

Ethical Leadership

David Gee

Headmaster
Wesley College



ETHICAL LEADERSHIP

What is ethics?

What is leadership?

Why ethical leadership?

SYSTEMS THINKING IN AN ETHICAL CONTEXT

- Intuitive (emotional)
- Deliberate Cognitive

FOUR STEPS OF DEVELOPMENT IN ETHICAL LEADERSHIP

UNDERSTANDING

Ability to talk about ethics in one's own terms and explain that knowledge to others

PROBLEM SOLVING

Ability to use ethical knowledge to solve static problems, such as those that might be presented in an ethics course or textbook

SOCIAL APPLICATION

Ability to use ethical knowledge in the ongoing management of dynamic ethics problems including multiple stakeholders, lags and feedback effects over time

ETHICAL LEADERSHIP

Ability to engage and influence others in their understanding, goals and solution of complex dynamic ethics problems over time through their actions and communication skills

Ability to use ethical knowledge to influence the design, implementation and ongoing management of structures, systems processes and culture.

ETHICAL REASONING FRAMEWORKS

There are 4 broad ways / frameworks of ethical reasoning



Utilitarian – do what will bring the greatest good for the greatest number



Kantian – do what you could consistently ask anyone to do and never treat people as a means to an end



Aristotelian – cultivate virtue as you pursue the good life



Natural law theory – reasonably pursue what is humanly fulfilling in community with others

THE MULTIPLE LAYERS OF ETHICAL DECISION MAKING IN MODERN ORGANISATIONS

Contribution Factors

Compounding factors

Attributes of an ethical leadership framework

Society

Cultural perception of ethical Behaviour

Local business standards' and governance

Corporate Values and Vision

Ability to challenge group views businesses

Increasing complexity of Organisations response to dissent

Receptiveness to new ideas

Management of failure

Pressure to deliver performance

Domino effect of decision making

Management of conflicting

priorities in business decision making

Individuals

Moral Character & Values clarity

Thinking & judgment skills

Focus on Achievements

- Career aspirations

- Doing things right vs

Doing things the right way

Fear of failure

Lack of knowledge

Competing demands of

resources and power

Personal career aspirations

- Understands values and what they mean in practice across a diverse range of settings and times
- Develop personal alignment of values, actions and communications
- Develop external alignment of values, systems and processes, culture and other enablers.
- Build the capabilities for judgements, value trade offs and for managing dynamic, complex and multi layered problems in individuals, teams and organisation systems
- Maintain responsibility and accountability for ethical action

THREATS TO ETHICAL BEHAVIOUR (INTENTIONAL AND UNINTENTIONAL)

- Lack of a framework for understanding
- Blind spots
 - Personal
 - Organisational
 - Societal
- Organisational cultural contexts
 - Professional responsibility
 - Confidentiality
 - Delegated authority
 - Conflicts of interest
 - Corruption
 - Profit and short-termism thinking

THE ETHICAL HEALTH OF AN ORGANISATION

Gauging the Ethical Health of an Organisation

- Values driven
- Governance
- Policies and procedures
- Behaviours



LIVING WELL AS AN ETHICAL LEADER

- **PLANNING AND REFLECTING**

- Get on 'the balcony'
- Distinguish self from role
- Externalise the conflict
- Listen
 - Seek out the alternative views
 - Recognise own vulnerability to own unconscious biases
 - Dig deeply
- Treat adversity as a friend
- Be courageous
- Find a sanctuary
- Preserve a sense of purpose

