



Ethical Governance

Ethical Leadership in a competitive world

In this context **Governance** is used in the same context as **Assurance** in quality assurance. The premise is that by focusing on the inputs and overall process as in the field of total quality, by implication the end result will be assured, negating the need to focus on retrospective compliance measurements.

The inputs in this case are the decisions that are made by the leaders throughout the organisation and the culture and ethos that exists to support and enable these decisions. The process is the organisational architecture and associated business processes and metrics that will either support a positive values based culture or create barriers and inertia to ethical decision making.

Inputs – doing the right thing

Any action is predicated by a thought, conscious or otherwise. This thought, together with the embedded values and beliefs will result in a visible action – the behaviour. The use of predictive tools that evidence thinking of leaders, together with feedback on actual behaviours will identify those leaders with the authenticity and cognitive decision making framework to make courageous decisions.

The same framework can be used to evidence the leadership culture. Feedback from within and outside of an organisation gives both a point of reference for the existing culture and a framework to track the positive shifts that can be made if appropriate.

Process – supporting ethical decision making

If we aspire to a culture based on values and ethical governance – we need to ensure the individual components of that culture are congruent with our stated purpose. We advocate diagnostics that assess such factors as:

- How is success defined
- What gets measured/what doesn't
- Whether decision making is devolved or controlled hierarchically
- How good performance is measured/poor performance challenged
- How talent is developed and rewarded

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