

Discussion questions:

Ciulla, (2014) in the book, *Ethics, the Heart of Leadership*, writes:

“Ethics is how we distinguish between right and wrong, good or evil in relations to the actions, volitions and characters of human beings. Ethics lies at the heart of the human relations and hence the heart between leaders and followers.”

- Ethics is the means; how do leaders motivate followers to obtain their goals. **What is the moral relationship between leaders and followers?**
- The ethics of the person; **Do leaders need to be saints?**
- The ethic of the ends: What is the ethical value of a leader’s accomplishment? **Did his/her actions serve the greatest good? What is the greatest good? Who is and is not part of the greatest good?**

Citing Joseph Rost- Ciulla writes that most ethical theory are not helpful to leaders and followers when making decisions about the ethics of changes they intend in an organization. Most often, the ethics of what they want to change are not the same as the ethics of the change.

Citing Rost further, Ciulla writes the leadership process is ethical if the people in the relationship (the leaders and followers) *freely* agree that the intended changes fairly reflects a mutual purpose.

Morally, according to a citation in Ciulla, *leaders are to be a head above everyone else.*

No matter how much we study leadership and the empirical information we get it will always be inadequate if we neglect the moral implications because we have seen the very idea of leaders and leadership is not value neutral.

How does Robert Greenleaf’s “Servant Leadership” fit into the ethical discussion? If one follows Greenleaf’s construct are you an ethical leader?

Ciulla writes, **“Although the terms business ethics and moral leadership are technically distinguishable, in fact, they are inseparable components in the life of every organization.”**