Beyond “Thou Shalt Not:”
Positive Ethics, Leadership, and Legacy

2012 MCPA
Executive Training Institute
Chad Weinstein, President
Ethical Leaders in Action
“Professional ethics is so...negative.”
Empower others to improve the world
Agenda

Introduction
Vision and Values
Trust and Engagement
Organizational Culture
The Power of Purpose
Ethical Leaders in Action
Leadership Development Model

- Leading Self
- Leading Others
- Leading in Context
Learning across Contexts
Among my teachers...
Share Your User Guide

Primary Interests
Hidden Features
Cautions
Other Topics?
ELA’s Elements of Vision

Scope

Clarity

Reach

Impact
ELA’s Elements of Vision: Scope

• What is the organizational breadth of the changes I envision?

• Who will be affected?

• Who are the key participants? The supporting players?
ELA’s Elements of Vision: Reach

• What is the “distance” between the status quo and the conditions I envision?

• What steps will be necessary to bridge that gap?
ELA’s Elements of Vision: Clarity

• Do I understand the nature of my vision?

• Is my vision sufficiently specific?

• Can I explain my vision to others?
ELA’s Elements of Vision: Impact

• Who benefits?
• Who might be harmed?
• Can we mitigate harm?
• Who cares (besides me)?
ELA’s Foundational Values for Public Agencies

- Excellent Public Service
- Sound Stewardship of Resources
- Fairness
Excellent Public Service

• Valuable contributions to the community
• Attentive to community needs
• Leadership in establishing community priorities
• Pervasive professionalism
Sound Stewardship of Resources

• Expenditures based on sufficiency, value.
• Investments and expenditures linked to mission and community priorities.
• Maintenance and conservation.
• Commitment to ongoing improvement.
Fairness

• Consistent treatment
• Safety, adequate equipment
• Honest and open information sharing
• Appreciation for time and effort
• Respect
The Old Employment Model: “Master-Slave”

Not all slavery structures were/are the same.

Slavery didn’t pay off for anyone.

Measuring Engagement

- Retention
- Safety
- Customer Service
- Productivity
- Profitability

Source: Gallup Q12 Summary
Employee Engagement Drivers

- Clear expectations for performance
- Adequate materials and equipment
- Ability to succeed in assigned roles
- A supervisor who cares about subordinates
- Co-workers committed to quality work
- Opportunities to learn and grow

Source: Adapted from Gallup Q12 Summary
Paths to Professional Entry

Med School  Residency  Physician

Law School  Clerkship  Associate

Academy  Field Training  Officer
Who really teaches “culture”?

- What do we expect from these “teachers”?

- Do we give them sufficient reason to embrace our cultural values?

- Do we expect – and reward – their courage in standing up for our shared beliefs?
Metaphor for...Org Culture
Develop vision and strategy for culture change

Critical Drivers That Promote the Change Effort

Direction of Intended Change

Critical Barriers That Prevent the Change Effort
The “Primary embedding mechanisms” of culture are largely driven by the leadership of the organization:

1. What leaders regularly pay attention to, measure, control
2. How leaders react to critical incidents & crises
3. Criteria by which leaders allocate scarce resources
4. Deliberate role modeling, teaching and coaching
5. Criteria by which leaders allocate rewards and status
6. Criteria by which leaders recruit, promote/demote

Source: Edgar Schein, 1990
Too often, indirect, “secondary embedding mechanisms” are over-stressed in change efforts.

1. Organization design and structure
2. Organizational systems and procedures
3. Organizational rites and rituals
4. Design of physical space, facades, and buildings
5. Stories, legends, and myths about people and events
6. Formal statements of organizational philosophy/values

Source: Edgar Schein, 1990
Learning from Sisyphus

- Sisyphus angered gods through a variety of antics. “Accounts vary.”

- His sentence was the worst thing the storytellers could imagine for a smart, engaged person.
A virtuous cycle

- Purpose
- Pride
- Expectations
- Performance
The oldest leadership seminar

- Safety and comfort
- Tactical information
- Problem-solving
- Strategic decisions
- Who are we???
Thank you for your attention!

Chad Weinstein
Ethical Leaders in Action, LLC
cweinstein@ethinact.com
651-646-1512

“We enable ethical leaders to achieve extraordinary results”