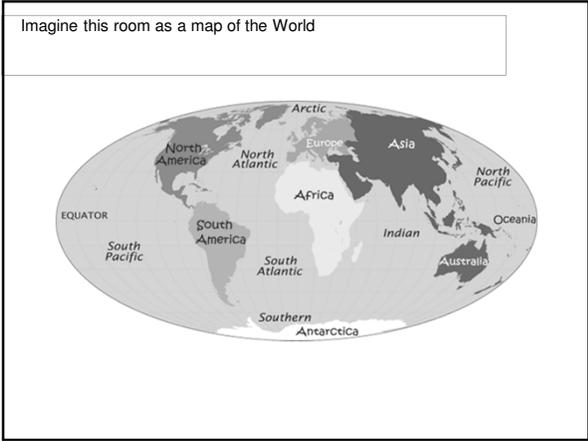

The ABCs of Ethical Leadership

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SCCE CEI – Chicago 2016



... and then
place yourself...

...on the imaginary line 1-50 at the number of years...
... you have worked in ethics and compliance

... on the imaginary line 1- 50, with 1 being the lowest
... at where you believe is your organisation's external
reputation for strong/positive values

Our discussion today...

- How do we interpret 'ethical' values?
 - *And why do those interpretations all matter?*
- How can we support leaders in understanding the impact of their behaviours?
- Connecting dots between knowledge and engagement

01/14/14

What do we mean by ABC?
350 + meanings...

- Advance Base Camp
 - Already Been Chewed
 - All Bases Covered
 - Always Be Cool
 - Airways, Breathing Circulation
- My personal favourites:
- Adversity Builds Character
 - Alcoholic Beverage Control

01/14/14

Setting the scene and why your organization should sit
up and listen

What do values and ethics mean to you?
Exercise One

Using the pack of cards in front of you

- Work individually for 5 minutes
- Select up to three cards which you think most describe ethics
- Add any words or phrases you think are missing

Once you have your individual choices:

- Share your choices in groups of 3 or 4
- Agree a definition of ethics as a group
- Elect a spokesperson to feedback

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Connecting words and behaviours

- Begins with understanding:
 - Your culture
 - Your people
- Encouraging people to make the right decisions
 - Connecting ethical aspiration with reality
 - Embedding values-based decision-making

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The rhetoric and the reality



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Why do organizations fail?

- “ Despite some attempts to establish Group-wide values, the culture that emerged tended to favour transactions over relationships, the short term over sustainability, and financial over other business purposes...
- The developing cultures across *the business* were still less consistent as a result of a highly decentralised business model that tended to give rise to silos.
- ...some of the more qualitative information that could have alerted the Board to fundamental indications of cultural issues was not discussed...

H15AM

What is your purpose?

- Please discuss for 10 minutes in your table groups why your organization exists?
 - What's its purpose?
 - Who does it exist for?
 - How do you sustain it?

H15AM

Exercise Two:
On the bright side



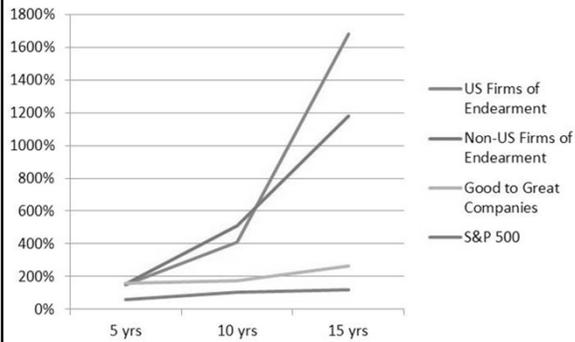
H15AM

Common characteristics

- A focus on a sense of purpose, and lead with their principles
- Have leaders who act decisively on their convictions
- Have leaders who listen, see, have open minds and develop empathic and humanistic cultures
- Have a clear understanding of their stakeholders
- Spectacularly outperform markets

HJL&M

... sounds good, but what's the impact
... on the bottom line?



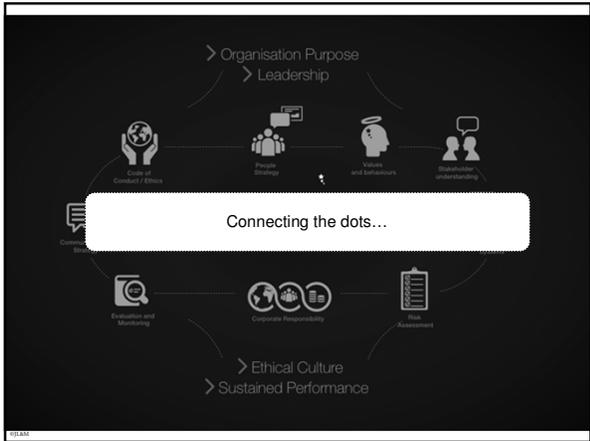
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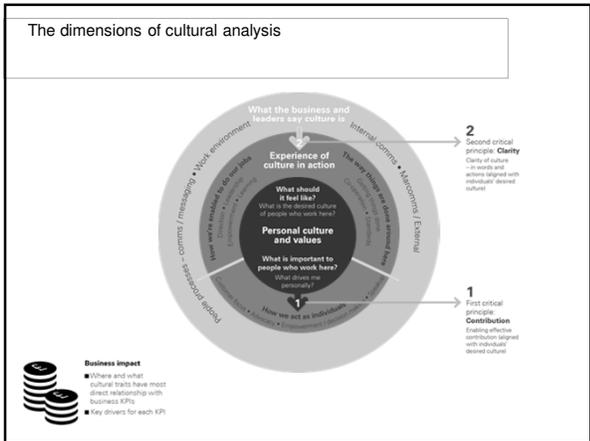
There is plenty of evidence to support you



- Learning
- Trust
- Interconnectedness and Interdependence
- Integrity and Transparency
- Loyalty
- Respect
- Belonging and Oneness
- Caring
- Fun

Understanding culture and why it matters





What colleagues experience around them...
The action leaders, managers and colleagues are being seen to take



What colleagues experience around them...
The action leaders, managers and colleagues are being seen to take

'Killer questions', sophisticated analysis, simple reporting



'Doctor, doctor – my friend has a problem – not me...'

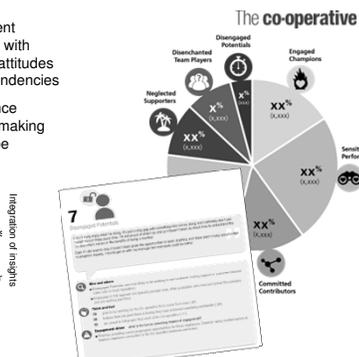
- People lie in surveys about themselves
- Honesty increases when you are one step removed from yourself



What are the different cultural tribes?
There is no 'one' culture

- Defining the different segments or tribes with distinct attributes, attitudes and behavioural tendencies
- Enable and influence strategic decision-making related to each tribe

Opinions
Business demographics
Communication preferences
Personal demographics
Awareness and understandir



The critical challenge for your organisations

- Obtaining insight into how well the organisation is doing
- Building a productive, higher performance leadership and workforce should be at the heart of any measurement undertaken.

Primary insights which aid organizations are...

- 1 Which factors are most significant in driving engagement?
- 2 How well do people understand, support and act on the strategic priorities?
- 3 What is the predominant culture of the business – how are people behaving *now* – how is that affecting levels of morale, retention and performance?
- 4 Which employee engagement and related indicators have the strongest impact on specific employee and business performance indicators?

PJ1

Two initial areas of focus

- 1 Leadership alignment and engagement
 - How well are the most senior leaders of the business aligned to its business priorities?
 - To what extent are they on-board intellectually and emotionally?
 - Are they acting in a way which supports the achievement of goals and priorities?
- 2 Leadership development continuous improvement
 - How are development courses etc for the top leaders contributing to positive perceptions of their business and career opportunities?
 - How well do they provide leaders with direction on what a leader looks and acts like?
 - What more can your organization do to secure these learning and development goals...?

Please discuss...

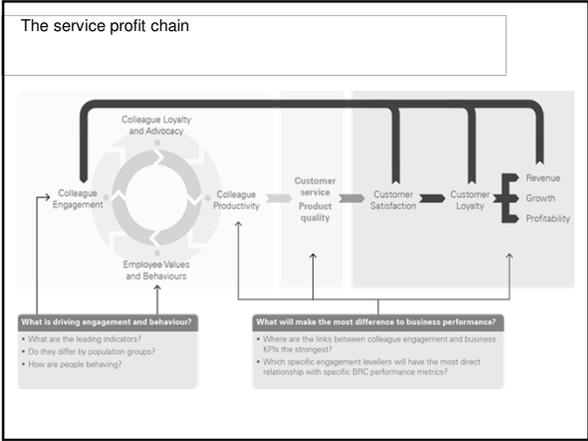
- What are the implications for organisations?
- How do you assess your culture?

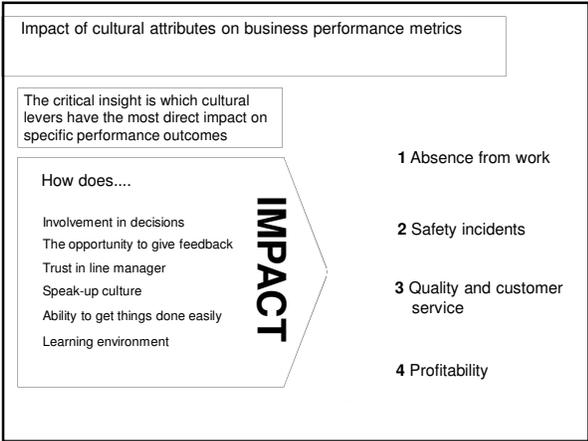
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Slide 28

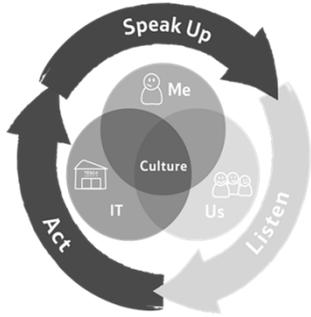
PJ1 Need to add focus area here
Paul Jones, 5/5/2015

How can you help yourself?





Define your Virtuous Circle...
or organisation's moral compass



Clarity of what you are aiming for is key
The four Ps of cultural clarity ...



Barriers, Enablers, Action!
Exercise Three

The Task: Part A

Working in your teams:

Brainstorm the barriers that are working against a values-based culture in your organization

The Task: Part B

Working in your teams:

Brainstorm the positive influences that reinforce and drive a values-based culture in your organization

... making it happen

The Task: Part C

Continuing in your groups, list your ideas on:

- What you can do individually...
- What you can do in your teams...
- What you would recommend to your leadership...
... that would build trust, transparency and a values-based culture in your organization?

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Now the tricky part – up close and personal!



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Reflections

Discuss on your table:

- What did you see?
- What did you hear?
- What are you thinking and feeling?
- How does this relate to this session?

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Relating it to your work...

- We survive and grow because others love and care for us and we love and care for them right back
- We call this family, friendship and community
- We sustain our communities through social learning and social decision-making
- We call this life. This is our ethos
- It's worked for at least 175,000 years

101-033

What is their impact...and why?



Exercise Four
Red or black?

Life is like a game of cards.
You can't choose the hand
you're dealt, but you can
choose how you play it.

Nehru



♥+3 | ♥+3

♠+5 | ♥-2

♠=0 | ♠=0

The Rules

Work in pairs. The purpose and object of the game is up to you to decide

1. You each have 2 cards. One **red**. One **black**
2. The **value and suit is unimportant**
3. Your task will be to choose either the red or black card & play it face down
4. There must be no negotiation
5. The score you each achieve once you turn over your cards, is shown opposite



♠ +3 | ♠ +3

♥ +5 | ♠ -2

♥ =0 | ♥ =0

..

Red or Black Strategy?

- Which strategy maximises short-term profit and minimises risk for ONE player?
- Which strategy boosts sustainable profit for one OR both players?
- Which strategy is more likely to reflect a culture of trust, fairness and integrity?



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Red or Black at work?

- Can you identify examples of red card play in your own organisation?
- How about examples of black card behaviour?



Bringing your humanity to work

Think about your role as leader and consider:

- How do I want to be seen?
- How do I motivate and lead by example?
- How do I make decisions which reinforce our values in my everyday role?

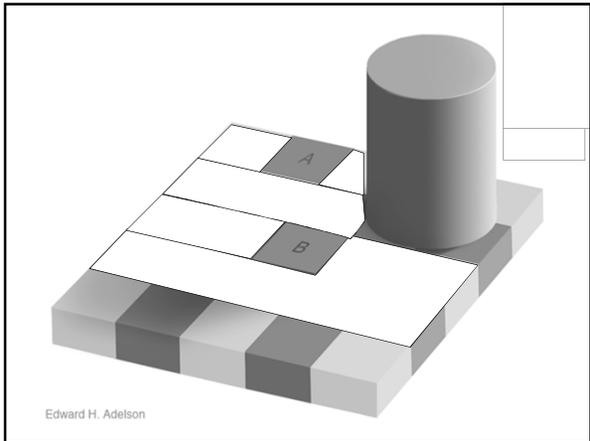
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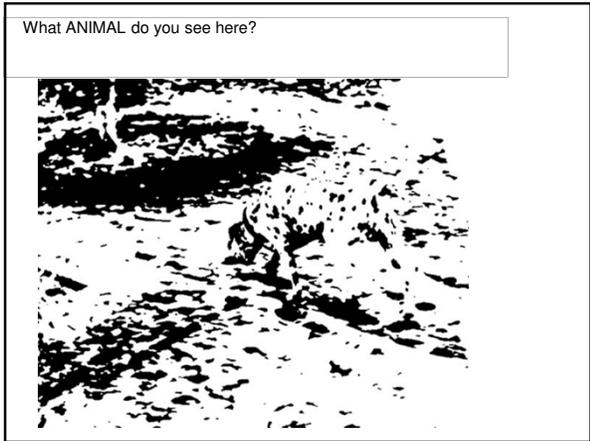
Try some simple Fun exercises

"Steve is very shy and withdrawn, invariably helpful, but with very little interest in people or in the world of reality. A meek and tidy soul, he has a need for order and structure, and a passion for detail."



Is Steve more likely to be a librarian or a farmer?







What's the story here?



What's the story here?

- What were the key messages in this story?
- How might these relate to your organisation?

The USS Benfold



The USS Benfold story

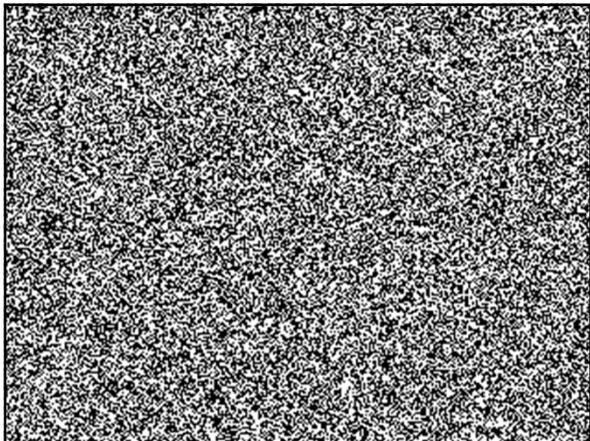
- What were the key messages in this story?
- How might these relate to you at work?

Reflections

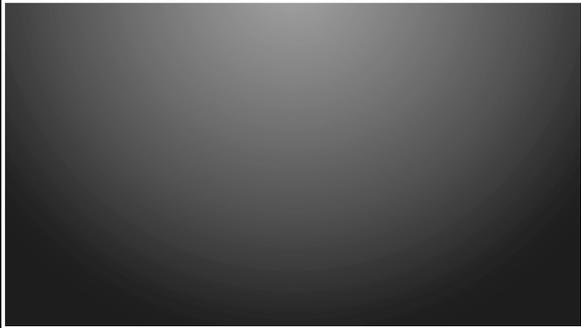
- What has this session helped you to:
 - Understand?
 - Commit to?
- What are your questions?
- How can you resolve them?

Note your thoughts on the sheets on your table and be prepared to share one with your colleagues.

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In summary, it's up to you.
You make the choice



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