

Ethical, Character-Driven Leadership: Learning to Make a Difference

Virginia Local Government Management Association
VLGMA 2021 Summer Conference
June 17, 2021

Center for Labor/Management Studies

1

“BLUF”

Bottom Line Up Front

Center for Labor/Management Studies

2

Ethical Character Driven Leadership

- o ECDL, i.e.
- o Effective Communications
- o Engaging the Community
- o Shared Guiding Principles

Center for Labor/Management Studies

3

- o Leads to
- o Trust and Credibility
- o Both Personal/Public

Center for Labor/Management Studies

4

- Leads to
- Cooperation/Civility
- Positive Relationships

Center for Labor/Management Studies

5

- Leads to
- Effectiveness
- Higher Quality of Life

Center for Labor/Management Studies

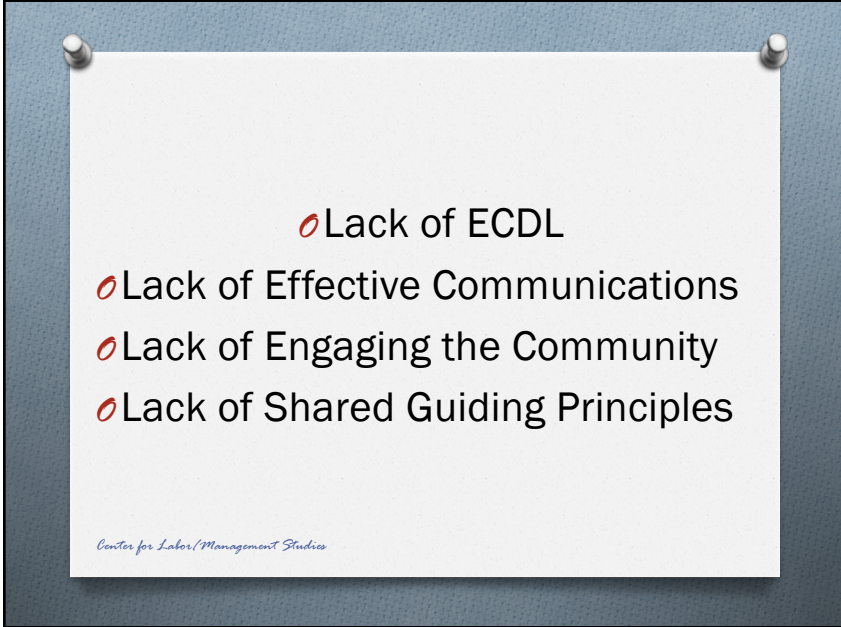
6



The Reverse is
Disastrously True

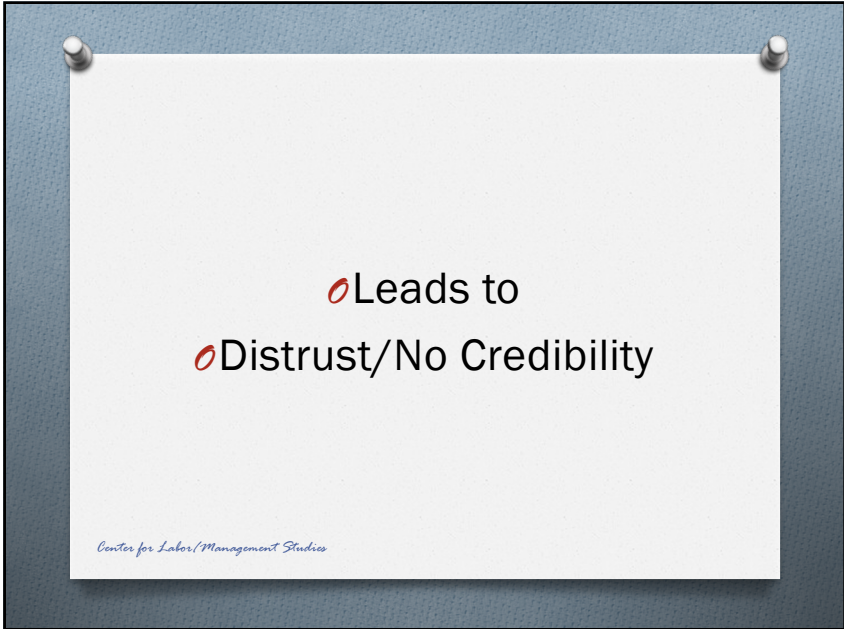
Center for Labor/Management Studies

7

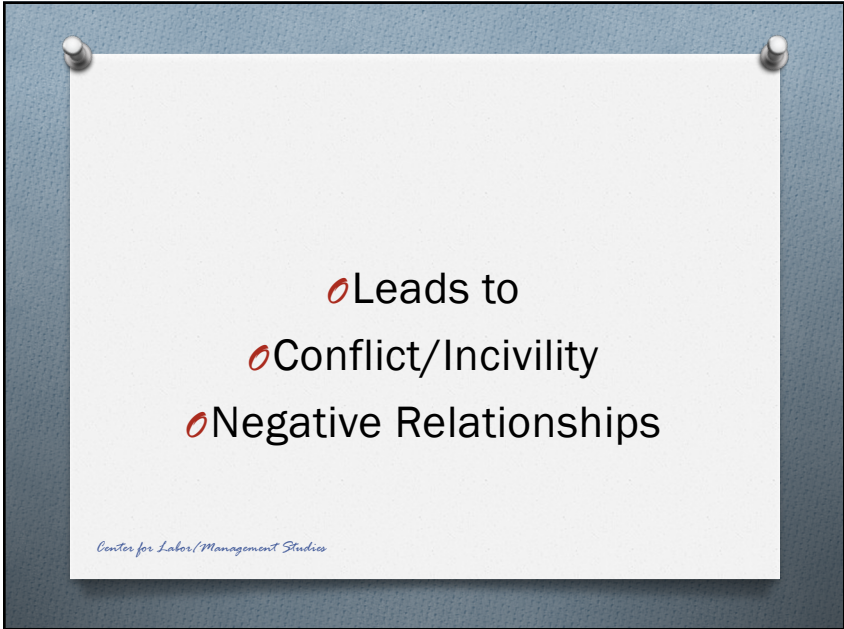
- 
- o Lack of ECDL
 - o Lack of Effective Communications
 - o Lack of Engaging the Community
 - o Lack of Shared Guiding Principles

Center for Labor/Management Studies

8



9



10

- Leads to
- Ineffectiveness
- Strife and Civil Unrest

Center for Labor/Management Studies

11

Civility

“The sum of the many sacrifices
we are called to make for the sake
of living together peacefully”

Stephen L. Carter
Civility

Center for Labor/Management Studies

12

Morality

A concern for the welfare of others an active commitment to justice and compassion and a willingness to ask not just what is good for me but what is good for “all of us together.” It is about “us,” not “me,” about “we” not “I.”

Jonathan Sacks
*Morality: Restoring the
Common Good in Divided Times*

Center for Labor/Management Studies

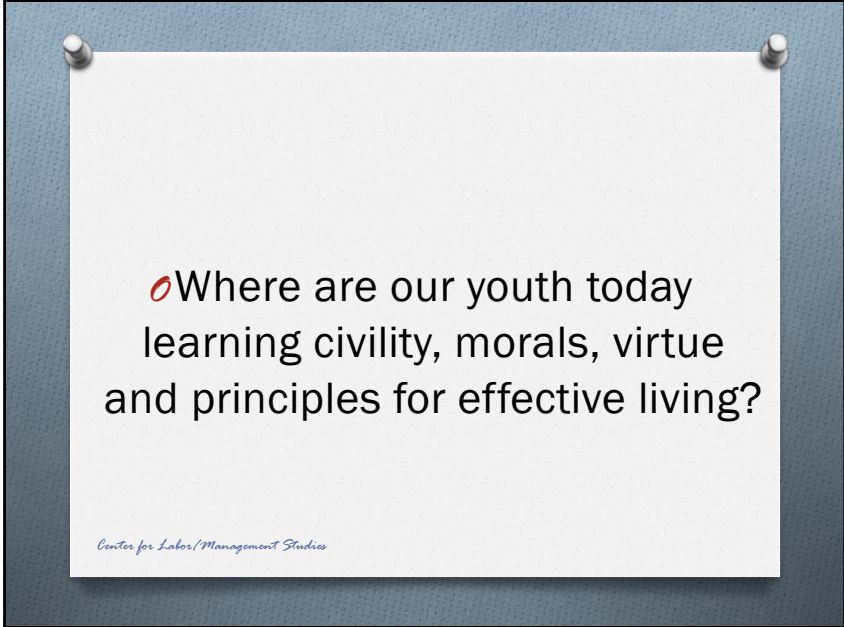
13

Institutions Helping to Sustain Moral Norms

- o Family
- o Schools
- o Religion
- o Media

Center for Labor/Management Studies

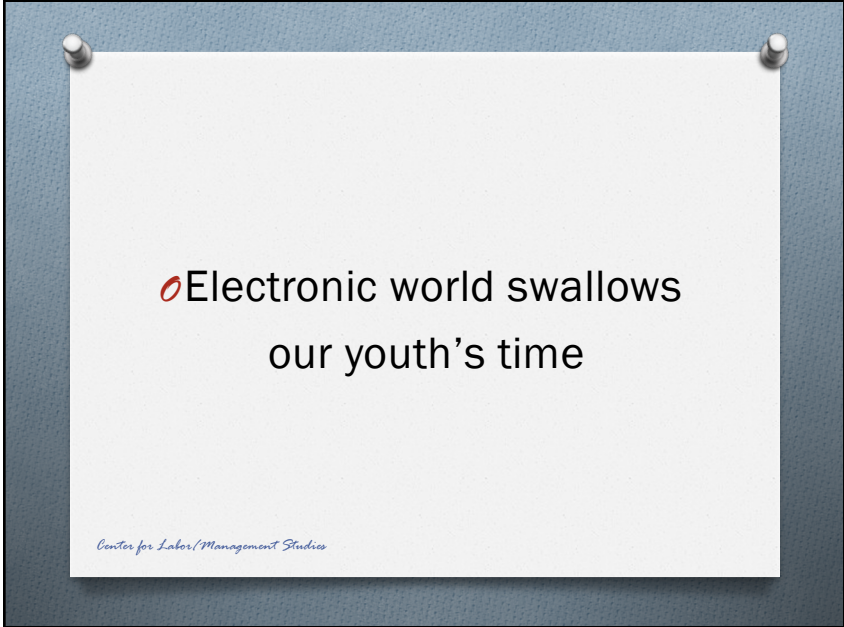
14



o Where are our youth today
learning civility, morals, virtue
and principles for effective living?

Center for Labor/Management Studies

15



o Electronic world swallows
our youth's time

Center for Labor/Management Studies

16

o What can be done about the collapsed civility and the decay of morals?

Center for Labor/Management Studies

17

Ethical Character Driven Leadership

- o A Commitment to Doing:
- o The Right Thing, the Right Way, for the Right Reasons
- o The Rights Reasons are
- o Vision—Direction—"What" you want to create
- o Mission—Purpose—"Why" you exist
- o Guiding Principles—Virtues—"How" you want to act

Center for Labor/Management Studies

18

Empowerment

- o Ask yourself:
- o Does it uphold the guiding principles?
- o Does it fulfill the mission?
- o Does it achieve the vision?
- o Is it ethical and legal?
- o Is it something you are willing to be accountable for?

- o If the answers are yes—JUST DO IT!

Center for Labor/Management Studies

19

Alignment of the Vision, Mission and Guiding Principles

- o Recruitment
- o Selection
- o Training
- o Supervision
- o Evaluation
- o Promotion
- o Discipline
- o Rewards
- o Decision-Making
- o Role Modeling

Center for Labor/Management Studies

20

A Time for Moral Leadership

- o Behavior at the Bottom
 - o Conforms
- o To Behavior at the Top

Center for Labor/Management Studies

21

A Time for Moral Leadership

- o If attitudes were contagious, would you want to catch yours?
- o We tend to mirror those around us. You need to set the example. Our actions send signals about who you are and about what you expect of others

Center for Labor/Management Studies

22

