

Ethical Decision Making – Approaches to Being our Best



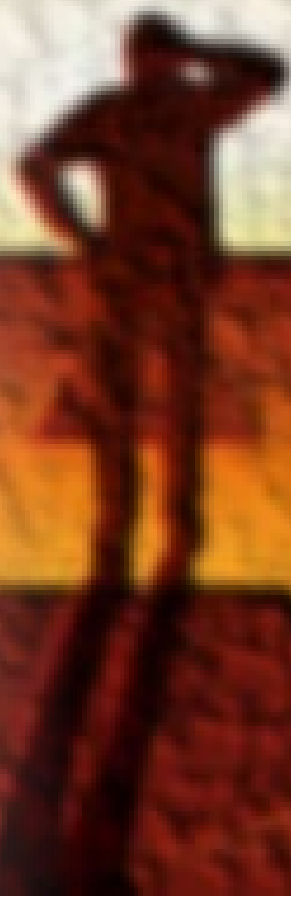
Ethical Decision Making – Approaches to Being our Best

- Ethics
- Virtues of Ethical Leadership
- Sustaining Excellence
 - The Elements of Moral Action
 - Public Service Values



Ethics – What is it?

- The study of what is right and wrong, good and bad.
- Helps us understand and apply morality to our lives.
- Influence our decision-making.



Ethics – As they are often seen...



Thou shalt not!!!!

Ethics – As they could be...



Ethics – As they could be...



How can we go from obligation to opportunity?



Ethics – As they could be...



How can we be our best?

How can we go from obligation to opportunity?



Ethics – As they could be...

How can we empower others to improve the world?

How can we be our best?

How can we go from obligation to opportunity?



Ethical Leaders in Action

Virtues of Ethical Leadership



What are Virtues?

- Traits
- Purpose-oriented
- Will and Skill
- Mean between extremes
- Inter-related



Virtues are capacities that we can develop!



What are the Virtues of Ethical Leadership?

- **Service** - desire and ability to work with others toward a worthy purpose.
- **Competence** - command of relevant knowledge and skills.
- **Creativity** - drive to build, to improve, and to solve problems.
- **Clarity** - to see and share what is truly important.
- **Courage** - the capacity to do what is right in the face of danger or difficulties.





Service



Altruism

Empathy

Justice



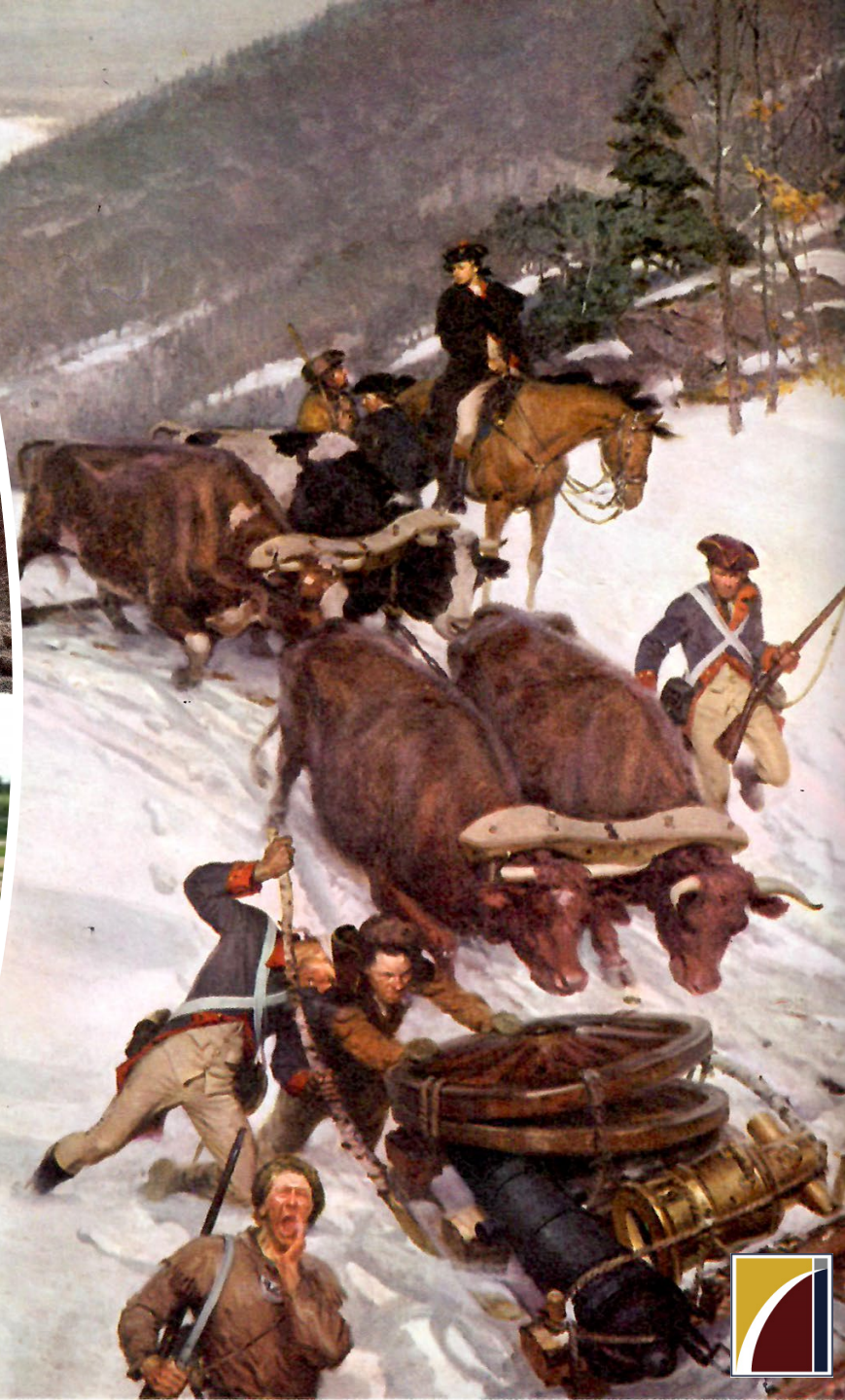
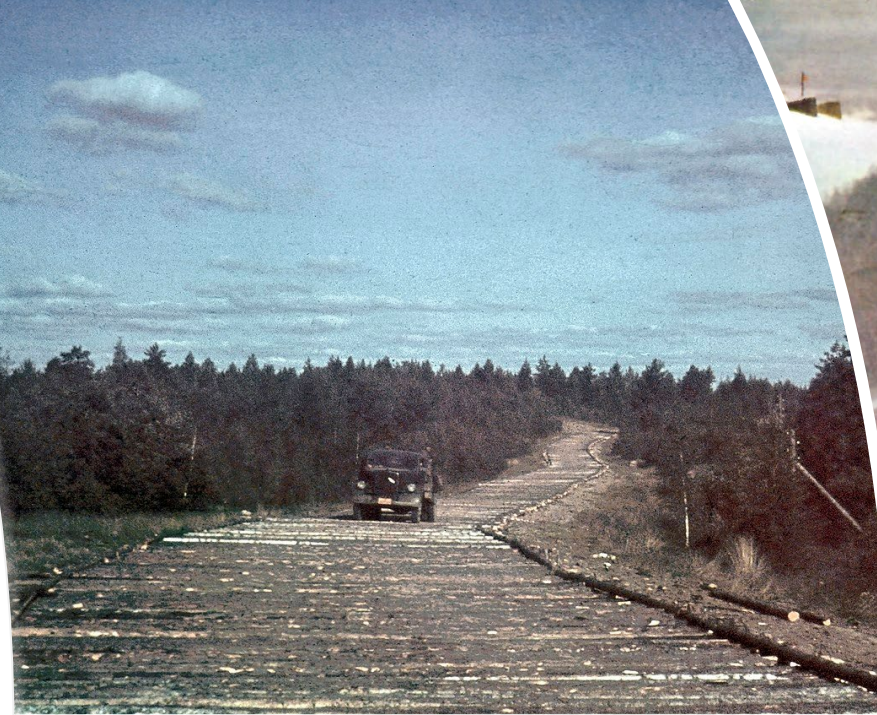
Competence

- *Knowledge*
- *Wisdom*
- *Judgment*



Creativity

- *Imagination*
- *Problem-Solving*
- *Drive*





Clarity

- *Vision*
- *Discernment*
- *Morality*



Courage



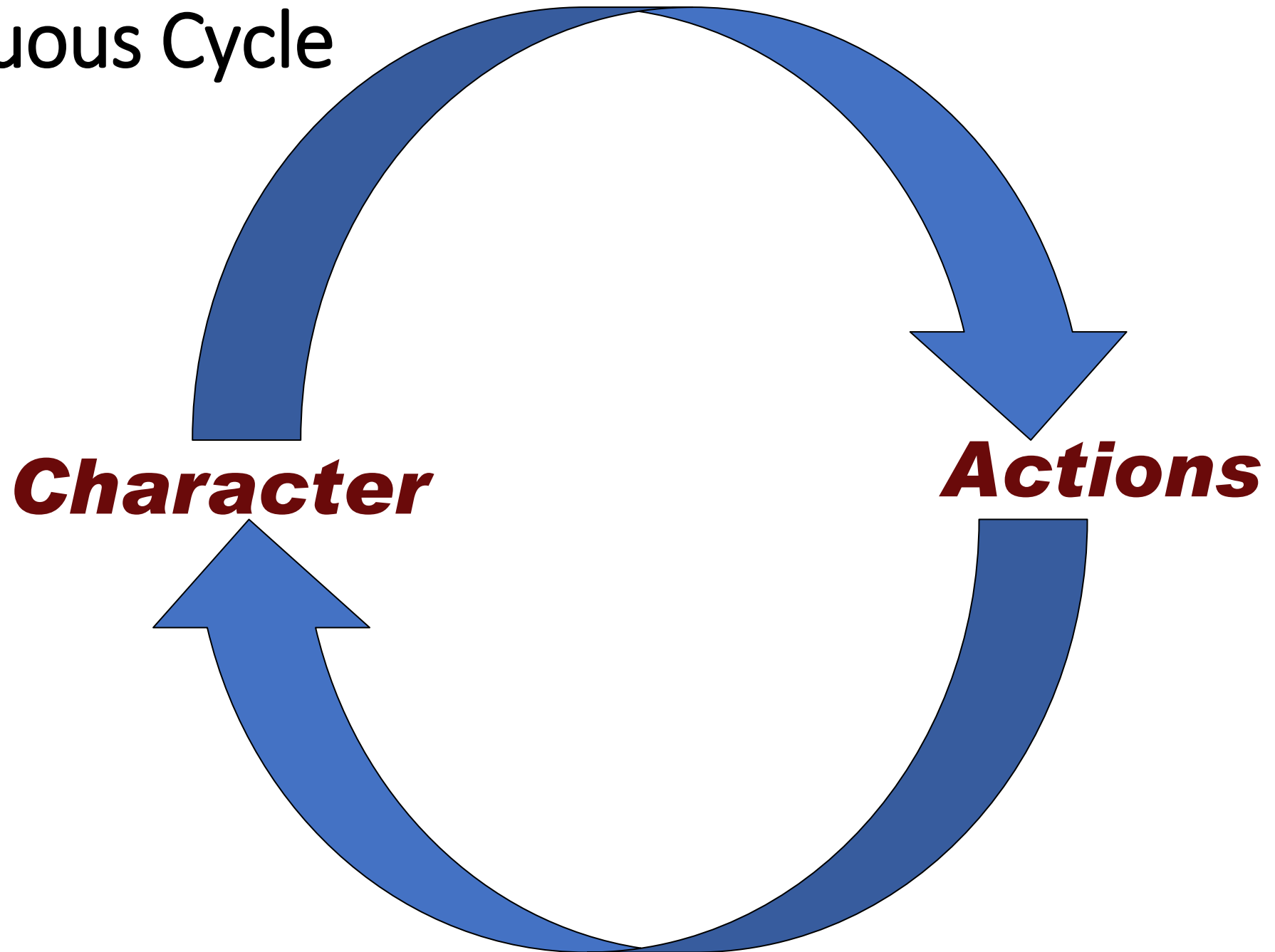
Integrity

Bravery

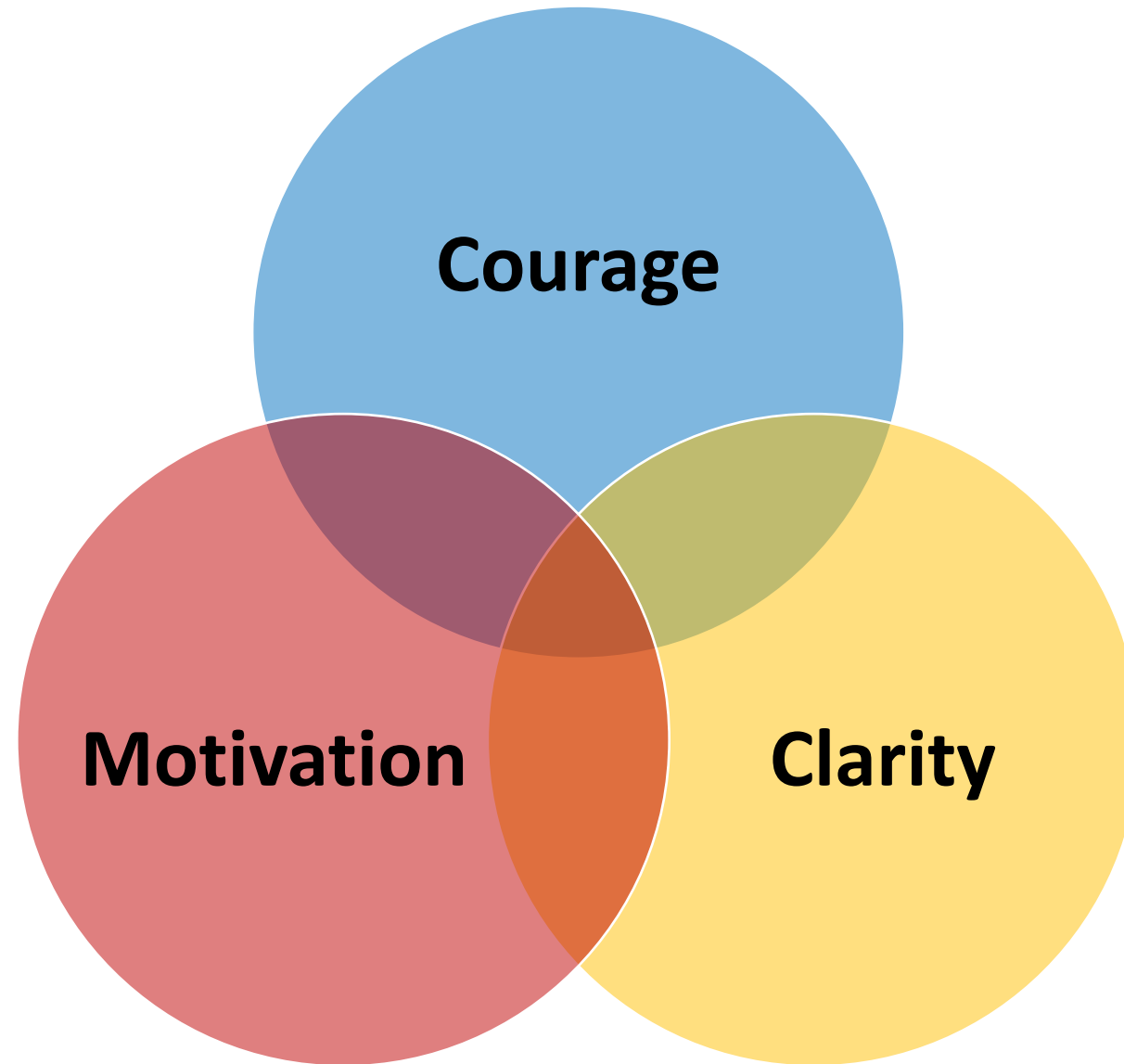
Tenacity



A Virtuous Cycle



Elements of Moral Action



Interrelated Concepts



Moral Courage: acting in accordance with one's moral judgement in the face of adversity or fear



Moral Motivation: caring about doing right, and about making the best choices.



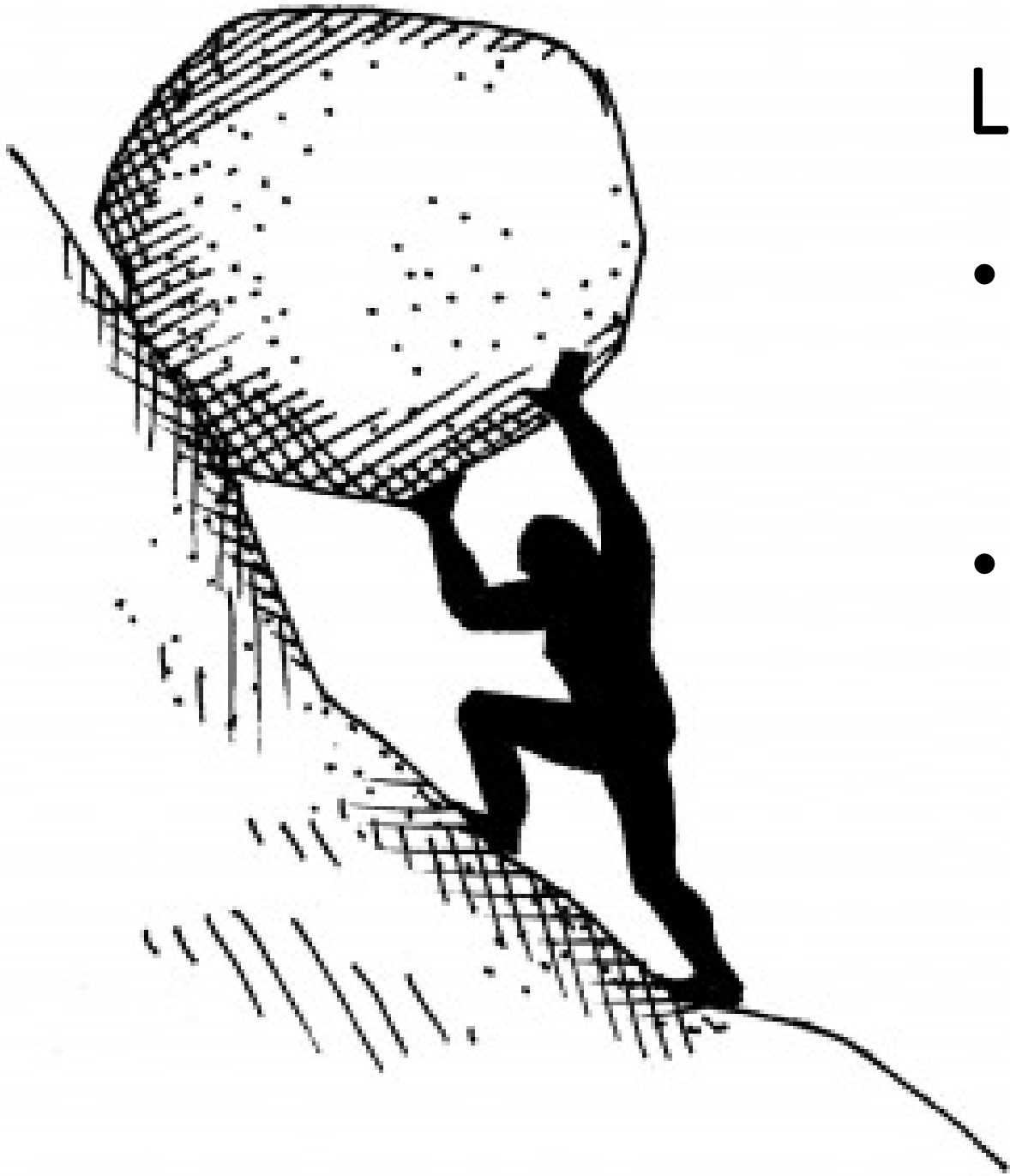
Moral Clarity: discerning right from wrong and making the best choices.



Challenges to Moral Motivation

- Fatigue
- Social and Broadcast Media
- Attitudes of the Salty and the Exhausted
- The Treadmill – effort without purpose

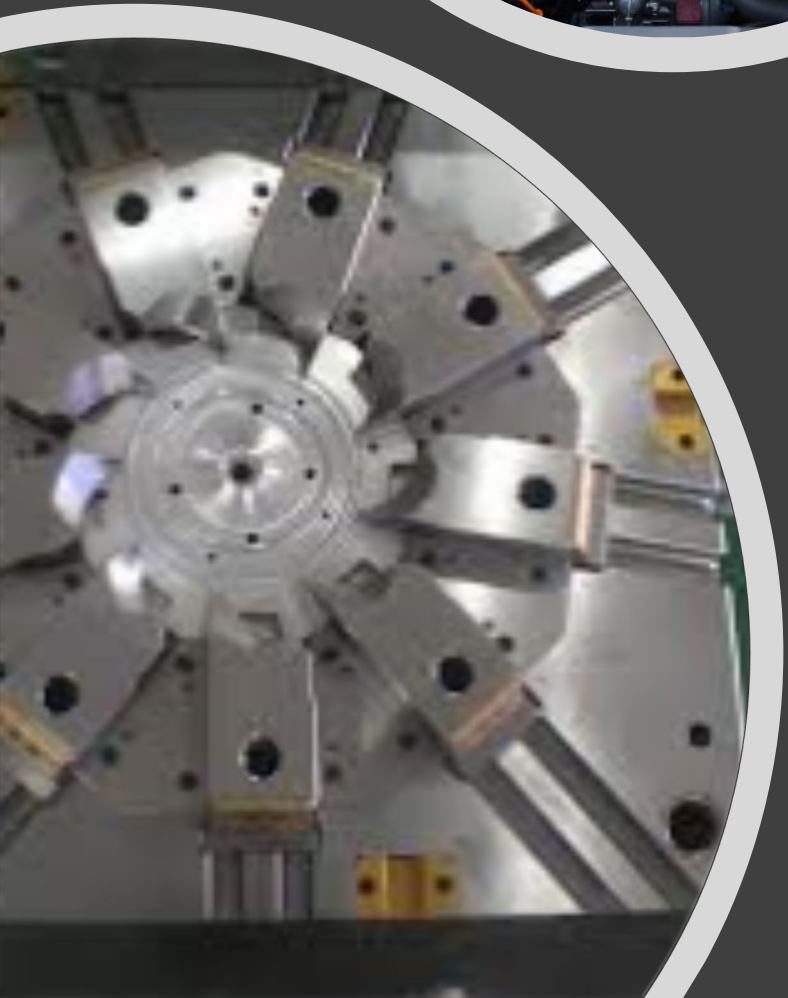




Learning from Sisyphus

- **Sisyphus angered the gods** through a variety of antics.
- **Meaningless toil was the worst thing** the storytellers could imagine for a smart, creative person.





The Power of Purpose



Resistance or Treatment

- Wellness Measures
- Manage Mental Inputs
- Mindfulness of the Positive
 - Inspiring
 - Beautiful
 - Humorous



Moral Clarity

- *Strong personal values.*
- *Commitment to professional and organizational values.*
- *Capacity to make sound decisions – even with limited information or ambiguity.*
- *Capacity to discuss and explain moral reasoning.*



ELA's Foundational Values for Public Agencies



- **Excellent Public Service**
- **Sound Stewardship of Resources**
- **Fairness**



Excellent Public Service

- Valuable contribution to the community
- Leadership in establishing community priorities
- Pervasive professionalism: competence and service
 - External: Follow-up, appearance, etc.
 - Internal: Ongoing improvement



Sound Stewardship of Resources

- Thoughtful expenditures:
 - Linked to mission and priorities.
 - Aimed at sufficiency.
 - Attentive to total cost and value.
- Maintenance and conservation.



Fairness

- Justice and equity
- Consistent, principled leadership
- Safety
- Adequate materials and equipment
- Honest and open information sharing
- Appreciation for time and effort



Courage – Physical and Moral



- *Character traits – developed and maintained.*
- *Commitment and Ability – “will and skill.”*
- *Primed for physical courage – against physical risks.*
- *The call for moral courage can be more subtle.*



Drivers of Moral Courage

- *Investments in personal integrity*
- *Conscious Fallibility*
- *Moral Clarity*
- *Relationships with teammates*
- *Wellness*



Integrity



When are you called to use moral courage?

- *Identifying a problem*
- *Giving critical feedback*
- *Receiving criticism and accepting a need to change*
- *Addressing real issues*



Moments of Truth



What are your “moments of truth?”



- *Confronting or coaching a subordinate?*
- *Giving feedback to a peer? A superior? An elected official?*
- *Facing your own shortcomings?*
- *Stretching to take on new responsibilities?*
- *Coping with disappointments?*



Vision

From:

“I care about integrity.”

and:

“These are my moments of truth.”

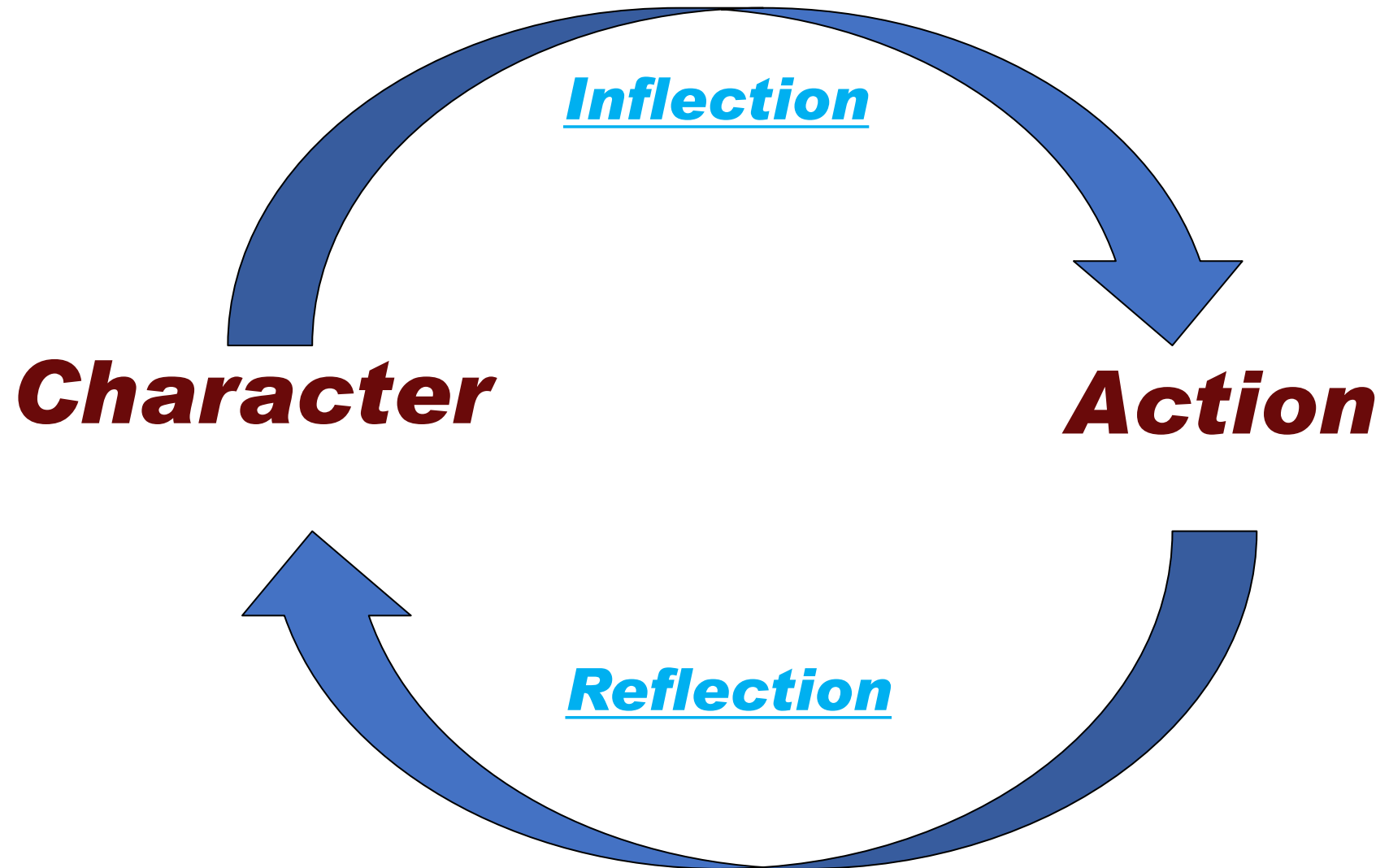
To:

“I want to be a person who...”



Building Integrity

*This cycle
operates
whether
we guide it
- or not.*



Three Minute Reflection

- What were my points of inflection today?
- How did I do?
- What can I learn?
- Alternative: Gratitude



The Roller Coaster Path of Progress



Rarely as smooth as it might appear.

Emotions and energy rise and fall as members try new and different ways to work with each other.

Momentum is never smooth. Prepare yourself and your team.

The best way to deal? Understand and accept it as normal.

Each circumstance offers a chance to learn and improve.

The Band of Excellence

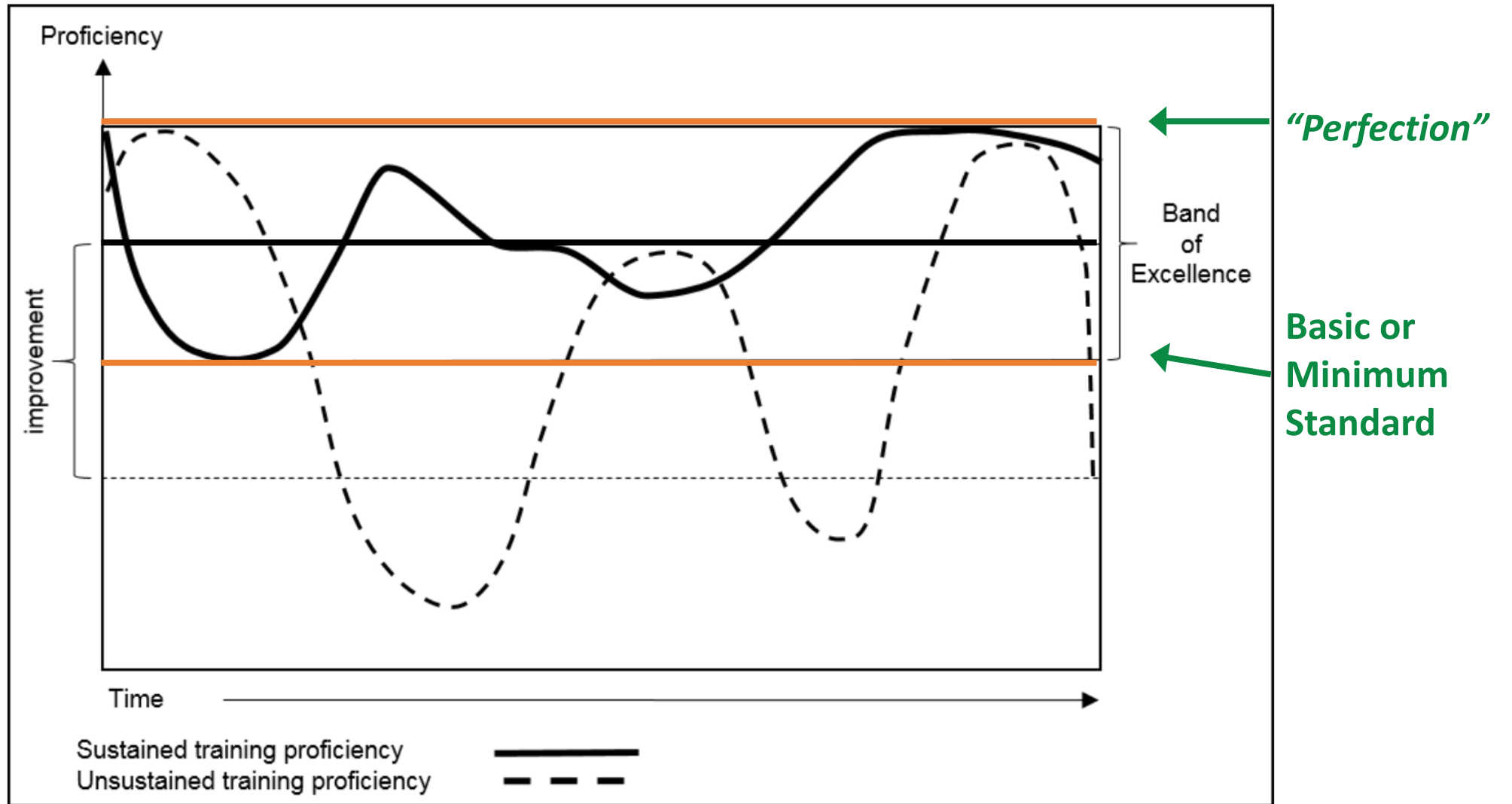


Figure 1-1. Sustaining proficiency within a band of excellence

Excellence in Ethical Decision Making – Approaches to Being our Best

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Any Questions? Comments?



Thank you for your attention!

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***“We enable ethical leaders to achieve
extraordinary results”***

