CONTEMPORARY HUMAN RESOURCES MANAGEMENT: ISSUES, CHALLENGES, AND OPPORTUNITIES

WHEN A NEW LEADER TAKES OVER

Toward Ethical Turnarounds



When a New Leader Takes Over

A volume in Contemporary Human Resources Management: Issues, Challenges and Opportunities Ronald R. Sims, Series Editor This page intentionally left blank.

When a New Leader Takes Over

Toward Ethical Turnarounds

Ronald R. Sims

College of William and Mary



INFORMATION AGE PUBLISHING, INC. Charlotte, NC • www.infoagepub.com

Library of Congress Cataloging-in-Publication Data

- A CIP record for this book is available from the Library of Congress http://www.loc.gov
- ISBN: 978-1-68123-943-9 (Paperback) 978-1-68123-944-6 (Hardcover) 978-1-68123-945-3 (ebook)

Copyright © 2017 Information Age Publishing Inc.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, microfilming, recording or otherwise, without written permission from the publisher.

Printed in the United States of America

Contents

	Acknowledgments	vii
1	Toward an Ethical Turnaround: When a New Leader Takes Over	1
2	Unethical Behavior in Organizations	35
3	New Leaders and Ethical Turnarounds: Employee Involvement is the Key	89
4	Toward an Ethical Turnaround: An Initial Look at When a New Leader Takes Over	131
5	Ethical Turnaround-in-Action: Examples and Lessons Learned	. 175
6	Proactive Leadership: Beyond the Ethical Turnaround	219
7	The Role of Ethics Education During and After an Ethical Turnaround	273
8	The New Leader's Challenge: Rebuilding and Sustaining Reputation	.317
9	Building a Truly Sustainable Ethical Environment: Beyond the Scandal and Turnaround	373

This page intentionally left blank.

Acknowledgments

Avery special thanks goes to George F. Johnson at Information Age Publishing, Inc. who once again has provided the outlet for my ideas. I also want to thank Herrington Bryce who continues to serve as my colleague, mentor, and valued friend. The administrative support of the Raymond A. Mason School of Business at the College of William and Mary is also acknowledged.

Thanks and appreciation go to my children who have always been my source of motivation.

When a New Leader Takes Over, page vii Copyright © 2017 by Information Age Publishing All rights of reproduction in any form reserved.