Slides Available:

Ethical Leadership and Professional Life
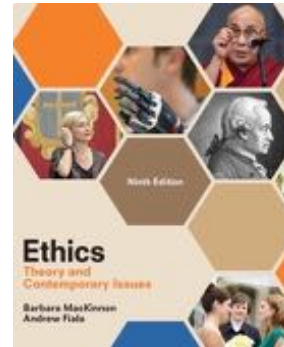**Nov. 1, 11:15AM**

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FRESNO STATE
Ethics Center

Ethics
Theory and Contemporary Issues
Ninth Edition
Barbara MacKinnon
Andrew Fiala

2020 ETHICAL LEADERSHIP AWARD

Nikiko Masumoto
Yonsei / Fourth Generation Farmer, Artist, and Cultural Organizer

Promoting Understanding and Research about Ethics and Contemporary Ethical Dilemmas

1

Basic Principles and Workshop Plan

- Good leaders embody key virtues.
- Good leaders inspire by building consensus around shared values.
- Good leaders respond in ethical ways to the world.

Workshop Plan
1. Ethical Leadership
2. Ethical Decision-Making
3. Professional Ethics and Ethical Culture

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11/1/22

Civil Discourse Basic Values

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- Listen carefully.
- Think broadly.
- Learn openly.
- Speak truthfully.
- Care about kindness.

- Wonder about ignorance.
- Build common ground.
- Respect freedom.
- Trust rationality.
- Seek wisdom.

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The Virtues of Civility

Civility is self-restraint in a context of liberty. In its fundamental moral aspect, it is based upon respect for the other.
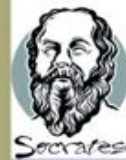*Andrew Fiala, "The Virtue of Civility"*

Teach them better, if you can. If not, remember that kindness, grace, and goodwill are given for moments such as these.
Marcus Aurelius

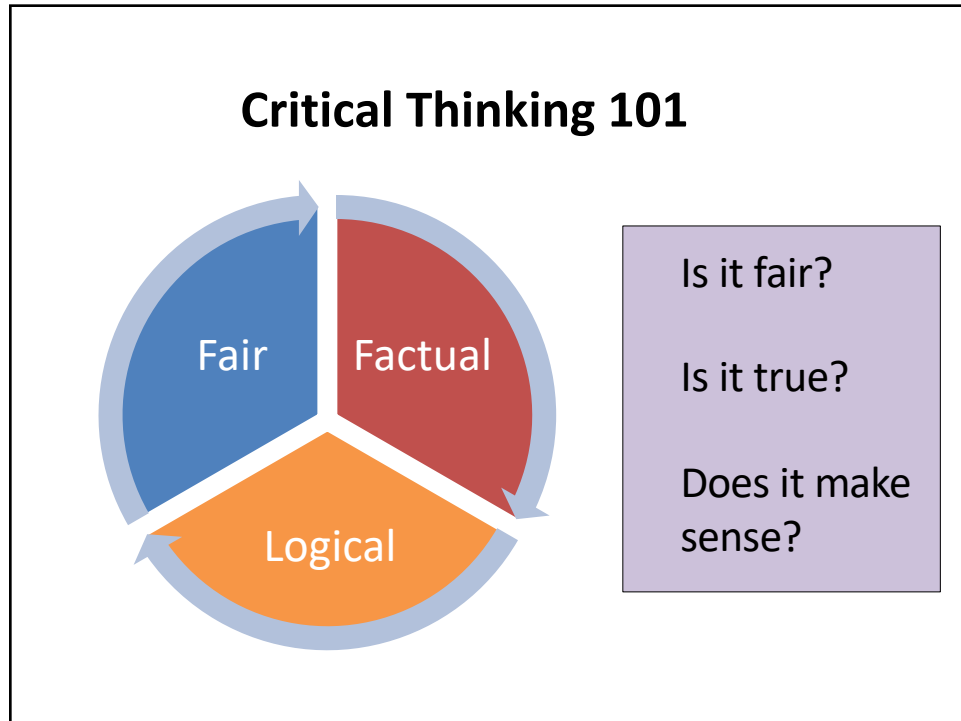Know Thyself

Nothing in Excess

It is hard to be good

Socrates

1. **Agreeableness**: go along when possible with what others propose
2. **Big-Heartedness**: welcome others with hospitality and praise
3. **Compassion**: put yourself in the place of the other
4. **Curiosity**: express an interest in what others say, think, and believe
5. **Deference**: do not insist upon yourself but defer to others when appropriate
6. **Dignity**: behave with self-respect; avoid belittling oneself and others
7. **Eloquence**: find the right word and avoid degrading language
8. **Forgiveness**: realize that everyone fails (including yourself)
9. **Gratitude**: express thanks for a benefit received

10. **Honesty**: say what is true and avoid exaggeration
11. **Integrity**: behave the same way in public and private; aim for consistency
12. **Justice**: give to each person what is owed, earned, and merited
13. **Kindness**: be kind and generous and considerate of others
14. **Liberality**: be generous and open-minded
15. **Mindfulness**: attend to what everyone says (including yourself)
16. **Modesty**: minimize self-assertion and admit your imperfections
17. **Patience**: allow others to speak and think before your speak
18. **Reserve**: do not be intrusive or meddlesome

19. **Respect**: give respect to others and expect it in return
20. **Sincerity**: mean what you say and say what you mean; avoid hypocrisy and gossip
21. **Tact**: minimize costs embarrassment for others
22. **Temperateness**: do not express anger, lust, ambition, or greed
23. **Vulnerability**: admit your needs, lacks, fears, and failures
24. **Wonder**: admit ignorance, doubt, confusion, and awe
25. **Yielding**: allow others to shine—do not be unyielding
26. **Zest**: be vigorous and life-affirming without zealotry

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Critical Thinking 101

Fair / Factual / Logical

Is it fair?

Is it true?

Does it make sense?

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Why Good Habits of Ethics and Civility Matter

"Entire school board resigns after accidental public livestream"
BBC News, Feb. 22, 2021 (https://www.bbc.com/news/technology-56156795)

An entire California school board has resigned after making disparaging remarks about families in an online meeting which they did not realize was being publicly live-streamed.

The fallout resulted in more than 7,000 people signing a petition calling for their resignations due to "egregious behavior". Two days after the meeting, the entire board resigned, according to Oakley Union Elementary School District Superintendent Greg Hetrick, who had also been on the call.

In a letter to parents, he included a statement from three of the former board members. "We deeply regret the comments that were made in the meeting of the Board of Education earlier this week," it said.

"It is our responsibility to model the conduct that we expect of our students and staff, and it is our obligation to build confidence in District leadership; our comments failed you in both regards, and for this we offer our sincerest apology. Please do not let our failure in judgement cast a shadow on the exceptional work that our teachers, administrators and hard-working employees are doing."
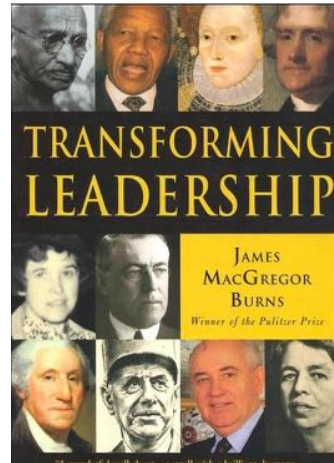
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PART 1: ETHICAL LEADERSHIP
Leadership is "Good Leadership"

- *We don't call for good leadership—we expect that it will be good.*
- *"Bad" leadership implies no leadership….*
  – James MacGregor Burns

TRANSFORMING LEADERSHIP

JAMES MacGREGOR BURNS
Winner of the Pulitzer Prize

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Leadership v. Management

Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.

— Steve Jobs —

AZ QUOTES

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One Model of Leadership

- Bold
- Charismatic
- Inspiring
- Visionary
- Courageous
- Strong
- Disciplined

We become strong, I feel, when we have <u>no friends</u> <u>upon whom to lean, or to look to for moral guidance</u>.
    Benito Mussolini

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Ethics and Leadership

- Ethical behavior is needed at all levels within organizations. It is an essential part of living well for all human beings.

- Ethical leadership is necessary for success in any field and at all levels of the organization. Ethical organizations are led by role models who embody the values of the organization.

- Ethics can be taught. Ethical culture is supported by reinforcement of shared values through discussion and practice. Ethical behaviors, habits, and attitudes can be developed through reflective practice.

- Ethical organizations are socially responsible and internally responsive. They consider the needs of all stakeholders, including the least advantaged.
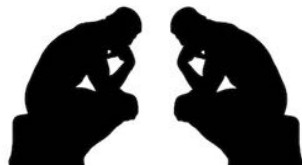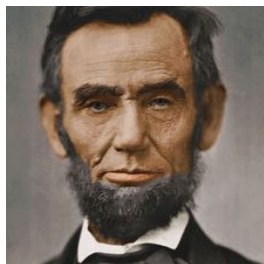
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Rival Leadership strategies

- Unethical Leadership
  - Threats
  - Bribes
  - Favoritism
  - Power

- *Transactional*
  - OUTCOMES: Efficiency, order, and accomplishment
  - Egoistic assumptions
    - Rewards and Punishments

- Ethical Leadership
  - Responsibility
  - Transparency
  - Honesty
  - Fairness

- *Transformational*
  - GOODS: justice, autonomy, greater good
  - Ethical Assumptions
    - Larger vision and shared values

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Brainstorm

- Identify 3 leadership role models

- List 5 qualities or virtues of good leadership

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Discussion

1. How should good leaders communicate and lead in a crisis?
2. What should good leaders do in the face of difficult public disputes and ongoing crises?
3. What institutional changes could help support good outcomes?
4. Who are your role models for ethical leadership? What would they do?

Is it fair?

Is it true?

Does it make sense?

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PART 2:
ETHICAL DECISION-MAKING

1. RESEARCH the facts
2. UNDERSTAND who has an obligation (and to what extent)
3. CLARIFY the nature of your value judgment
4. APPLY value systems
5. RECOGNIZE the depth of Value Conflicts
6. REFLECT, RE-ASSESS, REFORM

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Ethical Theories

- Libertarian
  - Is it freely consented to without harming others?
- Natural Law
  - Does it fulfill natural purposes or functions?
- Utilitarian
  - Does it maximize the greatest happiness for the greatest number?
- Kantian Deontology
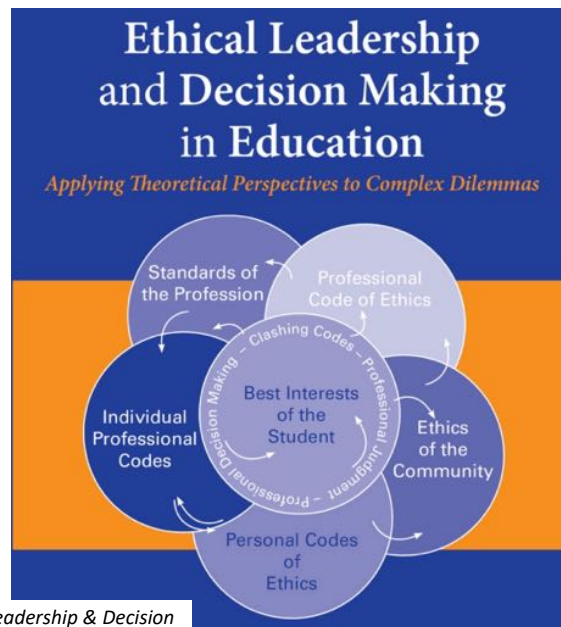 - Can we universalize it? Does it respect persons?

Basic Values

- Nonmaleficence
- Beneficence
- Utility
- Distributive Justice
- Autonomy
- Precautionary Principle

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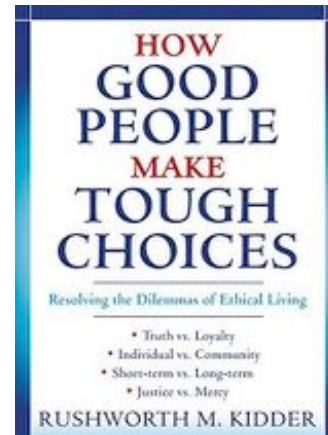***The Infinite Complexity of Living Well and Doing the Right Thing***

Shapiro and Stefkovich, *Ethical Leadership & Decision Making In Education* (Routledge, 2001)

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Conflicts of Values

- **Dilemma**:
  - good v. good
  - right v. right
- **Temptation**:
  - right v. wrong
  - good v. evil

- **Dilemma Paradigms**
  - Truth v. Loyalty
  - Individual v. Community
  - Short term v. Long term
  - Justice v. Mercy

HOW **GOOD PEOPLE** MAKE **TOUGH CHOICES**

Resolving the Dilemmas of Ethical Living

- Truth vs. Loyalty
- Individual vs. Community
- Short-term vs. Long-term
- Justice vs. Mercy

RUSHWORTH M. KIDDER

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Professional Obligation

Who has an obligation to do what; and to what extent?

- **Standards of Professional Practice**
  - Behavior required by a <u>professional code</u>
- **Negligence**
  - Conduct that fails to do what is <u>professionally required</u>—or that falls below a standard of <u>due care</u> expected of a reasonably prudent person
- **Supererogation**
  - Going above and beyond the call of duty

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Case Study: Cheating Students

Air Force Academy Cracks Down on Widespread Cheating

https://www.airforcemag.com/usafa-cracking-down-on-students-for-widespread-cheating-last-spring/

***Air Force Magazine*, January 29, 2021**

- The U.S. Air Force Academy has kicked out students and reprimanded others after nearly 250 cadets were suspected of using online learning to cheat on tests and plagiarize assignments last spring.
- USAFA sent freshmen, sophomores, and juniors home from the Colorado Springs, Colo., campus in March 2020 as the new coronavirus spread across the U.S. For the first time, the school of more than 4,000 students pivoted to distance learning to finish out the semester.
- But that presented opportunities for students to game the system, away from the watchful eyes of professors, other cadets, and a wall bearing the school's honor code: "We will not lie, steal, or cheat, nor tolerate among us anyone who does."
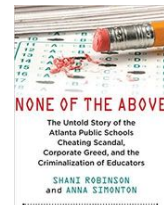
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Case Study: Cheating Educators

Former Teacher Blames Education Policymakers For Atlanta Cheating Scandal NPR, Feb. 16, 2019

https://www.npr.org/2019/02/16/695344751/former-teacher-blames-education-policymakers-for-atlanta-cheating-scandal

- A 2011 Georgia state report found unethical behavior in the school system, including **teachers and principals changing wrong answers on standardized tests**. Two years later, a grand jury indicted the Atlanta school superintendent and 34 other educators. Some agreed to lesser charges; 12 eventually went to trial, and all but one of them were found guilty of racketeering in 2015 — a felony charge often used to prosecute the mafia.

- Teacher Shani Robinson said, " I think the criminalization of black educators was the next legacy" in "Atlanta's history of displacement and the destruction of black communities."

EXAMPLES in Education: Atlanta, New York, Flint Admin erased student answers; students coached during testing; students left without proctors; students allowed to re-write essays
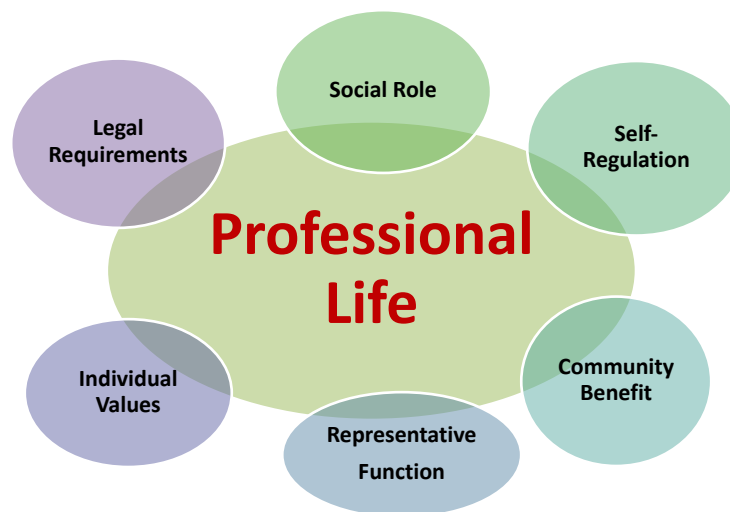
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Discussion

- You suspect that there is cheating going on—by students or by educators.

  - What should a teacher, colleague, principal do?
  - Who has an obligation to do what?
  - Who should you talk to if you suspect something?
  - How should ethical organizations and leaders prepare?
  - How do you deal with larger social/political issues?

- **Dilemma**:
  - good v. good
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- **Dilemma Paradigms**
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PART 3:
Professional Ethics and Ethical Culture

Social Role

Self-Regulation

Legal Requirements

Professional Life

Individual Values

Community Benefit

Representative Function

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Professional Ethics Basics

The Three C's

1. **Compliance** with the Rules
2. **Contributions** to Society
3. **Concern for Consequences**

Also:

- Conformity (professional standards)
- Culture (ethical culture)
- Care (justice and golden rule)

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What is a Profession?

- Autonomy, Expertise, and Self-sufficiency
  - Specialized knowledge used to regulate objectives, standards, and procedures
- Ethical Self-Regulation
  - Reflective agents articulate and abide by codes governing best practices while exhibiting key virtues
- Social Benefit
  - Role autonomy and self-regulation provide a service to the community
- Representational Function
  - Individuals occupy roles that represent the profession to the public
- Trust
  - Ethical behavior and accountability create social trust

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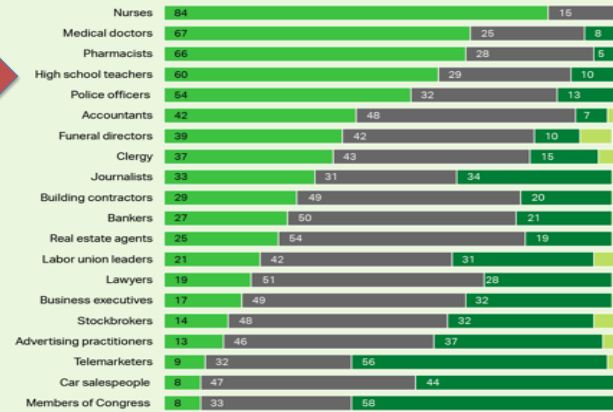# Most trusted professions
Gallup Poll 2018
https://news.gallup.com/poll/245597/nurses-again-outpace-professions-honesty-ethics.aspx
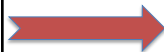

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Most trusted professions
Gallup Poll 2020
https://news.gallup.com/poll/328136/ethics-ratings-rise-medical-workers-teachers.aspx

Profession Ratings for Having Very High/High Honesty and Ethical Standards

Please tell me how you would rate the honesty and ethical standards of people in these different fields -- very high, high, average, low or very low?

	Dec 2-15, 2019 %	Dec 1-17, 2020 %	Change pct. pts.
Nurses	85	89	+4
Medical doctors	65	77	+12
Grade-school teachers	--	75	--
Pharmacists	64	71	+7
Police officers	54	52	-2
Judges	--	43	--
Clergy	40	39	-1
Nursing home operators	--	36	--
Bankers	28	29	+1
Journalists	28	28	0
Lawyers	22	21	-1

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Problems for Ethical Culture

- Pressure for productivity
- Secrecy and lack of transparency
- Lack of accountability
- Unclear structure of authority
- Unclear grievance system
- No code of ethics
- No "ethical advocate"
- Lack of loyalty and team spirit
- Lack of fair merit system
- Lack of rewards for ethical behavior

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Brain Storm Take-Aways

- What challenges remain in developing an ethical organization?
- How should leaders be selected and trained?
- How should ethical behavior be promoted and developed in your profession?
- What can your profession (and you) do to cultivate social trust?

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Conclusions

- Dilemmas exist
- Temptations abound
- No one is perfect
- We can improve
- We are improving

The unexamined life is not worth living.

Accept finite disappointments but never lose infinite hope.

Ethics can be taught. Ethical culture is supported by reinforcement of shared values through discussion and practice. Ethical behaviors, habits, and attitudes can be developed through reflective practice.

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