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**At LAGOS BUSINESS SCHOOL**

## **Leadership and Ethics News Around the World**

In line with [our vision of sharing knowledge](#) that improves the way managers lead and live in Africa and the world, we hereby present a section of interesting headlines concerning Leadership and Ethics in the global community for the week ending February 8 2019.



### **Protecting Yourself from an Unethical Boss: The Power of Moral Symbols**

Your palms begin to sweat. You feel sick to your stomach and short of breath. You've just been asked to falsify information on a financial disclosure. You know it's wrong. But your boss asked you to do it. If you say no, you stand to upset your boss. You could even lose your chance at a promotion you've had your eye on for years. Ethics training attempts to equip us for just this kind of situation. But when emotions run high and the payoff is large even the well-prepared can make the wrong decision. How might we prepare for these moments? And even better, how might we make it less likely that we are asked to do something unethical in the first place?

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### Three Inconvenient Truths About Corruption

Having honest, adult conversations about corruption requires accepting that none of us is ethically pure. These days, I sometimes begin my classes on corruption with an unusual admission. I announce to my students – who may be judges, police officers, military investigators, bureaucrats or any other variety of public official – that corruption is not a problem removed from me. I am corrupted too. This is only partly a gesture of humility. It is also my attempt to initiate a dialogue on business ethics that is honest, for a change. The common thing to do when the subject of ethics comes up is to grandstand and make sweeping moral declarations, as though combating corruption were simply a matter of finding the “bad” people in an organisation, agency, justice system, etc.

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### New Evidence in Favor of Active Internal Whistleblowing

Over two decades ago, two of the largest corporate bankruptcies in U.S. history sprung up one after another—first Enron, then WorldCom—after the companies became mired in accounting and financial fraud. In 2002, in response to these ethics breaches, President Bush passed the Sarbanes-Oxley Act, which established many of the internal controls now common in U.S. public corporations. The Act also mandated, among other things, that public companies provide employees a hotline with which they could report any company wrongdoing anonymously—an early warning signal for the company’s Board and management to address bad behavior before risking the ruin of the company’s reputation by, for example, an external whistleblower incident.

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## Inside the Mind of a Whistleblower

What is it like to blow the whistle on a multimillion-dollar Ponzi scheme? Scott Noble walks us through his experience as a whistleblower in a financial fraud case that led to the conviction and incarceration of his business associate, the owner of Samex Capital, Keenan Hauke. Scott stressed the importance of being proactive, finding moral clarity, and seeking allies to support your effort to do the right thing.

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## It's Time for a Behavioural Revolution in Innovation

Transformative change requires organisations to rethink the way they envision their future. Innovations that provide incremental growth will always have a place in an organisation's portfolio, but sustaining a business in the long term requires bigger, more meaningful, transformational thinking. Transformational change is



## How to Avoid Becoming the Next Wells Fargo

By now, many have heard how it all began: In 2016 it was revealed that the bank fired over 5,300 employees for opening millions of potentially unauthorized or fraudulent customer accounts between 2011 and 2016. These "sales integrity issues," as the bank put it, likely date back to at least 2002. Then in 2017, news came that Wells Fargo had

about seeing a new, valuable future for your organisation and overcoming the barriers to creating it. Unfortunately, humans are wired to fear and resist change – a trait that is amplified in group settings. We are also wired to be linear thinkers, which means we assume tomorrow will generally look like today. These characteristics make it difficult for organisations to envision what a different future would look like and even harder to create the change needed to influence it.

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charged unwarranted mortgage fees between 2013 and 2017 and foisted unneeded auto insurance on many of its customers, causing thousands to default on their car loans and have their vehicles repossessed. Last year, the public learned that Wells Fargo had also foreclosed on hundreds of homes due to a technological glitch. The bank recently agreed to shell out \$575 million to settle claims with U.S. states. Matt Eagan, a CNN Business reporter, has been chronicling the bank's failures since they began.

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## The One Word That Great Bosses Never Use

A good team leader stretches their people, coaching and encouraging them to reach for their next level of performance. Your job as a team leader is to help people see their own brilliance and skill. Gregg Thompson, President of Bluepoint Leadership, remembers the moment vividly. He was doing something

stupid off the field, he told me, and then a coach said something so powerful to him, it still registers to this day, many, many years later. "Gregg, you are better than this." From that point on, Gregg became a self-motivated learner and leader. Here's what Gregg's coach didn't do: He didn't shame him. He didn't say, "Gregg, you should use your head." That's what we call "shoulding" on people.



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# Conference

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# International Conference on Management, Economics and Finance(ICMEF)

The aim of the International Conference on Management, Economics and Finance is to bring together scholars, students, and administrators from different countries, and to discuss theoretical and practical issues in all fields of Management, Economics and Finance. Hence, the ICMEF is a multi-disciplinary conference which covers the largest variety of topics relevant to Management, Economics and Finance. [Read more](#)

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## Call for Papers

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### Leadership and Educational Sustainability: Challenges and Opportunities

Special issue call for papers from International Journal of Sustainability in Higher Education. The term 'educational sustainability' refers to the development of strategies which can enable development of curricula, pedagogy and extra-curricular activities in educational institutions (Shriberg, 2002). Such strategies tend to allow development of values, skill and knowledge among students for sustainable development. Submission Deadline: 25 February 2019 [Read more](#)

### Corporate Social Responsibility across the Atlantic: Reviews, Issues and Perspectives

Submissions should be short papers (3-5,000 words) outlining the research question, conceptual background, methods and elements of results of the empirical study if it has been conducted (partly or completely). Full papers will be considered as well. Papers should be submitted to [CSRConference@umb.edu](mailto:CSRConference@umb.edu) by March 3, 2019. Decision and feedbacks will be communicated by March 15, 2019. For more information about the conference. [Read more](#)

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