Chapter 6

Courage and Moral Leadership
Your Leadership Challenge

- Combine a rational approach to leadership with a concern for people and ethics.
- Recognize your own stage of moral development and ways to accelerate your moral maturation.
- Know and use mechanisms that enhance an ethical organizational culture.
Your Leadership Challenge (cont.)

• Apply the principles of stewardship and servant leadership.

• Recognize courage in others and unlock your own potential to live and act courageously.
Ex. 6.1 Comparing Unethical Versus Ethical Leadership

The Unethical Leader
- Is arrogant and self-serving
- Excessively promotes self-interest
- Practices deception
- Breaches agreements
- Deals unfairly
- Shifts blame to others
- Diminishes others’ dignity
- Neglects follower development
- Withholds help and support
- Lacks courage to confront unjust acts

The Ethical Leader
- Possesses humility
- Maintains concern for the greater good
- Is honest and straightforward
- Fulfills commitments
- Strives for fairness
- Takes responsibility
- Shows respect for each individual
- Encourages and develops others
- Serves others
- Shows courage to stand up for what is right
The single most important factor in ethical decision making in organizations is whether leaders show a commitment to ethics in their talk and especially their behavior.
Ex. 6.2 How to Act Like a Moral Leader

1. Develop, articulate, and uphold high moral principles.
2. Focus on what is right for the organization as well as all the people involved.
3. Set the example you want others to live by.
4. Be honest with yourself and others.
5. Drive out fear and eliminate undiscussables.
6. Establish and communicate ethics policies.
7. Develop a backbone – show zero tolerance for ethical violations.
8. Reward ethical conduct.
9. Treat everyone with fairness, dignity, and respect, from the lowest to the highest level of the organization.
10. Do the right thing in both your private and professional life – even when no one is looking.
Moral Leadership

Distinguishing right from wrong and doing right; seeking the just, honest, and good in the practice of leadership
Ex. 6.4 Three Levels of Personal Moral Development

**Level 1: Preconventional**
Follows rules to avoid punishment. Acts in own interest. Blind obedience to authority for its own sake.

**Level 2: Conventional**
Lives up to expectations of others. Fulfills duties and obligations of social system. Upholds laws.

**Level 3: Postconventional**
Follows internalized universal principles of justice and right. Balances concern for self with concern for others and the common good. Acts in an independent and ethical manner regardless of expectations of others.
Ex. 6.5 Changing Leader Focus From self to Others
Stewardship

A belief that leaders are deeply accountable to others as well as to the organization, without trying to control others, define meaning and purpose for others, or take care of others.
Principles for Stewardship

1. Reorient toward a partnership assumption.

2. Localize decisions and power to those closest to the work and the customer.

3. Recognize and reward the value of labor.

4. Expect core work teams to build the organization.
Servant Leadership

Leadership in which the leader transcends self-interest to serve the needs of others, help others grow, and provide opportunities for others to gain materially and emotionally.
More on Servant Leadership

Servant leadership is leadership upside-down.
Courage

The ability to step forward through fear
The Abilene Paradox

The tendency of people to resist voicing their true thoughts or feelings in order to please others and avoid conflict.
Whistleblowing

Employee disclosure of illegal, immoral, or unethical practices in the organization