## **CONTENTS**

Foreword by Douglas Fisher	хi
Acknowledgments	xiii
About the Author	xv
Introduction The Ethical Line	<b>1</b> 2
Temptations Lurk Everywhere	4
Tough Choices	5
How This Book Can Help	6
Features You Will Find	7
Chapter 1: Know Thyself	11
Strategy #1: Identify and Model Your Core Values	12
The New Normal	12
Your Ethical Line	19
Right vs. Right Situations	20
When Moral Compasses Falter	24
Strategy #2: Be Curiously Introspective	27
Find Kindred Spirits	28
Practice Self-Care	28
Express Gratitude	29
Build Resilience	30
Take a Cognitive Time-Out	31
Pause to Regroup	32
Calm Mental Chatter	32
Dare to Imagine	38

Chapter 2: Examine Your Community's Values	41
Strategy #3: Listen Generously	42
Characteristics of Outstanding Listeners	42
Practice Empathy	45
Strategy #4: Create an Inclusive School Climate	46
Promote Emotional Well-Being	46
Engender Teamwork	50
Facilitate Collaborative Leadership	51
Recognize the Signs of an Unhealthy School Climate	52
Stimulate a Healthy School Climate	56 58
Foster Collective Efficacy	50
Strategy #5: Discover Your Community's	
Hopes and Dreams	59
Explore Community Assets and Examine	
Your Leadership Privilege	59
Take the Pulse of Your Community Regularly	60
Empathic Interviewing	61
Strategy #6: Unify Around a Collective Vision	64
Which Values Guide Your Organization?	64
Making Sense of Norms and Codes of Conduct	65
Study Colleagues' Behavior	68
Chapter 3: Adhere to Ethical and Legal Parameters	71
Professional Standards for Educational Leaders	72
Strategy #7: Consider Moral and Legal	
Consequences of Decisions	74
PSEL Standard 2: Ethics and Professional Norms	74
Lead With Moral Courage	75
A Framework for Making Ethical Decisions	80
The Seven Steps of Ethical Decision Making	83

Strategy #8: Ensure Equitable Processes and Outcomes	97
PSEL Standard 3: Advocate for All	98
Summary	101
Chapter 4: Promote an Ethical School Culture	103
Strategy #9: Walk the Talk	104
Be an Architect of Equity	104
Model Innovation and Empathy	110
Provide Clear Rationale for Decisions	111
Characteristics of Constructive Dialogue	114
Strategy #10: Become a Strategic Influencer	120
Defining Moments	120
Mental Preparation	127
Facilitate Win-Win Situations	127
Never Stop Learning and Growing	129
C.O.	
Conclusion	131
Implementation Steps	132
References	133
Index	139
Cox	