THE VIRTUOUS ORGANIZATION

Insights from Some of the World's Leading Management Thinkers

Editors

Charles C Manz
University of Massachusetts Amherst, USA

Kim S Cameron
University of Michigan, USA

Karen P Manz
Hartford Seminary, USA

Robert D Marx
University of Massachusetts Amherst, USA

Consulting Editor

Judi Neal
International Center for Spirit at Work, USA

World Scientific
CONTENTS

Dedication v

Acknowledgments vii

The Virtuous Organization: An Introduction 1
Charles C. Manz, Kim S. Cameron, Karen P. Manz
and Robert D. Marx

Section 1: The Virtuous Organization and Crises 17
Section Editor: Kim S. Cameron

1. Organizational Healing: Lived Virtuousness Amidst Organizational Crisis 21
   Edward H. Powley and Kim S. Cameron

2. Making Sense of Organizational Actions with Virtue Frames and Its Links to Organizational Attachment 45
   Seung-Yoon Rhee, Jane E. Dutton
   and Richard P. Bagozzi

3. Forgiveness from the Perspectives of Three Response Modes: Begrudgement, Pragmatism, and Transcendence 67
   David S. Bright, Ronald E. Fry
   and David L. Cooperrider
4. The Spiritual Challenges of Power, Humility, and Love as Offsets to Leadership Hubris
   Andre L. Delbecq

Section 2: The Virtuous Organization and Ordinary Times
Section Editor: Robert D. Marx

5. The Language of Virtues: Toward an Inclusive Approach for Integrating Spirituality in Management Education
   Karen P. Manz, Robert D. Marx, Charles C. Manz and Judi A. Neal

   Carolyn M. Toussef and Fred Luthans

7. Europe Versus Asia: Truth Versus Virtue
   Geert Hofstede

8. Peter F. Drucker on Mission-Driven Leadership and Management in the Social Sector: Interviews and Postscript
   Joseph A. Maciariello

9. Corporate Global Citizenship: Successful Partnering with the World
   Nancy J. Adler

Section 3: The Virtuous Organization and Exemplary Times
Section Editor: Karen P. Manz
10. Virtuous Leadership: A Theoretical Model and Research Agenda
Craig L. Pearce, David A. Waldman and Mihaly Csikszentmihalyi

211

11. Spirituality in Action: The Fred Rogers’ Way of Managing through Lifelong Mentoring
Ian I. Mitroff and Donna Mitroff

231

12. The Positive Potential of Tempered Radicals
Rand Quinn and Debra Meyerson

247

13. Fortune Sr. Writer Marc Gunther on “The Role of Virtues in Spiritual Leadership”
Marc Gunther and Judi Neal

259

14. The Corporate Conduct Continuum: From “Do No Harm” to “Do Lots of Good”
Rosabeth Moss Kanter

279

Closing Comments: Reflections on What Matters Most
David A. Whetten

287

Contributing Authors

299

Artist’s Statement

307

Special Permission

309

Index

311