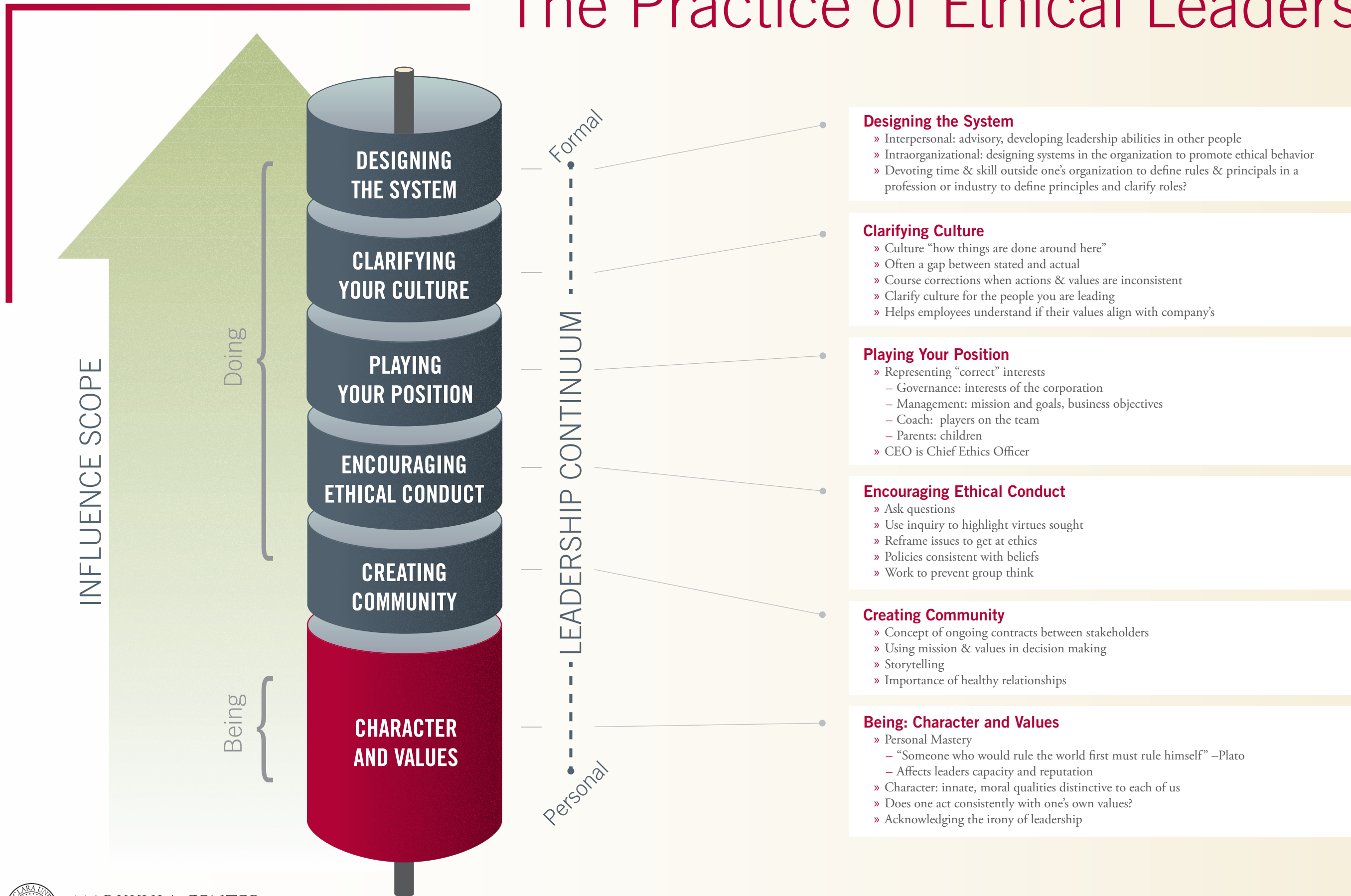


# The Practice of Ethical Leadership



## Designing the System

- » Interpersonal: advisory, developing leadership abilities in other people
- » Intraorganizational: designing systems in the organization to promote ethical behavior
- » Devoting time & skill outside one's organization to define rules & principals in a profession or industry to define principles and clarify roles?

## Clarifying Culture

- » Culture "how things are done around here"
- » Often a gap between stated and actual
- » Course corrections when actions & values are inconsistent
- » Clarify culture for the people you are leading
- » Helps employees understand if their values align with company's

## Playing Your Position

- » Representing "correct" interests
  - Governance: interests of the corporation
  - Management: mission and goals, business objectives
  - Coach: players on the team
  - Parents: children
- » CEO is Chief Ethics Officer

## Encouraging Ethical Conduct

- » Ask questions
- » Use inquiry to highlight virtues sought
- » Reframe issues to get at ethics
- » Policies consistent with beliefs
- » Work to prevent group think

## Creating Community

- » Concept of ongoing contracts between stakeholders
- » Using mission & values in decision making
- » Storytelling
- » Importance of healthy relationships

## Being: Character and Values

- » Personal Mastery
  - "Someone who would rule the world first must rule himself" -Plato
  - Affects leaders capacity and reputation
- » Character: innate, moral qualities distinctive to each of us
- » Does one act consistently with one's own values?
- » Acknowledging the irony of leadership