


Ethical Leadership

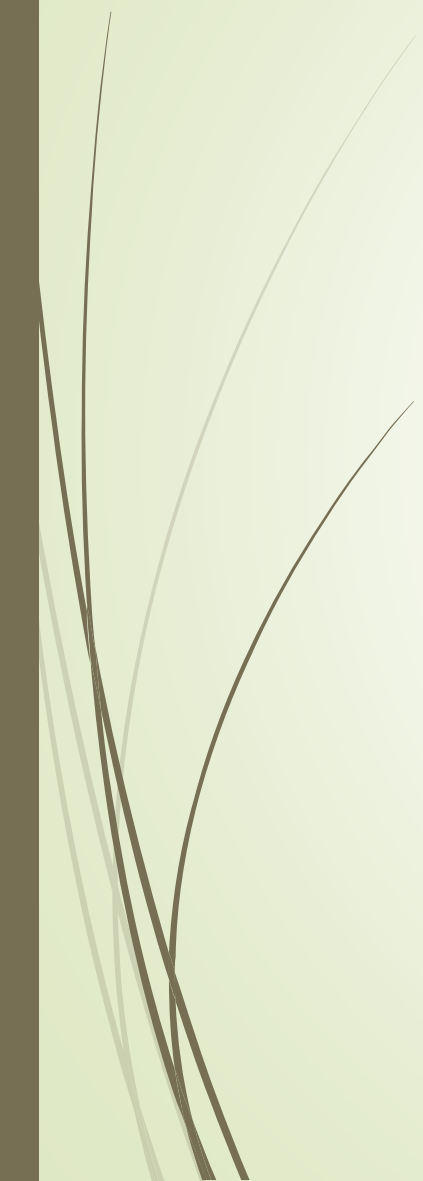


“ It is not fair to ask of others what you are not willing to do yourself. ”

Eleanor Roosevelt



Learning Outcomes

- Gain a better understanding of *ethics*
 - Gain a better understanding of *leadership*
 - Know the difference between *servant-first* and *leader-first* leadership
 - Learn the *characteristics of ethical leadership*
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Definition of *Ethics*

- The discipline dealing with what is good and bad and with moral duty and obligation
- a set of moral principles; the principles of conduct governing an individual or group; a guiding philosophy; a consciousness of moral importance
- A set of moral issues or aspects (such as rightness)

Merriam-Webster.com

- Moral principles that govern a person's behavior or the conducting of an activity
- The branch of knowledge that deals with moral principles

Google

- Ethics refers to well-founded standards of right and wrong that prescribe what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness, or specific virtues.

Markkula Center for Applied Ethics
at Santa Clara University

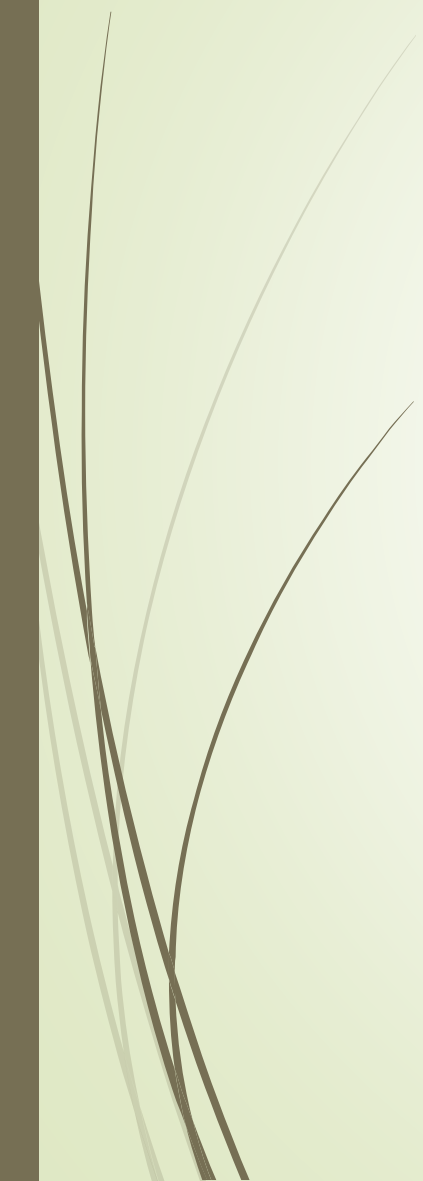


Philosophy of *Leadership*

- Who is a leader?
 - The “Why” of leadership
 - Who do you serve?



The Servant-Leader Model

- Servant first or Leader first?
 - Does your approach to leadership affect the ethical choices you make?
- 



Servant-First or Leader-First

- Servant-first – starts with a natural feeling of wanting to serve others; then conscious choice compels one to aspire to lead or to follow a servant-leader
- Leader-first – chooses to lead for purposes of power and/or material possessions

Leader versus Servant

Leader-First

Ego-Centered
Position Obsessed
Material Possessions
Best for me
Coercion

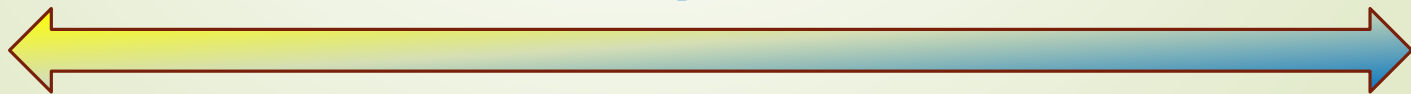
Servant-First

Others-Centered
Growth Focused
People-Oriented
Best for others
Persuasion



Leader-First

Servant-First



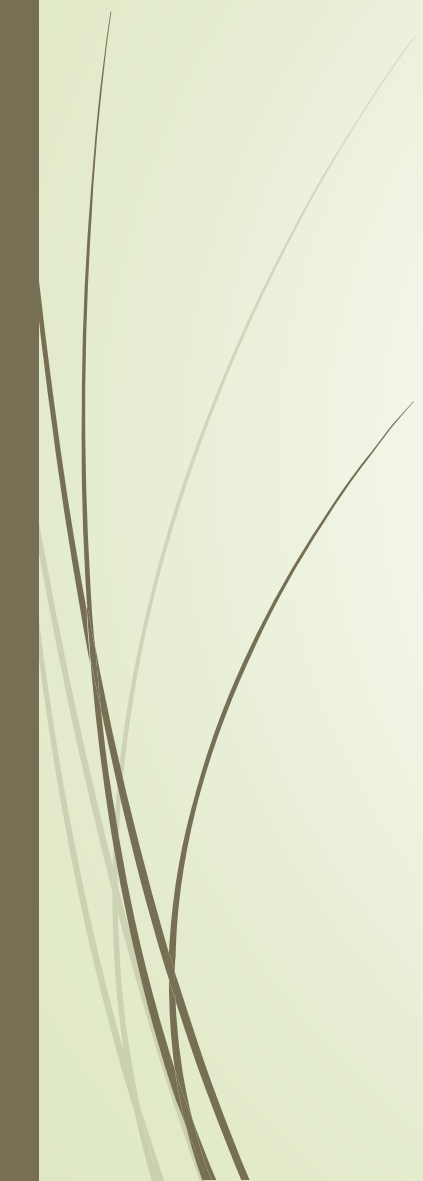


The Leadership Test

- Do those served grow?
- While being served, do they become healthier, wiser, freer, more autonomous, more likely themselves to become servant leaders?
- What is the effect on the least privileged in (society, organization, etc.)
- Are they benefiting or at least less (not further) deprived?



Ethics of an Organization

- Ethical responsibility as an employee
 - Know the ethical standards of the organization
 - Follow the ethical standards of the organization
 - Other responsibilities?
- 



Characteristics of Ethical Leaders

- Articulate and embody the purpose and values of the organization
- Focus on organizational success rather than on personal ego
- Find the best people and develop them
- Create a living conversation about ethics, values and the creation of value for stakeholders
- Create mechanisms of dissent



Characteristics of Ethical Leaders

- Take a charitable understanding of others' values
- Make tough calls while being imaginative
- Know the limits of the values and ethical principles they live
- Frame actions in ethical terms
- Connect the basic value proposition to stakeholder support and societal legitimacy



Are you Committed to Being an Ethical Leader?

- What are the most important values and principles?
- Does my calendar – how I spend my time – reflect these values?
- What would my subordinates and peers say my values are?
- What mechanisms and processes have I designed to be sure that people who work for me can push back against my authority?
- What could this organization do that would cause me to resign for ethical reasons?
- What do I want to accomplish with my leadership?
- What do I want people to say about my leadership when I am gone?
- Can I go home at the end of the day and tell my children (or a loved one) about my leadership, and use my day's work to teach them to be ethical leaders?



Summary

- There are several definitions of ethics
- Our ethics reflect our values
- Ethics and morals are related but not the same
- Complying with an organization's code of ethics is important – but not always easily apparent or clear
- Ethical decisions are not always easy
- As an ethical leader, how you act sends a powerful symbolic message in the organization



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*The time is always right
to do what is right.*

”

Martin Luther King