**Discussion 1**

Much like the altitude in an area affects the weather conditions over a long period of time, the kinds of principles and accepted codes of behaviors that are incorporated throughout an organization affect its ethical climate. The espousing of values and conduct can be expressed by leaders in both verbalized and written communication, as well as, modeled by actions and performance. Formal leadership is not the only entity responsible for the ethical climate, similar in the way that latitude or prevailing winds also contribute to a region’s weather patterns. Instead it is better understood that all members who function within an organization are collectively responsible for ethical leadership.

By sharing in the responsibility to maintain the ethical climate, all members can influence and add dynamic control of the environment in ethical ways, regardless of their formal position in the hierarchy of authority. The greater the sense of shared leadership and responsibility, the greater the quality of ethical climate, thus those who have informal leadership roles are further empowered to be proactive in their upward leadership to address ethical concerns. This benefits formal leaders as well, by shifting the benchmark of ethical standards, increasing the sense of accountability from top to bottom.

I see this in our organization at the Prosecutor’s Office. The prosecutor is the chief law enforcement officer for the county. During her tenure over the last ten years she has worked to incorporate both formal policies and procedures in our code of ethics, as well as bring congruent integrity between what our office is like, both in what happens internally and what the public sees. Every new employee reviews and signs off on the formal code of ethics which spells out the principles and is specific about what we should not do. The purpose of the code is to maintain objectivity in our mandate to create and maintain an environment of public safety. This can be obvious like not knowingly associating with criminals or engaging in criminal activity, to less blatant restrictions like not running for political office, or even limiting the way your support of political affiliation looks like.

The rules and regulations laid out offer both the why and the how to minimize conflicts of interest, which is explicitly stated as critical to successfully function. An entire department, the Professional Standards Unit, is dedicated to holding our organization accountable to the laws, rules, regulations, and ethics we all agree to abide by, both on-duty and off. If the integrity of our office is compromised, this erodes the confidence of the public, and distrust reduces our capacity to operate. Even preventing the appearance of impropriety is a standard that every member of our office is held to. This scrupulous standard is something the prosecutor models personally. At one business lunch, the party we were meeting with offered to pay for lunch, but the prosecutor declined, noting that our ethics limited us from receiving their offer. Less than a month later, the same organization applied for a large grant that our office put out for proposal. While seemingly small in gesture, adherence to the code of ethics and congruence of integrity avoided any claim that we were inappropriately influenced when awarding the contract.

In conclusion, the receptionist, the mail clerk, to the Chief of Detectives, all play a part in the ethical climate of our office. Upward leadership is fostered, empowering assistant prosecutors and line detectives to address problems constructively and with integrity. The formal leadership nurtures this culture, and ultimately this climate adds to our organizational credibility and gains public trust. Which makes me proud to serve as part of a dedicated and competent team.

**Discussion 2**

The main idea of upward ethical leadership is that every member of the organization should behave ethically regardless of what the boss does. This way even if someone in the organization behaves unethically, the behavior most likely will not spread to the other members. Unfortunately, I have seen examples of organizational unethical behavior. In 2012 right after the great recession I have worked for some of the most unethical banks. I had to leave the industry in 2016 due to the conflict with my personal ethics. In order to avoid unethical behaviors many organizations promote ethical climate- a set of values which are communicated throughout the organization. There are five fronts which should be focused on, however I’ll focus on two that I believe are the most important.

Integrity. Integrity should be a backbone and founding principle of every organization. Integrity creates a sense of pride. Employees tend to work harder and customer satisfaction is much higher in the organizations which value integrity. It is ironic that after leaving banking due to the ethics issues I found myself working for another bank. I was shocked to find out how much my new organization values integrity. It was very surprising to see such transparency and integrity both in products and actions. On my very first day I was given a book. It was the organizational code of ethics.

Formal ethics policies and procedures. Every person has a different set of values. We choose to associate with people whose set of morals and values is similar to ours. Formal ethics policies are the organizational set of values and norms. It is crucial to communicate it to every employee and customer in order to build trust. My current organization spends a lot of time on communicating code of ethics. It includes written set of rules and processes as well as numerous training on ethics. The result of ethical behavior is amazing. Most of my coworkers have been with the company for over 10 years and are very happy. In my month at this organization I have not seen an angry customer or an unhappy employee. I believe that is mostly due to the ethical climate.

**Discussion 3**

Ethical Climate is the consistency of an organization and the effectiveness of leadership enforcing the rules and policies (Kinicki, 2018). These policies were put in place to protect the employees, customers or patients that circulate within the organization. Sometimes leaders are put in a tough situation when a choice to keep the climate ethical even when upward ethical leadership has come into play. When this happens, leaders have to keep and control an ethical climate.

Sometimes when employees feel too comfortable or get a taste of power within a position, the lines become blurred to them what is ethical and what is presumed acceptable. Other times, they feel that because they are in a position of power they can make others do something that may be unethical for them. Leaders will put a stop to the unethical actions are considered upward ethical leadership. Despite what someone may be asking them to do who has a hierarchy role, they do the right thing. This in turn keeps the quality of the ethical climate pure.

In order to keep the climate ethical, there are a few things leaders can develop and to help maintain. Two examples are core ideology & process focus. Core ideology is when the organization has a mission that is visible and at the heart of every project, every event and the normal day to day process. With a clear vision of what is important to the organization and the community and its customers, it helps to understand what is truly important. At Bayhealth we are patient centered. The goal is always what is best for the patient.

Process focus is having clear goals and expectations. When employees feel a part of a purpose and see their role in the bigger picture they feel a sense of ownership over their work. If the goals are clearly stated they know what is expected of them and what a difference their work makes in a day, they work harder to achieve those goals. At Bayhealth I hold a monthly meeting where we discuss any changes to goals and run last months data to show how much the staff contributed to the overall goal. I see excitement when I tell them they hit or exceeded the expectation.

When denials are the risk my staff takes when they at cutting corners they learn quickly that getting the account coded the right way the first time is what is best for the patient and the hospital. Some recent process focus tasks have been to review every denial and take the time to re-educate. I see the change in the staff already feeling more confident in their work and looking for clinical validation to support the diagnoses every time. This really ties it all together with making sure the climate is ethical and the core ideology and process focus match. This is how we maintain the ethical climate.