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### Ethical Leadership: Creating Ethical Organizations

Alexander C. Heckman

Franklin University, [alexander.heckman@franklin.edu](mailto:alexander.heckman@franklin.edu)

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Ethical leadership starts with the leader's individual *ethics* and *actions*,  
But also requires *systemic thinking* and *action*.

**Personal Ethics**

	<b>Weak</b>	<b>Strong</b>
<b>Strong</b>	<b>Hypocritical Leader</b>	<b>Ethical Leader</b>
<b>Weak</b>	<b>Unethical Leader</b>	<b>Ethical Non-Leader</b>

Adapted from: Ethical Leadership: Creating An Ethical Culture by Linda K. Trevino, www.scu.edu/ethics

**Unethical Event:**  
Improper use of overtime by an employee

**Patterns of Behavior:**  
Widespread failure to follow policy

**Underlying Structure:**  
Lack management control and ethical leadership

**Mental Models:**  
We are treated unfairly & owed more and management knows it so they don't enforce the policy

Image Source: <http://stocktouch.com/blog/just-the-tip-of-the-greek-iceberg/attachment/iceberg-poster>

**McKinsey 7S Model**

Adapted from: [www.mckinsey.com/insights/strategy/finding\\_ideas\\_the\\_7\\_s\\_framework](http://www.mckinsey.com/insights/strategy/finding_ideas_the_7_s_framework)

**SWOT Analysis**

<b>Strengths (S)</b> Organizational Development	<b>Weaknesses (W)</b> Organizational Assessment
<b>Opportunities (O)</b> Partnerships & Differentiators	<b>Threats (T)</b> Risk Analysis

Image Source Adapted from: [www.giffy.com/uses/swot-analysis-software](http://www.giffy.com/uses/swot-analysis-software)

**Organizational Chart**

Image Source: [www.wyocok.org/InternetDept.aspx?id=19134](http://www.wyocok.org/InternetDept.aspx?id=19134)

**Internal Control Cycle**

Image Source: [www.journalofaccountancy.com/Issues/2007/Mar/InternalControlGuidanceNotJustASmallMatter.htm](http://www.journalofaccountancy.com/Issues/2007/Mar/InternalControlGuidanceNotJustASmallMatter.htm)

**Strategy**

**Structure**

**Systems**

**SKILLS**

Image Source: <http://englishwithatwist.com/2014/03/04/english-skills-7-ways-of-expressing-uncertainty/>

**HUMAN RESOURCES**

RECRUIT	EVALUATE
MANAGE	MOTIVATE
TRAIN	REWARD

Image Source: [www.sewer-contractor-management-guide.com/human-resource-department.html](http://www.sewer-contractor-management-guide.com/human-resource-department.html)

**FORMAL SYSTEMS**

- Rules/Policies
- Reward Systems
- Selection Systems
- Orientation & Training
- Decision Processes

**Ethical Culture**

**INFORMAL SYSTEMS**

- Informal Norms
- Interactions
- Rituals
- Myths & Stories
- Language

Adapted from: Ethical Leadership: Creating An Ethical Culture by Linda K. Trevino, www.scu.edu/ethics

**Leadership styles**

There is no one right style of leadership

Stable Environment	Participative	Participative	Delegative
High growth or changing environment	Authoritarian	Participative	Participative
Environment in crisis	Authoritarian	Authoritarian	Participative

Image Source: <http://materialminds.com/leadership-development/leadership-style/>

**Followership Styles**

INDEPENDENT, CRITICAL THINKING	ALIENATED FOLLOWERS	EXEMPLARY FOLLOWERS
PASSIVE	PRAGMATIST FOLLOWERS	ACTIVE
DEPENDENT, UNCRITICAL THINKING	PASSIVE FOLLOWERS	CONFORMIST FOLLOWERS

Image Source: [www.medicaproduction.org/follower-styles-the-forgetten-part-of-leadership](http://www.medicaproduction.org/follower-styles-the-forgetten-part-of-leadership)

**Staffing**

**Shared Values**

**Style of Leadership**