

*The article's content results from my curiosity and inquiry into the topics of interest to me, and presumably to many others. It is offered to instigate dialogue and invite joint thinking and collaboration. It is not deemed right or 'true' - I am sharing my point of view and recommendations on the way forward based on my experience.*



# DOUBT



## Examining Leadership & Ethics: Reflections on a King's College Business School Lecture and Tutorials

On the 23<sup>rd</sup> of January, I had the honour of delivering a lecture to an international cohort of HRM & Organisational Analysis MSc students at King's College Business School in London.

Career Controversies: A captivating topic for discussion in the contemporary management science context. I embraced the opportunity and the King's Business School's ethos of creating socially responsible leaders for the future. The lecture aimed to explore "Career Controversies Through Different Lenses" by raising awareness of self and awareness of others in the development of **Leadership & Belonging vs. Control & Attachment**. I challenged the audience to explore some provocative propositions and embrace the broader applicability of terms typically used outside the business context.



The lack of knowledge about the warning signs of coercive control, the failure to recognize insecure attachments, and the existing myths surrounding relationships at work and in private life put countless individuals at risk. I view knowledge building as key to enabling individuals to recognize their worth for healthy attachments and empowering organizations to prevent damage caused by poor decisions. A shake-up and co-creation of new practices involving stakeholders on both sides are essential. Learning about personality types, recognizing business exposure and personal vulnerability, and understanding defence mechanisms can transform organizations, save lives, and ultimately build healthier societies.

We delved into the challenges posed by **negative leadership** and the **ethical and cultural aspects** within business organizations. We discussed the importance of **employee voice and silence**, **moral muteness**, and during group tutorials, explored the components and potential avenues for **building ethical infrastructure** within organizations.

The question arises: Is promoting the "RIGHT" people a new mandate for HR? And if there's a potential conflict between management's pressure for results and HR's concerns about fairness and ethical practices, how can we reconcile these competing priorities? Considering the alarming outcomes of negative leadership and its toxic impact on organizations, communities, and nations, as evidenced by employee engagement survey results, **exercising moral agency in HRM** is more critical than ever before.

I'm excited to share the findings of our ongoing research and believe that collaborative exploration with diverse stakeholders across the "people space" is crucial for driving positive impact.

**Get in touch, and let's join forces to build healthy cultures and a better future together!**