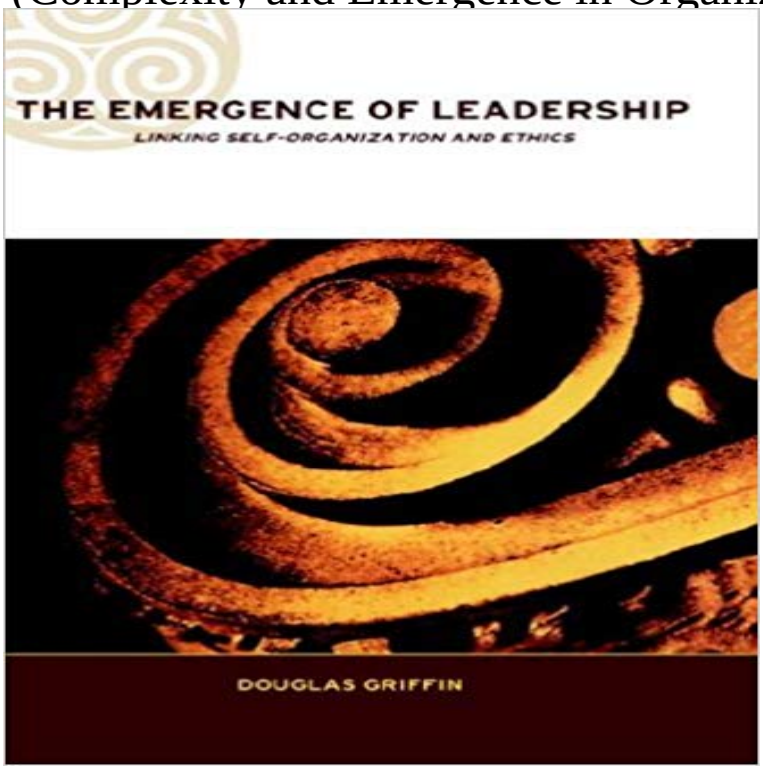
The Emergence of Leadership: Linking Self-Organization and Ethics (Complexity and Emergence in Organizations)



The second half of the twentieth century witnessed the emergence of the most complex global organizations ever known. Taking a complexity theory perspective, this book explores the key factor that sustains them: leadership.The book examines how leadership is currently understood primarily from a systems based perspective, as an attribute of the individual, the leadership role being to articulate values, missions and visions and then persuade others to adhere to them. It argues for a new view of ethics as co-created through identity and difference, representing the end of business ethics as we know it today. Areas considered include:risk and conflictspontaneity and motivation.In the past we have focused on the choices of individual leaders. In todays highly complex organizations we are now coming to understand the nature of leadership as self-organizing and, as such, closely linked to ethics. This means that we can no longer understand ethics simply as centered rational choice in planning and action.

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