Higher Education is about 20 years behind private industry in the development of comprehensive ethics programs

– Why is this an issue?
  • Similar scandals arising without the infrastructure
  • Teaching the leaders of tomorrow
The importance of “Giving Voice to Values”

• Fear of retaliation that discourages speaking up
• Once you know it is right, how do you get it done?
  – Give them the tools to enact their values
  – Opportunity to practice through pre-scripting and role-playing
• Tone at the top
  – Tone at the middle/immediate supervisor
  – Managers should be at the center of your ethical culture

• How to implement
  – Ombudsman
  – Speaking up campaign
  – Ethical reflections
• Principles of ethical leadership
  – People at the top need to model the behavior
  – Set appropriate expectations
  – Be approachable so that people can disclose without fear
  – Self awareness (the most difficult conflicts are those that you are involved in)
• Role of the lawyer
  – Helps client make legal and ethical decisions
  – Legal ≠ Ethical

• 7 Principles of public life
  Selflessness
  Openness
  Integrity
  Honesty
  Objectivity
  Leadership
  Accountability

• Risk management = prevention
• Culture trumps compliance
  – Culture must be modeled by senior leadership

• Ethics is not an inoculation
  – Ongoing vigilance is required
  – Reinforce culture at every touch point

  Orientation
  Manager training
  Town Halls

  Training
  Communication
  Performance management