Contents

Volume III: Leadership Ethics, Contexts and Narratives

Introduction: Leadership Ethics, Contexts and Narratives
Patricia H. Werhane vii

Part I: Leadership Ethics in the Context of Gender, Ethnicity and Race

49. Women Leaders in a Globalized World
   Patricia H. Werhane 3

50. Women and the Labyrinth of Leadership
   Alice H. Eagly and Linda L. Carli 21

51. Weaving Color Lines: Race, Ethnicity, and the Work of Leadership in Social Change Organizations
   Sonia Ospina and Celina Su 35

52. Of the Meaning of Progress
   William Edward Burhardt Du Bois 79

Part II: The Ethics of Leaders and Followers in Groups

53. Groupthink
   Irving L. Janis 89

54. Groupthink: An Introduction to Janis' Theory of Concurrence-Seeking Tendencies in Group Work
   Anthony Hempell 99

55. Eichmann in Jerusalem
   Hannah Arendt 107

56. Satyagraha
   Mohandas Gandhi 115

57. Bystander Intervention in Emergencies: Diffusion of Responsibility
   John M. Darley and Bibb Latané 119

58. Followers' Judgment of Leader Integrity as Situated Social Cognition
   Dejun Tony Kong 131

Part III: The Ethics of Leaders and Followers in Systems

59. Ethics and Network Organizations
   Robert A. Phillips 151

60. Complexity Leadership Theory: Shifting Leadership from the Industrial Age to the Knowledge Era
   Mary Uhl-Bien, Russ Marion and Bill McKevel 163
61. Systemic Leadership: Ethical and Effective  
   Jane Collier and Rafael Esteban 199
62. The Ones Who Walk Away from Omelas  
   Ursula K. Le Guin 215
63. Shooting an Elephant  
   George Orwell 223

Part IV: Leadership Ethics and Culture

64. Bridging Leadership and Culture: A Theoretical Consideration of Transformational Leadership and Collectivistic Cultures  
   Dong I. Jung, Bernard M. Bass and John J. Sosik 231
65. The Paradigm of Ethical Development for Civilized Leadership in Africa  
   Abiodun Salawu 247
66. The Socrates of Africa and His Student: A Case Study of Pre-Colonial African Leadership  
   Max du Preez 259
67. Leadership and Local Structures in the Amazon Region  
   Ruth Capriles 269
68. Servant Leadership in the Bedouin-Arab Culture  
   Yasin Khalaf Sarayrah 281
69. The Races at Tsikuvi: Why the Payupki People Departed  
   Harold Courlander 293