Commanding leaders make decisions quickly; they don’t go through any discussions and are rarely challenged by the team. That may inhibit critical thinking and demoralize employees as their opinions are not taken into consideration.

Visionary leaders are able to see the bigger picture and set the overall goals for their teams; they inspire creativity and teamwork because the vision of final destination is very attracting. But, sometimes people try hard to understand what to do day by day.

Affiliative leaders show warmth and acceptance to members and rarely put them under pressure. Because of the warmth provided, members feel safe, develop a strong sense of belonging and then perform better. This kind of leadership works best in stressful situations or whenever team members’ motivation decreases.
Ethics in an organisational context is a set of ethical values and behaviours an organisation chooses to implement its mission and vision as well as to improve effectiveness, efficiency and affordability of its overall performance.
WHAT IS PERFORMANCE IN THIS CONTEXT?

Performance is:

- the **contribution** (results and the ways to accomplish them)
- that an **actor** (a community, an organisation, an unit, a team, an individual)
- will provide through his/her own **decisions and actions**
- to accomplish the **objectives and goals** related to the stakeholders’ needs that have to be met.

\[
\text{PERFORMANCE} = f ( \text{Person} \quad \& \quad \text{Organisation} )
\]

- **«BEHAVIOUR»**
- **«ENABLING FACTOR»**

a) **deficit of controls**;

b) **deficit of transparency**;

c) **overregulation**;

d) **lack of turnover in responsibilities**;

e) **deficit of accountability**;

f) **deficit or lack of competencies**;

g) **deficit of law compliance**;

h) **blurred separation between policy and management roles**.
This model is a key to understanding why an individual may choose to behave in an unethical or even illegal way. It actually identifies three concurrent features that can affect wrongful behaviour:

1) internal needs (motive)/external pressure;
2) chances/opportunities;
3) rationalisation/self-excuse.

To act out (= to commit fraud), all three features have to be triggered together

• The «internal needs (motive)/external pressure» feature depends on the individual’s story and personality reactions
• The «chances/opportunities» feature is ruled by the context
• The «rationalisation/self-excuse» feature is performed by the individual and yet influenced by the context

*Source: American sociologist and criminologist Donald Cressey*
WE OFTEN SAY «LEADING BY EXAMPLE» …

… BUT, THERE CAN BE DIFFERENT WAYS TO DO IT...

✓ For example, we can call ourselves “leaders” because we are “charismatic”, because our strong personality almost hypnotizes people … and that can equally be for good or bad!

✓ Instead, we can call ourselves “leaders” because we first act consistently with ethical principles … whenever needed.

People will choose to follow us because they get inspired by our behaviour and not hypnotized by our personality.

People will follow us no matter what we do, because they are hypnotized by our personality.
The Task Team on Ethical Leadership started its activity in 2021 as a follow up of the Risk Management Framework and related Guidelines, released in 2017 by the Modernisation Committee on Organisational Framework and Evaluation, under the coordination of the UNECE HLG-MOS.

The team has been focusing both on data ethics (under the coordination of Canada) and on ethics management as a key strategy to all processes and activities within an organization, namely “business ethics” or “corporate ethics” (under the coordination of Italy).

Among the others, the Task teams goals, approved by the HLG-MOS are:

1. To identify possible common practices in ethics management;
2. To define a common vocabulary and give concrete suggestions to support NSOs’ leadership in real-work-type
3. To try to figure out how to deal with potential behavioural dilemmas

TASK TEAM MEMBERS: Co-chairs: Italy and Canada; Italy, Albania, Statistics Canada, ONS UK, Denmark, Slovenia, Hungary, Liechtenstein, Switzerland, UNECE
Early in 2021 the task team delivered a short preliminary poll to know how many NSOs had been implementing policies, procedures and programmes on ethics management.

The preliminary poll was also intended to learn which NSOs were interested to be informed about successful ethics management practices from the NSOs that had developed or were developing them.

The poll has achieved good results: more than half of the recipients have responded to the short questionnaire and expressed interest in the subject.
Based on the encouraging results, the Task Team submitted a second survey to collect as much information as possible about the existence of practices on Ethics management and Ethical Leadership which may reflect on organisational process (business ethics) and on both statistical production and research (data-ethics).

Possible ethical issues related with the business are: Pressure to compromise organizational standards, Observed misconduct, Retaliation against misconduct complainant, abuse of authority, Unethical Accounting.

On the other hand, the multiplication of data sources and the development of technology have highlighted the importance of data ethics that addresses questions about the appropriate use of data at various stages of their life cycle.

Example of ethical issues related with the use of data are: using biased data to inform decision makers, using data that can reinforce existing inequalities and privacy intrusion that is not proportional to the benefit of a project.
The common thread of the analysis seems to be the consideration that Ethical leadership is a driver for Ethics management: people are more motivated to perform at their best in those organisations whose leaders’ ethical example is so convincing to generate in them a better sense of belonging.

The results of the analysis give an overall picture of the different ways to manage ethics among the NSOs surveyed, by exploring the two different areas of ethics management: business ethics and data-ethics.

About 70% of respondents have their own Codes of conduct, currently under revision in some cases, which represents the main tool to establish ethics management policies.
This additional survey is expected to delve into the suggestions come from the response analysis of the 2021 survey.

It especially investigates “business ethics” or “corporate ethics”, that is, ethics as a cross-cutting element throughout the organisation and representing a key for a qualitative performance improvement.

It also contains some references to data-ethics that is further investigated by other teams within UNECE.

Where information collected through this third survey makes it possible, the next step is to try to locate business ethics practices within GAMSO and GSBPM.
The Task Team takes into great consideration the expectations expressed by the NSOs in the second survey, in order to better define the outputs for 2022; the proposals have been included in the Business Case presented to the HLG-MOS.

**Q21. What are the expectations of your NSO towards the UNECE Task Team on Ethics in terms of concrete guidance on the topic of Ethics? (from the TT 2nd Survey)**

The main Task Team outputs proposed for 2022 are:

- defining a common vocabulary as regard with Ethics management, data ethics, leadership, performances, etc.;
- representing an organizational framework grounded on ethics principles;
- giving concrete suggestions (a sort of Handbook, including case studies) to support NSOs’ in real-work-type situations;
- setting up a collaborative platform and organizing a meeting, where sharing information, experience and good practices on Ethics management;
- proposing possible changes in the “Strategy and Leadership” activity area of the Generic Activity Model for Statistical Organisations (GAMSO), in order to align the model with the ethics framework.
Ethics cuts across the entire Business Architecture framework: understanding how it comes through strategies to production processes – thanks to proper assets and tools – is a key to turn ethical principles into action.

Ethics implementation must be measurable and that is possible through providing, for example: strategic objectives on ethics implementation (strategy); training on ethics (capability); set up of ethics implementation systems or anticorruption systems (corporate support) and their application to all production as well as supporting processes.
The GSBPM recognises several overarching processes that apply throughout the production phases, and across statistical business processes, including, among these, quality management.

Quality is a complex and multifaceted concept, usually defined in terms of several quality dimensions. The dimensions of quality that are considered most important depend on user perspectives, needs and priorities, which vary between processes and across groups of users.

Ethics still impacts on every step of the production process and, above all, it affects the end result thanks to the product quality improvement, because this latter comes forth from a work environment where people do their best by choosing to follow leaders’ behaviour (“leading by example”).
The organizational Ethics Self-Assessment may encourage practices based on the early planning of activities complying with Ethics principles, anticipating possible obstacles in achieving Ethics objectives, instead of the logic of urgency.
From UKSA’s Guidelines on using the ethics self-assessment process:

“The self-assessment process is designed to provide researchers with an easy-to-use framework to consistently review the ethics of their projects. [...] it is designed to help identify an accurate and consistent estimation of the “ethical risks” of research proposals.

Identification of any potential ethical risks should be used to shape discussions that will drive improvements in research proposals and activities.

Ensuring that researchers and analysts continuously consider research in light of the UKSA’s ethical principles will ensure that the use of data for research and statistical purposes continues to be ethical and for the public good.

Thanks for your attention !!!

Fabrizio ROTUNDI
rotundi@istat.it

Angela Leonetti
leonetti@istat.it