



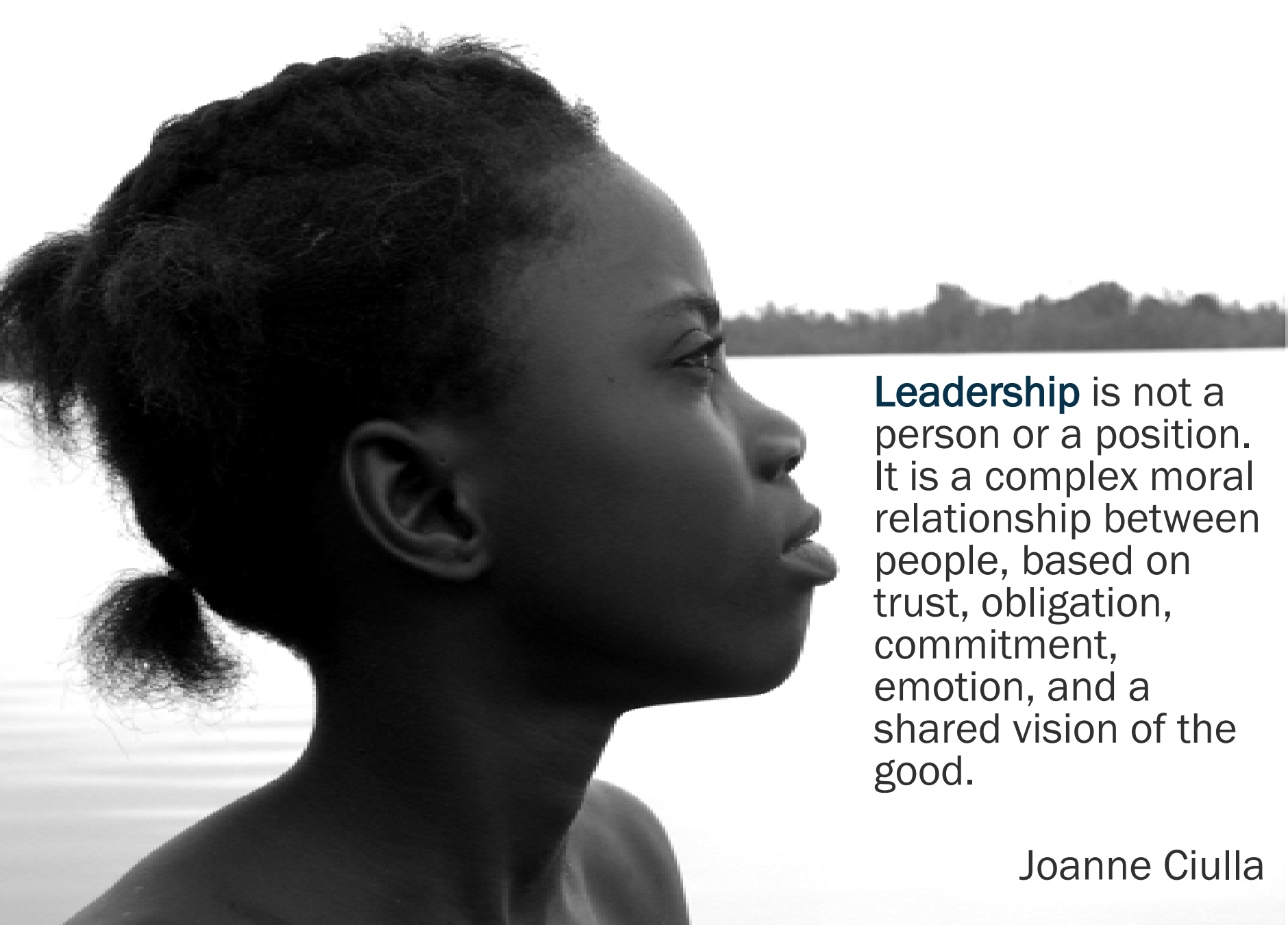
CREATIVE ASSOCIATES INTERNATIONAL^{INC.}

Professionals and “Good” Leadership A Case Study from East Africa

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Partners Conference

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Presenter: Stephen Schwenke, Ph.D.
Creative Associates International
Washington, DC



Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good.

Joanne Ciulla

“Complex Moral Relationship”?

A profession is a “disciplined group of individuals who **adhere to high ethical standards** and uphold themselves to, and are accepted by, the public as possessing special knowledge and skills ... and who are prepared to exercise this knowledge and these skills **in the interest of others**. Inherent in this definition is the concept that the **responsibility for the welfare, health and safety of the community** shall take precedence over other considerations.”

Australian Council of Professions



“Largely negative assessments of [patients] treatment by nurses...from breaches of confidentiality to stigmatizing and rude behavior to lack of confidence in their medical training and knowledge.”

“Widespread community distrust for nurses”

“Nurses {are} considered rude, stigmatizing and judgmental and are distrusted by many community members.”

“The thought of going to health clinic just kills us before going. Fearing what will happen [at the clinic] comes first before our illnesses...”

** From BUILDING HEALTHY COMMUNITIES: The views of people living with HIV in ‘task shifting’ and health systems strengthening. Findings from a five-country consultation, HEALTH GLOBAL ACCESS PROJECT, INC., November 2007.*

Kenya Nurses Code of Ethics

- Core values:
 - Health and well-being
 - Choice
 - Dignity
 - Confidentiality
 - Fairness
 - Accountability
 - Safe practice environment



The disconnects

- Lack of leadership within and among professions
- Professional code of ethics versus actual professional ethical performance
- Weak knowledge of ethical norms
- Weak motivation to be ethical, and strong incentives to be unethical
- Weak recognition of role of professions as agents of a nation's development

Motivations

- Respectability in “tough markets”
- Quest for meaning, social status, and job satisfaction
- Desire for consistent and improved quality and competence
- Identification with public interest issues
 - justice, health, safety, efficiency, environmental sustainability)

Objectives

- Find, recognize and strengthen existing ethical leadership resources in East Africa
 - Association of Professional Societies in East Africa (APSEA)
 - Makerere Center for Applied Ethics (MACAE)
- Accelerate, strengthen, and support the APSEA Mainstreaming Ethics Initiative
- Establish and sustains professions as ethical leaders in and resources for development throughout East Africa, with potential for replication more widely.

Paradigm Possibilities: Profession

- Old Model
 - A guild or monopoly to gain a corner on the market, and maintain scarcity of supply
 - An “old boys’ club”
 - Value- neutral: a business, with no moral pretenses
- Older Model
 - A “gentlemen’s club” focused on quality
 - Mutually accountable for consistently high technical and ethical standards
 - Accountable to the public for adherence to “high ideals”

Paradigm Possibilities: Profession

- APSEA's new model
 - Ethical performance
 - “Good” ~ Identified, monitored, rewarded
 - “Bad” ~ Identified, monitored, sanctioned
 - Crafting a new public identity as leaders in:
 - Public interest advocacy on “professional” ideals
 - Technical competence for development
 - Anti-corruption (compliance)
 - Pro-integrity (aspirational)



Leadership?

- A New Vision
 - **AGENCY**: Professions as moral agents of development and change
 - **IDENTITY**: Indigenous effort by APSEA to revitalize an ethical identity through improved ethical performance and “respectability”
 - **ORIENTATION**: A public interest agenda



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