

Index

- a priori* reasoning 50, 56–63, 91–2
 accountability 225–35, 240
 adaptive leadership 199–200, 212, 229–30, 233, 265
 adaptive responsiveness 198
 administrative leadership 199–200, 212, 229–30, 233
 Adorno, Theodor W. 101
 affirmative action 153–4
 anecdotes 274
 Aristotle
 community 156–7
 ethics 136–8, 140–1
 language 152–3
 leadership 183, 213
 quality of life 75–6
 values 142–3, 148–9, 150
 artifacts 244
 Ashkanasy, Neal M. 36–7
 assessments 288–90
 asymmetrical reciprocity 219
 attractors 173–4
 audits 47, 241–2
 authentic leadership 186
 authenticity 155, 214–16
- balance, as justification for unethical action 28–9, 53–5
 Baldwin, J. Norman 41–2
 Bauman, Zygmunt 102
 Baumard, Philippe 120, 124, 128, 129
 belief systems 39–40, 102–9, 109–15
 see also conceptual schemes; values
 Bennett, Nigel *et al.* 197
 Bentham, Jeremy 52–3
 Berson, Yair, *et al.* 213
 bifurcations 172–3
 Boal, Kimberly B. 176, 196, 202–3, 205–6, 212, 223, 231, 261
- board of directors 6–7, 34–5, 261–2, 268
 bodily experience 104–5
 Boeing 251
 boundaries, of organizational culture 18–19
 bounded rationality 70
 Bourdieu, Pierre 110–13, 119, 123, 129
 Bowie, Norman 58, 59, 60, 66, 97
 Brenton, Angela Laird 242–5, 248–50
 Brown, Michael E. 205
 Brown, S.E. 185–8
 Buchholz, Rogene A. 81, 83, 84, 89–90
 Burns, James McGregor 182
 business ethics 1, 1–6, 81–7, 94–7, 130–43, 290–2
 performance 19–21
 practices 116–17, 143–4, 158–61
 Butler, Judith 109, 112–14, 115, 119, 126
 Butterfield, Kenneth D. 11–13
- Calas, M. 164–5
 Callahan, Shawn 14–15, 274, 277
 capitalism 54–5
 care 84–5
 Caroll, Phil 209
 Center for Creative Leadership (CCL) 200, 209
 Challenger (space shuttle) disaster 121, 124
 chaos 146
 character, and leadership 183, 187–8
 charisma 182–3, 200–3, 213–14
 Child, James W. 67
 Christianity 139–40
 climate studies 5, 10–13, 41–2, 241–2
 codes, and values 130
 codes of conduct 6–7, 21–2, 77–8, 105–6, 117–19, 165–6

- codes of ethics 6–7, 21, 245–57
 cognitive consensuality 205–6
 collaboration 209–13
 Collier, Jane 175, 195, 196, 229, 230, 231–4
 Collins, Jim 203–4, 209
 commensurability 141–2
 Commerce Bank 206
 communication
 codes of ethics 254–7
 complex adaptive systems 176, 230–1
 ethics management programs 6–7, 47, 238, 280–3
 ethics officers 268, 290
 leadership 219–20
 and pragmatism 89–90
 and training 25–30
 written 247–50
 communitarianism 75–81, 156–7, 164–5
 communities of practice 277–9
 community 85–7, 156–7, 157, 157–8
 compassion 84–5
 complex adaptive systems
 as business models 117–19, 238
 collaboration 212–13
 contention 206–7
 and leadership 177, 187, 194–200, 203–6, 223–35
 and trust 221
 and values 171–8
 complexity leadership theory 192, 196, 199–200, 207, 212, 233, 259
 complexity theory 117–19, 135–6, 171–8
 compliance 30–5, 47, 238, 258–9, 265, 269
 conceptual schemes 100, 109, 121–4
 confidence 217–21
 congruence, values as 166–71, 239–41
 consensus 77–8
 consequentialism 50–2, 52–5
 constraints 168–70
 content analysis 248–9
 contention 206–7
 context 187–8
 continental philosophy viii–ix, 90–3
 contractarianism 69–74
 core values 21, 78
 corporate governance 67
 corporate social responsibility 240–1, 258–9
 see also triple bottom-line reports
 cost-benefit analysis 54–5
 creation-destruction paradox 234
 creative problem solving 107–8
 creativity 146, 234
 critical distance 122
 critical linguistic analysis 249–50
 criticism, and leadership 206–7
 cross-functional task team 259–61, 266
 Cruver, Brian 125
 Cuilla, Joanne 182–3
 cultural audits (climate studies) 5, 10–11, 12–13, 41–2, 241–2
 Curtis, Mary B. 42

 dancing 280
Dasein 99
 Deal, Terrence E. 9
 democracy 262–3
 democratic leadership (distributed leadership) 197
 deontology 50–1, 56–63, 69, 96
 DeRose, Chris 212
 Derrida, Jacques 153
 desires, control of 150
 determinism 85–6
 Dewey, John 88, 161–2
differance 153
 difference principle 64
 differentiation approach 18
 DiPiazza, Sam 32, 34
 discipline 40, 47, 169–70, 286–8
 discipline-creativity paradox 234
 discretion 77, 170–1, 238, 284–5
 dissent 77, 115, 168, 206–7
 distributed leadership 197
 diversity 216–17, 233, 283–4
 Donaldson, Tom 69–74, 97
 Dreilinger, Craig 97–8
 Driskill, Gerald W. 242–5, 248–50
 Dunfee, Tom 69–74, 97
 duty 80
 dynamic systems 117–19

 ecosystems 172
 Edgeman, Rick L. 196
 embodied morality 102–9
 emergent values 203–6, 240, 260

- Emery, Stewart 200–1
 emotional values 147–50
 emotions 67–8, 85, 97–8, 102, 147–50, 218, 275
 employees
 and codes of ethics 23–5
 and ethics management programs 5, 21
 and ethics officers 33
 human resource management 37–8
 moral agency 95–7, 105, 109–15
 and organizations 86–7
 performance management systems 39–40
 as stakeholders 78–9
 tacit knowledge 118–19
 values 246–7
 workplace democracy 262–3
 see also individuals
 enabling leadership 199–200, 207, 212, 233, 259
 Enlightenment 50, 56, 88, 92, 98–101, 202
 Enron 20, 28–9, 37–8, 124–7
 entity perspective of leadership 194
 environmental determinism 85–6
 environmental sustainability 222–3, 240–1
 epistemology 92–3, 225
 Eraut, Michael 271–2
 Esteban, Rafael 175, 195, 196, 229, 230
 ethical climate 11–13, 41–2, 186, 204–5
 ethical culture 11
 ethical decision-making
 communitarianism 75–81
 contractarianism 69–74
 influences 24, 36
 new perspectives 87–93
 non-consequentialist approaches 55–69
 problems of theoretical approaches 81–7
 utilitarianism 52–5
 ethical leadership 181–8
 ethical risks 6–7, 7–21, 10, 94–7, 241–5, 288–90
 ethics
 as abstract discipline 131–3
 and business 1, 1–6, 81–7, 94–7, 130–43, 290–2
 codes of ethics 21, 245–57
 and complex adaptive systems 171–8
 and compliance 30–5
 congruence, values as 166–71
 emotional values 147–50
 and financial performance 19–21
 and leadership 179–81
 life-enhancing values 143–7
 philosophical assumptions 47–9
 as practice 87, 88–90
 theory vs. practice 29–30, 50–2, 81–3
 training 25–30
 unethical behavior 28–9, 53–5
 Ethics and Compliance Officer Association (ECO) 30
 ethics management programs
 communication 47, 238, 280–3
 evaluation 7, 35–46, 236
 formulation 6–7, 21, 245–57
 as insurance against corporate liability 1–2, 8, 22–3, 43, 238
 integration 6–7, 25, 35–46, 257–8
 and Integrative Social Contracts Theory (ISCT) 69–74
 and justice as fairness 63–9
 leadership, role of 179–81
 limitations 47
 motivation 6–7, 7–21, 213–14, 239–45
 objections to 130–1
 and pragmatism 83, 84, 88–90
 problems of 81–7
 reinterpretation of 237–9
 theory vs. practice 50–2, 81–3, 236
 training 270–80
 typical format 4–5, 6–7
 ethics officers 30–5, 47, 265–70, 288–9
 Ethics Resource Center 33
 Etzioni, Amitai 75, 78–80
eudaimonia 10, 75–6, 184
 evaluation of ethics management programs 7, 35–46, 236
 Evan, William M. 67
 evolutionary firm 134–5
 exchange theory 190–1
 executives 209–10
 explicit knowledge 119

- fairness 63–9, 84–5, 151–2
 Federal Sentencing Guidelines for Corporations
 aim of 94–5, 101
 codes of conduct 22
 codes of ethics 22
 ethics management programs 6, 8–9, 238
 ethics officers 30, 32
 and organizational culture 171–2
 performance management systems 36
 training 25, 270
fields 111–13
 financial performance 19–21, 45
 first-order desires 149–50
 Ford, Henry 117
 Ford Pinto (recall case) 121–3
 formulation of ethics management programs 6–7, 21, 245–57
 Foucault, Michel 163–6, 169–70
 foundationalism 81, 90
 fragmentation approach 18
 frames of reference 110–12, 143–7, 252–3, 272–3
 Frederick, William C. (Bill) 134–5, 147–8, 163
 free will 114–15
 freedom 163–4
 Freeman, R. Edward 11, 67
 French, Peter 95
 Friedman, Audrey A. 191
 Friedman, Milton 144

 GAAP (Generally Accepted Accounting Principles) 171
 Gabriel, Yiannis 243, 275–6
 Galvin, Paul 206–7
 generalization, vs. specificity 83–5
 Giddens, Anthony 217
 Gilligan, Carol 27, 74
 Gioia, Dennis A. 121–3
 global community 79–80, 116–17
 Global Reporting Initiative 45–6, 233
 Google 211
 governance 258–9, 261
 grand narratives 82–3
 great man theory 189–90, 197
 groupthink 228

 Guastello, S. 173–4
 Gundry, Lisa K. 220
 Gustafsson, Clara 219
 gut-feeling 106

habitus 110–12, 123, 129
 happiness 10, 75–6, 184
 Hartman, Edwin 65, 82–3, 149–50
 Health Care Compliance Association (HCCA) 30–1
 Heidegger, Martin 98–9, 140, 145–6
 Heifetz, Ronald A. 198
 helpline 42–3, 282
 hermeneutics 226, 254–5, 266, 283
 hierarchy-participation paradox 233
 Hoffman, Michael 26–7
 Hofstede, Geert 11, 13–14, 39
 horizon of significance 215
 Horkheimer, Max 101
 hotline 42–3, 282
 human resource management 37–8
 humility 208–9, 270
 humor 247, 270, 275
 hypernorms 70–2, 74

 imagination 107–9
 impartiality 67–8, 72
 individualism 202
 individuals
 authenticity 155, 214–16
 congruence, values as 166–71
 in continental philosophy 91
 ethics management programs 238, 269
 vs. groups 85–7
 influence 187–8
 leadership role 189–200, 205–6
 moral agency 29, 95–7, 102–9, 105, 109–15, 236
 moral propriety 226–9
 objectification of 99–100
 and organizations 86–7
 passions 200–3, 211, 213
 sovereign individual 154–5
 tacit knowledge 118–19
 unbiased reasoning 97–101
 see also employees
 inequality 64–5
 influence 187–8
 informal learning 272, 277–80

- Information Technology (IT) 29,
116–17, 248, 278
- innovation 196, 206–7, 211, 222–3,
277–9
- institutionalization 157–8
- institutions, and practices 160–1
- instrumental principle 60–1
- integrated sustainability 240–1, 261–4
- integration approach 18
- integration of ethics management
programs 6–7, 25, 35–46, 257–8
- Integrative Social Contracts Theory
(ISCT) 69–74
- integrity 204–5
- integrity capacity 28–9
- interactionist approach 85–6
- interdependence 221–3
- internal goods 161, 286
- interviews 244–5, 246–7
- intuition 107–8, 108–9
- iVillage 206
- Johnson, Mark 104–5
- Johnson & Johnson 255
- Jones, C. 51–2, 56, 58, 60, 137
- Joseph, Joshua 31, 32–3
- justice 63–9, 84–5, 153–4
- Kanji, G.K. 189, 190, 196–7
- Kant, Immanuel 50–1, 56–63, 69, 97,
103
- Kaufer, Katrin H. 197–8, 209, 209–10
- Kennedy, Allan A. 9
- Kickul, Jill 220
- King II Report 240–1
- Kirkland, Sean 152–3, 173
- Kjonstad, Bjorn 23
- Klenke, Karin 218
- Knights, David 202
- knowledge 14–15, 271–2
see also tacit knowledge
- Kohlberg, Lawrence 27
- Korsgaard, Christine 60–1
- Kranz, James 193
- Kulik, Brian W. 28–9
- Lakoff, George 104–5
- language 89–90, 91–2, 112–13, 150–4,
249–50
- leaders 209–10
- leadership
adaptive 198–200, 212, 229–30,
233
administrative 199–200, 212,
229–30, 233
authenticity 214–16
behaviors 189–90
collaboration 209–13
and complex adaptive systems 177,
187, 194–200, 203–6, 223–35
and confidence 217–21
and contention 206–7
distributed 197
and diversity 216–17
enabling 199–200, 207, 212, 233
entity perspective 194
ethical 181–8
exchange theory 190–1
humility 208–9
integrity 204–5
interdependence 221–3
moral guidance 106–7, 186
normative approach 181–5
paradoxes 233–4
passions 200–3
relational perspective 194–5, 237
role of 47, 179–81
social science approach 185–8
style 189–90
systemic 197–8, 199, 202–3, 212,
258–64
traits 189–90
transformational 190
and trust 217–21
values-driven 203–6
and virtue ethics 201
wisdom 207–8
workplace democracy 262–3
- learning 272–3
- legislation 3, 225–6
- Lewin, Roger 172
- liberty principle 64
- life-enhancement 143–7, 239–41
- line management 115–17, 116–19,
249
- local line leaders 209–10
- Loe, T.W. *et al.* 22–3
- Lyttle, Jim 275

- Maak, Thomas 184–5
 MacIntyre, Alasdair 76, 122, 156–7, 158–61, 166–7
 management 115–17, 116–19, 249
 Marcoux, Alexei M. 67
 Marcuse, Herbert 100
 Margolis, Joshua 19–20
 Marion, Russ 192, 196, 199–200, 207, 212, 233, 259
 Martin, Joanne 18–19
 Marx, Karl 99–100
 maxims, moral 56–63
 McCabe, Donald L. 11–13
 McKelvey, Bill (Uhl-Bien *et al.*) 192, 196, 199–200, 207, 212, 233, 259
 McNerney, Jim 251
 memes 206
 mentoring 278
 Merleau-Ponty, Maurice 102–3, 114, 119
 metaphors 104–5
 Miceli, Marcia P. 41
 Mill, John Stuart 53
 mirror test 255–6
 modern management theory 115–17
 moral agency
 individuals 29, 95–7, 105, 102–9, 109–15, 236
 objectivity of 52
 in organizations 95–7, 109–15
 and tacit knowledge 128–9
 unbiased reasoning 97–101
 and virtues 158–9
 moral density 157
 moral development 26–9, 36–7, 162, 187
 moral free space 72–3
 moral imagination 106, 109, 121–2
 moral intensity 187
 moral maxims 56–63
 moral propriety 226–9
 moral reasoning
 business and ethics 48, 50–2
 communitarianism 75–81
 contractarianism 69–74
 intuitiveness 23
 new perspectives 87–93
 non-consequentialist approaches 55–69
 problems of theoretical approaches 81–7
 utilitarianism 52–5
 morality 61–2, 81–3, 138–40
 motivation of ethics management programs 6–7, 7–21, 213–14, 239–45
 Motorola 206–7
 Moura, P. 189, 190, 196–7
 multinational corporations 78
 Murphy, J. 173–4
 narratives 82–3, 158, 166–71, 274
 NASA (Challenger disaster) 121, 124
 natural ecosystems 172
 Near, Janet P. 41
 networkers 209–10
 Neuijen, Bram 11, 13–14
 Newtonian physics 116
 Nietzsche, Friedrich
 moral agency 98, 110
 motivation 239
 sovereign individual 154–5
 tropical (trope-like) language 150–2
 truth 151
 values 138–40, 142–3, 145–8
 non-consequentialist approaches 50–2, 55–69
 non-financial performance 19
 nonlinear dynamical systems *see* complex adaptive systems
 normative action 60–1
 normative congruence
 ethics formulation 252–4
 ethics management programs 260–1, 265–6
 and leadership 179–80, 224–5
 and policies 284–5
 and rules 168, 170, 172, 238
 unity-diversity paradox 233
 and values 175
 normativity 14, 89, 93, 162, 167–8, 236–9
 norms
 challenging 4
 communitarianism 75–81
 contractarianism 70–4
 ethical culture 12–13
 individuals' 115, 168
 internalization 112

- social 3
- transgression, appeal of 126
- Nussbaum, Martha 109–10, 141, 143–4, 148–9, 167–8
- objectification of individuals 99–100
- objectivity 50–5
- observation 244, 247
- Ohayv, Dense Daval 11, 13–14
- O’Leary, Majella 202
- open systems 117–19
- opportunity cost 67
- organizational climate 9–13
- organizational culture
 - boundaries 18–19
 - and ethical behavior 9–19
 - fragmentation 16–17
 - and leadership 202
 - problems of intervention 171–2
 - social science approach 186–7
 - as strange attractor 173–4
 - and tacit knowledge 126–7, 242–5
- organizational justice 65
- organizations
 - communication within 176
 - as communities 157–8
 - as complex adaptive systems 118–19, 238
 - ethical risk 94–7
 - formulation of ethics programs 6–7, 21, 245–57
 - and individuals 86–7
 - integration of ethics programs 6–7, 25, 35–46, 257–8
 - interdependence 221–3
 - leadership, sources of 189–200
 - moral agency 95–7, 102–15, 226–9
 - motivation of ethics programs 6–7, 7–21, 213–14, 239–45
 - and practices 160–1
 - purpose 175
 - tacit knowledge 118–29
 - values, influence on 149
- O’Toole, James 211
- Ouchi, William G. 9
- paradoxes of leadership 233–4
- Parker, M. 51–2, 56, 58, 60, 137
- Parker, Martin 9–10, 15–17, 132, 157–8, 164–5
- passions 200–3, 211, 213
- Pater, Alberetic 24
- performance management systems 35–40, 286–8
- performativity 112
- personal determinism 85
- Peters, Thomas J. 9, 242–3
- Petersen, Alice 42–3
- Petersen, Verner 106–7
- Petry, Ed 9, 31
- Phillips, Robert 66, 111
- phronesis* 152–3
- pictures 273–4
- Pinto (car) recall case 121–2, 123
- Plato 139, 140–1
- Pless, Nicola 184–5
- Plowman, Donde Ashmos *et al.* 192, 231
- Polanyi, Michael 103–4, 107–8
- policies 283–5
- Porras, Jerry 200–1, 203–4
- Porras, Jerry, *et al.* 204, 206–9, 213, 214
- Posig, Margaret 220
- Postma, D. 161
- postmodern management theory 116–19
- power 169
- practice 29–30, 50–2, 81–3, 158–61
- pragmatism 83–4, 88–90, 161–3
- principled reasoning 27–9, 29–30
- principles 56
- privacy 155
- procedural hypernorms 71
- profit 159–60, 251–2, 291
- punishment 40, 47, 169–70, 286–8
- purpose, and values 175
- rationality 56–63, 81–2, 89, 97–109, 132, 140–2
- Rawls, John 50–1, 63–9
- realignment 47
- reason 50–2, 56–63
- reasoning 27–30, 97–101
- record keeping 165–6
- Regine, Birute 172
- regulation 238
 - see also* Federal Sentencing Guidelines for Corporations
- reinforcement 47, 185–6, 283

- reinforcement theory 36
- relational accountability 226–8
- relational leadership 184–5, 194–5, 200–1
- relational values 154–66
- relativism 73, 155, 167–8, 189–90, 227
- reporting 40–6, 232–3, 240–1, 288–90
 - see also* triple bottom-line reports
- responsibility 226–7, 233
- responsive values 154–66
- responsiveness 198, 267
- rewards 36–7, 38–40, 47, 286–7
- rhetoric 213–14
- rhetorical analysis 249
- rhetorical values 152–3
- Ricoeur, Paul 68
- rights 85
- rights-based theories 63–9
- risk analysis 47
- risks, ethical 6–7, 7–21, 10, 94–7, 241–5, 288–90
- rituals 244
- role modelling 186
- role-responsibilities 59, 285
- Rorty, Richard 162
- Rosannas, Joseph M. 39
- Rosenthal, Sandra B. 81–4, 89–90
- Rothwell, Gary R. 41–2
- rules 3, 125–6, 168–70, 170–1

- Sanders, Geert 11, 13–14
- Sarbanes-Oxley Act (SOX) 8, 40, 171
- Scherer, Franz 196
- Schultz, Patrick L. 176, 196, 202–3, 205–6, 212, 223, 231, 261
- Schwartz, Mark 23–4
- second-order desires 149–50
- self-assessment 47
- self-interest 27, 35–40, 65, 80, 136–7, 159–60, 202
- self-organization 174–5
- self-renewal 174–5
- Senge, Peter 197–8, 207, 209, 209–10, 217, 223, 231
- senior management 6–7, 34–5, 261–2, 268
- sense-making 205–6, 290
- sensorimotor experiences 104–5
- servant leadership 182

- silent patrons of the heart 106
- Sison, Alejo Jose G. 183
- Smircich, L. 164–5
- social contract theory 69–74, 97
- social environmental reports *see* triple bottom-line reports
- social grammar 107
- social inequality 64–5
- social learning 37, 185–6, 277–9
- social order 122
- social performance 19–20
- social science approach 181, 185–8
- society 157
- Society for Corporate Compliance and Ethics (SCCE) 30–1
- Solomon, Robert 78, 84–6, 136–8, 183, 202
- somatic markers 106
- sovereign individual 154–5
- specificity, vs. generalization 83–5
- speech 112, 150–4
 - see also* language
- spiritual leadership 186
- stakeholder relationships
 - and communication 281–2
 - in communitarianism 75, 78–9
 - in complex adaptive systems 226–8, 232–3, 237
 - ethics management programs 238
 - fluidity of 66–7, 111–12
 - integrated sustainability 240–1, 264
 - and leadership 221–3
 - reporting 290
- stakeholder theory 142
- standardized management methods 115–17
- statistical surveys 177–8
- storytelling
 - and communication 281
 - ethics management programs 206, 242–3, 260–1, 265–7, 274–6
 - individuals 158
 - leadership 202–3
 - and values 166–71
- strange attractors 173–4
- structural hypernorms 71
- subjectivity 109–15, 126
- substantive hypernorms 71
- supply chain relationships 263–4

- surveys 10–11, 244–5
 sustainability 222–3, 240–1, 259, 261–4
 see also triple bottom-line reports
 Swanson, Diane 80
 symmetry-mutuality paradox 233–4
 systemic leadership
 and accountability 225
 developing systems of 229–35
 ethics officers 265–70
 institutionalization of 258–64
 operational dynamics 197–9, 202–3, 212
- tacit beliefs 128, 146–7, 241–2, 271, 273–80
 tacit knowledge
 and communication 280–3
 development of 103–4, 107–8, 115
 ethics training 267–8, 271, 273–80
 and moral decision making 118–29
 and motivation 242–5
 see also knowledge
- tagging 175, 204
 Taylor, Charles 76–7, 155, 215
 Taylor, Frederick 116
 Taylor, Mark 116, 125
telos 75–6, 203
 ten Bos, R. 51–2, 56, 58, 60, 137
 textual analysis 245, 247–50
 theory vs. practice 50–2, 81–3
 Thomas, R. Roosevelt, Jnr. 216
 Thompson, Mark 200–1
 Tichy, Noel M. 211
 tolerance 73–4
 training 6–7, 25–30, 47, 238, 270–80
 transactional trust 218
 transcendental subject 98–102
 transformational leadership 186, 190–2
 transformative leadership 182
 transformative trust 220–1
 transgression 126
 Trevino, Linda Klebe 11–13, 36–7, 185–8, 205
 triple bottom-line reports 44–6, 160, 222–3, 241, 289–90
 tropical (trope-like) values 150–2
 trust 217–21, 231–2
 truth 91–2, 125, 145, 151–2
- Uhl-Bien, Mary 192, 194–6, 199–200, 207, 212, 233, 259
 unethical behavior 28–9, 53–5
 United States (US) ix–x, 6, 8–9, 30–1, 40, 259, 269
 unity-diversity paradox 233
 universal truth 102
 universalizability test 57–60
 utilitarianism 50–1, 52–5, 69
- value clusters 134–5
 values
 and codes 130
 and complex adaptive systems 171–8
 congruence 166–71, 239–41
 core values 21, 78
 emotional 147–50
 and facts 84
 and language 150–4
 and leadership 203–6
 life-enhancing 143–7
 misconceptions 130–43
 and motivation 239–41
 in organizations 6–7, 13–14, 175, 236–7, 245–57
 relational 154–66
 responsive 154–66
 rhetorical 152–3
 tropical (trope-like) 150–2
 values statements 21
 values-driven 203–6
 van der Ven, Johannes 60, 68–9, 77, 85–6
 Van Gils, Anita 24
 veil of ignorance 63–7
 Vellilla, Manuel 39
 Verschoor, Curtis 19
 virtue ethics 184, 201
 virtues 158–9
 virtuous teaching cycles 211–12
- Walsh, James 19–20
 Waterman, Robert H. 9, 242–3
 Weick, Karl 207–8
 Welch, Jack 117
 Werhane, Pat 108–9, 121–2

Cambridge University Press

978-0-521-17456-5 - Business Ethics as Practice: Ethics as the Everyday Business of Business

Mollie Painter-Morland

Index

[More information](#)

302

Index

Whetstone, J. Thomas 202

Whistleblowers Protection Act 40

whistle-blowing 40–4, 47, 248, 282–3

Wicks, A.C. 111

Willmott, Hugh 23, 164–5

Windsor, Carolyn A. 36–7

wisdom 150, 207–8

workplace democracy 262–3

written records 165–6, 247–50, 263,
268

X-factor values 147–8

Young, Iris 67–8