Moral Leadership

Kenya Beard Ed.D.  CNE GNP-C NP-C ACNP-BC

K Beard & Associates, President
Assistant Professor, Hunter College, NY
Leadership 101

• Discuss different styles of leadership
• Describe qualities inherent in each style of leadership
• Identify skills that help create and foster moral leadership in relation to ethical guidelines
• Discuss characteristics that promote moral leadership
Everyone’s a Leader?

• Young & Rubicam Brand's CEO, Ann Fudge, says, "All of us have the spark of leadership in us, whether it is in business, in government, or as a nonprofit volunteer. The challenge is to understand ourselves well enough to discover where we can use our leadership gifts to serve others."
What is a Leader?

• Leader
  – a person or thing that leads.
  – a guiding or directing head, as of an army, movement, or political group

• Lead
  – to go before or with to show the way

Dictionary.com
Leading versus Managing
Is There a *Difference*?

• “Management is doing things right - Leadership is doing the right things”

  *Peter Drucker & Warren Bennis*

• “Management is the efficiency of climbing the ladder of success - Leadership determines whether the ladder is leaning against the right wall”

  *Stephen Covey - 7 Habits of Highly Effective People*
Leadership 101

“A genuine leader is not a searcher for consensus but a molder of consensus.”

Dr Martin Luther King Jr
Authentic Leaders

• “Authentic leadership is defined in large part by evidence of morality in the leadership influence process.

• A highly developed moral leader is expected to act in concert with his or her self-concept, to achieve higher levels of agency to make the “right” and “ethical” decisions.

• A leader who is perceived by followers as morally authentic and imbued by altruism and virtuousness will be afforded greater influence and have increased positive effects on followers and organizations”.

  (Hannah, Lester, Vogelgesang 2005)
Authentic Leadership Questionnaire

• Looks at
  – Self awareness
  – Internalized moral perspective
  – Balanced processing
  – Relational transparency
Inspiring Change

• Reflect on a time when someone inspired you to change.

• I was inspired to change by my ____________ who (did what?)

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
What’s My Style????
Styles of Leadership

Kurt Lewin identified three types of leaders

1. **Authoritarian** - A leader who separates from the group, makes **unilateral decisions**, and tells the group exactly what, where and how things will be done.

2. **Democratic** - A leader who **allows input** from the group and serves more as the final decision maker.

3. **Laissez-fair** - A leader who offers **little guidance** if any, allows the group to make their own decisions.

Many more terms used to describe leaders
Moral Leadership

Has evolved over the years

Foster (1986) stated “Each administrative decision carries with it a restructuring of human life: that is why administration at its heart is the resolution of moral dilemmas” (p. 33).
Morals

• A moral is a lesson, especially one concerning what is right or prudent, that can be derived from a story, a piece of information or an experience.

• A person who is moral is concerned with the principles of right and wrong behavior and the goodness or badness of human character

Merriam-Webster
Moral Leadership

• Involves *ethical conduct* on the part of leaders, as well as the capacity to inspire such conduct in followers. (*Rhode, 2011, p. 20*).

• Adds that companies observe less unethical behavior and perform better when employees see their company as promoting ethical conduct and their leaders care about ethical issues.
Moral Reasoning

• Ability to analyze right and wrong in terms of abstract principles that reflect the concerns of society as a whole with a focus on maintaining one's self respect

  (Lawrence Kohlberg, Harvard psychologist)

Some determine right and wrong based on reward and punishment, self serving, socially acceptable—avoid public dishonor or guilt
Case In Point

• Johnson & Johnson’s recall on Tylenol after product tampering incident
• A socially responsible decision that risked companies financial status
• Reputation for integrity helped to maintain public confidence
• Company did rebound and now has new safety features
Benefits of Moral Leadership

• Employee satisfaction, higher morale
• Better customer satisfaction
• Employee retention
• Enhanced workplace trust
• Cooperation
• Innovation
• Money is saved from costs associated with misconduct and surveillance to prevent it
Ethical Principles

• Nonmaleficence (to do no harm)
• Beneficence (preventing & removing harm, promoting good)
• Fidelity (to be truthful and fair, advocacy)
• Autonomy (respecting the individuals right to self determination)
• Justice (giving what is due; equitable access to care and resources)
• Privacy and confidentiality (can’t be taken away)
Unethical Climates

- Factors impacting ethical commitments
- When short term interest overpowers moral values
- Hyper-competitiveness
- Profits at any cost culture
- Reward structure

(Rhode, 2006)
“People are your most important asset”
Wrong “The right people are”

Jim Collins
A leader is only as good as the surrounding people.
Creating the Team

- Get the right people in the right seats on the bus. Collins, 2001
- Know your destination - Shared Vision
- Be prepared for roadblocks - Realism and Flexibility
- Be prepared for distractions - Self Discipline
- Know when to apply technology
Developing Leadership Skills

True or False

• Leaders aren’t born they are developed
• Leaders should decide what style works best for them, the group and the organization
Effective Leaders

• Collins- Level 5 Leaders
• Maxwell’s- 21 Irrefutable Laws
• Rath & Conchie’s- Strength-Based Leadership
• Kouzes & Posner- Displaying versus Possessing Qualities
Collin’s Level 5 Leaders

• They possess personal humility & professional will
• Ambitious for the company first and foremost
• They set successors up for even greater success
• Tend to be modest, self-effacing and understated
• Display a workmanlike diligence
• They blame themselves when things go poorly & attribute success to others
Maxwell’s 21 Irrefutable Laws

1. Leadership ability determines your level of effectiveness
2. The true measure of leadership is influence
3. Leadership develops daily, not in a day
4. Anyone can steer the ship, but it takes a leader to chart the course
5. When the real leader speaks, people listen
6. Trust is the foundation of leadership
Rath & Conchie’s Strength Based Leadership

• Know your strengths and invest in others' strengths
• Get people with the right strengths on your team
• Understand and meet the four basic needs of those who look to you for leadership.
Basic Needs
The Framework for an effective environment

1. Trust
2. Compassion
3. Stability
4. Hope
Kouzes & Posner
Display vs. Possess

Qualities of Great Leaders

• Honest
• Forward Looking
• Competent
• Inspiring
• Intelligent
What Moral Leaders Do

• They are committed to do what’s right even if there’s no personal benefit
• They have the ability to adhere to fundamental principles even if doing so carries a price
• They have the capacity to inspire ethical conduct in others
• They possess moral reasoning
• They know how to temper their egos
• They show commitment to socially responsive principles
• They establish trust and are committed to serve
• They surround themselves with exceptional people
Take Home Message

• Leaders are not born. You too can leave your mark as Moral Leader!
References


