

<i>List of illustrations</i>	vii
<i>Notes on contributors</i>	ix
<i>Preface and acknowledgements</i>	xvii
<i>List of abbreviations</i>	xix
1 Introduction: the quest for responsible leadership in business THOMAS MAAK AND NICOLA M. PLESS	1
<b>PART I</b>	
<b>What is responsible leadership?</b>	<b>15</b>
2 Ethics: the heart of leadership JOANNE B. CIULLA	17
3 Responsible leadership: a relational approach THOMAS MAAK AND NICOLA M. PLESS	33
4 A compass for decision making LYNN SHARP PAINE	54
5 Spirituality as the basis of responsible leaders and responsible companies PETER PRUZAN AND WILLIAM C. MILLER	68
<b>PART II</b>	
<b>What makes a responsible leader?</b>	<b>93</b>
6 Integrity, responsible leaders and accountability GEORGE G. BRENKERT	95
7 Leadership, character and virtues from an Aristotelian viewpoint ALEJO JOSÉ G. SISON	108

vi *Contents*

- 8 Leading responsibly across cultures 122  
SONJA A. SACKMANN
- 9 Towards responsible leadership through reconciling dilemmas 138  
TONG SCHRAA-LIU AND FONS TROMPENAARS
- 10 Leading in a world of competing values: a strategic  
perspective on corporate social responsibility 155  
DANIEL DIERMEIER
- 11 Responsible leadership at ABN AMRO Real: the case  
of Fabio Barbosa 170  
ERIK VAN DE LOO

**PART III**

- How to develop responsible leadership in business?** 183
- 12 Principle-based leadership: lessons from the  
Caux Round Table 185  
STEPHEN B. YOUNG
- 13 Leadership through social purpose partnering 202  
JAMES E. AUSTIN
- 14 Towards developing responsible global leaders: the Ulysses  
experience 213  
NICOLA M. PLESS AND RALF SCHNEIDER
- 15 Developing leaders for sustainable business 227  
MARK WADE
- Index* 245

# Illustrations

## Figures

3.1	Core dimensions of responsible leadership	35
3.2	Values circles	38
4.1	The decision making compass	62
4.2	The zone of acceptability	65
7.1	The dynamics of virtue	116
8.1	A dynamic model of leading responsibly	126
8.2	A dynamic model of leading responsibly across cultures	129
9.1	Four basic organizational perspectives	143
9.2	Society versus internal goals dilemma	144
9.3	The long-term (LT) organizational and short-term (ST) shareholder dilemma	145
9.4	Sequential wealth creation	146
9.5	The shareholder versus society dilemma	147
10.1	Growth of corporate citizenship reports	156
10.2	Market segmentation and competitive advantage	159
10.3	Perception drivers	161
10.4	Reputation and the media	162
10.5	Strategy analysis framework	164
13.1	The collaboration continuum	204
15.1	The sustainable development learning framework	234
15.2	Looking through the sustainable development lens	235
15.3	Shell's commitment to contributing to sustainable development	236
15.4	Sustainable development makes good business sense	236

## Tables

7.1	The means available to the Aristotelian rhetorician-leader	118
12.1	A cross-reference matrix: Caux Round Table principles and different religions	193
12.2	Examples of <i>concern for others</i> in different religious traditions	195