



Framing an Interdisciplinary Ethical Leadership Model

Built on Character, Civility and Community

Taking Ethical Responsibility and Integrity Seriously

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THE LEADERSHIP CENTER AT
MOREHOUSE COLLEGE

Taking Ethical Responsibility and Integrity Seriously

“If students are to be more accountable for pursuing excellence, integrity, and responsibility, we as campus leaders must also become more intentional and effective in articulating these expectations for student learning, in creating ongoing opportunities for students to engage and address them, in assessing how well they are acquiring these capacities, and in learning—together as an academic enterprise—from our shared progress.”

Core Commitments: Educating Students for Personal and Social Responsibility

Taking Ethical Responsibility and Integrity Seriously

WHY should we take this seriously?

In order for a strong and vibrant democracy to exist, we must have a strong and vibrant civil society. In order to have a strong and vibrant civil society, we must educate citizens who are ethically responsible and practice integrity and pursue excellence.

Taking Ethical Responsibility and Integrity Seriously

HOW can we take this seriously?

At Morehouse College, we seek to strengthen civil society by educating ethical leaders.

- developing ethical leadership curricula
- addressing personal and collective accountability
- cultural awareness
- encouraging critical and open-minded analysis; and
- fostering a sense of community
- in other words . . .

Taking Ethical Responsibility and Integrity Seriously

WHAT can be used to take this seriously?

An Ethical Leadership Model™ aligned with the institutional mission and utilized in an interdisciplinary curriculum that promotes character, civility, and a sense of community

Ethical Leadership Model™

The Ethical Leadership Model™ developed by Walter Earl Fluker, utilizes both psychology and philosophy in emphasizing *character, civility, and community*, along with emphasis on *narrative based ethics*.

Ethical Leadership Model™



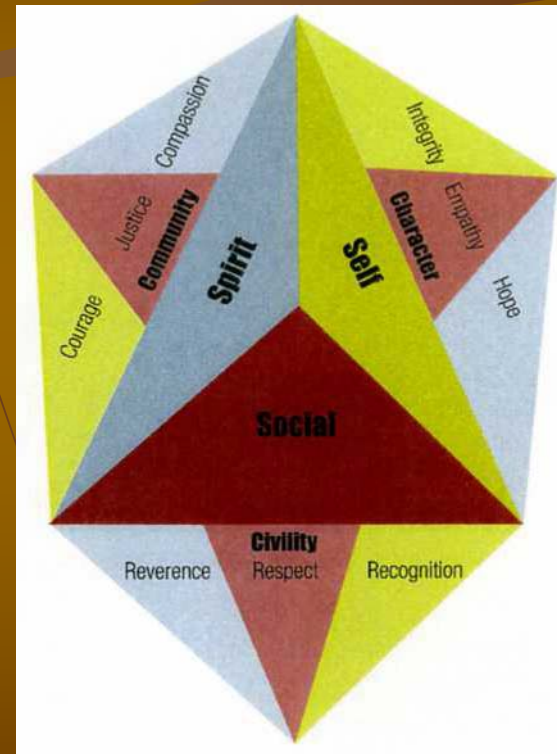
Critical to the Ethical Leadership Model™ is

- the solicitation and utilization of stories in nurturing the human spirit
- stories provide the vehicles through which leaders come to appreciate and empathize with others
- remembering, retelling and reliving of stories that encourage the cultivation of what scholars like Stephen Carter have called “civil listening.”

Philosophy and Psychology Fluker Ethical Leadership Model™

Tools for ethical leadership development

The triadic model depicts the psychological, social and spiritual relationships of ethical life in respect to *character*, *civility*, and a sense of *community*



Character

Ethical Leadership Model™

Defining Character

The narrative script that defines the individual; the stories that name the individual's experience; the “inner experience” or core philosophies espoused by the individual (Fluker, 2003)

Character

Ethical Leadership Model™

Refers to the dimension of self that asks:

- Who am I ? (identity)
- What do I want? (purpose/ends)
- How do I get what I want? (means)

Civility

Ethical Leadership Model™

Defining Civility

The psychological ecology of an individual: a certain understanding or self referential index of the individual's place within a democratic social system as it relates to individual character (Fluker, 2003)

Civility

Ethical Leadership Model™

Refers to the dimension of social and asks:

- Who is the other?
- How am I accountable to the other?
- Why am I accountable to the other?
- How shall I respond to actions of the other upon me?

Community

Ethical Leadership Model™

Defining Community

The ideal that serves as the goal of human existence and the norm for ethical judgment. Concretely expressed, it is the mutually cooperative and voluntary venture of persons in which they realize the solidarity of humanity by freely assuming responsibility for one another within the context of civil relations (Fluker, 1989)

Community Ethical Leadership Model™

Refers to the spiritual dimension and asks:

- How am I to respond to the actions of the other upon me, in addressing the human need for a sense of ultimacy, value, and hope?

Ethical Leadership Model™



Addresses three dimensions of ethical life:
Psychological, Social and Spiritual

In respect to:

- Character (self) – the narrative script that defines the individual
- Civility (social) – character in /social/public space
- Community (spiritual) – a sense of community represents the spiritual/holistic dimension

CURRICULUM DEVELOPMENT FOR ETHICAL LEADERSHIP

Utilizing components from the Ethical Leadership Model™ curriculum was developed for pre-college, college and professional programs based on research from a 2006 study of the model.

CURRICULUM DEVELOPMENT FOR ETHICAL LEADERSHIP

■ CHARACTER (Phase 1)

- Integrity
- Empathy
- Hope

■ CIVILITY (Phase 2)

- Reverence
- Respect
- Recognition

■ COMMUNITY (Phase 3)

- Courage
- Justice
- Compassion

CURRICULUM DEVELOPMENT FOR ETHICAL LEADERSHIP

Ways of Doing Ethics

- **The Way of the Rationalist: What is my duty? What are my rights?**
- **The Way of the Realist: Utilitarian—What are the outcomes?**
- **The Way of the Re-tooler: Pragmatist—What works best?**
- **The Way of the Relationist: What works best for the creation of community?**

CURRICULUM DEVELOPMENT FOR ETHICAL LEADERSHIP

**The Way of the Story-Teller:
What story or stories are you a part?**

Narrative-Based Ethics

CURRICULUM DEVELOPMENT FOR ETHICAL LEADERSHIP

Sampling of Process and Outcome

- Process
 - Experiential Learning
 - Reflective Learning
- Outcome
 - Individuals more aware of personal habits and practices affecting personal ethical behavior
 - Individuals more aware of group habits and practices affecting group ethical behavior

Quotes to Ponder



"An individual has not started living until he can rise above the narrow confines of his individualistic concerns to the broader concerns of humanity."

Martin Luther King, Jr.

"Only through others do we gain true knowledge of ourselves."

Hans-Georg Gadamer

Supporting Ethical Leadership

Components of Fluker's model for ethical leadership development are discussed within various leadership studies (Bennis, 2006; Ciulla, 2004).

According to Bennis (2006) great leaders and followers are always engaged in a creative collaboration. He stated that we still tend to think of leaders as solitary geniuses, but we must realize that the days are gone of a single individual solving our problems.

Supporting Ethical Leadership



Bennis described the process of becoming a leader as the same process that makes a person a healthy, fully integrated human being with the primary focus on character and authenticity. He supports this statement by using the following quote by James (1950),

“The best way to define a man’s character is to seek out the particular mental or moral attitude in which, when it came upon him, he felt himself most deeply and intensively active and alive. There is a voice inside which speaks and says, ‘This is the real me.’”

Ethical Leadership

Are ethics and morality the same?



Ethical Leadership Model™

Refers to *morality* as

- commonly accepted rules of conduct
- patterns of behavior approved by a social group, values and standards shared by the group
- beliefs about what is good and right held by a community with a shared history

Ethical Leadership Model™

Refers to *ethics* as the critical analysis of morality.

It is reflection on morality with the purpose of analysis, criticism, interpretation, and justification of the rules, roles, and relations in a society.

Ethical Leadership Model™

Ethics is concerned with

- **the meaning of moral terms**
- **the conditions in which moral decision making takes place, and**
- **the justification of principles brought to bear in resolving conflicts of value and of moral rules**

Ethical Leadership



- **How does one go about making an ethical decision, whether personal or public?**
- **Are personal and public decisions different?**

Ethical Leadership

How can the Ethical Leadership Model™ be useful in leadership development for students when

- Overcoming peer pressure when enforcing rules (Character-integrity, empathy, hope)
- Delegating responsibility to others and proper follow thru (Civility-reverence, respect, recognition)
- Creating an inclusive environment in promoting student projects (Community-courage, justice, compassion)

Ethical Leadership

How can the Fluker Ethical Leadership Model be used as tools for student leaders in:

- Importance of proper planning *"if you fail to plan, then you plan to fail"* (Character)
- Student leaders as role models *"private & public lives"* (Character)
- Creating an inclusive community for all students *"weight, height, social skills, hair color, gender, race, neighborhoods"* (Community)

ETHICAL LEADERSHIP MODEL™



- A 2006 Study supported the effectiveness of this model in addressing an underlying premise of the significance of cultivating habits and practices within individuals.
- The 2006 study also supported the effectiveness of the model in addressing racism (cultural awareness), interpretive analysis (language for ethics) and spirituality (value system)

Habits and Practices



"We are what we repeatedly do. Excellence, therefore, is not an act, but a habit."

Aristotle

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