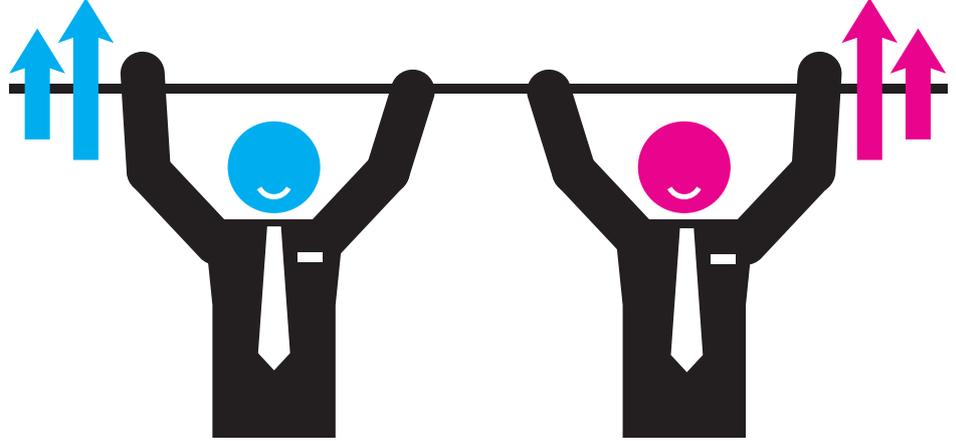




# THE MORALDNA OF PERFORMANCE.

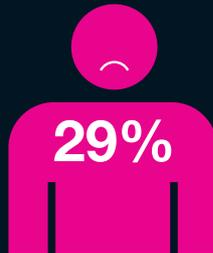
Better values, better decisions,  
better outcomes.

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



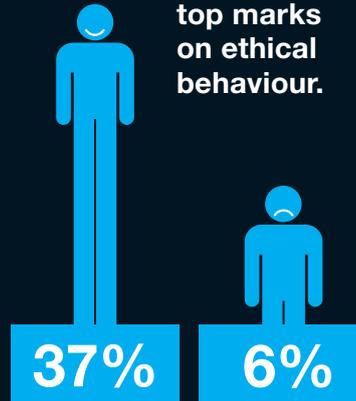
- Staff & customer satisfaction
- Risk attitudes
- Management effectiveness
- Financial performance
- Community engagement

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

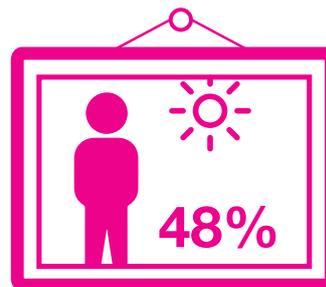


75%

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.

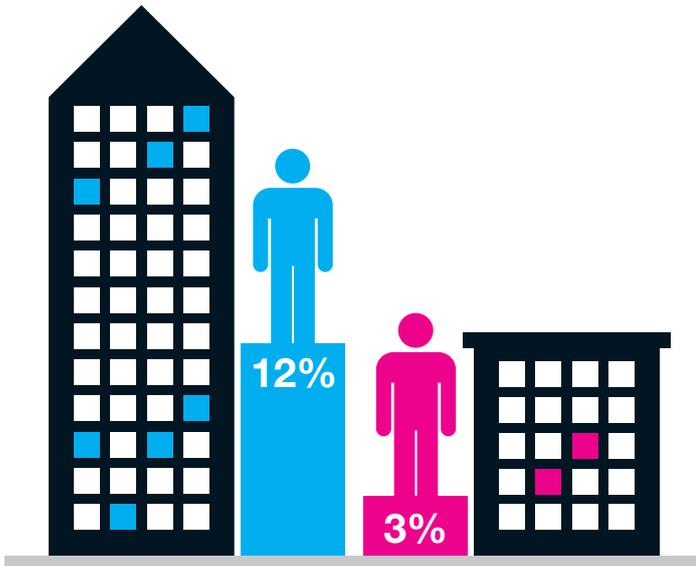
To find out more visit:  
[www.managers.org.uk/moralDNA](http://www.managers.org.uk/moralDNA)  
or join the conversation at #CMIethics

MORALDNA™



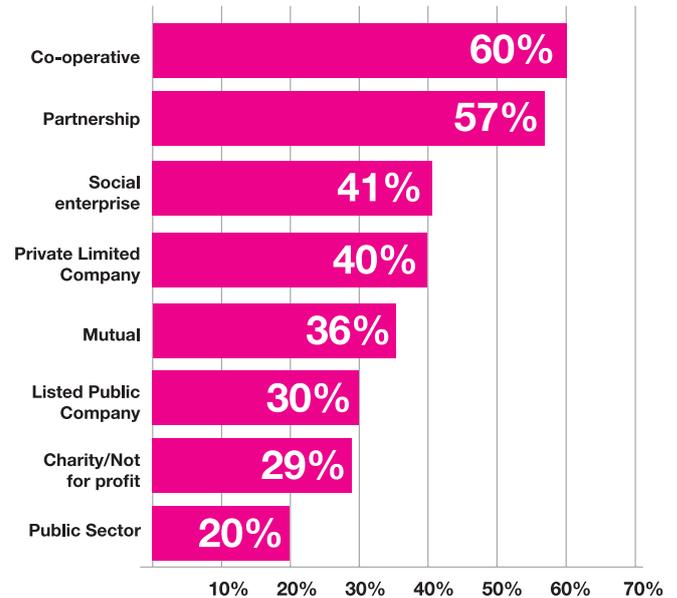
## Size matters...

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](http://www.managers.org.uk/moralDNA)  
or join the conversation at #CMIethics

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