

# **Organizational Change, Leadership and Ethics**

Leading organizations towards  
sustainability

Edited by  
Rune Todnem By and Bernard Burnes

**Routledge**

Taylor&FrancisGroup

LONDON AND NEW YORK



# Contents

|   |      |
|---|------|
| <i>List of tables and figures</i>   | vii  |
| <i>The authors</i>  | viii |
| <i>Series editor's preface</i>  | xiii |
| <i>Acknowledgements</i>   | xv   |
| <br>  |      |
| Introduction: Ethical Change Leadership<br><i>Rune Todnem By and Bernard Burnes</i>   | 1    |
| <br>  |      |
| <b>Part I</b>   |      |
| <b>Context and theory</b> ^   | 7    |
| <br>  |      |
| 1 Leadership ethics and organizational change: sketching the field<br><i>Moritz Patzer and Christian Voegtlin</i>   | 9    |
| <br>  |      |
| 2 Perceptions and development of ethical change leadership<br><i>Rebecca Newton</i>   | 35   |
| <br>  |      |
| 3 Justice and the ethical quality of leadership<br><i>Carl Rhodes</i>   | 55   |
| <br>  |      |
| <b>Part II</b>  |      |
| <b>Ethical change leadership: issues and challenges</b>   | 73   |
| <br>  |      |
| 4 Virtuality and materiality in the ethics of storytelling<br>answerability: Implications for leadership and change<br><i>David M. Boje and Rohny Saviors</i> | 75   |

|  |  |            |
|--|--|------------|
| 5  | Mind the gap: Hypocrisy monitoring and integrity striving as a source of ethical leadership<br><i>Ronald Ditfresne and Judith A. Clair</i>               | 97         |
| 6  | Moral agency in strategic change: Coping with ethical tensions through irony<br><i>Henrika Franck and Saku Mantere</i>                                   | 120        |
| <b>Part III</b>  |  |            |
| <b>Change leadership and ethics: success and failure</b>           |  | <b>147</b> |
| 7  | Incompetent or immoral leadership? Why many managers and change leaders get it wrong<br><i>Thomas Diefenbach</i>   | 149        |
| 8  | Leadership narcissism, ethics and strategic change: Is it time to revisit our thinking about the nature of effective leadership?<br><i>Malcolm Higgs</i> | 171        |
| <b>Part IV</b>   |  |            |
| <b>Ethical change leadership and organizational sustainability</b> |  | <b>193</b> |
| 9  | Leadership for sustainable futures<br><i>Dexter Dunphy and Suzanne Benn</i>  | 195        |
| 10   | Leadership for the age of sustainability: A dualities approach to organizational change<br><i>Fiona Sutherland and Aaron C.T. Smith</i>                  | 216        |
| <b>Part V</b>  |  |            |
| <b>Conclusions</b>   |  | <b>241</b> |
| 11   | Looking back to move forward<br><i>Bernard Burnes</i>  | 243        |
|  | <i>Index</i>   | 259        |