

Exercise: Ethical Leadership Assessment

INSTRUCTIONS: Here is a thought exercise to get started. There are no wrong answers. Assess the frequency to which you engage in the following behaviors. Most people, even very effective leaders, report engaging in some behaviors less frequently than others do. Information to interpret your responses is provided on the next page.

<i>Ethical Leader Behavior</i>	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
I foster discussion of ethical issues.					
I define success not just by results but also by the way results are obtained.					
I am fair and objective when assigning roles to others.					
I am prepared to handle ethical dilemmas when they arise.					
I maintain a climate where unit members are held accountable for using ethical practices in their duties.					
I reinforce unit members' ethical behavior.					
I care about and respect all members within my unit.					
I put the needs of others above my own self-interest.					
I set an example of ethical behavior in my actions and decisions.					
I keep my actions consistent with my stated values ("walks the talk").					

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Leaders set the ethical tone for their unit. Research shows and practice confirms that effective leaders accomplish this in several ways: by communicating ethical standards, establishing fair and ethical decision making processes, enforcing ethical standards, maintaining an orientation on helping others, and by demonstrating alignment between words and deeds.

Frequently and consistently performing these behaviors distinguish individuals as ethical role models.

<i>Ethical Leader Behavior</i>	<i>Underlying Focus</i>
I foster discussion of ethical issues.	Ethical leaders make ethical standards known and encourage doing the right thing, the right way, for the right reasons.
I define success not just by results but also by the way results are obtained.	
I am fair and objective when assigning roles to others.	Ethical leaders prepare themselves to handle ethical dilemmas and employ solutions and practices, which are fairly applied to everyone.
I am prepared to handle ethical dilemmas when they arise.	
I maintain a climate where unit members are held accountable for using ethical practices in their duties.	Ethical leaders consistently hold people accountable for their actions, reinforcing ethical behavior and addressing unethical behavior.
I reinforce unit members' ethical behavior.	
I care about and respect all members within my unit.	Ethical leaders maintain an outward focus on others including those impacted by decisions made.
I put the needs of others above my own self-interest.	
I set an example of ethical behavior in my actions and decisions.	Ethical leaders model the ethical behavior they expect from others.
I keep my actions consistent with my stated values ("walks the talk").	