

1.4 Ethics, Professionalism and Time Management

Reference: D. W. Hess, Leadership by Engineers and Scientists, Wiley, 2018

- ✓ The need for **ethical behaviour is conveyed** and guidance provided to engineers and scientists in two ways:
 1. First, **mentors, advisors, and colleagues** provide examples of, and a positive environment, for ethical and professional behaviour and attitudes
 2. Second, **a code of ethics offers** a framework for ethical judgment wherein values and standards for behaviour within that profession are described. A code must also include accountability outcomes in cases of when the code is breached.
- ✓ **Codes of ethics are sometimes called codes of conduct** because actions taken as a result of specific values (ethics) fall in the same category of ethical behaviour and professionalism
- ✓ **Each engineering and scientific society** has formulated their own code of ethics, which are similar, because they describe the considerations, attitudes, and behaviours expected for members to appropriately practice their profession

57. What is Ethical Behavior?



Ethical behavior means:

- knowing the difference between right and wrong
- consciously choosing to do right.



Becoming an Ethical Leader

1. **Ethical leaders demonstrate good values through their words and actions, and also demonstrate accountability.**
2. Ethical leadership is leadership within an organisation centred around respect for ethics and values, as well as the rights and dignity of others.
3. The concepts of honesty, integrity, trust, fairness, inclusion and equity are all critical to **ethical leadership**.
4. Ethical leadership can provide value to businesses by inspiring employees to be motivated and live up to the **company's values**.
5. Experience suggests that ethical leadership leads to greater employee satisfaction and lower turnover rates.
6. Ethical leaders should demonstrate ethical and appropriate behaviour in every facet of their life over time, **even when their behaviour is not necessarily observable by their employees**.
7. Ethical leadership may even occasionally be unpleasant, for example when it involves terminating an employee who uses company property for personal ends. **Maintaining your integrity and being accountable is of absolute importance to effective leadership.**



Five Key Principles of Ethical Leadership

Ethical Leadership – Selected Quotes

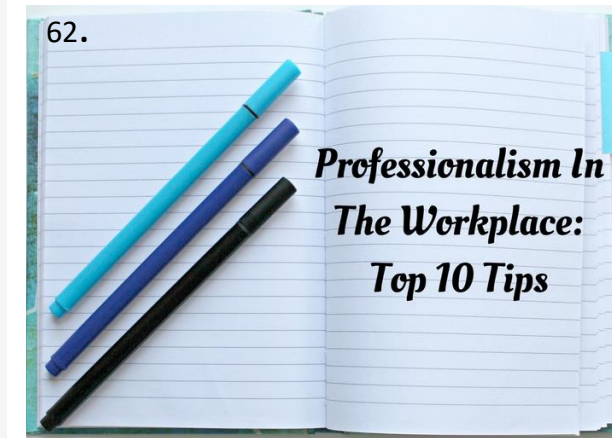
- ✓ *If ethics are poor at the top, that behaviour is copied all through the organisation*
- ✓ *Executives must demonstrate ethical behaviour in their actions, at work and otherwise*
- ✓ *Ethical leaders do not run away from criticism, especially self-criticism, and they don't hide from uncomfortable questions. They welcome them.*
- ✓ *Ethics is knowing the difference between what you have the right to do and what is the right thing to do*
- ✓ *Leading with positive ethical values builds trust, and brings out the best in people, which brings out the best in the organisation, which leads to great results*
- ✓ *There is no check-box for ethical leadership. It is an ongoing individual and organisational journey. We will never know everything that there is to know. It requires unlearning and re-learning all the time.*
- ✓ *When a flower doesn't bloom, you fix the environment in which it grows, not the flower*
- ✓ *There is only one ethics, one set of rules of morality, one code: The same rules apply to all, taking equality, equity and justice into account.*

Professionalism

- ✓ **Professionalism** refers to the ethical behaviour, responsibility, engagement, commitment, competence, respect, and loyalty displayed by individuals who are performing the duties associated with their occupation.
- ✓ **Professionals take pride in their work**, set high standards, show initiative, accept responsibility, promote/assist others, and strive for quality in all assignments.
- ✓ They are ethical, open to constructive criticism, and are team players
- ✓ **Classification as a professional, implies** that an engineer or scientist is characterised by his/her competence, positive attitude, and interactions with others.
- ✓ **Many of the ethical and professional issues encountered by engineers and scientists**, e.g. public and corporate safety, bribery and fraud, whistleblowing, fair treatment, environmental protection, and confidentiality can be obvious, because the concerns are evident within the context of job-related duties.
- ✓ One ethical conundrum that sometimes requires careful reflection is **conflict of interest** (COI). Codes of Ethics specifically note that COI should be avoided.

Professionalism

- ✓ Acceptance of a bribe in return for selecting a specific vendor or receipt of funding if research results are interpreted in a particular way are clear COI violations.
- ✓ More inappropriate situations include:
 - i. Coverage of trip expenses, including elegant dinners and entertainment by, or gifts from, customers whom you are negotiating contracts or making decisions with;
 - ii. Entering into contracts with companies where you own equity or that employ your family members;
- ✓ Even if your decisions are unaffected by these associations and incentives, **perception matters. There is a fine line between reality and perception and both are important.** Your professional integrity may be affected by perception.
- ✓ It is critical that relationships that have the **possibility of a Conflict of Interest should be disclosed to your employer** to ensure that the conflict of interest can be checked and is declared.



Time Management

- ✓ **Time management is** about planning and controlling the amount of time you spend on specific tasks.
- ✓ Time is a limited quantity for everyone, including leaders. Effective and efficient use of this resource is mandatory if the leader is to be successful.
- ✓ Since leaders must perform their own tasks and are responsible for accomplishments of those reporting to them, **it is critical that wasted time and ineffective requests to others are minimised.**
- ✓ Important duties such as **strategic planning, organizing, relationship-building, and goal-setting** are often given limited attention because the outcomes are long-term; but these are the activities that ultimately determine personal and professional success.

Time Management

- ✓ Due to the range of responsibilities assigned to leaders, they can easily devote 24/7 to these efforts, resulting in fatigue, burnout, and anxiety.
- ✓ **Leaders must allocate time** for themselves to renew, refresh, energize, exercise, and develop new (as well as strengthen current) professional and personal relationships.
- ✓ Dedication to these activities is crucial for continued effective leadership and physical/mental health.
- ✓ **Leaders especially need to plan** and use time effectively and efficiently to further develop their capabilities, skill sets, and achievements.

Time Allocation

Time Allocation

- ✓ Leaders must first recognise how their time is spent and be willing to alter their behaviour as needed.
- ✓ Most technically trained leaders have never tracked how they use the hours in their week, because they enjoy the intense effort that they expend doing their job and their intent is to achieve the best technical result possible.
- ✓ The leaders can break activities into those that are **urgent**, **not urgent**, important, and not important
- ✓ When considering how our time is spent, the urgent and important activities must obviously be given priority, since these often determine the ability to accomplish tasks.

63. **10 TIME MANAGEMENT SKILLS YOU NEED**

1. PLANNING
2. PRIORITIZING
3. GOAL SETTING
4. DECISION MAKING
5. FOCUS
6. SELF-AWARENESS
7. SELF-MOTIVATION
8. DELEGATING
9. DEALING WITH STRESS
10. ORGANIZATION



64.

	Urgent	Not Urgent
Important	Do <i>Do it now.</i>	Decide <i>Schedule a time to do it</i>
Not Important	Delegate <i>Who can do it for you?</i>	Delete <i>Eliminate it</i>

Decision Matrix

Multiple Choice and Short Answer Questions

MCQ

Possible ways to demonstrate professionalism at work include (Select all that apply):

1. Treat others with respect
2. Help with a project and make sure you get all of the credit
3. Demonstrate ethical behaviour and responsibility
4. Be open to constructive criticism
5. Make commitments knowing that you can't keep all of them
6. Take many breaks to gossip with other employees, as a form of socialisation

Discussion Question

Every dedicated, motivated professional has a higher workload than they can handle effectively, and most people continue to accept additional duties because they are driven, engaged, and responsible. Every individual's workload can be divided into a range of "categories" such as:

1. What you like to do
2. What you dislike doing
3. What you can do quickly and easily
4. What you find difficult to do and therefore requires considerable time.

(i) List the above four categories in your *own* order of priority, from the one that you are most likely to undertake (No 1) to the one that you are least likely (No 4) to undertake, taking into account how you should allocate your time.

Note: you should not list them in the order you THINK they should be considered, but in the order that you ACTUALLY practice.

(ii) Is your answer to (i) the right prioritisation to be *most effective* in your career (and life)? If not, why not? What should be the criteria that help you make decisions on how you spend your time. Explain your reasoning.