

Module: Leadership Training Workshop for Health Professionals

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ETHICS, LEADERSHIP AND POWER

INTRODUCTION

- Power may be defined as the capacity to influence the behavior of others
- Leaders do influence behavior of others i.e. they exercise power
- It is important that the exercise power be done ethically
- Acting ethically is believed to be a source of Power. Indeed Ethics itself is perceived to be power

WHY IS ETHICS POWER?

- For people who operate ethically, their word is their bond
- They are no hidden agendas to worry about
- Ethical people do not have to ‘watch their back’
- Ethics fosters the development of one of the most crucial success elements of an organization- TRUST

WHY IS ETHICS POWER 2

- Operating ethically increases one's reputation in the organization, a key to the amount of influence and power they have in the eyes of others
- Ethical people are more resistant to influence attempts from 'Political Sharks'. This dampens the power of those acting unethically and the overall ethical influence is enhanced by comparison

WHY IS ETHICS POWER? 3

- Ethics means doing the right thing which often increases the chances of success and success usually increases power
- Leaders who believe their subordinates are ethical worry less that they will negatively be surprised by something wrong in their unit. They believe they will be informed if something is wrong. One possible outcome is that the leader is willing to delegate to an ethical person who in turn gets more responsibility and influence

WHY IS ETHICS POWER? 4

- Ethical people are less likely to spend precious time in internal wrangles both personally and departmentally. This can free up enormous amount of energy for task accomplishment
- Operating ethically can increase personal self esteem which often contributes to high confidence
- Ethical environments are more likely to bring out people's best instead of their personal worst.

EFFECTIVE USE OF POWER

- Impact belief- the leader believes that what he/ she does will have a positive impact on the organization
- Socialized Power-the leader values power for the “good” that can be done with it
- Avoiding Personalized Power(Benefiting self)- effective leaders desire power to influence others to achieve positive goals for the benefit of others and the organization. Ineffective leaders use power to belittle others, assert dominance and heighten their self importance

FRAMEWORK FOR ETHICAL DECISION MAKING

STRATEGIC LEADERSHIP FOR
HEALTH WORKSHOP

RIDAR HOTEL

INTRODUCTION

- The five approaches that form the basis of Ethical standards assist in determining what is ethical
- At decision making level, there is a need to have a guide / framework to assist individuals, organizations and communities make decisions ETHICALLY
- Important to explore all reasonable alternatives prior to taking decisions

ETHICAL DECISION MAKING

- Making good ethical decisions requires a trained sensitivity to ethical issues and a practiced method of exploring the ethical aspects of a decision and weighing the considerations that should affect a choice of a course of action
- It is important to have a method for decision making which, when practiced regularly becomes so familiar that it is possible to work through it automatically
- The following framework for ethical decision making has been found useful in exploring ethical dilemmas and identifying ethical courses of action.

FRAMEWORK FOR ETHICAL DECISION MAKING

- Recognize an Ethical Issue
- Get the Facts
- Evaluate Alternative Actions From Various Ethical Perspectives
- Make a Decision and Test it
- Act, Then Reflect on the Decision Later

RECOGNIZE AN ETHICAL ISSUE

- Is there something wrong at personal, interpersonal or social level?
- Could the situation under consideration be harmful to the concerned people or community?
- Does the issue go beyond legal and institutional concerns? What are effects on people's dignity, rights and aspirations for a better life?

GET THE FACTS

- What are the relevant facts of the case?
- What facts are not known?
- Which individuals and groups have important stakes in the outcome?
- Do some have a greater stake because they have a special need or because one has special obligations to them?
- What are the options for acting? Have all relevant persons and groups been consulted?

EVALUATE ALTERNATIVE ACTIONS

- Which option will produce the most good and do least harm?
- Will every one's rights and dignity be observed?
- Which opinion is fair to all stakeholders?
- Which option would help all participate more fully?

MAKE A DECISION AND TEST IT

- Considering all these perspectives, which of the options is the right or the best thing to do?
- If you informed someone you respect why you chose the option, what do you think would be his opinion?
- If you had to defend this position for example to the media would you be comfortable doing so?

ACT, AND THEN REFLECT ON DECISION LATER

- Implement your decision. Assess how it turned out for all concerned.
- If you had to do it over again, what would you do differently?