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

Playing Your Position

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

Encouraging Ethical Conduct

- 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

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

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

The Practice of Ethical Leadership