

Need for Virtue as a Guide for Change Leadership

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## Abstract

Virtue within the organizational setting helps guide the activities of employees in their interaction with the other stakeholders in the business. However, in light of change activities within the said organization, it is often likely that the employees could lack a consistent guide on the ideal activities under different circumstances. However, an organizational culture that had included virtue as the primary basis for interaction with other stakeholders would help guide the employees into appropriate conduct through the change process. Therefore, the essay herein confirm Cameron's ideas on the employees seeking personal understanding and guidance in decision-making during change processes, and the importance of virtue as a guide to effectively undertaking the change process with limited cost to the employees.

### Need for Virtue as a Guide for Change Leadership

The leadership within any organizational setting is responsible for setting the standards to which the employees make an effort of adhering. An organization may have a clearly defined code of ethical conduct, but the absence of a consistently ethical leadership could result in deviation from said code of ethics. Most importantly, the ethical standards of leaders in an organization that is consistently experiencing change are often likely to influence the values in the organization. According to Cameron (2006), the instability in an organization often leads employee to use their own understanding of issues as a basis of decision making process. Therefore, having an ideal basis on virtue, as is the culture of the organization developed from a virtuous management approach, then the employees would always be in a position to make the most appropriate decisions in relation to the various emerging issues.

Notably, change often results in variation within the said community, which has often resulted in extensive variation from the normal business activities within the company in question. One of the primary cases of leadership that often elicits change has always been a transformative leadership approach, in which case the leader introduces different approaches to business than those to which the employees were accustomed, all the while maintaining the commitment of the said company to various stakeholders (Caldwell et al., 2016). Without a clear sense of the organization's policy under the transformative leader, the employees are bound to develop their own views of appropriate conduct based on experiences. However, if the leadership had been effective enough in ensuring that virtue forms the primary basis of decision-making within the company, then their decisions would always align to what is right irrespective of the inconsistency created by the transformative activities in the company.

The primary basis for the introduction of change into any organizational context is often to improve the services or products offered by the company. However, the employees may need some time to get accustomed to the necessary approach to business under the renewed policies as introduced by the change in question. As such, the organizational culture, which exemplifies the response of the employees to various situations irrespective of reference to the code of ethical conduct would play a critical role in determining the response before the said employees are accustomed to a consistent program once the change is effectively implemented. In particular, ethical codes of conduct that ensure positive reaction to issues are not sufficient, but the existence of virtue as part of the organizational culture would guarantee positive consistency in the public's approach to various issues (Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009). Therefore, the existence of virtue ethics within an organization would be critical to a smooth implementation of change policies within the company.

In conclusion, Cameron was right in his statement of the personnel in a particular company depending on their own beliefs and interpretations while making decisions related to various issues within the organizational context. Where the organizational culture has consistently been dependent on virtuous conduct as a basis for ethical conduct among the employees, their decisions in light of the inconsistency presented by leadership would be dependent on the organizational culture. Therefore, if the leadership had often called upon the employees to depend on virtue as a basis for their response to various issues, then there are always chances that the ultimate effect of the turbulence caused by the change process would be positive for the company. On the contrary, where the ethical code of conduct and organizational culture simply sought to avoid any problems with the consumers, then the chances of adversities in the course of change implementation would be significantly high.

## References

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