ETHICAL LEADERSHIP

Judge Michael Keasler
Texas Court of
Criminal Appeals
Ethics:

• The moral principles which determine the rightness or wrongness of particular acts or activities;
• The field of study concerned with the principles of human duty;
• The science of morals
Ethics:

• Standards of conduct that indicate how one should behave based on moral duties and virtues arising from principles about right and wrong.
“Rugged Individualism”

“If my motives are pure and my conscience is clear, what other people think is their problem, not mine.”
Common Rationalizations:

1. If it’s necessary, it’s ethical.
2. If it’s legal, it’s ethical; if it’s permissible, it’s proper.
3. I’m just fighting fire with fire.
4. We’ve always done it this way.
5. Everyone else is doing it.
6. It’s a dumb rule.
7. It’s ethical as long as it doesn’t hurt anyone.
Common Rationalizations (cont’d)

8. It’s ethical if I don’t gain personally.
9. I’ve got it coming; they owe me.
10. I’m doing it for my family.
11. It’s for a good cause.
12. I don’t care what it looks like; I can still be objective.
13. This is a business, management, or political issue; it doesn’t involve ethics.
Common Rationalizations (cont’d)
14. To get along, go along.
15. “They” don’t understand.
16. I can’t do anyone any good if I lose my job.
17. I have no time for ethical subtleties.
18. Ethics are a luxury I can’t afford right now.
19. It’s not my job or problem.
20. Sometimes you have to take shortcuts to survive.
The Doctrine of Relative Filth:

“"I’m not so bad so long as there are people who are worse.”"
“Togetherness”

“You don’t live in a world all alone. Your brothers are here too.”

---Albert Schweitzer
Two things that cannot be taught

• Integrity and
• Common sense.

--- Hon. James B. Zimmermann
As to “Legal Minimalism”:

“There is a big difference between what you have a right to do and what is right to do.”

---Justice Potter Stewart
More or Less:

“An ethical person often chooses to do more than the law requires and less than the law allows.”

---Prof. Christopher Stone
In Judging Our Own Ethics:

• We are not quite as good as we think we are.
• We are not anywhere near as good as we could be.
Win or Lose

If you are not willing to lose, you have to be willing to do anything it takes to win.

To be ethical, you have to be willing to lose.

---Michael Josephson
Judging:

We judge ourselves by our best intentions, our most noble acts, and our most virtuous habits.

We are judged by our last worst act.

---Michael Josephson
• Think of the most ethical person you know.
• How many people you know would name you?
“So Far Today”

“So far today, God, I’ve done all right. I haven’t gossiped. I haven’t lost my temper, haven’t been grumpy, nasty, unkind, impatient, sarcastic, or selfish. I’m really thankful for that.

But in a few minutes, I’m going to get out of bed. And from then on, I’m probably going to need a lot of help.”
Who Is A Leader?

• If your actions inspire others to dream more, learn more, do more, and become more, you are a leader. *John Quincy Adams*

• Every man is said to have his peculiar ambition. I have no other so great as that of being truly esteemed of my fellow-men and by rendering myself worthy of this esteem. *Abraham Lincoln*

• Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy. *Norman Schwarzkopf*
Who Is A Leader? (cont’d.)

• Leadership is the ability to decide what is to be done and then to get others to want to do it. *Dwight D. Eisenhower*

• Leadership consists not in degrees of technique but in traits of character. *Lewis H. Lapham*

• A leader is anyone who uses authority, reason, inspiration, charisma, or personal example to influence the behavior or beliefs of others. *Michael Josephson*

• Disciplining yourself to do what you know is right and important, although difficult, is the high road to pride, self-esteem, and personal satisfaction. *Margaret Thatcher*
Who Is A Leader? (cont’d.)

• A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be. Rosalynn Carter

• Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it’s amazing what they can accomplish. Sam Walton

• Never tell people how to do things. Tell them what to do, and they will surprise you with their ingenuity. General George Patton
Who Is A Leader? (cont’d.)

• When you hire people who are smarter than you are, you prove that you are smarter than they are. *R.H. Grant*

• The best executive is the one who has sense enough to pick people to do what he wants done and self-restraint enough to keep from meddling with them while they do it. *Theodore Roosevelt*

• The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office. *Dwight D. Eisenhower*
Professor Charles Alan Wright
Justice Robert Jackson
District Attorney Henry Wade
Colonel Bob Whaley
The Good Prosecutor

“The qualities of a good prosecutor are as elusive and impossible to define as those which mark a gentleman. And those who need to be told would not understand it anyway. A sensitiveness to fair play and sportsmanship is perhaps the best protection against the abuse of power, and the citizen’s safety lies in the prosecutor who tempers zeal with human kindness, who seeks truth and not victims, who serves the law and not factional purposes, and who approaches his task with humility.

---Robert H. Jackson, U.S. Attorney General, 1940
Governor William P. Clements
Common Qualities

• Integrity
• Intelligence
• Loyalty
• Decisiveness
• Communication
• Inspiration
• Professionalism
• Commitment to Excellence
• Creativity
At the end of any undertaking...

• “This is good enough.”
• “This is the very best that I can do.”
• “This is the very best.”

Professor Keith Morrison
Today at school, I tried to decide whether to cheat on my test or not.
I wondered, is it better to do the right thing and fail ... or is it better to do the wrong thing and succeed?
On the one hand, undeserved success gives no satisfaction... but on the other hand, well-deserved failure gives no satisfaction either.
OF COURSE, MOST EVERYBODY CHEATS SOME TIME OR OTHER PEOPLE ALWAYS BEND THE RULES IF THEY THINK THEY CAN GET AWAY WITH IT. ... THEN AGAIN, THAT DOESN'T JUSTIFY MY CHEATING.
Then I thought, look, cheating on one little test isn't such a big deal. It doesn't hurt anyone.

But then I wondered if I was just rationalizing my unwillingness to accept the consequence of not studying.
Still, in the real world, people care about success, not principles.

...Then again, maybe that's why the world is in such a mess.

What a dilemma!

So what did you decide?

Nothing. I ran out of time and I had to turn in a blank paper.
No more. Simply acknowledging the issue is a moral victory.

Well, it just seemed wrong to cheat on an ethics test.