



Outline of Presentation

- **Introduction**
- **Professional Status**
- **Examples of unethical management**
- **So what is a “ethical dilemma”?**
- **What do great leaders say about Ethical Leadership**
- **Guidelines to ethical behaviour when faced with performance demands:**
- **Last thoughts.....**



Professional Status

One of the characteristics of a social movement is its evolution toward **professional status**. Initially they are directed and administered by volunteers, as was the case with the park and recreation movement at the beginning of the twentieth century.



¹ Ira G. Shapiro, *A History of the Professionalization of Recreation Administration* (an unpublished doctoral dissertation, University of North Carolina, 1970). As cited by (Sessoms Douglas H, 1984:286).



Parks and recreation is a profession in evolution.

The field of parks and recreation has undergone and is undergoing various professionalization efforts. Among them are the establishment of professional associations and societies; the development of specific programs of professional preparation; the creation and implementation of programs of certification, registration and accreditation.

To get a better understanding of professionalization and the conditions necessary for the emergence of the park and recreation profession, let us look at some of the criteria of a profession:

- (1) they are allied with some social concern, generally evolving because of some social condition which needs corrective action;
- (2) they develop a community of practice;
- (3) they establish a Code of Ethics and Standards of Professional Conduct**
- (4) they develop a specialized body of knowledge and technique;
- (5) they establish programs of professional education training they institute programs of certification and licensing.²



²Roy Sorenson, "Professional Maturity," *American Recreation Society Quarterly*, May, 1953.
(Sessoms Douglas H, 1984:287).

So what then is a Code of Ethics and Standards of Professional Conduct?



Fundamental to my discussion on **establish a Code of Ethics and Standards of Professional Conduct** is the impact that an **individual** can have on ethical behaviour in a profession. What part do you play or what can you do?

The logo for 'Intersect' features the word 'Inter' in a blue sans-serif font, followed by a graphic of three blue curved lines resembling a stylized 'S' or a path, and then the word 'sect' in the same blue sans-serif font.

Between*

The logo for 'performance' features the word 'perform' in a black sans-serif font, followed by a yellow and orange graphic of a speech bubble or a stylized 'e', and then the word 'nce' in the same black sans-serif font, with a registered trademark symbol (®) to the right.The word 'ETHICS' is spelled out in large, light-colored wooden blocks with dark letters, resting on a dark wooden surface.

Human Impact

Very Low

Low

Medium

Md. High

High

Very High

This presentation is focused on the **choices** we all have to make as individuals when confronted with performance demands in the workplace

I do not believe in the immortality of the individual, and I consider ethics to be an exclusively human concern without any superhuman authority behind it.

Albert Einstein

meetville.com

UNETHICAL

As we know in recent years there has been an increased emphasis on **performance demands and professional ethics**. You cannot go too many days without hearing or reading, in the media about some scandal related to unethical and/or unlawful behaviour.

Even the most rational
approach to ethics is
defenseless if there
isn't the will to do what
is right.

Classic examples of unethical management behaviour includes:

The case at Enron, a firm that has become one of the most infamous examples of unethical leadership. The Enron Corporation started as a small gas-pipeline business in the USA and grew to become the seventh-largest publicly held corporation.



But despite a clear set of ethical values for employees, executives manipulated accounting rules and disguised enormous losses and liabilities. Enron collapsed in 2001; Skilling and chairman Ken Lay were tried together on 46 counts, including money laundering, bank fraud, insider trading and conspiracy.

Government laws and regulations are designed to govern business behaviour. However, as we know ethics goes beyond legal requirements.



Two airlines hit the media in 2007 when they were accused of price-fixing. Staff at British Airways had tipped off staff at competitor Virgin Atlantic over fuel surcharges. British Airways admitted to collusion, and was fined £121.5 million.

How then do people **Justify their unethical decisions**

Through the ages, people have developed some common rationalizations to justify questionable conduct. These rationalizations provide some insights into **why supervisors might make poor ethical choices.**

YOU CAN HAVE
RESULTS
- OR -
EXCUSES
NOT BOTH.

Rationalization:
may be defined as
self-deception by
reasoning.

What Can You Do



When confronted with an **“ethical dilemma”**?



What do great leaders say about Ethical Leadership



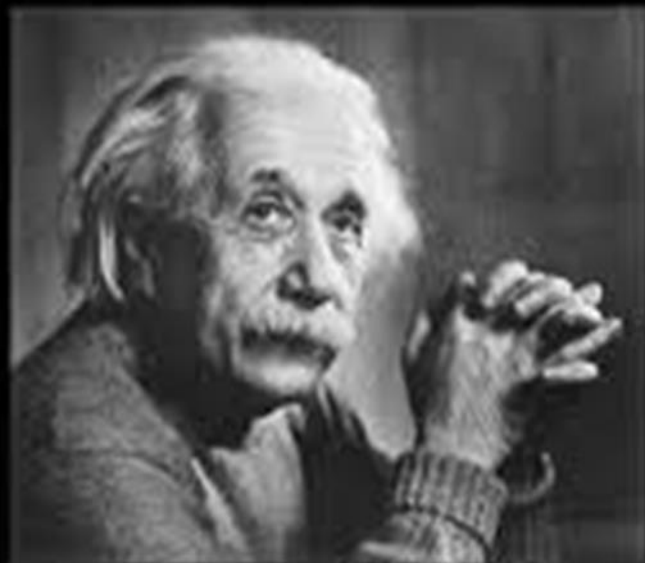
**We can change
the world
and make it a better
place. It is in your hands
to make a difference.**

-Nelson Mandela



**"All that is required
for evil to triumph
is for good men
to do nothing."**

- Edmund Burke



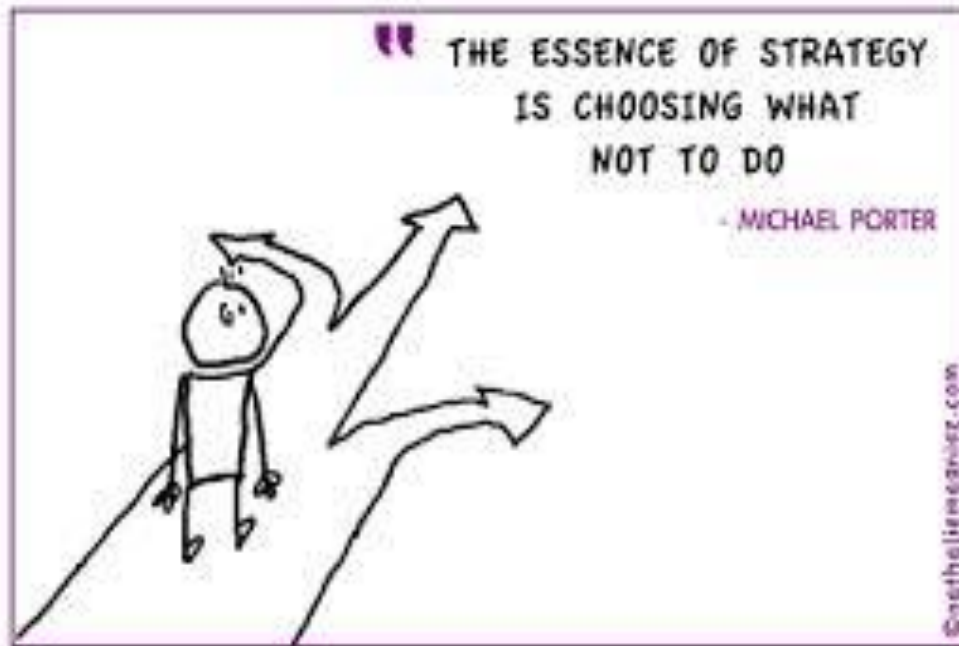
**"The world will not be
destroyed by those who
do evil, but by those who
watch them without
doing anything." - Albert
Einstein**



Be the change
you want
to see
in the world

-Mahatma Gandhi

Some authorities suggest that the essence of **ethical behaviour is choosing what not to do.**



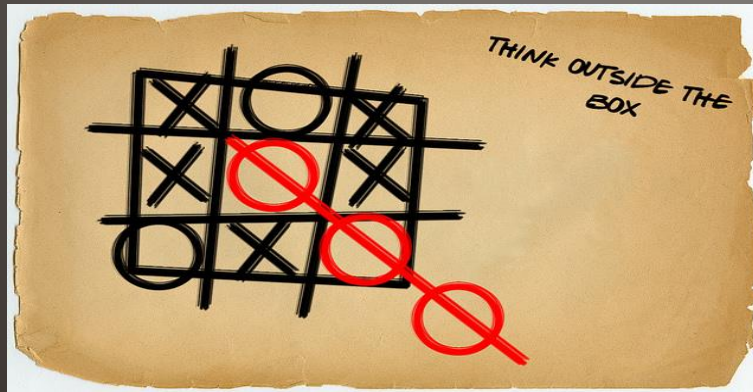
Not to do list:

- 1.
- 2.
- 3.
- 4.

Others suggest its about asking the right questions

Use your knowledge and experience to connect information.

Think through different scenarios and “think outside the box”



We will now look at some simple guidelines to ethical behaviour when faced with performance demands

1. **Golden rule**: following the golden rule will help you to use ethical behaviour. The golden rule is:

“Do unto others as you want them to do unto you.”

The Golden Rule:
*Treat others the way
You want to be treated.*

2. Four-Way Test: Rotary International developed the four-way test of the things we think and do to guide business transactions. The four questions are:



When making your decision, if you can answer yes to these four questions it is probably ethical.

A close-up of a brass balance scale against a blue background. The scale is partially visible on the left side of the frame, with its pans hanging from a horizontal beam. The pans are empty and the chains are visible.

3. **Stakeholders' Approach to Ethics:** You try to create a win-win situation for all relevant stakeholders so that everyone benefits from the decision.

You can ask yourself one simple question to help you to determine if your decision is ethical from a stakeholders' approach:

4. Daft and Macic present the following **guidelines** to assist with **ethical decision making**:

1. Is the problem/dilemma really what it appears to be?
2. Is the action you are considering legal? Ethical?
3. Do you understand the position of those who oppose the action you are considering?



5. Robbins offers the following list of questions that you can and should ask when considering **ethical implications**:

- 1. How did this problem occur in the first place?**
- 2. Would you define the problem differently if you stood on the other side of the fence?**
- 3. To whom and to what do you give your loyalty as a person and as a member of your organisation?**



Robbins continued:



- 4. Whom could your decision injure?**
- 5. Can you discuss the problem with the affected parties before you make the decision?**
- 6. Are you confident that your position will be as valid over a long period of time as it seems now?**
- 7. How would you feel if your decision was described, in detail, on the front page of your local newspaper**

CREATING AN ETHICAL CULTURE

Make it easier to do the right thing and much harder to do the wrong thing.



AVOIDING ETHICAL COMPLACENCY



“it is extremely important to be able to listen to the people who bring you the bad news”

Andy Grove
Listen to the front lines

So how do you CREATE AN ETHICAL CULTURE?

Promoting Ethics: **What YOU can do**

1. Be an ethical role model
2. Seek out advice on ethics issues when you're not sure what's appropriate
3. Talk about the importance of ethics with everyone around you



**"Wrong is Wrong even
if everyone is doing it.
Right is Right even if
no one is doing it."**

THERE IS
NO RIGHT WAY
TO DO
A WRONG THING.

“My grandfather once told me that there were two kinds of people: those who do the work and those who take the credit.

He told me to try to be in the first group; there was much less competition.”

– Indira Gandhi

www.WomensLifeStyle.com



THANK YOU FOR LISTENING

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6. Annie Ward, Howard W. Stoker, Mildred Murray-Ward (1996), "Achievement and Ability Tests - Definition of the Domain", *Educational Measurement* **2**, University Press of America, pp. 2–5, [ISBN 978-0-7618-0385-0](https://www.isbn-international.org/product/978-0-7618-0385-0) http://en.wikipedia.org/wiki/Academic_achievement
7. Chapter 1. ***David Copperfield*** (1850) by [Charles Dickens](#) about the life and times of a man in 1800s England.