

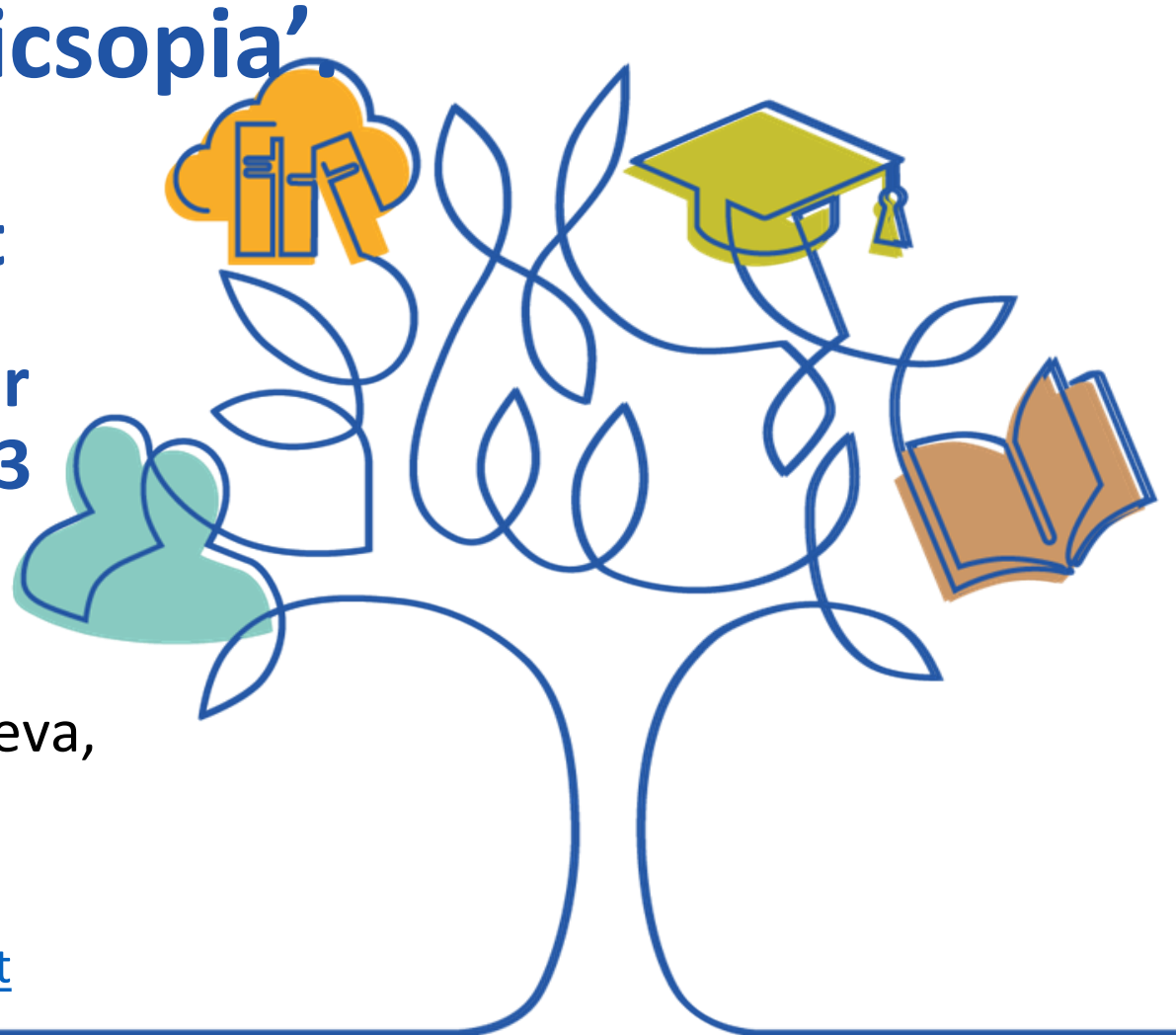
# Integrity Leadership in 'Ethicsopia' Ethical Commitments in Higher Education and Global Engagement

CCRDA, Internat. Conf. Ethics in Higher  
Education, Addis Ababa, 16-17/3/2023

**Prof. Dr Dr h.c. Christoph Stückelberger,**  
Founder and President of Globethics.net, Geneva,  
Visiting Professor of Ethics at Universities in  
Nigeria, Switzerland, Russia, China.

[stueckelberger@globethics.net](mailto:stueckelberger@globethics.net)

[www.globethics.net](http://www.globethics.net)



# Content

- 1. From Vision to Knowing to Doing**
- 2. Crisis of Trust in Leaders**
- 3. Rebuild Trust by Values-driven Leadership**
- 4. Ethics: the Tree of Values and Virtues**
- 5. Integrity Leadership**
- 6. The Price and Benefit of Ethics and Integrity**
- 7. Engagement for Multi-ministerial Policies and Global Advocacy**
- 8. Self-Assessment in Seven Areas**

## 1.1 Words for Vision

Ethics in Ethiopia = **Ethicsopia**

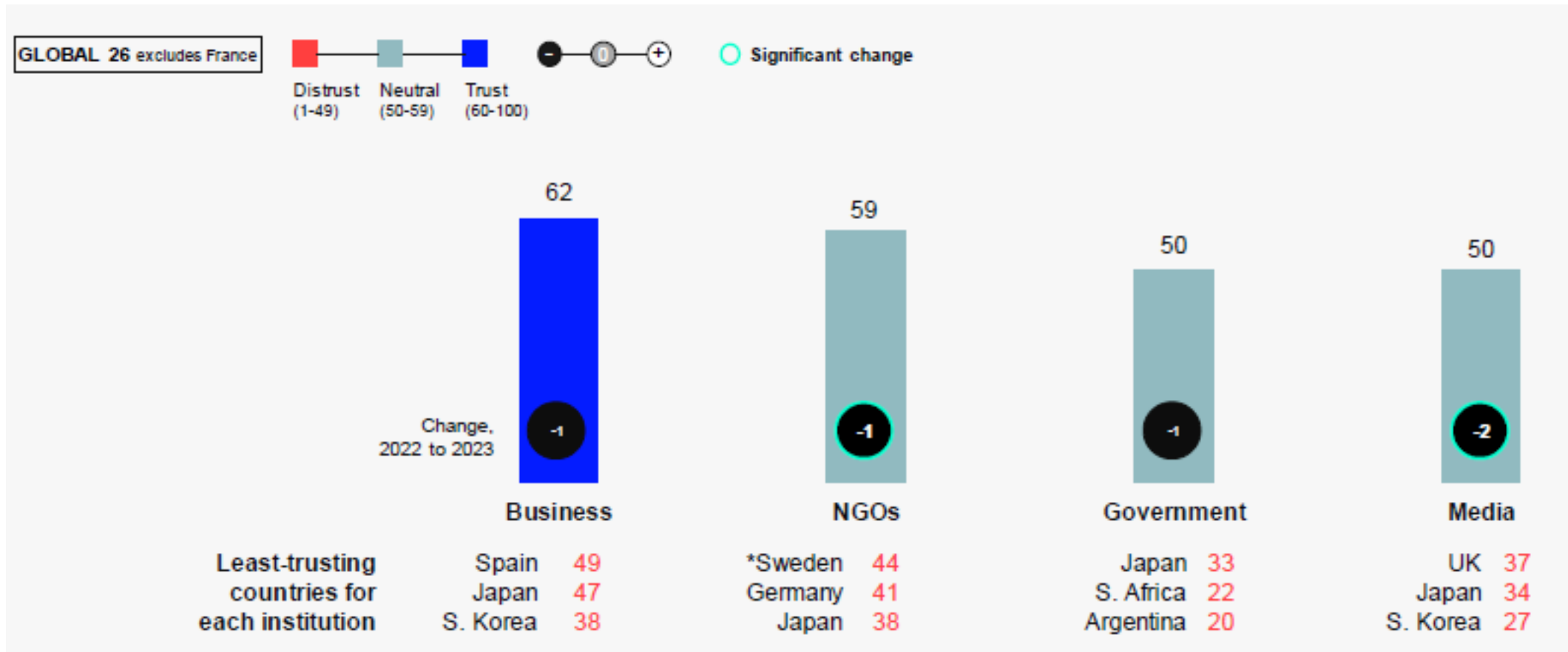
Ethiopia an Utopia? = Ethutopia

Ethics an Utopia? = Ethicsutopia

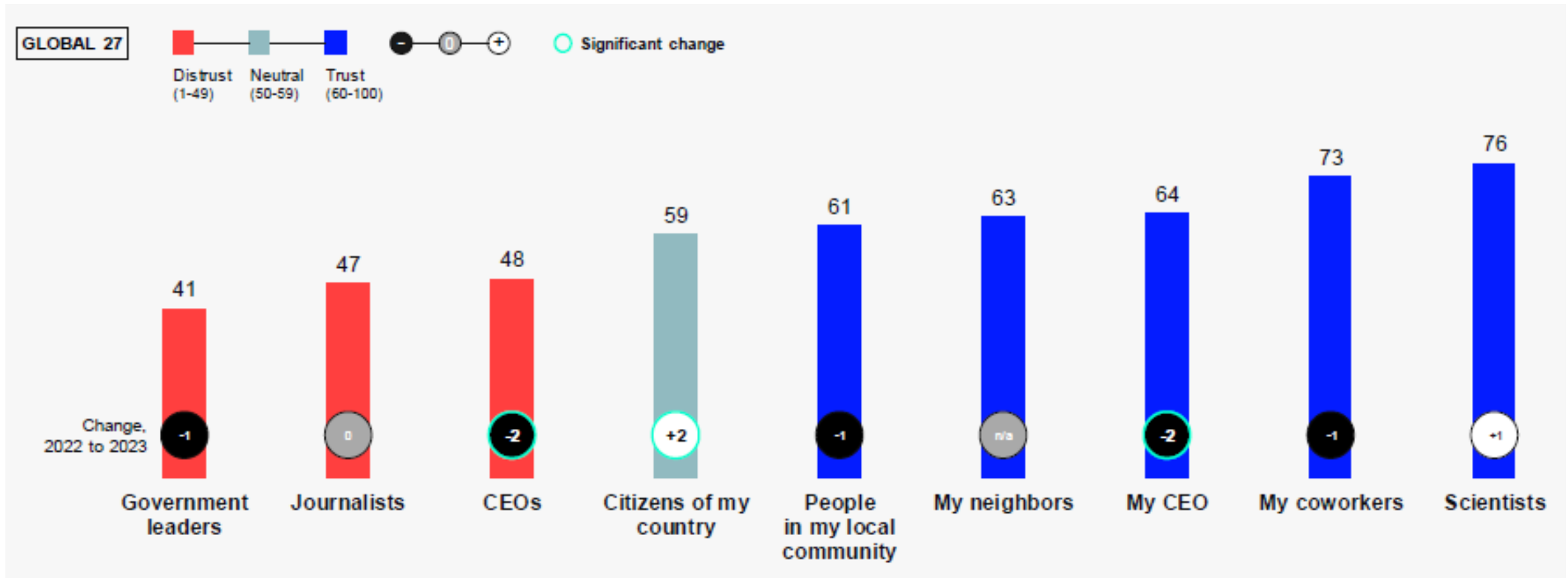
## 1.2 Main Ethics Challenge: from Knowing to Doing

- Sine Migbar (in Amharic) = Ethics:  
Sine: Science, Knowledge, (Wisdom)  
Migbar: Action
- Ethics = Knowledge of Action: to know what do do
- **In general, we know what is right and wrong, good and destructiv.**  
(In detail, it is complex, e.g. AI Ethics, BioEthics etc.)
- **The challenge is how to do, what we know we should do!**
- «I do not do the good I want to do, but the evil I do not want to do – this I keep on doing.» (Bible, Romans 7:19)
- **Instruments: Character education, incentives, penalties/sanctions.**

## 2.1 Crisis of Trust: by Sector (Edelman Trust Barometer 2023, p.8)



## 2.2 Crisis of Trust: by Leaders (Edelman Trust Barometer 2023, p.23)



## 2.3 Trust in what and in whom? Information, knowledge, Wisdom

- Indigenous knowledge versus modernity?
- Trust in social media more than in traditional media, politicians and educators?
- “Ethiopians trust traditional leaders more than other institutions. They would like to see their influence increase” ?  
(Afrobarometer Survey 2023)



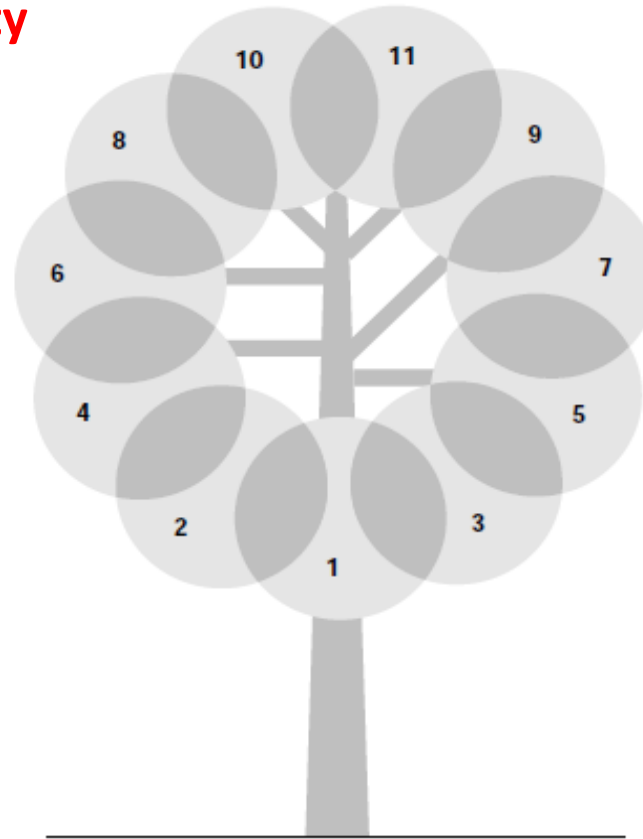
# 3. Rebuild Trust by Values-driven Leadership





## 4. Ethics: The Tree of **Values** and **Virtues**

- 1. Responsibility**
2. Freedom
3. Justice
4. Equity
5. Peace
6. Security
7. Community
8. Inclusiveness
9. Participation
10. Forgiveness
- 11. Stewardship**



- 1. Integrity**
2. Compassion
3. Care
4. Transparency
5. Accountability
6. Reliability
7. Respect
8. Humility
9. Courage
10. Gratitude
11. Generosity

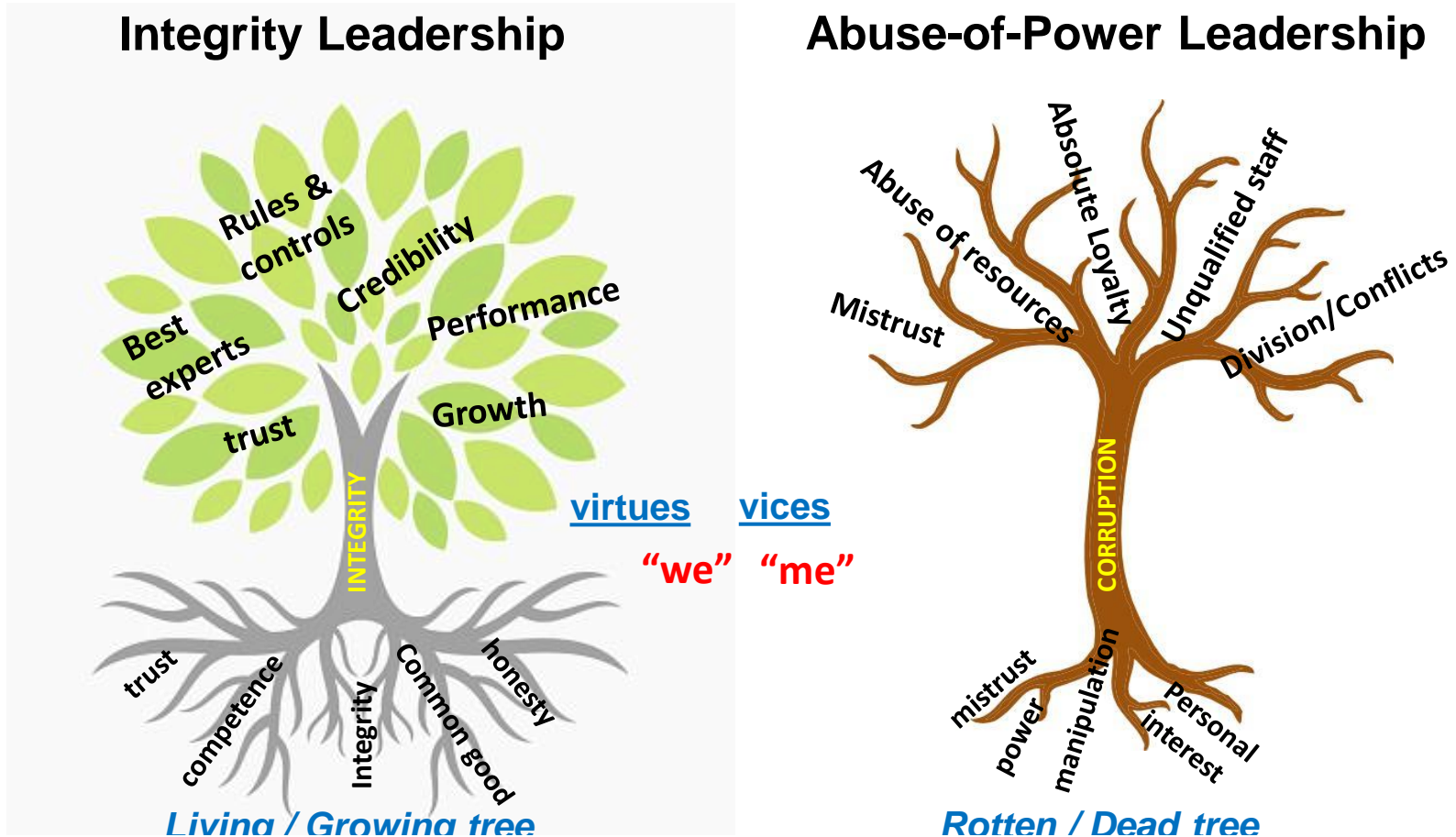
## 5.1 Integrity Leadership: The One-Character-Revolution

The key challenge and key solution is to turn one character of our alphabet:

From **ME** to **WE**



## 5.2: From Power to Integrity



## 5.3 Examples of Integrity Leadership (daily models)

- Medical doctor, head of hospital in Cameroon:  
not paying bribes for his excellent son to enter university
- Dean in Nigeria: not appointing a long-term friend as professor
- Chinese Christian Entrepreneurs: Dilemmas as «better sinners»
- Dean at university in DR Congo: dismissing a professor due to sex for credits
- Neighbour: retired worker, only grade 5, working 50 years as worker in same factory, very righteous person
- My Assistant in Nigeria: refused very lucrative cybercrime job and
- Lost girl-friend

## 6.1 The Price of Ethics: Sacrifice

Ethics as values-driven behaviour has a price! One cannot be ethical without being ready to pay a price in situations where we have to decide between a benefit

(power, money, promotion etc. with violation of my values) and my values. Price/sacrifice can be:

- Not to get or accept a position
- To be discredited by fake news
- Financial losses or missed gains
- Broken friendships (“I now see it was not a real friend”)
- Loneliness etc.

## 6.2 The Gain of Ethics: Reputation

What do I want people to say about me after my death?

“This was a personality of great wealth”

“This was a personality of great faith”

“This was a personality I could not trust”

“This was a personality with double morality”

“This was a personality of great integrity”

Etc.

**Reputation (fame) by integrity is the greatest asset a person has.**

## 7. Engagement for Multi-ministerial Policies and Global Advocacy

Ethics in Higher Education needs national multi-ministerial cooperation:

- Higher Education, Vocational Training
- Cyber-Security
- Economy/Employment
- Judiciary/Courts
- Media

Ethics in Higher Education needs international Benchmarking and Indices Advocacy:

- University Rankings: Globethics University Ranking
- Publications: Pressure to publish in journals dominated by US and GB private publishers
- Increase education budgets instead of military budgets



## 8. Seven Set of Questions (Self-Assessment)

### 8.1 Questions 1: Money

#### Income

- How much money do we need monthly for me and my family?
- How much do I get from my university, how much is missing? How do I get the missing part, especially now in recession time?
- Are there parts of my income where I have some ethical questions or bad consciousness (e.g. some business, bribes)?

#### Expenses

- Can I/we as family afford the expenses? E.g. car.

## 8.2 Questions 2: Career (Power/influence)

- How can I implement my career path in an ethical way (e.g. career from lecturer II to senior professor)?
- How can I make sure that my career (“me”) is not a goal in itself but an instrument to add value to the community/university (“we”)?
- The way to get a career position and to leave it is ethically crucial: a) Did I get my position based on performance or nepotism, favouritism, bribes?  
b) How do I prepare to leave the position in an ethical way: to secure in an ethical way my existence after leaving the position?
- Can I imagine to once earn less than now?

## 8.3 Questions 3: Relations

Human relations are key in life and institutional development.

- How can I use good human relations for values-driven development?
- How can I avoid abuse of relations for personal interests (nepotism, favouritism)
- Do we have in our university a Conflicts of Interest (Col) declaration for all staff to declare annually potential Col's (e.g. family members in same institution, business or other positions outside university)?

## 8.4 Questions 4: Faith (Spirituality)

Each person believes, in a religious or non-religious way (draws convictions from faith in God or from principles).

- What is the role of prayer for my decisions?
- What is the role of religious authorities (priest etc.) for my decisions?
- What is the role of believing in miracles or other forms of spiritual energy influencing my decisions?
- Do I belong to or am I influenced by a (secret) cult or club which influences my decisions?

## 8.5 Questions 5: Addictions

Every human being has one or the other form of addiction (behavior not under control of own free will but addiction-driven. Dependency)

- Addiction of alcohol?
- Addiction of sex (marital, extramarital, masturbation)
- Addiction of fashion, clothes, food (consumer goods)
- Addiction of work (“workaholic”)
- Addiction of fame and publicity (politicians in media)
- Etc.

## 8.6 Questions 6: Leadership

- Can I be faithful to my values even if all friends laugh at me (for an ethical but not profitable decision?)
- Can I be lonely in my decision (stick to my values even if others do not support)?
- Do I have a person/persons of profound trust to share difficult decisions/entrust my conflicts? (coach, pastor, wife/husband, friend, tele-coaching etc.)
- What is my leadership style (charismatic, authoritarian, rules-based etc.)?
- No rule without exception: How do I handle values-driven exceptions (mercy as an exception from justice)?

## 8.7 Questions 7: Community

Values-driven institutions are not only the fruit of individuals but of communities (boards, faculties, teams, worship, conferences, workgroups etc.)

- How do I value communities in order to take decisions supported by the respective community?
- How do I balance decisions of communities with my values-driven leadership?



# The Ultimate Goal of Higher Education

## Learning to be Human\*



\* Theme of the World Congress of Philosophy, Aug 2018, Beijing

شكراً جَدًّا (Shokran Gidan) አመሰግናለሁ (āmeseginalehu)  
 teşekkürler ngiyabonga baie dankie  
 kealeboga diolch yn fawr धन्यद (Danyavad)  
 thank you 謝謝 (xiexie) asante sana  
 gracias Спасибо (spacibo) merci danke  
 grazie obrigado/a adube oshe dankjewel

Register for free: [www.globethics.net](http://www.globethics.net)