

July 14, 2010



## **Time for Points to Ponder**

**In other words** should those in your "inner circle" be given more leeway and flexibility than those that are your average performers? Do you bend the rules for some, and not for others? If so, do you have 'solid justification' for doing so? Who determines what is 'solid justification' --- you or your direct reports? And how does this affect each team member?

If you have a high performing team member and you give them privileges that others do not have, you can spark resentment in your team. Michael Jordan had much more flexibility than the other Chicago Bulls players. He enjoyed it; the other team members were not as excited about it. Enron officials bestowed lavish bonuses upon themselves while the rank-and-file received a very small portion of the severance pay they were notified they would receive. Were either of these companies acting unethically?

Is acting inconsistently unethical? Can it be perceived as unethical behavior? Giving in to the squeaky wheel may satisfy the irritation for the moment; what message are you sending the rest of your team? You are rewarding annoying behavior in giving them what they want and you are rationalizing your own inconsistent behavior. Do you immediately get defensive when a challenging individual comes to you, or do you maintain an open mind and friendly atmosphere?

The true reasons for your decisions may not be readily apparent to others. It is their perception that is their reality. To keep yourself in check, you need to:

- Imagine another team member asked for this preferential treatment. Would you grant them it? If not, discuss the perceived improprieties and come to an agreement on a fair exchange.
- Are you projecting future action based on past behavior? Is that appropriate? Are your actions promoting or discouraging desired behavior?
- If you were on the receiving end of this decision, would you think it was fair and ethical? Why or why not? If not, what can you do to change your behavior?

**Leaders** who demonstrate consistently ethical behaviors are more likely to maintain a stronger team cohesiveness and increase retention. Your team results can also include outstanding performance and higher commitment.

**Conclusion** Leaders who do not fall into any ethical traps are seen as more approachable and garner stronger team loyalty. Your reputation as supportive and fair will precede you. As a leader, you have the ability to help others realize their exceptional potential. How you interact with them - the words you use, the signals you send - all affect their performance. [Contact Shari](#) to bring this and other edgy and results-oriented programs to your department.

Look for my new article: Are Ethics and Emotional Intelligence Related? This will be available in my "Members Only" website section. Email me for details!

Reference: Johnson, C.E. (2009). *Meeting the ethical challenges of leadership: Casting light or shadow*. Los Angeles: SAGE.

## Stay connected...More communication for you

Thanks to Scott Arnold, AirCare Solutions Group, NBAA, the Flight Attendant Committee, and the Corporate Flight Attendants/Flight Technician attendees for an exciting conference! The ten participants of my "Creating and Achieving Goals for your Success" learned more than they thought they would .. remember Snow White? Those that attended my "Maintaining your Composure at any Altitude" tell me they will have a difficult time forgetting Amy and Tex.

For previous Points to Ponder on how putting off a decision can be more agonizing, read [Indecision in Strategy is Pain in Execution](#) . Visit our [article page](#) for information on [How to Solve Workplace Communication Problems](#).

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