



ETHICAL LEADERSHIP II

Concrete steps Senior Managers can take to be ethical



1. Set **high standards** and communicate them loudly and repeatedly in public and private.



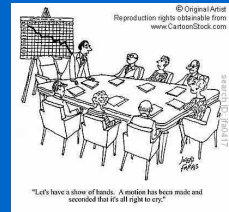
2. **Act** swiftly and firmly when someone violates the standards.



3. Insist on complete **candour** from your immediate reports



4. Never, never shoot the messenger



5. **Talk** to a wide variety of employees on different levels and in different localities



6. In a crisis, take **responsibility**, be **accessible**, and be **honest**.

7. Finally, put your money where your mouth is—**Fund and support ethics initiatives**

- Without supporting **systems of ethics programme**, most corporate value statements are collections of empty platitudes that only increase organizational cynicism
- To organize organizational ethics programmes, get help from your **ethics, communications, and training professionals**.
- Don't leave your ethics strategies just to **lawyers**.



- The first step in the evolution of ethics is a sense of solidarity with other human beings- **Albert Schweitzer**, German Nobel Peace Prize-winning mission doctor and theologian (1875-1965)
- In law a man is guilty if he violates the rights of others. In ethics he is guilty if he thinks of doing so - **Immanuel Kant**, Prussian geographer and philosopher (1724 - 1804)