

Ethical Leadership

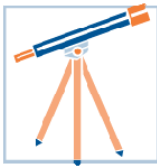
Values Based Leadership & Your Ethical Lens

presented by:

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Three Faces of Ethical Leadership



Self-management

- *Perception and response*

Managing culture

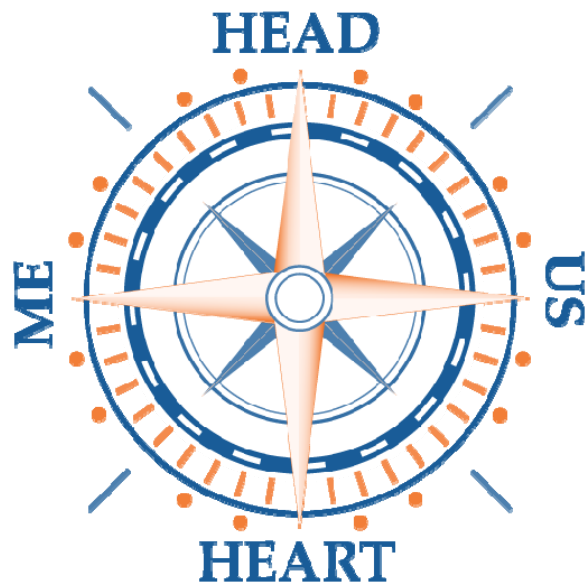
- *Coaching for ethical strength*



Managing conflict

- *Coaching for ethical excellence*

Foundational Definitions



Morality

- *Personal compass of values and motives*

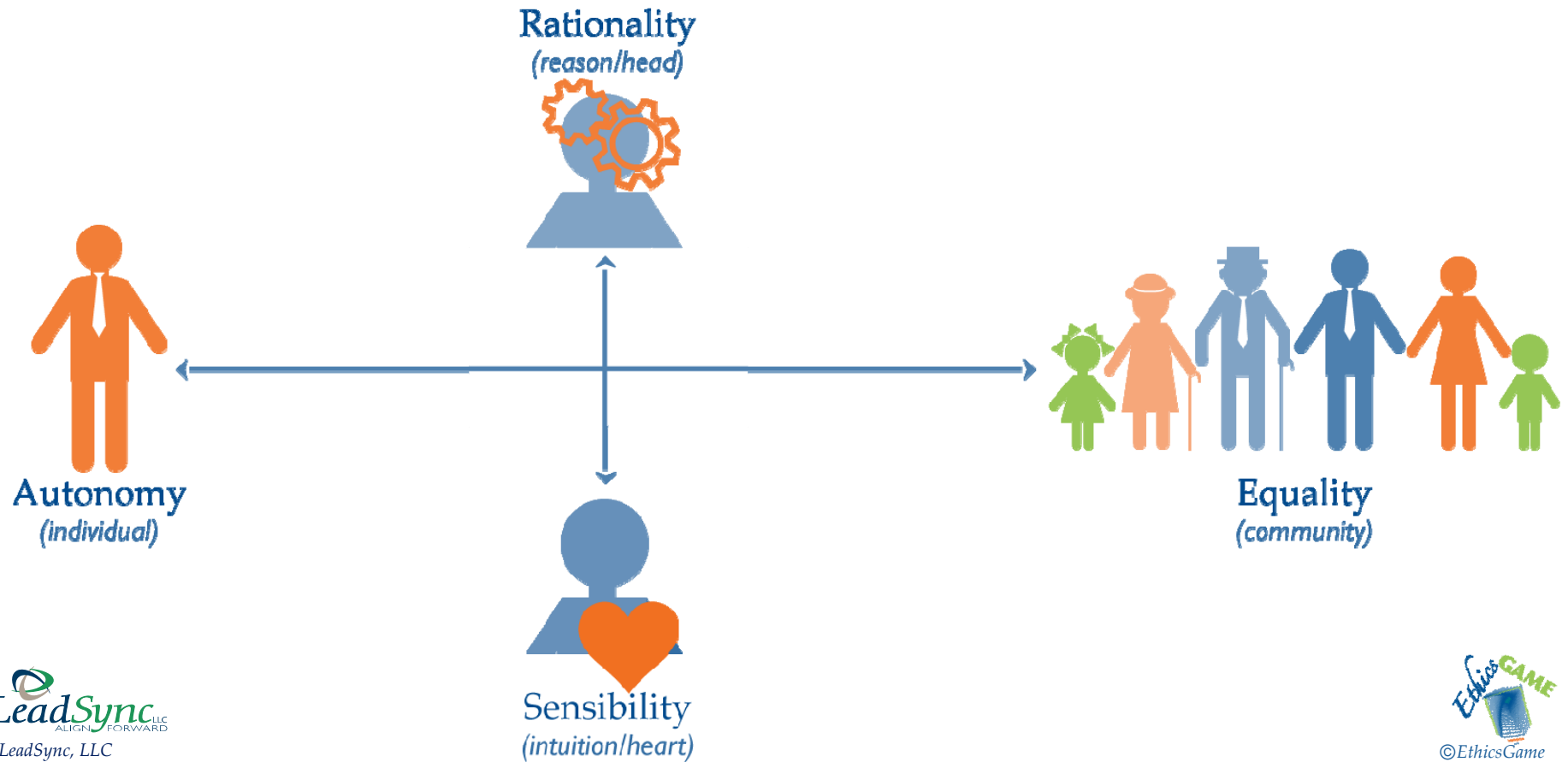
Ethics

- *Actions that count for meeting shared community values*

Professional ethics

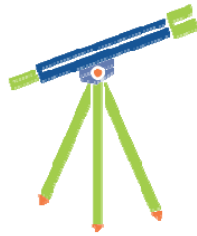
- *Shared and mutually enforced professional norms*

Building Blocks of the Four Ethical Lenses



The Four Ethical Lenses™

**Rights/
Responsibilities Lens**
(Deontological Theories)



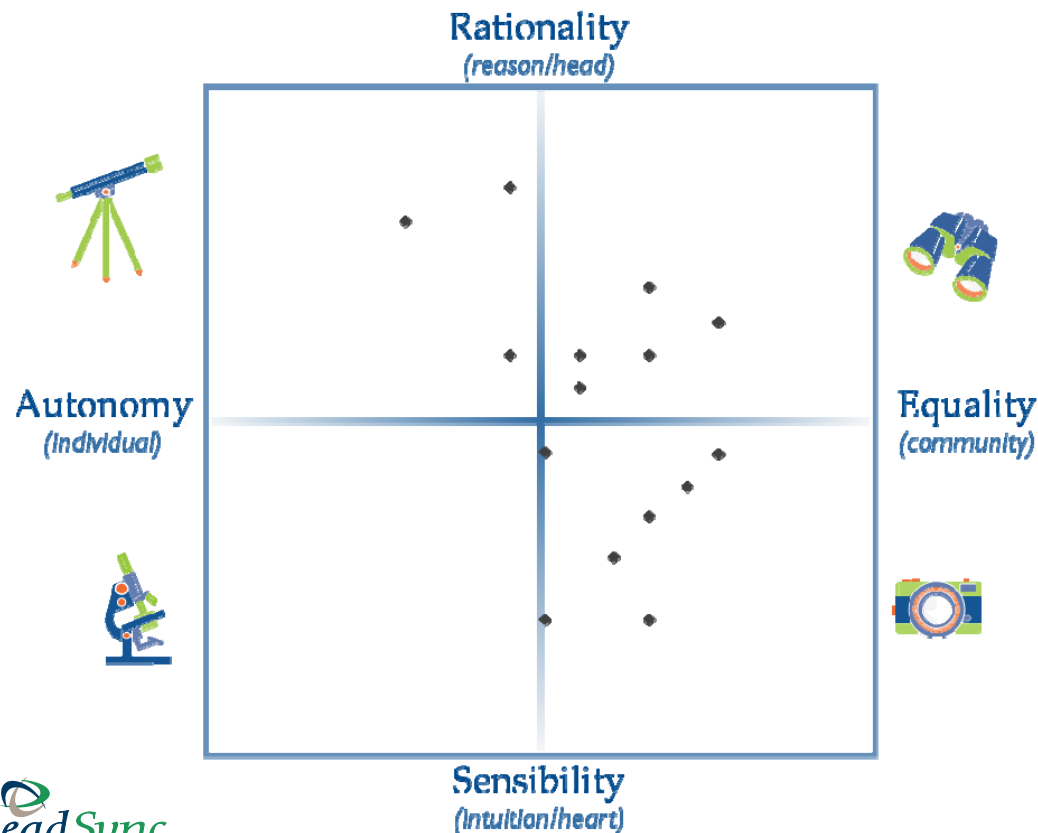
Relationship Lens
(Justice Theories)

Results Lens
(Consequentialist Theories)



Reputation Lens
(Virtue Theories)

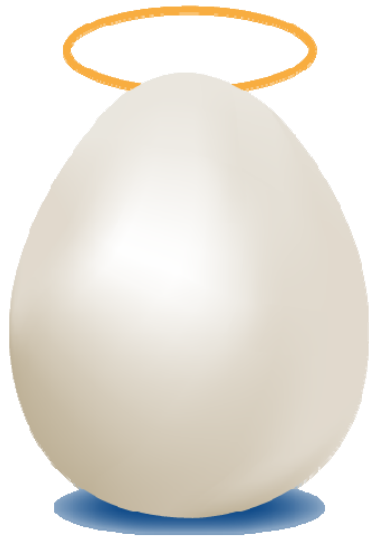
Demonstrating Ethical Diversity



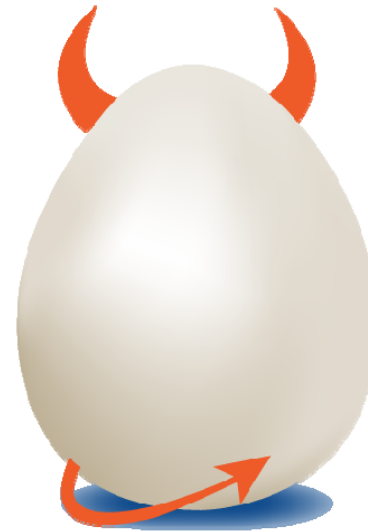
- This scatterplot is from a leadership class
- Those in center either uncertain of ethical commitments or in transition
- Movement of ethical commitments between groups highlights differences in organization and community culture

Toward Ethical Maturity: The Ethical Self

Self-knowledge and self-control



- *What are my core values and commitments?*



- *What is my shadow side and where can I be tempted?*

Two Faces of Compliance

Community expectations:

- *Agreeing to follow the laws and regulations that are required by the communities in which we live and work.*

Personal agreement:

- *Agreeing to honor those contracts we have signed.*

Both faces have **bright line** aspects where we know exactly what is expected and **grey areas** where interpretation and expectations determine whether we have lived into our agreements.

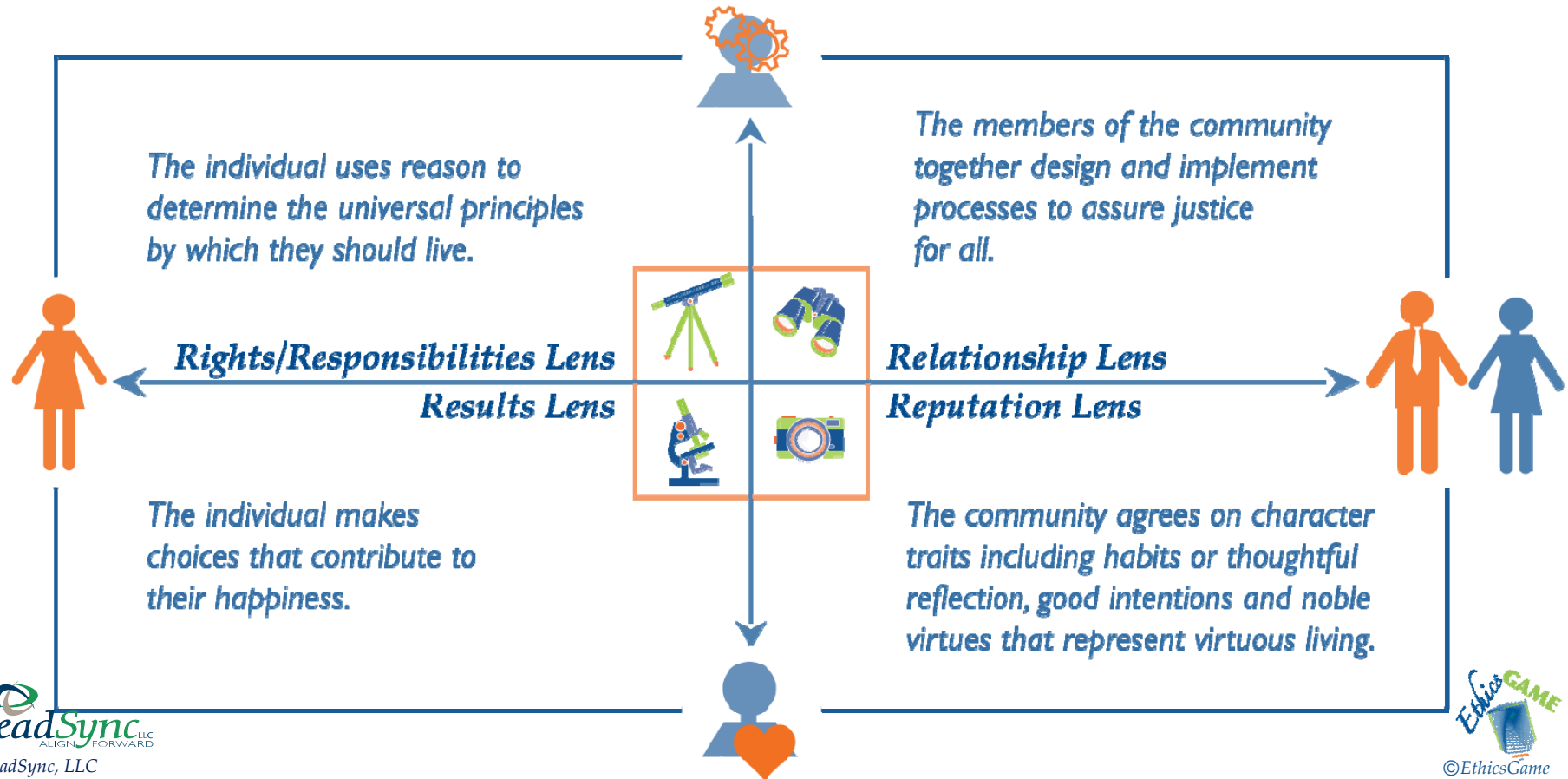


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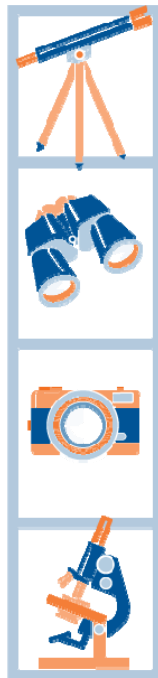


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Determining What is Ethical



Move Values into Action



Being included

- *What behaviors are unacceptable?*
- *When do I go against the crowd?*

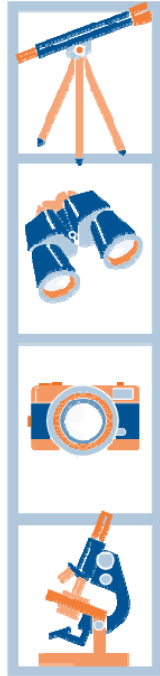
Being respected by others

- *What behaviors does the community expect?*
- *Aspirational – what kind of person should I become?*

Respecting ourselves

- *What values and behaviors do I expect of myself?*
- *What is my personal code of ethics?*

Types of Decisions



Technical: how best to do something

- *Can be taught and improved*

Aesthetic: personal preferences about how best to live life

- *Adds to variety and richness of human experience*

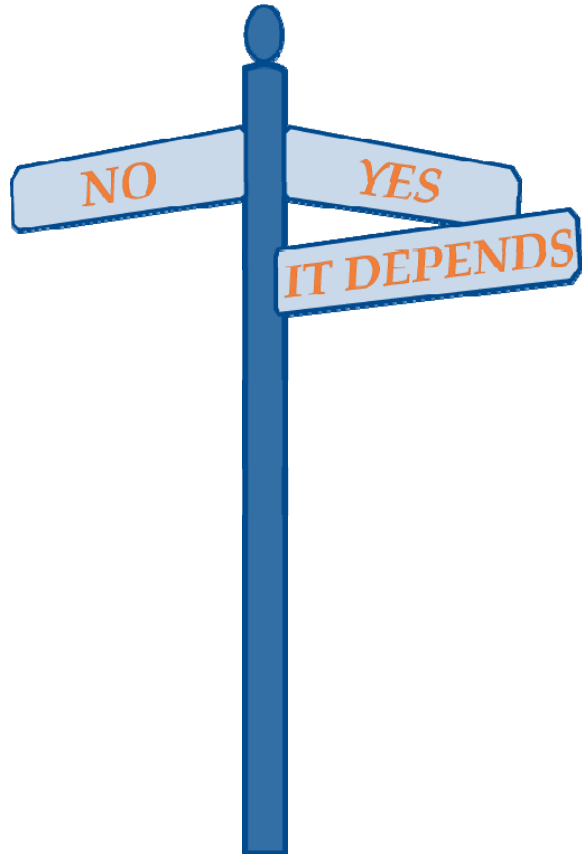
Ethical: how to behave in order to demonstrate excellence in the community

- *Based on personal AND community values*

Manners: behaving appropriately in the community

Civility: behaving with kindness and respect toward colleagues

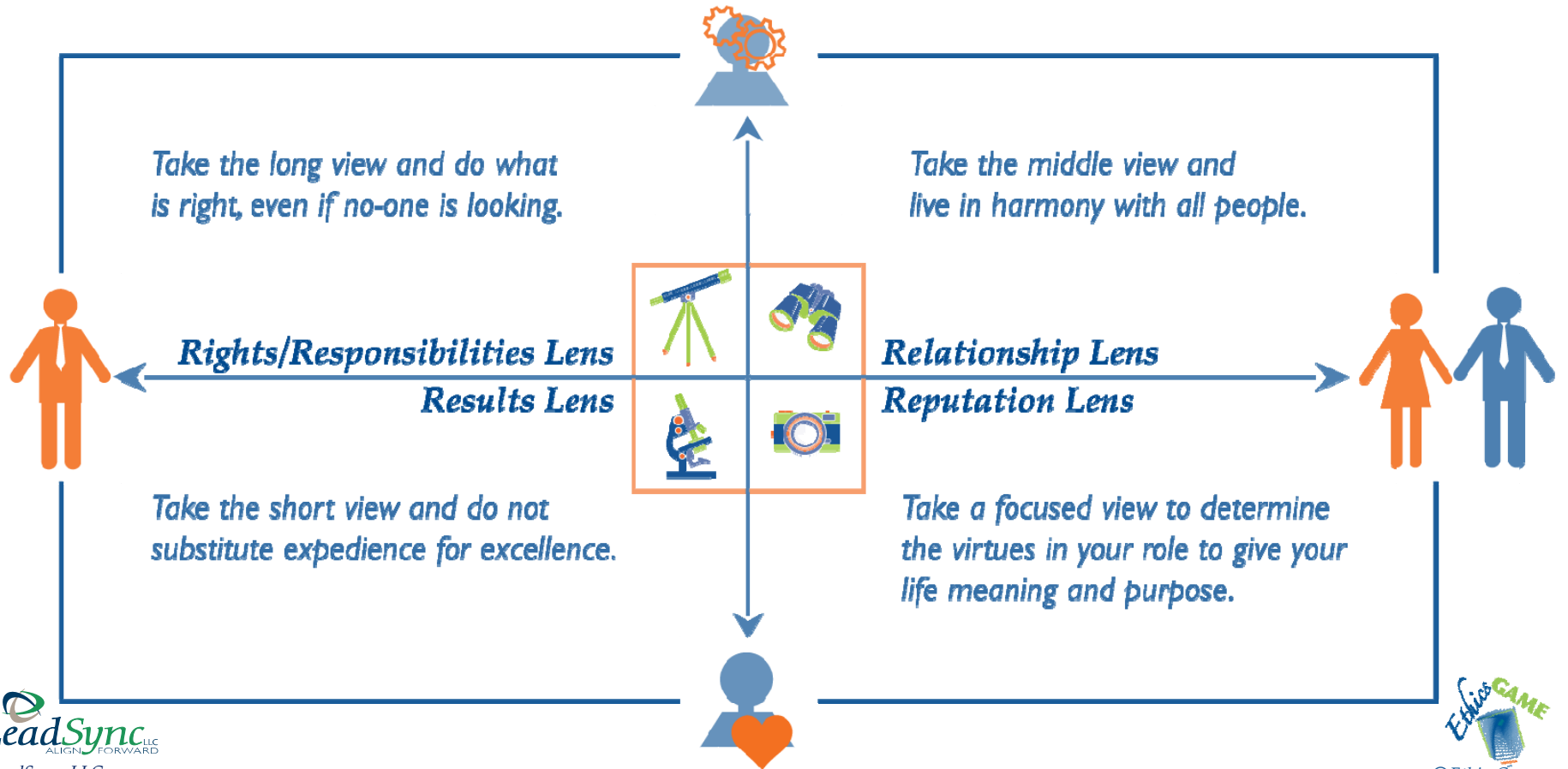
The Really Big Question



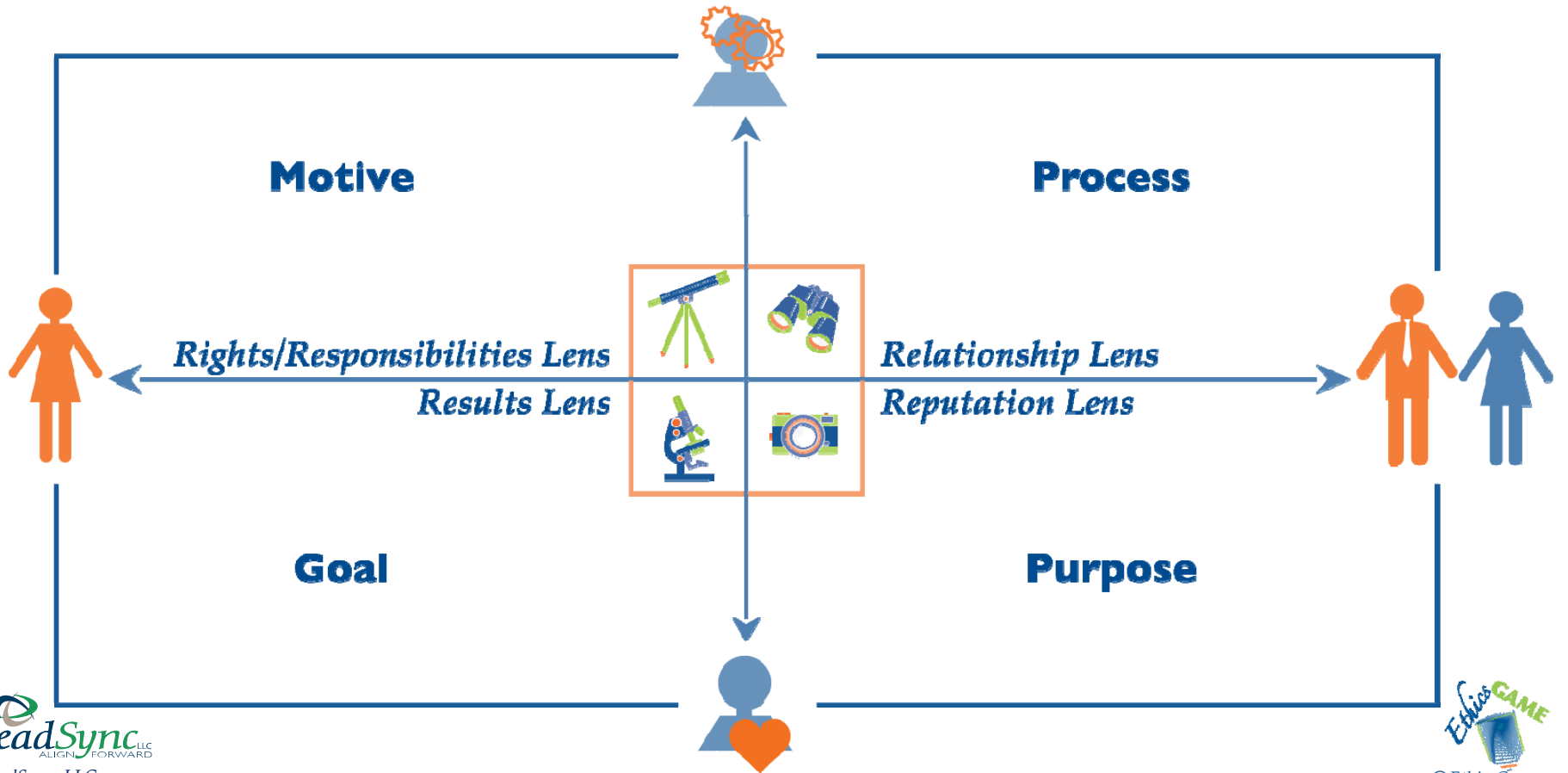
If everyone who is thoughtful
“knows” what is right – what is
ethical – why are there so many
different answers?

Quick tip: Because it depends...

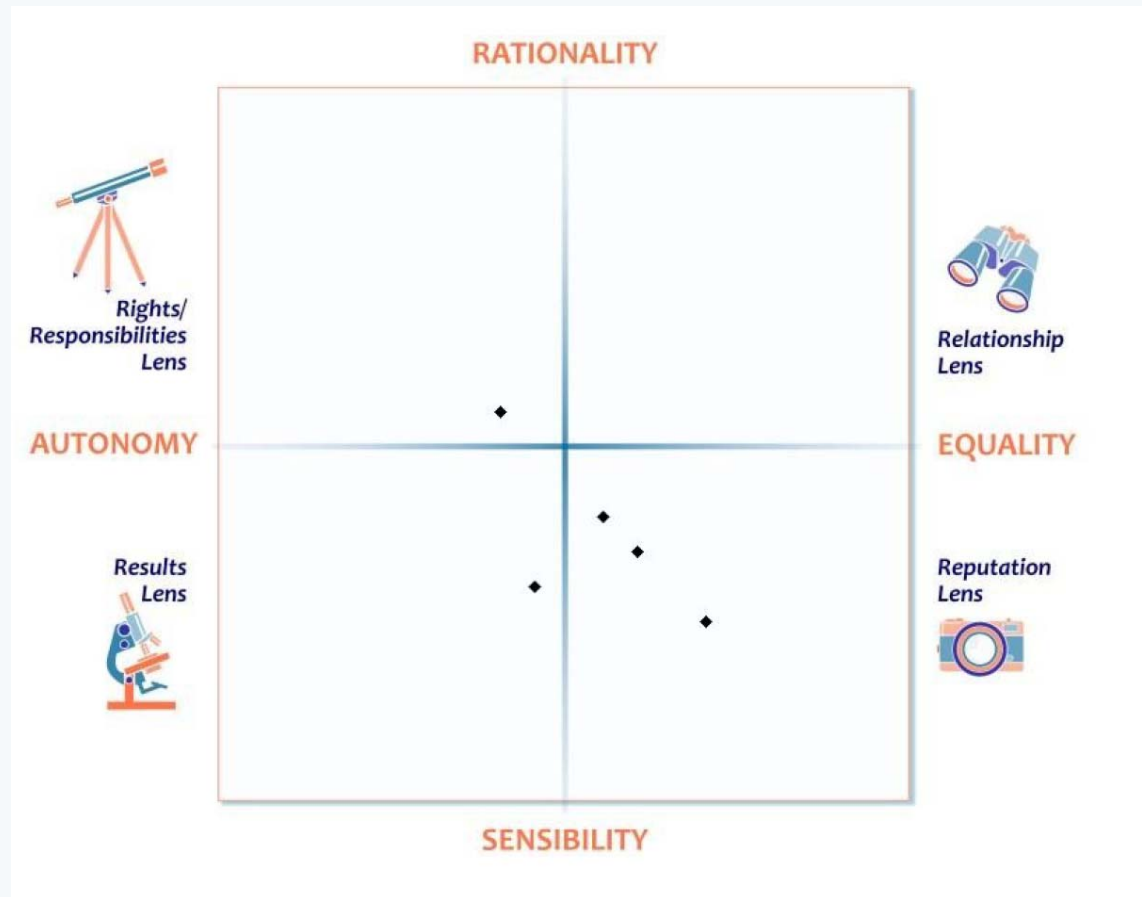
Perspective



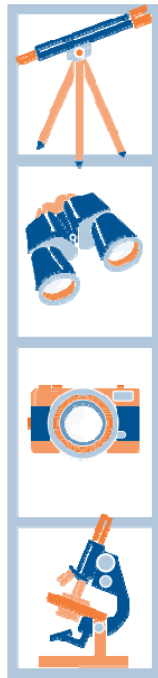
Evaluate Evidence Through the Lenses



Group Scatterplot Sample



Self-Awareness and Choice: Basis for Action



Personal core values

- *What are my personal commitments?*
- *What behaviors count as living into those values?*
- *What keeps me from living into my best self?*

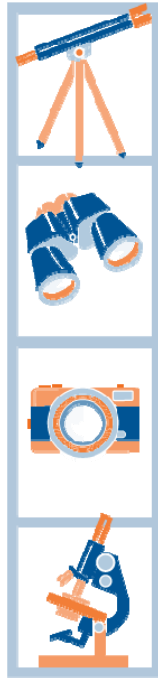
Community core values

- *What are the commitments of my community?*
- *What behaviors count for effective management and leadership*

What are similarities and differences?

- *Which values should take priorities?*
- *How do I resolve those differences?*

Create Foundation for Self-Knowledge



Personal core values

- *What are my personal commitments?*
- *What behaviors count as living into those values?*
- *What keeps me from living into my best self?*

Community core values

- *What are the commitments of my community?*
- *What behaviors count?*

What are similarities and differences?

- *Which values should take priorities?*
- *How do I resolve those differences?*

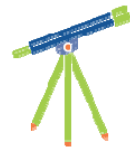
Group Exercise

- *You will work with the group at your table. We recommend that you work with people you do not know. Please change your seat if necessary*
- *Review the case study.*
- *Decide which lens each of you will be working with, preferably not your own.*
- *Read the facts of the study and complete the steps*
- *We will stop after each step to report & discuss.*
- *ANY Questions?*

Baird Decision Model™

2 Be Intelligent

- Pinpoint issues
- Explore values in tension
- Identify options



3 Be Reasonable

- Hone critical thinking skills
- Analyze the data

+1 Return to Awareness

- Reflect on your response to the action
- Consider the response of others
- Recalibrate for future behavior

1 Be Attentive

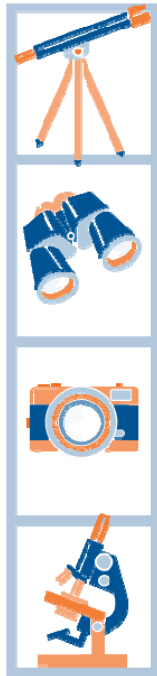
- Gather information
- Identify decision makers and stakeholders



4 Be Responsible

- Correct for bias
- Attend to the common good
- Act with courage

Prudential Judgment



Apply norms / value to current situation

- *Know the context of the decision*
- *Be aware of competing values*

Know personal points of tension

- *Emotional reponse: intuitive and immediate*
- *Rational response: thoughtful and long-term*

Work through process

- *Notice how you are feeling while you work the process*
- *How do you repond to stress, conflict?*

Be Attentive – Identify Issue

You have to do something

- *Decision involves your own morality/ethics in tension with expectations of the community*

You have to report something

- *Decision involves your own morality/ethics in tension with your role responsibilities*

You have to decide whether to intervene

- *Decision involves your own morality/ethics in tension with observed behavior*

1

Be Attentive

Gather all of the relevant data

- *Information about the organization*
- *Resources at your disposal*
- *Facts/assumptions about the situation*

Identify decision maker

- *Role in the organization*
- *Responsibilities in that role*



Be Intelligent – Evaluate Data

2

Organize the data

- *What is relevant?*
- *What is important and not evident?*

Contextualize the data

- *What is the overall situation*
- *What do you know about the culture?*

Describe the values in tension

- *What emotional response do you have?*
- *What principles/norms are in conflict?*

Be Intelligent – Stakeholders

Shareholders

- *The leadership of the organization*
- *The American public*

Employees/volunteers

- *Those participating in the life of the organization*

External stakeholders

- *Visitors, competitors, vendors*

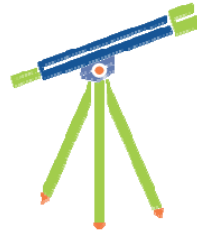
Interested community members

2



Be Reasonable – Rights/Responsibilities Lens

3



Focus on duties to stakeholders

Perfect duties

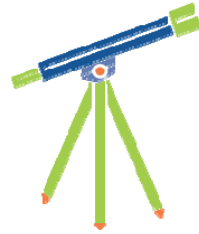
- *Express obligations (stated or written)*
- *Created by implied agreements*
- *Created by contract or law*

Imperfect duties

- *Voluntary obligations*

Be Reasonable – Rights/Responsibilities Lens

3



Which option meets your duties?

- *Did you have a duty to yourself and others?*
- *Did you have a duty to report?*

What was the source of the duty?

- *Understood as a member of community?*
- *In written documents?*
- *Because of your role?*

Be Reasonable – Results Lens

3



Stakeholder impact

- *This step requires that you use your best judgment*
- *How did you evaluate in light of the culture?*

Criteria for happiness

- *More you know the people involved, more accurate your assessment*
- *Surveys and market research help us know this data*

Be Reasonable – Results Lens

3



Matching options to happiness

- *If you are acting, you will be able to be accurate in your assessment of what makes you happy*
- *If you are evaluating for others, the more that person is typical for a group, the more accurate you will be*

You can't make everyone happy

- *After you complete this step, your options still may not make people happy*

Be Reasonable – Relationship Lens

3



What rights were present in your dilemma?

- *Right to notice*
- *Right to voice – not a veto*
- *Right to have contracts honored*

How could you put a process in place to protect those rights?

- *Provide information*
- *Allow some sort of hearing*
- *Be clear about the agreements*

Be Reasonable – Relationship Lens

3



Matching options to basic rights

- *If you can create the process, you will have more control over the situation*
- *If you must implement a process, you must know what the processes and procedures are to be effective*

You can't make everyone happy

- *The ones who have the least power should have the best opportunity to be heard and considered*
- *The goal is to be fair*

Be Reasonable – Reputation Lens

3



Matching options to ethical competencies

- *How do you both grow in leadership and model ethical excellence?*
- *How do you address peer pressure that urges an unethical action?*

Acting with courage

- *Core to this lens in consistently acting with courage to live into the responsibilities of your role*
- *Your role as a human being of integrity must also be considered*



Be Reasonable – Risks and Repercussions

What were the risks involved with your decision?

- *Were you content with the balance of risk and repercussions?*
- *Where were you still unsettled?*

How well did your option match norms?

- *Were you well within the law?*
- *Did you find yourself wishing the law/rules were different?*

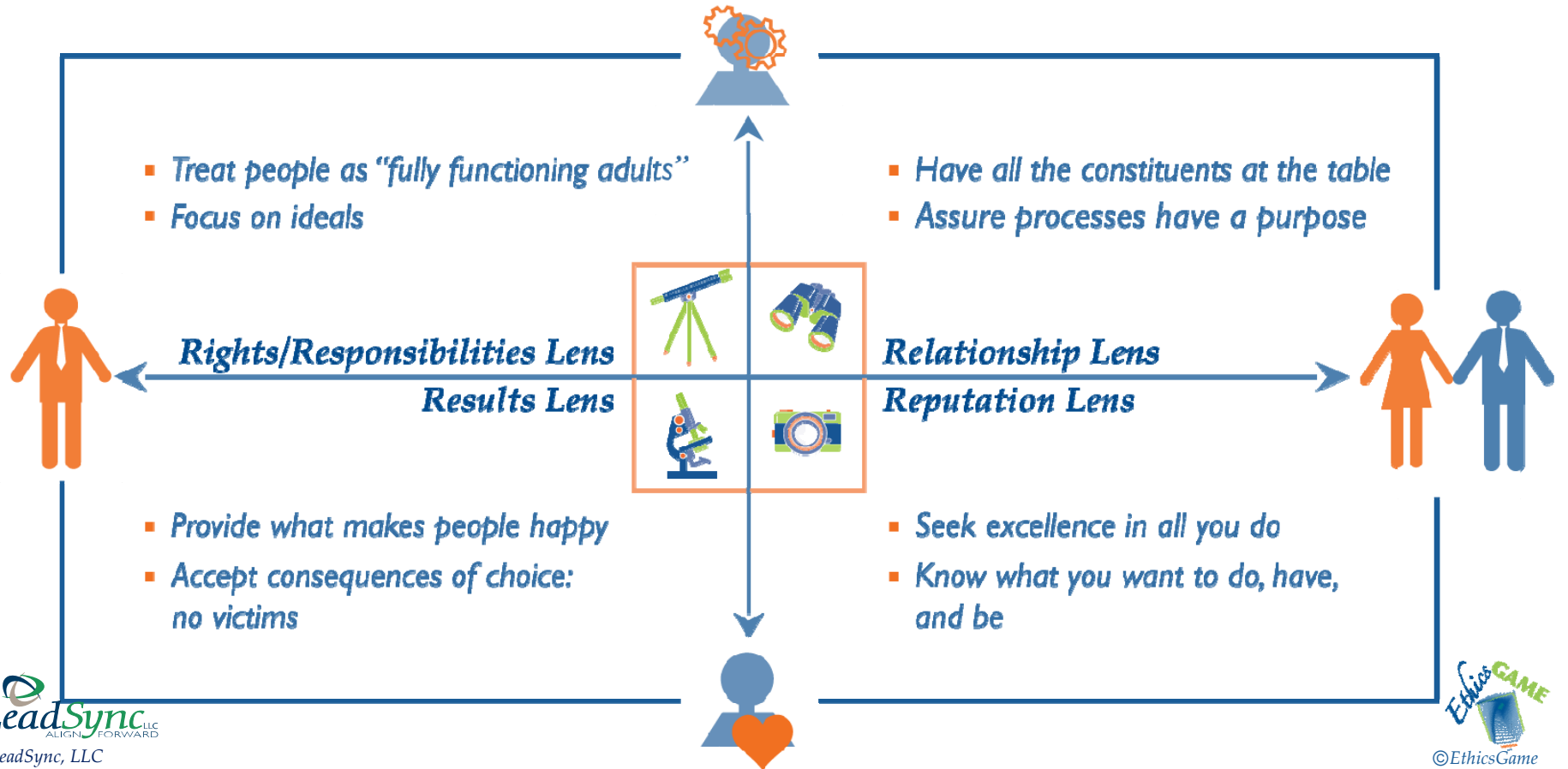
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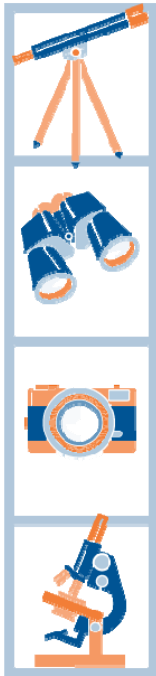
Group Exercise Debrief

- *What did you learn from this exercise?*
- *What surprised you?*
- *How does this effect your leadership?*

Be Reflective: Checklist for Action

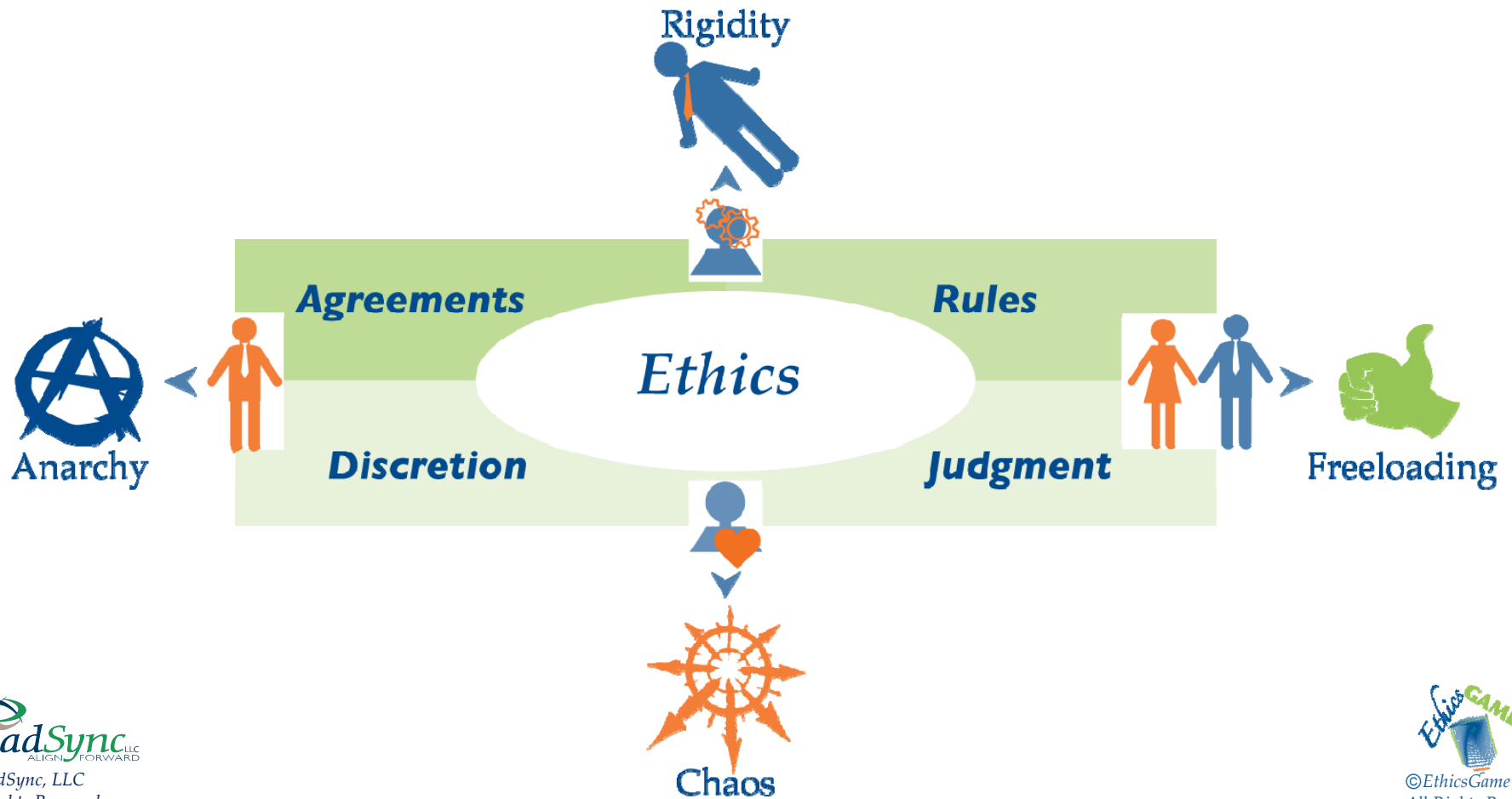


Using Differences Constructively



- Learn to listen to others – what are their values and commitments
- Respect yourself and others – even when you disagree
- Know your own ethical values and non-negotiables
- Always strive to reach highest expression of the good and the true
- Continue to develop your ethical skills

Relationship of Ethics and Compliance



Values Based Leadership (VBL)

Leadership is the **alignment, influence** and **motivation** toward a common goal.

Values Based Leadership includes the **alignment of values (ethics) within the organization** and leading with authenticity to create maximum success.

VBL focuses on our own **internal control**.

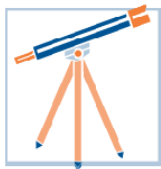


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Managing for Culture: Leadership in Action



- Listening for ethical clues
- Reflecting back ethical strength
- Reframing the context

Your Leadership Capacity

- Level 5** People follow you because of who you are and what you represent.
- Level 4** People follow you because of what you have done for them.
- Level 3** People follow you because of what you have done for the organization.
- Level 2** People follow you because they want to.
- Level 1** People follow you because they have to.

Tasks of Leadership

1. Holding the environment
2. Command and direct attention
3. Access to information
4. Control the flow of information
5. Frame the issues
6. Orchestrate conflict and contain order
7. Choose the decision-making process itself

Identifying Gifts of the Lenses

Your Gift: Compassion

Because you value equality, when you are at your best, you demonstrate compassion for others. You care about the community as a whole and about its individual members. While living into the requirements of the role you have assumed, you are able to "tell the story" of each member of your community.

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www.ethicsgame.com/Exec/Eli/PopupGift.aspx

Gift of the Lens

<i>Rights</i>	<i>Relationship</i>	<p>Those who operate from each of the four lenses bring a gift to the decision making process. These gifts keep people from over-reaching in difficult situations and bring important perspectives as the best decision is sought.</p> <p>Self-Knowledge: People who favor the Rights/Responsibility Lens ruthlessly examine their own conscience to make sure that they are fulfilling their duties. Thus, ethically mature people whose home is this lens know themselves very well... and demand the same of others.</p> <p>Justice: People who favor the Relationship Lens tend ruthlessly ferret out injustice on both the individual and the systemic level. Thus, ethically mature people whose home is this lens will be relentless champions for those who have neither power nor voice.</p> <p>Free Will: People who favor the Results Lens know the value of individual choice and accountability. Thus, ethically mature people whose home is this lens will both claim the right to choose for themselves how best to live and also give every other person the same choice.</p> <p>Compassion: People who favor the Reputation Lens care for all of the members of the community. Thus, ethically mature people whose home is this lens will be able to act with compassion toward all people.</p> <p>Which gift is yours? We can practice developing our gifts to become more ethically mature. We can also work on developing those gifts that are not our natural preferences so we can move from taking care of ourselves to assuring that we champion ethical systems.</p>
Self-knowledge	Justice	
Free Will	Compassion	<p>Free Will: People who favor the Results Lens know the value of individual choice and accountability. Thus, ethically mature people whose home is this lens will both claim the right to choose for themselves how best to live and also give every other person the same choice.</p> <p>Compassion: People who favor the Reputation Lens care for all of the members of the community. Thus, ethically mature people whose home is this lens will be able to act with compassion toward all people.</p> <p>Which gift is yours? We can practice developing our gifts to become more ethically mature. We can also work on developing those gifts that are not our natural preferences so we can move from taking care of ourselves to assuring that we champion ethical systems.</p>
<i>Results</i>	<i>Reputation</i>	

Your Crisis: Confusion

Unless you develop the practice of mindfulness and reflection, at some point you will confront the loss of your center, especially if you lose the role with which you have become identified. You run the risk of

- Each lens prioritizes core values differently
- As you evaluate response to an ethical dilemma, calling on the gifts of the lenses is useful
- As you consider the ethical gifts of others, you can modulate your own response to the situation

Exploring Causes for Unethical Behavior

Your **Blind spot**: Unrealistic Role Expectations

Because you rely so strongly on the virtues associated with various roles, you run the risk of developing unrealistic role expectations. You will tend to rely too much on the virtues associated with a particular role, forgetting that individuals are fallible regardless of their role. Even those who live fully into the virtues required in their role may not be able to resolve all problems.

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Blind Spot

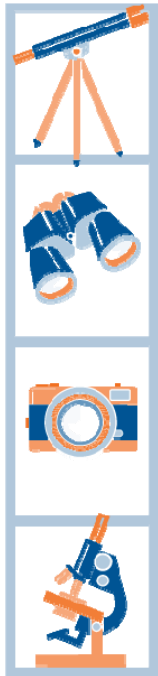
Rights	Relationship	<p>If everyone works to be ethical, what is the source of unethical action? In addition to differences in definition of what counts as ethical action, each of us can develop a blind spot that keeps us from noticing that we are about to do something unethical.</p> <p>Motive justifies method: People who favor the Rights/Responsibility Lens become so enamored with assuring the motive is good that they don't notice that the method they choose to enforce the rules can be harsh and the results undesirable.</p>
Belief that motive justifies method.	Overconfidence in process.	
Satisfaction with too little good.	Unrealistic role expectations.	<p>Overconfidence in process: People who favor the Relationship Lens believe that if the process is followed, a good result follows. However, if the assumptions are wrong or not all constituents are at the table, a good process can get a bad result.</p>
Results	Reputation	<p>Satisfaction with too little good: People who favor the Results Lens can settle for too little good as they cut corners to bring a decision to conclusion. Sliding into expedience is tempting in order to get to desired results.</p> <p>Unrealistic role expectations: People who favor the Reputation Lens can believe that they can solve all the problems by themselves and set themselves up for failure. Leaders may tend to rely only on their own evaluation and not consult others.</p> <p>Knowing our blind spot can help us avoid the problems associated with our preferred lens. Also, checking our decision against the gifts and virtues of the other lenses helps us see more clearly.</p>

Your **Seeing Clearly: Use your head**

To see more clearly, check to see whether your gut and your head agree. To find balance, explore the gifts of the other lenses – consistency and concern for the individual. As you consider the character

- 60% of people will act unethically if asked to by a person in leadership
- Blind spots represent those places we are not aware
- Temptations are faced when we are under stress
- Vices emerge as we choose to act unethically

Prudential Judgment



Apply norms / value to current situation

- *Know the context of the decision*
- *Be aware of competing values*

Know personal points of tension

- *Emotional reponse: intuitive and immediate*
- *Rational response: thoughtful and long-term*

Work through process

- *Notice how you are feeling while you work the process*
- *How do you repond to stress, conflict?*

#1 Task of Leadership

Holding the Environment -
containing the stresses for adaptive &
productive work

What conditions do you wish to create?

What work/outcomes you wish to see?

How do you align your culture, your ethics and
your leadership to create these outcomes?



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#1 Task of Leadership

Holding the Environment

The primary condition for a strong culture is for the leader(s) to **Hold Steady** . . .

To consistently implement in line with chosen goals and ethical standards.



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#2 Task of Leadership

Command and Direct Attention

Do you direct attention inward for thoughtful integrity?

Is attention directed outward for 'looking good.'

Where is the balance?

How much focus is on Survival? On Vision?



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#3 Task of Leadership

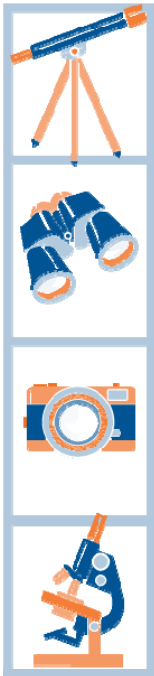
Access to information

Information is power. How is the access to information used in your organization?

How does this affect ethics/compliance?

How does it impact alignment, & motivation?

All Depends on Context and Naming



- Shape perception by words chosen to describe situation
- Details that you notice and name shape your perception of what is going on in the situation
- Once you “see” differently, you change context and can never look at a similar situation the same

#4 Task of Leadership

Control the flow of information

Once access is given how does information flow through the organization?

Does this align with the culture you want to see?

Higher community ethics allows for more open flow of information.



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#5 Task of Leadership

Frame the issues

Ethical leaders need to include & account for all lens when framing issues.

How are you shaping attention?

How are you being inclusive?

The broader the context the greater the capacity to problem solve.

#6 Task of Leadership

Orchestrate conflict & contain order

Change involves moving people out of current patterns into new patterns. This can cause confusion, which can lead to conflict.

What is your conflict resolution style?

Does it create alignment?

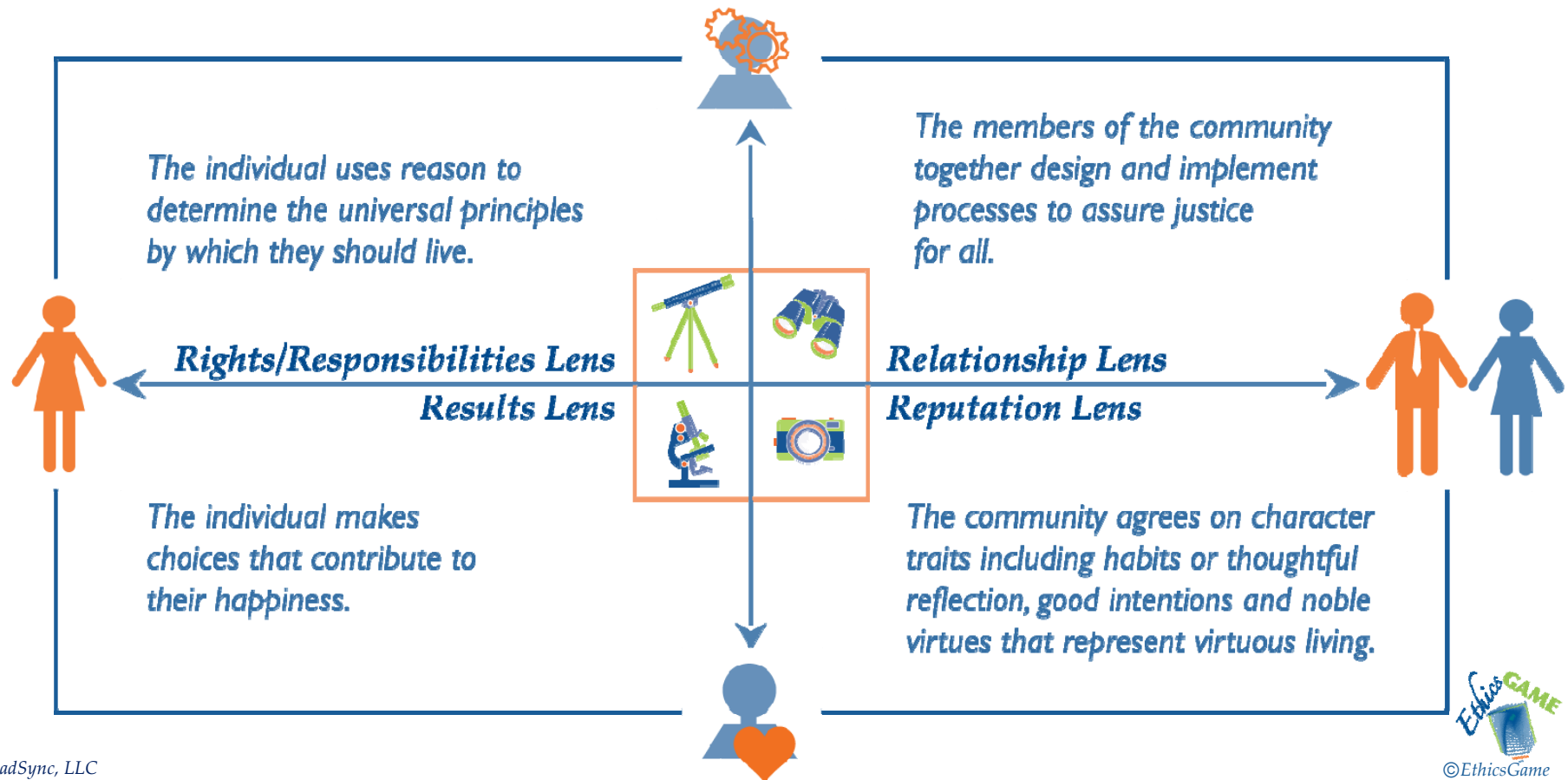
#7 Task of Leadership

Choose the decision-making process

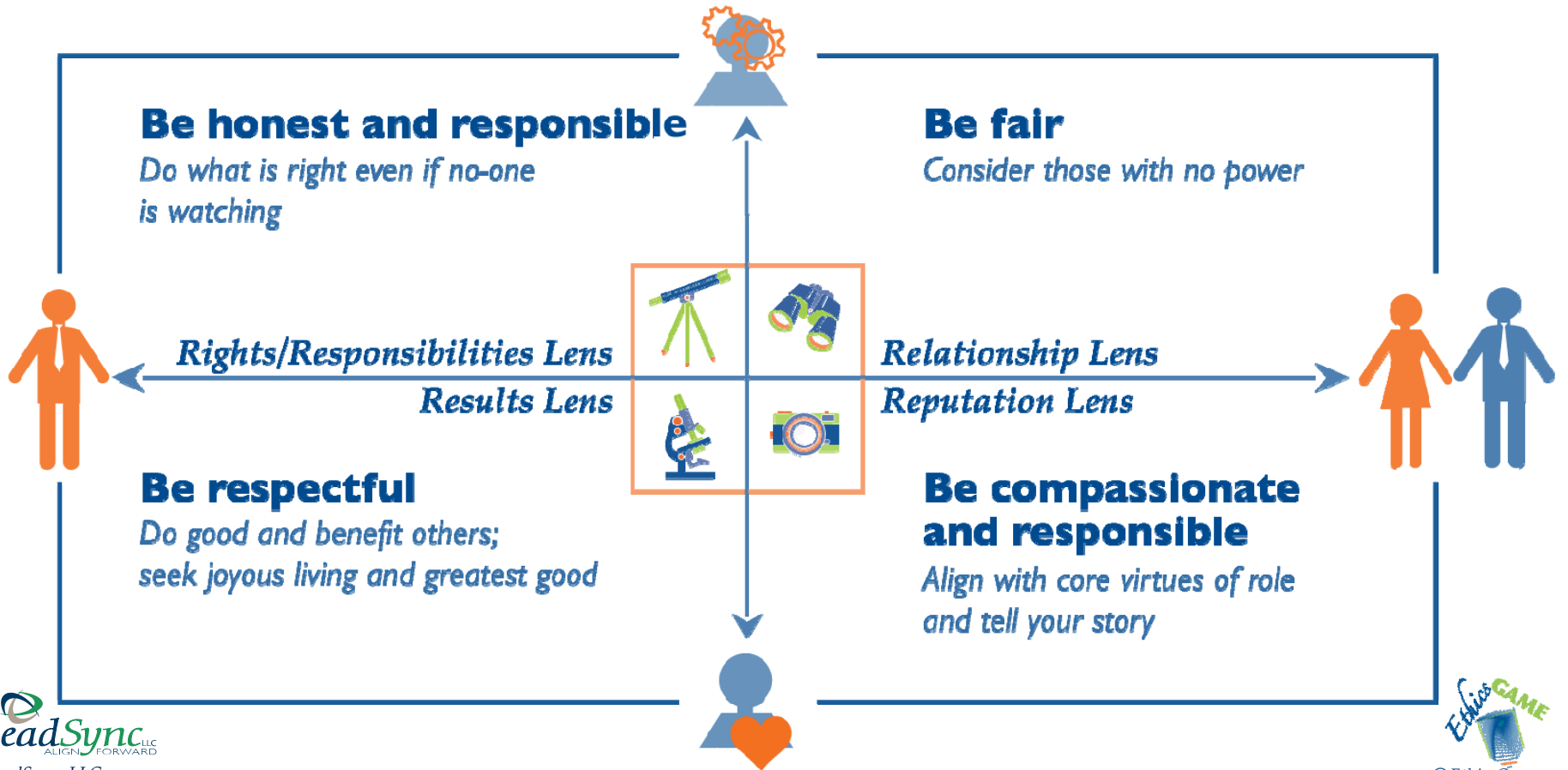
A system-wide decision-making process strengthens the culture and improves motivation.

How do you listen to all the voices?

Determining What is Ethical



Use the Four Guidelines



Ethical Leadership

- Don't fall into the 'do what is right' trap - don't assume.
- Doing what is 'right' is based on the development of ethical strengths, including multiples viewpoints and the environment of your industry.
- Create a culture of shared behaviors aligned with organizational goals.

Ethical Leadership

Homework:

- What practice can you commit to take home with you?
- What behavior can you do for 10 days and observe its impact?