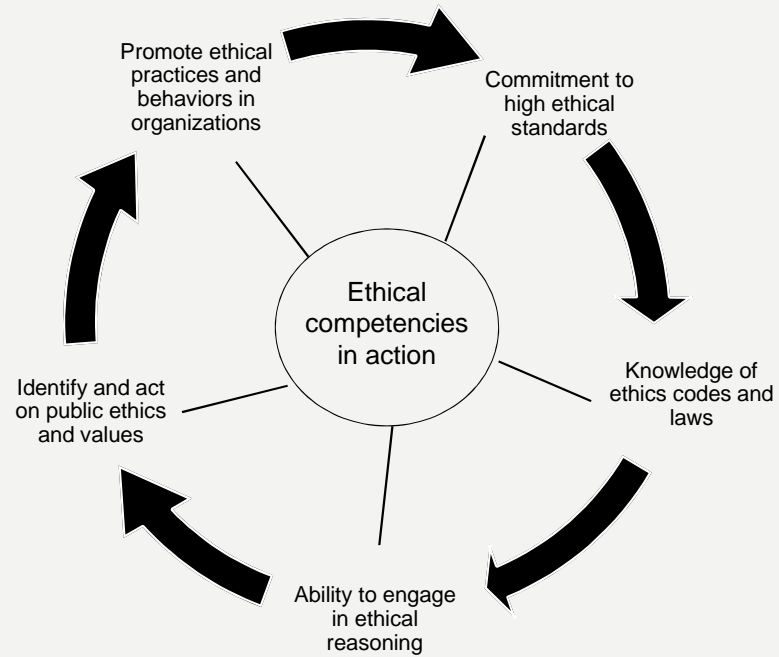


CH 2 IN PURSUIT OF ETHICAL COMPETENCE

ETHICAL COMPETENCE

- Is a state of being with specific competencies that include:
 - Commitment to high ethical standards
 - Knowledge of ethics codes and laws
 - Ability to engage in ethical reasoning
 - Identifying and acting on public ethics and values
 - Promoting ethical practices and behaviors in organizations

1 DYNAMICS OF ETHICAL COMPETENCE



Adapted from Menzel 2010

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HOW IS ETHICAL COMPETENCE ACHIEVED?

- Education
- Common sense
- Experience
- Self-reflection

OBSTACLES TO ACHIEVING ETHICAL COMPETENCE

- Usual suspects—bribery, extortion, graft
- Next-in-line suspects:
 - Conflicts of interest
 - Appearances
 - Deception and (dis)honesty
 - Gifting

HARASSMENT—AN OVERLOOKED SUSPECT

- Racial
- Sexual
- Gender
- Bullying

CONFIDENTIALITY AND WITHHOLDING INFORMATION

- The city manager in pursuit of a very competitive high-profile job
- Should he or should he not disclose that he was accused of slapping and verbally abusing his terminally ill wife?
- You decide!

ADVOCACY AND LOBBYING

- Should public and nonprofit managers be strong advocates for their organizations?
- Is lobbying a political and therefore unacceptable act by managers? Why or why not?
- Analyze the village inspector case

FUND RAISING IN NONPROFITS

- Necessary and justified—why or why not?
- What are the ethical boundaries?

SUMMING UP

This chapter illustrates that even the line between criminal behavior and ethical behavior is often blurred and, in worst-case situations, requires an external judgment to be made. Bribery, extortion, graft—conflicts of interest, appearance of impropriety, deception and dishonesty, confidentiality and withholding information—are among the collection of behaviors that managers must deal with in pursuit of ethical competence and building an organization of integrity.