

**Joanne Bridgett Ciulla, Ph.D.**  
**Professor of Leadership Ethics, Department of Business and Global Management**  
**Director of The Institute for Ethical Leadership**  
**Rutgers Business School–Newark and New Brunswick**

---

**Office Address**

Rutgers Business School  
Department of Management and Global Business  
1 Washington Park, Room 1050  
Newark, New Jersey 07102  
(973) 353-5812  
[jciulla@business.rutgers.edu](mailto:jciulla@business.rutgers.edu)  
ORCID#: 0000-0002-0750-9761

**Education**

- Ph.D. Philosophy, Temple University, 1985  
Dissertation Title: *Work and Virtue*
- M.A. Philosophy, University of Delaware, 1976
- B.A. Philosophy, University of Maryland, December 1973 (Bard College, spring semester 1971 & University of Edinburgh, summer 1973)

**Research Areas**

- Leadership Ethics
- Business Ethics
- Philosophy of Work

**Academic Appointments**

- Rutgers Business School, Department of Business and Global Management, Professor of Leadership Ethics (tenured) & Director of The Institute for Ethical Leadership (January), 2017-present
- The Jepson School of Leadership Studies, University of Richmond, Professor & Coston Family Chair in Leadership and Ethics 1991-2016 (tenured in 1995) Professor Emerita 2017-present
- The Wharton School of the University of Pennsylvania (Joint appointment in Legal Studies and Management Departments), Senior Fellow, 1986-1991
- Harvard University Graduate School of Business Administration (General Management Department) Harvard Fellow in Business and Ethics, 1984-1986
- La Salle University (Philosophy Department) 1975-1984, Lecturer 1975-1979, Assistant Professor 1979-1984

**Visiting Academic Appointments**

- Honorary Visiting Professor, Shanghai Academy of the Social Sciences, 2013-2017

- Visiting Professor, Nyenrode Business Universiteit, The European Institute for Business Ethics, The Netherlands, 2009-2015
- Gourlay Visiting Professor of Ethics in Business, University of Melbourne, Business School and Trinity College, 2011
- Adjunct Professor in Leadership Ethics, Centre for Leadership Ethics in Africa University of Fort Hare, South Africa, 2009-2012
- Visiting Scholar, Center for Public Leadership, JFK School of Government, Harvard University, 2002-2003
- UNESCO Chair in Leadership Studies, United Nations University International Leadership Academy, Amman, Jordan, 1999-2000
- Oxford University (Green College), Visiting Scholar, Trinity Term 1989
- Boston University Graduate School of Business Administration (Business Policy Department) Visiting Assistant Professor, Summers 1985 & 1986

### ***Awards and Acknowledgements***

- 2019 Lifetime Achievement Award for “A Career of Scholarly Achievement in the Field of Business Ethics,” The Society for Business Ethics
- <https://sbeonline.org/conference/2019/>
- 2018 Lifetime Achievement Leadership Legacy Award, International Leadership Association for “Prominent published works resulting in significant contributions to the field of Leadership Studies” <http://www.ila-net.org/LeadershipLegacy/joanne-ciulla.html>
- 2018 Lifetime Achievement Award for “A Career of Outstanding Service to the Field of Business Ethics,” Society for Business Ethics  
<https://sbeonline.org/conference/2018/>
- 2018 Eminent Leadership Scholar Award from Network of Leadership Scholars, The Academy of Management for “Research and contribution to the field of Leadership Studies” <https://nls.aom.org/leadership-awards/late-stage-career-award/>
- 2017-2023 Fulbright Specialist
- 2017 Master Ethics Teacher Award, The Wheatley Institution, Brigham Young University, and the Society for Business Ethics
- 2016 The Jepson School Award for Leadership and Service
- 2007 Distinguished Educator Award from the University of Richmond
- 2003 Outstanding Educator Award, State Council of Higher Education of Virginia  
<https://www.schev.edu/institutions/outstanding-faculty-awards>
- 2000 Book, *The Working Life* Amazon.com’s 10 Best Business Books of 2000
- OΔK Honorary Leadership Society
- Golden Key International Honor Society

- Who's Who in America
- Who's Who of American Women

---

## Part I: Academics

### **Books**

1. Ciulla, Joanne B., Clancy Martin, and Robert C. Solomon, editors. *Honest Work: A Business Ethics Reader*. New York: Oxford University Press, 1<sup>st</sup> 2006, 2<sup>nd</sup> 2011, 3<sup>rd</sup> edition 2014, 4<sup>th</sup> edition, 2018, 5<sup>th</sup> edition, 2023.
2. Lu, Xiaohe and Ciulla, Joanne B. eds. *Ethics, Innovation, and Well-Being in Business and the Economy*, Shanghai Academy of the Social Sciences, 2022.
3. Ciulla, Joanne B. *The Search for Ethics in Leadership, Business, and Beyond*, Eminent Voices in Business Ethics Series, Springer, 2020.
4. Ciulla, Joanne B., and Scharding, Tobey K., editors, *Ethical Leadership in Troubling Times*, Edward Elgar Publishing, 2019.
5. Ciulla, Joanne B. editor, *Ethics, The Heart of Leadership*. Westport, CT: Quorum Books, 1998, 2<sup>nd</sup> edition Praeger 2004, 3<sup>rd</sup> edition, 2014.
6. Ciulla, Joanne B., Uhl-Bien, Mary, Werhane Patricia J. editors, *Leadership Ethics* (3 Volumes), London: Sage, 2013.
7. Ciulla, Joanne B. set editor (3 volumes). *Leadership at the Crossroads*, Westport, CT: Praeger, 2008. Volume Editor *Leadership and the Humanities* vol. 3, *Leadership at the Crossroads*, Westport, CT: Praeger, 2008.
8. Ciulla, Joanne B., Terry L. Price, and Susan E, Murphy, editors. *The Quest for Moral Leaders: Essays on Leadership Ethics*. Cheltenham, UK, and Northhampton, MA: Edward Elgar Publishing, 2005.
9. Ciulla, Joanne B., editor. *The Ethics of Leadership*, Belmont, CA: Wadsworth Publishing, 2003.
10. Ciulla, Joanne B. *The Working Life: The Promise and Betrayal of Modern Work*. New York: Times Business Books, 2000, Crown Business Books, 2001 & Three Rivers Press, 2002.  
     Chinese translation, Taipei: Commonwealth Publishing, 2002.  
     Japanese translation, Tokyo: Shoeisha Publishing, 2004.  
     Korean translation, Seoul: Daewoo Publishing, 2005.

### **Chapters in Books**

1. Ciulla, Joanne B. "Aesop's Cautionary Fables About the Demos and Leadership," in Jennifer Jones, ed. *A Research Agenda for Organizational Ethics*. Cheltenham, UK and Northhampton, MA: Edward Elgar, 2023, pp. 19-32.
2. Ciulla, Joanne B. "The Myth of the Passions: Reason, Emotions, and Ethics in Leadership, Epitropaki, Doris Schedlitzki, Magnus Larsson, Brigid Carroll, Michelle C.

Bligh, O. *The SAGE Handbook of Leadership*. Available from: VitalSource Bookshelf, (2nd Edition). SAGE Publications, Ltd. (UK), 2023, pp. 202-211.

3. Ciulla, Joanne B. "The Use of Casuistry to Humanize Business." In: Dion, M., Freeman, R.E., Dmytriiev, S.D. (eds) *Humanizing Business. Issues in Business Ethics*, vol 53. Springer, Cham, 2022, pp. 115-127.
4. Ciulla, Joanne B. "Why Ethics is Embedded in Leadership," *Responsible Leadership in Business*, edited by Nicola Pless and Thomas Maak, Routledge, 2022, pp. 21-38.
5. Ciulla, Joanne B. "Ciulla, Joanne B. "Do Leaders Need to Have Tender Hearts? Emotion and the Duty to Care." In *Paradoxes of Leadership and Care: Critical and Philosophical Reflections*. Ed. Leah Tomkins, Cheltenham, UK and Northampton, MA: Edward Elgar, 2020, pp. 29-39.
6. Ciulla, Joanne B., "Meaningful Work and the Moral Conditions of Work. *Oxford Handbook on Meaningful Work*. Eds. Ruth Yeoman, Catherine Bailey, Adrian Madden, & Marc Thompson, Oxford University Press, 2019, 23-35.
7. Ciulla Joanne B. "You Can Run, but You Cannot Hide from the Humanities." *What's Wrong with Leadership? Improving Leadership Research and Practice*. Ed. Ronald E. Riggio, New York: Routledge, 2019, 107-120.
8. Ciulla, Joanne B. "The Praxiology of Collective Leadership." Wojciech Gasparski, ed. *Praxiology vol. 25: Praxiological Essays: Tests and Contexts, The International Annual of Practical Philosophy and Methodology*, New York: Routledge, 2018, 59-66.
9. Ciulla, Joanne B., "Leadership, Virtue, and Morality in the Miniature, in *Handbook of Virtue Ethics in Business and Management*, ed. Alejo José Sison, Gregory R. Beabout, and Ignacio Ferrero, New York: Springer, 2017, 941-949.
10. Ciulla, Joanne B., "Dangerous Liaisons: Adultery and the Ethics of Presidential Leadership," In *Politics, Ethics, and Change: The Legacy of James MacGregor Burns*. Eds. Georges Goethals and Douglas Bradburn, Cheltenham, UK, and Northampton, MA: Edward Elgar, 2016, 74-99.
11. Ciulla, Joanne B. "The Moral Pitfalls of Leadership," in *Leadership in Organizations: Current Issues and Key Trends*, 3<sup>rd</sup> edition. Ed. John Story, Routledge, 2016, 45-53.
12. Ciulla, Joanne B. "The Moral Dangers of Leadership," in *Christian Perspectives on Leadership and Social Ethics*. Eds. Jack Barentsen and Patrick Nullens, Peeters: Leuven, Belgium, 2016, 13-27.
13. Ciulla, Joanne B. "Drops in a Pond, Leaders, Morality, and Imagination," In *Ethical Innovation in the Business Economy*. Eds. Georges Enderle and Patrick Murphy, Northampton, MA: Edward Elgar, 2015, 119-136.
14. Ciulla, Joanne B. "Educating Moral Business Leaders Without the Fluff and Fuzz," in *The Spiritual Dimension of Business Ethics and Sustainability*. Ed. Laszlo Zsolnai, NY: Springer, 2015, 173-176.

15. Ciulla, Joanne B. "Searching for Mandela: The Saint as the Sinner Who Keeps on Trying." In *Authentic Leadership: Clashes, Convergences, and Coalescences*. Eds. Donna Ladkin and Chellie Spiller, Cheltenham, UK and Northampton, MA: Edward Elgar Publishing, 2013, 152-175.
16. Ciulla, Joanne B. "Remembering and Forgetting: Leadership in a Transitional World," in *Praxiology*. Ed. W. Gasparski, New Brunswick: Rutgers University Press, 2012, 39-50.
17. Ciulla, Joanne B. "Worthy Work and Bowie's Kantian Theory of Meaningful Work," in *Commerce in the Kingdom of Ends?* Eds. D. Arnold and J. Harris, Cheltenham, UK and Northampton, MA: Edward Elgar, 2012, 115-131.
18. Ciulla, Joanne B. "The Jepson School: Liberal Arts as Leadership Studies," eds. R Riggio and M. Harvey, *Research Companion to Leadership Studies: The Dialogue of the Disciplines*. Cheltenham, UK, and Northampton, MA: Edward Elgar, 2011, 20-35.
19. Ciulla, Joanne B. "Handmaiden and Queen: What Philosophers Find in the Question: What is a Leader?" in *Research Companion to Leadership Studies: The Dialogue of the Disciplines*. Eds. R. Riggio and M. Harvey Cheltenham, UK, and Northampton, MA: Edward Elgar, 2011, 54-65.
20. Ciulla, Joanne B. & Forsyth, John D.R. "Leadership Ethics," in *Sage Handbook of Leadership*. Eds. Alan Bryman, David Collinson, Keith Grint, Brad Jackson & Mary Uhl-Bien, Thousand Oaks, CA: Sage Publishing, 2011, 227-239.
21. Ciulla, Joanne B. "Why 'Being There' is Essential to Leadership." *Leadership and the Humanities*. Vol. 3, in *Leadership at the Crossroads*. Ed. Ciulla, Joanne B. Ciulla Westport, CT: Praeger, 2008, 132-148.
22. Ciulla, Joanne B. "Gute Führung: Technik, Taktik oder Tugend?" in *Ethik im Dienst der Unternehmenseführung* ("Good Leadership Techniques, Tactics or Virtue"). Ed. Hans Thomas and Johannes Hattler. Marburg, Germany: Metropolis-Verlag, 2008, 201-218.
23. Ciulla, Joanne B. "Leadership Ethics," in *Leadership: The Key Concepts*. Eds. Antonio Marturano and Jonathan Gosling, Oxford: Routledge, 2008, 58-62.
24. Ciulla, Joanne B. "Why Work?" *Corporate Ethics and Corporate Governance*. Eds. W.C. Zimmerli, K. Richter & M. Holzinger, Berlin, Heidelberg & New York: Springer, 2007, 95-112.
25. Ciulla, Joanne B. "Ethics and Effectiveness: The Fabric of Leadership," *Applied Ethics in Theory and Practice*. Eds. D. Fobelová & R.S. Ukrop. Banska Bystrica, Slovakia, 2007, 21-34.

Reprinted Ciulla, Joanne B., "Ethics and Effectiveness: The Fabric of Leadership," In *World Ethics Forum Conference Proceedings*. Eds. Charles Stampford and Carmel Connors. Brisbane, Queensland: The Institute for Ethics, Governance, and Law, 2007, 21-34.

26. Ciulla, Joanne B. "What We Learned Along the Way," in *The Quest for a General Theory of Leadership*. Eds. George Goethals and Georgia Sorenson, Cheltenham, UK and Northampton, MA: Edward Elgar, 2006, 221-223.
27. Ciulla, Joanne B. "The Moral Aspects of Space and Time," in *Tiempo en Gestión y Análisis Social*. Ed. Roger Churnside. San Jose: University of Costa Rica Press, 2006.
28. Ciulla, Joanne B. "Ethics at the Heart of Leadership," *Responsible Leadership in Business*. Eds. Thomas Maak and Nicola Pless. Oxford: Routledge, 2005, 17-32.
29. Ciulla, Joanne B. "Is Good Leadership Contrary to Human Nature?" in *Handbook on Responsible Leadership and Governance in Global Business*. Eds. J. Doh & S. Strumpf. Cheltenham, UK, and Northampton, MA: Edward Elgar, 2005, 114-134.
30. Ciulla, Joanne B. "Environmental Leadership in Government," in *Environmentalism and the Technologies of Tomorrow*. Eds. Robert Olson and David Rejeski. Washington, DC: Island Press, 2004, 99-107.
31. Ciulla, Joanne B. "Ethics and Leadership Effectiveness," *The Nature of Leadership*," eds. J. Antonakis, A. T. Cianciolo, and R. J. Sternberg. Thousand Oaks: Sage Publications, 2004, 302-327.  
  - Reprinted Ciulla, Joanne B. "Ethics and Leadership Effectiveness." Ed. Jon Billsberry. *Discovering Leadership*. Basingstoke, UK: Palgrave Macmillan, 2009, 325-341.
  - Updated Ciulla, Joanne B. "Ethics and Effectiveness: The Nature of Good Leadership," in *The Nature of Leadership*, 2<sup>nd</sup> edition. Eds. John Antonakis and David Day, Thousand Oaks, CA: Sage Publications, 2011, 508-540.
  - Updated Ciulla, Joanne B. "Ethics and Effectiveness: The Nature of Good Leadership," in *The Nature of Leadership*, 3<sup>rd</sup> edition. Eds. John Antonakis and David Day, Thousand Oaks, CA: Sage, 2018, 438-468.
32. Ciulla, Joanne B., "The Ethical Challenges of Nonprofit Leaders," in *Improving Leadership in Non-Profit Organization*, Ronald E. Riggio and Sarah Smith Orr, eds. (San Francisco: Jossey-Bass, 2004), 63-76.
33. Ciulla, Joanne B. "Honest Work," in *Business Leadership: A Jossey-Bass Reader*. Ed. James M. Kouzes. San Francisco: Jossey-Bass, 2003, 268-278.
34. Riggio, Ronald E., Ciulla, Joanne B., and Georgia Sorenson. "Leadership Education at the Undergraduate Level: A Liberal Arts Approach to Leadership Development," in *The Future of Leadership Development*. Eds. Susan E. Murphy and R.E. Riggio. Mahwah, NJ: Lawrence Erlbaum Associates, 2003, 223-235.
35. Ciulla, Joanne B. "Trust and the Future of Leadership," in *Blackwell Guide to Business Ethics*. Ed. Norm Bowie, Malden, MA: Blackwell, 2002, 334-351.
36. Ciulla, Joanne B. "Business Ethics and Work: Questions for the Twenty-First Century," *Companion to Business Ethics*, eds. W. Frederick and E. Petry. Malden, MA: Blackwell, 2002, 269-279.

37. Ciulla, Joanne B. Por que la ética es importante en el liderazgo empresarial? (Why is Ethics important in Leadership?) In *Raíces éticas del liderazgo (Ethical Roots of Leadership)*. Ed. Melé Carne, Domènec (Coord.). Barañáin: Ediciones Universidad de Navarra, 2000, 65-73.
- Reprinted Ciulla, Joanne B. “¿Por qué la ética es importante en el liderazgo empresarial?” *Èthica De Los Negocios*. Eds. Videla, L. and R. Crespo. Buenos Aires: Editorial De La Universidad Católica Argentina, 2004, 148-164.
38. Ciulla, Joanne B. “Bridge Leaders.” *The Cutting Edge: Leadership 2000*. Eds. Barbara Kellerman and Lorraine R. Matusak, College Park, MD: The James McGregor Burns Academy of Leadership, 2000. 25-28.
39. Ciulla, Joanne B. “Information, Trust, and the Ethics of Business Leaders,” in *International Business Ethics: Challenges and Approaches*. Ed. Georges Enderle, Notre Dame, IN: The University of Notre Dame and Hong Kong University Press, 1999, 261-270.
40. Ciulla, Joanne B. “Leadership and the Problem of Bogus Empowerment,” in Joanne B. Ciulla, editor, *Ethics, The Heart of Leadership*. Westport, CT: Quorum Books, 1998, 59-82.
- Reprinted Ciulla, Joanne B. “Leadership and the Problem of Bogus Empowerment,” in *Leadership and Ethics Working Papers: The Kellogg Leadership Studies Project*. Ed. Ciulla, Joanne B. College Park Maryland: the University of Maryland Press, 1996, 43-67.
- Reprinted Ciulla, Joanne B. “Leadership and the Problem of Bogus Empowerment,” in *Social Responsibility: Business, Journalism, Law, Medicine*, XXIII. Ed. Louis W. Hodges, Washington and Lee University, 1997.
41. Ciulla, Joanne B. “Ethics, Chaos and the Demand for Good Leaders,” *Teaching Leadership: Essays in Theory and Practice*. Ed. Peter Temes, New York: Peter Lang Publishing, 1997, 181-201.
42. Ciulla, Joanne B. “Casuistry and the Case for Business Ethics,” in *Business Ethics and the Humanities*. Eds. Thomas Donaldson and R. Edward Freeman. New York: Oxford University Press, 1994, 167-183.
43. Ciulla, Joanne B. “Breathing New Life into a Corporate Code of Ethics,” in *Business Ethics in a New Europe*. Ed. Jack Mahoney. Dordrecht: Kluwer Academic Publishers, 1992. 177-187.
- Reprinted Ciulla, Joanne B. “Respirer Une Nouvelle Vie Dans Une Code Ethique Global,” (“Breathing New Life into Gobal Code of Ethics”) in *L’Observatoire International* 16:3 (1992) 14-17.
44. Ciulla, Joanne B. “Why Business is Talking About Ethics,” in *Revisioning Philosophy*. Ed. Jay Ogilvy, Albany, NY: SUNY Press, 1992, 133-151.
45. Ciulla, Joanne B. “Business Ethics as Moral Imagination,” in *Business Ethics: The State of the Art*. Ed. R. Edward Freeman, Oxford University Press, 1991, 212-220.

46. Ciulla, Joanne B. "On the Demand for Meaningful Work," in *People in Organizations*. Eds. Brenda Almond, George Enderle, and Antonio Argendoña, Dordrecht: Kluwer Academic Publishers, 1990, 113-118.
47. Ciulla, Joanne B. "Insider Trading: Seductive Secrets." In *the Ethics of Organizational Transformation*. Ed. W. Michael Hoffman, Robert Frederick, Edward Petry, Jr., Westport, CT: Quorum Books, 1989, 213-220.
48. Ciulla, Joanne B. "Messages from the Environment: The Influence of Policies and Practices on Employee Responsibility," in *Communicating Employee Responsibilities and Rights*. Ed. Chimezie Osigweh. Westport, CT: Greenwood Press, 1987, 134-140.
- Reprinted Ciulla, Joanne B. "Messages from the Environment: The Influence of Policies and Practices on Employee Responsibility," in *The Leader's Companion*. Ed. J. Thomas Wren, New York: Free Press, 1995.

Encyclopedia Articles

49. Ciulla, Joanne B. "Ethics and Effectiveness," *Encyclopedia of Leadership Studies*. Sage 2023.
50. Ciulla, Joanne B. "Leadership Ethics," in Hugh LaFollette. Ed. *The International Encyclopedia of Ethics*. London: Wiley-Blackwell, 2013, 1102-1108.
- 2nd edition Ciulla, Joanne B. "Leadership Ethics." in Hugh LaFollette (Ed.) *The International Encyclopedia of Ethics* 2<sup>nd</sup> edition, vol. 5. London: Wiley-Blackwell, 2017 DOI: [10.1002/9781444367072.wbiee370.pub2](https://doi.org/10.1002/9781444367072.wbiee370.pub2) , 1163-1169. 100%
51. Ciulla, Joanne B. "Plato," in *The Encyclopedia of Leadership Studies*, volume 3. Thousand Oaks: Sage Publications, 2004, 1202-1206.
52. Ciulla, Joanne B. "Aristotle," in *The Encyclopedia of Leadership Studies*, volume 1. Thousand Oaks: Sage Publications, 2004, 43-46.
53. Ciulla, Joanne B. "Moral Imagination," in *The Encyclopedia of Leadership Studies*, volume 3. Thousand Oaks: Sage Publications, 2004, 1019-1021.
54. Ciulla, Joanne B. "Meaningful Work," *Blackwell Encyclopedia of Management*, 2nd edition. Eds. Patricia Werhane and R. Edward Freeman, Malden MA: Blackwell, 1997. 402-403.

Book Prefaces and Forewords

55. Joanne B. Ciulla, Foreword To *Understanding and Practicing Good Leadership*. Eds. Toby P. Newsted and Ronald E. Riggio, Routledge, 2023.
56. Joanne B. Ciulla, Foreword to *Leading Responsibly in the Asian Century*, by Mario Fernando, Cham, Switzerland: Springer International Publishing, 2016, vii-viii.
57. Ciulla, Joanne B. Foreword to *Leadership and Ethics*. Eds. Jacqueline Boaks and Michael P. Levine. London: Bloomsbury, 2015, xiv-xvii.

58. Ciulla, Joanne B. Preface: Leadership by Resentment, by Ruth Capriles Cheltenham, UK, and Northampton, MA: Edward Elgar, 2012, xiv-xvi.
59. Ciulla, Joanne B. "Foreword: J. Thomas Wren, *Inventing Leadership* (2007), x
60. Ciulla, Joanne B. Foreword: *The New Russian Business Leaders*. By Manfred F.R. Kets de Vries, S. Shekshina, K. Korotov, and E. Florent-Treacy Cheltenham, UK, and Northampton, MA: Edward Elgar, 2004, xi-xii.
61. Ciulla, Joanne B. Foreword. *The Moral Capital of Leaders*, by Alejo Sison, Cheltenham, UK and Northampton, MA: Edward Elgar, 2003, vi-vii.
62. Ciulla, Joanne B. Foreword. *Beyond Rules* by Verner Peterson. Cheltenham, UK, and Northampton, MA: Edward Elgar, 2002, vii-ix.

### **Refereed Journal Articles**

1. Ciulla, Joanne B. "Leadership in the Age of Emotions," in Allen, S. J., C., Kempster, S., Spiller, C. (2022) eds., "Proposals for the future of leadership scholarship: Suggestions in phronesis." *Leadership*, 18(4), 565–567. DOI: 10.1177/17427150221091363.
2. Scharding, T.K., Eastman, W., Ciulla, J.B., & Warren, D.E. 2022. Can Ethics Drive Firms to Do the Right Thing if There Is No Business Case? *Rutgers Business Review*, 7.2 Summer 2022, pp. 120-138.
3. Ciulla, Joanne B. Dirty Money: Some Ethical Questions About Donating to Charity, *Rutgers Business Review*, (2020) 5.2: 159-165.
4. Ciulla, Joanne B. "Leadership and the Power of Resentment/*Ressentiment*," *Leadership* 16.1 (2020): 25-38.
5. Ciulla, Joanne B., "The Two Cultures: The Place of Humanities Research in Leadership Studies," *Leadership* (2019)15.4: 433-444.
6. Ciulla, Joanne B., "Searching for Mandela: The Insights of Biographical Research, Leadership," 12.2 April (2016): 186-197.
7. Ciulla, Joanne B., "Conversations and Correspondence with Burns on the Ethics of Transforming Leadership," *Leadership and the Humanities*, 3.1 (2015): 26-31.
8. Ciulla, Joanne B., "Habits and Virtues: Does it Matter if a Leader Kicks a Dog?" *Rivista Internazionale De Filosofia e Psicologia* Vol. 5 n. 3 (2014): 332-342.
9. Ciulla, Joanne B., "Dressing Up Naked Leadership," *Business and Professional Ethics Journal*, 32.3/4 (2013): 271-276.
10. Ciulla, Joanne B. "Being There: Why Leaders Should Not "Fiddle" While Rome Burns." *Presidential Studies Quarterly* 40, no. 1 (March 2010): 38-56.

11. Ciulla, Joanne B. "The State of Leadership Ethics and the Work that Lies Before Us." *Business Ethics: A European Review* 14.4 (2005): 323-335.
12. Ciulla, Joanne B. "Carving Leaders from the Warped Wood of Humanity." *Canadian Journal of Administrative Science* 18.4 (2001): 313-320.
13. Ciulla, Joanne B. "The Importance of Leadership in Shaping Business Values." *Long Range Planning* 32.2 (1999): 166-172.

Reprinted Ciulla, Joanne B. "The Importance of Leadership in Shaping Business Values," in Ciulla, Joanne B. "The Importance of Leadership in Shaping Business Values," in *Business Ethics, Readings and Cases in Corporate Morality* (4th edition). Eds. Michael Hoffman, William Frederick, and Mark Schwartz, New York: McGraw Hill, 2000.

Reprinted Ciulla, Joanne B. "The Importance of Leadership in Shaping Business Values, *Corporate Ethics, and Corporate Governance*. Eds. W.C. Zimmerli, K. Richter & M. Holzinger. Berlin, Heidelberg & New York: Springer, 2007. 67-78.

14. Ciulla, Joanne B. "Imagination, Fantasy, Wishful Thinking, and Truth." *The Business Ethics Quarterly*, Ruffin Series No. 1 (1998): 99-108.
15. Ciulla, Joanne B. "Ethics and Critical Thinking in Leadership Education." *The Journal of Leadership Studies* 3.3 (1996): 110-119.
16. Ciulla, Joanne B. "Leadership Ethics: Mapping the Territory." *The Business Ethics Quarterly* 5.1 (1995): 5-24.

Reprinted Ciulla, Joanne B. "Leadership Ethics: Mapping the Territory." In: Haslam, S. Alexander, *Psychology of Leadership*, London: Sage, 2014, 57-69.

Reprinted Ciulla, Joanne B. "Leadership Ethics: Mapping the Territory." In *New Directions in Business Ethics*. Eds. Andrew Crane and Dirk Matten, Volume IV, chapter 57, London: Sage, 2012.

17. Ciulla, Joanne B. "Why is Business Talking About Ethics? Reflections on Foreign Conversations." *The California Management Review* 34.1 (1991): 67-86.

### ***Invited Journal Articles & Reviews***

1. Ciulla, Joanne B. "Ethical Leadership in the New Age of Work," OpenMind, *The Work Revolution* edited by Keith Godfrey, Madrid Spain: Turner Publicaciones, 2019, 146-153.
2. Ciulla, Joanne B. Review Essay: Private Government: How Employers Rule Our Lives (and Why We Don't Talk About It) by Elizabeth Anderson" *Journal of Business Ethics* 156(1) (2019): 289-292.

3. De Ruiter, M., Schaveling, J., Ciulla, J.B. Nijhof, A., "Leadership and the Creation of Corporate Social Responsibility: An Introduction to the Special Issue," *Journal of Business Ethics* 151:4 (2018):871-874.
4. Ciulla, Joanne B. "Why Is It Difficult to Be an Ethical Leader?" *Business and Society Review* 123:2 (2018): 369-383.
5. Ciulla, Joanne B., Knights, David, Mabey, Chris, Tompkins, Leah, "Philosophical Contributions to Leadership Ethics, Part II: Perspectives on the Self and Responsibility to Others," *Business Ethics Quarterly* 28:3 (July 2018): 245-250.
6. Ciulla, Joanne B., Knights, David, Mabey, Chris, Tompkins, Leah, "Philosophical Contributions to Leadership Ethics, Part I," *Business Ethics Quarterly* 28:1 (January 2018): 1-14.
7. Ciulla, Joanne B., "Moral Imagination in Business Leadership," *Studies in Ethics*, vol. 78 no. 4, July 2015: 131-134. (A Chinese journal published in Chinese.)
8. Ciulla, Joanne B., Luizzi, Vincent, Strijdom, Petrus. "Introduction: Leadership Ethics in Africa," *Leadership*, 8.2 (2012): 3-7.
9. Ciulla, Joanne B. "Reflections on Why Leaders Abuse Entrusted Power." *MBA Edge Quarterly*, Issue 2, (2011): 4-8.
10. Ciulla, Joanne B., "Is Business Ethics Getting Better?" *Business Ethics Quarterly*, 21:2 April (2011): 335-343.
11. Ciulla, Joanne B. Anniversary Reflections: "Business Ethics: The Long and Winding Road," *Business Ethics Quarterly*, 20:4 (October 2010) 718-720.
12. Ciulla, Joanne B. Review: *Teaching The Moral Leader: A Literature-Based Leadership Course* by Sandra J. Sucher, *Journal of Business Ethics Education* 6 (2009): 1-4.
13. Ciulla, Joanne B. "Leadership and the Ethics of Care." *The Journal of Business Ethics*, 88.1 (2009): 3-4.
14. Ciulla, Joanne B. "Leadership Studies and the 'Fusion of Horizons,'" *Leadership Quarterly* 19.4 (2008): 393-395.
15. Ciulla, Joanne B. "The Man with a Hole in His Heart: In Memory of Robert C. Solomon 1942-2007." *Business Ethics Quarterly* 17.2 (2007): 185-6.
16. Ciulla, Joanne B. Review: "In Praise of Nepotism?" *The Business Ethics Quarterly* 5.1 (2005): 153-160.
17. Ciulla, Joanne B. "Business Ethics: A Kantian Perspective." *The Business Ethics Quarterly* 11.1 (2001): 153-160.
18. Ciulla, Joanne B. "Getting to the Future First." *The Business Ethics Quarterly* 10.1 (2000): 53-63.
19. Ciulla, Joanne B. "Business Ethics in America: Some Reasons to Smile." *Business Ethics: A European Review* 4.2 (1995): 118-121.

20. Ciulla, Joanne B. "Business Ethics in a New Russia," *Business Ethics: A European Review* 3.1 (1994): 4-7.
21. Ciulla, Joanne B. Review: "Visionary Leadership." *Business and the Contemporary World* 5.3 (1993): 189-190.
22. Ciulla, Joanne B. "Leadership in an Ethically Chaotic World," *The Wharton Journal*, Feb. 15, 1993, 4-8.
23. Ciulla, Joanne B. "Teaching Ethics in an Unethical World," MBA Newsletter, November 1992, 10-12.
24. Ciulla, Joanne B. "Ethical Business in the USA," *Business Ethics: A European Review* 1.1 (1992): 58-59.
25. Thompson, Judith Kenner, John Barnett, Ciulla, Joanne B., and Richard De George. "Lessons from Columbia: Corporate Social Performance in a Violent Society." *Business Forum*, Summer 1992, 22-27
26. Ciulla, Joanne B. "Can the Corporation Provide Meaningful Work?" *New Jersey Bell Journal*, Fall 1990, 28-34.
27. Ciulla, Joanne B. "Why Business is Thinking About Ethics," in *International Minds* 2.1 (1990): 6-7.
28. Ciulla, Joanne B. Review: "Organizations and Ethical Individualism." *The Academy of Management Review*, 14.3 (1989): 470-472. (review)
29. Ciulla, Joanne B. Review: "Women's Quest for Economic Equality," *The Business and Society Review* 71, (1989): 74-75.
30. Ciulla, Joanne B. "The Corporation and the Common Good," *Ethics* April 1987: 704.
31. Ciulla, Joanne B. "Persons, Rights, and Corporations," *Ethics*, April 1986:693-694. (review)
32. Ciulla, Joanne B. "Keep Your Elbows off the Boardroom Table," *The Harvard Business Review* 5 (1986): 46-50
33. Ciulla, Joanne B. "Contemporary Issues in Business Ethics" *Ethics*, April 1986: 698-699. (review)
34. Ciulla, Joanne B. "Do MBA Students Have Ethics Phobia?" *Business and Society Review* 53 Spring (1985): 52-54.
35. Ciulla, Joanne B. Review: "Creating Rosie the Riveter: Class Gender and Propaganda During World War II," *Business History Review* Winter 1985: 507-508. (review)
36. Ciulla, Joanne B. "Russian Factory Women: Workplace and Society 1880-1914," *Business History Review* Fall 1985. 537-538. (review)

### **Working Papers and Conference Proceedings**

1. Ciulla, Joanne B. "The Ethical Challenges of Leading," *Aspen Italia Working Papers*, 2005, 1-18.
2. Ciulla, Joanne B. "What is Good Leadership?" in *the John F. Kennedy School of Government Center for Public Leadership Working Papers*. Cambridge, MA: President and Fellows of Harvard College, 2004, 1-8.
3. Crystal L. Hoyt and Ciulla, Joanne B. "Using Advanced Gaming Technology to Teach Leadership: A Research-Based Perspective," in *Foresight and Governance Project Working Papers*, Washington, DC: The Woodrow Wilson Center for Scholars, October 2004, 1-23.
4. Ciulla, Joanne B. "A Discourse on Ethics and the Corporate Workplace: Can Ethics Be Taught?" *Corporate Council on the Liberal Arts Working Papers/2* October 1987, 3-10.
5. Refereed, Ciulla, Joanne B. "The Biological and Ethical Challenges of Leadership" in *Proceedings of the International Leadership Association*. College Park, MD: University of Maryland, The James McGregor Burns Academy of Leadership, 2004, 1-13.

### **Electronic Publications**

1. Ciulla, Joanne B. "Ethics and Leadership in the Time of COVID-19," *European Business Ethics Network Spain Newsletter*, March 30, 2020. <https://www.eben-spain.org>
2. Ciulla, Joanne B. "Personal Morality and the Choice of a President," *Conscious Magazine* <http://consciousmagazine.co/team/>, 2016.
3. Ciulla, Joanne B., Misguided Moralists, and Bad Morality, "Leading Thought" New York Times <http://nytimesineducation.com/?source=inleadership> January 2016.
4. Ciulla, Joanne B., Searching for Mandela: What a Study of Leaders Tells Us About Studying Leadership Elgar blog, March 28, 2014. <http://elgarblog.wordpress.com/2014/03/28/searching-for-mandela-what-a-study-of-mandela-tells-us-about-studying-leaders-by-joanne-ciulla/>
5. Ciulla, Joanne B. *Washington Post*, On Leadership Blog, 15 articles, 2009-2010. <https://www.washingtonpost.com/business/on-leadership/>
6. Ciulla, Joanne B. "Trust Can Start with Leaders' Honesty. *The Hill*. Tuesday, June 1, 2010. <http://thehill.com/opinion/op-ed/100335-trust-can-start-with-leaders-honesty>

### **Cases and Teaching Notes**

1. Ciulla, Joanne B., and Karen Marquis, "PureDrug," in *Experiences in Management*, 4th edition. Ed. Roy Lewicki, New York: John Wiley, 1996, 21-26.

2. Ciulla, Joanne B., and Karen Marquis, "Six Business Cases," in *The Ethics of Business in a Global Economy*. Ed. Paul Minus. Dordrecht: Kluwer Academic Publishers, 1993. 126-150.
3. Ciulla, Joanne B. "The Oil Rig." *Ethical Issues in Business*, 4th, 5th & 6th editions. Eds. Patricia Werhane and Thomas Donaldson. Prentice-Hall, 1992, 272-274.  
Reprinted Ciulla, Joanne B. "The Oil Rig," in *Ethics and the Conduct of Business*. Ed. John R. Boatright, Englewood Cliffs, NJ: Prentice-Hall, 1993, 38-40.
4. Ciulla, Joanne B. "When E.F. Hutton speaks," in *Ethical Issues in Business*, 3rd edition. Eds. P. Werhane & T. Donaldson, Englewood Cliffs, NJ: Prentice-Hall, 1987, 274-288.  
Reprinted Ciulla, Joanne B. "When E.F. Hutton speaks," in *Cases in Ethics & the Conduct of Business*. Ed. John Boatright, Englewood Cliffs, NJ: Prentice-Hall, 1994.
5. Ciulla, Joanne B. (under the supervision of Kenneth Goodpaster), Teaching Note: "Note on the Corporation as a Moral Environment," The President and Fellows of Harvard College, 1985.  
Reprinted Goodpaster, Kenneth, and Ciulla, Joanne B. "The Corporation as a Moral Environment," in *Ethics in Practice*. Ed. Kenneth R. Andrews, Boston: Harvard Business School Press, 1989 (second printing), 89-98.
6. Ciulla, Joanne B. (under the supervision of Kenneth Goodpaster). Case: "Building Trust at Warner Gear" (Case and teaching note.) The President and Fellows of Harvard College, 1985.  
Reprinted Ciulla, Joanne B. "Building Trust at Warner Gear," in *Policies and Persons*. Eds. Ken Goodpaster, John Matthews, and Laura Nash. New York: Macmillan, 1990, 202-214.  
Reprinted Ciulla, Joanne B. "Building Trust at Warner Gear." In *Policies and Persons*, eds. Kenneth Goodpaster and John Matthews, New York: McGraw Hill, 1991, 21-34.
7. Ciulla, Joanne B. (under the supervision of Kenneth Goodpaster), Case: "Employee Assistance at United Industries Plastics." The President and Fellows of Harvard College, 1984.

### ***Articles, Reviews, and Popular Press***

1. Cacciope, Ron and Ciulla, Joanne B. "The importance of 'being there,' *Western Australia Business News*, July 21, 2011, p. 20.
2. Ciulla, Joanne B. "The Work Ethic, in a Modern Guise." *The New York Times Business Section*, p. 3, July 1, 2007.
3. Ciulla, Joanne B. "Vantage Point Essay," *Richmond Magazine*, November 2002.
4. Ciulla, Joanne B. "People Fill Spare Time with More Work." *Fredericksburg Free Lance-Star*, June 11, 2000.

5. Ciulla, Joanne B. "How Much is a Job Worth?" *Across the Board*, June 2000, 12-13.
6. Ciulla, Joanne B. "Making It." *Los Angeles Times Book Review*, September 6, 1998, p.8.
7. Ciulla, Joanne B. "Employee Empowerment: A Better Way to Lead." *The Journal of Commerce*, June 2, 1998, 5-11.
8. Ciulla, Joanne B. "A Tide of "Bogus Empowerment" Flows Across America," *HR Briefing*, Issue No. 2614, July 25, 1998.
9. Ciulla, Joanne B. "The Bathsheba Syndrome." *Richmond Magazine*, May 1998 Scripps-Howard News Service, May 28, 1998.
10. Ciulla, Joanne B. "Home Sweet Work." *Los Angeles Times Book Review*, June 1, 1997, p. 5.
11. Ciulla, Joanne B. "Ethics over the Last Decade." *The MBA Newsletter* 4.20 (1995). 10-12.
12. Ciulla, Joanne B. 31 Monthly Ethics Case Studies published in *Dialogue* and *The Kemper Chronicles* (an in-house publication of the Kemper Corporation), From January 1992-December 1995.
13. Ciulla, Joanne B. "So Why Ethics?" *Style Weekly*. September 21, 1993.
14. Ciulla, Joanne B. "A Delicate Balance." *Kemper Exchange*, summer 1993.
15. Ciulla, Joanne B. "Nothing but ZZZZBest." *The New York Times Book Review*, February 25, 1990, p. 20.
16. Ciulla, Joanne B. "Meaningful Work" *Benchmark Magazine*, fall 1990.  
     Reprinted Ciulla, Joanne B. "Honest Work," in *Twenty Questions*, 2nd edition. Ed. Lee Bowie, Meredith Michaels, and Robert C. Solomon, New York: Harcourt Brace, 1992, 798-801.  
     Reprinted Ciulla, Joanne B. "Honest Work," *Above the Bottom Line*, 2nd edition. Ed. Robert C. Solomon, New York: Harcourt Brace, 1994, 437-439.
17. Ciulla, Joanne B. "Ruthless Optimism." *The New York Times Book Review*. October 29, 1989, p. 33.
18. Ciulla, Joanne B. "The Latest Game in the Workplace." *Psychology Today*, April 1988, 71-72.
19. Ciulla, Joanne B. "Battered Wife: No Security, Unfair Exchange." *The Wall Street Journal*, November 2, 1987.
20. Ciulla, Joanne B. "Job Creation in America." *The New York Times Book Review*, October 25, 1987.
21. Ciulla, Joanne B. "Feminism Unleashed." *Psychology Today*, September 1987.
22. Ciulla, Joanne B. "Trouble Among the Titans." *The Washington Post Book World*, January 18, 1987.

23. Ciulla, Joanne B. "The Legacy of Baby Doe." *Psychology Today*, January 1987.
24. Ciulla, Joanne B. "Let This Be a Lesson." *The New York Times Book Review*, October 26, 1986.
25. Ciulla, Joanne B. "Trying to Create a Woman's Place in a Man's World." *The Philadelphia Inquirer Books/Leisure*, July 20, 1986.
26. Ciulla, Joanne B. "Consuming Passions: The Dynamics of Popular Culture." *The New York Times Book Review*, June 15, 1986.
27. Ciulla, Joanne B. "Corporate Leadership: Try a Little Tenderness." *Psychology Today*, March 1986.
28. Ciulla, Joanne B. "Italian American Women: The New Voices in Literature," *The Philadelphia Inquirer Books/Leisure*. December 29, 1985.
29. Ciulla, Joanne B. "Independent Women: Work and Community for Single Women 1850-1920." *The New York Times Book Review*, August 11, 1985.
30. Ciulla, Joanne B. "America, the Home of the Free and the Corporate." *The Philadelphia Inquirer Books/Leisure*, April 7, 1985.
31. Ciulla, Joanne B. "The New Technology and Work." *Philadelphia Inquirer*, March 12, 1985.
32. Ciulla, Joanne B. "A Woman's Ascent to Wall Street," *New York Times*, February 10, 1985.
33. Ciulla, Joanne B. "Politics of Working for Nothing." *The Philadelphia Inquirer*, January 21, 1985.
34. Ciulla, Joanne B. "A Primer on Street Smarts." *The Philadelphia Inquirer*, October 24, 1984.
35. Ciulla, Joanne B. "Factory Automation: Who Really Profits?" *The Philadelphia Inquirer Books/Leisure*, September 30, 1984.
36. Ciulla, Joanne B. "The Story of Eve Revisited," *The Philadelphia Inquirer Books/Leisure*, August 19, 1984.
37. Ciulla, Joanne B. "How the Law Has Dealt with the Varieties of Women." *The Philadelphia Inquirer Books/Leisure*, July 1, 1984.
38. Ciulla, Joanne B. "An Epic of 1918 Germany is Finally Out in Translation." *The Philadelphia Inquirer Books/Leisure*, May 13, 1984.
39. Ciulla, Joanne B. "Collected Morsels from Celebrities." *The Philadelphia Inquirer Books/Leisure*, February 26, 1984.
40. Ciulla, Joanne B. "Ushering in 1984: Will Orwell's Vision Come True?" *The Philadelphia Inquirer Books/Leisure*, January 1, 1984.
41. Ciulla, Joanne B. "Marx, Engels and Sherlock Holmes in a Playful Novel." *The Philadelphia Inquirer Books/Leisure*, November 6, 1983.

42. Ciulla, Joanne B. "Equating Revenge with Justice: Centuries of Changing Attitudes." *The Philadelphia Inquirer Books/Leisure*, October 30, 1983.
43. Ciulla, Joanne B. "Economic Forecasts from a Businessman." *The Philadelphia Inquirer Books/Leisure*, August 21, 1983.
44. Ciulla, Joanne B. "An Unorthodox View of Justice that Tolerates Inequalities." *The Philadelphia Inquirer Books/Leisure*, July 24, 1983.

### ***Special Issues of Journals***

1. Ciulla, Joanne B., David Knights, Chris Mabey, and Leah Tomkins. Eds. *Special Issue on Philosophical Approaches to Leadership Ethics, Business Ethics Quarterly* 28:1 first issue (January 2018) and second issue 28:3 (July 2018).
2. Ciulla, Joanne B., Nijhof, Andre de Ruyter, Melanie and Schaveling, Jaap Eds. *Journal of Business Ethics Special Issue on Leadership and CSR*, 151 (2018).
3. Ciulla, Joanne B., Petrus Strijdom, and Vincent Luizzi. Eds. *Special Issue on Leadership Ethics in Africa: Leadership* 8.2 (2012).
4. Ciulla, Joanne B. Ed. Special Issue of the *Leadership Quarterly: Leadership: A View from the Humanities* 19.4 (2008).
5. Ciulla, Joanne B. Ed. *Leadership and Organization Development: Special Issue on Ethics and Leadership* 21.4 (2000).

### ***Presentations***

#### *International Keynotes and Invited Lectures and Seminars*

1. Leadership Ethics Seminar, Singapore Management University (virtual), October 26, 2023.
2. Invited Speaker, "Leadership, Resentment/*Resentiment* and the Inversion of Values, the Reputation: Ethics, Trust, and Relationships at Oxford Seminar Series, the University of Oxford, (virtual), June 1, 2022.
3. Invited Speaker/Panelist, "Ethics, AI and the Future of Work in Universities," University of Melbourne, Melbourne, Australia, May 26, 2022.
4. Invited Panelist "Q&A" Session with the Business Community on Problems in Business Ethics, Trinity College, University of Melbourne Gourley Professors' Business Ethics Week, May 23, 2022.
5. Invited Speaker, *Advancing Leadership: The Role of Leadership and Ethics Education*, University of Calgary, Calgary, Canada, May 10, 2022.
6. Paper, "Can Implies Ought: The Obligation to Assist and Political CSR," TransAtlantic Business Ethics Conference, Vienna, Austria, May 6, 2022.

7. Invited Speaker, "Being There: Leadership and Care," Canadian Centre for Advanced Leadership in Business, University of Calgary, Calgary, Canada, November 8, 2021.
8. Invited Speaker: "The Meaning and Significance of Work in the 4th Industrial Revolution," Significance of Work Conference, Tilburg University, The Netherlands, August 26, 2021.
9. Roundtable: "The Ethics of Business Education: Avoiding the Race to the Bottom," EDHEC Ethics Board, Paris, France, January 9, 2020.
10. Fulbright Lectures: "Leadership Ethics," EDHEC Business School, Lille, France, January 6 and Nice, France, January 14, 2020.
11. Lecture: "Why It's Difficult to Be an Ethical Leader," Haskayne School of Business, Calgary, Alberta, November 24, 2019.
12. Keynote: "The Centrality of Business Ethics," Management College of South Africa (MANCOSA), June 6, 2017.
13. Workshop on Leadership Ethics for Senior Civil Service Employees of KwaZulu-Natal, Durban, South Africa, June 8, 2017.
14. Seminar, "Leadership in the Time of Crisis," African Center for the Constructive Resolution of Disputes (ACCORD), Durban, South Africa, June 5, 2017.
15. Keynote: "Ethical Leadership in the Contemporary World," Durban Institute of Technology, Durban, South Africa, June 1, 2017.
16. Doctoral Seminar on Research in Business Ethics, The Luthuli Centre for Responsible Leadership, University of Pretoria, Pretoria, South Africa, May 29, 2017.
17. Keynote: "Searching for Mandela and the Problem with Authentic Leadership," First Annual Forum: Business Ethics in the 6ix, Ryerson University, Toronto, Canada, May 8, 2017.
18. Faculty Seminar: Ethics in the Military, United States Naval War College, Newport, RI, January 11, 2017.
19. Lecture of Opportunity, "Ethics and Effectiveness," United States Naval War College, Newport, RI, January 10, 2017.
20. Keynote, "The Nature of Ethics, Second Annual Leadership Forum, Asociacion Panama de Aseguradors, Panama City, Panama, November 17, 2016.
21. Plenary Presidential Address: "On Wants and Needs," The Congress of the International Society of Business, Economics, and Ethics, Shanghai, China, July 14, 2016.
22. Distinguished Visiting Scholar Lecture, "Leadership Ethics," Lancaster University Management School Lancaster, England, June 24, 2015.
23. Distinguished Visiting Scholar Lecture, "Meaningful Work" Lancaster University Management School Lancaster, England, June 22, 2015.
24. Lecture: Ethics and Business Leadership, ESADE Business School Barcelona, Spain, May 15, 2014.

25. Seminar: Leadership Ethics for Senior Administrators, Humber University, Toronto, Canada, January 24, 2014.
26. Lecture: Leadership Ethics, Ted Rogers School of Business, Ryerson University, Toronto, Canada, January 23, 2014.
27. Keynote: "Ethics and Effectiveness: The Nature of Good Leadership," Ethics and Leadership in the Public Sector, NSW Public Service Commission, Sydney, Australia, May 7, 2015.
28. Plenary: "Listening to the Ancients While Looking at the Present: The Enduring Ideas About Leaders and Ethics" Conference on Discourse and Influence, University of Leeds, England, September 18, 2014.
29. Plenary: "Why is it Difficult to be a Moral Leader?" Conference on Leadership and Values, Evangelische Theologische Faculteit Leuven, Belgium May 8, 2014.
30. Keynote: "The Ethical Challenges of Being a Leader East and West," Convergence Conference, IFIM Business School, Bangalore, India, January 9-11, 2014.
31. Plenary: "Searching for Mandela," XII International Conference on Studying Leadership, Rome, Italy, December 14, 2013.
32. Faculty Seminar: An Introduction to Leadership Ethics, Philosophy Faculty of the Shanghai Academy of the Social Sciences, Shanghai, China, October 23, 2013.
33. Keynote: Moral Imagination in Business Leadership, Morality, and Creativity: The 13th Forum on Business Ethics, Shanghai Academy of the Social Sciences, Shanghai, China, October 24, 2013.
34. Keynote: Women and Leadership: Lessons from Pirates, Scholars, and Practitioners, Senior Women Academic Administrators of Canada Conference, Brandon University, Brandon Canada, April 3, 2013.
35. Faculty and Doctoral Seminar on Research in Leadership Ethics, Schulich School of Business, York University, Toronto, Ontario, Canada, October 7, 2010.
36. Keynote: "Ethical Leadership in Global Business," CRnet Conference on Ethical Leadership, Finlandia Hall, Helsinki, Finland, September 28, 2010.
37. Lecture: Ethics and Leadership, Metropolitan University of Applied Sciences, Helsinki, Finland, September 27, 2010.
38. Plenary: Presidential Address: "Is Business Ethics Getting Better?" Society for Business Ethics Annual Meeting, Montréal, Canada August 9, 2010.
39. Keynote: "The Ethical Challenges of Leadership," Centre for Leadership Ethics in Africa Conference, University of Fort Hare, South Africa, July 27, 2010.
40. Keynote: The Henk van Luijk Lecture: "Building Better Business Leaders: Why Leadership Matters for Business Ethics," Nyenrode Universiteit, Breukelen, The Netherlands, June 30, 2010.
41. Keynote: "Leadership Ethics," Conference on Corporate Social Responsibility, Nyenrode Universiteit, Breukelen, The Netherlands, June 3, 2009.

42. Department Talk: "Using Folk Stories to Write About Ethics." Faculty of the African Studies Department, University of Ibadan, Ibadan, Nigeria, March 8, 2000.
43. Keynote: "Leadership and the Ethics of Duty and Care," European Business Ethics Network, Antalya, Turkey, October 17, 2008.
44. Plenary: "Ethics and Leadership," International Society for Business, Economics, and Ethics, Cape Town, South Africa, July 18, 2008.
45. Keynote: Leadership Studies Viewed from a Distance: Opportunities and Challenges, United Nations International Leadership Institute, Amman, Jordan, July 24, 2007.
46. Keynote: The Lindenthal Lecture: "Ethics and the Best Practice of Leadership," Lindenthal Institut, Cologne, Germany, May 22, 2007.
47. Seminars: Ethics and Leadership, INSEAD, Fontainebleau, France, May 25, 2006, and Singapore, May 27, 2006.
48. Keynote address: "The Working Life," 5th Nikkei Corporate Social Responsibility Symposium, Tokyo, Japan, May 10, 2006.
49. Plenary: "Ethics and Effectiveness: The Fabric of Leadership," World Ethics Forum, Keeble College, University of Oxford, Oxford, England, April 10, 2006.
50. Invited Paper: "The Moral Aspects of Space and Time," Seminario Espacio y Tiempo en Gestión y Análisis Social: Conceptos Emergentes y Modelos de Trabajo, Facultad de Ciencias Económicas (Seminar on Space and Time in Management and Social Analysis: Emerging Concepts and Work Models, Faculty of Economic Sciences, University of Costa Rica, July 27, 2005.
51. Faculty Seminar: "Leadership Ethics," Ibmecc Graduação Economia Administração, São Paulo, Brazil June 16, 2005.
52. Keynote: "Ethics and Effectiveness." Seminário Internacional: O Desafio de uma Liderança Ética e Efectiva, Ibmecc Graduação Economia Administração, Rio de Janeiro, Brazil June 14, 2005.
53. Paper: "The Ethical Challenges of Leading: An Analysis in the International Context," Aspen Italia Seminar on Leadership in Italy: Rome, Italy, May 19, 2005.
54. Keynote: "The Moral Challenges of Leadership," and Seminar, Teaching Ethics as the Heart of Leadership, Zayed University Conference on Women as Global Leaders, Dubai, United Arab Emirates, March 15, 2005.
55. Faculty Seminar: "What is Good Leadership?" Erasmus Research Institute of Management Seminar, Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands, January 19, 2004.
56. Keynote: "The Origins and Ethical Challenges of Leadership," The International Leadership Association, Guadalajara, Mexico, November 8, 2003.
57. Lecture: "Philosophy and History in Leadership Studies," Graduate School of Management, University of Western Australia, Perth, Australia, December 4, 2002.

58. Keynote: "Women and Leadership," The European Business Ethics Network Annual Meeting, Churchill College, University of Cambridge, Cambridge, England, September 13, 2000.
59. Lecture: "Women in Political Leadership in America," The University of Jordan, Amman, Jordan. June 27, 2000.
60. Keynote: "Leadership and Ethics: Myth or Reality?" Federsul Forum of Ethics, Porto Alegre, Brazil, May 16, 2000.
61. Research Seminar: Leadership and Ethics, University of Namibia, Windhoek, Namibia, March 10, 2000.
62. Keynote: "Leadership in Emerging Democracies," The Desmond Tutu Leadership Academy Forum, Cape Town, South Africa, March 9, 2000.
63. Plenary: "Why Ethics in Business Leadership?" address, 9th Colloquium on Business and Economic Ethics, IESE, University of Navarra, Barcelona, Spain, November 4, 1999.
64. Seminar: "Moral Imagination and Cross-Cultural Leadership," Curtin University Graduate School of Business, Perth, Australia, February 11, 1999.
65. Keynote: "The Importance of Leadership in Shaping Business Values" Conference on Business Leadership, University of Cambridge, England, May 26, 1999.
66. Seminar: "International Business Leadership," The John Curtin Institute International Business Council, Perth, Australia, February 10, 1999.
67. Seminar: Ethics and Leadership, Western Australia, Ministry of Justice Executive Development Program, Perth, Australia, February 8, 1999.
68. "Leadership and Cross-Cultural Ethics," Nyenrode Business School, Breukelen, The Netherlands, May 19, 1998.
69. Doctoral Seminar, Ethics, and Leadership, Stockholm School of Economics, Stockholm, Sweden, September 23, 1996.
70. Workshop: "Values-Based Leadership and the Ethics of Empowerment," International Workshop of Value-Based Management and Leadership, Sondjberg, Denmark, September 20-22, 1996.
71. Lecture, "Why We Study Leadership," the Danish State Library, Aarhus, Denmark, May 24, 1996.
72. Faculty/Ph.D. seminars "On Work" and "On Leadership," at Aarhus Business School, Aarhus, Denmark, May 20-23, 1996.
73. Lecture: "Moral Imagination, Fantasy, and Wishful Thinking," Center for Economic Research, Charles University, Prague, Czech Republic, June 23, 1995.
74. Keynote: The 1995 Academic Lecturer, "Ethics in Times of Change," Curtin University, Perth, Australia, May 26, 1995.

75. Keynote: Sorenson Lecture in Business Ethics: "Moral Imagination and International Business Leadership," Curtin University School of Business, Perth, Australia, May 23, 1995.
76. Lecture: "Ethics and Consulting," European Business Ethics Network Conference, Oslo, Norway, September 17, 1993.
77. Lecture: "Ethics, Regulation, and Moral Environments," The Danish Research Project on Ethics and Regulation," Copenhagen Business School, Copenhagen, Denmark, September 13, 1993.
78. Plenary: "How to Teach Business Ethics in Schools and Companies," Second Russian Conference on Business Ethics, Moscow State University, Moscow, Russia, June 16, 1993.
79. Research Seminar: "Corruption in Business and Politics," Oñati Institute for the Sociology of Law, Oñati, Spain, June 9, 1993.
80. Lecture: "Managing the Moral Environment," Erasmus University, Rotterdam, The Netherlands, September 20, 1991.
81. Keynote: "Are Ethics Getting Worse?" Venezuelan Oil Industry Executives Meeting. Seminar, Instituto de Estudios Superiores de Administracion (IESA), Caracas, Venezuela, June 22, 1991.
82. Keynote address: "Business Ethics," "Gerencia 90," VI Congress of Venezuelan Executives, Caracas, Venezuela, November 2, 1990.
83. Lecture: "Business Ethics in a Global Context," University of St. Gallen Business School, St. Gallen, Switzerland, May 3, 1990.
84. Lecture: "Business Ethics, A View from Abroad," Nyenrode Business Universiteit, Breukelen, The Netherlands, April 26, 1990.
85. "Philosophical Problems in Business Ethics," Philosophy Dept., Groningen University, The Netherlands, April 25, 1990.
86. Seminar: "Ethics and Development," The Tropical Forestry Institute, University of Oxford, England, September 26, 1989.
87. Invited Paper, "Business Ethics and the Search for a Kinder Capitalism," Conference on Philosophy and the Human Future, St. Johns College, University of Cambridge, England, August 8, 1989.
88. "Managing the Moral Environment," International Issues in Business Ethics, University of Nottingham, England, May 19, 1989.
89. "The Global Interest in Business Ethics," The Trinity Term Lecture, Green College, University of Oxford, Oxford England, May 3, 1989.
90. Keynote, "The Emergence of Business Ethics," in honor of the new head of the Swedish Employer's Association, Stockholm School of Economics, Sweden, April 16, 1989.
91. Faculty Seminars: "Developments in Business Ethics" and "Managing Moral Environments," Copenhagen Business School, Denmark, April 17 & 18, 1989.

92. Invited Paper, "Business Ethics: The State of the Art in America," The British Conference on Business Ethics. Kings College, London University, England, April 12, 1989.
93. "The Role of Ethics in Economics," The Ditchley Foundation, Enstone, Chipping Norton, UK, June 24, 1988.

*Domestic Invited Keynotes, Lectures, and Seminars*

94. Tobias Seminar, "Ethical Leadership," Indianapolis Art Museum, Indiana University, March 21, 2024.
95. Invited Lecture, "What the Humanities Tell Us About Ethical Leadership," Doane University, Crete Nebraska, March 19, 2024.
96. "Plato's Paradox: Why Ethical People Should Lead but Don't Want To," Fordham Faculty Seminar, Oct. 10, 2024, New York, NY.
97. Keynote: "The Two Cultures: The Place of the Humanities in Business Education." NEH Project, Integrating the Humanities and Business Education Symposium. Seaton Hall University, October 20, 2023, West Orange, NJ.
98. Keynote, "Aesop's Fables About Why Followers Make Bad Choices," Kravis-de Roulet Leadership Conference, Claremont McKenna, March 4, 2023.
99. Panel Discussion: Employees, Humans, or Cogs? Pandemic Series, St. Thomas University, April 21, 2022 (virtual).
100. Lecture, "Leading with Empathy and Ethics," Lehman College, Bronx, NY, March 31, 2022 (virtual).
101. Seminar: Handle Ethical Challenges, Tobias Fellows, Indiana University, March 11, 2022.
102. Seminar: Leadership Ethics, IPU Next Generation Leaders 2.0, Indiana University, Indianapolis, IN, June 13, 2019.
103. Keynote: "Do We Care if Leaders Care?" 21<sup>st</sup> Century Leadership Development: Bridging Science and Practice Conference, Annual 15th Annual Kravis-de-Roulet Leadership Conference Claremont McKenna College, Claremont, California, March 2, 2019.
104. Keynote: "The Hazards of Leadership: Partners in Business Ethics Conference, University of Texas, Austin, November 6, 2019.
105. Keynote: "The Inversion of Values," Albers School of Business, Seattle University, Faculty seminar: "The Humanities in Business Schools," Albers School of Business, Seattle University, Seattle, Washington, February 28, 2019.
106. Faculty Seminar on Leadership and Ethics, Department of Management and Public Policy, George Washington School of Business, Washington, DC, November 14, 2018.
107. Faculty Seminar: "Mandela," Colloquium on Organizational Research Excellence, Darden School, University of Virginia, Charlottesville, VA, September 20-21, 2018.

108. Plenary: "Through the Looking Glass: A Philosopher's Journey in Leadership Studies," Eminent Scholar Address, Network of Leadership Scholars, Academy of Management, Chicago, IL, August 12, 2018.
109. Keynote, "The Pitfalls of Leadership," Bolder Together: Big Ten Development Conference, Rutgers University, New Brunswick, NJ, July 20, 2018.
110. Keynote: "Why is Ethics a Constant Struggle for Leaders?" Xavier University, Cincinnati, Ohio, February 20, 2018.
111. Keynote: "Perceptions and Pitfalls of Leadership," 2017 International Studying Leadership Conference," Jepson School of Leadership Studies, University of Richmond, Richmond, VA, December 11, 2017.
112. Keynote: Verizon Lecture: "Why is it so difficult to be an Ethical Leader?" Verizon Visiting Professor in Business Ethics, Bentley University, Waltham, MA November 14, 2017. [https://videos.bentley.edu/media/Verizon+Visiting+Professor+in+Business+Ethics+-+November+14%2C+2017/1\\_67nx1c0r/65552731](https://videos.bentley.edu/media/Verizon+Visiting+Professor+in+Business+Ethics+-+November+14%2C+2017/1_67nx1c0r/65552731)
113. Keynote, "Education for Ethical Leadership," 19<sup>th</sup> International Conference on Ethics Across the Curriculum, Grand Rapids, Michigan, October 5, 2017.
114. Keynote, "Ethics and Leadership," The Conference Board, New York, NY, June 14, 2017.
115. Plenary: "Responsibility, Propriety, and Accountable Leadership," The 12th Annual Global Business Ethics Symposium, Bentley University, May 23, 2016.
116. Workshop: Alvernia Faculty Ethics and Leadership, Alvernia University, Reading, PA, May 18, 2016.
117. Seminar: Developing a Philosophy of Work and Leadership, The Brookings Institution, Williamsburg, VA, September 14, 2015.
118. Commencement Address: "The Ethical Peculiarities of Leadership," Eastern University, St. David's, PA, May 20, 2015.
119. Keynote: "Leadership and Meaningful Work," 2015 Tobias Leadership Conference, Indiana University May 1, 2015.
120. Plenary: "Dangerous Liaisons: The Public and Private Morality of Leaders," The Pursuit of Leadership: Remembering James MacGregor Burns, George Washington's Mount Vernon, Mount Vernon, VA, April 10, 2015.
121. Seminar: Ethics and Leadership, Dominion Resources, Richmond, VA, November 21, 2014.
122. Keynote: "Leadership Ethics and You," Western Association of College and University Business Officers Annual Meeting, Anchorage, Alaska, June 3, 2013.
123. Keynote: The Sobey Lecture: "Ethically Challenging Leadership, Kettering University, Flint, MI, May 9, 2012.
124. Keynote: Opening Symposium of the Rosemont College Institute for Ethical Leadership and Social Responsibility, Rosemont, PA, April 20, 2012.

- 125.Seminar on Leadership Ethics, Indiana Wesleyan University, Indianapolis, IN, March 30, 2012.
- 126.Keynote: "Leadership and Ethics," Mount St. Joseph's Center for Ethical Leadership, Cincinnati, OH, November 9, 2011.
- 127.Invited Discussant: Conference on Ethics and Strategic Leadership, University of Washington, Seattle, Washington, September 25-26, 2011.
- 128.Speech: "Leadership and Africa," Democracy Governance State-of-the-Art Conference, USAID Africa Bureau, Washington, D.C. June 28, 2011.
- 129.Keynote: Martin Luther King Day Lecture, Ethical Leaders, University of Redlands, Torrance, California, January 17, 2011.
- 130.Keynote: "A Liberal Arts Approach to Teaching Leadership Ethics," Annual Conference on Teaching Practical Ethics Across the Curriculum, University of Texas, Austin, Texas, April 9, 2010.
- 131.Workshop, Learning Peer Network, Zig Ziglar Center for Ethical Leadership, Southern Nazarene University, Bethany, Oklahoma, November 18, 2010.
- 132.Seminar: The State of Business Ethics, Università Cattolica Del Sacro Cuore, Rome Italy, December 18, 2009.
- 133.Faculty Seminar: The Ethical Challenges of Leadership, The Carey School of Business, Johns Hopkins University, Baltimore, Maryland, October 16, 2009.
- 134.Executive Seminar: CSR and Sustainability Nyenrode Business Universiteit, Nyenrode Business Universiteit, Breukelen, The Netherlands, June 8, 2009.
- 135.Faculty Research Seminar: Ethics and Effectiveness Nyenrode Business Universiteit, June 4, 2009, Nyenrode Business Universiteit, Breukelen, The Netherlands, June 4, 2009.
- 136.Keynote: "Did Nero Fiddle While Rome Burned?" Guilford College, Greensboro, North Carolina, February 19, 2009.
- 137.Keynote: The Carleton Whitehead Lecture: "The Ethical Challenges of Leadership," Rawls College of Business, Texas Tech University, Lubbock, Texas, November 12, 2008.
- 138.Lecture: "Ethics and Leadership," Citizenship and Leadership Symposium, Wofford College, Spartanburg, South Carolina, April 24, 2008.
- 139.Keynote: Feaver McMinn Lecture in Ethics: "Leadership Ethics," the University of Oklahoma, Norman, Oklahoma, March 2, 2008.
- 140.Lecture: "Solomon's Uneasy Truce with Business and the Good Life," Robert C. Solomon Memorial Conference, University of Texas, Austin, Texas, February 15-16, 2008.
- 141.Lecture: "Being There: Do Leaders Have to Care?" Jerry Hunt Festschrift, Texas Tech University, College Station, TX, October 12, 2007.
- 142.Keynote: Ethics and Excellence, Conference on Ethics and Excellence, The Ohio State University, Columbus, Ohio, November 29, 2007.

- 143.Keynote: "The Ethical Quirks of Leadership," National Association of Student Personnel Administrators Region III Summer Symposium, Virginia Beach, Virginia, June 11, 2007.
- 144.Keynote: "Leadership as Morality Magnified," Jackson Center for Ethics and Values Coastal University, Myrtle Beach, South Carolina, April 10, 2007.
- 145.Keynote: The Hazelett Lecture: "Women Leaders," University of Indiana, Indianapolis, Indiana, February 28, 2007.
- 146.Keynote: "Ethics in Leadership," Annual Conference on Teaching Practical Ethics Across the Curriculum, The University of Texas, Austin, Texas, February 3, 2007.
- 147.Seminar: "The Ethical Challenges of Leadership," Women's Leadership Institute, Association of College Unions International, Amelia Island, FL, December 9, 2006.
- 148.Panel: The General Theory of Leadership Project, The Keck Grant Conference, Claremont McKenna College, Claremont, CA., November 4, 2006.
- 149.Lecture: "Leadership and Art," and Workshop on Publishing in Journals and Books, The Keck Grant Conference, University of Richmond, November 3, 2006.
- 150.Keynote: Athenaeum Lecture: "Work, Leisure and the Good Life" Gould Center for Humanistic Studies, Claremont McKenna College, Claremont, CA, October 25, 2006.
- 151.Keynote: College Town Academic Lecture, "The Educator's Life," Converse College, Spartanburg, South Carolina, February 27, 2006.
- 152.Keynote: The Mendhart Lecture: "The Working Life," Maryville University, St. Louis, Missouri, February 20, 2006.
- 153.Keynote: "The Ethical Challenges of Leadership," Southern Management Association Meeting, Charleston, SC, November 10, 2005.
- 154.Panel with Jennifer Cable and Charles Johnson: "Leaders and Artists: The Use of Art to Teach Leadership Ethics, "7th International Conference on Ethics Across the Curriculum, Ringling School of Design, Sarasota, Florida, November 17, 2005.
- 155.Keynote: "The Ethical Peculiarities of Leadership," Conference: Illuminating Ethical Leadership, RTM Institute for Leadership, Ethics & Character, Kennesaw State University, Atlanta, Georgia, October 7, 2005.
141. Paper: The Origins of Ethical Leadership, the University of Texas Philosophy Department, Austin, Texas, February 15, 2005.
142. Keynote: "Leadership in a Morally Divided World," 15th Annual Kravis-de-Roulet Leadership Conference, Claremont McKenna College, Claremont, California, February 26-27, 2005.
- 143.Faculty Seminar: "The Origins of Leadership," Ethics, Law and Leadership Workshop, Harvard Business School, Boston, MA, February 8, 2005.
- 156.Keynote: Ethics and Leadership, NACUBO Higher Education Accounting Forum, Chicago, IL, April 17, 2005.

157. Keynote: "The Ethical Challenges of Leadership," Association of College and University Auditors Annual Conference, Alexandria, Virginia, September 22, 2004.
158. Paper: "Is Good Leadership Contrary to Human Nature?" Gallup Leadership Institute Inaugural Summit, Omaha, Nebraska, June 11, 2004.
159. The Millennium Forum Lecture: "Fairness in the Workplace," Fairfax County Government, Fairfax, Virginia, March 17, 2004.
160. Lecture: "The Biological Origins of Leadership," The Nelson A. Rockefeller Leadership Program, Dartmouth College, Hanover, NH, February 19, 2004.
161. Keynote: "Ethics and Effective Leadership," Eastern Association of College and University Business Officers, Baltimore, Maryland, November 4, 2003.
162. Lectures in Classical Philosophy Series: "Leadership and Ethics," Loras College, Dubuque, Iowa, October 23, 2003.
163. Keynote: "Ethicist in Residence," "Leadership and the Challenge of Ethical Competence," and "The Promise and Betrayal of Work," the University of South Florida, St. Petersburg, Florida, October 8, 2003.
164. Special Lectures Series: "The Working Life and the Meaning of Work," Antioch New England, Keene New Hampshire, September 18, 2003.
165. Lecture: "Leadership and the Warped Wood of Humanity," the University of Texas Business School, Austin, Texas, April 10, 2003.
166. Keynote: "Doing Good Work," The Aurora Forum, Stanford University, Palo Alto, CA, February 10, 2003.
167. Keynote: "Ethics and Effectiveness: The Challenge for Leaders," St. Edwards University, Austin, TX, January 30, 2003.
168. Seminar: "Leadership and Professional Ethics," The Cal Turner Program in Professional Ethics, Vanderbilt University, Nashville, TN, September 25, 2002.
169. Keynote: "The Ethical Challenges of Leadership," Lock Haven University, Lock Haven, Pennsylvania, April 23, 2002.
170. Keynote: Pamplin Distinguished Lecture in Business Ethics, Lecture: "The Ethics of Leadership," Pamplin School of Business, Virginia Tech, Blacksburg, Virginia, March 21, 2002.
171. Lecture: "How Leaders Shape Business Values," Peter F. Drucker School of Management, Claremont Graduate University, Claremont, CA, February 25, 2002.
172. Keynote: "The Ethical Challenges of Leadership in Non-Profit Organizations," The 12th Annual Kravis de Roulet Leadership Conference, Claremont McKenna College, Claremont, CA, February 23, 2002.
173. "The Ethics of Leadership," The College of William and Mary, Williamsburg, VA, January 17, 2002.
174. Lecture: "The Working Life," Lipscomb University, Knoxville, TN, November 15, 2001.

175. Lecture: "Carving Leaders from the Warped Wood of Humanity," Center for Public Leadership, The Kennedy School, Harvard University, Cambridge, MA, November 8, 2001.
176. Lecture: "The Working Life," Wesleyan University, Norfolk, VA, November 6, 2001.
177. Lecture: at Ethics and Leadership, Roundtable Conference on Leadership Education, Marietta College, Marietta, OH, October 13, 2001.
178. Seminar: "The Working Life," MISRC Associate Seminar Series, University of Minnesota, Minneapolis, MN, October 5, 2001
179. Keynote: "The Working Life," CIO Magazine Perspectives Conferences, Boca Raton, FL, April 23, 2001.
180. Keynote: "The Ethics of Leadership," Social Security Administration Regional Manager's Conference, Kansas City MO, April 3, 2001.
181. "The Heart of Leadership," Society of Junior Fellows Lecture, Washington College, Chestertown, Maryland, March 29, 2001.
182. Seminar on Ethics and Leadership for Adventis Behring, The Wharton School, Philadelphia, PA, September 21, 2000.
183. Seminar, Business Ethics, The Wharton School Executive Education Program, Philadelphia, PA July 26, 2000.
184. Keynote: "Ethics the Heart of Leadership," Business Ethics Symposium on Ethics, The Heart of Leadership, the University of Texas at San Antonio, San Antonio, Texas, April 27, 1999.
185. Lecture: "Moral Imagination and the Future of Leadership," The Connelly Program in Business Ethics of The McDonough School of Business, Georgetown University, Washington, DC, March 26, 1999.
186. Keynote: "Culture, Moral Imagination, & Leadership," Center for Business Ethics Lecture Series, University of Notre Dame, South Bend, Indiana, November 9, 1999.
187. Keynote: "Business Ethics and Leadership," Adhesive and Sealant Council Summer Leadership Conference, The Greenbriar, White Sulphur Springs, WV, June 25, 1997.
188. Keynote: Distinguished Business Ethics Lecture: "The Ethics of Empowerment," 13th Annual Conference on Business Ethics, Washington & Lee University, Lexington, VA., May 16, 1997.
189. Lecture: "Ethics and Leadership" Loyola University Baltimore, Maryland, February 10, 1997.
190. Keynote: Pamplin Distinguished Lecture in Business Ethics: "Leadership and the Ethics of Power," Pamplin College of Business, Virginia Polytechnic Institute, Blacksburg, Virginia, October 2, 1996.
191. Keynote: "Ethics in Troubled Times," Birmingham-Southern College, Birmingham, Alabama, April 17, 1996. Senior Seminar: Leadership and Ethics, April 17, 1996.

192. Keynote: "Ethics and Critical Thinking in Leadership Education," W.K. Kellogg Foundation National Dissemination Conference on Education for Leadership and Social Responsibility, Monmouth University, March 29, 1996.
193. Keynote: "Authenticity and Bogus Empowerment," Conference on Leadership and Scholarship, Stetson University, DeLand, Florida, February 2, 1996.
194. Lecture: "Leadership Ethics: Mapping the Territory," The 12th Scientific Meeting of the A.K. Rice Institute, Washington, DC, May 12, 1995.
195. Annual Andrew R. Cecil Lectures on Moral Values in a Free Society, "Business Leadership and Moral Imagination in the Twenty-First Century," the University of Texas at Dallas, Dallas, Texas, November 8, 1995.
196. Plenary: "Moral Imagination and International Leadership." The Leadership Education Conference, University of Richmond, Richmond, Virginia, July 16, 1995.
197. The Class of 1963 Scholar in Residence Lectures, "Leadership and International Business Ethics," Washington & Lee University, Lexington, VA, May 1-2, 1995.
198. Keynote: "History, Ethics, and Customer Relationships," The National Sales Conference of Owens and Minor, Inc., Chantilly, Virginia, October 7, 1994.
199. Honor Week Distinguished Lecturer: "Ethics and Leadership," Peace College, Raleigh, North Carolina, September 12, 1994.
200. Lecture: "Ethics and the Heart of Leadership," Virginia Military Institute, Lexington, Virginia, May 2, 1994.
201. Workshop convener and presenter: "Leadership Ethics: Mapping the Territory." Ethics and Leadership Focus Group, Leadership Studies Project, The Kennedy School, Harvard University, Cambridge, Massachusetts, April 15-16, 1994.
202. Two Faculty Seminars: International Business Ethics, Wake Forest University, Winston-Salem, North Carolina, February 22-23, 1994.
203. Keynote: J. Tylee Wilson Distinguished Lecturer in Business Ethics: "Ethical Discourse from Socrates to Oprah" Wake Forest University, Winston-Salem, North Carolina, February 21, 1994.
204. Convener and Presenter: "Ethics and Leadership Focus Group," sponsored by the Kellogg Foundation, University of Maryland, College Park, Maryland, October 29-30, 1993.
205. Plenary: "Leadership and Ethics," Leadership Education Conference, University of Richmond, Richmond, Virginia, July 14, 1993.
206. Keynote: "Ethics and Meaningful Work," Colorado Association of Human Resource Professionals, Denver, CO, May 19, 1993.
207. Lecture: "Freedom and the Meaningful of Work," Warner Distinguished Lecture Series St. Benedict's College, St. Cloud, Minnesota, May 4, 1993.
208. Speech, "Teaching Leadership at the Jepson School," Scholarship Dinner Marketing Executives of Richmond, Virginia, April 5, 1993.

209. Faculty Seminar: How to Integrate Ethics into the Curriculum," Columbia Business School, Columbia University, New York, New York, May 12, 1992.
210. Graduate Seminar, Leadership Studies," Virginia Commonwealth University, Richmond, Virginia, March 17, 1992.
211. Workshop, "How to Teach Ethics and Leadership," The National Conference on Teaching Public Administration, Charleston, South Carolina, February 8, 1992.
212. Keynote: Cohen Memorial Lecture: "The Future of Business Ethics," North Hampton College, Bethlehem, Pennsylvania, November 12, 1991.
213. "Honesty in Business," Tulane University, New Orleans, Louisiana, November 8, 1991.
214. Seminar, "Business Ethics in the Investment Industry," The Wharton School of the University of Pennsylvania, Philadelphia, PA, August 15, 1991.
215. "The Quest for Meaningful Work," The Council for Ethics and Economics, Columbus, Ohio, May 21, 1991.
216. Keynote: "Work and Meaning" Albright College, Philosophy Dept., Allentown, Pennsylvania, April 11, 1991.
217. Lecture: Trends in International Business Ethics," School of Business, the University of Texas at Austin, Texas, October 19, 1990.
218. Distinguished Speaker Series: "The History of Business Ethics," Georgetown University School of Business, Washington, DC, February 9, 1990.
219. 1989 Ruffin Lecture: "Casuistry and the Case for Business Ethics," The Darden School, University of Virginia, Charlottesville, Virginia, March 31, 1989.
220. Lecture: "What Makes Us Work?" Gustavus Adolphus College, St. Peter, MN, March 10, 1988.

*Presentations at Academic Conferences*

1. Refereed Paper, "Dictators, Autocrats, and the Abuse of Religion, The International Studying Leadership Conference, Copenhagen, Denmark, December 11, 2023.
2. Agora Workshop: "Aesop's Fables," Society for Business Ethics, Boston, MA, August 4, 2023.
3. Refereed Paper "Evolution and the Dark Side of Leadership," Interdisciplinary Perspectives on Leadership Conference, Rhodes, Greece, May 4, 2023.
4. Refereed Paper "Aesop's Fables on the Follies of Followers," International Studying Leadership Conference, Brighton, UK, December 12, 2022.
5.
  - a. Paper "Leadership in the Age of Emotion."
  - b. Invited Paper: "Meaning in a New Age of Work."
  - c. Invited Commentator, Plenary: Axel Honneth, "Working Conditions, Democracy, and the Future of Globalization." The International Society for Business, Economics, and Ethics, Bilbao, Spain. July 21-22, 2022.
6. Invited Commentator: "Inclusivity and Equality," R: ETRO Symposium, Saïd Business School, Oxford University, United Kingdom, June 27, 2022.

7. Invited Paper: Can Implies Ought: The Obligation to Assist and Political CSR," TransAtlantic Business Ethics Conference, Vienna, Austria, May 6, 2022.
8. Refereed Paper: "The Myth of the Passions: Reason, Emotion, and Ethics in Leadership," International Leadership Association Conference, Geneva, Switzerland, October 23, 2021.
9. Keynote: "The Meaning and Significance of Work," Conference on the Significance of Work, Tilburg University. Tilburg, Netherlands, August 26, 2021
10. Refereed Panel, "The Meaning of Work in the Fourth Industrial Revolution," Society for Business Ethics Meeting, (Virtual Meeting) August 6, 2020.
11. Fireside Chat: A Conversation with Joanne Ciulla, International Leadership Association 5<sup>th</sup> Annual Women and Leadership Conference, via Zoom, May 7, 2020.
12. Refereed Panel, "Care as a Virtue, an Emotion, and a Duty, The Good, the Bad, and the Ugly Aspects of Care," Society for Business Ethics Meeting, Boston, MA, August 10, 2019.
13. Refereed Paper: "Resentment and the Inversion of Values in Trump's America," International Studying Leadership Conference," University of Lancaster, Lancaster, England, December 17, 2018.
14. Refereed Paper "Ethics and Leadership in a World Where Both Seem Scarce," International Leadership Association Meeting, Palm Beach, Florida, October 26, 2018.
15. Refereed Showcase Symposium with JC Spender, Rakesh Khurana, Duff McDonald, and Ken Goodpaster:" Lofty Ambitions, Unfilled Promise: Business Education, Professionalism, and Ethical Leadership," The Academy of Management, Chicago IL, August 13, 2018.
16. Refereed Paper "Adultery and the Ethics of Presidential Leadership," Interdisciplinary Perspectives on Leadership Conference, Crete, Greece, May 10, 2018.
17. Refereed Paper, "Meaningful Work and the Moral Conditions of Work," 27<sup>th</sup> Annual International Conference: Association for Practical and Professional Ethics, Chicago, IL, March 1, 2018.
18. Panel Paper: "Leadership in Dark Times," October 13, 2017. Panel Paper "Leadership and the Duty to Care," International Leadership Association, Brussels, Belgium, October 14, 2017.
19. Refereed Paper "Responsibility and Collective Leadership," Collective Leadership Conference, New York University, September 29, 2016.
20. Refereed Paper: "Dangerous Liaisons: Adultery and the Ethics of Presidential Leadership," Association for Practical and Professional Ethics, Reston, Virginia, February 18, 2016.
21. Commentary for the Jablin Award Winner: "Leaders, Perceptions, and Reputations for Resolve," International Leadership Association Meeting, Barcelona, Spain, October 15, 2015.

22. Invited Paper: Two Facets of Creative Leadership, TransAtlantic Business Ethics Conference, University of Notre Dame, South Bend, IN, October 28, 2014.
23. Refereed Panel, Authentic Leadership, All Academy Event, Academy of Management, Philadelphia, August 3, 2014.
24. Refereed Panel, Panelist and Moderator: Leadership and Virtue, Society for Business Ethics, Philadelphia August 3, 2014.
25. Refereed Panel, Panelist and Moderator: New Horizons in Leadership Ethics and Panelist: Leadership at 20 The Kellogg Project, International Leadership Association, Montreal, Canada, October 31 & November 1, 2013.
26. Refereed Paper: The Problem with Ethical Leadership, European Business Ethics Network, Lille, France September 13, 2013.
27. Refereed Paper: "Leadership Ethics," Society for Business Ethics, Orlando, FL, August 11, 2013.
28. Invited Chair, opening plenary session: Behavioral Business Ethics, Chair for Leadership session, and a mentor in the Emerging Scholar's session at the Society for Business Ethics Annual Meeting, August 5, 2012.
29. Panelist, Plenary Session: Ethical Leadership, Chair of the Teaching Business Ethics plenary session, Co-chair of the Education Track at the 5th World Congress of the International Society for Business, Economics, and Ethics, Warsaw, Poland, July 11-14, 2012.
30. Refereed Panel, Chair, and Commentator, Panel on Hubris and Leadership, ILA Meeting, London, UK, October 28, 2011.
31. Panelist Women and Religion, First Freedom Center Debate, University of Richmond, September 22, 2011.
32. Refereed Panel Chair, Care Ethics, The Society for Business Ethics Meeting, San Antonio, Texas, August 13, 2011.
33. Refereed Paper: Why Leaders Shouldn't Fiddle While Rome Burns, Conference on Leadership and Management in a Changing World: Lessons from Ancient East and West Philosophy, Athens, Greece, June 13, 2011.
34. Refereed Panel: Assessing the State of Leadership Studies, International Leadership Association Meeting, Boston, MA, October 29, 2010.
35. Invited Paper: "Leaders Behaving Badly: Why is it Difficult to Be a Good Corporate Leader?" 6th TransAtlantic Business Ethics Conference, York University, Toronto, Ontario, Canada October 8, 2010.
36. Workshop: Teaching Workshop, Society for Business Ethics Meeting, Chicago, IL, August 8, 2009.
37. Refereed panel, Leadership and the Humanities from Leadership at the Crossroads and Roundtable discussion on Leadership Ethics at the International Leadership Association Meetings, Los Angeles, CA, November 14, 2008.

38. Moderator Panel: Moral Partiality in Business Practice and Conflict of Interest," Society for Business Ethics Meeting, Anaheim, CA, August 8, 2008.
39. Refereed Panel: What Qualities and conduct are required for ethical presidential leadership? The Center for Ethics at Yeshiva University, New York, New York, January 30, 2008.
40. Refereed Panel: "Machiavelli and the Ethics of Leadership," Eighteenth Annual Conference of the International Association for Business and Society, Florence, Italy, June 1, 2007.
41. Panel: Robert Solomon, A Memorial, Society for Business Ethics, Philadelphia, Pennsylvania, August 3, 2007.
42. Professional Development Workshop" How Can Leadership Be Taught? Academy of Management Meeting, Philadelphia, Pennsylvania, August 4, 2007.
43. Symposium speaker: "The Contributions of Robert C. Solomon to Leadership Ethics and Business Ethics" Memorial Session for Robert Solomon, The Central Division Meeting of the American Philosophical Association, Chicago, Illinois, April 21, 2007.
44. Panelist: A Dialogue on Moral Leadership," and "Lunch with an Author" at the Meeting of the Association for Practical and Professional Ethics, Cincinnati, OH March 23, 2007.
45. Panelist: Seminar on Leadership Matters for Aid Effectiveness, The British Department for International Development, London, England May 24, 2007.
46. Invited Paper: "Reflections on Why Leaders Abuse Entrusted Power," Conference on Muslim, Christian and Jewish Views on the Creation of Wealth, University of Notre Dame, Notre Dame, Indiana, April 24-25, 2007.
47. Panelist: "What We Learned Along the Way," International Leadership Association Meeting, Boston, MA, October 22, 2006.
48. Moderator for "How Security Drives Religious Values," Conference on the Future of Democracy, The College of William and Mary October 6, 2006.
49. Professional Development Seminar on Teaching Leadership Ethics, Academy of Management Meeting, Atlanta, Georgia, August 12, 2006.
50. Moderator and Panelist: Transformational Leadership Ethics," Association for Practical and Professional Ethics Annual Meeting, Jacksonville, Florida, March 3, 2006.
51. Panelist: "Treatment of Detainees in the War on Terror," Old Dominion University, Norfolk, Virginia, January 26, 2006.
52. Panel with Jennifer Cable and Charles Johnson, "Leaders and Artists: The Use of Art to Teach Leadership Ethics," 7th International Conference on Ethics Across the Curriculum, Ringling School of Design, Sarasota, Florida, November 17, 2005.

53. Refereed Paper: "The Meaning of Work," Conference on Values-Based Leadership in High-Performance Organizations, Goizueta Business School, Emory University, Atlanta, GA, February 16, 2005.
54. Workshop on Teaching Leadership Ethics, International Leadership Association Meeting, Washington, D.C. November 5, 2004.
55. Refereed Paper: "Leading in a Bi-Moral World," International Leadership Association Annual Meeting, Amsterdam, November 4, 2005.
56. Refereed Paper, The Ethics of Transactional Leadership, International Leadership Association Meeting, Washington, D.C. November 4, 2004.
57. Invited Symposium: On the Good Leader, The Pacific Division, American Philosophical Association Meeting, San Francisco, March 29, 2003.
58. Refereed Paper: "Leadership as Morality Magnified," European Business Ethics Research Conference, Norwegian School of Management, Oslo, Norway, June 21, 2003.
59. Refereed Panel, "General Theory of Leadership," International Leadership Association Meeting, Seattle, Washington, November 14, 2002.
60. Refereed Paper, "Information and the Moral Work of Leaders," and moderator of "Images of Leadership: The Ethics of Impression Management," The International Leadership Association Conference, Miami, FL, November 2&3, 2001.
61. Refereed Paper, "The Ethos and Ethics of the Workplace," Society for Business Ethics Meeting, Washington, D.C., August 4, 2001.
62. Refereed Paper, "Leadership and Work," The International Leadership Association Meetings, Toronto, Canada, November 3, 2000.
63. Refereed Paper, "Whose Values? And What Values? How Business Leaders Translate Values into Action," International Leadership Association Meetings, Atlanta, Georgia, October 22, 1999.
64. Seminar on Ethics and Leadership (with Doug Hicks and Terry Price), University Continuing Education Association Conference, Washington, DC, April 9, 1999.
65. Refereed Paper, "Time and the Meaning of Work," The University of Auckland Whangarei Conference, Bay of Islands, New Zealand, January 3, 1999
66. Refereed Paper, "Bridge Leaders: The Impact of Cross-Cultural Experience on a Leader's Moral Repertoire," Meeting of Minds, Leaders/Scholars Association, University of Southern California, Los Angeles, CA, November 14, 1998.
67. Refereed Paper, "Moral Imagination," The Keenan Ethics Center Conference on Moral Education, Duke University, February 20, 1998.
68. Refereed Paper, The Personal Morality of Leaders: The Problem of Moral Agency in Burns' Theory of Transforming Leadership," Global Leadership Conference, University of Maryland, College Park, Maryland, November 5, 1997.

69. Refereed Paper, Business Ethics, and Trust, Society for Business Ethics Meeting, Boston, MA, August 8, 1997.
70. Refereed Paper, "Environmental Leadership," Conference on Global Ecological Integrity" The Integrity Project & Istituto di Antropologia Università di Firenze, Cortona, Italy, June 21, 1997.
71. Refereed Panel: "International Business Ethics," with Robert C. Solomon, Thomas Donaldson, Patricia Werhane, and Hiro Umezū, Annual Meeting of the Society for Business Ethics, Quebec City, Canada, August 9, 1996.
72. Refereed Paper, "Information and the Ethics of Business Leaders," The World Congress of Business, Economics, and Ethics," Tokyo, Japan, July 26, 1996.
73. Seminar, Eisenhower Faculty Leadership Seminar: "Teaching Leadership and Ethics," University of Louisville, Louisville, Kentucky, January 20, 1995.
74. Refereed paper: "Leadership Ethics: Mapping the Territory." Society for Business Ethics, Dallas, Texas, August 11, 1994.
75. Workshop: "Ethics and Leadership," Leadership and Education Conference, Jepson School, University of Richmond, Virginia, July 8, 1994.
76. Refereed Paper, "Moral Imagination and Leadership Vision," Moral Dimension of Leadership Conference, Eastern Illinois University, Naperville, Illinois, October 1, 1993.
77. Workshop: "The State of Business Ethics Inside Universities," The International Conference of the Council on Ethics and Economics," Columbus, Ohio, March 26, 1992.
78. Refereed Paper, "How to Breathe Life into a Code of Ethics," The European Business Ethics Network, London University, England, September 24, 1991.
79. Invited Lecture: "The Ethics of Ethics Consulting," The Consulting Division, The Academy of Management Meetings, Miami, FL, August 10, 1991.
80. Invited Panelist, "Ethics and Politics," Virginia Political Science Association Meetings, Richmond, Virginia, December 7, 1991.
81. Invited Presenter SIM Doctoral Consortium, Academy of Management Meetings, San Francisco, California, August 11, 1990.
82. Invited Paper, "Business Ethics as Moral Imagination," Commentary on Ezra Bowen's paper "The Role of Business Ethics in 3 Levels of Literacy." 1988 Ruffin Lecture, April 8, 1988.

#### *Practitioner Presentations & Seminars*

1. Invited panelist for the "Global Compliance – Ethics Empowered" virtual conference, Sampo International, October 17, 2023, broadcast to the US, Japan, Brazil, the UK, and other countries.

2. Seminar "Ethics and Artificial Intelligence," Prudential Business Ethics Officer Forum November 30 (Japan) and December 6 (South America) 2021 (virtual).
3. Seminar "Trust and Leadership," Prudential, March 16, 2021.
4. Seminar on Ethics and Leadership for Bank BNP Paribas, November 30, December 6, and 13, 2020 (virtual).
5. Co-Moderator, Aspen Institute Rodel Seminar for newly elected public officials). "Political Leadership and the Principles of Western Democracy," Aspen, CO, February 2-6, 2017.
6. Seminar on Being Good and Leading Well, Clarkston Consulting, Raleigh, North Carolina, August 19, 2011.
7. Seminar on Leadership Ethics, Albemarle Corporation, Baton Rouge, Louisiana, December 9, 2010.
8. Seminar: EPA Office of Inspector General's Office of Congressional, Public Affairs and Management (OCPM) Training Conference, Crystal City, Virginia, November 30, 2010.
9. Seminar: Ethics, The Heart of Leadership, The Smithsonian Institution, Washington, DC, June 9, 2010.
10. Seminar on Ethics and Leadership, Association of Independent Maryland Schools, Annapolis, Maryland, April 23, 2010.
11. Seminar: Leadership, Zig Zigler Center Program for Elected Public Officials, Oklahoma City, Oklahoma, September 18, 2009.
12. Co-moderator of the Rodel Fellows Seminar, The Aspen Institute, New Orleans, Louisiana, July 9-13, 2009.
13. Co-moderator of the Rodel Fellows Seminar for newly elected State, local, and congressional leaders, The Aspen Institute, Aspen CO, Dec. 11-15, 2008.
14. Seminar: "Ethics in Leadership, Leadership Loudoun Retreat, Middleburg, VA, Oct. 24, 2008.
15. Panel, Political Will, or Effective Leadership? USAID Democracy and Governance Conference, Washington DC, June 13, 2008.
16. Seminar on Ethics in International Contexts, Women's Leadership Institute, Association of College Unions International, December 10, 2007, Jacksonville, Florida.
17. Seminar: Ethics and Leadership, Albemarle Corporation, Baton Rouge, LA, October 2, 2007.
18. Seminar, "Leading with Integrity: Ethics in Action," The Brookings Institution, Washington, D.C., March 19, 2007.
19. Workshop on Ethics and Leadership, CIA Leader Analyst Retreat, Arlie House, Warrenton, Virginia, June 21, 2007.
20. Seminar on Ethics and Leadership, The World Bank, Washington, D.C. October 4, 2006.

21. Invited expert: Global Leadership Workshop, St. Georges House, Windsor Castle, England September 25-26, 2006.
22. Executive Roundtable: "The Future of Work, The Princeton Club, New York, NY April 21, 2006.
23. Seminar on Ethics and Leadership, The IRS Leadership Program, The Brookings Institution, Washington, D.C. March 27, 2006.
24. Seminar on Ethics and Leadership for MOMENTUM, Birmingham, Alabama, February 15, 2006.
25. Seminar on Ethics and Leadership, The Food and Drug Administration (CDRH), Gaithersburg, MD, December 2, 2005.
26. Seminar on Ethics and Leadership, The East-West Center Leadership Program, Washington, D.C., October 25, 2005.
27. "Perspectives on Ethics and Leadership in the Developing World, World Bank Retreat on Leadership and Ethics in Governance Reform, The World Bank, Washington, D.C., December 9, 2005.
28. Seminar, Leadership and Ethical Decision Making, Volkswagen AutoUni, Dresden, Germany, March 13-14, 2005.
29. Panelist/moderator: "Are Leaders Really Listening to the People?" The World Economic Forum, Davos, Switzerland, January 28, 2005.  
     Panelist/Moderator: "Can Artists Change the World?" The World Economic Forum, Davos, Switzerland, January 29, 2005.  
     Panelist/moderator: From Conflict to Classroom, The World Economic Forum, Davos, Switzerland, January 27, 2005.
30. Commenter, Mitchell Forum: Perspectives on Ethical Leadership, 2005, Boca Raton, Florida, January 8, 2005.
31. Co-moderator, Leadership and Values Retreat for the Democratic Leadership Council, The Aspen Institute December 3-5, 2004.
32. Co-Moderator, The Challenge of Leadership Seminar, Henry Crown Fellows Program, The Aspen Institute, Aspen, CO. August 6-10, 2004.
33. Seminar: Critical Thinking, Department of Defense Leadership Development Program, The Brookings Institution, Charlottesville, VA, July 19, 2004 & August 2, 2004.
34. Panelist/Moderator: "What is Good leadership?" The World Economic Forum, Davos, Switzerland, January 23, 2004.  
     Panelist/Moderator: "When States and Leaders Abuse Their Powers" The World Economic Forum, Davos, Switzerland, January 21, 2004.  
     Panelist/Moderator: "Will Professional Ethics Set Trusted Advisors Apart from Mere Service Providers? (The Board of Governors of Professional Services Dinner), The World Economic Forum, Davos, Switzerland, January 24, 2004.

35. Seminar "Executive Leadership in a Changing Environment," The Brookings Institution, Charlottesville, March 25, 2003.
36. Seminar on Ethics and the Workplace, Henrico County Offices, Richmond, Virginia, January 9, 2003.
37. Seminar: Ethics and Leadership, United Nations University International Leadership Program on the Environment and Human Security, Amman, Jordan, August 15, 2002.
38. Seminar: "The Heart of Leadership," Preparing to Lead Program for Emerging Leaders, The Brookings Institution, Washington, D.C., April 26, 2002.
39. "Ethics the Heart of Leadership," Leadership, Ethics, Integrity, and Public Policy Program, The Brookings Institution, Washington. D.C., February 11, 2002.
40. Seminar on Work and Life, The Brookings Institution Executive Leadership Program, Charlottesville, VA, October 31, 2001.
41. Co-Moderator, Aspen Institute Executive Seminar, Aspen, Co., July 13-20, 2001.
42. Co-convener with Dr. David Rejeski, Conference: "The Future of Leadership in Public Administration," The Woodrow Wilson International Center for Scholars, Washington, D.C., June 20, 2001.
43. Seminar, On Leadership for Eisenhower Fellows, Eisenhower Foundation, Philadelphia, PA, March 23, 2001.
44. Panel: "Work and Life," The Northwest Bookfest, Seattle, WA, October 21, 2000.
45. Organizational Leadership Seminar, McDonald's Corporation, Oak Brook, IL, October 4-6, 2000.
46. Discussion of "The Working Life" on Talk of the Nation, NPR, Kansas City, MO, September 28, 2000.
47. Seminar for Emerging Women Political Leaders, United Nations International Leadership Academy, Amman, Jordan, June 1-17, 2000.
48. Expert Invitee to High-Level Expert Group Meeting of the InterAction Council (a group comprised of former presidents and prime ministers) The Kennedy School, Harvard University, May 11, 2000.
49. Seminar, Leadership Development Through Ethical Discourse, The Executive Development Network Meeting, Washington, D.C., April 5, 2000.
50. Seminar on Ethics and Business Leadership, The Jordan Gulf Bank, Amman Jordan, June 25, 2000.
51. Seminar on Ethics and Leadership, The United Nations Leadership Program, University of Amman, Amman, Jordan, April 6-7, 1999.
52. Executive Seminar, (co-moderator) The Aspen Institute, Aspen, CO, July 17-23, 1999.
53. Seminar on Leadership Theory, Conference on Leadership and Conflict Resolution" United Nations International Leadership Academy, Amman, Jordan, September 25, 1999.

54. Chautauqua Lectures: Ethical Discourse from Socrates to Oprah, The Chautauqua Institute (series of 4 lectures) June 30 - August 3, 1998.
55. Seminar International Leadership, Leadership Analysts at the CIA, McClain, Virginia, February 26, 1998.
56. Workshop on Ethics and Leadership for the City of Richmond Directors, January 16, 1998.
57. Workshop on Ethics and Leadership for the City of Richmond Directors, January 16, 1998.
58. "Leadership in a Chaotic World," Price Waterhouse & The Australian Institute of Chartered Accountants, Sydney, Australia, May 15, 1995.
59. "The Clinton Presidency Through the Lenses of Leadership and Ethics," Rice Fellows Luncheon, National Press Club, Washington, DC, May 12, 1995.
60. Seminar, Eisenhower Faculty Leadership Seminar: "Teaching Leadership and Ethics," University of Louisville, Louisville, Kentucky, January 20, 1995.
61. Seminar, Organizational Leadership, McDonald's Corporation, Oak Brook Seminar co-moderator, "The Evolving Corporation," The Aspen Institute, Aspen, Colorado, July 31-August 6, 1994.
62. Ethics Seminar for Career Placement Professionals, Management Institute, University of Richmond, Virginia, July 15, 1993.
63. Seminars: Ethics and Generational Values," & "Cross-Cultural Ethics," The Pastoral School, University of Richmond, Virginia, June 23 & 24, 1993.
64. "Ethics and the Crisis of Leadership," President and CEO Luncheon at Dun & Bradstreet, New York, New York, April 2, 1993.
65. Seminar on Business Ethics for the Associates of the Aspen Institute, Aspen, Colorado, February 10, 1993.
66. "Work and Freedom," The Illinois Humanities Council Humanities Festival, Chicago, Illinois, November 15, 1992.
67. "Business Ethics in a Global Market," Foundation for Leadership Quality and Ethics Practice, Rye, NY, October 29, 1991.
68. "Reflections on the Meaning of Work, US Healthcare, Philadelphia, PA, October 24, 1991.
69. Seminar, "International Trends in Business Ethics," Morgan Stanley, New York, NY, August 7, 1991.
70. "Meaningful Work," Bureau of National Affairs, Washington DC, November 9, 1990.

*Podcasts, Webinars, & TV*

1. Leadership Perspectives Webinar: Aesop and the Follies of Followers  
<https://www.youtube.com/watch?v=vUzZk7aLs7A> June 1, 2023
2. Tobias Leadership Center Leadership Profiles: Joanne Ciulla  
<https://tobiascenter.iu.edu/research/oral-history/audio-transcripts/ciulla-joanne.html> 2023
3. Podcast Waves of Leadership Education Interview: Joanne Ciulla, Voice of America July 7, 2022
4. The LEAD Podcast: Pioneer on Ethics and Leadership Dr. Joanne Ciulla  
<https://www.kwit.org/podcast/the-lead-podcast/2022-08-24/the-lead-pioneer-on-ethics-and-leadership-dr-joanne-ciulla> August 24, 2022.
5. Podcast: The Power of Resentment, Phronesis: Practical Wisdom for Leaders (Partner of International Leadership Association), July 7, 2021.  
<https://practicalwisdom.buzzsprout.com/979897/8805497-dr-joanne-ciulla-the-power-of-resentment>
6. "Can Ethics Drive Firms to Do the Right Thing if There is No Business Case? "It Depends" QUASI Seminar Series, Rutgers University, May 5, 2021
7. <https://www.youtube.com/watch?v=Ih9iVx24Slc>
8. Expert Briefing on Leadership Ethics for the Harvard/Oxford Character Project, Oxford University, September 21, 2020.
9. Panelist, "The Milton Friedman New York Times Corporate Social Responsibility Debate," Fund Shack Podcast, [https://www.youtube.com/watch?v=KXi\\_xtflYo&t=3s](https://www.youtube.com/watch?v=KXi_xtflYo&t=3s) September 15, 2020.
10. Panelist, "Why is it so hard to be an Ethical Leader? Building Bridges Podcast, <https://skybridge.associates/ep-25-why-is-it-so-hard-to-be-an-ethical-leader-part-1/une-23,2020> <https://skybridge.associates/ep-26-why-is-it-so-hard-to-be-an-ethical-leader-part-2/> June 2020.
11. Panelist: "Ethical Leadership in a Crisis," 2020 Distinguished Business Leader Award Summit, Haskayne School of Business, University of Calgary Canada, June 17, 2020, <https://haskayne.ucalgary.ca/distinguished-business-leader-summit>.
12. Podcast "On the History of Work in the US," for Jobscast, Boston, May 28, 2020.  
<https://m.soundcloud.com/antique-horizon/joanne-b-ciulla-on-the-history-of-work-in-the-us-62720-544-pm>, June 12, 2020.
13. Webinar, with Tobey Scharding on our book "The Search for Ethics and Leadership in Business and Beyond, International Leadership Association, March 12, 2020.
14. A commentator in the documentary, "de Magie van Mandela," Vara TV, The Netherlands, December 23, 2011, [http://www.npo.nl/de-magie-van-mandela/06-12-2013/VARA\\_101310833](http://www.npo.nl/de-magie-van-mandela/06-12-2013/VARA_101310833)
15. Co-narrator for PBS Program called "The Job," PBS, Salt Lake City, Utah, February 17, 2010. <http://www.kued.org/productions/utahnow/thejob/>

16. Fred Friendly, "Risk, Reward, Responsibility," Ethics in America II Series, PBS, Spring 2007. I was one of the panelists discussing the case.  
[http://www.learner.org/series/ethics2/risk\\_reward/index.html](http://www.learner.org/series/ethics2/risk_reward/index.html)
17. Ethics segments 8-Part series on Accounting for Managers, produced by University of Maryland University College, March 25, 1993. This series was aired on UMUC cablecast in Maryland and nationally in September 1993.
18. Discussion leader for joint WGBH and BBC video production that used literature to discuss business ethics (this was on TV in Europe) on January 15, 1992.
19. "Business Matters," BBC, a documentary on Business Ethics, February 27, 1991.
20. Bill Moyers' interview on research about the meaning of work for the "A World of Ideas" TV series. They were published in Bill Moyers's A World of Ideas II (New York: Doubleday, 1990), aired on PBS in 1990.

---

## Part II: Teaching

### Undergraduate Philosophy Courses at La Salle University

- Philosophy of Work and Culture
- Human Nature and Destiny
- Foundations of the Moral Life
- Critical Thinking
- Philosophy of Science
- Metaphysics and Epistemology
- Logic
- Modern Philosophy

### Undergraduate Courses at the Jepson School of Leadership Studies

- Foundations of Leadership Studies
- Leadership Ethics
- Critical Thinking and Methods of Inquiry
- Service Learning
- Conflict Resolution
- Internship Seminar
- Senior Seminar
- Venezuelan Leadership (study abroad program)
- Leadership in International Contexts
- Leaders and Artists
- Are Leaders Born or Made?
- Leadership and the Meaning of Work

### MBA Courses:

- Business Ethics (Legal Studies Department, Wharton)

- Managing People at Work (Management Department, Wharton)
- International Business Ethics (Co-taught with Tom Dunfee and Lawrence Klein), (The Lauder Institute of International Business, Wharton)
- Business Policy II (Business Policy Department, Boston University)
- Business Ethics (the University of Melbourne Business School, Executive MBA)
- Business Ethics Module (Nyenrode International MBA and MBA)
- Corporate Social Responsibility (Nyenrode Master of Science Program)
- Business, Ethics, and Society (Department of Management & Global Business, Rutgers University)

Undergraduate Business Courses:

- Organizational Behavior (Management Department, Wharton)
- Business Ethics (Management & Global Business Department, Rutgers University)

Executive Education at Rutgers Business School

- Leadership Ethics, for the Warwick Master's in Finance and Accounting Program (May 15, 2018, & May 14, 2019)

---

### Part III. Service

#### ***Leadership and Professional Activities***

*Elected Leadership Positions*

- President, International Society for Business, Economics, and Ethics 2012-2016
- President, Society for Business Ethics 2009-10

*Advisory or Board Member*

- Advisory Board Member, Education and Industry Forum on Financial Services Culture, Governance and Culture Reform, The New York Federal Reserve Bank, 2019-present
- National Endowment for the Humanities Connections Panel, 2020
- Board of Directors, The Desmond Tutu Peace Foundation 2002-2008
- Board of Directors, International Institute of Public Ethics 2011-2018
- Board of Advisors, Center for Principled Problem Solving, Guilford College, Greensboro, NC 2010-2016
- Advisory Council, Future of Work Project, The Open Society (2013-2015)
- Membership Co-Chair, The Network of Leadership Scholars, The Academy of Management, 2005

- Faculty advisor for The World Economic Forum in Davos, 2004 & 2005

### ***Editorial Boards***

#### *Series or Associate Editor*

1. Series Editor: New Horizons in Leadership Series, Edward Elgar, (36 books from 2000-present) <https://www.e-elgar.com/shop/usd/book-series/business-and-management/new-horizons-in-leadership-studies-series.html>
2. Editorial Board, The Leadership Quarterly (2003-present) (Associate Editor for Philosophy, Ethics, and the Humanities, 2005-2010)
3. Associate Editor, *Business Ethics: A European Review* (1992-1995)
4. Book Editor, *Journal of Business Ethics* (1991-1997)

#### *Editorial Boards*

1. Editorial Board, *Research Into Ethical Issues in Organizations* 2024-
2. Editorial Board, *Journal of Leadership and Organizational Studies* 2019-present
3. Editorial Board, *Business Ethics Quarterly* 1991-present
4. Editorial Board, *Leadership* 2005-present
5. Advisory Board, *Journal of Business Management and Accounting*, Malaysia 2017-present
6. Editorial Board, *The Iranian Journal of Management Studies* 2009-present
7. Editorial Board, Cambridge Elements in Leadership 2018-present
8. Editorial Board, *Encyclopedia of Business Ethics*, 2016-2018
9. Editorial Board, *Leadership and the Humanities* (2013-2016)
10. Editorial Review Board, The Sage Encyclopedia of Business Ethics and Society (2015)
11. Editorial Board, *Encyclopedia of Business, Ethics, and Society* (2<sup>nd</sup> ed.) (2015-2016)
12. Editorial Board, *Encyclopedia of Leadership Studies* (2004)
13. Series Editor, New Horizons of Leadership Series, Edward Elgar Publishing 2000-present <https://www.e-elgar.com/shop/usd/book-series/business-and-management/new-horizons-in-leadership-studies-series.html>
14. Editorial Advisory Group, Public Management, and Public Leadership Series, Palgrave (2011-2018)

### ***Professional Associations***

1. American Philosophical Association
2. The Society for Business Ethics
3. International Leadership Association
4. Academy of Management
5. Association for Practical and Professional Ethics

6. International Society of Business, Economics, and Ethics
7. The European Business Ethics Network
8. International Association for Business and Society (IABS)
9. National Book Critics Circle (1987-1991)

***Consulting, Business & Government Seminars, Expert Witness*** (partial list)

1. AT&T
2. Bell South
3. Prudential Investments
4. Citicorp
5. Kemper Corporation
6. Donaldson, Lufkin & Jenrette
7. Internal Revenue Service
8. Reynolds Metals
9. Western Mining Group (Australia)
10. Axel Johnson
11. Social Security Administration
12. J.P. Morgan
13. MacDonald's Corporation
14. Scotia McLeod (Canada)
15. Getty Foundation
16. Boeing
17. Wesfarmers (Australia)
18. Alinta Gas (Australia)
19. Volkswagen (Germany)
20. Department of Defense
21. The Brookings Institution
22. The Aspen Institute
23. IBM (Singapore)
24. Central Intelligence Agency
25. The World Bank
26. Albemarle Corporation
27. Environmental Protection Agency
28. Dominion Resources
29. BNP Paribas Bank
30. Suffolk Construction
31. Expert Witness for a case prepared for the United States District Court for the Southern District of California.

***University Service***

*Rutgers University (January 2017-Present)*

1. Lecture to the Mandela Fellows, June 15, 2022.
2. 12/2020-3/2021 Sub-committee Chair for the Ad Hoc Committee on Divestment of Fossil Fuel Stocks

3. 2019-2020 Consultant for the USAID Grant project that Prof. Gloria Bonilla from the Higher Education Center for Ethics, Equality, and Transparency (HECEET) at Rutgers Camden has secured. We will be doing a capacity building in collaboration with the University of Asuncion in Paraguay.
4. Spring 2018, Graduate School TA/GA Professional Development Fund Selection Committee

*Rutgers Business School and Department of Management and Global Business, 1/2017-*

*Committees and Working Groups*

1. Acting Vice-chair Department of Management and Global Business Fall, 2021
2. Rutgers Business School Tenure and Appointments Committee 2021-2024
3. MBA Policy Committee 2021-2023
4. Chair, Search Committee for TT faculty member in Business Ethics Fall 2019
5. Search Committee for NTT faculty member in business ethics, Fall 2019
6. Search Committee for RICS Administrative Assistant 2019
7. PRIME Working Committee 2018-
8. Rutgers Institute for Social Innovation (RICS) Prep Group 2018-2019
9. Worked with Executive Education to design the Warwick Program 2018-2019
10. Recruitment Committee Assistant Professor of Business Ethics 2016 (before I arrived at RBS)
11. Director of the Institute for Ethical Leadership, part of the Management and Global Business Department. Below, you will find what I have accomplished since I went from research director to director in 2018.

*Institute for Ethical Leadership (Research Director 1/2017, and Director 1/2018-present)*

*Organizational Development*

1. Revamped the IEL so that it aligned better with MGB and RBS faculty and research while at the same time maintaining its strong community ties
2. Appointed 8 IEL Fellows who meet regularly to discuss research, fall 2017
3. Reconfigured the Executive and Advisory Boards
4. Actively seeking potential donors

*Sample of Institute Activities*

- Support research community of ten IEL Research Fellows
- The Collective: Non-Profit Leadership Program for People of Color, 2019-present
- Leadership Capacity Building Programs for Non-Profit Leaders 2016-present
- Corporate Social Responsibility (CSR) Training
- Founding Partner of The Northeast Alliance for Business Ethics
- Fund Summer Research for Doctoral Students
- Victoria Leadership Development Program
- Sponsor Guest Speakers
- Host International Visiting Scholars and Fulbright Scholars
- Hosted the 10<sup>th</sup> TransAtlantic Business Ethics Conference