



Ethical Army Leadership: Dilemma of “Be, Know, Do”



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The views expressed are those of author and do not necessarily reflect the official policy or position of the Army, Department of Defense, or the U.S. Government.

The Question and the Journey...

How previously successful and well-respected military members (and their organizations) who have not exhibited prior ethical failings came to such circumstances of ethical dilemmas?

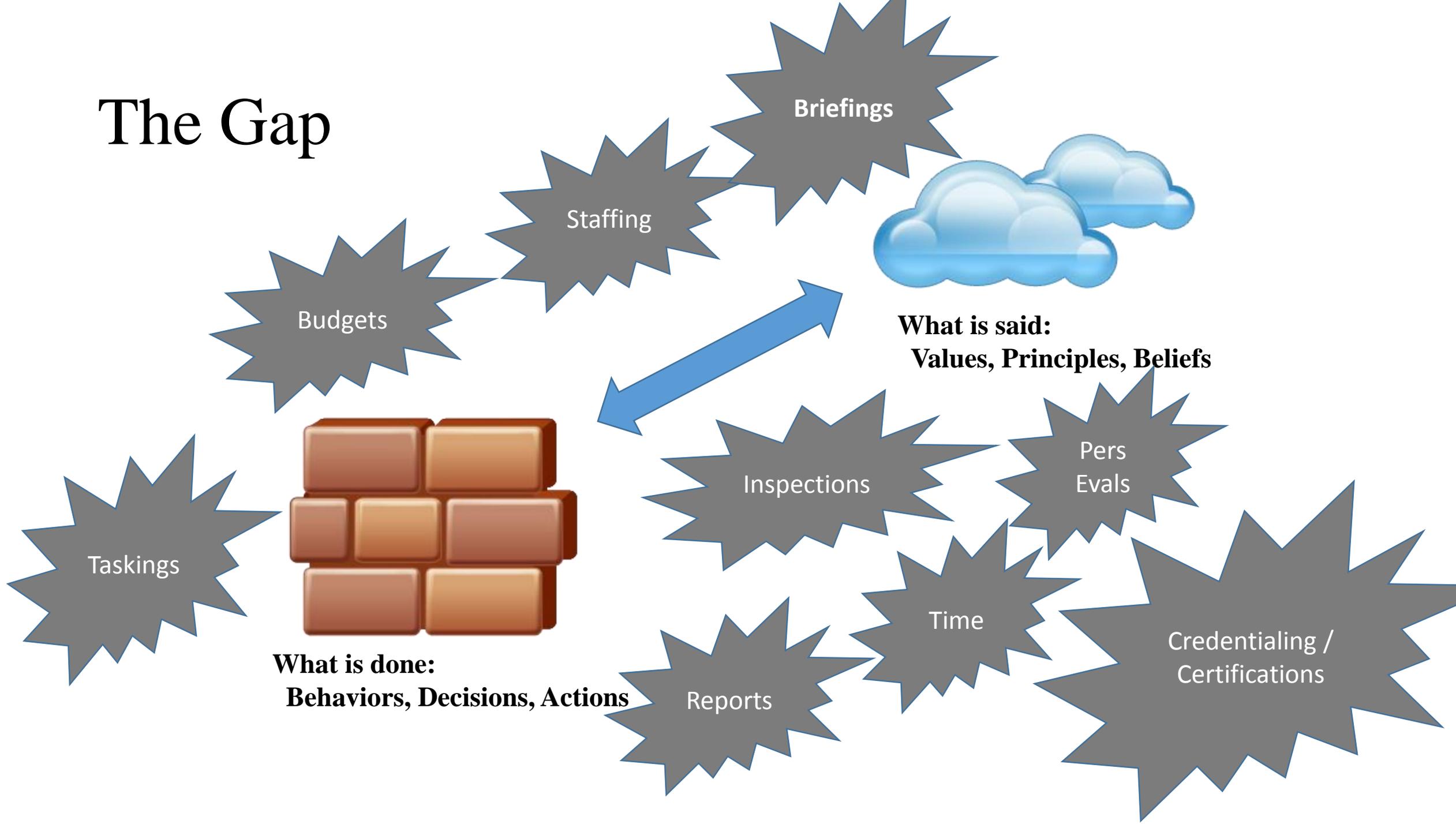
Encyclopedia of Ethical Failure

- Ethics/The Ethic
- Behavioral Ethics
- Ethical Leadership
- Organizational Culture/Climate
- Ethical Climate

Department of Defense
Office of General Counsel
Standards of Conduct Office

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The Gap



What is Ethical in Business?

Top Five Reasons to Run a Business in an Ethical Manner

Factor	Rank
Protection of brand and reputation	1
The right thing to do	2
Customer trust and loyalty	3
Investor confidence	4
Public acceptance/recognition	5

Factors Most Likely to Cause People to Compromise Ethical Standards

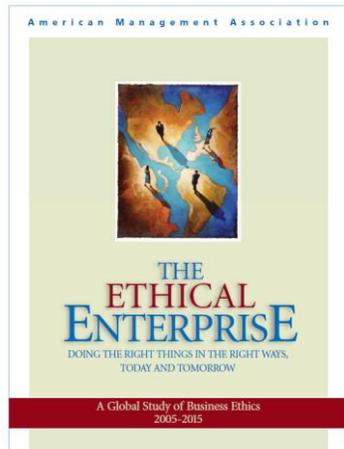
1. Pressure to meet unrealistic business objectives/deadlines
2. Desire to further one's career
3. Desire to protect one's livelihood
4. Working in environment with cynicism or diminished morale
5. Improper training/ignorance that the act was unethical

Business Ethics Survey 2005

Factors Most Important for Ensuring an Ethical Culture

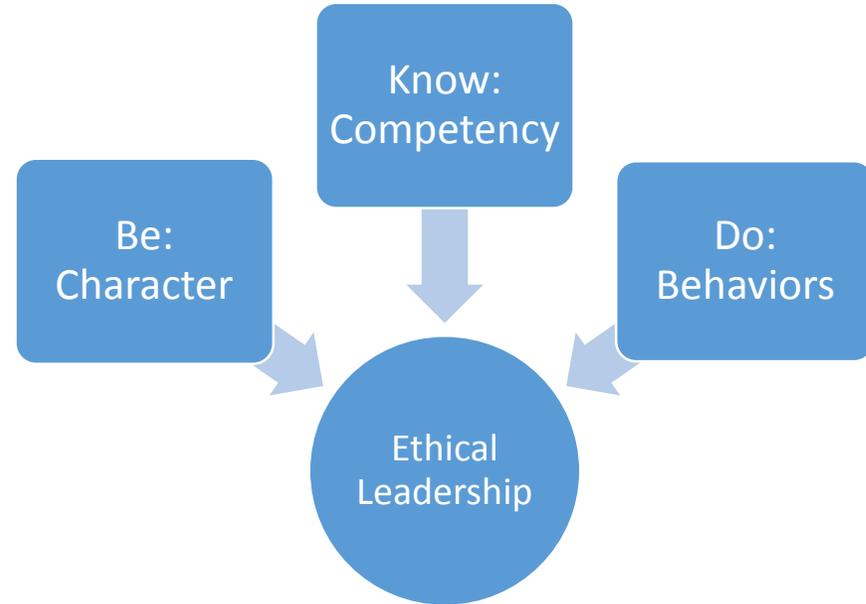
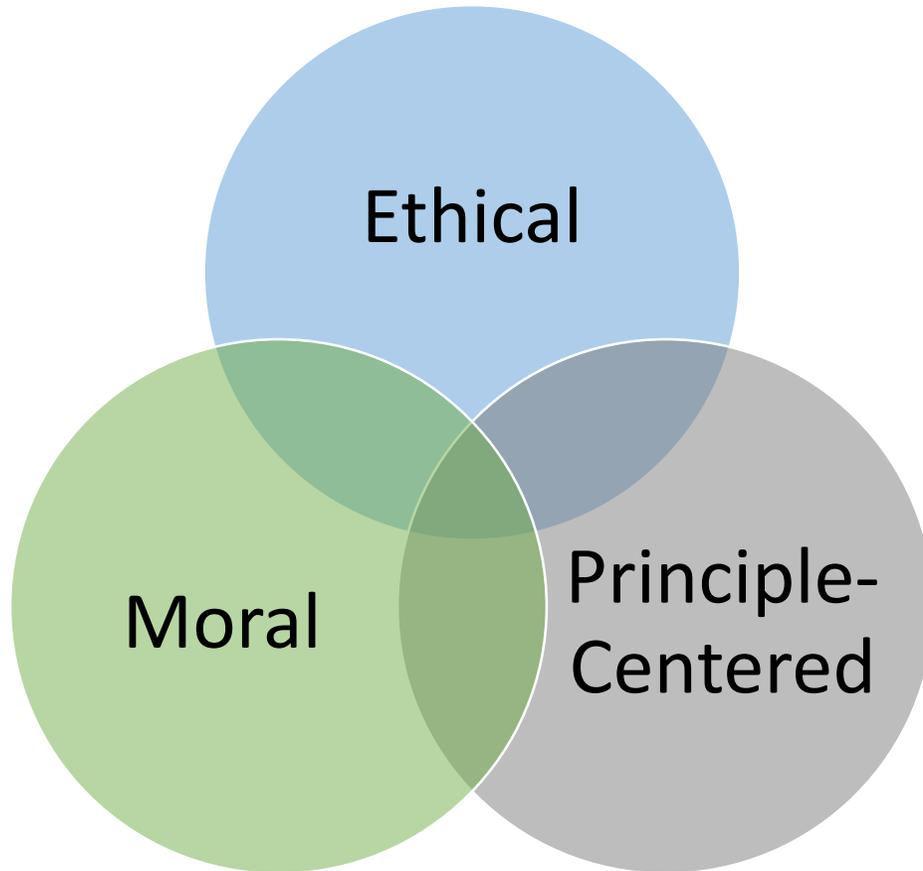
1. Leaders support and model ethical behavior.
2. Consistent communications come from all leaders.
3. Ethics are integrated into the organization's goals, business processes and strategies.
4. Ethics are part of the performance management system.
5. Ethics are part of recruitment process and selection criteria.

Business Ethics Survey 2005



What is Ethical in Education?

What is Ethical Leadership?



Some concepts and definitions...

- Ethical leaders: “help employees make sense of ethical expectations through the manner in which they convey ethical expectations, implications, and consequences.” (Resick, et al., 2013)
- Ethical leadership: “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making.” (Trevino, Weaver & Reynolds, 2006)
- Ethical climate: “a shared perception among organizational members regarding the criteria...of ethical reasoning within an organization.” (Trevino, Weaver & Reynolds, 2006)

Ethical Climate Assessment Survey

- Individual Character: *Who are we?*
- Unit/Workplace Policies & Practices: *What do we do?*
- Unit Leader Actions: *What do I do?*
- Environmental/Mission Factors: *What surrounds us?*

FM 22-100 Army Leadership, 1997

Ethical Climate Questionnaire (ECQ)

- Instrumental: Decisions based on selfish interests (individual/group)
- Caring: Emphasis on care and concern for others
- Law and Order: Adherence to external criteria—professional codes
- Rules: Governed by policies, rules, procedures developed within organization
- Independence: Members have wide latitude to make own decisions
- Efficiency: Members place efficiency over all other issues

Cullen, Victor, & Bronson, 1993

Successful Leaders & Bathsheba Syndrome ...

- “Older and longer tenured managers had lower moral judgment than did younger and less experienced employees” (Trevino et al., 2006)
- “Morale reasoning is lower when individuals respond to work-related dilemmas compared to non-work dilemmas” (Hamrog & Forcade, 2006)
- WHY? => “Ethical Fading” and “Moral Blindspots”
- Ethical failures are preceded by the “by-products of success—loss of strategic focus, privileged access, control of resources, and an inflated belief in ability to manipulate outcomes” (Ludwig & Longenecker, 1993)
- “It is difficult if not impossible to partake in unethical behavior without implicating and/or involving others in the organization”
- “Not getting caught initially can produce self-delusion and increase the likelihood of future unethical behavior”

Concluding thoughts

- Senior Leaders matter – Multiple “Chief Ethic Officers”
- Training programs are the “go to” plays – necessary but not sufficient
- Army Culture is Strong; Ethical Climates are leading indicators
- Need to build “ethical self-efficacy” in how to do the right thing

- Be Trusted Professionals
 - Honorable Servants of the Nation – Professionals of Character
 - Military Experts – Competent Professionals
 - Stewards of the Army Profession – Committed Professionals



Questions, Comments, Discussion...

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