

SENSE OF EQUITY, LLC

Leadership Training, Program Development, Grant Writing & Accreditation Services

Leadership:

Integrity, Ethics & Effectiveness

Presented by:

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BRAIN TEASERS:

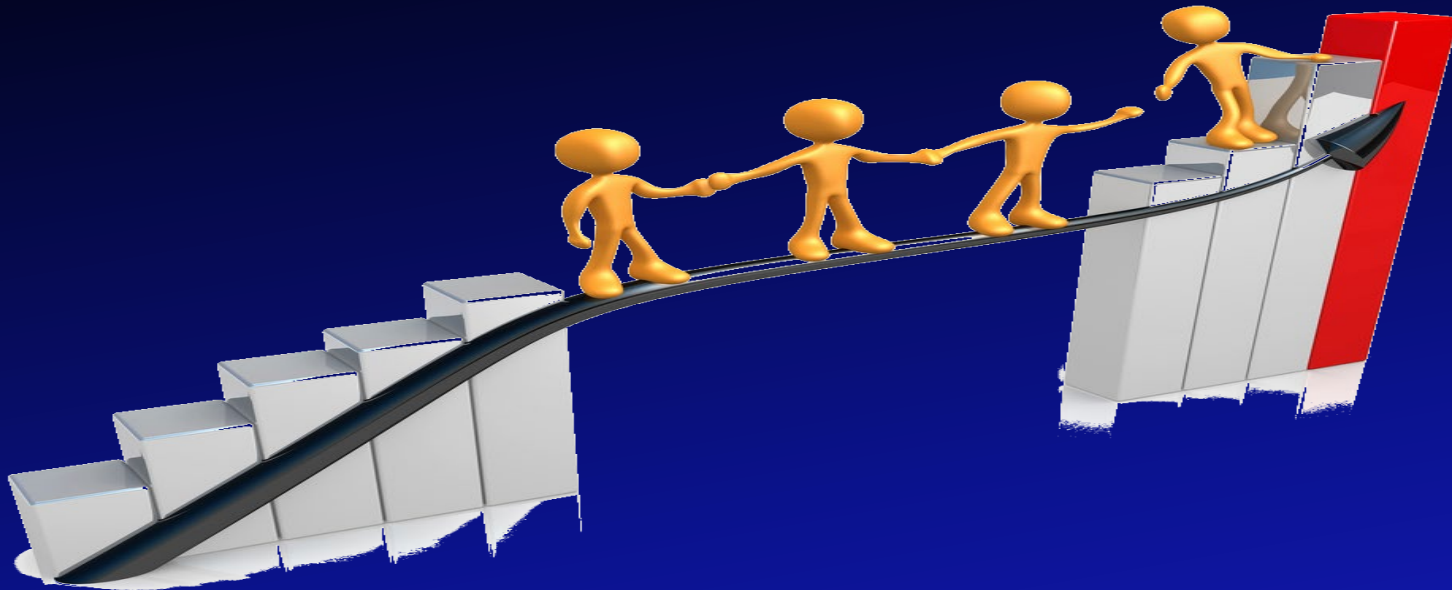
Each of the 12 items below is a separate puzzle.
How many can you figure out?

Heaven <u>Pennies</u>	RAP TIMBER	standing MISS	Busines
<u>Looking</u> Bargain Bargain Bargain Bargain	MONEY BIRTH	JET	HOROBOD
YGETARTS	CC TICKET	No No No No Punch No No No No	soil

Objectives

- **Identify key components to implementing ethics and integrity in leadership.**
- **Identify and define four critical phases of leadership growth and development.**
- **Identify and practice strategies & tools to maximize leadership potential and level of effectiveness.**

HOW WILL WE ACHIEVE THESE OBJECTIVES?



STEP BY STEP

ONE DAY AT A TIME

TOGETHER!

PRE-TEST

- *What is ethical leadership? What does it look like when you practice it?*
- *What is your definition of integrity? What does it look like when you practice it?*
- *Name 3 key qualities leaders should possess in order to successfully practice ethical leadership.*
- *What key components are necessary to implement ethics and integrity in leadership?*

KNOW YOURSELF!!!

TEMPERAMENT EXERCISE

TEMPERAMENT INDICATOR:

Circle the letter corresponding to the word in each box that best describes your actual, not perceived or desired, temperament trait.

FLEET & FAMILY SUPPORT CENTERS

R. Cooperative H. Purposeful V. Positive C. Planned	H. Motivated V. Interesting R. Supportive C. Controlled	V. Friendly R. Laid back H. Direct C. Practical	R. Consistent C. Factual H. Takes Charge V. Talkative
H. Demanding R. Adaptable V. Fun Loving C. Analytical	V. Expressive H. Determined C. Accurate R. Tolerant	H. Competitive R. Easy Going C. Planned V. Spontaneous	R. Generous H. Decisive V. Energetic C. Persistent
V. Entertaining R. Sympathetic H. Assertive C. Objective	R. Agreeable H. Insistent V. Enthusiastic C. Detailed	R. Loyal C. Thorough H. Firm V. Flexible	H. Straight forward V. Sociable C. Attentive R. Patient
C. Logical R. Faithful H. Independent V. Charming	R. Considerate C. Predictable H. Strong-willed V. Creative	H. Rigid V. Playful C. Scheduled R. Thoughtful	Add up the number of times you circled each letter: R ___ C ___ H ___ V ___

	RADIO	CALCULATOR	HARD DRIVE
STRENGTHS	Supportive Agreeable Loyal Self Controlled Consistent Good Listener Compassionate	Organized Analytical Concise Thorough Diplomatic Disciplined	Results driven Decisiveness Persistence Problem-solver Takes Charge Self-Reliant Likes Challenges
WEAKNESSES	Resistant to Change Question their decisions/abilities Overly possessive Lack of initiative Follower Conserves energy Delay	Indecisive Perfectionist Swamped with details Inflexible Avoids conflict Sensitive to criticism Pessimistic	Insensitivity towards others Impatient Overlooks risks Resists following Over commitment Resents restrictions Demanding of others or self
IDEAL WORK ENVIRONMENT	Minimal conflict Positive atmosphere Few responsibilities Routine Close Relationships Team Work Affirmation	Time to do things right Exact job description Reassurance Minimal change Organized Structured Sticks to plan of action	Challenging Difficult assignments Freedom to act Control over situations Direct answers Task oriented Competence
AREAS OF GROWTH	Manage conflict Tune in faster Set goals Secure with their decisions/abilities Move faster	Relax Think positively Accept yourself and others Share feelings	Practice patience Learn to be sensitive Be flexible Really listen Be approachable

Video from Michael Jackson's Man in the mirror

MICHAEL JACKSON MAN IN THE MIRROR
YOU TUBE VIDEO



Leadership

“A process of social influence, which maximizes the efforts of others, towards the achievement of a goal.’

Leaders focus on the vision, the people, endorsing and supporting others, empowerment and, most of all producing useful change.

Kevin Kruse, see <http://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/2/#1a7f9af4e825>

*Leadership is not specific
to a position, role, or skill set.*

"The very essence of leadership is that you have to have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion" (Theodore Hesburgh, President of the University of Notre Dame)"

It involves, "knowing yourself, having a vision that is communicated well, taking effective action to realize your own leadership potential" (Warren Bennis)

Jaime Chahin, PhD

Ethical Leadership and Values

Ethical leadership is about how we approach and manage each situation in our personal and professional lives. Whether we are the director of an agency or working in the community,...we are attempting “to persuade others to see something from a new perspective and to motivate them to take action on behalf of that perspective.”

*What is the Scope of
Practicing Leadership?*

Leadership and Management

(AASW Scope of Social Work Practice: Leadership and Management (August 2016) August 2016)

- *Setting clear directions via vision and mission statements, goals, and purpose, and facilitating the planning process itself ;*
- *Confronting challenges as well as leading and managing change and innovation within an organization;*
- *Attending to the major strategic trends that affect an organization's employees/stakeholders;*
- *Providing a framework for thinking about the business aspects of service delivery.*

What is “INTEGRITY?”

The quality of being honest and having strong moral principles, moral uprightness.



WHAT ARE ETHICS?

True or False

- *Ethics are not the same as feelings*
- *Ethics are not religion*
- *Ethics are not simply following the law*
- *Ethics are not the same as following culturally accepted norms*
- *Ethics are not science*

Codes of Ethics offer a set of values, principles, and standards to guide decision-making and conduct when ethical issues arise.

- *Ethical behavior should result from personal commitment to engage in ethical practice.*
- *Principles and standards must be applied by individuals of good character who discern moral questions and, in good faith, seek to make reliable ethical judgments.*

NASW Code of Ethics

Purpose of Code of Ethics

“Ethical responsibilities flow from all human relationships, from the personal and familial to the social and professional.”

“The implication is that...the goal is to integrate the fundamental values of the profession into every aspect of our lives.”

Ethics Corner: Ethical Leadership Based on the NASW Code of Ethics *Ruth Lipschutz, LCSW, ACSW*

Purpose of the *Codes of Ethics* states:

- *Professionals should be aware of the impact of ethical decision making on their employees and their own personal values and cultural and religious beliefs and practices.*
- *Ethical decision making in a given situation must apply the informed judgment of the individual and should also consider how the issues would be judged in a peer review process where the ethical standards of the profession would be applied.*
- *Actions should be consistent with the spirit as well as the letter of this code.*”

Ethical Leadership

“Possessing insight and courage to live out our values when there is pressure to compromise or rationalize them away.”

“It is in situations where we are faced with ethical dilemmas—competing duties that require rank ordering of value—that ethical leadership is most needed.”

Ruth Lipschutz, LCSW, ACSW

Values and Vision

- Clear vision results from awareness of our own values.
- Values are distinguishable elements denoting preference based on belief or obligation, our attitudes about the worth of people, concepts, or things.
- Values underlie our highest priorities as well as our deeply held driving forces and beliefs.
- Our personal values define where we spend our time if we are truly living them. Will we be the same person at home as at work? How do we interact in various community settings?

ICEBERG EXERCISE

*WHAT ARE MY
THOUGHTS & FEELINGS?*

*WHAT ARE MY
UNDERLYING ATTITUDES &
BELIEFS?*

What are the Core values embodied in the Code of Ethics?

Ethics Corner: Ethical Leadership Based on the NASW Code of Ethics
Ruth Lipschutz, LCSW, ACSW

- **Service**: Elevate service to others over self-interest.
- **Social Justice**: Pursue social change, nondiscrimination, cultural awareness, equal access.
- **Dignity and Worth of the Person**: Respect, cultural sensitivity, self-determination, dual responsibility to and society.

Human Relationships: Vehicle for change; way to strengthen and restore individuals and communities.

Integrity: Being trustworthy and honest, self-assessment, promoting ethical practices.

Competence: Practice within areas of expertise, increase knowledge, contribute to the profession.

What is an Ethical Dilemma?



What is an Ethical Dilemma?

- *When different approaches yield different decisions but we still must choose;*
- *When the alternatives all seem wrong in some way but we still must choose;*
- *When the alternatives all seem right in some way but we still must choose;*

Note: if what is right is clear to you, it is not a dilemma, though it may require courage to follow through!

Evaluating Alternatives with Five Approaches

- *Which option will produce the most good and do the least harm? (The Utilitarian Approach)*
- *Which option best respects the rights of all who have a stake? (The Rights Approach)*
- *Which option treats people equally or proportionately? (The Justice Approach)*
- *Which option best serves the community as a whole, not just some members? (The Common Good Approach)*
- *Which option leads me to act as the sort of person I want to be? (The Virtue Approach)*

*Frequently facing
challenges in the area of service:*

*“The task is to draw on our “knowledge,
values, and skills to help people in need
and to address social problems.”*

*“This value can only be truly and
consistently lived in to when it is in
balance with using “knowledge, values,
and skills to help” ourselves.”*

Exercise:

Identify an Ethical Dilemma

- Think of an ethical dilemma you have faced in your life
- Identify why it was a dilemma for you
- How did you resolve it?
- Share with your table group
- Choose one from your group and prepare to report out

A Framework for Ethical Decision Making

- **Recognize an ethical issue**
- **Get the facts**
- **Evaluate alternative actions**
- **Make a decision and test it**
- **Implement with “skillful means.”**
- **Act and reflect on the outcome**

Leadership Qualities embraced by the Code of Ethics include the following:

- *Leading in a manner that respects the rights and dignity of others;*
- *Assisting followers in gaining a sense of personal competence that allows them to be self-sufficient;*
- *Encouraging and empowering others;*
- *Leadership with, from behind, or shoulder-to-shoulder;*
- *Awareness of how decisions impact others;*
- *Using personal and social power to serve the greater good instead of self-serving interests (avoiding conflicts of interest);*
- *Combining ethical behavior and ethical decision-making*

Value Based Leaders:

- *Remain grounded in a sense of self-understanding that lends stability to their purpose and keeps them pursuing their vision over the long haul.*
- *Actively notice where their practice is not in alignment with their primary values and continually make adjustments to increase conformity to their ideals.*
- *Know when they face moral choices and exercise courage to wrestle with competing values, make the choice, and defend their decisions.*
- *Earn the respect of their peers because they are reliable, trustworthy, and consistent.*

Stages Leading Up to A Second Chance

Recognize:

- Failure or inability
- A crisis of honest reflection
- Opportunity to draw near to your Higher Power for empowerment
- The opportunity to recommit ourselves

In Order to Maximize Ability to Practice Ethical Leadership...

- Avoid burn out, exhaustion, illness, being stressed out, or chronically overextended.*
- Ethical competence is closely associated with the concept of emotional competence or intelligence which determines our awareness level and how well we handle ourselves and each other.*
- It means knowing both what our employees need and what we need to be successful.*

The Code of Ethics is Aspirational.

- *It offers guidance in the daily process of personal and professional decision-making.*
- *Ethical leadership is about who we are and how we live our lives.*

Everyone Leads: Building Leadership from the Community Up

Paul Schmitz

Leadership is not simply about being in charge. Leadership is earned “by the values, practice, and responsibilities you take on.” The U.S. Army Field Leadership Manual that utilizes the following model:

Be: Know who you are, be aware of your own values, vision, and what guides you.

Know: Have the knowledge base and skills to realize your vision and goals.

Do: Live into and exemplify your values on a daily basis; put into practice the tangible steps to achieve the goals.

Ethics Corner: Ethical Leadership Based on the NASW Code of Ethics Ruth Lipschutz, LCSW, ACSW

Leadership Principles

- *Everyone should be quick to listen, slow to speak, and slow to become angry...*
- *Human anger often does not produce the right desires; humility does!*

LISTENING:

To Connect with Hearts Use Your EARS

- *Avoid prejudicial first impressions;*
- *Become less self-centered;*
- *Stay calm;*
- *Listen with empathy*
- *Be an active listener*
- *Clarify what we hear*
- *Recognize the healing power of listening*
- *Then...act on what we hear*

PROBLEM SOLVING:

The Reason, Results and Remedy for Problems

- *The reason for our problems-Emotions reveal selfish goals (lust, envy, quarreling and fighting).*
- *The results of our problems-Hostility: People get caught up in their own pursuits and become hostile toward others.*
- *The remedy to our problems- HUMILITY: Most of the time humility brings both peace and solutions.*

THE LAW OF THE LID

*Leadership Ability Determines
a Person's a Level of Effectiveness:*

The higher the leadership ability,
the greater the level of effectiveness

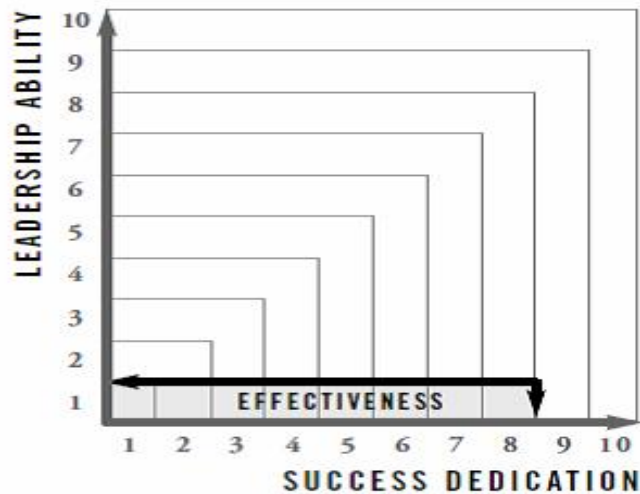
“Leadership ability is the lid that determines a person’s level of effectiveness. The lower an individual’s ability to lead, the lower the lid on his/her potential. The higher the individual’s ability to lead, the higher the lid on his/her potential.”

THE LAW OF THE LID

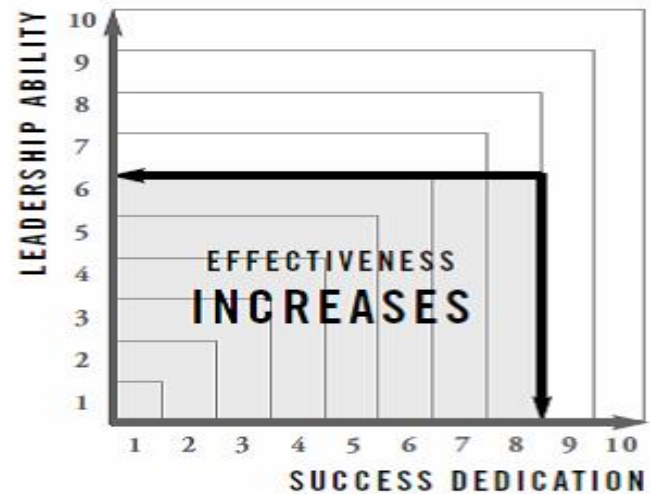
Leadership Ability Determines a Person's a Level of Effectiveness

*“The higher you want to climb, the more you need leadership.
The greater the impact you want to make, the greater your
influence needs to be. Whatever you will accomplish is restricted
by your ability to lead others.”*

Success WITHOUT Leadership



Success WITH Leadership



THINK ABOUT IT!!



***If you increase your leadership ability,
then you increase your level of
effectiveness.***

THE LAW OF THE LID

Leadership Ability Determines a Person's a Level of Effectiveness

What is the lid number on my leadership?

_____ **Character**

_____ **Charisma**

_____ **Commitment**

_____ **Communication**

_____ **Competence**

_____ **Courage**

_____ **Discernment**

_____ **Focus**

_____ **Generosity**

_____ **Initiative**

_____ **Listening**

_____ **Passion**

_____ **Positive Attitude**

_____ **Problem Solving**

_____ **Responsibility**

_____ **Security**

_____ **Self-Discipline**

_____ **Servanthood**

_____ **Teachability**

_____ **Vision**

Total _____ **÷ 21 =** _____

Raising Your Lid

- Ask those closest to you to grade you on your lid.
- Evaluate and consider the likeness and differences.
- Go back to 21 qualities and find where you can make the greatest impact by growing
- Remember, work to your strengths.

Things you can do today to raise your lid

1. Value experience with reflection
2. Invest in Training

Raising Your Lid

- Mentorship/Coaching
- Mastermind/Focus
- Do something beyond yourself!
- Reflect on who has been a lid lifter in your life.
- What characteristics make them a lid lifter?
- Make a “*stop doing*” list.

RELATIONSHIPS

Great leaders understand that their team is only as strong as its weakest link. Healthy, nurtured relationships are key in making your team operate as a well-oiled machine. JOHN MAXWELL

POINTS OF REFLECTION

- *What Do I Need to Know about Others?*
- *How Can I Become a Better Listener?*
- *What Does It Mean to Have Integrity with People?*
- *How Can I Serve and Lead at the Same Time?*

THE LAW OF INFLUENCE

*The True Measure of Leadership Is Influence,
Nothing More, Nothing Less*

**GREAT LEADERS START
OFF AS GREAT FOLLOWERS**



A Leader Can Influence the Fate of an Entire Population

Three (3) fundamentals every follower needs:

- 1. A Clear Model:** Leaders must set the example.
- 2. A Clear Message:** Call people to a specific action/task.
- 3. A Clear Motivation:** Give people a reason for taking action.

THE LAW OF THE INFLUENCE

The True Measure of Leadership Is Influence – Nothing More, Nothing Less

*He who thinketh he is leading
and no one is following,
is only taking a walk!*



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THE LAW OF THE INFLUENCE

The True Measure of Leadership Is Influence – Nothing More, Nothing Less

Myths of Leadership

MANAGEMENT MYTH

ENTREPRENEUR MYTH

KNOWLEDGE MYTH

PIONEER MYTH

POSITION MYTH

7 Factors of Leadership

Character – People can sense Truth, Integrity

Relationships – Surround yourself with the right people

Knowledge – Study, learn. Know the facts. Do your homework!

Intuition – Energy, morale, timing, momentum. What do you feel?

Experience – What challenges have you had in the past?

Past Success – What is your track record? Have you extended yourself, taken a risk and succeeded?

Ability – What are you capable of? Can you be a good coach?

Trustworthiness

Character makes trust possible.

Trust makes leadership possible.

THE LAW OF PROCESS

*Leadership Develops Daily,
Not in a Day*



Five Phases of Leadership



1. I don't know what I don't know.

Too few people envision themselves as leaders; the reality that leadership is influence is minimized.

2. I know what I need to know.

Successful leaders are learners. The learning process is ongoing and the result of self-discipline and perseverance.

Five Phases of Leadership (continued)



3. I know what I don't know.

4. I know and grow, it starts to show.

5. I simply go because of what I know.

Process Will Lift Your Lid

What are you doing right now to build yourself into a great leader?

What book are you reading right now?

What seminars are you enrolling in?

What sacrifices are you making to reach your goal?

*The secret of our success is
discovered in*

OUR DAILY AGENDA

AM I DISCIPLINED?

***NO MATTER HOW GIFTED A LEADER IS,
HIS/HER GIFTS WILL NEVER REACH
THEIR MAXIMUM POTENTIAL
WITHOUT THE
APPLICATION OF SELF-DISCIPLINE!***

The First Person You Lead is You!

Development of Leadership Traits

JOHN MAXWELL: LEADERSHIP 101

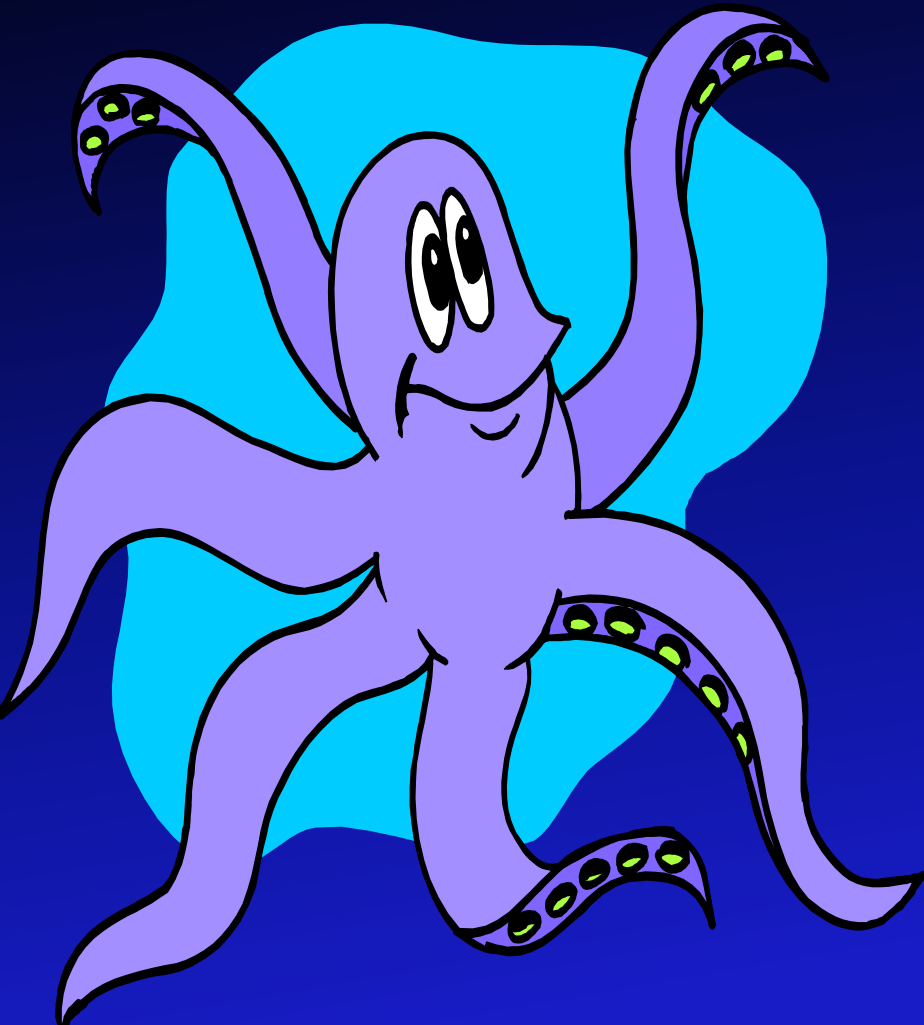
- *How Can I Become Disciplined?*
- *How Should I Prioritize my Life?*
- *How Do I Develop Trust?*
- *How Can I Effectively Cast Vision?*

A DISCIPLINED DIRECTION

- *Challenge your EXCUSES.*
- *Remove rewards until the job is done.*
- *Stay focused on the results, not the difficulty of the tasks.*

***IF YOU KNOW YOU HAVE TALENT,
AND YOU'VE SEEN A LOT OF MOTION
BUT LITTLE CONCRETE RESULTS-
YOU MAY LACK SELF-DISCIPLINE.***

Talent Without Discipline is Like An Octopus on Roller Skates



*There is plenty of
movement,
but you never
know if its going
to be forward,
backwards, or
sideways.”*

Author H. Jackson Brown Jr.

HOW SHOULD I PRIORITIZE MY LIFE?

Use of the Pareto Principle: AKA: 20/80 principle)

–20% of your priorities will give you 80% of your production IF you spend your time, energy, money and personnel on the top 20% of your priorities.

Pareto Principle

Strategy to Increase Productivity

- *Determine which people are the top 20% producers; Spend 80% of your “people time” with the top 20%; Spend 80% of your personnel development dollars on your top 20%;*
- *Determine what 20% of the work gives 80% of the return;*
- *Ask the top 20% to do on-the-job training for the next 20%.*

***EXAMPLES from
John Maxwell's Leadership 101***

Time: 20% of our time produces 80% of our results;

Counseling: 20% of the people take up 80% of our time;

Products: 20% of the products bring in 80% of the profit;

Picnic: 20% of the people will eat up 80% of the food;

***Leadership: 20% of the people make 80% of the
decisions***

ORGANIZE **OR**



*It's not how hard you work;
It's how **SMART** you work!*

Prioritize assignments:

- High Importance/High Urgency***
- High Importance/Low Urgency***
- Low Importance/High Urgency***
- Low Importance/Low Urgency***

AGONIZE



A Strategy for Handling The Gray Areas in Setting Priorities

Answer the following questions:

What is required of me? Distinguish b/w what you can do and what can be delegated to others.

What gives me the greatest return? Effort expended should approximate results expected and should equal good return.

What is most rewarding? Our best work takes place when we enjoy it.

Success in your work will be greatly increased if the 3 R's are similar: Requirement/Return/Reward.

Priority Principles

Requirement, Return, Reward

Keep (ever changing) priorities in place:

- *Evaluate*: *Review the 3 R's on a monthly basis.*
- *Eliminate*: *Determine: What am I doing that can be done by someone else.*
- *Estimate*: *What are the top projects I am doing this month? How long will they take?*

REMEMBER

- *Know what to overlook” (Planned neglect)*
- *Don’t over estimate the unimportance of practically everything. (William James)*
- *The Good is the Enemy of the Best*
 - *Ask for a person’s preference*
 - *Delegate if possible*
 - *Which option is more beneficial to the customer?*
 - *Make decisions based on the purpose **of the organization.***

WHEN LITTLE PRIORITIES DEMAND TOO MUCH, BIG PROBLEMS ARISE

- *Efficiency is the foundation for survival.*
- *Effectiveness is the foundation for success.*
- *Avoid doing second things first!*



SUCCESS:

**THE PROGRESSIVE REALIZATION
TOWARD A PREDETERMINED GOAL.**

FORMULA FOR SUCCESS

**The discipline to prioritize PLUS the ability to
work toward a stated goal equals SUCCESS.**

John Maxwell: Leadership 101-What Every Leader Needs to Know



THINGS TO REMEMBER

- 1. Seek the truth: You never find yourself until you face the truth.***
- 2. Change: Courage is the power to let go of the familiar.***
- 3. Express Convictions: Convictions help us to stand alone. The test of courage comes when we're in the minority.***

4. Learn and grow: You haven't learned until you step out, take risk, and do something new.
5. Overcome obstacles: Whatever you do, someone will think you're wrong. Expect trouble. Project courage.
6. Challenges are opportunities for the manifestation of excellence.
7. Take the high road: There is no traffic jam on the second mile.
8. Lead others. Leadership is the expression of courage that compels others to do the right thing.

Leaders Add Value By Serving Others

*“The bottom line in leadership isn’t how far
we advance ourselves
but how far we advance others.”*

CONCLUSION

- **Contribute to the smooth leadership and management of organizations.**
- **Train on how to work positively and communicate with people.**
- **Develop and consistently implement systemic processes; these are invaluable and help ensure staff are able to work to their best ability and in a stable environment.**
- **The profession's commitment to ethical foundations of social justice, respect for persons and professional integrity, place workers well able to take up leadership and management positions that are respectful and transformative.**

POST-TEST

- *What is ethical leadership?*
- *What is integrity?*
- *Name 3 key qualities leaders should possess in order to successfully practice ethical leadership.*
- *What key components are necessary to implement ethics and integrity in leadership?*



*Encouragement is the
oxygen of the soul !!!*

Be a Servant Leader,

*Intentionally add value to others
each and every day.*

THE CHOICE IS YOURS !

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Dr. Davine S. Ricks, LCSW, MAC, E-CADC

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*Thank
You*