



Leading Ethically in Schools and Other Organizations: Inquiry, Case Studies, and Decision-Making

By Bruce H. Kramer, Ernestine K. Enomoto



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Leaders in schools, universities, and other organizations are constantly bombarded with ethical dilemmas. They are challenged with diverse student needs; contradictory approaches presented by faculty and staff; rules and regulations that conflict with desired outcomes, and more. To deal with these challenges, this book advocates an inquiry method to respond to those diverse interests, needs, and values in conflict in educational and other organizational settings. The method the authors present seeks to harness democratic practices for engaging in ethical deliberation and conflict resolution.

This book provides the foundation for understanding ethical language as well as probing the tensions in problem solving and ethical decision-making. It provides stories and examples that enable readers to understand terms like deontology, utilitarianism, religious attitudes, eco-feminism, and social justice leadership. Readers are encouraged to test that understanding by using an inquiry method for examining cases set in schools, universities, and other settings to encourage creative thinking and ethical leadership.

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Editorial Review

Review

Encouraging leaders to make courageous and ethical decisions is difficult work, but Drs. Kramer and Enomoto have achieved a remarkable breakthrough. Their book is an invaluable resource for leaders (and those who prepare and train them) because it is a rarity—it is substantive, theoretical and research-based, and it is extremely practical and accessible. I encourage anyone interested in understanding, promoting, or practicing ethical leadership to read this work and to implement its lessons in your organization. (Jeffrey S. Brooks, professor of educational leadership, and chair, Department of Leadership and Counseling, University of Idaho)

The principles of ethical leadership must never be over-looked. The consistent choice to do right for the right reason guides the hearts and minds of all those who dare to assume the role of leader. Thoughtfully written and presented so as to stimulate reflection and ethical practices, students will benefit from the wisdom – and challenges – presented. (Dr. Cathy Jo Carmody, retired high school special education supervisor)

In reflection on my 33 years of military experience, and throughout my dissertation process as a doctoral student, I recognized the value and practicality in Enomoto and Kramer's DIRR approach. Its simplicity in understanding and application make it useful in even the most complex situations. (Kevin S. Gerdes, Ed.D., retired brigadier general)

Good leadership skills should be a priority for any manager, director, administrator, or executive. This book should be a staple in a library collection because the DIRR process can change the way great leaders understand, process and effectively work problems. A must read. (Randall Hallett, principal consultant, The Gobel Group)

A gift for all prospective and seasoned practitioners who hope to better their craft through inquiry and reflection. Dr. Enomoto's and Dr. Kramer's field guide is a trusted companion for those grappling with doing what is right when facing seemingly unworkable situations. (David Johaneck, director, IT Vendor Management)

The DIRR method has helped me to consider the different perspectives as well as short and long term outcomes. It has helped me to overcome my initial biases and impulses to make decisions that are ethical, effective and efficient. (Wanelle Kaneshiro-Erdmann, Hawaii public high school administrator)

Enomoto and Kramer provide a sound and solid text that challenges the reader to stop, re-think, unpack ethics from pedagogically-different vantage points, and take these new frames into the daily work of schools. It's a must-read for anybody who has vested interest in ethical decision-making in educational leadership. (Anthony H. Normore, professor of educational leadership, California State University, Dominguez Hills)

The core strength of this book is its balance that does not result in bland, watered-down generalities, but rather in a deeper and stronger leadership approach to ethical decision making that is clearly in line with much of the best literature on distributed leadership. (Robert J. Starratt, emeritus professor, Boston College)

In today's global economy, more is demanded of corporate leaders as they balance performance demands, wrestle ethical dilemmas, and seek to understand cultural diversity in a worldwide, real-time workplace.

Leaders require tools that enable successful organizations and uphold moral, sustainable, and respectful solutions to business problems. Kramer and Enomoto, in their new edition of *Leading Ethically*, hit the mark and contribute valuable insights to business leaders. (Patricia Connolly Stephan, corporate leader)

About the Author

Ernestine K. Enomoto is professor of educational administration at the University of Hawaii, Manoa where she has taught since 1998. Her research interests are on leadership and organizational theory as related to schools serving multi-ethnic student populations.

Bruce H. Kramer is the former dean of the College of Education, Leadership, and Counseling at the University of St. Thomas, Minneapolis, Minnesota. As chair of the Department of Leadership, Policy, and Administration, he worked with school leaders as well as university administrators. His scholarship focuses on the application of critical pragmatism to the ethical judgments of leadership.

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