses the employee empowerment is an essential component of value –based organizational culture. In the third part the morality of leaders’ motives and deeds, Dr. Ciulla focused on the moral behavior of leaders. In this part, she discussed that why leaders need not be moral saints and democratic leadership and dirty hands. She also gathered a set of new ideas for research in the domain of ethical leadership, which is an interesting part. In the last part the ethical influence of leaders, I realized that the importance about leader - followers relationships in communications. I also aware that the importance for ethical leaders to frequently communicate and interact with employees.

All in all, the essays in this book have enduring and independent viewpoints, and many themes reflect recent research trends on trusts, emotion, and organizations. Dr. Ciulla gave different essays in each part and analyzed the key points from essays, she gave her arguments of each essay and took her stand. She also gave a final conclusion of each chapter. Even she used many others’ studies to give analysis, she gave the reference in each chapter, which increase the book’s credibility. When I am reading this book, I think it is very clear to find the theme of each chapter and the organization of this book is logical and concise.

Nevertheless, the book is a little hard for me to reading due to a set of essays that should be pondered and imagined with my limited knowledge. However, it is still a good book for replenishing the knowledge of ethical leadership. The book offers outside knowledge, which is not included in the textbook. In this book, the most interesting part is that Dr. Ciulla gave two letters received from others, the content in the letters are related to the ethical leadership. The two letters are the facts that can be used as cases for readers to think of how to resolve such issues. In the exchange of ideas, Locke and Avolio debate leadership motivation and discussed selfish and self – sacrificial. I really like this part, because it is easy understanding and could give me new insights. It is a good book that provides great philosophy and unique insights about what works/doesn't

work with leadership. An excellent read for anyone looking for new insights on leading teams.

References

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