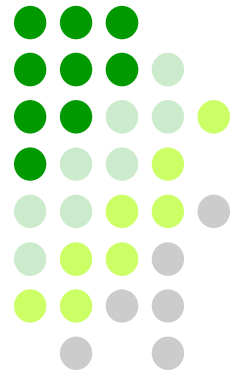


Ethical Decision Making



Establishing a Code of Ethics

- Ethical leaders do not transmit intentionally harmful or deceptive messages to followers.
- Ethical leaders place concern for others above concern for personal gain.
- Ethical leaders defend followers when they are punished for carrying out policies supported by the leader.
- Ethical leaders establish clear and uniform policies and procedures, which are implemented consistently throughout the group.
- Ethical leaders demonstrate a willingness to meet the expectations required of followers.

Promoting an Ethical Climate

Examples of behaviors and practices that exemplify leadership and that help to develop an ethical climate in the organization are:

- Demonstrating a personal commitment of ethical behavior.
- Develop a code of ethics in written form and distribute to members.
- Making ethics a routine part of all debates regarding decisions by leaders and members.
- Expecting high performance of oneself and others.
- Respect for excellence.
- Putting oneself in another's shoes (empathy).
- Treating others with respect and care.
- Elevating the values and aspirations of others rather than appealing to their wants and needs.
- Standing up for one's beliefs.
- Reinforcing responsible behavior.
- Reinforcing communication that expresses opposing views.
- Questioning and possessing a willingness to change.
- Whistle blowing on others as last resort.

Ethical Dilemmas in Organizations

The Question of Honesty

- When is it and when is it not honest to be ambiguous?
- When is it and when is it not honest to keep information from people for "the good of the organization?"

The Question of Loyalty

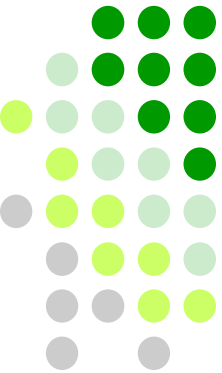
- Does a leader have an ethical responsibility to defend followers when they are punished for carrying out the leader's position?
- When is it and when is it not ethical for a member of an organization to violate policy for the good of the organization?

The Question of Responsibility

- When is it and when is it not ethical for a leader to take advantage of his/her position to achieve personal power, prestige, or perks?
- Is it ethical to dominate followers and demand action, or must power be distributed?

The Question of Consistency

- Does ambiguity in policies lead to or help to avoid ethical problems?
- Should there be a mandate that leaders must be willing to do what they have asked their followers to do?



Examples of Ethical Leadership

- Putting yourself in someone else's shoes.
- Expressing an opposing viewpoint or representing an unrepresented group.
- Standing up for your beliefs while encouraging communication.
- Elevating the values of others rather than just appealing to their wants or needs.
- Treating people with dignity, respect, and care.
- Reinforcing responsible behavior.

Questions to Think About to Help You Make Your Judgment

- What is the dilemma?
- What are the facts?
- What values are apparent in the situation?
- What are the alternative courses of action/options?
- What are the consequences, risks, and implications of each option?
- What is my decision?

Other Considerations

- Can I live with my decision?
 - Is my action ultimately doing more harm than good?
 - Am I using excuses to justify my behavior?
- Would I be proud to have my decision publicized?
- Have I taken responsibility for what I do or don't do?