



Leadership Ethics

This session is not intended to teach you ethics! Because I do not believe it is possible to “teach” ethics! Why?

Here is why

- Ethics is personal
- Ethical foundations are grounded in one’s religious, cultural or behavior
- Ethics comes from history; your history, history of a county
- Ethics may possibility change over time do to personal tragedy or life changes, growing older
- Ethics can be gender driven
- Family foundations
- Can be influenced by peers
- Driven by ones chosen profession
- Religious experience
- *There is no concise definition of ethics? Webster; “the study of standards of conduct and moral judgement.” Really, what standards, what is moral judgement?*

Taking Ethical Responsibility and Integrity Seriously

WHY should we take this seriously?

- we must have a strong and vibrant civil society,
- we must educate citizens who are ethically
- we must educate citizens who are ethically responsible and practice integrity and responsible and practice integrity and pursue excellence.

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Ethical Leadership

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1: Character: the narrative script: the script that defines the individual

- Integrity
- Empathy
- Hope

2: Civility: character in /social/public character in /social/public space

- Perseverance
- Respect
- Recognition

3: Community: a sense of community a sense of community represents the spiritual/holistic dimension

- Courage
- Justice
- Compassion

Ethical Leadership

The attempt to act from the principles, beliefs, assumptions and values in the leader's espoused system of ethics.

(Starratt 2006, *Ethical Leadership*)

Ethical Leaders

Who are they?

- 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 creation of values for stakeholders, and
- Take a charitable understanding of others' values.

What Ethical leaders do!

- Make tough calls while being imaginative.
- Know the limits of the values and ethical principles they live by.
- Frame actions in ethical terms.
- Connect the basic value propositions.

Ethical Leaders live by SIX Pillars of Character

- Pillar 1: **Trustworthiness**
 - Honest
 - Integrity
 - Reliable
 - Loyal
- Pillar 2: **Respect**
 - Civility and courtesy
 - Dignity
 - Tolerance
- Pillar 3: **Responsibility**
 - Accountable
- Pillar 4: **Fairness**
 - In process
 - Equity
- Pillar 5: **Caring**
 - You exist in the universe
 - Benevolence
- Pillar 6: **Citizenship**
 - Civic Duties
 - Part of the community

[Josephson Institute of Ethics]

Ethical Leadership

Characteristic of A virtuous/ethical Leader

- **Loyalty**: Commit to each other.
- **Respect**: they hear people out and engage in dialogue.
- **Caring**: sometime they care better by neglecting what a person wants most.
- **Justice**: what they do to people and are equitable.
- **Grace**: Not giving into displays of temper and pettiness.
- **Courage**: embrace risks.
- **Honesty**: The most fundamental virtue.



Ethical Dialogue: These will be discussed in Session 2

- 60 Minutes and “Change of Heart” Ethical construct of “social worth”
- “Artificial Intelligence” and the impact on ethics
- Ethics and the teaching profession

Ethical Dilemmas

- Ethical dilemmas arise when our behavior affects other people.
- Ethical dilemmas arise when people believe a certain behavior is highly desirable but the law is silent.
- Ethical dilemmas arise when we know we should do “something” but don’t
- Ethical dilemmas arise when we live in ambiguity. We do things because we think it is for “the right reason.”
- Construct of “Dirty Hands”

Ethical Dilemmas Leaders face

- Personnel
- Social Media
- Political; local, regional, state, national, and international
- Financial/budget
- Multigenerational work place
- Changing family dynamics
- Expectations of student learning
- Changing demographics
- Need to be innovative
- Challenging the status quo
- Militant workers, militant supervisors/labor relations
- Work place policies

How do you resolve ethical dilemmas?

- Seeing what is important in a situation.
- Be reflective on what is important.
- Continue to search for alternatives.
- Weight the choices:
 - What are the consequences
 - What is the “greatest good”
 - Invoke moral rules: This will be a better place!
 - The “good old Golden Rule.”

Turbulence Theory: A Three step process

- Step 1: Consider the level of turbulence in the dilemma.
- Step 2: Think through all the ethical paradigms Which one(s) inform your best decision?
- Step 3: consider how an action resulting from the ethical paradigm may affect the turbulence level.

[Shapiro and Gross (2008) *Ethical Educational Leadership in Turbulent Times*. New York, NY. Taylor and Francis

Levels/Degrees of Turbulence

- Light: Associated with ongoing issues. Little if any disruption to the normal work environment.
- Moderate: Widespread awareness of the issues.
- Severe: Fear for the entire organizations (school) possibility, large scale community demonstrations, a feeling of crises.
- Extreme: Structural damage to the organization's normal operation.



The Ultimate Dilemma

When personal ethics comes
into conflict with the ethics
of the organization!!!!

What do you do???