

1 Effective Governance through Ethical Leadership

Reflections

- What are my most important values and principles?
- Does my calendar – how I spend my time and attention – reflect these values?
- What would my subordinates and peers say my values are?
- What mechanisms and processes have I designed to be sure that the people who work for me can push back against my authority?
- What could this organization do or ask me to do that would cause me to resign for ethical reasons?
- What do I want to accomplish with my leadership?
- What do I want people to say about my leadership when I am gone?
- Can I go home at the end of the day and tell my children (or a loved one) about my leadership, and use my day's work to teach them to be ethical leaders?

FROM: *Developing Ethical Leadership*. R. Edward Freeman, Lisa Stewart

- How do I best set an example for others?
- How do I articulate a vision of the future when things are so unpredictable?
- How do I improve my ability to inspire others toward a common purpose?
- How do I create an environment that promotes innovation and risk?
- How do I build a cohesive and spirited team?
- How do I share power and information and still maintain accountability?
- How do I put more joy and celebration into our efforts?
- What is the source of self-confidence required to lead others?
- How do I go about improving my leadership abilities?"

FROM: *The Leadership Challenge*. James M. Kouzes & Barry Z. Posner