Ethical Leadership Scale

Instructions: In responding to the following items, think about your CEO (top leader) at work. Indicate your level of agreement with the statements in the next section by circling your response.

1. Strong disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

My CEO/top leader:

1. Listens to what employees say.
2. Disciplines employees who violate ethical standards.
3. Conducts his/her life in an ethical manner.
4. Has the best interest of employees in mind.
5. Makes fair and balanced decisions.
6. Can be trusted.
7. Discusses business ethics or values with employees.
8. Sets an example of how to do things the right way in terms of ethics.
9. Defined success not just by results, but also by the way they are obtained.
10. When making decisions, asks, 'What is the right thing to do?'

Scoring: Add up your responses to the 10 items. The total score will range from 10 to 50. The higher the score, the more ethical you believe your leader to be.

Brown, M.E., Trevino, L.K., & Harrison D.A. (2005). Ethical leadership: A social learning perspective for construct development and testing.

Ethical Climate Questionnaire

Instructions: Indicate whether you agree with each of the following statements about your company or organization. Use the scale below and write the number that best represents the answer in the space next to the item.

    0   Completely false

    1   Mostly false

    2   Somewhat false

    3   Somewhat true

    4   Mostly true

    5   Completely true

1. In this company, people are mostly out for themselves.
2. The major responsibility for people in this company is to control costs.
3. In this company, people are expected to follow their own personal and moral beliefs.
4. People are expected to do anything to further the company s interests, regardless of the consequences.
5. In this company, people look out for each other's good.
6. There is no room for one's personal morals or ethics in this company.
7. It is very important to follow strictly the company's rules and procedures here.
8. Work is considered substandard only when it hurts the company's interests.
9. Each person in this company decides for him or herself what is right and wrong.
10. In this company, people protect their own interests above all other considerations.
11. The most important consideration in this company is each person's sense of right and wrong.
12. The most important concern is the good of all the people in the organization.
13. The first consideration is whether a decision violates any law.
14. People are expected to comply with the law and professional standards over and above all other considerations.
15. Everyone is expected to stick by company rules and procedures.
16. In the company, our major concerns is always what is best for the other person.
17. People are concerned with the company's interests – to the exclusion of all else.
18. Successful people in this company go by the book.
19. The most efficient way is always the right way in this company.
20. In this company, people are expected to strictly follow legal or professional standards.
21. Our amour consideration is what is best for everyone in the company.
22. In this company, people are guided by their own personal ethics.
23. Successful people in this company strictly obey the company policies.
24. In this company, the law or ethical code of one's profession is the major consideration.

25. In this company, each person is expected above all, to work efficiently.
26. It is expected that you will always do what is right for the customer and public.

Scoring

Caring Climate Score (0-35)

A climate that encourages concern for and consideration of others.

Add 5, 12, 16, 19, 21, 25, 26

Law & Code Climate Score (0-20)

A climate that supports decisions based on external codes such as the law or professional codes of conduct.

Add 13, 14, 20, 24

Rules Climate Score (0-20)

A climate that emphasizes decisions guided by internal rules and regulations.

Add 7, 15, 18, 23

Instrumental Climate Score (0-35)

An ethical climate that encourages serving the organization's interests.

Add 1, 2, 4, 6, 8, 10, 17

Independence Climate Score (0-20)

A climate that encourages decisions according to personal moral beliefs.

Add 3, 9, 11, 22

Cullen, J.B., Victor, B., & Bronson, J.W. (1993). The ethical climate questionnaire.

Victor, B., (1998). The organizational bases of ethical work climates.

Organizational Citizenship Behavior Scale

Instructions: Take the following test to determine your willingness to engage in altruistic behavior in the work setting. Respond to each item on a 4-point scale. Reverse this scale when indicated. Generate a total by adding up your scores. Maximum score = 80.

1   Not at all
2   Somewhat
3   Very much
4   Exactly

1. Help other employees with their work when they have been absent.
2. Exhibit punctuality in arriving at work on time in the morning and after lunch and breaks.
3. Volunteer to do things not formally required by the job.
4. Take underserved work breaks (reverse).
5. Take the initiative to orient new employees to the department even though it is not part of the job description.
6. Exhibit attendance at work beyond the norm; for example, take fewer days off than most individuals or fewer than allowed.
7. Help others when their workload increases (assist others until they get over the hurdles)
8. Coast toward the end of the day (reverse).
9. Give advance notice if unable to come to work.
10. Spend a great deal of time in personal conversations/telephone/texting (reverse).
11. Do not take unnecessary time off work.
12. Assist others with their duties.
13. Make innovative suggestions to improve the overall quality of the department.
14. Does not take extra breaks
15. Willingly attend functions not required by the organization but that help its overall image.
16. Do not spend a great deal of time in idle conversation.

D.W. Organ (1988). Organizational Citizenship Behavior.

Seven requirements for due diligence and effective compliance

1. Establishing compliance standards reasonably capable of preventing criminal conduct.
2. Assigning specific high-level individuals with responsibility to oversee those compliance standards.
3. Exercising due care to ensure that discretionary authority is not delegated to individual with a propensity to engage in illegality.
4. Taking necessary steps to communicate compliance standards and procedures to all employees, with a special emphasis on training and the dissemination of manuals.
5. Taking reasonable steps to achieve compliance with written standards through monitoring, auditing, and other systems designed to detect criminal conduct, including a report system free from retribution to employees who report criminal conduct.
6. Consistent enforcing the organizations written standards through appropriate disciplinary mechanism, including, as appropriate, discipline of individuals responsible for failure to detect an offense.
7. After an offense is detected, taking all reasonable steps to respond and to prevent future similar conduct.

US Sentencing Guidelines of 1991 (www.ussc.gov)

Selected questions for auding a formal ethical system

1. Do organizational leaders send a clear ethics message? Is ethics part of their leadership agenda?
2. Does the organization incorporate ethics into its selection procedures? Is integrity emphasized in orienting new employees and training existing ones?
3. Does a formal code of ethics and or values exist? Is it distributed? How widely? Is it used? Is it reinforced in other formal systems, such as performance management and decision-making systems?
4. Do the performance management systems support ethical conduct? Are only people of integrity promoted? Are ethical means as well as ends important in performance management systems?
5. Is misconduct disciplined swiftly and justly in the organization no matter what the organizational level?
6. Are workers at all levels encouraged to take responsibility for the consequences of their behavior? To question authority when they are asked to do something that they consider to be wrong? How?
7. Are employees encouraged to report problems and are formal channels available for them to make their concerns known confidentially?
8. Are ethical concerns incorporated into formal decision-making processes? How? Or are only financial concerns taken into account?
9. Are managers oriented to the values of the organization in orientation programs? Are they trained in ethical decision-making?
10. Are ethical considerations a routine part of planning and policy meetings and new venture reports? Does a formal committee exist high in the organization for considering ethical issues?

Select Questions for auditing the information ethical system

1. Identify the organization's role models and heroes. What values to they represent? What advice do mentors give?
2. What informal socialization processes exist, and what norms for ethical/unethical behavior do they promote? Are these different for different organizational sub-groups
3. What are some important organizational rituals? How do they encourage or discourage ethical behavior? Who gets to awards – people of integrity who are successful, or individual who use unethical models to attain success?
4. What are the messages sent by organizational stories and myths? Do they reveal individuals who stand up for what's right despite pressure, or is conformity the valued characteristic? Do people get fired or promoted in these stories?
5. Does acceptable language exist for discussing ethical concerns? Is 'ethics talk' part of the daily conversation?   Trevino & Nelson (2011)

Ethical Code Sample

AFP — Association of Fundraising Professionals

CODE OF ETHICAL STANDARDS

ETHICAL STANDARDS (Adopted 1964; amended Oct 2014)

The Association of Fundraising Professionals believes that ethical behavior fosters the development and growth of fundraising professionals and the fundraising profession and enhances philanthropy and volunteerism. AFP Members recognize their responsibility to ethically generate or support ethical generation of philanthropic support. Violation of the standards may subject the member to disciplinary sanctions as provided in the AFP Ethics Enforcement Procedures. AFP members, both individual and business, agree to abide (and ensure, to the best of their ability, that all members of their staff abide) by the AFP standards.

PUBLIC TRUST, TRANSPARENCY & CONFLICTS OF INTEREST

Members shall:

1. not engage in activities that harm the members' organizations, clients or profession or knowingly bring the profession into disrepute.
2. not engage in activities that conflict with their fiduciary, ethical and legal obligations to their organizations, clients or profession.
3. effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
4. not exploit any relationship with a donor, prospect, volunteer, client or employee for the benefit of the members or the members' organizations.
5. comply with all applicable local, state, provincial and federal civil and criminal laws.
6. recognize their individual boundaries of professional competence.
7. present and supply products and/or services honestly and without misrepresentation.
8. establish the nature and purpose of any contractual relationship at the outset and be responsive and available to parties before, during and after any sale of materials and/or services.
9. never knowingly infringe the intellectual property rights of other parties.
10. protect the confidentiality of all privileged information relating to the provider/client relationships.
11. never disparage competitors untruthfully.

SOLICITATION & STEWARDSHIP OF PHILANTHROPIC FUNDS

Members shall:

12. ensure that all solicitation and communication materials are accurate and correctly reflect their organization's mission and use of solicited funds.
13. ensure that donors receive informed, accurate and ethical advice about the value and tax implications of contributions.
14. ensure that contributions are used in accordance with donors' intentions.
15. ensure proper stewardship of all revenue sources, including timely reports on the use and management of such funds.
16. obtain explicit consent by donors before altering the conditions of financial transactions.

TREATMENT OF CONFIDENTIAL & PROPRIETARY INFORMATION

Members shall:

17. not disclose privileged or confidential information to unauthorized parties.
18. adhere to the principle that all donor and prospect information created by, or on behalf of, an organization or a client is the property of that organization or client.
19. give donors and clients the opportunity to have their names removed from lists that are sold to, rented to or exchanged with other organizations.
20. when stating fundraising results, use accurate and consistent accounting methods that conform to the relevant guidelines adopted by the appropriate authority.

COMPENSATION, BONUSES & FINDER'S FEES

Members shall:

21. not accept compensation or enter into a contract that is based on a percentage of contributions; nor shall members accept finder's fees or contingent fees.
22. be permitted to accept performance-based compensation, such as bonuses, only if such bonuses are in accord with prevailing practices within the members' own organizations and are not based on a percentage of contributions.
23. neither offer nor accept payments or special considerations for the purpose of influencing the selection of products or services.
24. not pay finder's fees, commissions or percentage compensation based on contributions.
25. meet the legal requirements for the disbursement of funds if they receive funds on behalf of a donor or client.

Ethical System Ingredient Options

Category	Document/Policy	Status	Schedule
Code of Ethics	*XYZ Ethical Guidelines (affirmed by Board Jan. '22)*	*Complete*	*Bi-annually*
1. Conflict of interest guidelines			
2. Harassment/Discrimination			
3. Use of corporate resources			
4. Policy manual			
5. Code of ethical standards			

6. Training
    a. New staff
    b. Current staff			

7. Mission/Vision/Values			
8. By-laws & governance			

9. Measurement via Surveys/reviews/assessments
    a. Personal
    b. Organizational			

10. Hiring, discipline, and termination			
11. External review/assessment			
12. Association requirements			
13. Legal requirements (Country, State, County, Association)			
14. Customer interaction expectations			

15. Employee performance
    a. Reviews
    b. Perf. improv. plans			

16. Whistle-blowing process			
17. Team member behavioral expectations			
18. Conflict ground rules			
19. Defined board role & oversight			
20. Public access to key ethics guidelines/codes			
21. Public awareness of ethics guidelines/codes			

22. Org. cultural assessment			
23. Employee engagement survey			
24. Rewards and discipline			
25. Role modelling assessment			
26. Clear and regular ethical assessment of leaders			
27. Character checklist			
28. Ethical workplace visuals			
29. Organizational ethical guidelines (Quick Test)			
30. Periodic review of unethical leadership or org. behaviors (see samples)			
31. Bias training			
32. Financial management policy			
33. Health and Safety			
34. Environment			
35. Political activities			
36. Annual ethical execution plan			
37. Rewarding ethical behavior			
Tip: Use handouts to assess other ethical categories/ideas			