

Contents

Acknowledgements — IX

Foreword — XI

Chapter 1

Introduction — 1

- A resumption of war — 1
- Learning from Archie on his work experience — 3
- Lighting a candle rather than cursing the dark — 4
- Purpose of the book — 5
- Outline of the book — 6

Chapter 2

The intellectual terrain of ethical leadership — 9

- Evasions of responsibility — 9
- The political economies of exploitation — 11
- Rule of law and ethical practice — 14
- Moral exemplars in business — 16
- Responsibilities to stakeholders — 17
- Some moral guidance for international business — 19
- Conclusion — 20

Chapter 3

Philosophers: What do they know? — 22

- Introduction — 22
- Freedom versus determinism — 24
- Illuminating moral philosophy with social science — 25
- Why do good people do bad things? It's determinism stupid! — 25
- Why do good people do bad things? Maybe it's just bad people? — 27
- Why can't everybody just be nice? — 29
- Conclusion — 30

Chapter 4

The Cruciform of Agency — 32

- Introduction — 32
- Social aspects of human agency — 34
- The private self — 36
- The Cruciform of Agency — 37
- Implications of the Cruciform of Agency — 41

Chapter 5

Exploring some narratives of moral choice — 45

Introduction — 45

Executive on a mission: Saving the planet — 46

The conscience of the Colonel — 47

“You can’t eat a flag” — 50

Malawi’s fearsome chief, terminator of child marriages — 53

“The Whistleblower” — 55

“This is a fight for human rights” — 57

“I have a duty to serve my community” — 59

Ethical choice: Acting in accordance with (even impeded) values — 61

Chapter 6

Just what the doctor ordered — 64

Introduction — 64

All in a day’s work — 65

End of life — 65

Abortion — 67

Introducing the concept of “assonance” — 68

Treatment of patients against their will — 70

Child protection — 71

Is the system more important than the patient? — 72

The professional value of doubt — 73

Elements of a code of conduct — 75

Professional maturation — 76

Conclusion — 79

Chapter 7

Becoming an ethical leader — 80

So where have we got to? — 80

Agency and ethical leadership — 82

Still not my problem! — 84

Personal responsibility — 86

Moral guidance for ethical leadership — 88

A code of conduct for ethical leaders — 91

Myanmar: Fumbling towards ethical leadership — 91

Chapter 8

Towards a movement for ethical leadership — 95

Corporate governance: A tragedy — 95

A new hope? — 98

Chapter 9

Towards an agenda for action — 102

But didn't Wilberforce and Lincoln put an end to all of that? — 103

A short story from India — 103

Advocacy for change — 105

Older than Troy — 106

Reforming the political economy of slavery — 109

Elements of an agenda for action, part one — 112

It's getting hot in here — 116

Slavery and the environment — 116

Two minutes to midnight — 117

The collapse of civilisations? — 119

In the absence of environmental justice — 120

Elements of an agenda for action, part two — 122

Some human consequences of inaction — 124

Conclusion — 126

Chapter 10

Final reflections — 129

The consequences of leadership — 129

Summing up — 131

A word of advice — 134

Numberless diverse acts of courage and belief — 135

References — 137

Further reading — 147

About the author — 149

About the series editor — 151

Index — 153