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Integrity, respect for others, and ethics – three essential leadership qualities

Ojo, Marianne

Oxford Brookes University, Lessing Trebing Bert Rechtsanwälte,
The Institute for Business and Finance Research, LLC

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ABSTRACT

Ethics, respect for others and integrity (embracing respect for the law), should definitely be pre requisites for leadership. Unfortunately many so called leaders do not understand or practise these values. Some leaders who are held with high regard and esteem at the workplace are prepared to sacrifice a life time's achievement and reputation within seconds. What is even worse, these (appalling) role models comfortably reveal their weaknesses and lack of character publicly. If we cannot trust our leaders to exercise a reasonable degree of integrity – both with respect to observing and practising the law, who can we be responsible to or look up to? There is also the very critical and rather unfortunate issue where the environment encourages or even accepts such low ethical standards. Many leaders with low ethical values are therefore encouraged into believing they can escape certain practices (are beyond the law) – even where their targets are entitled to prevailing jurisdictional rights!!!

Some leaders who serve as poor role models for their future generations are frequently associated with the shameful practice of bullying their younger successors. Whilst certain countries appreciate the roles which their future generations will assume in the future and prepare these for the future, other jurisdictions are content to watch selfishly and parasitically exploit their future leaders. In many organisations, workplaces, the input of future leaders (of tomorrow) is unbelievably low that one wonders how these future leaders will be able to assume their future responsibilities competently and confidently.

To educate is of vital importance. To re educate constitutes even a greater task – where certain perceptions are already permanently and firmly embedded in a mode of thinking. Where the development of a nation or organisation depends on the need and ability to change certain perceptions, then such re education becomes vitally important. Through a consideration of issues which include the need to respect the rights of others, the need for leadership qualities such as ethics and integrity, this paper not only presents „research which is capable of practical application within organisations“, but also reflects „evidence and considerations of how the research can benefit ethics within businesses and other organisations.“

Keywords: integrity, selflessness, respect, ethics, trust, leadership, privacy, human rights, ECHR, accountability, communication

INTEGRITY, RESPECT FOR OTHERS, AND ETHICS – THREE ESSENTIAL LEADERSHIP QUALITIES

*Marianne Ojo*¹

A. Introduction

This research is based on work experience which spans a duration of ten years (2001 – 2011). The subjects involved in the research include primary, secondary and technical schools – as well as universities, accountancy and law firms. Even though professional firms (accountancy and law firms) are generally considered to treat ethical values more seriously, such a result is not conclusive² – the principal influential factors determining the level of ethics being and embracing individual circumstances such as the proximity³ of employees to their superiors (which ultimately, depends on the leadership attributes which such a leadership has), environmental factors, integrity and other vital leadership qualities and attributes demonstrated by directors and other superiors within an organisation, and the existence (or lack) of independent bodies who are responsible for salary payments to employees. The latter (existence or lack of independent bodies who are responsible for salary payments to employees) constitutes a vital safeguard for employees where conflicts of interests and abuse of powers occur on the part of leadership within an organisation.

In relation to primary schools, secondary schools, technical schools, universities, accountancy and legal firms, a firm conclusion derived was that : where the job is allowed to take its course⁴ (in this respect, the author was in such a position in 90% of the institutions involved)⁵, where the leadership exhibits important leadership attributes (such as integrity), and where separate or effectively independent bodies are responsible for the payments of salaries, an employee is definitely likely to have a more rewarding and fruitful work experience.

As highlighted in the abstract, this paper aims to present research which is „capable of practical application within organisations“, as well as reflect „evidence and considerations of how the research can benefit ethics within businesses and other organisations.“ It will address these goals through a consideration of three very important leadership qualities: namely, integrity, respect for others, and ethics. In so doing, the paper primarily focusses on the importance of improving ethics amongst leaders – particularly, young and future leaders.

This is not to imply that older leaders or other employees (employees assuming non leadership

1 School of Social Sciences and Law, Oxford Brookes University. Email :mariannejo@brookes.ac.uk The „exceptional“ institution (which constitutes 10% of the research sample) where the job was not allowed to take its course, owing to leadership interests which were more concerned with achieving personal interests and selfish gains, is a university affiliated organisation based outside the UK. In such a situation, conflicts of interests and the abuse of powers were the inevitable consequences.

2 For example, the level of ethical standards demonstrated by universities in the research differed on the basis of the jurisdictions and environments in which such universities exist. As a result, one cannot expressly conclude that all universities have the same level of ethical standards or that all or most universities have lower standards of ethical values than professional organisations such as accountancy and law firms.

3 As will be demonstrated later on in the paper, the level of proximity between different levels of management could play a role in determining whether conflicts of interests or the abuse of powers occur (on the part of leadership). Ultimately, this will also depend on the leadership attributes which such a leadership has.

4 Where no unjustified intrusion in the job description and requirements occur for personal or private motives (on the part of the leadership of the organisation).

5 As highlighted under footnote 1, the institution (which constitutes 10% of the research sample) where the job was not allowed to take its course is based outside the UK.

roles) are insignificant. The paper will also consider why it is important for all leaders to lead by example, demonstrate ethics which will build, consolidate and develop trust in employees within their organisations and businesses.

The first section thus commences with a section which introduces vital principles, „The Nolan Principles“, which are considered to be essential leadership qualities.

The „Seven Principles of Public Life“, commonly referred to as „the Nolan Principles“ are:⁶

- **Selflessness** – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- **Integrity** – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- **Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability** – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** - Holders of public office should promote and support these principles by leadership and example.“

Even though leadership constitutes a separate principle on its own, the pre requisites for leadership should incorporate the other six principles, namely: honesty, openness, accountability, objectivity, integrity and selflessness. Even though this paper primarily focusses on three very essential qualities and pre requisites of leadership: namely, integrity, respect for others and ethics, the importance of addressing selfish based motives of numerous so called leaders, will also be highlighted. Should professional decisions be motivated (and encouraged to be motivated) by private interests? The question appears to be obvious – however many professional and public related decisions are motivated by private interests as well as other factors which should not even be considered in arriving at such decisions. Furthermore, environments in which certain organisations and businesses operate, encourage such private-interest motivated decisions.

The recurring themes of this paper, namely: Ethics, integrity and respect for others will now be considered.

B. Definition of Ethics

„Ethics are rules and values used in a professional setting. In the workplace managers and supervisors should set the standard for using ethics by showing respect, being honest, and promoting trust. If the management team uses unethical forms of communication, the team and

⁶ See Commissioner for Public Appointments, 'The Seven Principles of Public Life (or the Nolan Principles) <http://www.publicappointmentscommissioner.org/Code_of_Practice/e0908a66106.html> (last visited 19th March 2011)

business can fail.“⁷

Communication serves as a vital tool in facilitating trust between employees within an organisation. The type of communication communicated, way in which it is communicated and to whom information is communicated, could irretrievably damage a company, institution or organisation's reputation.⁸

The standard of ethics practised in different jurisdictions is shaped by what is considered to be acceptable in such jurisdictions. As such, a standard benchmark is required in determining the acceptable standard of ethics which should be practised. For this purpose, exchanges and interactions between different jurisdictions are deemed essential in setting the benchmark for what should be considered the acceptable level of ethical standards. Stipulating such standards should not be difficult since laws and regulations now exist – as well as (partly) operate, at supra national level. The classical problems relate, as always, to the enforcement of such regulations in those jurisdictions where such laws should be in operation. For example, the extent to which the Articles and Protocols within the European Convention on Human Rights (ECHR) are respected or enforced, or its mode of implementation, differs across various European member states.

Integrity: Definition

Many definitions of integrity associate its attributes to „the adherence or observance of moral and ethical codes“, honesty and sincerity. As well as embracing these attributes, integrity can also, to a large extent, be considered to be the respect for one's self – even though it also implies a degree of respect for others. This being the case, since this vital value also encompasses respect for others. A person who respects himself would not only want to uphold or maintain his integrity or reputation, but would also seek to ensure that he does not disrespect others or involve himself in any disrespectful or shameful situation which would ultimately undermine or tarnish his/her image or reputation.

Respect For Others, Respect For the Law: This paper highlights why respect for others and respect for the Law – and in particular, supra national and generally extra jurisdictional acceptable practices, will go a long way to resolving a lot of ethical related problems in several organisations and jurisdictions. This also draws attention to the importance of the enforceability of supra national laws in jurisdictions where such laws are not even acknowledged or practised.

Environmental Factors

As highlighted above, the environment plays a major part in determining what ethics are embraced by leader during or after his period of appointment. Jurisdictions which condone paedophiles and other activities considered to be „crimes“ are likely to have such criminal perpetrators serving in leadership positions - even in highly ranked positions of authority : namely i) the courts and ii) positions which are supposed to serve in teaching justice and the law.

⁷ See Wikipedia, 'Professional Ethics' <http://en.wikipedia.org/wiki/Professional_ethics>

⁸ For further information on the importance of effective communication, see M Ojo, 'Building on the Trust of Management: Overcoming the Paradoxes of Principles Based Regulation' http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1600504 and <http://mpr.aub.uni-muenchen.de/22500/>

C. To What Extent Should a Leader's Appointment Be Based on Past and Present Reputation?

It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently - Warren Buffett

Past experiences and incidences which relate to the past should play a part in the assessment of an individual's capacity to undertake an appointment – particularly where recent (and more so, very recent experiences) indicate that past weaknesses and shortcomings are still being demonstrated by such an individual. Where recent experiences reflect that an individual is capable of a certain position and such individual's performance is commendable, then such a person's past should play (relatively) very little role in judging his suitability to carry on with his or her public responsibilities. For example, jurisdiction A considers the personal or private life of its leader to play an insignificant role in the assessment of his competence to carry out public duties – owing to the excellent performance demonstrated by such a leader in the execution of his public and professional functions. What occurs in such a leader's private life (as long as such problems do not amount to what is considered a „crime“/non observance of law and regulations) is distinguished from his capacity and competence to carry out his/her public and professional duties.

Thorough investigations are usually carried out by the media where a leader contests for a highly ranked position. In many instances, many of such aspiring leaders or leaders are found to have „skeletons in their cupboards.“ Nevertheless, some leaders are still appointed into office based on their ability to convince and influence the public that they are best qualified for the position. During presidential campaigns, debates etc some candidates have still managed to gain election into coveted positions – even where their backgrounds have indicated a history of alcohol dependency, assaults in certain cases, womanising behaviour, tax evasion etc. How did such candidates win the public's (majority of the public) confidence ? The most plausible explanation to this would appear to be based on their present reputation, charisma or ability to convince an audience – as well as what they have been able to demonstrate or achieve in recent years.

Unfortunately, present reputation or a demonstration of recent achievements appear to play no roles in some other jurisdictions – in matters relating to leadership determination. Convicted or non convicted offenders are liberally appointed into positions where they are able to carry on with their „extra curricular activities“. What is even worse, such activities are carried out during periods where such leaders are supposed to be carrying out their public or professional duties. What has given such leaders the confidence and belief that they are beyond the law? The only possible answer to this would be : those who elected them.

D. Selfish Interests and Public Interests – Where Public Interests Also Condone Non Ethical Behaviour

To What Extent is the Right to Privacy Respected in Several Jurisdictions?

Where an environment condones or encourages a leader's selfish practices and private interests, it will automatically facilitate those practices (as well as those which are considered to be unacceptable under supra national laws) – particularly where the public fails to identify or chooses to disregard the existence of a conflict between professional obligations and private interests. As will be highlighted under the section dealing with the proportionality test (below), the extent to

which the Articles and Protocols within the European Convention on Human Rights (ECHR) are respected, differs across various European member states. The Article within the ECHR which will constitute the focus of attention in this paper is Article 8. The Article reads as follows:

1. Everyone has the right to respect for his private and family life, his home and his correspondence.
2. There shall be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.

What measures are required or reasonable by a State or public authority for the purposes of ensuring national security, public safety or the economic well-being of a country? Such measures need to be weighed against the motives and reasonableness of such measures.

The Proportionality Test

The proportionality test has been criticised for its non uniform application across several EU member States.

Evidence which supports and justifies the implementation of such measures should be considered – in order to establish whether such evidence can be regarded as credible, necessary or proportionate. Why would or should an incredible amount of time, energy, resources and attention be wasted on an aim which is objectively and obviously considered to be unreasonable or unwarranted?⁹ As will also be highlighted in the latter stages of this section, a lot of irrational decisions are executed and taken by leadership of companies and organisations in the name of safeguarding selfish interests rather than the interests and progress of a company or organisation.¹⁰

Procedures usually considered by the European Court of Human Rights in determining whether measures applied by the State constitute an interference with the exercise of human rights (in determining whether a protected right has been infringed), address the following issues:¹¹

9 Proportionality “has come to be recognised as one of the central principles governing the application of the rights and freedoms” in the European Convention on Human Rights. German judges and scholars are traditionally credited with having developed the first and most comprehensive approach to proportionality, though the concept has been traced as far back as ancient Greece. The guiding principle of the [German Constitutional Court] has been that state interference with economic liberties in the public interest will survive the test of constitutionality unless such interference violates the principle of proportionality. That principle requires not only a substantial relationship between means and ends but also the existence of a compelling public interest to justify state intervention in the first place.“ See TJ Gunn, „Deconstructing Proportionality in Limitations Analysis“ Emory International Law Review (2006) Vol 19 at pages 465-466 <<http://www.law.emory.edu/fileadmin/journals/eilr/19/19.2/Gunn.pdf>>

10 „According to the most widely accepted explanations of proportionality in the European context, a proportionate “measure,” such as a statute or an administrative decision, must satisfy three separate criteria. First, the measure must be appropriate for attaining its objective. This first criterion is sometimes described as evaluating the relationship between the means employed and the ends that will be accomplished, while others describe it as the measure’s theoretical capacity to accomplish its aim. Second, the measure must be necessary to achieve its intended purposes. Thus, even if the measure is suitable and is able to accomplish the end, it must also be asked whether it is necessary—that is whether there is some other measure that could accomplish the same end. This is sometimes formulated as asking whether there is a less restrictive alternative available Third, the measure must be proportionate to the objective (sometimes identified as “proportionate stricto sensu”). The burden must not be excessive relative to the objective.“*ibid* at pages 467-468. See also S Greer, „The Exceptions to Article 8 to 11 of the European Convention on Human Rights 15 (1997)

11 See *Chorherr v Austria* (1993, App 13308/87) 17 EHRR 358 Case No 22/1992/367/441; *Olsson v. Sweden*, 130 Eur. Ct.H.R. (ser. A) para. 67 (1988)

- Whether the infringement was prescribed by law
- Whether the State action undertaken was pursuant to a legitimate aim.
- Whether the State action was „necessary in a democratic society“

Dictators and non democratic societies do not just come into being overnight – such occurrences being attributed to the selfish part of the human nature and the encouragement provided by those who elected such leaders. After having held on to power for so long, there are always tendencies by such leaders to believe that they can hold on eternally to such power – that such power is a right and not the privilege to serve those who have elected such leaders into such positions.

This is partly the purpose for which this paper is aimed at encouraging leaders and mentors in an organisation in initiatives aimed at adequately equipping their younger successors for the future. Partly also as a result of the well known fact that even the most so called undestructible and irremovable dictators cannot predict their ultimate fate.

In accordance with the Article (from the Articles of the ECHR) which constitutes the focus of this paper, namely Article 8 of the ECHR, the theme „privacy“ will now be considered. This section will also seek to demonstrate the assertion that organisations should not intrude in the privacy of their employees as long as such organisations have carried out the necessary checks and screening processes prior to an employee assuming his or her responsibilities.¹² If the employer had competently carried out its responsibilities in checking the identification, qualification requirements and certificates, as well as undertaken other necessary checks prior to employing such an employee, there should be no excuse to intrude or unlawfully extract further information from such an employee after the employee has assumed his or her responsibilities. This being particularly the case where the employer has expressly confirmed that such employee has fulfilled the necessary requirements and produced all necessary documentation for the purposes of employment.

If an organisation later suspects or discovers that it had employed a terrorist or a criminal, then such suspicions and further „intrusive“ activities required to confirm the suspect's identity, should be passed on to the relevant and competent authority – namely the police. The employer should not take the law into its own hands (by abusing employees' privacy rights) - otherwise there exists the danger that the intrusive activity of such organisations or businesses, on its own, could amount to unjustified „terrorism“ of suspected employees (who eventually turn out to be innocent). Where sufficient checks and other procedures have been carried out by an organisation prior to the grant of employment and the intrusion of the privacy of an employee occurs or continues to occur (particularly over an extremely long period of time)¹³, this on its own, should sound alarm bells that something dubious or unlawful (on the part of the employer), is taking place within such an

12 See also Data Protection Directive: Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data on the free movement of such data, Official Journal L 281, 23 November 1995, pp. 31-50.

13 Many other factors should negate the grounds for unlawful intrusion of privacy – other motives may exist for such intrusion. For instance, leadership responsible for such intrusion of privacy may involve unconvicted or convicted stalkers. Certain organisations have been known to invest huge amounts of time, energy and personnel in guarding and watching leaders who (pry on/stalk) their employees. This may sound surprising – since leaders who observe laws and respect others, should not require the treatment as that given to dangerous dogs which are on the loose. This however reflects the extent to which certain leaders' practices have become unbelievably condoned and accepted. Such forms of prying are commonly known as sexual harassment. This is common – both in jurisdictions where law suits are not taken seriously, as well as those jurisdictions where lawsuits could prove very lucrative for aggrieved employees. Where law suits constitute the common practice, these serve as an effective deterrent against superiors or those who stalk employees.

organisation or institution.

As highlighted under the section relating to the definition of ethics, the type of communication communicated, way in which it is communicated and to whom information is communicated, could irretrievably damage a company, institution or organisation's reputation.

In many organisations and corporations, the Email constitutes the central form of communication. It also serves as the highlight of the day for many employees - where adequate privacy laws are found wanting. For example, Organisation B encourages situations (directly and indirectly) whereby other employees are able to view correspondence which do not pertain to such employees. As a result, where such employees are bored, they resort to the main form of entertainment „the Email“ - which serves as a form of television. In fact, some employees are only motivated to go to work because of the excitement of being informed of the latest happening via „the Email“. In organisation B, it was actually observed that some employees would take regular breaks to view this form of entertainment. How are such employees supposed to focus on the tasks for which they have been employed? On a more serious note, what have the leaders (who are perfectly aware of all that is happening) done to control such a situation? Why are such leaders condoning such an environment where lack of privacy exists – such an occurrence serving only to their detriment (if such leaders wrongly misconceive that it would work out to their own personal interests)?

Problems with unduly reading other employees' messages not only arise from the intrusion of privacy; but also

- i) The high probability of misinterpreting and wrongly miscommunicating to others
- ii) Resulting lack of trust if employee finds out that rights to privacy have been abused.

Where such rights are not respected, how can such employees be confident that there are no cameras in the toilets or in the offices where they are employed? How can they be sure that letters via post are not being tampered with?

In any case, the workplace should be regarded as „the work place“ - if the purposes for which one is being employed are rightly observed. An employee's private life (or what such an employee communicates to another employee) should not become the private or professional interest of other employees. Provided communication between two employees does not fall short of what is considered to be „work“ and that time spent communicating via Email is not considered to be unacceptable (in accordance with what is permitted under professional standards, rules, national/supra national laws or legislation), privacy is a right which should be accorded to employees in such circumstances.

At the end of the day, the employer's failure to install appropriate mechanisms aimed at safeguarding privacy will eventually backfire against such an employer, not only because of the extent of damage through the information which has been communicated to non intending recipients, but also because of irreparable loss of trust in the employer.

Employees are (supposed to be) committed to focussing on the goals to be achieved at the workplace – they are also entitled to freely communicate and associate during lunch and other work

related activities. The success of many organisations is attributed to the employer's acknowledgement of the need to balance and respect the employees' rights to leisure and work. In this respect, employees should be entitled to equal holiday allowances and payments – distinguishing only on basis of factors such as whether employment is full time or part time. Why should a leader (acting within his/her leadership capacity) be more concerned about personal interests than the development of the organisation? Given the absence of other reasonable or rational explanations, why should outstanding employees be transferred – if employees' performances are vital to the development of the organisation's goals and objectives? Obviously one would wonder whether or not such an employer is really that stupid to retain less performing and goal oriented employees. However, there appears to be a logical explanation: The need by leadership of such an organisation to attain private-interest based motivated goals. Where leadership responsibilities are influenced by private interests (particularly in respect of their relationship to certain employees), serious conflicts of interests are likely to arise. Where inadequate holiday entitlements have been granted, certain organisations have reported lower productivity (in terms of more employees calling in sick/taking sick leaves) than is the case where sufficient time- off periods have been granted.¹⁴

E. The Ideal Organisation

Organisation C incorporates leadership which do not only embrace and practice high ethical values, lead by example, demonstrate high levels of integrity, but also has respect for its employees – understanding and appreciating that the work, contribution and well being of its employees play crucial and vital roles to the success of the organisation. Frequent training programmes – as well as fora where representatives of various departments meet, constitute some of the several vital issues on the agenda of leadership of such an organisation. The leadership does not focus on programmes where private interests can be served or met – but rather, programmes which are aimed at ensuring that the progress and success of the organisation's goals and objectives are attained.

No organisation is perfect. However, every organisation can strive to achieve the values demonstrated by Organisation C. Ultimately, ethics, respect for others and integrity are values which serve to the benefit of the organisation – rather than other attributes (such as lack of privacy) which would work to the detriment of such an organisation.

Why are ethical values, respect for others and integrity particularly important? Because organisations and businesses with highly endowed expertise – in terms of leadership and management, still face severe and potential institutional problems where such qualities are found wanting. The success of a business or corporation, to a great extent, is dependent on the personal qualities and leadership skills of its leadership and management (even though the experience or qualifications which such management possess also play crucial roles). A leader without character presents an immense source of potential problems and liabilities for the business or corporation's future – even where the employees of such an organisation are highly skilled and qualified. Furthermore, even if initiatives highlighted in the concluding section were to be implemented, such

¹⁴ The results of a consultation exercise indicated that many respondents „identified increased productivity as a result of workers being more rested and refreshed. Others suggested that the increased holiday entitlement would reduce the amount of sickness (through reduced stress levels) and other types of absence from the workplace. Others also felt that the increased entitlement would increase recruitment and retention, not least by reducing the differentials in holiday entitlement between different sectors and different jobs.“ See DTI, „Success At Work: Increasing the Holiday Entitlement– A Further Consultation : Summary of Responses and Government Response to The Consultation June 2007 <<http://www.bis.gov.uk/files/file39592.pdf>> at page 21

initiatives would reap unproductive rewards where the leadership of a corporation or business is not competent or capable enough to implement or encourage those initiatives.

F. Conclusion

Building on the Trust of Management and Employees¹⁵

In certain jurisdictions, an appropriate balance is struck between the need for effective communication between superiors and employees and as such, efforts are committed towards initiatives aimed at facilitating communication between different levels of management. Training programmes for employees, presentation activities and other activities are targeted at promoting communication between different levels of management and also serve as fora whereby concerns or ideas could be brought to light or resolved.

The Importance of Communication in Gaining Respect from Others

Whilst effective communication at different and (at) all levels are of importance, it is commonly acknowledged that certain levels are more involved in strategic matters and should correspondingly, communicate with each other with greater frequency. However, it has also been observed that certain organisations are more concerned with promoting initiatives, personal interests and programmes aimed at networking superiors and lower level employees rather than committing themselves to more initiatives aimed at facilitating communication between colleagues and fellow employees (employees who, to a greater extent, are supposed to be working on a collaborative basis). What focus should be accorded to initiatives aimed at facilitating communication between superiors and employees – as distinguished between that which is aimed at facilitating communication between fellow employees (employees graded on the same or nearly similar level)?

To what extent should the boss be more concerned and involved in matters delegated to other employees - rather than in strategic matters (for which he/she should have responsibility)? Interaction between superiors and employees is definitely important – for the purposes of eliminating communication problems. However as highlighted throughout the paper, where leadership responsibilities and corresponding decisions are influenced by private interests of leadership who have very low ethical standards (particularly in respect of the level of proximity in the relationship to certain employees), serious conflicts of interests and possible abuses of power are likely to arise.

A line should be drawn between the level of communication required for the effective execution of certain responsibilities. The manner of communication (by superiors) with employees should also be distinguished from the need for frequency of communication. Superiors with no respect for themselves and those not wishing to command a degree of respect from their employees can easily be distinguished through the manner of communication with their employees. Respect is also reciprocal. A superior who has respect for his employees would have no difficulty commanding the level of respect he deserves – based on the manner of association with the employees.

How Can Ethics be Promoted Across All Jurisdictions – particularly those jurisdictions where environmental factors serve as a source of impediment to the development of such ethics?

¹⁵ M Ojo, 'Building on the Trust of Management: Overcoming the Paradoxes of Principles Based Regulation' http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1600504 and <http://mpa.uni-muenchen.de/22500/>

Effectively Independent Bodies Responsible for Disciplinary and Salary Matters

In some organisations (particularly where the director/s is/are also the founding director/s and still has/have unduly excessive control over the organisation's affairs), salary payments are determined by such leaders. Further, the leadership of such organisations effectively determine disciplinary measures against their employees (also in certain situations where conflicts of interests and the abuse of powers arise). For this purpose, it is important to ensure that vital mechanisms of accountability and safeguards for vulnerable employees exist. However, where an environment expressly condones the acts of its leaders, such so-called mechanisms of accountability and safeguards for employees may prove to be futile.

The importance of „effective“ independent bodies which are responsible for the payments of salaries to employees may also prove crucial for unjustly treated employees. Effective independence implies not just physical independence from leadership who may have control over staff in the personnel department (such staff being responsible for the payments of salaries to employees), but also the ability of personnel to take decisions which are objective and independent from those which are taken by leaders or organisations. Personnel or other members of staff should not have any fear in losing their positions for executing their duties and responsibilities and as such, should be offered reliable means of guaranteeing their non exposure to abuses of power by leadership. Effective mechanisms of accountability should also operate to ensure that overly and unduly influential leadership or other staff members do not unjustly self-authorise the use of public funds for private use.

More Stringent Privacy Laws

Several jurisdictions (within and outside the European Union) have recently announced the adoption of several measures aimed at improving privacy in respect of Email communication. Whilst these initiatives are welcomed, the effectiveness of such measures can be better assured where corporations and businesses are directed by competent and ethic embracing leaders who will ensure that these privacy measures are successfully implemented.

Building Trust in the Future Generations: Bilateral and multilateral initiatives which are being undertaken to promote, encourage and strengthen relationships between young professionals

Bilateral and Multilateral Exchanges Between Jurisdictions

Bilateral and multilateral exchanges between jurisdictions would be effective – if such exchanges also have the potential to influence not only the bases on which leaders should be appointed and retained in such jurisdictions, but also encourage the development of ethics in businesses and organisations within such jurisdictions.

Other initiatives which are being undertaken (and have been undertaken) to promote and encourage bilateral and multilateral relationships between different countries, as well as understanding different cultural, professional and behavioural backgrounds, include those instigated by institutions such as the “Institute for Cultural Diplomacy” (ICD), Emerald Group Publishing,¹⁶ as well as other institutions. These include:

¹⁶ Other fora organised by the ICD include:

“Art as Cultural Diplomacy: A Forum for Young Leaders” (14th – 20th February 2010) <www.icd-artasculturaldiplomacy.org>; “Cultural Bridges in Germany: A Forum for Young Leaders” (1st – 6th March 2010) <<http://www.culturaldiplomacy.org/culturalbridges/index.php?de>>; “Europe Meets Russia: A Forum For Young Leaders” <<http://www.wiwi.hu-berlin.de/international/calendar/europe-meets-russia-a-forum-for-young-leaders-berlin>>

i) Young Leaders Forums such as UKMG (UK Meets Germany) - a forum which “embraces network of students and young professionals with an interest in exploring and strengthening German- British relationships” - as well as relationships between young professionals from different jurisdictions and cultures .

ii) The US Meets Europe: Beyond Mars and Venus¹⁷

iii) The Challenge: Future global youth think tank and competition on innovation and sustainability, a competition organised by Emerald Group Publishing,¹⁸ which encourages the participation of youth as well as faculty members, and embraces a truly global community of over 15,000 young talents from more than 180 countries.

iv) Economic Forum of Young Leaders ¹⁹

v) World Young Leaders Forum²⁰

vi) Young Leaders' Forum: An Initiative²¹

Selflessness is a key and vital tool in the path to serving and respecting others. Unfortunately, many leaders and individuals have been encouraged by their social backgrounds and cultures to develop selfish and private/personal oriented attributes, to develop personal qualities which embrace excessively pro competitive behaviours and self oriented motives – whilst suppressing those qualities which should aim at co operating with and respecting others.

17 “The US Meets Europe: Beyond Mars and Venus: The Transatlantic Relationship in the New World Order”(Washington & New York City, 3rd - 9th January, 2011) <www.icd-usame.org>

18 „Emerald Group Publishing is a Partner of the Challenge:Future global competition. More information about the project and additional possibilities for youth and educators to engage is available at <<http://www.challengefuture.org>>”

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