

# *Extraordinary Leadership*

Ethical Leadership and Organizational  
Transformation

# *Why Invest in SLS?*

- What Keeps You Awake at Night?
- What Sets Trusted Organizations Apart?
  - High Calling / Avocation
  - Emphasis On Ethical Leadership Development
  - How Can Do We Do It?

# *How the Extraordinary View Leadership*

- Leadership is about PEOPLE
- Great Leaders Do Right Things (Vocation)
  - Act MORALLY / ETHICALLY
- SERVE Their Organizations and People
- Create A VISION for their people to see Future
- Foster Change or Transformation
- See Change Through to Completion
- NEVER SATISFIED

## *People Expect Ethical Leaders*

- They Need to Trust Leaders
- As Leaders We Need to Act Ethically Reflexively

## *4 Step Moral Decision Making*

- Using Muscle Memory as a Metaphor for Moral Decision Making

# *Why Do People Act Unethically?*

- 3 Factors
  - Foolishness
  - Ethical Reasoning is Complex
  - Ethical Drift

# *ONE Ethical Leadership Decision Model Overview*



# *Moral Awareness*

- “Gut Level” Awareness
  - Is Something Is Wrong Here?
  - Situation is Morally Charged
  - Intensity Factors
    - How Close Am I to the Issue?
    - Is there Peer Pressure or Some Other Pressure?



# *Moral Judgment*

- Distinguishing Right from Wrong
- Better vs Worse Outcomes
- What Allows Me to Maintain My Character?
- What is Fair?
- Intensity Factors Still In Play

# *Moral Intention*

- Resolutions and Consequences Explored
- Decisions Weighed
- Decision Narrowed To One
- Must Make The Final Decision To Carry Out The Choice

# *Moral Action*

- I CHOOSE To Act OR
- I Fail To Act

# *Transforming Ourselves and Our Organizations*

- How?
- WHAT Do YOU Value?

# *How Do We Transform?*

- Four Components
  - Idealized Influence
  - Inspirational Motivation
  - Individualized Consideration
  - Intellectual Stimulation

# *More How*

- Develop and Communicate the Vision
- Be Confident. Be the Optimist in the Midst of a Sea of Pessimism
- Set High Standards
- Genuinely Care for your Subordinates
- Sacrifice and Serve. Leaders Sacrifice and Serve Their Organizations. It's not a position or title; it's a vocation.

## *When?*

- Crisis and Change
- Values Under Attack
- Culture of Failure or Mediocrity
- Dissatisfaction / Low Morale

# *Why Do Most Transformation Efforts Fail?*

- Lack of A Sense of Urgency
  - Leaders Must Drive This
- Change is Hard. You Will NEED Each Other



# *Why Do Most Transformation Efforts Fail?*

- Lack of Vision
  - Make it Easy to Communicate (Bumper Sticker)
  - Otherwise We Get a Long List of Projects
  - Vision is NOT Programmatic and Organizational Charts
  - MUST Be Simple and Compelling

Paul Johnson: “EXPECT TO WIN!”

# *Why Do Most Transformation Efforts Fail?*

- Failure to Adequately Communicate the Vision

## *Why Do Most Transformation Efforts Fail?*

- Declaring Victory Too Soon!

—“Mission Complete!”

# *Where Is YOUR Leadership?*

- Do You Serve? Who?
- What is your key metric of success?
- Are You Morally Courageous?
- Are You Focused On Others? Are you developing your direct reports?
- What Can you Be Doing RIGHT NOW to Get Better?
- Are You Communicating Well?

# *Wrap-up: What Differentiates Extraordinary From Ordinary*

- Be The Best You Can Possibly in Your Field
- Dedicate Yourself to Your Employees
- Practice Moral Courage In Adversity
- Actively Communicate with your Employees  
and Make Sure to LISTEN