Leadership & Ethics: Balancing Integrity & Influence

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Head of Human Resources
Islamic Relief Worldwide
Outline

• Which Leadership qualities matter most?
• Ethics and the state of the world
• Ethics & Values: Sources and Philosophies
• Balancing Integrity and Influence: The Wise Owl model
# Leadership Qualities Lists

<table>
<thead>
<tr>
<th>US Marine Corps</th>
<th>British Royal Naval College</th>
<th>RAF College</th>
<th>RMC Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity</td>
<td>Faith</td>
<td>Efficiency</td>
<td>Loyalty</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Courage</td>
<td>Energy</td>
<td>Professionalism</td>
</tr>
<tr>
<td>Courage</td>
<td>Loyalty</td>
<td>Sympathy</td>
<td>Competence</td>
</tr>
<tr>
<td>Decisiveness</td>
<td>Sense of Duty</td>
<td>Resolution</td>
<td>Courage</td>
</tr>
<tr>
<td>Dependability</td>
<td>Humanity</td>
<td>Courage</td>
<td>Honesty</td>
</tr>
<tr>
<td>Initiative</td>
<td>Integrity</td>
<td>Tenacity</td>
<td>Common Sense</td>
</tr>
<tr>
<td>Tact</td>
<td>Common Sense</td>
<td>Personality</td>
<td>Good Judgment</td>
</tr>
<tr>
<td>Justice</td>
<td>Good Judgment</td>
<td></td>
<td>Confidence</td>
</tr>
<tr>
<td>Enthusiasm</td>
<td>Tenacity</td>
<td></td>
<td>Initiative</td>
</tr>
<tr>
<td>Bearing</td>
<td>Fortitude</td>
<td></td>
<td>Tact</td>
</tr>
<tr>
<td>Endurance</td>
<td>Physical Fitness</td>
<td></td>
<td>Self-Control</td>
</tr>
<tr>
<td>Unselfishness</td>
<td>Mental Fitness</td>
<td></td>
<td>Humour</td>
</tr>
<tr>
<td>Loyalty</td>
<td>Self-Control</td>
<td></td>
<td>Personal Example</td>
</tr>
<tr>
<td>Judgment</td>
<td>Cheerfulness</td>
<td></td>
<td>Energy</td>
</tr>
<tr>
<td></td>
<td>Knowledge</td>
<td></td>
<td>Enthusiasm</td>
</tr>
</tbody>
</table>

**KEY:**

- **Orange**: Common to all
- **Blue**: Common to two lists
- **Green**: Common to three lists
- **Red**: Common to one list

__Faith Inspired Action__
# Adair’s Generic Qualities

<table>
<thead>
<tr>
<th>Quality</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enthusiasm</strong></td>
<td>Top of the list (alias <em>passion</em>, <em>zest</em>).</td>
</tr>
<tr>
<td><strong>Integrity</strong></td>
<td>The bedrock of good leadership - and leadership for good.</td>
</tr>
<tr>
<td><strong>Toughness &amp; Fairness</strong></td>
<td>Leaders are often demanding and not easily satisfied - but ‘no favourites’!</td>
</tr>
<tr>
<td><strong>Warmth</strong></td>
<td>Cold fish do not make good leaders.</td>
</tr>
<tr>
<td><strong>Moral Courage</strong></td>
<td>To face and confront the unpleasant situation.</td>
</tr>
<tr>
<td><strong>Resilience</strong></td>
<td>Bouncing back after setbacks.</td>
</tr>
<tr>
<td><strong>Humility</strong></td>
<td>Lack of arrogance; humanly being on the same level as others; openness to go on learning.</td>
</tr>
</tbody>
</table>
Recap: 11 Authentic Leadership Qualities

- Authentic Leadership
- Ethics / Integrity
- Fair – Justice & Ihsan
- SQ: Spiritual Intelligence
- Competent
- Courage
- Practical Wisdom
- Patience
- Pragmatic Decisiveness
- Vision
- Gentle/ Appreciative
- Servant Leadership
EXERCISE: Compile your Top 5 Qualities

- **In groups, please list:**
  1. What you believe are the top 3-5 qualities in order of importance
  2. Which qualities are most valued in your organisation in practice?
  3. Where does Integrity and ethics rank?

<table>
<thead>
<tr>
<th>Amana / Integrity</th>
<th>Courage</th>
</tr>
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<tbody>
<tr>
<td>SQ: Spiritual Intelligence</td>
<td>Competent</td>
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<tr>
<td>Vision</td>
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The most important quality?

- Study by Kouzes & Posner (Leadership researchers)
  - Survey of 2615 leaders asked what is your most important quality

<table>
<thead>
<tr>
<th>Rank</th>
<th>Leadership Characteristic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Honest &amp; Trustworthy (Amana)</td>
</tr>
<tr>
<td>2</td>
<td>Competent</td>
</tr>
<tr>
<td>3</td>
<td>Forward-Looking</td>
</tr>
<tr>
<td>4</td>
<td>Inspiring</td>
</tr>
<tr>
<td>5</td>
<td>Intelligent</td>
</tr>
<tr>
<td>6</td>
<td>Fair-minded</td>
</tr>
<tr>
<td>7</td>
<td>Straight-forward</td>
</tr>
<tr>
<td>8</td>
<td>Imaginative/Creative</td>
</tr>
</tbody>
</table>

Over 1400 years ago, Prophet Muhammad (pbuh) was know as Al-Amin – i.e. the trustworthy one or integrity based person, signifying this as the most important quality.
Are we in an Ethical Crisis Today?

- Banks
  - Barclays rate fixing, JP Morgan’s ‘London whale’ trades, Coop’s Paul Flowers - drugs scandal
- MP Expenses
- Horsemeat deception
- Saville’s scandal
- N.o.t.W. phone hacking
- Lance Armstrong - cheating
- The Berlusconi scandals
- Blatter’s FIFA – corruption
- Blair on Iraq
- Clinton-Lewinsky saga
- Enron scandal...

The Institute of Business Ethics (IBE) stats show a 10% drop in trust in society upon leaders, businesses & orgs, which is alarming.

‘The moral triumphs and failures of leaders carry a greater weight and volume than those of non-leaders
- Joanna Ciulla (2003)
Ethics vs Corruption

- Corruption Perception Index (CPI) 2014 by T.I.
  [Link to Transparency International website](http://www.transparency.org/cpi2014/results)
CPI 2014

Top Five
1. Denmark
2. N Zealand
3. Finland
4. Sweden
5. Norway/Switz

Bottom End
170. Iraq
171. South Sudan
172. Afghanistan
173. Sudan
174. N Korea / Somalia

Other Major Nations
14. UK
17. USA
69. Italy
85. India

Asian Nations
7. Singapore
17. Hong Kong
50. Malaysia
107. Indonesia
126. Pakistan
145. Bangladesh
Useful Definitions

• Ethics
  – the discipline of dealing with what is **good and bad**
  – the principles of **conduct** governing an individual or a group
  – a set of **moral** principles; a **guiding** philosophy
    *(Merriam-Webster Dictionary)*
  – “the science of morals, the moral principles by which a person is guided” *(Oxford Dictionary)*

• Integrity
  – ‘The quality of being **honest** and having strong **moral** and **ethical** principles.
  – ‘firm adherence to a code of especially moral **values**’ *(Merriam-Webster Dictionary)*
The ‘Right’ Thing

- How does one figure out what the right thing to do is?
- Whose role exactly is it to figure out what is right?
- Can HR help establish what is ‘right’?
  - HR as ‘conscience of org’
  - HR should mitigate against human frailties of leaders – Prof. Patrick Wright (Cornell)
Ethics at the helm of org functions
Where do Values & Ethics come from?

- Tradition/Culture
- Experience/Observation
- Religious beliefs/Divine-Metaphysical
- Human intellect/Reasoning
Difficult Choices & Ethics

- The Classic Runaway Train Scene: What would you do?
## Some Ethical/Moral Philosophies

<table>
<thead>
<tr>
<th>Philosophy</th>
<th>Approach</th>
<th>Dimensions</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Kantian thought</strong></td>
<td>Categorical</td>
<td>Rigid, even when life threatening</td>
<td>• Xmas/Eid gift&lt;br&gt;• Knock on the door</td>
</tr>
<tr>
<td><strong>Utilitarian Thought</strong></td>
<td>Consequentialist</td>
<td>Ends justify means</td>
<td>• War on Terror&lt;br&gt;• Torture to save lives</td>
</tr>
<tr>
<td><strong>Abrahamic Faith perspectives</strong></td>
<td>Consequentialist within a Categorical framework</td>
<td>Practical &amp; Metaphysical considerations</td>
<td>• Same action viewed differently depending on intention</td>
</tr>
</tbody>
</table>
Ethical Dilemmas

• You have a long serving employee in your team who is not performing well (which is holding the dept back) but is a good, loyal and sincere person. How do you balance between Excellence (move them on) and Compassion (give them more chances)?

• In field offices, how do we decide on ethical questions such as the validity of cooperating with militia groups or corrupt govts in order to enhance access to those in need?

• You have limited financial resources this year, and need to decide on either feeding 1000 poor beggars, educate 100 children, or lift 10 people out of poverty permanently?
Ethics & The Importance of Character

Nearly all men can stand adversity, but if you want to test a man's character (and ethics), give him power.’

— Abraham Lincoln

• 'The best among you are the best in character (having good manners and morals),'

-Muhammad (pbuh)

• Does integrity change with rising influence?
The Wise Owl model

• A useful way to understand ethics & integrity in the context of influence

• The 4 Sector Model of leadership and political intelligence by James & Baddeley (1987)
  – Integrity-less Donkey
  – Innocent Sheep
  – Cunning Fox/Wolf
  – Wise Owl
Where will your place be?

Source: James & Baddeley 1987
The Wise Owl

- **Wise** and highly observant, the organisational owls are well placed to succeed. They differ from the (cunning) fox in that ‘succeed’ for them means positive outcomes for both themselves and the organisation.

- They use their highly developed networking and communication skills to generate support and **build alliances**. They can take the **difficult decisions**, but work hard to ensure that the outcomes are not counter-productive.

- Unlike the foxes, they are overt, and they demonstrate this by **listening** and disclosing appropriately. They are **visible** and **approachable**, yet **powerful** and **focused**.

- They are ethical and values based leaders known for their integrity.
Examples of Wise Owls (Ethical Leaders)?

Why were they so admired?

How can we nurture such behaviours in our org?
Some Questions for NGO Leaders
Confronting Ethical Dilemmas

• What are the foreseeable consequences of each action & alternative for our various stakeholders, internal and external?
• Given the potential consequences, am I (are we) truly facing an ethical dilemma—a choice involving conflicting stakeholder obligations?
• If so, do any of the courses of action violate the organization’s defining values?
• Among those that do not, does one more closely align with the obligation to pursue the organization’s mission effectively—over the long term?
• If all of the action alternatives require tradeoffs among the NGO’s values or between its values and its effectiveness, which alternatives would be publicly defensible to the stakeholders?

[Ref: Prof Dana Radcliffe, Cornell University]
Discussion

1. What practical ways are there to help build ethical managers and leaders (i.e. Wise owls), and in turn an ethical culture?
Nurturing an Ethical Workforce at IR

VALUES WORK AT IRW:
- Induction on values
- Values in Appraisal form
- Recruitment Systems (JD’s & interview on values)
- Code of Conduct
- Values Project Consultant Appointed
- Values calligraphy artwork designed
- Child Protection policy work – ref to values
- Conferences on Challenges relating to Values
- Enhanced visibility in premises
- Issuance of Code of Conduct
- Policy & Advocacy
- Values Committee
- Leadership Training (LDP)
- Ongoing Staff training and induction
- Recognition Awards
- Values Education for field offices incl. webinars

An organisation which has values is one where...
Thank You

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