

INDEX

- accountability 4, 49, 59, 112, 131, 148, 189, 191-193
- adaptation 5, 189
- administration xv, xvi, xviii, 1-4, 7-11, 13, 14, 16, 18, 33-38, 41, 43-45, 54, 89-91, 100, 133, 145-151, 153-15, 157, 158, 161, 169, 181, 182, 196, 222-224, 229
- aesthetics 162
- affective 23, 39, 40, 167
- agent 2, 9, 35, 36, 110, 111, 119, 190, 208
- altruism 17, 162
- ambiguity 51, 66, 134
- apprenticeship 86, 100
- arena xv, xvi, 1, 4, 9-11, 201-203, 205-207, 209-217
- articulated 9, 16, 35, 41, 45, 60, 92, 205, 206
- articulation xvii, 109, 113, 121
- assessment xvii, 19, 25, 167, 177, 209
- authentic xv, xvii, xviii, 1, 11, 23, 42, 45, 90, 97, 102, 131, 156, 211, 212, 225
- autonomy 45, 69, 74, 78, 79, 81, 97, 135, 162-164, 184
- avoidance 133, 138, 162, 165, 173, 177

- beliefs 24, 38, 41, 51, 75, 89, 95, 101, 112, 120, 122, 131, 134-136, 138, 145, 149, 152, 155, 162, 177, 181-186, 188, 190, 193-195
- bias 9, 25, 63, 154
- bureaucratic 73, 83, 112, 137, 181, 182, 184, 191, 193, 225, 228

- caring 17, 24, 69, 71, 72, 76-78, 80, 83, 91, 98, 136, 182
- codes 39, 43, 53, 91-93, 97, 101, 102, 107-109, 112, 113, 115, 119-122, 151
- cognitive xviii, 1, 18, 38, 39, 41, 49, 72, 167
- cognitive psychology 22
- coherence 33, 34, 37, 69, 73, 212
- coherentist 37, 38, 44,
- collaboration xvi, 127-140, 157
- collective xviii, 3-6, 10, 11, 20, 45, 60, 108, 114, 120-122, 127, 130, 139, 152, 154, 189, 193, 206, 213, 216
- communitarian 75
- community xv-xviii, 2, 4, 6, 9, 10, 11, 17, 20, 25, 28-30, 62, 69, 71-81, 83, 85, 87, 89-103, 107, 111, 119-122, 127-132, 134, 138, 139, 147, 166, 170-173, 175, 176, 183, 190, 194, 201-208
- community building 128
- competence 85, 86, 162, 209
- complexity 40, 110, 119, 156, 193, 196, 201
- conflict xv, xvi, 9, 11, 19, 22, 26, 28, 49, 55, 57, 59, 63, 64, 74, 80, 101, 110, 133, 135-138, 139, 140, 155, 163, 166, 175-177, 195, 203, 208, 210, 211, 215, 216
- conflict of interest 80
- connectedness 45, 92, 97, 102, 132, 134
- consciousness 75, 92, 108, 213, 228
- consensus xvi, xvii, 2, 4, 7-9, 17, 38, 39, 41, 42, 85, 101, 130, 135, 137, 174, 177, 182, 186, 195, 196, 207, 216
- consequences 4, 6-9, 19, 20, 22, 25, 38, 39, 41, 51, 62, 98, 100, 121
- conservatism 161, 163-166, 169, 171-176
- consistency 63, 111, 113, 120, 123, 184, 203, 212, 213
- constraints 13, 95, 103, 133, 183, 205
- constructivism 14, 22-24, 45
- constructivist 14, 18, 23, 24, 26, 27, 36, 37
- contextual 51, 53, 108, 149, 168, 183,
- convergence 152
- cooperation 6, 69, 72-74, 77, 81, 129, 131, 176, 177
- critical theorists 92, 99
- critique 13, 16, 23, 24, 26-28, 38, 64, 89, 91-93, 98, 114, 181
- cross-cultural xvi, xvii, 145, 146, 148-154, 156, 157
- cultural diversity 78
- culture xvi, xviii, 2, 10, 11, 14, 22, 24, 25, 34, 69, 70, 72, 73, 76, 77, 78, 80-82, 84, 85, 95, 96, 99, 101, 107, 118, 121, 127, 128, 130, 132, 134-138, 145-158, 161-163, 175, 176, 181, 182, 185, 186, 188, 189, 192, 194-196, 203-206, 211, 216, 223, 224
- curriculum 6, 8, 22, 23, 54, 59, 70, 84, 85, 100-102, 132, 166, 169, 170, 172, 183-186, 188, 196, 201, 202, 205, 208, 209, 211, 215
- decentralized 49, 133, 205

- decision-making xvi, 3, 4, 7, 60, 64, 73, 85, 86, 89-94, 96, 97, 103, 120, 121, 128, 131, 135, 137, 164, 165, 169, 173, 175-177, 189, 196, 206, 208
- deconstruction 13, 14, 18, 24, 25, 90
- democracy 1, 8, 13-17, 19-21, 24-29, 85, 86, 91, 92, 97, 99, 114, 203, 211
- democratic xv, 13-21, 23, 26-30, 71, 80, 81, 83, 85, 86, 91, 99, 102, 129, 130, 136, 137, 188, 201-209, 211, 212, 215, 227
- deontological 39, 42
- dilemmas xvi, xvii, 3, 69, 80, 89-103, 107, 108, 115, 117, 119, 121, 122, 152
- dimensions 5, 7, 10, 11, 18, 22, 33, 34, 39, 41, 52, 64, 76, 108, 111, 119, 122, 128-132, 134, 135, 148, 156, 162, 163, 173, 196, 209, 215
- discourse 21, 42, 43, 75, 83, 130, 181, 183, 189, 191, 193, 195, 224
- distributed leadership 6, 9
- divergence 152, 227
- diversity 10, 16-18, 22, 70, 75, 78, 82, 96, 97, 99, 102, 110, 132, 133, 135, 148, 176, 177, 186, 196
- domains xvi, 7, 9, 43, 138, 148, 167, 172, 173
- effectiveness 25, 41, 55, 59, 73, 133, 161, 210
- egalitarianism 161, 164-166, 170-172, 174-177
- elitism 161, 163, 165, 166, 170-177, 222
- emotion 57, 72, 118
- emotional 72, 90, 100, 114, 118, 163, 172, 181
- empathy 164
- empirical 5, 8, 35, 107, 108, 115, 146, 161, 168, 171, 195, 203, 212, 228
- empowerment 92, 96, 127, 129, 130, 132, 137, 138
- equality 43, 71, 72, 113, 131, 163
- espoused 60, 102, 135, 138, 152
- essentialism 181
- essentialist 181, 182, 195
- ethical dilemmas 89, 90, 93, 94, 97, 98, 102, 103, 108, 115
- ethics xv, xvii, 1, 3, 4, 7-9, 33, 42-44, 63, 89-95, 98, 99, 101-103, 107-115, 118-121, 189
- ethnic xvi, 9, 23, 75, 80, 82, 84, 148
- evaluation 13, 28, 29, 41, 59, 136, 149, 157, 158, 170, 177, 211
- evolution 19, 22, 132
- existentialism 39
- facilitative 129
- fallacy 37, 224, 225
- feminist 92, 98, 109, 181-183
- foundationalism 20
- frequency xv, 35
- functionalism 16
- gender xvi, 23, 26, 53, 73, 94, 99, 109, 181-196
- global xv, 58, 97, 146, 148, 224, 226
- goals 17, 18, 23, 36, 39, 61, 63, 69, 70, 72, 73, 84-86, 95, 105, 127, 130, 131, 132-134, 137-139, 147, 161-164, 166, 167, 170-172, 183, 186, 187, 189, 201, 202, 204-215
- governance xv, 17, 26, 69, 74, 85, 86, 129-131, 138, 201-203, 205, 206, 208, 226
- hierarchy 42, 72, 85, 121, 128, 129, 163, 168
- humanism 39, 82, 162
- idealism 22
- ideals 21, 24, 25, 36, 70, 95, 107-109, 112-114, 119-122, 127, 151, 162, 222
- identity 5, 23, 72, 75-77, 79, 85, 96, 133, 181, 183, 184, 227
- implementation 107-110, 112-115, 119, 120, 122, 133, 145, 148, 149, 157, 158, 169, 203, 204, 206, 208, 210, 212, 214, 215
- inclusiveness 69, 77, 79-81
- initiatives 27, 132-134, 138, 203
- intentional 18, 23, 208
- intentions xvii, 205
- interaction xvi, 3, 62, 71, 120, 131, 132, 134, 155, 181-183, 206, 224
- irony 14, 26, 51
- irrational 201, 224
- justice 40, 61, 69, 71, 89, 91-93, 98, 100, 109-111, 114, 117, 119, 120, 164, 166
- justification 8, 16, 38, 40, 43, 44, 225
- knowledge xviii, 1, 7, 8, 14, 19, 22-27, 33, 35, 36, 44, 45, 50, 51, 59-61, 63, 70, 71, 86, 91, 100, 128, 132, 1368-138, 146, 148, 152, 156, 174, 185, 201, 206, 209-211, 215, 228
- leadership xv-xviii, 1-4, 6, 7, 9-11, 13, 14, 16-18, 26-30, 33, 35, 37, 38, 40, 41, 45, 62, 85, 96-99, 103, 116, 128-130, 134, 137, 146-150, 154, 157, 158, 181-183, 186, 190-193, 195, 196, 201, 202, 208-212, 215, 216, 221, 222, 227, 229
- learning organizations 129, 208, 209

- linguistic 22, 23
- loyalty 17, 62, 72, 74, 81, 85, 109, 116, 122, 138, 166, 212, 215, 216
- maintenance 96, 130
- management xv, 1, 3, 11, 18, 28, 55, 61, 128, 128, 131, 146-148, 151, 152, 155, 157, 162, 164, 173-175, 177, 193, 204, 205, 210, 211, 222
- mapping 33, 34, 167, 169, 224
- mediation 36
- memory 8, 223, 228
- mentoring 59
- meta-narratives 13, 27, 225
- metaphor 1, 8, 16, 18, 22, 25, 41, 49, 52, 69, 74, 76, 78, 79, 110, 127, 130, 191, 201, 202, 216
- metaphysical 3, 39
- modernism 224
- modernity 13, 26
- mono-cultural 147
- moral 4, 13, 14, 16, 17, 20, 30, 33, 34, 36, 40, 42-44, 51, 60, 61, 64, 75, 77, 85, 91, 92, 95, 97, 98, 103, 107-112, 114-117, 119-122, 127-132, 134, 137-139, 211, 223, 225
- morality 14, 19, 20, 27, 43, 92, 97, 98
- motivation 6-8, 85-87, 206, 226
- multi-cultural 147, 148, 156, 228
- naturalistic 37, 38, 44, 224, 225
- needs xv, xvii, 2, 8, 20, 21, 25, 32, 40, 44, 55-57, 99, 113, 117-119, 128, 133-135, 140, 146, 149, 153, 162, 163, 170, 187, 196, 206, 211
- networks 38, 44, 96, 181
- non-rational 3, 9
- norms 8, 24, 39, 72, 109-111, 113, 120-122, 138, 151, 154, 162-164, 175, 176, 203
- objectivity 208
- onion 5-7, 11
- organizational learning 4
- organizational theory 161, 163, 164
- orientation xviii, 5, 6, 35, 55, 99, 101, 109-111, 122, 131, 134, 135, 161, 163-166, 170-175, 203, 221
- paradigm 37, 90-93, 157, 182
- parents xviii, 5, 6, 80, 85, 86, 97-102, 113, 114, 121, 129, 169, 170, 175, 176, 190, 193-196, 201-203, 205, 206, 209-211
- participatory 27, 85, 86, 134, 184
- pedagogy 138, 183, 189
- personal preference 3, 6, 7, 9, 162, 195
- perspectives xvi-xviii, 1, 2, 16, 17, 19, 22-25, 27, 34-38, 40, 45, 49, 52-54, 61, 69, 80, 91, 108-110, 112, 114, 121, 135, 138, 145-147, 149, 150, 154, 157, 212, 225
- phenomena 21, 34, 35, 37, 44, 45, 150, 152
- philosophy 13, 16, 18, 20, 22, 34, 35, 38, 39, 82, 147, 222, 227-229
- policy 6, 8, 15, 90, 108, 115, 117-119, 121, 122, 145, 148, 149, 157, 158, 169, 170, 173, 174, 190, 191, 201-208, 210, 222
- policy development 202
- political xvii, xviii, 5, 6, 13-15, 17, 18, 20, 21, 24, 25, 40, 43, 60, 62, 82, 99, 114, 121, 146, 150-153, 161, 162, 201-206, 210, 212, 213, 223, 225
- positivism 36, 37, 39, 44, 157
- positivist 37, 51
- post-modern xviii, 13, 18, 24, 26, 27, 221, 223-225, 227, 228
- post-positivism 44
- power 9, 13-18, 25, 26, 29, 38, 41, 75, 86, 91, 92, 99, 120, 122, 128, 132, 134, 145, 148, 150, 162-164, 166, 173, 174, 176, 186, 193, 222, 224, 226
- practitioners xvii, 10, 33, 35, 36, 43, 49, 55, 63, 64, 137, 146, 147, 158
- pragmatism 13, 14, 18, 19, 27, 39
- praxis xviii, 49, 62, 229
- prescription 43, 127, 139
- principals xvii, 5, 6, 9, 33, 35, 49, 53, 54, 60, 63, 64, 96, 98-102, 115-118, 129, 130, 133, 134, 136-138, 161, 181, 183-186, 191-195, 201-216
- principles 3, 4, 7-9, 20, 25, 43, 44, 64, 69, 91, 93, 107-110, 112-115, 119-122, 130, 139, 165, 173, 209
- problem-solving xvi, 3, 41, 49, 63, 137
- profession 3, 9-11, 54, 75, 76, 80, 82, 90-92, 98, 101, 102, 107-115, 119, 137, 206, 209, 222
- professional ethics 43, 91-93, 107-112, 120, 121
- psychological 5, 6, 17, 39, 168, 225
- racism 13
- rationality 18, 24, 30, 37, 193, 208
- reality 19, 22, 26, 33, 34, 44, 61, 108, 112, 122, 145, 146, 155, 186, 196, 203, 209, 223, 226
- reason 3, 22, 28, 37, 43, 45, 58, 69-72, 81-83, 85, 89, 90, 100, 113, 117, 119, 123, 133, 149, 150, 152, 207, 224, 225, 228
- reciprocity 85, 131
- reflective xvii, 1, 19, 22, 33, 45, 51-58, 61-64, 83, 89, 93, 110, 111, 137, 209, 222

- reform xvii, 29, 121, 127, 130, 175, 176, 203, 211
- relationships 3, 5, 16, 18, 25, 26, 36, 40, 44, 71-73, 92, 94, 113-115, 127, 129, 131-133, 135, 137, 138, 145, 150, 153, 155-157, 161, 191, 194, 202, 216
- relativism 42, 44, 45, 110, 225
- repertoire xv
- respect 17, 18, 20, 60, 61, 69, 70, 76, 77, 89, 91, 92, 102, 111-119, 122, 132, 133, 139, 156, 160, 164, 176, 177, 184, 193, 204, 211, 229
- school administrator xv-xviii, 1, 7, 9-11, 29, 49, 50, 91, 96, 128, 152, 216
- school improvement 7, 41, 149, 169, 171, 214, 215
- school-based 148, 157, 161, 203, 206
- science xiii, 19, 22, 25, 34-37, 41, 44, 54, 70, 81, 86, 89, 95, 96, 118, 149, 156, 222-225, 230
- self-interest 3, 6-8, 15, 17, 195
- self-knowledge xviii
- semantic 4, 173
- sexist 181
- situated 19, 202
- socialization 9, 23, 90, 195
- socio-cultural 13, 158
- spiritual 10, 11, 40, 95, 114, 188, 225
- stakeholder xvi, 28, 96, 103, 129, 132, 134, 202, 205-208, 210, 216
- stereotyping 146, 154
- strategies xvii, 62-64, 121, 130, 137, 172
- subconsciously 221
- subcultures 72
- subjectivism 42-45
- superintendent 33, 35, 95, 96, 102, 204, 207, 223
- survival 40, 63, 80, 116, 162
- syntax 1, 5
- technological 224, 227, 228
- terminology 1, 4, 5, 26, 132
- transrational 3, 4, 7, 9, 39
- transactional 203
- transcendence 45
- transcendental 3, 7, 10, 11, 230
- transformational 129, 210
- trends xv, 49, 128, 175, 176, 186
- trust xv, 18, 20, 60, 62, 69, 72-74, 79, 81, 85, 92, 113, 114, 116, 131-134, 136, 138, 139
- typology 1
- utilitarianism 39
- value conflicts xv, xvi, 9, 11, 208, 216
- value-added xvii
- value-neutral 36, 37
- values xv-xviii, 1, 2-7, 11, 16, 17, 20, 24, 25, 28, 33, 35-45, 49-53, 60-63, 69, 70, 72, 73, 75-79, 81, 83, 85-87, 90, 92, 93, 95, 99, 101, 102, 108-110, 114, 122, 128, 129, 131, 134-136, 138, 139, 145, 149, 151, 152, 154-157, 161-167, 169, 171-177, 182, 186, 188, 189, 192, 196, 200, 203, 204, 207-209, 211, 212, 215, 216, 224, 227, 228
- variations 51, 53, 161, 181, 185, 188, 214, 215
- vision 69-71, 74, 77, 78, 81-83, 99, 133, 137, 190, 209, 210, 222



<http://www.springer.com/978-1-4020-1160-3>

The Ethical Dimensions of School Leadership

Begley, P.T.; Johansson, O. (Eds.)

2003, XX, 238 p., Softcover

ISBN: 978-1-4020-1160-3