



Unit: Principles, Ethics and Values for Leadership

Skill 5: Exploring Real World Ethics and Values

Activity B: Personal Agendas or Greater Good?

Activity Skills:

Reading, critical thinking.

Leadership Skills:

Identifying the interests and motivations behind leadership decisions.

Suggested Level:

Advanced

Time:

30 minutes

Supplies needed:

Copies of activity worksheet (included).

Do Ahead:

Make copies of activity worksheet.

Source:

Developed by:
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Based On:

FEMA's Independent Study Program
Leadership and Influence
(August 2002)
www.training.fema.gov/EMIWeb/downloads/is240.doc

BACKGROUND:

When looking at issues in organizations decisions can be made with four different combinations of organizational or self interest. These combinations are outlined in the chart below.

THE INTEREST GRID

Self-Interest	Low Organizational Interest/ High Self Interest	High Organizational Interest/ High Self Interest
	Low Organizational Interest/ Low Self Interest	High Organizational Interest/ Low Self Interest

Organizational Interest

When there is high interest from both an organizational and personal agenda standpoint, the result is a political response. If both areas of interest are low, the response tends to be self destructive. If you only care about your own personal agenda and have low organizational interest, you can be manipulative and authoritarian. Finally, if you put the organizations interest first, some might say you're engaging in "Self Sacrifice". This sacrifice, however, can have it's benefits, as it earns one a reputation for honesty and integrity.

WHAT TO DO:

After discussing the four combinations of interest, hand out to the participants the activity worksheet (included). Have each participant review the situation outlined in the activity and then match each of the possible responses with a section of the grid. Review the answers once everyone is finished.

TALK IT OVER:

Reflect:

- Is there one type of response that is *always* correct?
- Is a high level of self interest always bad?

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Notes:

- Should people be actively looking for ways to put the organization first and sacrifice themselves?

Apply:

- When have you ever sacrificed your self interest, or, “Taken one for the team”?
- Have you ever seen anyone else put their own interests aside for the good of the group, organization or business? How did that make you feel about them?
- Have you or has someone you know ever been manipulative or self-destructive in their decision making? What was the outcome?

BEYOND THE BOX:

Resources And Web Links: