


# Chapter 8

## Ethical Leadership in the Age of Green Crisis

**Martin Sposato**

 <https://orcid.org/0000-0001-9260-9961>

*Zayed University, UAE*

### **ABSTRACT**

*This chapter examines how ethical leadership drives environmental sustainability in modern organizations. It explores the convergence of ethical leadership, CSR, and environmental stewardship, providing frameworks for sustainable practice implementation. Drawing from organizational behavior and stakeholder perspectives, it demonstrates how ethical leaders foster environmental responsibility cultures. The analysis covers employee engagement in sustainability initiatives and knowledge management's role in environmental performance. The chapter addresses crisis management challenges and emphasizes education's importance in developing future environmental leaders. It offers practical guidance for business leaders, organizations, and policymakers, providing a roadmap for sustainable business practices in an eco-conscious global economy.*

### **INTRODUCTION**

In the face of escalating environmental challenges, the role of ethical leadership in steering organizations towards sustainable practices has become increasingly crucial. This chapter explores the intersection of ethical leadership, corporate social responsibility (CSR), and environmental stewardship in the context of the current ecological crisis in modern organizations. It examines how ethical leaders can drive

DOI: 10.4018/979-8-3373-2479-1.ch008

meaningful change within their organizations and industries, fostering a culture of environmental responsibility and sustainable business practices.

The environmental crisis presents a complex set of challenges for business leaders, requiring them to balance economic imperatives with ecological considerations and social responsibilities (Vig & Datta, 2020). Ethical leadership in this context goes beyond mere compliance with environmental regulations; it demands a proactive approach to addressing environmental issues and a commitment to long-term sustainability goals. This chapter argues that ethical leaders play a pivotal role in shaping organizational values, decision-making processes, and corporate behavior in ways that prioritize environmental sustainability.

Furthermore, the intersection of ethical leadership with emerging technologies and their potential to drive environmental sustainability is explored in this chapter. As organizations increasingly adopt artificial intelligence, the Internet of Things, and other advanced technologies, ethical leaders face new opportunities and challenges in leveraging these tools for environmental stewardship. The ethical implications of these technologies are examined, alongside their potential to create more sustainable business practices. This exploration builds upon recent research by Sposato (2024a) and ElSayary (2024), which highlights the need for leadership development to adapt to the age of artificial intelligence and its implications for sustainability efforts.

Building on these foundational perspectives, this chapter makes several distinctive contributions to both theory and practice. This chapter makes several important theoretical and practical contributions to our understanding of ethical leadership in environmental crisis management. By integrating stakeholder theory and systems theory perspectives, it develops a comprehensive framework for understanding how ethical leaders can effectively drive environmental sustainability initiatives while managing complex stakeholder relationships. The chapter examines how ethical leaders navigate the interconnected nature of organizational and ecological systems, showing how leadership decisions ripple through both domains. It provides novel insights into the role of knowledge management in environmental leadership, demonstrating how ethical leaders can leverage organizational knowledge to enhance environmental performance. The chapter also breaks new ground in exploring how ethical leaders can harness emerging technologies, particularly artificial intelligence, to advance environmental sustainability goals while maintaining ethical principles. Through detailed analysis of employee engagement, crisis management, and educational approaches, it offers practical guidance for developing and implementing ethical leadership practices that drive meaningful environmental change. The chapter's integrated theoretical framework and practical recommendations provide a roadmap for organizations seeking to enhance their environmental performance through ethical leadership, while contributing to the broader academic discourse on leadership in the age of environmental crisis.

20 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: [www.igi-global.com/chapter/ethical-leadership-in-the-age-of-green-crisis/396457](http://www.igi-global.com/chapter/ethical-leadership-in-the-age-of-green-crisis/396457)

## Related Content

---

### Leveraging AI for Sustainable Urban Futures: Integrating Climatology and Urbanism for Smart Cities

C. V. Suresh Babu and M. Thrisha (2025). *Nexus of AI, Climatology, and Urbanism for Smart Cities* (pp. 27-58).

[www.irma-international.org/chapter/leveraging-ai-for-sustainable-urban-futures/366611](http://www.irma-international.org/chapter/leveraging-ai-for-sustainable-urban-futures/366611)

### Innovations in Biodiversity Monitoring: AGI Drones at the Forefront

Ram Kumar, Monica Sankat and Akanksha Panda (2025). *Artificial General Intelligence-Based Drones for Climate Change* (pp. 211-248).

[www.irma-international.org/chapter/innovations-in-biodiversity-monitoring/377192](http://www.irma-international.org/chapter/innovations-in-biodiversity-monitoring/377192)

### Climate Change and Global Inequality: How Does Climate Change Exacerbate Existing Global Inequalities and Its Implications

Mohit Yadav, Ajay Chandel, Harshita Agrawal and Majdi Quttainah (2025). *Effects of Climate Change on Social and Economic Factors* (pp. 21-48).

[www.irma-international.org/chapter/climate-change-and-global-inequality/360536](http://www.irma-international.org/chapter/climate-change-and-global-inequality/360536)

### Machine Learning Insights Into Mental Health Risk Factors Associated With Climate Change: Impact on Schoolchildren's Cognitive Abilities

Manoswita Bose, G. Clement Aloysius and Rajesh Kanna Rajendran (2024). *The Climate Change Crisis and Its Impact on Mental Health* (pp. 72-84).

[www.irma-international.org/chapter/machine-learning-insights-into-mental-health-risk-factors-associated-with-climate-change/343612](http://www.irma-international.org/chapter/machine-learning-insights-into-mental-health-risk-factors-associated-with-climate-change/343612)

### Foreign Direct Investment and Environmental Challenges: A Case Study of Uganda With Analytical Perspective

Faustino Byanyima, Mayanja Edison, Damazo T. Kadengye, Shine Arineitwe, Maad M. Mijwil, Moustafa Gaballa, Rajeev Cherakkara Veedu and Benson Turyasingura (2025). *Community Resilience and Climate Change Challenges: Pursuit of Sustainable Development Goals (SDGs)* (pp. 283-296).

[www.irma-international.org/chapter/foreign-direct-investment-and-environmental-challenges/363472](http://www.irma-international.org/chapter/foreign-direct-investment-and-environmental-challenges/363472)