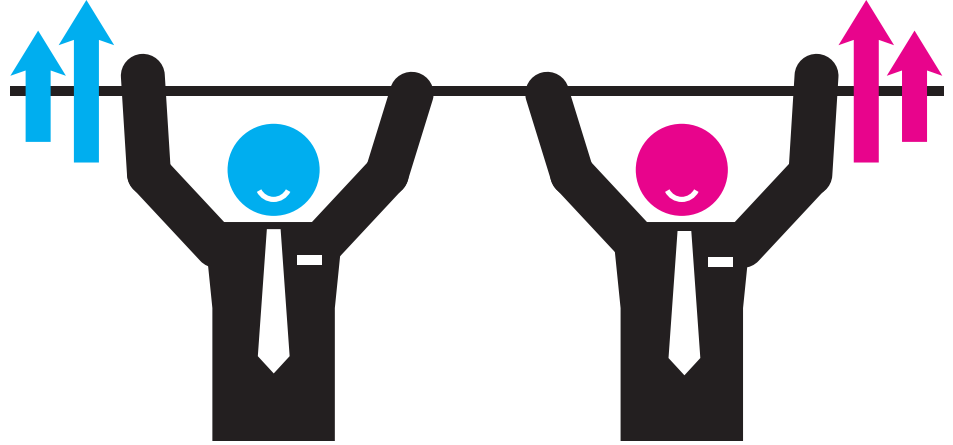




THE MORALDNA OF PERFORMANCE.

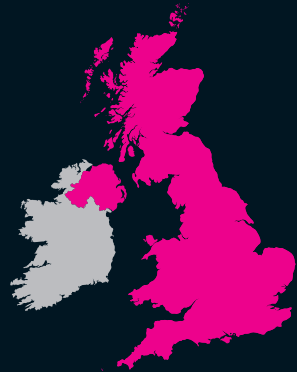
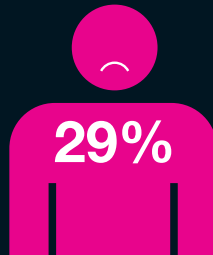
Better values, better decisions,
better outcomes.

Strong management ethics and strong organisational performance go hand in hand with improved performance in areas such as...



- Staff & customer satisfaction
- Risk attitudes
- Management effectiveness
- Financial performance
- Community engagement

29% of managers rate their organisation as mediocre or worse on ethical behaviour...



...that's nearly 1 million managers across the UK.

37% of managers give themselves top marks on ethical behaviour.



GROWING ORGANISATIONS

22% of managers in declining organisations say theirs isn't ethical at all.

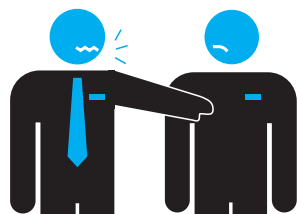


DECLINING ORGANISATIONS

Coaching and visionary leadership



Commanding and controlling leadership

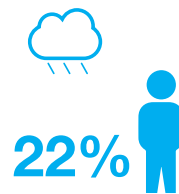
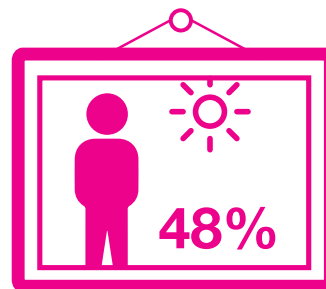


75%

Of managers say management effectiveness in their organisation is excellent

18%

Senior managers have a rosier picture of ethical standards. They're more than twice as likely to rate them as good or excellent...



...compared to their more junior colleagues.

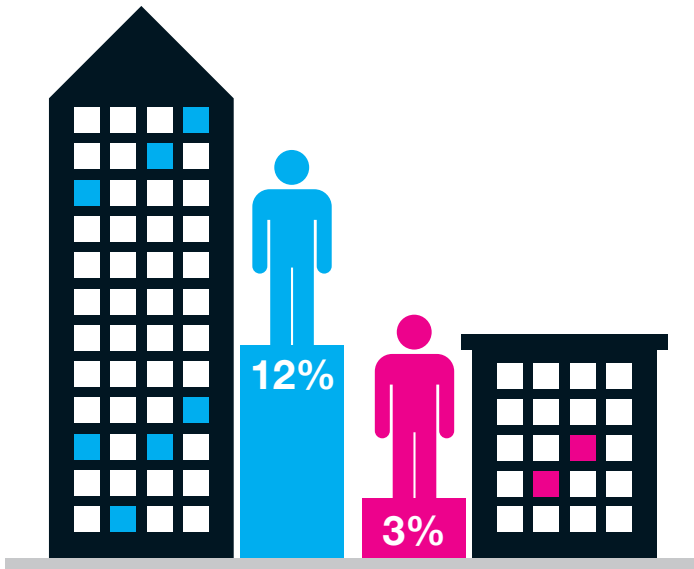
To find out more visit:
www.managers.org.uk/moralDNA
or join the conversation at #CMIethics

MORALDNA™



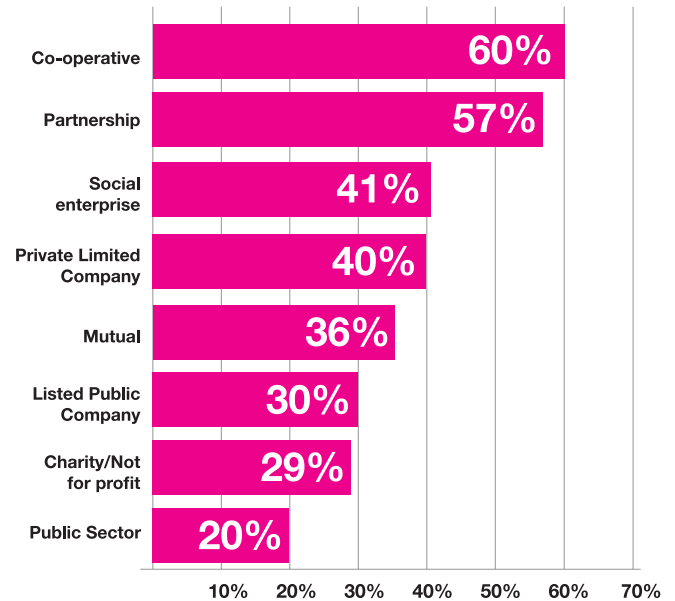
Size matters...

Managers in large organisations are 4 times more likely to say their organisation shows poor ethical behaviour



...and sector too

only 20% of managers in the public sector give their organisation top marks for ethical behaviour



TOP TEN STEPS TO AN ETHICAL ORGANISATION

WHERE TO START?

Follow our Top Ten Tips and you'll be well on the way to having stronger ethics and outperforming your competitors.

1. FOCUS ON PURPOSE AND VALUES

The best organisations have a purpose that serves others and strong values that inform better decisions.

2. LIVE YOUR VALUES EVERY DAY

Just writing down some values somewhere doesn't do the trick; they need to be lived every day. Leadership needs to set the example of the behaviour they'd like to see, and set the standard.

3. INVEST IN LEADERSHIP DEVELOPMENT

Many large organisations invest billions in new technology – but a small fraction of that is helping leaders and followers understand their purpose, their values and how they make better decisions.

4. BUILD A SUSTAINABLE CULTURE

To make an organisational culture last and bring the best out of employees, create a non-hierarchical, open environment that encourages constructive dissent.

5. AVOID TOO MANY RULES AND REGULATIONS

Values and principles should drive management decision-making. Avoid knee-jerk regulatory reactions to problems: too many rules lead to more, not fewer, ethical breakdowns.

6. HARNESS DIVERSITY TO CHALLENGE 'GROUP-THINK'

Most organisations remain immune to democracy, and in too many organisations, hierarchical practices stifle argument and dissent. How can you do more to encourage diversity of outlook, experience and behaviour?

7. WIN HEARTS AS WELL AS MINDS – ENGAGE & EMPOWER

Why do employees leave the ethic of care at home? Employers need to do far more to engage the hearts and minds of employees.

8. KEEP YOUR CUSTOMERS AND CLIENTS HAPPY

Go the extra mile for customers, by empowering staff to help using their humanity rather than a strict rulebook.

9. MEASURE WHAT REALLY MATTERS

Short-term, quantitative targets based on easy to measure indicators don't fully reflect the true value of an enterprise and don't encourage the right culture or behaviours over the longer term.

10. REWARD AND RECOGNISE VALUES-BASED BEHAVIOURS

A focus on narrow financial targets and incentives can too easily lead to unethical behaviour: don't just focus on achieving objectives, do look at how they are achieved.

To find out more visit:

www.managers.org.uk/moralDNA
or join the conversation at [#CMIethics](https://twitter.com/CMIethics)

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