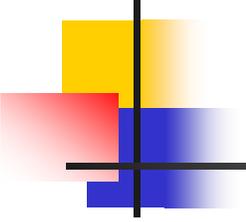


# Ethics and Leadership

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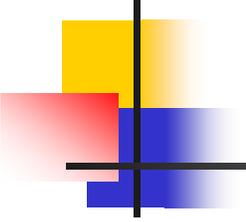
Dr. Robert Hicks  
Deputy Director  
CAP Chaplain Services



# Ethics and Leadership

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- What Is Ethics?
- What is Leadership?
- What are some issues affecting ethical leadership today?
- What does it mean to be a moral person?
- How does ethics impact decision making?



# What Is Ethics?

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“Ethics is the study of virtue”

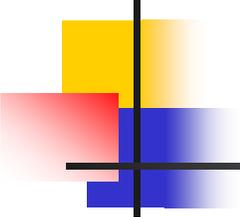
Dr. Jim Toner, AWC

“Ethics is the critical study of standards for  
judging the rightness or wrongness of  
conduct”

Barbara Whitehead

“Ethics is the name we give to our concern for  
good behavior”

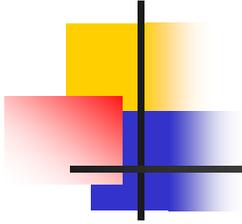
Albert Schweitzer



# What is Ethics?

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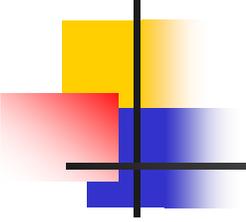
In the final analysis, ethics is about good and evil, right and wrong, and of duty and obligation in human conduct; and how we reason and make choices about them



# Ethics & Leadership

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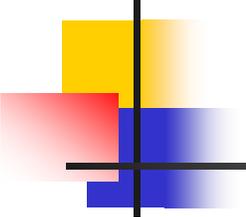
- Brief History of Ethical Thinking
- Current Issues Affecting Leadership
- Impact of Private Life Upon Public Life
- What Is a Moral Person



# History of Ethical Thinking

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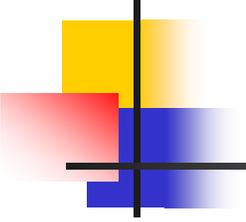
- Questions Raised
  - 1. What is the good life? (Happy & Satisfied, Greeks & Romans)
  - 2. How can one have a relationship with God? (Judeo-Christian)
  - 3. How should one treat his/her fellow man? (Contemporary Western Cultures)



# History of Ethical Thinking

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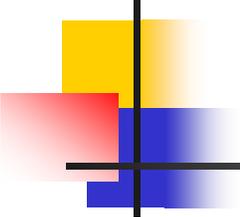
- Variety of Answers
  - 1. Greeks: *Good life = Success*; life controlled by the mind; living by good principles; life of pleasure; living in accordance with nature.
  - 2. *Relationships with God*:  
Judaism=keeping the mosaic law;  
Catholics= sacramental works of faith;  
Protestants=Conversion & personal faith



# History of Ethical Thinking

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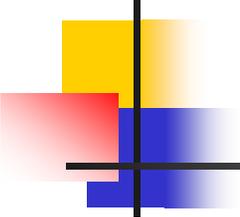
- Variety of Answers (Continued)
  - 3. Summary: The essence of morality is *justice* (respect of all persons), *mercy* (helping the weak), and *virtue* based on a written code of behavior (like 10 Commandments), rather than cultural taboo and mores.
  - 4. Key Issues Today?



# Key Issues

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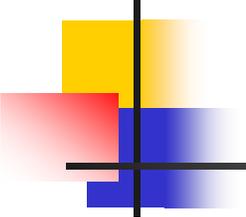
- Can one have a non-religious morality apart from God?
- If so, why should they?



# Key Issues

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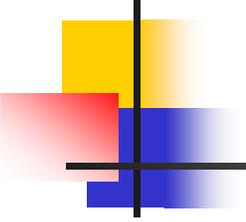
Can one live a good life without a belief in some ultimate source of goodness...  
God?



# What Is Leadership?

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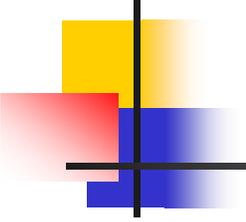
- Leadership is “movement in a resistant medium”  
Kunich & Lester
- Wallenberg Effect, “becoming yourself, learning who you are and what you stand for”
- Leadership is “the capacity to translate intentions into reality and sustain it.” Nanus
- Leadership is “driving good ideas and innovations into existence by courageous patience”  
ADM Hyman Rickover
- “In order to lead under duress, one must be a moralist...this requires a clear perception of right and wrong and the integrity to stand behind one’s assessment.”  
ADM James Stockdale



# Current Issues Affecting Ethical Leadership

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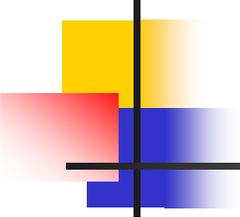
- Privatism
- Popular Pluralism
- Tolerance
- Situationalism
- Legalism
- Cultural Relativism



# Issue of Privatism

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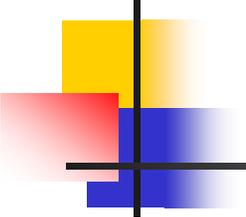
- Definition: Meaning & purpose is found in the private realm. What I do in private is my business and has no impact on my public life. (The ultimate good is whatever makes me feel good in private)
- Assumptions: Public/Private division is completely separate without any connection or relationship



# Issue of Privatism

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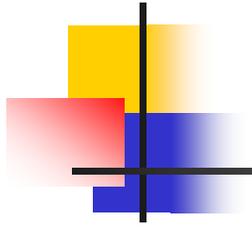
- Assumptions:
  - 1. A completely private life is possible
  - 2. If possible, then little public life (hermit)



# Issue of Popular Pluralism

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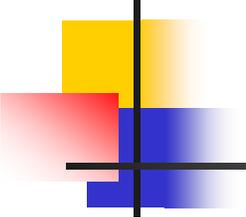
- Definition: A union of plurals. Everyone's good is different; Do whatever *You* think is good. "All we have in common is we our diversity"
- Why "Pop" Pluralism?
  - "E Pluribus Unum on our coins" Why?
  - A plurality of state governments "Federalism"
  - A plurality of non-state churches "Toleration"
  - A union of pluralities governed by a constitution



# Popular Pluralism

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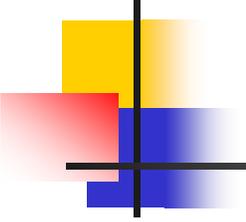
Today, “pluralism” has come to mean a plurality of opinions, values, preferences and behaviors, none of which are absolute, binding or differing in quality



# Issue of Tolerance

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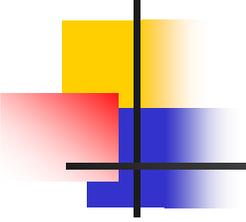
- Definition: The good lies in not judging another human being; the supreme good lies in *tolerance of all behavior, ideas, and values*.
- Assumption: Pop Pluralism argues for not judging one's private and sometimes even public life. Assumes there is no right or wrong only differing behaviors to be accepted.



# Issue of Situationalism

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- Definition: Originally, doing the most loving thing in any situation. **Love of neighbor** is the supreme good.
- Fletcher's original system saw love as the supreme ethic among many ethical demands
- Today, it has come to mean no absolutes at all, so *everything is situational*.

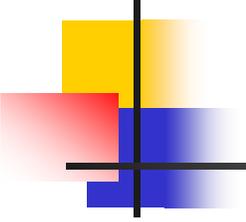


# Issue of Situationalism

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- Problems

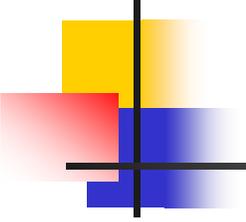
- 1. Leadership *is* situational (AF model- Leader-Follower-Situation); **morals & ethics** are not!
- 2. What is the “most loving thing”? Who gets to decide the meaning? (abortion)
- 3. If there is no ultimate standard, then there is no such thing as lying, cheating, adultery, murder or social justice.



# Issue of Legalism

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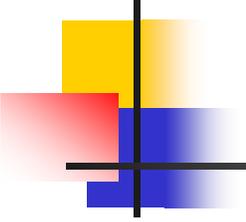
- Definition: The good and right thing is defined by what is in accordance with law.
- Problem: Reduces morality to mere law keeping, or worse doing the minimal requirement so as to not become guilty under the law.
- Assumption: *Law & morality are the same.*
- “Equating duty with obedience to orders is a common but serious failing of the officer corps”.  
Anthony Hartle, West Point Professor



# Issue of Legalism

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- Does the law ever keep us from doing the right thing?
- Can some laws be immoral?
- If the law and morality is the same, then the law can never be immoral!



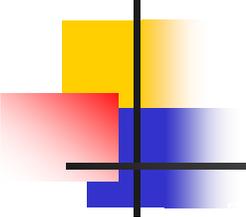
# Cultural Relativism

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Sources of ethical standards

- Customs "Society disapproves"
- Goals "I don't want to go to jail"
- Circumstances "I can kill in combat"
- Rules "Thou shalt not steal"

**Critical Question:** Are there any standards that transcend individual feelings and group norms?



# Cultural Relativism

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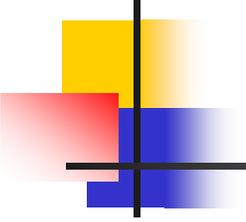
Question: From where do transcendent values come? (Theism or Humanism?)

Question: If ethics **is** no more than custom (what is done); then ethical behavior is doing no more than what is normally done in that culture. (Experience in one culture)

Result: **There is no universal obligation**

“What happens on the other side of the pond, stays on the other side of the pond”

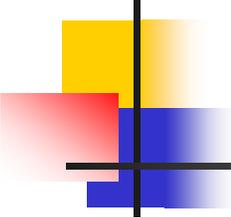
USAF Airman motto



# Does Your Private Life Affect your Public Life?

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- What do we learn from history?
- What do we learn from experience?
- What does Biblical wisdom suggest?



# To Exercise Leadership do you have to be a moral person?

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- Is there any connection between Character and Leadership?

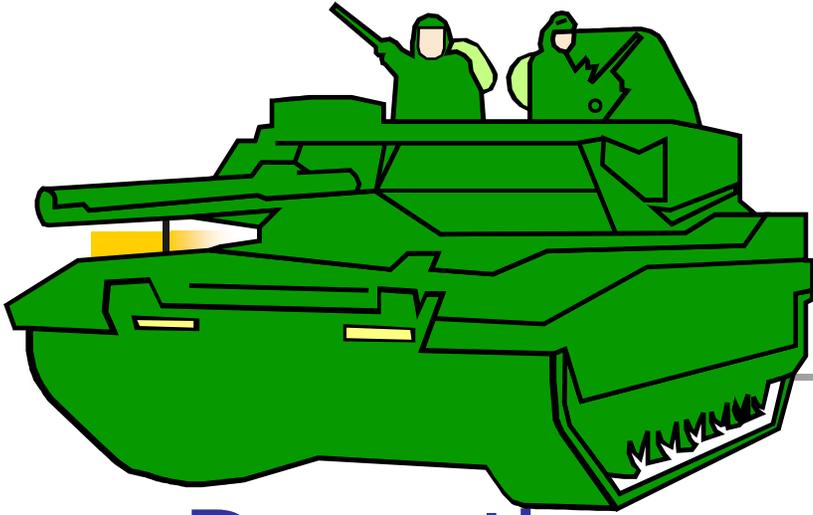
“Ethical behavior and military competence are closely interrelated and inadequate performance in one area contributes to inadequate performance in the other”

-U.S Army War College Study

# What is the nature of our Profession?

- What Is the Mission of the US Military?
- What Is the Mission of the USAF?
- What is the the Mission of the Civil Air Patrol?





Does these missions reflect  
and demand moral thinking?

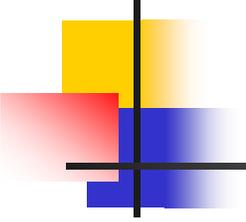


# What About This?



# What About This?





# Professional Ethic

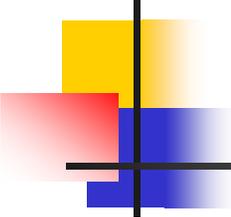
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“A professional ethic is a code which consists of a set of rules and standards governing the conduct of members of a professional group”. Anthony Hartle, *Moral Issues in Military Decision Making*

Does CAP have a ‘professional ethic’ among its senior members?

# An Example from Colonial America

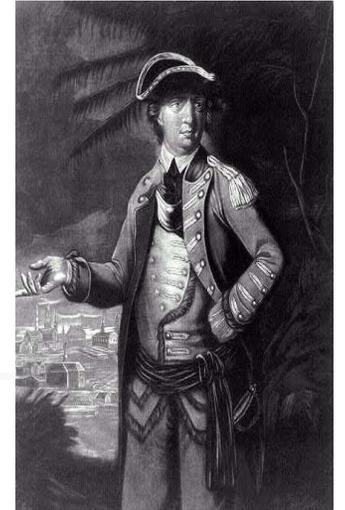


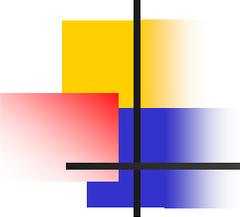


# Example: Benedict Arnold

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- War hero during the Indian wars
- General Washington's right hand
- Heroism at the battle of Saratoga
- Passed over for Major General
- Began talking with the British about how they could take West Point
- Embezzled Colonial supplies for British
- Joined the British against the Americans

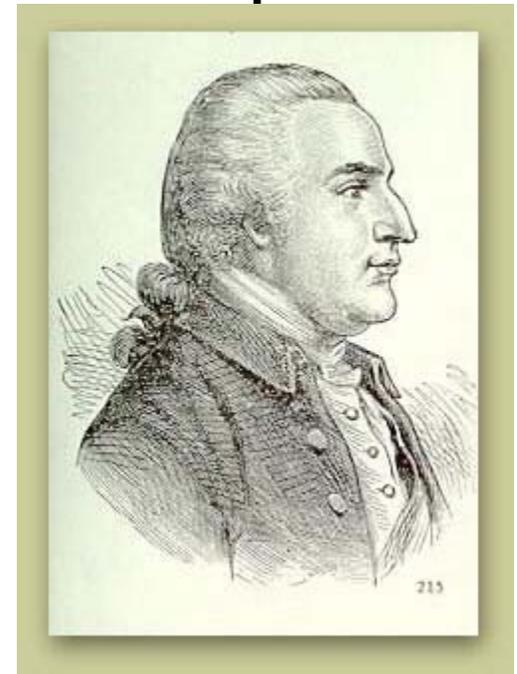


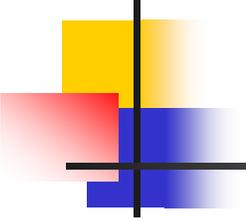


# Benedict Arnold

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What was more indicative of his character: His private life or his public life?

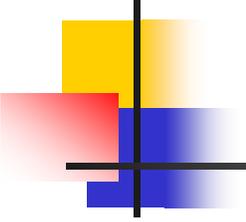




# Experience of Leaders

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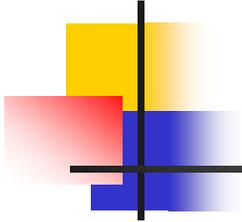
- “A bad man cannot be a good sailor, soldier, or airman” Sir John Hackett
- “We are the product of our practices”  
Aristotle
- “Officers and soldiers not morally competent are not militarily competent”  
Gen John Pershing



# Biblical Wisdom

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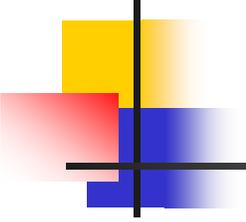
- Proverbs 29:2; 11:10
  - “When the righteous increase, the people rejoice”
  - “When the wicked rule, the people groan”



Is the public today rejoicing over its  
leaders or groaning?

Do your units **rejoice** or **groan** over their  
leaders?

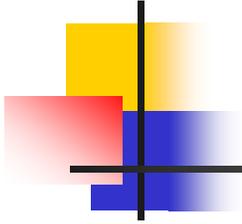




# Biblical Wisdom

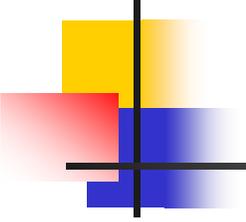
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- Proverbs 29:12
  - “The ruler who believes lies, everyone around him becomes wicked”



What kind of people does a leader need around him/her?

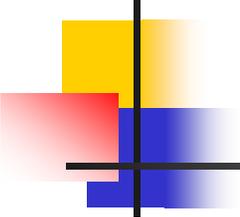
Are subordinates of such character they tell their leaders the truth?



# American History

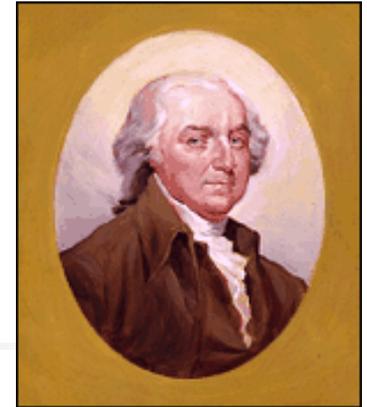
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- Lincoln: “Public character is not evidence of true greatness, for public character is often an artificial one.
- Viscount Morley, “No man can climb beyond the limitations of his own character”



# American History

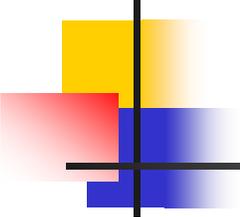
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John Adams:

“There is so much venality and corruption, so much avarice and ambition, such a rage for profit and commerce among all ranks and degrees of men, that I doubt we have a public virtue enough to support a republic”

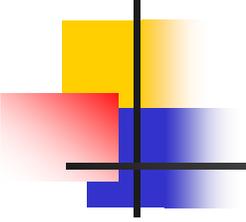
-Oxford History of the American People, p. 216.



# Noah Webster

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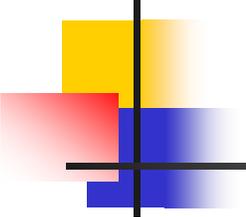
Educator, Signer of Declaration of  
Independence, founder of Amherst  
College



# Noah Webster

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“Choose just men who will rule in the fear of God. The preservation of our government depends on the faithful discharge of this duty; if the citizens neglect their duty and place unprincipled men in office, the government will soon be corrupted; laws will be made, not for the public good so much as for selfish or local purposes; corrupt or incompetent men will be appointed to execute the laws; the public revenues will be squandered on unworthy men; and the rights of the citizens will be violated or disregarded.”

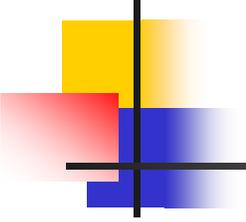


# Private Virtue & Public Good

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“Without **private virtue** (such as not lying, cheating, or stealing; keeping promises, working honestly, and treating others fairly)- upon which almost all people of decency and discretion can agree– there is little prospect of public (political, corporate) **virtue**”

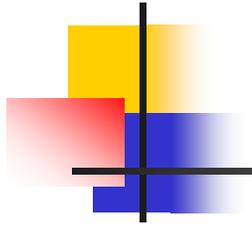
Dr. James Toner, *True Faith and Allegiance: The Burden of Military Ethics*



# Private Virtue & Public Good

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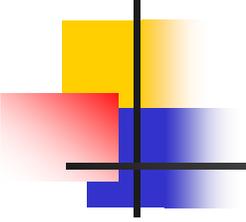
- John Adams: “Public virtue cannot exist in a nation without private virtue, and public virtue is the **only** foundation of republics”.
- Jim Stockdale: “Probably no character trait is so universally identified by our Founding Fathers as essential to the long-run success of the American experiment as selfless public virtue”.



# What Is a Moral Person?

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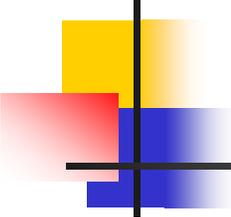
What Is My View?



# A Moral Person-My View

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- **Morals do not begin with Me.**
  - Rooted in something larger & more public than my little opinion (pledges, oaths, constitution, sacred scripture, history, experiences of others)
  - Concept of public trust: bounded by a constitution, oaths and pledges.

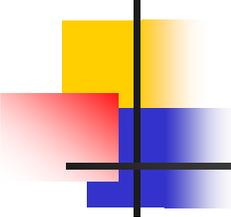


# A Moral Person-My View

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Moral views must be internalized and made one's own.

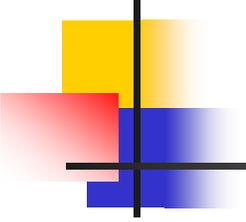
- Not based on parents, peers or situational pressures, or institutional culture though all play roles.
- I know why am doing or not doing, what I do
- Ten commandments and love of neighbor.



# A Moral Person-in My View

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- My Moral views are the result of sorting out absolutes from non-absolutes.
  - Knowing what your “always” and “nevers” are.
  - Knowing the parameters of your “maybes”
  - Tolerating “gray” and conflicting values
  - Developing a hierarchy of convictions
  - Holding firmly to your core values & morals



# A Moral Person-in My View

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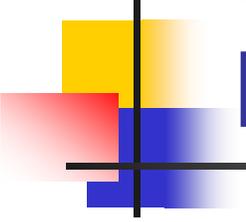
- Moral Commitments are worthless if I do not live by them.

“Faith without works is .....?”

# So What Is Your View?

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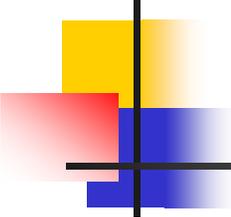




# Ethical Leadership in Decision Making

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- **The Network Test:** "How would this decision look when aired on CNN?"
- **The USA Test:**
  - "Is this decision good for America?"
  - "Is it good for the USAF?"
  - "Is it good for CAP?"
  - "Is it good for my people"?
  - "Is it good for me?"

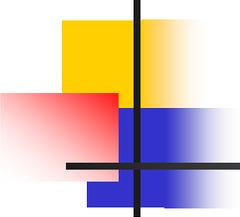


# Ethical Leadership Decision Making

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- The Divine Test

“Would I feel good about the decision when I give account for my life?”

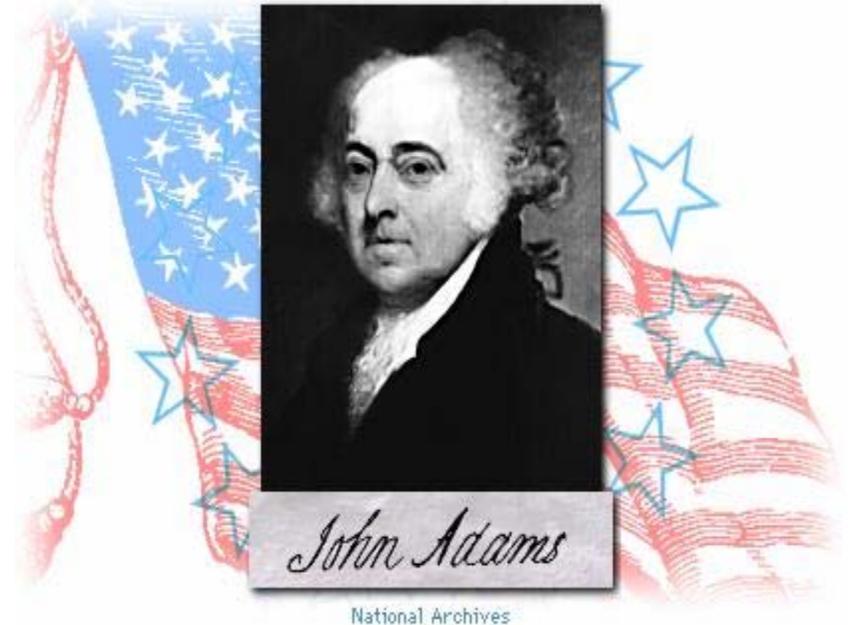


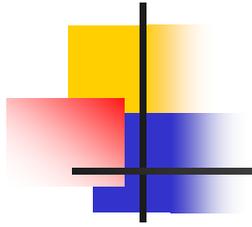
# A Final Thought

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“The essence of a republic is a virtuous citizenry who **demands** virtuous leaders”

John Adams  
1776





Questions?

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