



## Volume 5, Issue 2 2009

*The International Journal of Leadership Studies* (IJLS) is a refereed scholarly journal that exists to provide a forum for leadership scholars within the U.S. and around the world. To stimulate scholarly debate and a free flow of ideas, the IJLS is published in electronic format and provides access to all issues free of charge.

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## From the Editor

Robert H. Moorman  
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*Guest Editors*

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Major corporate failures resulting from fraud and lapses of ethical leadership have increased academic and practitioner interest in leader integrity. While there is little debate on the *importance* of leader integrity, it is not highly developed as a research construct. There appears to be an unsettling disconnect between the degree we believe integrity is fundamental to effective leadership and the degree we have fully described its nature, antecedents, and consequences. As Simons (2008) put it in his book *The Integrity Dividend*, “in 2005, *integrity* was the single most looked-up word on Merriam-Webster’s Dictionary Web site, which implies that people are not exactly sure what integrity means. Think about that for a minute: *people know integrity is important, but they are not sure what it means*” (p. 5, italics in original).

The purpose of this special issue is to explore the concepts of leader integrity, ethicality, and authenticity, presenting conceptual and empirical studies that focus on understanding how the allied constructs of leader integrity affect followers. In the first article, Dunn begins by returning to the most basic question: What does having integrity really mean? He seeks to answer this question by integrating diverse organizational and philosophical literatures to arrive at a broad, multidimensional construct.

The next two articles both examine how ethical leader behavior and trust may relate to perceived leader effectiveness, and both studies further examine how expectations influence this relationship. First, van den Akker, Heres, Lasthuizen, and Six study how different sorts of ethical leader behaviors affect the degree to which followers trust leaders. Additionally, they find that followers’ prior ethical expectations of leaders influence this trust. Next, Kalshoven and Den Hartog advance our understanding of the role of trust as a consequence of ethical leader behavior by proposing that trust, ethical leader behavior, and perceived leader effectiveness relate to one another. They also found that average group expectations of ethicality and how well leaders match these expectations influenced leaders’ perceived effectiveness.

Moorman and Grover ask the fundamental question of why followers are concerned with the integrity of their leaders. Their model draws from uncertainty management theory to suggest that followers value the predictability they derive from their leaders’ integrity. Finally, Vogelgesang, Smith, and Palmer address how authentic leaders, who lead with consistent

connections between their values, beliefs, and behaviors, may face special challenges when leading in different international contexts. They ask how authentic leaders stay true to themselves while adapting appropriately to changing cultures.

Together, this group of papers helps to identify and unravel some of the intricate questions concerning leader integrity—a topic universally heralded as important and whose characteristics are only slowly being understood. We wish to thank all our authors for their timely research raising the scientific and practical value of leader integrity, ethicality, and authenticity.