

Ethics & Integrity of Governance

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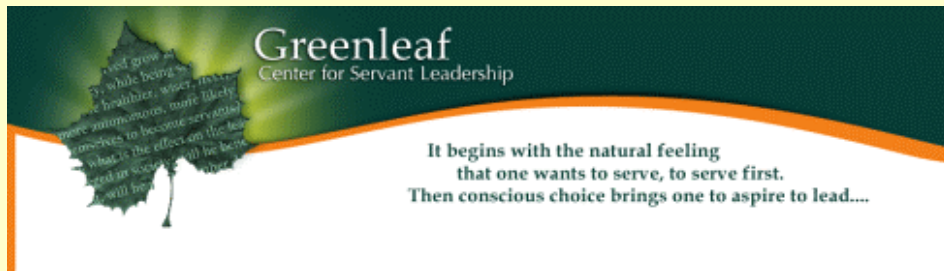
Symposium Servant Leadership

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Governance Studies (FSW) www.fsw.vu.nl/integriteit





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Ethics and Integrity of Governance

Central Concepts

Governance: intentional exercise of power and authority to achieve collective goals

Integrity: characteristic or a quality referring to accordance with relevant moral values and norms

Moral: characteristic of right or wrong, good or bad (general and unavoidable)

Integrity violation: behavior that violates the relevant moral values and norms

Corruption: the misuse of (public) authority because of the private benefits

Integrity Violations



- 1 corruption: bribing
- 2 corruption: favoritism
- 3 conflict of interest (gifts, jobs etc.)
- 4 fraud and theft of resources
- 5 waste and abuse of resources
- 6 break rules /misuse power for the organization
- 7 misuse and manipulation of information
- 8 indecent treatment colleagues, citizens
- 9 private time misconduct

What makes 'corrupt': framework

Individual and work

individual: character and private circumstances

work: type, colleagues, contacts

Organization

leadership



organization structure: size, complexity: control, auditing: separation of responsibilities

organization culture: goals/mission; values and norms; operational code

personnel (policy): training and selection; rewarding

Environment: law, politics, society: crime etc.

Karin Lasthuizen

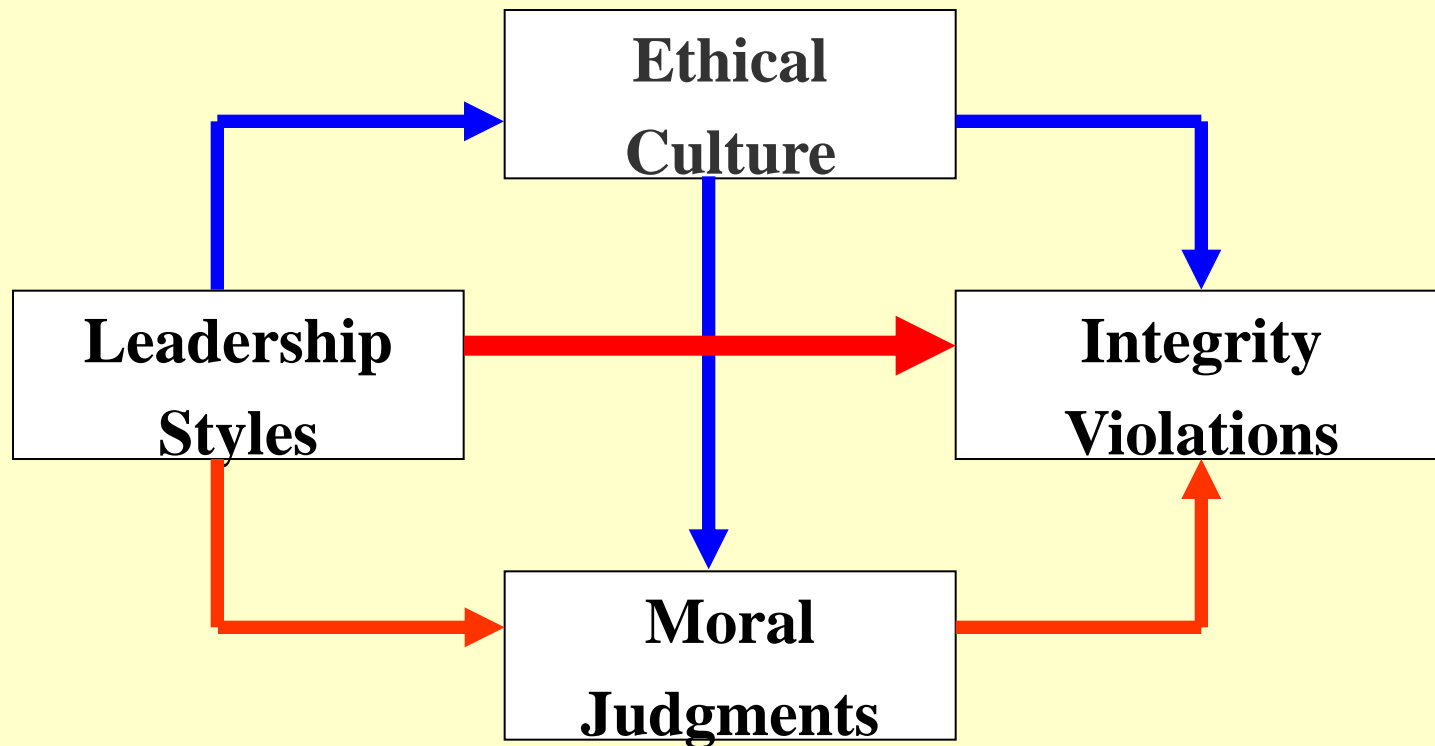
LEADING TO INTEGRITY

**Empirical Research into the Effects of
Leadership on Ethics and Integrity**



*How and to what extent does leadership influence the integrity
of an organization
and its employees?*

Basic Model



Conclusions

Leadership is *neither* an Eureka concept *nor* a panacea: the influence of (ethical) leadership on integrity violations is rather **small**, and primarily works **indirectly** through the organizational ethical culture.

Important other factors in combating integrity violations are **clarity about the norms and rules** and employee's own **moral acceptability judgments** (if employees find a specific type of integrity violation unacceptable, less integrity violations of that type will occur).

Leadership that does work is **ethical leadership**: **organizational leadership styles**, including transformational leadership, clearly have a far smaller influence on integrity violations - or work sometimes even contradictory - than **ethical leadership styles**.

Conclusions

Ethical leadership concerns leadership that involves both the display of ethical conduct *and* the promotion of ethics and integrity among followers.

Moral Person

Integrity, honesty, authenticity, reliability

Do the right thing, concern for others, personal morality and moral courage

Following ethical decision rules, openness, transparency

Moral Manager

Role modeling ethical behavior through visible action

Reinforcement through holding accountable, rewards and punishment

Two-way communication about ethics and values

Positive leader-follower relationship:

Mutual trust, loyalty, respect, openness and safety

Relating the conclusions to (VU) Higher Education

Contributing to the integrity of researchers and teachers should be aimed at establishing an **ethical culture** taking into account **moral awareness/consciousness**.

Ethical leadership concerns leadership that involves both the display of ethical conduct and the promotion of ethics and integrity among followers:

the promotion of ethics presupposes **clarity** about values and norms, **sanctioning** contrary behavior, as well as **servant leadership** building upon the day to day experiences of teachers and researchers.

- Relating the Conclusions to (VU) Higher Education

The promotion of ethics and integrity **at the VU** is tackled primarily top down but is not yet part of day to day practice of research and teaching (groups).

Servant leadership might help to promote ethics and integrity, **if this would** stimulate:

bottom up action concerning ethics and integrity, including codes of conduct of groups and programs, integrating it in HRM practice of selection and evaluation,

without denying the **top down responsibilities** of VU leadership in clarifying and establishing organizational policies, values and norms.

Thank you for your attention!



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Further readings

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