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Foundational Learning



Workflow Learning



Performance Learning

9/22/2016



- What is *Ethical Leadership*?
- Effects of Ethical Behaving Organizations
- Why do leaders make bad choices?
- How do we develop *Ethical Organizations*
- Takeaways

- ***“Demonstration of appropriate conduct through personal actions and relationships and promoting such conduct to subordinates”***
- **3 Key components**
 1. Behaviors
 2. Attention to Standards
 3. Climate

- “Additional Steps Are Needed to Strengthen DOD’s Oversight of Ethics and Professionalism Issues”
- *“The Defense Department has failed to follow through on several key initiatives designed to reduce ethics problems and poor professionalism in the military, according to a new report from the Government Accountability Office.” **
- *“...the survey report stated that:*
 - *employees believe that DOD rewards unethical behavior to an extent that is well above average;*
 - *employees fear retribution for reporting managerial/commander misconduct to an extent that is well above average; and*
 - *the number of employees who acknowledge regularly receiving ethics information and training is comparatively low”. ***

* Defense News, September 3, 2015, Andrew Tilghman

** GAO Report 51-711, September 2015, Military Ethics

- Effects of Ethical Leadership
 - Positive relationships between leaders and subordinates
 - Subordinates to be more willing to report problems and to engage in higher levels of effort
 - Ethical behavior and subordinates are more effective
 - Subordinates are more positive about the future



- *“US Military personnel have been convicted of \$50 million worth of crimes in Iraq and Afghanistan” article*



Improving Ethical Leadership within Our Organizations

- Focus on organizational success rather than personal ego
- Find the best people and develop them
- Create a living conversation about ethics, values, and the creation of value for stakeholders
- Create mechanisms of dissent
- Take charitable understanding of others values
- Make tough calls being imaginative

Ethical Behavior is not a position issue but a leadership issue !