



# **The Virtuous Organization: Insights from Some of the World's Leading Management Thinkers**

*Charles C. Manz*

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This book focuses on a new and emerging, yet as old as recorded history, organizational concern: virtue. Virtue has recently become a topic of serious examination among organizational researchers and progressive companies who are exploring their role in creating new, more holistic, healthy, and humane work environments. With interdisciplinary insights by many of the world's leading management thinkers, the book includes conceptual treatments, empirical research, and actual cases concerning virtuous behavior and leadership under conditions of crises, and ordinary and exemplary times.

Until recently, scholarly research paid scant attention to virtue, especially in organizations. The pursuit of virtue, as opposed to the bottom line, remained outside the acceptable domain of practising managers faced with economic pressures and stakeholder demands. Concepts such as efficiency, return on investment (ROI), and competitive advantage were emphasized over more virtuous concerns such as caring, compassion, integrity and wisdom. The Virtuous Organization fills this void by presenting paradigm-shifting insights of leading scholars that have the potential to change the face of management thinking and practice for both this and future generations.

Contents: *The Virtuous Organization and Crises*:: Organizational Healing: Lived Virtuousness Amidst Organizational Crisis (E H Powley & K S Cameron); Making Sense of Organizational Actions with Virtue Frames and Its Links to Organizational Attachment (S-Y Rhee et al.); Forgiveness from the Perspectives of Three Response Modes: Begrudgement, Pragmatism, and Transcendence (D S Bright et al.); The Spiritual Challenges of Power, Humility, and Love as Offsets to Leadership Hubris (A L Delbecq); *The Virtuous Organization and Ordinary Times*:: The Language of Virtues: Toward an Inclusive Approach for Integrating Spirituality in Management Education (K P Manz et al.); Leveraging Psychological Capital in Virtuous Organizations: Why and How? (C M Youssef & F Luthans); Europe Versus Asia: Truth Versus Virtue (G Hofstede); Peter F Drucker on Mission-Driven Leadership and Management in the Social Sector: Interviews and Postscript (J A Maciariello); Corporate Global Citizenship: Successful Partnering with the World (N J Adler); *The Virtuous Organization and Exemplary Times*:: Virtuous Leadership: A Theoretical Model and Research Agenda (C L Pearce et al.); Spirituality in Action: The Fred Rogers Way of Managing Through Lifelong Mentoring (I I Mitroff & D Mitroff); The Positive Potential of Tempered Radicals (R Quinn & D Meyerson); *Fortune* Sr Writer Marc Gunther on The Role of Virtues in Spiritual Leadership (M Gunther & J Neal); The Corporate Conduct Continuum: From Do No Harm to Do Lots of Good (R M Kanter).

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