


 Webinar

Ethical Leadership: What Every HR Professional Needs to Know

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November 13, 2018

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Chat

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Q & A

Don't forget to submit your questions to our presenters.

How? Click on the Chat box at the bottom left of your screen and be sure to click "send."

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Poll Questions

Click on your screen in the box next to your answer choice.

Poll Question

At which stage would you currently place your institution overall when it comes to most strategic decision-making?

A: Reliant on gut, intuition, experience
B: Data-informed
C: Data-driven

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Handouts

Links

1. Presentation Slides PDF
2. Evaluation Link
3. IRS Paycheck Checkup Resources
4. University of Oregon Withholding Statement
5. MIT IRS News
6. University of Colorado W-4 Tax Calculators
7. Lewis & Clark Paycheck Checkup

Available for download in the "Links" section of your dashboard.

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Presenter



Marilyn Thompson
Associate Provost, Human Resources
University of Waterloo
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Why should we care about ethical behavior?

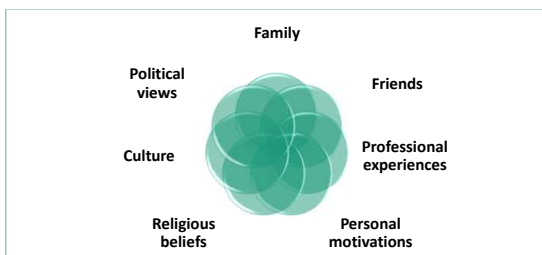


A night out

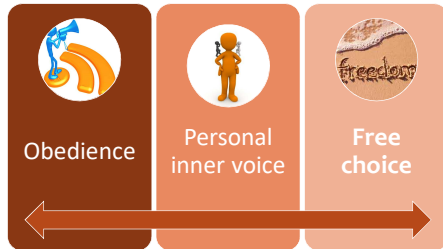
You take your 12-year old son to the movies. At the box office, you see a sign that says, "Children up to eleven: \$10.00. Adults: \$20.00. The movie theatre's management considers your son to be an adult. However, he hasn't reached his growth spurt yet and is small for his age. What do you do?

- A. Ask for one adult and one child ticket. You'll pay the difference at the concession stand.
- B. Ask for 2 adult tickets.
- C. Give your son the money, have him ask for the tickets, and see what happens.
- D. Ask your son what he thinks you should do and then do what he suggests.

What influences our ethical behaviour?



Lord John Moulton: Drivers of actions



Workplace Ethics ...

What is the biggest influencer of ethics within your organization? (Provide a word or a few words in Chat)

Workplace Ethics ...

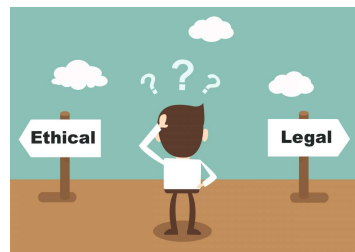
"Doing what is good and right relative to oneself, the organization and its stakeholders and abiding by the organization's values and by applicable laws and rules."

Cynthia Schoeman,
Ethics Can: Managing Workplace Ethics (2014)

What is ethical leadership?

- Acting and leading ethically over time, all the time.
 - Assumes there is a set of moral principles to distinguish what is right and what is wrong behaviour
- Being true to your values when no one is watching.
- Doing the honorable thing even when it's not fashionable.
- Stepping up to take ownership of difficult problems and responsibility for your decisions

Ethical but Illegal –
Unethical but legal



Ethics and Values

- **"I follow the rules"** ethic: acceptance of codes of laws as the governing rule. (Government rules)
- **"I treat everyone the same"** ethic: distribution of benefits and harm to all stakeholders. (Utilitarian)
- **"I'm responsible for the money"** ethic: judge moral implications by their economic outcomes. (Economic efficiency)
- **"We have to protect society"** ethic: have the same moral obligations in morally similar situations. (Universal rules)
- **"It's everyone's right"** ethic: relies on agreed upon rights for everyone. (Individual rights)
- **"I do what's right"** ethic: behavior is based upon being a good person. (Personal virtues)
- **"I'm looking out for Number One"** ethic: set their own standards for judging ethical implications. (Ethical egoism)

Poll Question**Joan and her volunteer work**

Joan has been with your department for 10 years and is an active volunteer at her local animal shelter. She often uses her work computer to develop and print mailing lists to solicit money on behalf of the organization. At work, she also answers emails, pays bills, and occasionally has the shelter number forwarded to her phone. As her supervisor, what do you do:

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- A. Tell her she must stop using university property to support external organization
 - B. Do nothing; you use the shelter to board your pets when on vacation.
 - C. Ask Joan to only do these activities during her breaks or after work.
 - D. Ask the rest of the staff if they can help Joan so work is least disrupted

Poll Question**Unit restructuring**

As the director of Food Services, you have been told in confidence that one food outlet is closing because of reduced funding. Your college is located in a rural area where the opportunity for new employment is unlikely. Helen reports to you and works in the outlet being closed. She is a single mother and has just asked to take annual leave this afternoon, excited that she can finally close the sale on a new home. Your college is not ready to disclose the organizational changes given the political sensitivity about job loss. What do you do?

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- A. Tell Helen she should reconsider a major purchase right now given the economic downturn in the area.
 - B. Say nothing; you have been told this information in confidence.
 - C. Helen will definitely need this job so ask your director to consider someone else for layoff.
 - D. Tell Helen the situation but swear her to secrecy.

Poll Question

Trust and Loyalty

As the HR Advisor for Food Services, you have been told in confidence that one food outlet is closing because of reduced funding. You have been asked to write the termination letter for Helen, your best friend since grade school. You have weathered many ups and downs over the years and trust one another completely. She is buying the home next to yours and your children are so excited. In fact, you're going with her this afternoon to close the sale and celebrate. What do you do?

Ethics and Values

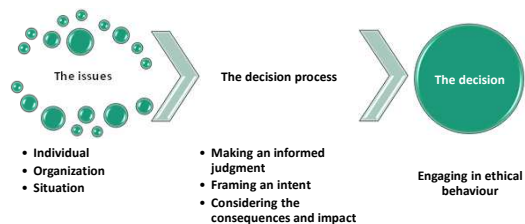
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Ethical Stewardship

- Putting the well-being of the organization and the general good before your own interests
- You are a steward of:
 - Financial resources
 - Information
 - Reputation
 - People
 - Rectifying injustice

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Understanding ethical decision-making



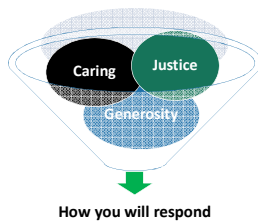
Developing Ethical Leaders

- Know what you are rewarding
- Mentor your people
- Model ethical behavior through the organization.
- Treat everyone with fairness, honesty, and respect all the time.
- Foster mechanisms of respectful dissent.

Be the ethical leader you want

- Comply with and support applicable legislation, rules and regulations
- Understand and live your values
- Live the organization's culture
- Follow the golden rule
- Lead to empower others, not just yourself

Making your decisions count



Ethical Leadership: "It Begins with Me!"

Ethical Leadership is a Journey

What would you do if you knew you could?
What will you do because you know you can?

 Webinar

Q & A

Marilyn Thompson
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Thank You!

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