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Meeting the Ethical Challenges of Leadership: Casting Light or Shadow [review] / Johnson, Craig E.

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bered as a leader? Is the vision I inspire worth giving my best to? Isaacson in the end presents a one-of-a-kind man, a transformational and charismatic leader who inspired while struggling with his own shadows.

Jobs had "a premonition that he would not live a long life" and "felt a sense of urgency about all he wanted to get done" (p. 262). Steve Jobs' last words were reportedly "oh wow, oh wow, oh wow." We'll never know to what he was referring. Walter Isaacson gives us a rich glimpse of this complex personality, his intriguing thought processes, and the controversial leadership style of one of the most influential leaders of our time. While Christian leaders may have difficulties dealing with some of Jobs' biases against organized religion, they will find this book helpful in reading some of the currents that have shaped our generation.

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MEETING THE ETHICAL CHALLENGES OF LEADERSHIP: CASTING LIGHT OR SHADOW

By Craig E. Johnson
Thousand Oaks, CA: Sage (2012),
4th edition
Paperback, 536 pages

Reviewed by DUANE M. COVRIG

Now in its fourth edition, *Meeting the Ethical Challenges of Leadership* has become one of the best-selling ethical leadership texts used in colleges and universities today. It blends together an overview of ethics, ethical decision-making, moral leadership processes, and group and organizational dynamics into one reader-friendly source. It has case studies, illustrations from films and popular culture, and succinct reviews of the best in scholarship and research on ethics in organizations. I consider it the single best resource for anyone wanting to improve their understanding and practice of ethics. It is especially focused on professional life in organizations and leadership, but also has insight for some personal ethics.

I have used previous editions of this text since 1999 in teaching appropriate professional ethics and moral leadership to teachers and educational leaders; more recently I have seen it useful for my students in business and health care.

The author, Craig Johnson, is a professor and administrator at George Fox University, a Christian university in Oregon that has Quaker roots. The Quaker influence is evident in his use of Parker Palmer and the focus on peace and global justice. Beyond that, however, the use of Christian theology and ideas is limited and more peripheral. Instead, he dives into and uses scholarship and research from business, philosophy and the social sciences. This fact makes the book useful for Christian leaders who may have read biblical and theological ethics but have not explored other areas of ethics.

While Johnson draws a lot from his first chosen area of research, communication, he is also very effective at reviewing research on morality in group processes and organizational dynamics and in bringing these implications to an understanding of moral leadership.

Each chapter has some activities and useful reflection and application sections. Practicing administrators will appreciate Johnson's brevity and ability to move past philosophical hair-splitting in applying ethical principles to real contemporary issues.

What is very useful is Johnson's ability to set up a chapter and its main components in a logical way that makes reading philosophy easier than most books of this nature. He then can summarize the main aspects of the chapter in very practical ways with clear application. He often offers several ways to approach a topic and for that reason provides a more liberating and generative quality to his ethical critique that is not always evident in other books, some of which can become dogmatic about their approach to ethics.

Those planning on reading Johnson should leave time to view some of the films Johnson recommends or refers to in his moral illustrations. They really drive home some of his points.

To get a fuller appreciation of the value of this book, please see the interview with Johnson in this issue of *JACL*. Note also that a short section of Johnson's chapter on "The Leader's Character" is used in Traxler and Covrig's critique of the moral leadership of Andrew Jackson, also in this *JACL*. We highly recommend this book to Christian leaders.

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CREDIBILITY: HOW LEADERS GAIN AND LOSE IT, WHY PEOPLE DEMAND IT

By J. M. Kouzes & B. Z. Posner
San Francisco, CA: Jossey-Bass (2011)
Hardcover, 250 pages

Reviewed by DIANE PERSIN ECONOMAKIS

To unpack the essence of credibility is the main purpose of J. M. Kouzes and B. Z. Posner's book, *Credibility: How Leaders Gain and Lose It, Why People Demand It.* Published as an updated and revised version of their 1993 book, also titled *Credibility,* Kouzes and Posner expand on this most seminal attribute of successful leaders in what they call a "completely revised and slimmed-down version of the original" (p. xvii). They explain that, despite its shortened length, this updated edition places an additional emphasis on 21st-century technology and also has a companion workbook with exercises for strengthening credibility. However, they begin with the disappointing realization that, particularly within the last five years of economic turmoil, credibility has rapidly declined in various sectors of society: "Organized religion, Wall Street, Congress, business executives, the presidency, public schools, newspapers, banks, insurance companies, car salespeople, HMOs, and more have taken hits" (p. xii). This lack of trust in institutions and businesses has translated into a skepticism and distrust of individuals.

After exploring this credibility crisis, the authors pose a series of questions—what positive actions can leaders take to strengthen credibility over time? What can you do? What can anyone do? Kouzes and Posner begin to answer these questions by presenting one of their core ideas in the book—that leadership is the relationship between those who lead and those who choose to follow. The key to building a successful relationship is to create credible leaders who both trust their followers and are trusted by them. How to become a credible leader becomes the focus of much of the book.

In much the same way as their previous work, *The Leadership Challenge, Credibility* presents gaining