VALUE DRIVEN LEADING:
A MANAGEMENT APPROACH

INTRODUCTION

Ethics and Values

Ethics and values cover the standards of right and wrong and the personal qualities that support the ability to judge and act upon ethical standards. Ethical standards guide decisions and focus behavior for right or wrong action. They anchor our sense of personal and professional integrity. They also provide fundamental threads to weave together the narrative of personal identity and integrity that we use to define whom we are as persons.

Ethics and values are also embedded in qualities of character. These character virtues such as courage, prudence and fidelity provide the emotional and cognitive dispositions and psychological foundation to focus attention, motivate and sustain good judgment and actions.

The design of an organization, its incentive structures and above all its informal and formal patterns of culture are prime determinants of whether a government or nonprofit organization will sustain high performance informed by public service values. The focus upon public values and character provides a lens through which leaders can focus their personal and institutional attention to nurture value informed actions.

This teaching resource develops a framework and language of ethical values and character that can help leaders and managers appreciate and articulate the importance of values and character in leading effectively and building strong organizational cultures. It provides a primer in: the nature of public service values and commitments; their role in building strong public and nonprofit organizations; the range of values needed; and the strategies, tactics and skills needed by leaders and managers to generate these values and behaviors. It also provides an analysis of the range of unethical and illegal behaviors and norms that can undermine a public value driven organizations. The essay identifies leverage points that leaders can focus attention on to avert these dangers and build a positive value driven organization.

This approach has been used in many executive programs, masters’ degree courses and executive masters programs. It has been refined over the years in light of the comments...
and critiques of students, executives and colleagues. The essay can be used to provide an ethics supplement to management or leadership classes or be deployed as a section of an administrative, management, leadership or policy ethics class.

**Role and Professional Ethics**

Our values, commitments and character enable us to make judgments and act upon them. Values permit leaders and managers to visualize the direction they seek to pursue in their actions. Values provide the framework to evaluate situations, people and environments. They focus actions that impact the mission and goals of an organization. Values are also a source of reflection and innovation as leaders imaginatively extend the reach of the values and authorizing standards.

Ethics at the middle and senior organizational level focuses on the standards and character required of individuals who hold positions of power and responsibility. Ethical duties arise when individuals take positions of authority within the web of accountability and command. Taking these positions means we make an explicit or implicit promise to judge and act upon the standards imposed by law, the professional standards for our position, and our duties. We also agree to be accountable for those judgments and actions.

Holding a position of authority enmeshes a person in a web of obligations and dependencies. Colleagues, superiors, peers, collaborators, vulnerable citizens and others rely upon our consistent, competent, and fair judgment and actions. If individuals in senior or middle roles fail, vulnerable personnel or citizens can suffer serious consequences. The legitimacy of the whole enterprise can be undermined by failure of leading at this level. Allies, partners and collaborators who rely upon us keeping our promises and delivering service and support can suffer grievous loss. Long term and valuable relations of trust and support can be undermined. The responsibility to act with professional and personal ethics is even more important in an area where individuals possess special powers to use force in the performance of their duties or have great power over vulnerable clients like teachers, public health officials or police officers.

**Organizational Ethics and Values**

While ethics and values often are identified as personal concerns, successful organizations create and sustain their own ethical standards of performance. The ethical culture that informs cumulative actions of many individuals gives reality to the vision and mission in the daily decisions of individuals. Leaders and managers need to act in sustained manners over long periods of time to inculcate a strong culture of value driven decision-making that survives the daily press of life. This defines value driven leading. The values reside in the norms of the culture and the widespread and accountable professional judgment of personnel. While senior leaders set the tone and vision, middle managers and supervisory personnel carry the norms of the organization and are the front-line of ethical performance and culture.
# Table of Contents

I. Ethics: A Value Driven Perspective  
   Purpose of Ethics in Organizations  
   Managerial Role Ethics  
II. Managerial Ethics  
III. Acting with Integrity  
   Public Integrity  
   Attributes of Integrity Based Action  
   Threats to Integrity  
IV. Building an Ethical Organization  
   Focal Points of Ethical Management  
V. Leadership Values  
   Key Leading Values  
VI. Unethical Behavior  
   Range of Unethical Behavior  
   Patterns of Ethical Vulnerability  
VII. Leading Well  
   Skills & Behaviors for Value Driven Managing  
Conclusion  
Bibliography
I. ETHICS: A VALUES DRIVEN PERSPECTIVE

PURPOSES OF ETHICS IN ORGANIZATIONS

- Informs Discretion
- Anchors Integrity
- Addresses High Stakes
- Guards Institutional Legitimacy
- Carries Organizational Culture
- Informs Diversity and Respect

Strong and successful organizations build powerful cultures. The cultures of organizations carry the values that shape and justify the mission. The values are the carriers of ethical norms and character that suffuse the daily life of the organization. Because organizations depend upon thousands of decisions daily by many individuals in pursuit of common goals, having people share a commitment to values and aspire to ideals of character provides a strong foundation to support the daily decisions and actions of individuals. Ethics is a fundamental resource of strong organizations and an obligation of good leaders and managers.

Informs the Use of Discretion

Ethics plays a critical role in public and nonprofit organizations because of its centrality to discretion. Discretion is fundamental to the act of managing and leading and means that individuals have a choice in responding to situations. Discretion pervades organizational life. Senior leaders possess it as they work to set general direction and manage complex political and authorizing environments. It comes into play at the middle and supervisory levels when rules fail to cover a situation, or several rules conflict, or acting upon seemingly clear rules would create significant harm. It comes to bear when new situations or surprises arise for which people have no agreed upon standard responses.

Anchors Integrity

Individual values and character ground decisions and express who we are as persons. They also express who we are as an institution. They focus and guide decisions but also pervade and sustain the professional norms and values of the institution. Acting upon ethical values gives daily reality to the vision and mission.

Ethics matters for persons and organizations because ethics both anchors and expresses integrity. People balance complicated lives and many duties, and we define ourselves by
our judgments and actions. Often we only learn what kind of human beings we are by deciding and acting in important situations. To do this well and sustain our self-respect, we rely upon values and virtues to guide us and uphold us in the long haul of work and life. Our values and characters serve as major themes in the autobiographical narratives we construct to give coherence and worth to our lives. These themes of personal identity enable us to direct actions in order to keep constancy to our sense of ourselves.

**Addresses High Stakes**

Many decisions involve high stakes. Even when the organization or we hide the true stakes of our actions, our decisions impact people around us, the organization’s culture and the welfare of people we serve. Very often we do not even see the impact of our actions since we may be in a functional position that supports line operations or we may work on unknown regulations about health or safety that people take for granted, but the impacts of negligence are severe. Often the welfare of clients or the public who depend upon us is on the line.

The legitimacy or economic well being of the institution is influenced by actions, and the quality of work life of those we lead is impacted by how we act. More often than we hope for, but less often then it seems in the media, organizations collapse or get into serious ethical lapses due to thoughtless accretions of unreflective or unethical actions. The contagion effect of single actions over time can infect large portions of an institution or be segregated into certain areas. When this happens, competence is sacrificed. The values everyone wants to believe in get sacrificed for personal or institutional convenience or gain or to cover up a mistake. This point of collapse can be hidden for a long time, and this aggravates the decline of the culture and increases the number of individuals who are involved either as participants or in looking the other way. When the tipping point is reached or the corruption leaks into the media, this type of collapse both undermines the legitimacy of the public and nonprofit sectors as well as hurting the most vulnerable who depend upon strong regulation and honest and competent service.

Any organization in the public eye can be a flash point for media coverage and scandals. These media frenzies destroy careers, undermine a program for years, and hurt the legitimacy of the program, institution and sector.

**Guards Institutional Legitimacy**

All public institutions are struggling to earn the trust and respect of the general public. In addition, nonprofit institutions depend upon their legitimacy as their main form of social capital. Trust enables a nonprofit to raise funds and be chosen over other competing good causes. Law suits, scandals, public failures and media frenzies all erode the legitimacy and trust people have for government or nonprofit organizations. This makes the ability to recruit people, raise funds or pursue organizational missions without excessive legal regulation harder and harder. Managers and supervisors embody the values and mission and hold the legitimacy of government and nonprofit institutions in their hands as the
front line agents of leading and management. They are the point of interaction where almost all the good is accomplished but where slippage can generate the greatest harm.

**Carries Organizational Culture**

Managers and supervisory personnel live where “the rubber hits the road” in ethical terms. They handle many complex, difficult, and recurring issues. Their decisions engage discretion, laws, rules, and ethical values. Their actions can generate more problems or prevent serious problems from occurring. The daily cumulative decisions of managers and supervisors create the institutional culture of the agency.

Decisions accrue over time and build up patterns just as coral reefs accumulate over time. Cumulative actions build the cultural structures of organizations. The leader’s commitment and actions on behalf of certain values will sustain those values, while indifference or looking the other way will permit corrupt values to flourish in both personnel and citizens who interact with the institution. Virtue and corruption are imbedded as habits over time; people start to do the right or wrong thing and the behavior becomes an ingrained frame of reference that is largely unquestioned. A few unethical or illegal actions can infect others through contagion and become imbedded in pockets or subcultures in an organization almost without people noticing. The decisions and actions of managers and supervisors create and sustain norms that support frames of judgment and patterns of behavior. Managers and supervisors model and enforce standards that will become the reference points for personnel, citizens and clients alike.

**Diversity and Respect**

Racial, cultural, ethnic, religious and gender differences compound the power inequality and vulnerability of many public and nonprofit agencies. Professional and institutional affiliation can also undermine common purpose and cooperation’s in organizations. The differences between clients or served citizens and agency personnel can aggravate ongoing and often hidden inequalities and tensions. Too often such differences cause friction, abuse or perceived abuse between managers and personnel or between personnel and clients. The pressures to succeed in professional actions or pressures to meet institutional or performance goals collide with the intractable reality of clients and resource limits. This confrontation generates pressures that erode the commitment and performance of the best personnel. Good managers and supervisors possess the clear responsibility and challenge to integrate diverse people into cohesive teams. They can head off potential conflicts. In the crush of daily conflict, they model and teach personnel how to navigate the never-ending tensions and possibilities that differences create in and across institutions.
II. MANAGERIAL ETHICS

MANAGERIAL ROLE ETHICS

- The Roles of Managers
- Promise as the Foundation
- Personal Responsibility
- Self-awareness

The Roles of Managers

Managers hold very difficult jobs. They are stewards of accountability and ensure that people enforce complicated regulations and laws. Managerial leaders must also help others meet complex goals and outcomes in limited time with scarce resources and political constraints. While achieving these goals, individual managers try to embody the values and seek the outcomes required by the organization’s mission. Very often managers mediate between beleaguered personnel and demanding outcome requirements imposed by authorizers or funders. At the same time they support their people and build culture and teamwork to help personnel avoid being overwhelmed in the face of limited resources, high expectations, scrutiny and populations or problems that do not respond to easy solutions.

Managers do this through a flow of daily decisions, many made with little time for reflection. While performing this difficult balancing act, managers must also earn the trust and compliance of their personnel and peers, protect and promote a culture, meet high performance and goal expectations and answer to senior leaders who have their own concerns and careers to worry about. Managerial leaders live at the intersection of a complicated and unrelenting web of duties and conflicts. As ethicist Terry Cooper points out managerial leaders address these issues by working through the ethics of their roles.

Promise as the Moral Foundation

The dominant ethical standards for individuals exercising discretion derive from role ethics. Role ethics depends upon the moral importance of a promise. Individual managers and leaders promise to abide by the requirements of their official position. Individuals agree to judge within a framework of professional, legal and stewardship standards that instill accountability into the judgments. The promise also covers respecting the reporting standards, processes and transparency that sustain the legitimacy of the position and institution. Without this promise, the entire edifice of democratic and organizational accountability breaks down.
Personal Responsibility

Making this promise means that the individual manager accepts personal responsibility for actions. They make the role theirs. While managers may often seem to be simply enforcing the rules, in fact, every manager or leader brings their unique style, gifts, and judgment to their role. One can witness the same job in the same place being done in very different ways by two individuals both claiming simply to be “enforcing the rules.” The realities of personal style and judgment pervade managerial life and highlight the individual responsibility of leaders. This uniqueness of style and input provide one of the strongest foundations for understanding how leading and individuality link. This means responsibility inheres in leading and managing. It also underscores that there are many ways to lead effectively and that persons can engage challenges from multiple frameworks, find their own unique voice and still lead with ethics and accountability.

Self-awareness

Recognizing and accepting personal responsibility means that an individual manager or supervisor needs to be self-aware. They should understand their own values, responsibilities, strengths, and limitations. No role or office, however, fully consumes a human being’s integrity. Self-awareness enables persons to step back and assess their own performance from deeper standards. At its best, it means individuals acquire self-awareness of their own traits, learning and communicating styles and the frameworks they utilize. To know our self is the ground of ethics and leading well. We need to be aware of how others rely upon our judgment and perceive our actions. Leaders are always on stage. They represent the authority and power of the institution and bridge the formal mission and aspirations with the gritty reality of work. Fellow managers, personnel, clients and citizens watch us and look to us to model judgment and action. Self-awareness enables managers to be aware of mistakes, admit them and model learning and growth.
III. ACTING WITH INTEGRITY

PUBLIC INTEGRITY

• The Nature of Integrity
• Integrity In Action—Domains Of Judgment
• Personal Commitments and Capacities
• Obligations of Office
• Prudence and Effectiveness

The Nature of Integrity

Individuals hold their values and beliefs together and make sense of their lives and actions through a sense of integrity. Integrity covers the wholeness of our life. Seeking integrity in life helps individuals assert self-control and judgment when acting. Integrity flows from the process through which individuals balance beliefs, decide on the right action, and then summon the courage and self-control to act upon those decisions. We might think of it as a process of weaving together the patterns of our lives into a whole and sometimes having to cut off or add sections to give integrity and self to the various dimensions of whom we are. Integrity resides in the story or narrative we create to give consistency to our lives and decisions. Integrity resides in mundane daily decisions. Sometimes, however, in situations of stress and temptation it requires individuals to deliberate carefully, decide, and act when self-interest, temptation, or passion moves them in a different direction.

Integrity in Action—Domains of Judgment

Managerial leaders, who lead hold positions of responsibility, must balance three domains of judgment as they decide and act. Each is important and related to the others, and each should influence ethical decisions and actions. These are: 1) Personal commitments and capacities; 2) Obligations of office; 3) Prudence and effectiveness.

Every manager and leader unites these three domains together every time they make a decision. Leaders iterate from one to another as a check and clarification upon the requirements of action. Each area could be a viewed as a ray of light upon a subject, and each illuminates a different aspect of a situation. Each might be viewed as a different lens looking at a problem that clarifies a part of the moral terrain. As they overlap and reinforce each other, the ethical issues get more clear and detailed, and a leader’s judgments become more complete and effective. The diagram below lays them out as a triangle where individuals can iterate from one point to another to guide and clarify action as they engage in the managerial task of building a value driven institution.
Personal Commitments and Capacities

This domain of judgment covers the values, skills, and physical and character attributes individuals bring to an official position. These attributes are the basis for a leader's personal style and make each manager a unique leader. They exist prior to taking office and often bear on the reasons people are chosen such as conscientiousness, prudence, energy, optimism, courage, or trained professional judgment. Values and commitments may be grounded in family, profession, and religion as well as the promise made when taking a position. Capacities flow from character but also from the physical and psychological attributes of a person. At their best, they reinforce each other, but it is entirely possible for personal commitments and capacities to conflict with the obligations of office.

Obligations of Office

This domain of judgment flows from a manager’s conscientious fidelity to the institutional obligations of his or her position. When individuals take on a position, they make a promise, implicit or explicit, to live up to the responsibilities of that position. Superiors, colleagues, clients, and citizens depend upon the competence and responsibility of individuals who hold positions of power and authority. In many organizations, individuals hold significant authority or power over vulnerable people like children, students, or clients who need and depend upon us to perform our jobs well and with humanity. It is often easy to abuse those with less power or hurt individuals indirectly though negligence even though we may never experience the direct consequences of our actions. Holding positions in this web of interdependency and
vulnerability puts heavy burdens upon individuals to expend every effort to do their jobs well and in a competent manner.

**Prudence and Effectiveness**

This domain of judgment requires managers and leaders to attend to the context and power dimensions of their actions. Leaders more than anyone should understand the facts and the context of a situation before initiating action. Complications pervade the life of any organization. The environment is always evolving. Problems always arise. For example, some individuals do not perform and others are good but limited; some clients pose dangers to themselves or maybe to staff. Daily drudgework necessary to protect health and safety has to be done well and consistently to protect the welfare of everyone inside and outside the office. Technologies can alter dangers to health or the environment or create changes in the workplace or initiate new patterns of skill or accountability.

Implementing ethical and legal responsibilities requires managerial leaders to think about the proper means to achieve goals. They need to anticipate and prevent problems and know the context within which issues arise thus helping to avoid both negligence and unwisely applying rules at the wrong time. Above all, prudence means obtaining a thorough understanding of the different dimensions of a problem before acting. This type of knowledge requires learning about personnel, clients and conditions before problems arise and being able to respond professionally, not in rote, rigid, or uninformed ways. Nor should people respond impulsively. Prudence requires individuals not to get stuck in their own framework but to understand other points of view and deploy multiple frameworks of understanding to address issues. If managers do not learn and listen and attend to the context, they risk being negligent and causing more problems. Finally, prudence involves the ability to be effective. This involves the capacity to map and deploy the sources of power and influence in an organization and to undertake concerted effort to build both capacity and support to sustain an organization’s ability to perform its mission in difficult and shifting environments.

**ATTRIBUTES OF INTEGRITY BASED ACTION**

- Accept Responsibility
- Act with Self-Control
- Reflect on Actions
- Seek Help and Support

**Personal Attributes for Integrity Based Ethical Action**

All ethics depend upon a number of personal attributes that support the ability to keep our integrity intact. These dimensions of self help support the capacity to judge and act under pressure. They are critical for leaders to possess and instill in those they lead.
Accept Responsibility

People know and acknowledge the legal and moral obligations that come with a position. Accepting responsibility increases a person’s commitment to act competently. It minimizes the blame game and the temptation to shirk giving full time and commitment to achieve goals.

Act with Self-Control

The ability to control emotions and impulses is fundamental to effective leading. Self-control enables leaders to live up to promises despite temptations, obstacles and attempts to manipulate them. Self-control enables managerial leaders to bring their attention to bear on critical issues and act on priorities under stress. Managers live at the intersection of major challenges. They are the front line of institutional responsibility. Managers must control their emotions and especially their temper and their likes and dislikes. If personnel and those served by an agency believe a manager or supervisor “loses it” easily, they will act in ways that manipulate and control a quick-tempered or impetuous manager. If managers cannot control their prejudices, they will underutilize the possibilities of diversity and precipitate problems and leave the institution open to lawsuits. Their impulsive actions will undermine the legitimacy of other leaders in the agency. Not controlling likes and dislikes makes people vulnerable to charges of favoritism that will undermine trust and credibility. Self-control and self-mastery is a foundation of ethical and professional behavior.

Reflect on Actions

Our gut instincts are not good enough. Instinct, while occasionally right, often carries the weight of years of socialized and thoughtless prejudice or past habits that may be inappropriate for present conditions. Gut reactions flow from internalized frames of reference that may or may not be appropriate to a particular situation. Good ethical leading requires the ability to use different frames of reference to understand all the dimensions of a situation, especially in times of change and stress. Ethics requires thoughtful consideration of the obligations, laws, rules, and stakes in a situation, as well as an assessment of the consequences before acting. Reflective practice can build up strong moral intuitions, but these need to be periodically tested in dialogue with others. Managers balance several different obligations and must be aware of them all. As a result managers face a strong obligation to know the law and rules, but also the context and people in a situation. Managerial leaders model behavior for colleagues, subordinates, collaborators and clients and citizens. Every action sets a precedent, shapes expectations, and influences how people will behave in the future.

Seek Help and Support

None of us can do it alone. Lone rangers and institutional vigilantes undercut accountability. Friends, experienced and respected colleagues, and superiors can help reveal the full range of ethical issues and obligations in a particular situation. They can
help us see the accuracy or contradiction of our own reactions, assess unanticipated consequences, and forge better decisions. Relying upon trusted professional colleagues and friends or external networks of support help sustain not only accurate self-reflection but the emotional and psychological endurance needed to bring energy and commitment to the position.

**Six Pillars of Character:**

Another way to think about the dispositions and traits needed to sustain ethical action over time is to view them as the pillars that provide the foundation to support commitment and decisions over time and under stress. Leaders require a set of moral dispositions that both physically and emotionally undergird their values, physical strength and actions. The Josephson Institute has identified a set of underlying moral dispositions that buttress the moral integrity and responsibility case developed here. They identify six pillars of character.

<table>
<thead>
<tr>
<th>Six Pillars of Character</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trustworthiness:</strong> A person of character is trustworthy, lives with integrity, and is honest and reliable.</td>
</tr>
<tr>
<td><strong>Respect:</strong> A person of character values all persons, lives by the golden rule, respects dignity, privacy and the freedom of others, is courteous and polite to all, and is tolerant and accepting of differences.</td>
</tr>
<tr>
<td><strong>Responsibility:</strong> A person of character meets the demands of duty, is accountable, pursues excellence, and exercises self-control.</td>
</tr>
<tr>
<td><strong>Fairness:</strong> A person of character is fair and just, is impartial, listens, and is open to differing viewpoints.</td>
</tr>
<tr>
<td><strong>Caring:</strong> A person of character is caring, compassionate, kind, loving, considerate, and charitable.</td>
</tr>
<tr>
<td><strong>Citizenship:</strong> A person of character is a good citizen, does his or her share, helps the community, plays by the rules, and respects authority and the law.</td>
</tr>
</tbody>
</table>

**FIGURE 1. Six Pillars of Character adapted from the Josephson Institute of Ethics**
THREATS TO INTEGRITY

- Peer Culture
- Denial of Responsibility
- Rigidity
- Dominant Informal Actors
- Diversity Challenges
- Silence

Myriad internal and external pressures press upon an organization’s people to undermine their values and mission including: the daily friction of interpersonal relations; the press to meet impossible goals; a sense of being unacknowledged and underpaid; sub-cultures within a larger culture; outsiders who need to influence an organization for their own purposes; competitors seeking resources and the hypocrisy of senior managers. This section details these forces with specific reference to integrity in organizational life. These daily pressures generate a predictable set of patterns that managerial leaders must be aware of and engage as a daily part of ethical leading.

Peer Culture

The real norms of action are carried by the values that people use to guide their daily actions outside of direct oversight by senior managers. Subtle and not so subtle pressures from peers push individuals to act in certain ways. Regardless of the high sounding values of the mission, groups of individuals just trying to get by or meet impossible goals often develop their own cultures that have little relation to the values espoused at the top. Dangerous or unethical behavior can become embedded in peer culture, and those who try to change it can end be endangered by peers or retaliated against for violating group norms or snitching on them. One of the primary obligations of managers and supervisors is to work to understand and influence the peer culture of groups within an institution.

Denial of Responsibility

Individuals can avoid a difficult decision or confronting the painful consequences of actions through a denial of responsibility. Denial permits individuals to decide or act but blame it on others. “I was only following orders” has justified horrible violations of human welfare and abuses of power. The denial of responsibility tempts all managers because the jobs are complicated and taxing, the consequences difficult, and decisions fraught with ambiguity. Further managers may often need to discipline fellow employees or draw lines around behavior that will make them unpopular with personnel. Moreover, managers may receive harmful, stupid, or questionable directives, yet feel an obligation to follow them. The world of modern governance with its multiple partnerships and
dispersed authority and accountability makes it even more difficult to isolate clear responsibility and can paralyze individuals.

**Rigidity**

A variation on the denial of responsibility lies in rigidly following orders, or “going by the book.” This response protects people from second-guessing and is a great “cover your ass” tactic. Rigid, by-the-book tactics pretend that people have scant choice with a well-understood situation and no potential complications. Further it assumes the existing rules are clear, and the consequences of applying the rule are easily apparent. Such situations rarely ever arise. Nonetheless, a rigid approach reassures individuals, removes responsibility for taking the initiative and minimizes forms of stress in the job. It reduces people to machines with no discretion or judgment. It also means managers or supervisors are not motivated to learn the context or nuances of situations and people.

**Dominant Informal Actors**

All informal cultures, especially in relatively small units, are vulnerable to the excessive influence of single individuals. Sometimes it might be an experienced “old pro” or an “expert” whom everyone needs or who provides favors. Individual personnel or clients or served citizens may gravitate to them for advice and support, sometimes at odds with the formal rules of the organization or the manager. Identifying these actors, limiting or controlling them, co-opting or winning them over is critical to influence informal culture and norms.

The worst and most dangerous case arises when an individual uses coercion and fear to control others. Bullies exist in all organizations, and organizations where inequality in power exists or clients are more vulnerable or less educated are susceptible to such individuals. The bullies take advantage of emotional control and their own network to ostracize persons. Most informal work cultures have a code of silence that reinforces the potential power of violent, abusive, or uncontrolled bullies. Managers can lose control of their areas to such individuals and destroy the capacity of their unit to perform well or behave ethically or legally.

**Diversity Challenges**

The reality of legal, social, and economic inequalities creates a system where many users or potential users of key public and nonprofit services such as welfare, schools, corrections, or health care are racial and ethnic minorities. Often these served populations differ from the staff population along ethnic, racial, religious, and gender lines. This reality can produce a tinderbox where small sparks of perceived disrespect can flame into anger, misunderstanding or violence. Often these incidents precipitate legal struggles. The same divisions can carry over into organizational life where personnel isolate into units, groups or cliques where loyalty to groups can conflict with commitment to the organization’s common mission. These tensions pervade and overlay everyday life and can erode trust and relations among personnel, leaders and citizens.
Silence

Modern history and psychology reinforce a reality of human beings—people who know they are protected by secrecy or silence will often perform immoral actions that they never would do if they knew they would be held publicly accountable for them. Cultures of silence make possible levels of abuse of power that can endanger justice and the rights and safety of personnel or clients or the vulnerable that depend upon us for service. Silence muffles accountability and reporting that are the lifeblood of learning and reform. Silence hides actions, permits forbidden actions, and undercuts real accountability. Silence can become a solace and stance for individuals who were once committed but are discouraged, burnt-out or cynical. It is the ally of pathological peer culture, dominant individuals, or deep discrimination and abuse.
IV. BUILDING AN ETHICAL ORGANIZATION

The environment of organizations generates pressures that can undermine the integrity of managers and supervisors. To counteract these forces, leaders need knowledge, trust, respect, and good judgment. They need the ability to: see a situation in context; model appropriate behavior and values; educate employees on an ongoing basis and seek help and support when necessary. Leaders integrate the values of the person with the values of the mission and work to ensure that these values and character infuse task performance. Managerial leaders need to amass power and support to influence and counteract environmental pressures as well to support and protect individuals committed to the mission.

The challenge presents itself as another strategic triangle for internal management where leaders iterate and align across the commitments of the individual to the mission and organizational purpose and to infuse these values and judgments into daily task performance. Jobs and positions are then sustained by commitment not just compliance. This approach highlights several strategic focal points that managerial leaders should work to master.

FOCAL POINTS OF ETHICAL MANAGEMENT

- Cultivate Organizational Purpose
- Know the Purpose of the Rules and Laws
- Build Trust, Respect and Communication
- Embrace Discretion
- Engage the Whole Context
- Model and Educate
Cultivate Organizational Purpose

Vision, mission, goals and outcomes all embody the deeper leadership and management task of cultivating an abiding sense of purpose for the organization, groups and persons. Purpose reveals itself as the intent that guides people performing tasks. Values and commitments manifest themselves in purpose; purpose provides moral intent, decision structure and motivation underneath commitments. Having a sense of purpose can suffuse daily tasks with intention, meaning and direction. Nurturing purpose in persons and relations creates the deep structure that supports organizational culture, vision, mission and goals.

Know the Relevant Rules and Laws

All aspects of organizational integrity depend upon managers and supervisors knowing the mission, laws, codes, and rules that guide their work. They need to understand the purposes behind them. The laws and processes are means to achieve excellence, performance, welfare, safety and justice. This knowledge also gives managers the ability to understand their discretion and exercise it when rigid enforcement of rules is inappropriate or dangerous.

Often professional codes of ethics clarify the values that fill in the spaces of the rules. Many situations require that we bring to bear professional knowledge and standards such as those involved in engineering, public health, corrections, law and many areas of organizational life. This professional knowledge lays down powerful baselines of competence and often provides clear minimum standards of safety or competence. At the same time, the professional knowledge needs to be complemented by knowledge that helps us understand the cultural and ethnic background that may influence the actions of others. This kind of knowledge requires personal investment and commitment, but it is vital to not overreact and to understand when actions flow from different cultural or professional influences rather than conscious attempts to escape one’s responsibilities. Managers and supervisors have strong legal and ethical obligations to master the knowledge of law and rules and gain the competence needed to do their jobs; otherwise they will be negligent, ineffective and possibly dangerous to the health of their organizations.

Build Trust, Respect and Communication

- **Trust:** Successful leading at all levels depends upon building trust with workers, colleagues, clients and outside groups. Without trust people’s compliance will be lower, secrecy will be higher, and enforcement costs will grow because once the manager or supervisor is gone from the scene individuals will revert to their
preferred informal patterns of behavior. Outsiders will take advantage of this break in the culture and norms to try and influence or get special treatment. On the other hand, respect and trust are created carefully over time, but can be lost very quickly.

The foundation of trust lies in sustained competence, fairness, and respectful actions. Without competence, fairness or respect, personnel will lack trust for leadership. This leads to resisting or ignoring leaders. They will ignore directives, take matters into their own hands or underperform. Trust creates social capital and resources to help groups endure external and internal challenge, maintain cohesion and adapt to new challenges.

- **Respect & Listening:** Respect nurtures good leadership. Respect involves acknowledging the other person’s worth that requires being present to the other person in a full human sense. Respecting and being present to people means leaders and managers listen to others. The capacity to be present to another person and acknowledge them manifests in really listening to colleagues, staff, subordinates, and stakeholders. Respectfully being present invites others to give honest and candid assessments of actions and plans. It invites serious collaboration, better contributions and, not just “buy-in,” but enhanced responsibility and performance. Listening becomes the major modality by which leaders learn from others. If they listen with open presence, they actually hear the full range of emotional and intellectual content of other people’s voices and not just translate other’s communications into their own worldview.

- **Communication:** Open and mutual communication is another critical strategic dimension of ethical managerial leading. It flows from respect, creates trust and augments prudence and judgment. Managers need to get out to see and hear what is actually occurring. They need to cultivate multiple lines of reporting and wide ranges of listening and learning to understand the full range of actions and cultures in the organization. Communication flows many directions. Any effective communication to other people depends upon respect and listening that enable leaders to understand people as an audience with their own values and modes of understanding. This permits leaders to cast communication in terms that can be apprehended cognitively and emotionally.

To encourage rich communication leaders should strive to make it safe for individuals to communicate to them the reality of work life and express dissent in a productive way. This may involve building strong parallel systems or whistle blowing protection or ensuring that dissent has multiple points to express itself without fear of reprisal. Well-designed and confidential fraud, waste and abuse hotlines or good whistleblower processes and protections are needed to gain deep and accurate knowledge of the internal workings of the organization. They can provide safe opportunities to learn and engage unethical, illegal or inefficient operational challenges. These systems not only build trust and commitment but also ensure a better knowledge base and better decisions. They can provide
antidotes to codes of silence, dominant informal actors and dangerous subcultures that can develop without strong mutual communication.

- **Fairness:** Fairness elicits compliance and commitment from personnel and clients. Respect grows from treating others with fairness and competence. Respect involves an active willingness to learn from and acknowledge others’ concerns even if one does not agree with them. It involves the capacity to escape our own preferred framework. We need to acknowledge, understand and use the frameworks that other people bring to the table. In this light, fairness demands a commitment to treating situations and actions consistently. But it requires leaders to delve deeply into the situation so they understand the full context and can act with fairness and explain their actions in a public way. Fairness augmented by respect helps managers and supervisors deal with the sensitive issues of race, religion, class, and gender that arise in daily interactions. Fairness combined with respect infuses a strong cultural commitment to help individuals grow from mistakes. Respect based learning does not just identify and focus on the wrong done, but provides people with clear and supported opportunities to practice effective ways that are reinforced by the manager. If personnel do not trust the fairness of managers, they will have strong motives to hide actions and avoid accountability or honest communication.

- **Impartiality:** Impartiality sustains trust and fairness. It does not mean treating everyone exactly the same; but it does require us to use the same standards in evaluating individuals and that these are transparent and appealable. If people believe that managers and supervisors play favorites and use different standards to evaluate certain personnel, people will justly feel disrespected, resent supervision and punish the favored ones in informal ways. Impartiality and fairness create foundations of strong group dynamics and trust. Trust and respect build up social resources with staff and citizens that ease enforcement, make accountability more accurate, and earn managers the benefit of the doubt and loyalty in difficult situations.

If managerial leaders fail to generate trust, respect, and communication, they open opportunities for outsiders to take advantage of internal dissatisfaction. Lack of trust, aggrieved feelings of being ignored, feeling hopeless with no chance to communicate or impact decisions or being treated unfairly, all provide traditional motives for individuals who sell out to provide information or services to outsiders or consciously neglect their performance.

**Embrace Discretion**

Managers and supervisors sometimes hide from or forget their own discretion and responsibility even as they exercise them. They are tempted to see themselves as doing nothing but “applying the rules,” with no personal judgment involved. Yet every manager or supervisor constantly exercises discretion. It anchors the honor and responsibility of good leaders.
• **Frames:** People act from frames of judgment that screen and shape the world they perceive. Managers exercise discretion in what they see and do not see; what they hear and do not hear. While selective perception arises from the frameworks managers hold, it can lead to decisions that miss different points of view or new aspects of a relevant situation. Unreflective discretion can easily lead to decisions based on limited, biased and preconceived judgments. Knowing and compensating for our own frames is one of the central demands of good leading.

• **Pervasive Discretion:** The application of rules and regulations inevitably involves discretion. Indeed leaders even employ discretion in the amount of time they devote to different topics or people; this allocation of time in turn signals to others the relative importance of people and issues. Often situations involve multiple rules, and sometimes the rules conflict. The resolution of this conflict usually requires important decisions by managers on the application and interpretation of different rules. Consequently, managers need to be particularly attuned to the perceived fairness of their execution of discretion. For instance a simple conflict between a subordinate and superior over choice of language could be interpreted as harassment, an insult, good supervision, bad judgment, immaturity or oversensitivity. The choice of which rule to apply will determine the severity of the incident as well as avenues of action for those involved. In addition, managers and supervisors possess the choice of whether to write up the incident and, if so, how to describe the incident. In each of these judgments, they not only define the incident but focus on the relevant values they want to defend or support and the culture they are building. Managers and supervisors constantly exercise judgment and discretion and must be aware of this. It is the key to both acknowledging responsibility and training their judgment to address the complexity of situations.

**Engage the Whole Context**

If every situation was clear and simple and managers and supervisors were all knowing, then discretion would not be necessary. Managers and supervisors could just apply the rules by rote, assuming they could evaluate that rule to apply and how to weigh it compared to other rules. Life is seldom so simple. Managerial leaders always face incomplete information; multiple sometimes-conflicting rules are present; and issues of power, legitimacy, or identity may overlay the decision-making stakes.

• **Open to Multiple Frames:** One of the first obligations of leaders is to discover as much as possible about a situation. This goal requires that leaders leave behind their own default framework of perception and judgment and seek multiple ways to understand a situation. They must know the context in which it occurred. As is always the case with good leading, managers need to use their imagination to use multiple frameworks to understand a situation and exercise judgment. What sounds like racial epithets could be banter? What looks like assault could be roughhousing? What appears initially to be negligence could be two goals in conflict? Knowing the people involved and the context is critical for the manager.
to address an issue and to teach staff how to successfully resolve pressing organizational matters. Thus leaders need to be open, thoughtful, competent, fair and self-disciplined.

**Model and Educate**

Every action of a managerial leader puts their power and authority on the line. People around them are always watching and reading their words, intentions and actions. The one thing they have true control over is their own actions and modeling. Leaders earn respect and trust or disrespect and distrust in this daily crucible. The power of managers over their people’s futures and resources can distort how staff, clients and others react to managers. The more senior one is, the greater the onus on managers to provide clear and consistent signals and direction for personnel.

Managers and supervisors carry the culture of the organization. They make a fundamental difference. Their cumulative actions, praise and support or nonsupport and punitive actions educate people on organizational expectations. The contagion effects of the leaders impact the quality of energy and commitment of people. If they inspire trust and respect, they can have a profoundly positive influence on the values and performance of their employees. Poor managers and supervisors damage morale, undermine values, and discourage staff commitment and excellence. Every incident provides an opportunity to define the meaning of a situation and set norms or precedents that contribute to the long-term direction and culture of the organization.

**Courage and Endurance**

The daily press of organizational life demands a continuous and stressful stream of judgments and actions from a conscientious managerial leader. The cumulative force of peer norms, rigidity, secrecy, disruptive individuals and diversity tensions can undermine even very capable individuals. It requires sustained courage to go to work each day, act with character and values, and avoid rigidity, the evasion or denial of responsibility or the surrender of control to dangerous informal actors.

People closely follow the actions of leaders over time. One-shot actions will not build culture or credibility. Sustained performance is the only way to win respect and trust and send the message that the values the manager enacts must be taken seriously. Only then can the culture change and norms become imbedded in daily actions. Thus, courage in small things can be very consequential because if others sense a flagging commitment, low level hypocrisy or favoritism, rumor networks will proliferate and undermine a manager’s credibility and ability to motivate or lead. Enduring commitment and sustained action over time build culture and norms for people; this endurance can model and rally the support needed to make values real in the daily lives of individuals.
Support and Help

Managers frequently address murky and messy problems. Sometimes they will make mistakes. Thus, leaders will often be second-guessed and need to reflect and learn from their actions. As a result, managerial leaders need to remember they are not alone in facing uncertainty or dilemmas. If they try to make it alone, ultimately they will break under the strain and lose perspective.

Multiple sources exist for gaining support or help in thinking through issues. Support can become important for job longevity as well as accuracy and decisiveness. Superiors, respected colleagues, peers and mentors can be important sources of support and help. Professional networks and networks of friends can provide forums for candid and honest advice. Leaders need to take care not to bring everything home to their family or make family their sole source of support; it places too great a burden on family life and can undermine vital intimate relations. If the problem is with the superior or with the peer culture, human relations offices, bargaining units, or outside control agencies such as human rights offices or the Inspector General’s Office can provide assistance or anonymous reporting processes.
V. LEADERSHIP VALUES

Key Leadership Values

Ethicist Joseph Badaracco points out that “Managers are the ethics teachers of their organizations. This is true whether they are saints or sinners, whether they intend to teach ethics or not. It simply comes with the territory.” Because of this, managerial leaders need to self-consciously work to commit to the foundational values of their institution. All these cumulative concerns come home to a set of values that leaders need to enact as the basis of their leading. These values must be relentlessly stated and modeled at the senior level and reinforce actions all the way down to the supervisory level. If the values and mission only exist at the top in an unread “mission statement,” they are meaningless and can be sources of disenchantment, scorn and cynicism. These values distill the guides for daily self-aware leading.

KEY LEADING VALUES

- Integrity
- Responsibility
- Fidelity and Courage
- Competence
- Respect
- Truthfulness and Honesty
- Accountability
- Stewardship
- Inclusiveness

Integrity

The moral coherence in a manager’s life and the culture of his or her institution hinges upon personal integrity. Self-awareness of our character, values and dispositions is essential to integrity and provides the basis for directing attention, decisions and narrative consistency in our lives. It also manifests in a commitment to our dignity and a willingness to act upon our values, promises, and obligations.

Responsibility

Good leaders need to acknowledge their positions of authority and the need to fulfill the responsibilities of their position including the relevant laws and regulations. Responsibility relies up the self-discipline to live up to promises and hinges on the honest
willingness to acknowledge their contributions to actions and not retreat to self-deception, the world of blame games or passing the buck.

**Fidelity and Courage**

Fidelity requires courage and means individuals have the self-discipline and moral strength to live up to their promises to uphold the law, principles, and values necessary to do the job ethically and legally. It manifest as the ability to overcome temptations and impulses and the capacity to decide and act consistent with the integrity based values and commitments. Fidelity and courage align in small daily actions and in larger actions to build consistency and sustainable expectations into a culture. Through fidelity, it is possible to earn the trust of others.

**Competence**

Competent individuals possess the skill, training, and capacity to do their defined jobs. It places an added obligation to keep up these skills and moral capacities in order to adapt to changes and demands of the job. People are hired and trained in light of their potential competence, and it is a fundamental requirement of leaders. It also requires caring about the small details of organizational life that give reality to the larger mission. Citizens, colleagues and collaborators all depend upon the competence of leaders that places strong moral obligations of reliance upon competence.

**Respect**

The recognition of the dignity of human is the basis of respect. It is, in turn, anchored in our self-respect and requires us to treat all humans with civility and appropriate honesty. Respect also entails legitimate demands for competence and improvement from individuals and is anchored in being present to others, listening and learning.

**Truthfulness and Honesty**

Effective leadership requires that managers understand the full context and facts in any given situation; this requires truthfulness and honesty in leader-follower relationships. Through honesty, people report clearly and accurately task expectations and the methods by which people will be held accountable. Only when honesty is valued can a true learning environment exist. In this context mistakes can become a way of learning how to improve performance rather than an opportunity for evasion and duplicity. Truthfulness also involves a commitment to not be trapped in one framework and to understand the entire context of incidents and actions.

**Accountability**

Public agencies have an obligation to be accountable to citizens, and nonprofit organizations should be accountable to their donors and funders and more broadly their communities. Only oversight and honest and accurate reporting of what really happens in
Value Driven Leading: A Management Approach

Institutions enable government and nonprofit authorizers to delegate responsibly to organizations. The legitimacy of public and nonprofit organizations depends upon transparency and accurate reporting of organizational activities. Accountability also justifies systems such as ethics hotlines or well designed confidential reporting systems to ensure accurate knowledge and safe reporting of illicit and dangerous activity that can escape normal accountability processes and scrutiny. Accountability permits institutions to change mission and grow and improve in response to feedback and evaluation of programs and services.

**Stewardship**

We are not given money, power, and resources to pursue our own private ends or gain. Using money as efficiently as possible and not wasting funds does justice to the unique characteristics of taxable or donated funds. Special obligations inhere in the requirement to spend the funds for authorized purposes. Stewardship means public service leaders attend to the long-term welfare of the institution and staff rather than simply responding to short-term demands and trends. As one aspect of their stewardship, managerial leaders are responsible to hand on institutions that possess competence and legitimacy, and these become vital ethical considerations in leading.

**Inclusiveness**

Seeking out and understanding the points of view of stakeholders makes policy and leading more sustainable and less coercive. Inclusiveness flows from respect and stewardship to address the long-term needs of institutions to engage the cultural, gender, religious, and racial divisions that can undermine the legitimacy and effectiveness of the institution. At the same time different professional and skill perspectives come together to balance team actions and decisions. As a value, inclusiveness inoculates against the deep human tendency to be comfortable only with those similar to us. It also guards against the tendency to judge individuals by stereotypes or appearance rather than their full human capacity. It protects people from slipping into their default frames of reference when judging situations and helps them expand their imagination and deploy multiple frames of reference to engage problems and people. It contributes to stronger and more effective decision-making, but requires consistent leadership, sensitivity and support.
VI. UNETHICAL BEHAVIOR

Ethical behavior should not be confused with legal behavior but the two are intimately linked. Law and accountability legitimize public institutions. Nonprofits depend upon a web of laws and complex terms of delegation from boards, communities and donors. Managerial leaders embody and represent these values to personnel, clients, authorizers and the outside world. Clear illegality violates the moral promise of a managerial leader to act by authorized standards of office. Deeper ethical behavior involves understanding the reasons behind the law and taking into consideration the context. It means being aware of and combating the pressures that undermine professional ethics and personal integrity in daily life. The values and character displayed by managerial leaders in the silence of law or rules is essential to guiding the quality of people’s ethics.

- **Subverting Ethics:** Managerial leaders need to be sensitive to the many ways in which ethics can be subverted and an organization corrupted. This means understanding the range of unethical behavior and how it arises. Unethical behavior does not always begin with a bribe; it begins with a small favor. Selling out does not often happen suddenly in one decision, but emerges slowly within a web of relations that traps or blinds a person to the real moral stakes. Managerial leaders build positive culture by personally displaying leadership values and norms that model values and give others strength to act on those values. They not only model the values but set boundaries and coach others to understand the boundaries as well as the effective ways to act upon value commitments. Even when it seems arduous or silly, the capacity of individuals over time to fall into self-deception about their relationships means that leaders need to be especially mindful of small things that delineate their responsibilities and protect personnel from those who seek to gain something from them.

- **Temptations:** People will be tempted to make life easier by smoothing daily interactions with questionable methods that seem effective, at least in the short term. Managers and supervisors can avoid the difficult task of regaining control of an area by “looking the other way” at abuse or poor behavior. They can take home “perks” from the office and signal to everyone that this is OK. Minor silences or white lies smooth over irregularities in reporting and make it possible to seem to meet impossible targets. The law and rules are often silent or contradictory and leave room for considerable discretion. Proper exercise of discretion can address and prevent many smaller unethical behaviors that seep out slowly, infect others and corrupt a culture.

- **Abuse of Power:** Individuals are given position and official power on the understanding that they will use their power in a way that serves agreed upon common ends. Unethical action in organizations usually involves the abuse of power and position. Individuals impose their own views or interests when their actions should be bound by legal or professional standards that support the mission or welfare of others. Such actions, even when legal, are still wrong. Actions may be by individuals or supported by group norms that protect or
encourage wrongdoing. Three of the most common classes of unethical behavior involve: 1) violations of trust, 2) self-dealing, and 3) conflict of interest.

While separate categories, they often overlap and in some cases, each of these behaviors may be present. Many behaviors are embedded in small seemingly innocuous decisions like allocating excess resources for a project or helping a buddy at the expense of the team or putting off a distasteful decision to address an underperforming or abusive subordinate. A superior can order someone to lie or promote someone not qualified in the interest of serving his or her own ideological or personal agenda. A managerial leader needs to be aware of this range of actions and act decisively to address them.

RANGE OF UNETHICAL BEHAVIOR

- Violations of Trust
- Self-Dealing
- Conflict of Interest
- Vulnerability and Slippage Points

Violations of Trust

Individual action or the impact of management decisions on procedures that support accountability or professional conduct can create violations of trust. The trust expresses itself as stewardship obligations to build the organization and achieve the mission with skill, respect and effectiveness. More specifically, violations of trust can occur through incompetence, abuse of power, lying, favoritism, discrimination, disrespect, or inappropriate silence or evasion. The following sections provide explanations on these actions.

- **Incompetence:** Competence is the building block of organizational ethics and the quality of action on which vulnerable clients and colleagues depend. We presume that people have the capability and will to do the job. Failing to address incompetence undermines performance, hurts people, undercuts the efforts of competent individuals, and engenders anger and cynicism. It can lead to cascade effects on colleagues and collaborators when the relied upon performance is not delivered and the quality of everyone else’s decisions suffers. This also expresses itself through the obligation to hire and promote the most qualified individuals and not use inappropriate standards that place less competent individuals in positions of responsibility.

- **Abuse of Power:** Using excessive physical or non-physical force to achieve the organizational goals is abuse of power. The raw use of physical coercion to achieve goals undermines staff and personnel, engenders greater hostility and
resistance from clients and citizens and requires much higher levels of oversight. Physical and psychological abuses often stand behind threats to gain personal or political ends not sanctioned by the organization. They can also be used to cover up actions. This type force degrades humans by violating their dignity. Permitting bullies of citizens or staff encourages abuse of power and loss of managerial control. Removing competent and committed officials because they did not accede to a superior’s personal or ideological bidding at the expense of legal, procedural, and institutional standards corrupts the authority and competence of the organization.

- **Lying:** Passing on or forcing personnel to pass on distorted information or deliberate untruth to colleagues, superiors or subordinates is lying. Another variation is covering up or withholding information individuals need in order to do their job. Spreading untrue or inaccurate information about others within or outside the organization poisons the culture of honest evaluation and accountability. Lying distorts the ability of the organization and managers to understand exactly what is occurring in the organization. It cuts accountability off at its roots and makes high performance impossible. If mistakes are covered up and not acknowledged, individuals cannot grow and learn and greater institutional disasters easily unfold.

- **Favoritism:** Favoritism involves special treatment of individuals that violates consistent and professional standards of treatment. Favoritism damages equity and fairness and engenders disrespect. It undermines competence, trust and legitimacy. At a cultural level people come to believe that that professional excellence does not get rewarded, but going along with superiors’ wishes regardless of content does. Favoring or protecting a friend or political favorite often enables and encourages lying, incompetence and abuse of power. Favoritism creates webs of connection at odds with the broader mission and culture of the organization.

- **Discrimination:** Violating the dignity of other human beings by judging them on the basis of attributes such as race, religion, gender, or ethnicity rather than performance covers discrimination. Such discrimination makes inclusive and honest decision making very difficult, in addition, it lowers performance, invites conflict, becomes a flashpoint for violence and lawsuits, and destroys the capacity of teams to function together.

- **Disrespect:** Respect flows from human dignity and requires that employees and citizens be treated in ways that do not violate tenets of civility, truthfulness and competence. Too often we mistake respect for not telling the truth or avoiding the hard decisions that are required for institutions and people to grow. In point of fact being honest to others is a strong act of respect that permits them to know their success, failures and perceptions of others. Disrespect effectively ends strong learning within an organization by undermining the ability to listen and the willingness of people to risk speaking candidly or commit to the organization’s
purpose. A culture of disrespect makes it extremely difficult for individuals to sustain their commitment to the organization’s mission.

- **Silence or Looking Other Way:** Silence means people collude in or permit unethical or illegal action by pretending not to see it, not reporting it or going along with inappropriate peer behavior. This can also include superiors who perceive such behavior in their area of responsibility and do not act to rectify the problem as well as individuals who go along with illegal or immoral orders and do not seek ways to educate, dissent or change policies within the system over time. Codes of silence are the main weapon corrupt cultures and actions depend upon to flourish.

**Self-Dealing**

Individuals self deal when they use of an official position in order to gain benefits for themselves or others that are beyond the normal benefits and compensation accorded officials in that position. This type of unethical behavior can have an especially pernicious effect on an organization by subverting the purpose and fairness of organizational performance in an unaccountable manner. Several types of self-dealing exist.

- **Bribery:** Providing or accepting special treatment for individuals in a person’s realm of responsibility in exchange for some form of personal or professional gain for the official who grants the treatment.

- **Theft:** Taking organizational resources that should be devoted to a mission purpose and using them for personal use or gain. This can include theft of resources or time. Often the problem of theft starts with small items, grows into a sense of entitlement, and becomes a larger systemic problem. Sometimes it begins in an unassuming way by taking equipment home to work or as a supplement to a perceived low income. Theft is hidden behind laziness, personal business on organization time or stealing time from the task at hand.

- **Inefficiency:** Using excessive amounts of resources to achieve an end that could have been accomplished with fewer resources. It can be a pervasive organizational problem that can range from purchasing unneeded equipment to wasting organizational time on personal tasks to permitting incompetent staff to continue while others cover for them. It violates the stewardship obligation to maximize welfare from the resources entrusted to leaders and managers and undermines the legitimacy of the organization in the eyes of citizens and funders.

- **Collusion:** Cooperating with other individuals, including contractors or network partners, to make funding decisions that are inefficient or allocate resources to provide excessive gain to the contractor, partner or individuals.

- **Kickbacks:** Accepting some form of payment from an individual, partner or contractor in exchange for favorable decisions to allocate resources to them.
Conflict of Interest:
Deciding or acting in circumstances where the individual official or those related to the individual stand to materially benefit in some way from the decision or action. Most professional and agency Codes of Ethics focus their energy on these issues. Nepotism and similar situations, where spouses, friends, or relations report to each other, jeopardize the integrity of accountability. It also arises when an individual has a proprietary interest in an organization with whom he or she is partnering, contracting, negotiating or doing business. Conflict of interest can also arise over a future employment possibility with a firm that the official conducts business with. Nepotism and similar conflicts of interest undermine the quality of judgment and the perception of inclusiveness and fairness.

Patterns of Ethical Vulnerability

• Vulnerability and Slippage Points
• Point of Task Performance
• Internal Dimensions
• External Dimensions

Vulnerability Points for Unethical Behavior and Cultures

Building an ethical and high performing culture means more than inculcating high standards of performance and decision-making. A good managerial leader needs to get ahead of the possible erosion of ethical performance in organizations. The ethical leader needs to identify and address where the greatest pressures on individuals and culture will occur and proactively buttress individuals, policy and structure to address them. This anticipation is the key to sustaining long term ethics in corrosive and shifting political environments.

• **Culture:** Unethical action usually occurs at an individual level, but such actions often reveal a culture of distorted values or corruption. The political scientist Robert Kiltgaard points out that systematic corruption tends to arise in situations that mimic monopoly power that involves discretion without strong accountability. This means unethical behavior can reflect badly designed structures, training or incentives where demands of performance conflict with need for professional autonomy, sufficient resources or self-interest.

• **Vulnerability Points:** Organizational susceptibility to unethical behavior and corruption follows from a number of identifiable problems. The problems arise at the point of task performance from internal and external pressures upon the individuals performing the tasks. These stresses upon individuals arise from within the position without sufficient training or support or from a combination of lax or limited oversight, badly designed incentives or mismatches between
obligations, resources and external pressures. There are a number of different but often overlapping situational variables that come together to cause organizational vulnerability points. They usually involve stresses upon individuals who are trying to do the right thing under great pressure from external or internal forces pushing against them. These continuous stresses fracture their commitment. The predictable tension points between the obligations and status of the individual performing the task and internal or external pressures create points of vulnerability that can become a managerial focus. Knowing these focal points ensures that managerial attention, structures and incentives work to support public service values in the organization and anticipate the patterns of erosion of performance standards.

• **Dimensions:** The following table identifies predictable points of potential strain on and slippage of the organization’s values and accountability. Each dimension and each point of contact between them can overlap and increase the pressures. Great inequality in power can generate these situations such as when underpaid staff personnel try to enforce regulations but face a powerful and well connected external actor. This tension can be aggravated by differences in professional status, race, gender, class or training. In a similar way the peer norms of an organization’s task groups could support high values or have evolved to either collude with external actors or get around unrealistic quotas for performance with short cut behaviors or subverted reporting.

Each of the following dimensions becomes a potential leverage location for managerial leaders to attend to and build the culture and ethics of an organization because they can anticipate and focus energy upon predictable problem sites.

<table>
<thead>
<tr>
<th>Point of Point of Task</th>
<th>Internal Dimensions</th>
<th>External Dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Commitment</td>
<td>Managerial Attention</td>
<td>Stakes for Actor</td>
</tr>
<tr>
<td>Training/Expertise</td>
<td>Expectations</td>
<td>Inequality</td>
</tr>
<tr>
<td>Discretion</td>
<td>Peer Norms</td>
<td>Differences</td>
</tr>
<tr>
<td>Technology</td>
<td>Inequality</td>
<td>Number of Interactions</td>
</tr>
<tr>
<td>Resources/Compensation</td>
<td>Differences</td>
<td>Contractors/Competitors</td>
</tr>
</tbody>
</table>

**Point of Task Performance**

• **Mission Commitment:** Individuals commitment to mission values to guide their judgments heavily depends upon the clarity of their understanding of the core mission values. This understanding is inculcated and reinforced by follow through on constant communication and reinforcement through hiring, evaluation and promotion. This structure of communication and support helps individuals stand with commitment and skill in their jobs on a sustained basis. This focus addresses
the quality of integrity and commitment available to persons in the organization at the point of task.

- **Training/Expertise:** The level of training or expertise for the individuals at the point of task performance is critical to deal with workloads, challenges, surprises, differences in competence levels, identity differences and comfort with the technologies deployed in the job. It is also vital to address differences in competence that powerful or not so powerful external actors may possess. Any gaps between the expertise needed to perform a task and personnel or between the skill levels of personnel and external actors places stress on integrity performance.

- **Level of Discretion:** The ranges of discretion should influence the training of individuals, the necessary oversight and especially the significant stakes and power of external actors. The relative power or lack of power of external actors who interact with the person performing the task profoundly impacts the quality of performance. Individuals must deal with external actors in areas such as regulating a building code, protecting public health or environment, providing social services or performing public safety duties. The wider the discretion of an official combined with the greater the stakes or power of external actors invites moral stress.

- **Technology:** The level of technology deployed by personnel may change constantly whether it involves information systems, performance measures, forms to be filled out, questions that must be asked or the range of issues examined in certifying or granting a permit or eligibility. Any division between the skill and training of personnel and their technology or between the technology demands and the demands of superiors or the environment can place great stresses upon values and performance.

- **Resource Level:** Sufficient resource support, including compensation, is absolutely critical for individuals who are performing the tasks. This grows in importance where the tasks involve issues that have high stakes for external actors such as regulation, permitting, public safety, advocacy or providing services for vulnerable and needy clients. Personnel who are underpaid and not well supported are fundamentally more vulnerable to being suborned or abusing power with external actors. In all cases resource support becomes an essential bastion against self-dealing, external pressures for special favors or internal pressures for compromised service.

**Internal Dimensions**

- **Attention:** Attention is the most precious gift a leader has. In fact where managers place attention signals the importance of issues to personnel and stakeholders. The constant press of daily business can distract attention and undermine constant policy to support ethics. The amount of managerial support, attention, oversight and monitoring is critical to high performance in environments of moral stress.
Leaders need to calibrate their attention and energy in light of both the internalized integrity and training of personnel but also in light of stresses imposed by external environmental pressures. As stresses and stakes go up, the organization needs to invest in both more integrity building and training and consistent managerial attention and oversight at stress points.

- **Expectations**: All organizational tasks carry expectations. Authorizers regularly resort to performance measures and assessments to establish accountability through expectations. At the point of contact between expectations and persons, unrealistic performance expectations and measures can generate immense stress upon task performance. If the personnel do not believe that the goals actually measure the good they seek or if the goals require actions that exceed resources or training or if the goals do not match the complexity of the environment, these can cause personnel to take short cuts, subversive actions or undermine reporting to “meet” the goals. This requires leaders to carefully manage goal expectations both internally and externally with authorizers and funders. This is especially important if understaffed or overworked personnel face higher workloads with reduced funding or have to address a more difficult problem set while being required to achieve more.

- **Inequality**: Internally or externally, significant inequalities of power between organizational personnel and served citizens or external actors can cause immense stress upon ethical performance. For example, the stress could occur when people of one class conduct social service intake interviews for vulnerable clients of a different class. Another form might involve the regulation of building permits or health inspections where undertrained or low paid personnel attempt serious task performance with limited resources and confront external actors with superior skills, resources, power and influence who can subvert individual actions from mission goals.

- **Differences**: Intense performance stresses can arise when the inequality of office or power is amplified by systematic differences among people. Differences of class, race, gender, ethnicity or religion are the most obvious. Tensions over understanding of mission and perceived fairness and respect can arise when different self-identified groups work together. Misunderstandings can escalate if the lines of authority reflect identity differences. Issues become even more complex if many of those regulated are of one identity group while the regulators are of another identity group. The issues around differences extend to managing different working or learning styles or professional background. In many regulatory agencies tensions arise at the boundaries of lawyers and scientists or economists as organizations try to develop effective definitions of problems or solutions for them.

- **Peer Norms**: Peer norms develop in any group performing a task over time. These norms help establish a sense of identity and belonging, shape morale and commitment, regulate performance levels and provide hidden and informal
sanctions and rewards for members. Managerial leaders have a pervasive responsibility to learn and influence these norms. The group norms become central to an organization’s value culture. They buttress integrity, expertise and group solidarity that can sustain organizations facing harsh pressures from external actors to undermine standards or get special treatment. At the same time, if not managed well, these peer norms can subvert values by embodying accommodations to unrealistic expectations, low training and compensation or collusion with external actors who are willing to subvert people to get desired treatment.

External Dimensions

- **Stakes**: External actors with high stakes often push to gain special treatment or access from the organization and the individual. These groups or individuals could be very powerful external actors seeking special treatment for their issues or even very poor actors such as needy clients or offenders, but in both cases they are tempted to place pressure upon individual personnel for special treatment given their stakes in the outcome. The high stakes for the external actors can be aggravated if there are pronounced differences in class, race, gender or ethnicity between the officials of the organization and the clients or citizens at the point of interaction. When external actors or clients perceive the stakes as high, managerial leaders need to devote considerable attention to monitor the daily intersection points.

- **Inequality**: The greater the wealth and power of external actors or clients, the more complex and difficult these interactions become. The values of fairness, competence, efficiency, integrity and accountability all come to bear in regulating activities or providing services. Often those with wealth and power are central to a community or organization’s wealth or revenue stream; they can cause considerable political problems and mobilize external authorizers to bring pressure upon organizations. Managerial leaders need to develop strong prudent and effectiveness strategies to generate the support needed to sustain the performance and autonomy of their organization to provide fair and competent and impartial service in these environments.

- **Interactions**: Even something as simple as the number and quality of interactions needs to be managed. One-time interactions provide far more initial opportunities for slippage in performance because no long-term face-to-face accountability will occur. So random one time encounters with personnel need special attention to ensure fair, effective and respectful treatment. At the same time, numerous interactions can create incentives for more respectful, efficient and competent behavior. But these repeated interactions could also elicit informal relations and expectations that could also subvert fair and competent performance in the interest of preserving the relationship. Each calls for different types of ethics management.
• **Competition:** Competitors for the organizational mission or even partners, allies or contractors can, themselves, pressure individuals and organizations to perform in ways to maximize the competitors’, partners’ or contractors’ share of a market or network. These pressures can occur in a many nuanced ways from political pressure, opaque bidding relationships, or conflict of interest issues. It can manifest itself by hiring or recycling people through closed networks or patterns of moving in and out of sectors with anticipated future employment opportunities influencing judgments. These pressures place special obligations upon managerial leaders to attend to the transparency of network and partner relationships as well as focus heavily upon managing the integrity of hiring and relationships with partners and networks.

• **Revenue:** Modern governance leads many public and nonprofit institutions to manage multiple and complex revenue streams. They need to be managed and connected to specific tasks given funding requirements. But organizations often face short-term revenue falls or changed demand that can tempt managers to shift resources across dedicated revenue streams to others to accommodate short-term needs. Transparent auditing and management of financial relations and revenues becomes even more important to match the statutory and funding obligations but also address the complex new tension points of modern governance networks. Reciprocal and long term funding or contracting relationships must be maintained but become standing points of potential favoritism. These relations require constant focus upon competent and transparent auditing and management to guard against the potential slippages.
VII: LEADING WELL: SKILLS AND BEHAVIORS FOR VALUE DRIVEN MANAGING

Ethics in organizations is not just about the personal integrity and behavior of one individual. Individual ethical lapses can be just that—individual lapses—but more often they are symptoms of deeper problems in the culture and structure of the organization. Ethical leadership demands unremitting scrutiny and modeling by senior management coupled with the courage and competence of the managers and supervisors. They bear the brunt of front line work and problems. They carry the culture of the organization and fight the daily battle for a just, humane and competent work environment.

This essay concludes with a preliminary presentation of the skills and behaviors that managerial leaders need to cultivate in themselves and their people. These help them lead high performing organizations that are animated by powerful values that provide energy, support and guidance to individuals within the organization. These skills involve the consistent activity necessary to align the Mission/Person/Task triangle for each person with the institutional, political and cultural means to build and support the connection.

- Self-Awareness of Values
- Model & Communicate
- Build a Culture
- Align Resources, Incentives, Tasks & Values
- Accountability Systems
- Build Internal & External Support
- Engage Dialogue & Dissent
- Address Vulnerabilities

![Mission/Person/Task Triangle Diagram]
Skill: Develop a Self-Awareness of Our Own Values and Character

Come to a self-conscious awareness of the values that we hold most deeply and actually use them to guide our decisions and give narrative coherence to our lives. Come to an awareness of the basic emotional and psychological and physical dispositions that recur in daily life and help sustain decision and action.

Behaviors:

- Have a clear sense of the values that we use to provide coherence and meaning to our lives.
- Gain a clear awareness of our dispositions and character that are the regular and predictable dispositions and attributes that we manifest on a daily basis and under stress.
- Become aware of the main frames of reference that we are educated or socialized into and unconsciously resort to in daily decisions.
- Discover our learning styles, emotional intelligence levels and other relevant attributes that modern assessments can help bring to our self-knowledge.
- Develop a short and usable personal mission statement that can be remembered and used in real life situations. Revise it on a regular basis.

Skill: Use the Self-Awareness as a Source of Leading and Managing

Reflect upon actions and actively work to learn from decisions. Be alert to not only the expression of values and character in decisions but also how they affect relations and are perceived as model behavior. Be alert to where actions are misconstrued or failed to achieve desired results and be open to learning and growing.

Behaviors:

- Work to ensure an alignment between the mission and the daily expressed values of an organization and our own commitments.
- Identify where the tensions and discontinuities exist between our own commitments and the demands of the organization and monitor them carefully to address the potential for self-deception, burn out or cynicism.
- Make staff aware of our preferred styles of deciding, relating and action.
- Hire to complement and extend our range of knowledge and skills and provide emotional, intellectual and character balance among colleagues and teams.
- Make sure that we have a network of relationships, which can be professional or personal, to provide sources of honest and critical support and feedback.

Skill: Articulate the Values and Virtues of the Institution

Articulate the foundation values of the organization and build systems that sustain them throughout the organization. Know the values that undergird the mission of the
organization, network or coalition; know the standards of professional action and understand the relevant legal and institutional rules that authorize action.

**Behaviors:**

- Possess and act consistently upon a clear sense of the foundation values and the real purpose of the organization.
- Articulate and model the basic values and behaviors expected.
- Constantly communicate the values by actions and words and consistently managing boundaries to encourage good behavior.
- Work to help others see the connection between their own values and the values and actions of the organization.
- Help people see the moral worth of their duties and tasks.
- Do not let the mission statement become a dead letter.
- Know the applicable professional Codes of Ethics and expected standards of discretion for positions.
- Be patient but tenacious in changing the culture and building values, behaviors and networks of supporters.
- When uncertain refer to the resources available. Consult codes, superiors, human resources, legal affairs, ethics officers, or the Inspector General’s Office.

**Skill: Ensure that Leaders and Managers Embody the Norms of the Organization**

Follow up the articulation of values and virtues with strong and consistent policy and actions that support, encourage and reward the values and character but also set limits and discipline upon expected behavior.

**Behaviors:**

- Hire, promote, reward, draw boundaries and evaluate with an eye to the values of the organization.
- Define the expected rules and standards in behavioral terms to achieve fuller understanding, agreement, and consistency.
- Make sure everyone learns and relearns the basic rules and standards.
- Consistently communicate the rules, standards, and codes of ethics to personnel, colleagues and team members and judge performance accordingly.
- Model and demand that all supervisory personnel and team leaders model the values, virtues and behaviors required of the organization’s mission.
- Create rituals and public occasions to recognize and celebrate the expected values, virtues, and behaviors.
- Have the courage to defend the boundaries and requirements of the values.
- Have the courage to follow through on discipline to define basic value and character behaviors.
Skill: Create Strong Support and Accountability for Ethics

Model values and character but also provide the right alignment of incentives and disincentives as well as holistic organizational supports needed to sustain norms and patterns of accountability. Provide the support needed by individuals who seek to act ethically.

Behaviors:

- Understand our own responsibilities and discretion.
- Define people’s responsibilities and make them part of managing.
- Avoid the temptation to deny responsibility and become too rigid and address rule bound rigidity in others and ourselves.
- Make sure good and bad behaviors have real consequences, even across teams and organizations and networks, in order to sustain the common values and recognition of accountability and purpose.
- Build team cohesion around commitment to the values.
- Be open to adapt required behaviors that flow from values in light of circumstances, changed mandates and resource limitations.
- In building new expectations, do not just identity the negatives, provide clear and sustained support and feedback on the right behaviors. Be consistent and sustained in this; it takes time.
- Build values expectations into performance evaluation.
- Understand when actions arise from good intent and are mistakes in discretion, not malfeasance. Remember we are building a long-term culture that requires staff to internalize and be proud of their value orientation.
- Have the courage and build the support to set clear boundaries for unacceptable behavior and address unethical or illegal behavior in a fair and decisive manner.

Skill: Be Open to Learning from Others and Provide the Means for Effective Two-Way Engagement to Occur

Create a personal style that invites candid conversation and feedback and model a learning style that addresses mistakes as a chance to learn and grow. Create means through which individuals can effectively dissent, engage in helping the organization get better and safely identify problems and illegalities.

Behaviors:

- Know our own learning styles and be aware of the strengths but also limits of our normal framework to ensure that we can adapt and learn from multiple points of view.
- Be alert to adapt required or traditional behaviors that flow from values to new circumstances, changed mandates and unanticipated consequences.
• Cultivate active listening to individuals and do not ask for candid feedback and then either ignore it or respond in anger or defensiveness or with perceived reprisals.
• Engage, reward and act upon solid and active dissent and candid insight.
• Understand when actions arise from good intent and honest mistakes and not malfeasance. This is central to building a long-term culture of learning, committed values and high performance.
• Communicate and build around mistakes by providing clear knowledge of the problem, modeling and practicing correct behaviors and support the right behavior consistently.
• Have the courage to set and support clear boundaries for unacceptable behavior and address unethical or illegal behavior in a tenacious, fair and equitable manner.
• Build in safe methods and places for individuals to report illegal, unethical, or dangerous behavior. Have the courage to support and protect those individuals and systems.
• Have appropriate whistle blower mechanisms and protections for reporting that individuals can use safely when they fear reprisal from superiors.

**Skill: Build a Culture of Cooperation and Commitment among Staff, Colleagues, Collaborators and Management Teams**

Modern governance requires cooperation with extended internal and external networks of collaborators, contractors and internal groups and units. Creating a sustained understanding of common purpose across these multiple groupings is one of the most effective and challenging means of ethical leading.

**Behaviors:**

• Model and train with direct reference to values.
• Listen, dialogue and communicate to create a shared vocabulary of values and purposes. Attend to this constantly.
• Set a tone for colleagues and a group that creates a safe and candid environment to discuss values and ethical issues.
• Work to create cooperation and team successes by recognizing and rewarding actions that reflect the team’s values and encourage cooperative actions.
• Identify critical actors in each group who can become the focal point of communication and dissemination of common purposes.
• Give individuals and groups opportunities for input and initiative.
• Share credit generously.
• Work to ensure that individuals across stakeholders and collaborators are identified and brought respectfully into the deliberations about common purposes and implementation actions.
• Quickly address interpersonal issues of respect and perceptions of discrimination when they arise. Get help if needed.
Skill: Understand the Full Context of Incidents and Act Accordingly

Remember the constant temptation to rely upon our own preferred default framework for processing information and significance. Do not fall back upon default frameworks to react to a situation. Analyze it and be open to multiple frames of analysis and trace the multiple environmental factors that influence a situation.

Behaviors:

- Pause before responding instantly.
- Remember every “incident” does not carry just one meaning. Work hard to both understand the multiple meanings and try to create a common understanding that is fair but also attuned to the mission and values of the organizations.
- Engage each incident as a challenge to define it in a way that contributes to the emergence of mission norms and the desired long-term culture.
- Know the subcultures and informal norms of the organizations. Understand how they influence definitions of an “incident” and use the incident as a chance to help educate or change the subcultures.
- Monitor and address the boundary lands between the subcultures or different sets of informal norms or areas where demographics have lead to concentrations of diverse cultures facing each other across an institutional boundary.
- Work hard to identify the diversity dimensions of an incident and ensure training in the relevant diversity dimensions within our area of responsibility. Clarify the intent of the stakeholders when issues involving respect and perceived discrimination arise.
- Act decisively when the issues are clear to defend the values of inclusion and align them with mission performance. Work to include diverse people and frameworks into discussions and development of policy and action.
- Know the personal attributes of staff and understand their strengths and weaknesses. Support the growth of strengths and work to address weaknesses.

Skill: Anticipate Predictable Points of Vulnerability and Ethical Slippage

Map out the points of tension between value and performance that individuals experience on the job. Be alert to external and internal groups and pressures that can subvert the values and performance of individuals. Map out mismatches between resources and expectations or support and external pressure or mismatches between internal and external stakes. Identity subcultures and contagion that subvert mission values.

Behaviors:

- Work to ensure that individuals at the point of task performance have the integrity, expertise, training, support, resources and technology to hold the level of discretion they possess.
• Understand the places where greater oversight or monitoring is needed to offset the levels of training, integrity or resources relative to the internal and external demands placed upon individuals performing tasks.
• Spend time and effort to identify the peer norms for groups performing tasks. Identify subcultures of organization and be alert to areas where external actors or dominant internal actors influence the peer norms of performance.
• Always monitor the relative resources given to a group compared to their expected level of performance. Evaluate goals and measures to ensure they are reasonable and that enough support exists to achieve them.
• Be alert to changes over time in a group’s composition or challenges from the environment that may not match the group’s resources or training.
• Know where the pressure points emerge where external actors have high stakes and are motivated to influence staff or officials to get their way.
• Know where the boundary areas where groups of different classes, gender, races, ethnicities or training face off against one another within an organizational context. Aggressively intervene to provide the training, support and personnel practices to address the tensions.
• Get out, walk around, and create redundant reporting to identify where the boundaries between organization and environment are porous and impact internal norms.

Skill: Address Points of Vulnerability and Slippage

Take actions that review goals to ensure they comport with mission and that resources align with the tasks and measures. Build support for cultural norms and engage in timely and appropriate oversight.

Behaviors:

• Ensure proper monitoring and accountability of task groups and bring to bear extra oversight when hints of underperformance or value slippage appear.
• Set clear and consistent boundaries with respect to prohibited behavior.
• Bring to bear resources, support, training and engagement in areas to build up the integrity, expertise and resource base of people performing tasks under internal and external pressure that can undermine performance.
• Celebrate and reward the successes even more than the boundary problems.
• Provide sufficient training for individuals in their jobs so they are confident in making decisions.
• When introducing new technologies work to provide sufficient resources to train staff, build in buffers to transition time and monitor for slippages in performance.
• Work to win over influential informal actors to the values and expectations of the organization.
• Act quickly to avoid contagion and downward cycles when ethical slippage is identified. Get help when needed to address the vulnerabilities as soon as reasonable.
CONCLUSION

This essay brings together modern insights about the relations among ethics and managing and leading. It seeks to help individuals who are trying to integrate ethics into leading and managing. Its design should help the teaching of ethics in management and leadership classes.

Integrating ethics into teaching management and leadership can be achieved in many ways. The key is to identify the importance of ethics in managing and leading and weave it into the understanding of situations and decisions. This requires being aware of the ethical dimensions of persons, decisions and institutions. It also requires seeing the connection between ethics and culture building and institutional design. This approach is strengthened with awareness of the range of unethical behavior and strategic ways to address them.

Integrating ethics and managerial leading can be accomplished by incorporating ethics into individual courses or by teaching stand-alone ethics courses in policy, management and leadership. This essay can supplement a management or leadership class or become part of a wider ranging ethics class. Either way the essay builds a common language for understanding the range of ethical dimensions at stake in public and nonprofit organizations and how they can inform and pervade managerial leadership.
BIBLIOGRAPHY


Value Driven Leading: A Management Approach


