

Centre for Voluntary
Sector Leadership



Issues Made to Matter:

Ethics and Leadership in the Voluntary Sector

Friday 11th December 2020

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Issues Made to Matter: Ethics and Leadership in the Voluntary Sector

Friday 11th December 2020.
12:30 – 2pm



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The Open
University

BUSINESS SCHOOL

Welcome and Introductions



Dr Nik Winchester
Senior Lecturer in The Open University Business
School
Head of the Department for Public Leadership and
Social Enterprise (PuLSE)



Dr Daniel Haslam
Lecturer in The Open University
Business School

- Introduction to the session
- Recording – option to join and contribute anonymously – potentially sensitive issues
- We would like the session to be interactive and discursive
- Polls, Padlet (more on these later), Q&A
- Remember to mute yourself! 😊

Centre for Voluntary Sector Leadership



- Established in 2016
- Focussed on small and medium sized voluntary sector organisations
- Emphasis on links to practice with research and learning
- For more information visit: www.open.ac.uk/CVSL
- Leadership courses...

Developing leadership practice in voluntary organisations



Collaborative leadership in voluntary organisations



- 2 main courses
- Access for free on [OpenLearn](#)
- Other courses relevant to the sector
- Leadership and ethics forms part of these courses
- Lots of interest and a growing community
- Today as an opportunity to go a bit further with the topic

Over to Nik...

Workshop structure

- Introduction
- Opening comments
- Exploring issues
- Surfacing challenges
- Making ethics matter

Opening comments

- The context
- Ethics can sometimes be ‘lost’ in leadership
- Leadership *and* ethics (contrasted with ‘leadership ethics’)
- Starting from ethical beings
- Ethics and flourishing
- Terms
- Ethics as collective inquiry

Exploring a scenario



Comic Relief will stop sending celebrities to Africa

🕒 28 October 2020 | Entertainment & Arts



STACEY DOOLEY / INSTAGRAM

Stacey Dooley was criticised for a fundraising film she made in Uganda last year

Comic Relief will stop sending celebrities to Africa after criticism that stars like Stacey Dooley were going to Africa as "white saviours".

The charity will also stop using images of starving people or critically ill children to portray the continent, it has announced.

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Quiz 1

- Thinking about this scenario
- Question 1: Is this the right thing to do? (Yes or No)

From the perspective of your answer to Q1.

- Question 2: How confident are you that this is the right thing to do? (Scale 1-10: 1=no confidence; 10=utterly confident)
- Question 3: How comfortable are you in taking this view and making this decision? (Scale 1-10: 1=no ease; 10=utterly at ease)

Extending the scenario



- You are about to sign off the announcement....the CFO has walked in

Extending the scenario



- You are about to sign off the announcement....the CFO has walked in
- If you take the decision you will lose £15 million in donations
- Before you make the announcement you have to draw up a list of cuts

Quiz 2



- Thinking about this scenario
- Question 1: Is this the right thing to do? (Yes or No)

From the perspective of your answer to Q1.

- Question 2: How confident are you that this is the right thing to do? (Scale 1-10: 1=no confidence; 10=utterly confident)
- Question 3: How comfortable are you in taking this view and making this decision? (Scale 1-10: 1=no ease; 10=utterly at ease)

Points of reflection

- Money vs morality
- Conflicting ethical approaches/intuitions
- Moral emotions
- The question of care
- The approach to the decision

Surfacing issues



- **Padlet activity**
- In the first column 'write' down and 'post' some of the ethical 'issues' in your organization / leadership practice

What stops ethics mattering?

- Organisations process ethics
 - Moral muteness
 - Organisational defences
 - Hierarchy
 - Fear of consequences
 - Over-confidence
 - Presumption of the good



Challenges to making ethics matter



- **Padlet activity**

- Looking at these ethical issues, think about the ways in which ethics might be made not to matter, or be downplayed.
- ‘Write’ and ‘post’ your thoughts.

Making ethics matter



- Reflection (individual and collective)
- De-personalising ethics talk
- Broadening insight (ethics theory helps here!)
- Listening
- Noticing emotions
- Observing practices
- Challenging *and* enabling challenge
- Practicing ‘ethical astuteness’

Ethics theory as ‘What really matters is....’



- Effects (Consequentialism)
- Principles (Deontology)
- Being and developing ourselves as a person of good character (Virtue ethics)
- How we care for others (Care ethics)
- How we collectively discuss and agree on ethics (Discourse Ethics)

Making ethics matter



- Reflection (individual and collective)
- De-personalising ethics talk
- Broadening insight (ethics theory helps here!)
- Listening
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- Challenging *and* enabling challenge
- Practicing ‘ethical astuteness’

Making ethics matter



- **Padlet activity**
- Looking at each ethical issue and its challenges, what practices might be valuable in making the issue or issues matter?
- ‘Write’ and ‘post’ your thoughts in the third column



‘Issues Made to Matter: Ethics and Leadership in the Voluntary Sector’

Questions and Reflections

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THANK YOU



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