

The Role of Academia in Nurturing an Ethical Society

Pan Africa Christian University

March 11, 2020

Dr Tim M Kiruhi

VC, International Leadership University

& guests from *Ethical Leadership Network* (ELNET)

Some materials: Int'l Leadership Foundation & ELNET

Roadmap - The Journey Ahead

1. Bad News - Kenya today: Crisis we are in
2. What is Ethics, Marks of an Ethical Society
3. The Influence of Academia on Society
4. The Role of Academia in Nurturing an Ethical Society
5. Brief Introduction of ELNET & Guests
6. Good News: How Ethical leaders are Impacting Kenya
7. Q & A session with me and ELNET leaders

Discussion 1: What does the
average Kenyan believe?

**Which is better:
A Good Name or
Riches?**

Ethical challenges all around us...

- 'Borrowing' a friend's paper 'for some ideas'?
- Traffic jams... Do I overlap?
- Queues in supermarkets, paying bills, etc.
- Corporates that have failed e.g. Nakumatt, Uchumi, etc.
- Family level: Faithfulness
- Children and homework: Did they do it?
- Office resources/materials: Are there limits?
- Favouritism/ Nepotism: How do you balance with family/ community expectations?
- Dealing with enemies/ detractors – fairly...
- Places of worship...

How Corruption Affects Business

Percentage of firms identifying corruption as a major constraint



Source: <http://www.enterprisesurveys.org/>

Definitions of ethics

Ethical leaders engage in acts and behaviors that benefit others, and at the same time, they refrain from behaviors that can cause any harm to others (Kanungo, 2001)

Doing the right thing, at the right time, in the right way, for the right motive (Kiruhi, 2013)

What hinders building of an ethical culture?

1. Rampant corruption and greed kill momentum for change & hope (especially among youth), affecting posterity
2. Culture: Many celebrate stealing from others to bring to 'our community'. Media/society celebrate wrong people.

*“When plunder becomes a way of life for a group of men in society, over the course of time they create for themselves a legal system that authorizes it, and a moral code that glorifies it”
(Frederic Bastiat)*

3. Impunity. 'Big fish' not punished for misdeeds.
4. Weakening patriotism/work ethics/societal

Why Ethics, Ethical Leadership/Business?

1. Ethical principles act as safety valves for social control to prevent professional misconduct and abuse of the rights of clients (Akinsola, 2001)
2. Poor citizenship/followership
“To blame the decline of many institutions and organizations ... on bad leadership is to oversimplify the complex relationship between leaders and followers” (Whicker, 1996)
3. Ethics impacts on organizational trust-
‘the most important factor on which followers evaluate a leader’ (Chaleff, 2009)

Influence of Academia on Society

"The pen is mightier than the sword"

(Edward Bulwer-Lytton, 1839)

"The philosophy of the school room in one generation will be the philosophy of government in the next" (Abraham Lincoln, n.d.)

"As a man thinketh in his heart, so is he"
(Prov. 23: 7)

"Parents have most influence in leader-development, followed by teachers, the manager/supervisor, and lastly the trainer in any society" (Avolio, 2007)

Role of Academia in Nurturing an Ethical Society

80% of Kenyans are under the age of 35 -from Kenya Youth Fact Book (Njonjo, 2010).

Most Kenyans are therefore still in the education pipeline and under the direct influence of (among others) their teachers, lecturers and of importance, administrators and other staff in universities who have direct contact with them.

In this lecture, a wider view of all in the academy will define 'academia' – not just the scholars – based on social learning theory (Bandura, 1969).

This is a tremendous opportunity for all University staff – a ready audience in their thousands! This is your mission field!

The Impact of Leaders' Behaviour

Empirical research showed that regardless of the team's attitude... leaders' behaviours impact on the attitudes, effectiveness, and commitment levels of those they lead because, in turn, these behaviours shape the values displayed toward their organizations' stakeholders and customers (Kilroy, 2008).

ETHICS IS BASED ON CHARACTER (ILF)

- A person of good character does the same thing in darkness as in the light.
- Trust is critical if you are to influence.
 - *“People of genius are admired. People of wealth are envied. People of power are feared. But only people of character are trusted.”* (Anthony Friedman, n.d.).
- Character is a state of *being*. A person of good character is a good human being. A good measure of character is the level of integrity.
 - *“Integrity is what you are when nobody is watching.”* (Chuck Swindoll).



Academy should address Future challenges & opportunities due to STEEP forces (Canton, 2006)

- S – Social changes (Workforce, Longevity, Religion, Human Development etc)
- T– Technology Changes (Nano, Bio, IT & Neuro Innovations, Weird Science, etc)
- E– Environmental Changes (Cultures, Climate Change, Water, Pollution, etc)
- E– Economic Changes (China, India, Energy, Financial Markets Crisis, etc)
- P – Political Changes (Insecurity, Corruption, Globalization, Extremist Ideologies, etc)

What can academia do to entrench an ethical culture?

" If you seek to lead, invest at least 50% of your time in leading yourself—your own purpose, ethics, principles, motivation, conduct. Invest at least 20% leading those with authority over you and 15% leading your peers."

Dee Hock, n.d., Founding CEO, Visa (African Leadership Review www.africanleadershipreview.com)

What can academy staff do to entrench work ethics?

1. Define success correctly: *Is it possible to be ethical and successful in Kenya?*
2. Rule of law and stiff penalties for breach of national trust and ethos
3. Celebrate true heroines and heroes- role models e.g. ELNET Ethical Awardees
4. Empower citizens to 'demand' good governance
5. Value-based education/ mentoring and breaking down values into bite-sizes e.g. *Ungwana/ushenzi* or *Nimeamua kuwa Ethical LEADER*
6. Spirituality: Meaning of life, Fear of God (foundation for Vision 2030), Higher purpose, pursuit of virtues e.g. Integrity
7. Be willing to pay the ultimate price: Ready to resign if values/morals are compromised or even death!
8. Be a role model – the most important thing one can do

“All that is needed for evil to triumph is for good people to do nothing” (Ed Burke)

Calvin's Work Ethic (Ng'ang'a, 2015)

1. ***Work in a chosen occupation with an attitude you are serving God.*** An earning, but goal is to please God.
2. ***View work as a calling.*** God has called you to it. You are called to the job you do.
3. ***Avoid placing greater spiritual dignity on one job than another.*** Key: Do what one is called to well
4. ***Work diligently to achieve maximum profit;*** not just enough to work; work to your very best. Goal is not to maintain but to multiply resources.
5. ***Be involved in saving and reinvestment of profits back into one's business.*** Don't just work enough to feed yourself; but work to get more money to reinvest so that you can help others.

Sample Ethical Concerns for the Academy

- Accepting unqualified students/staff due to competition?
- Who is a good lecturer for students? The one who
- _____
- Research ethics and checks for plagiarism/ stolen work
- Records Management – Finance, Grades, etc.
- The role model of Governance & Leadership organs
- CSR – Responsible citizenship in society/ community
- How we treat the ‘least’ among us (not the CEO)
- All faculty/staff have to go the extra mile and ‘parent.’ This was related to job satisfaction, organization commitment, reduced turnover intentions and job performance (Pellegrini & Scandura, 2008).
- Others?

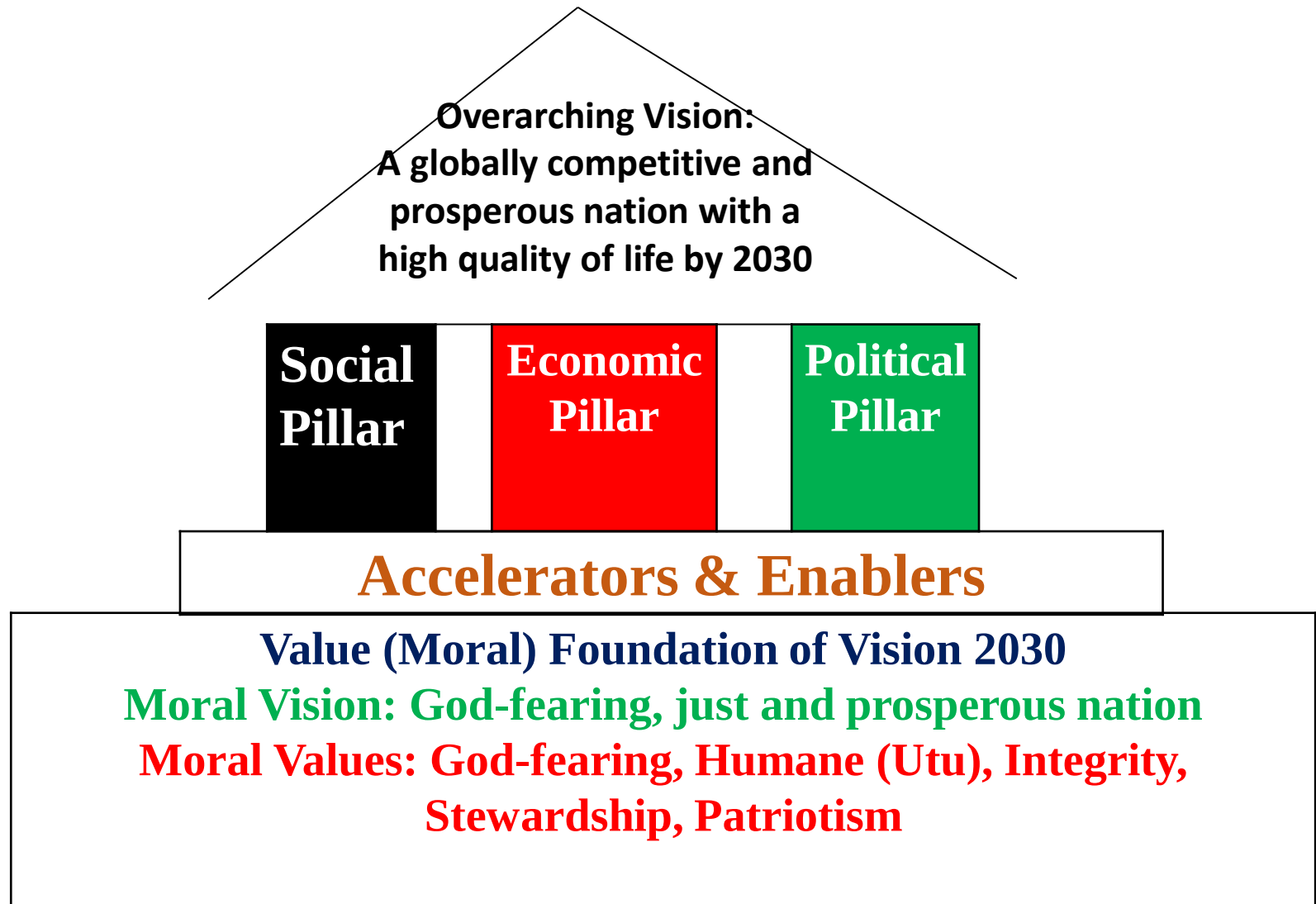
ELNET's Vision: Hope for Kenya

“Everyone will know a leader of integrity who is spearheading holistic societal transformation everywhere”

Example 1:

1. **ELNET Business Group** *empowers business leaders to transform their own and their industry's culture – dealing with corruption*, based on 30 ethical values and practices. 50+ business leaders have signed up. Monthly Biz Leaders forum. 19 Ethical Leaders/ 16 Ethical Businesses
2. **ELNET Governance Group** crafted a Moral Foundation for Kenya's Vision 2030 from which were drawn values that are in Kenya's new constitution and currently being popularized so as to lead to a transformed nation. *Empowering citizens to elect & hold to account value-based transforming leaders*
3. **ELNET Mentoring Group** partners with youth organizations in schools, colleges and communities to *empower the next generation of Kenya's leaders to be people of character, conviction and courage*. Published a mentoring manual that has trained over 1,700 mentors.
Leaders of integrity to lead Kenya's societal transformation

Example 1a: Kenya: Moral Foundation for Vision 2030



NiMEAMUA

kuwa Ethical

*Join more than 10 Kenyan
Ethical Leaders and Businesses*

Why: Inspiring 3,000 young leaders drawn from
Primary Schools, High Schools and Universities to
stand out and commit to be Ethical LEADERS

Sat. 17th September, 2016
**@ Safaricom Stadium,
Indoor Gymnasium.**

Time: 8.00 am to 1.00 p.m.

Thereafter one year of exciting leadership mentorship!



EXECUTIVE
LEADERSHIP
NETWORK

PARTNERS

SCRIPTURE UNION OF KENYA



World Vision

Compassion

SD Student Venture

CAMPUS LIFE

ignite

LIFE MINISTRY KENYA

OFFICIAL SPONSOR:



PLATINUM SPONSOR:



GOLD SPONSOR:



S

SILVER SPONSOR:



BRONZE SPONSOR:



Q & A with Speaker & Guest Panelists

Guest Panelists:

Challenge to commitment:

- ▶ Will you commit to become a leader of integrity and help make a difference in your community and our nation - with God's help?
- ▶ What steps will you take to become an Ethical LEADER?
- ▶ Randy Alcon: 10,000% return on investment (God returns up to 100X what was sown)
 - ▶ **Net giver**: Give more than you receive
 - ▶ **"All that is needed for evil to triumph is for good people to do nothing"** (Edward Burke)
- ▶ Your Personal SMART Action Plan
- ▶ The story of the cow and the pig



For more information:

Dr. Tim M. Kiruhi



www.kenya.ilu.edu

*A World-Class University Developing Leaders
of Integrity for Societal Transformation*

[Email: vc@kenya.ilu.edu](mailto:vc@kenya.ilu.edu)