

# Preface and Acknowledgements

TO EXPLORE SUCH A SUBJECT as ethical leadership means to discover the inner road taken by men and women who participated in my research projects—a road littered with doubts, hesitations, and reconsideration, along which they had to confront the fear of judgment but also experienced the joy of having done something to improve things around them. I am indebted to them for the precious time they dedicated to me in unveiling their ethical dilemmas. In fact, to examine and talk about an ethical dilemma, while attempting to highlight the good as well as the bad, is not easy. To broach delicate subjects regarding an organization is sometimes inconvenient and can even be quite destabilizing. To speak of fraud, sexual and moral harassment, conflicts of interest, issues surrounding maternity leave, favouritism, and internal politics that work to the detriment of justice is to raise very sensitive questions, rarely openly discussed inside an organization and even less so in the public arena. I am deeply grateful to those who opened up to me, because their confidence helped me to understand better how the exercise of ethical leadership can resolve difficult situations and can lead to lasting change in an organization.

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