

Embracing the complexity of ethics

L. Bibard

EDM DSBA

Remarks

- We humans are not only responsible for what we do and decide, we are responsible for what we understand on real time of what happens
- Perfection is an illusion : it should always remain a framework or kind of a guideline, but never an objective, it is deeply counter – productive (cf session 5)
- Ethics are to continuously be worked again and again, on real time

Remarks

- Because ethics are deeply demanding, humans need to know how to rest, and recover the right energy to always remain vigilant when needed
- One of the main course objective has been to raise the right problems when it comes to ethics
- Always keep in mind the key words : Trust, Humility, Tenacity, Communication
- These slides do not replace the previous sessions reminders

Some Practical Lessons from Above

- Doubt and Ignorance as Competences
 - Knowing that We Do not Know amounts to be able to learn – e.g. ask questions
- Favour People Confidence and Dialogue
 - Hierarchical and Functional Proximity
 - From Sanction to Collective Learning from Errors
- Favour Debrief of « taken for granted » actions, even when operations work the right way
- Never Neglect Small Wins
- Making steps back

A proposal : homework when back at your offices

- Identify a practice your are *excellent* in, *and make clear to what extent, why and how you are excellent*
- When done, identify how you could *improve* your competence about the concerned practice
- Do the same (the 2 steps) for a colleague / colleagues of yours : *asking positive and right questions*
- Start becoming vigilant, agile, flexible, able to make people change
- You know that you don't know – *and so what ?*
Continuously continue learning ... by doing and by asking questions and making people doing the same – favor learning teams.

Added references

- An excellent book written for practitioners :

Weick K., & Sutcliffe K., *Managing the Unexpected : Resilient Performance in an Age of Uncertainty*, Wiley & sons, 2007.