“Professional ethics is so... negative.”
Playground Leadership
Agenda: Ideas into Action

• Ethics and Professionalism
• Fair Process Decision-Making
• Ethical Persuasion
• Moral Courage
What’s a Profession?

Professor Lisa Newton cites the following criteria:

• Complex technical knowledge
• Extensive education
• Practice includes risk-taking, judgment (and stress).
• Social value

We would add:

• Practice has boundaries
• Practitioners are “socialized” following education.
• Licensure
• Rules of conduct with sanctions

Duties of a Professional Engineer

To the profession and to other colleagues

National Society of Professional Engineers
Principles influencing each duty

1. Protect the public health, safety, and welfare.
2. Demonstrate professional competence.
3. Maintain objectivity/truthfulness
4. Address conflict of interest
5. Maintain confidentiality
6. Give and receive valuable consideration
7. Be attentive to emerging areas and new challenges.

National Society of Professional Engineers
Relationships Matter…

...along with facts and data.
Leaders Listen!

Listening is hard

Be skeptical, not cynical
Choose Wisely, Consistently

Possible Actions

Authorized Actions

Best Choices
Why think about “Fair Process?”
The Three Elements of Fair Process

• **Engagement**
  – Invite stakeholders participate
  – Listen to those who are affected

• **Explanation**
  – Explain decision process and criteria clearly
  – Explain rationale for process and criteria

• **Expectation Clarity**
  – Articulate specific implications for those affected
  – Focus on the individuals’ perspectives

Source: W. Chan Kim and Renee Maughborgne, 2003
Fair Process does not mean:

- Democracy
- Consensus
- Happiness or Contentment
- Accommodation of individual wishes or whims
- Command relinquishing legitimate decision authority or accountability
- Just being nice

Fair Processes Promote Trust
Coercion is not ethical persuasion

Five Elements:
• Victimizer
• Victim
• Ransom
• Threat
• Hostage

“The Extortionate Transaction”

Sources: Karl Klockars (1985) Wm, Ker Muir (1977)
Applying the Coercion Model

- Victimizer
- Victim
- Ransom
- Threat
- Hostage

“Get in the car now, or I will take your ball away.”
Ethical Persuasion

• **Check Your Motives:**
  – *Respect*
  – *Openness*

• **Listen to Achieve Full Understanding**

• **Define Points of Agreement**

• **Negotiate Differences**

Thanks to: Tom Laughlin, Caravela, Inc.
Moral courage is no accident
JFK’s Profiles in Courage

• 1955 Pulitzer Prize winning history/biography

• Described multiple 19th Century Senators who did what was right for their nation at great personal risk and loss.

• Tells stories of moral and political courage in the U.S. Senate.
Three Fears That Call for Courage

• Fear of disdain or social isolation.

• Fear of material loss – job, future opportunities

• Fear of failing in one’s responsibilities or commitments to others – whether right or wrong.
Drivers of Courage

• Clarity of Vision
• Belief in the organization
• Self-confidence and self-regard
• The moment

Kennedy’s subjects were achingly human!
Whom do you admire professionally?

• A co-worker, boss or mentor whom you can count on to do the right thing.

• Why did you pick that person?

• What could you learn from them?
Thank you for your attention!

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