

Human Values and Ethics in the Workplace

Improving leadership and performance
in the water education, supply and sanitation sectors



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Imagine for a moment...

- You are planning a trip into a native, traditional territory for two weeks
- What kind of guide would you want to accompany you:
 - Someone who has only read about the territory?
 - Someone who has visited the territory themselves?
 - Someone who has lived in the territory?

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Our agenda together

- Living in the native, traditional territory
 - Identifying the relevance and benefits of human values at work
 - Discovering your explicit and implicit / hidden human values strengths
 - Developing trust by expressing purity and unity of thought, word, and action
 - Applying human values in a practical way at work

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Our agenda together

- Guiding others through native, traditional territory
 - Generating creative solutions to ethical issues at work related to water and sanitation, based on human values
 - Establishing guiding principles for everyone to practice human values and ethics at work
 - Being a champion of human values and ethics in the workplace

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In our work together...

- We will be focusing on how human values and ethics impact the way you do your work in water-related education, supply and sanitation:
 - Your attitudes
 - Your behaviour
 - How you make decisions
 - How you relate to others
 - How you carry out your responsibilities
 - How you plan for the future

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The overall purpose of this workshop

- What if... the goal of "water, sanitation, and hygiene for all" is achieved?...
 - What would that mean to the people in your country, and your local region?

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“Human values emphasize the responsibilities that enable the aspiration of ‘water, sanitation and hygiene for all’ to be protected, safeguarded, and fulfilled.”

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Unit 1: The Nature of Human Values



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Values

- ▶ **“Value” – from the Latin “valere”:** **“to be strong”, “to be worth”**
 - **Values are feelings and convictions regarding what is of “strong worth” (i.e. “important”) to us in what we think, say or do**
 - **“A value is a principle or a quality that is considered worthwhile or desirable... validated by social approval.”**
M. Kapani, Education in Human Values
- ▶ **Values are inherent in all societies – ideals and shared beliefs that bond a community together**

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What are human values?

- ▶ **Universal values that span across cultures, nationalities and classes**
- ▶ **The desirable qualities inherent in every human being**
- ▶ **Values to be “brought out”, not “poured in”**
- ▶ **Values that are inclusive – they bring us together even when we have differences**

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Human Values and the United Nations

- ▶ ***“(We are determined)... to practice tolerance and live together in peace with one another as good neighbours...”***
Preamble of the UN Charter of 1945
- ▶ ***“All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.”***
Article 1 of the 1948 UN “Universal Declaration of Human Rights”

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The universality of water, sanitation, and human values

- ▶ **The UN Millennium Declaration states that there are “fundamental values essential to international relations in the 21st century” that are “shared values” among the UN member countries. These values include “freedom, equality, solidarity, tolerance, respect for others, and shared responsibility.”**
- ▶ ***“Access to water and sanitation is a moral and ethical imperative rooted in the cultural and religious traditions of societies around the world and enshrined in international human rights.”***
From UN Millennium Project Task Force on Water and Sanitation

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Human values in your culture

- **Make a list of human values found in your country culture that are *most important to you***
- **Make a list of human values found in your cultural heritage or native traditions that are *most important to you***
- **Make a list of human values found in successful water education initiatives and water supply and sanitation projects**

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Human values in your culture

- **How do those human values compare with a list of human values found in workplaces around the world?**
- **Why does your culture or traditions have the same, or different, human values expressions as other cultures or traditions?**

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Human values in well-known people

- **Who is a well-known person in your country who is a good example of someone practicing the human values?**
 - *It could be a historical person or a contemporary person*
 - *It could be a person involved in water education or water supply and sanitation*
- **What human values are they most known for in their life and work?**
- **What human values would you like to be known for in your workplace?**

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Your own practical experience

- **What is a challenging situation you faced in the past in which you drew upon human values to resolve it?**
- **In your notes:**
 - *Give a title to the situation*
 - *Describe the situation*
 - *Describe how you "applied" 2 or 3 human values in this situation*
- **Tell your story to a partner, who will listen for the unique ways you applied human values**

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The practical side of human values

- **In your water-related education, supply or sanitation work...**
 - *What kind of challenges or obstacles do people face in bringing out human values in your workplace?*
 - *What important situations in your work need the application of human values and ethics?*
 - *What are the practical benefits of human values and ethics?*

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"Meeting the Millennium Development Goal targets for water and sanitation requires the power of compassion, commitment, conscience, and character... a spirit of humanity that spans generations and works for the well-being of all."

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Unit 2: “Living” Human Values at Work



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Explicit and hidden strengths

- **Human values are inherent “strengths”**
 - **Explicit** human value strengths are those that you **most often** draw from
 - **Implicit / hidden** human value strengths are those that you **least often** draw from
- **You can use your explicit strengths to bring forth your implicit / hidden strengths**
 - Sometimes your implicit / hidden strengths are just what you need to meet a challenge

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Explicit human value strengths

- **Circle as many human values on the list as you wish...**
 - What human values do you notice in yourself in your **day-to-day work**?
 - What human values do you draw from **when facing a challenge** at work?
- **Select 2-3 human values that are your strongest**

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Implicit/hidden human value strengths

- **Examining the human values that you did not circle, place a check-mark by...**
 - the human values you are **least aware of** in your day-to-day work
 - the human values you **rarely** draw from when facing a challenge at work
- **Select 2-3 human values that you want to bring out more often**

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A practical case: What would you do...?

- **Imagine that you are on a committee to address two issues that are limiting your city utility in collecting the necessary revenues to maintain consistent water quality and expand to serve new neighborhoods, especially the poor.**

The two issues are:

1. **The willingness of the public to pay for water**
2. **The effectiveness of the revenue-collection system**

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1. Willingness to pay

- **Some people in the public believe that water should be provided for free. The poor can't afford to pay, while some simply don't want to pay if others aren't paying. Some seek to avoid payments by making illegal taps, bribing the bill collectors, or throwing away their bills.**
 - What human values are missing in this situation?
 - How would you apply your human values strengths in this situation?
 - How would you bring out the missing human values in this situation?

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2. System effectiveness

- Some collectors mis-read the meter in return for a small “fee”. Some VIPs do not receive bills, and there are other social inequities. The work force needs to be more assertive in collecting unpaid bills. Supervisors are apathetic to improving the system.
 - What human values are missing in this situation??
 - How would you apply your human values strengths in this situation?
 - How would you bring out the missing human values in this situation?

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“Human values have their roots in a single, universally-held premise: the inherent dignity of every human being.”

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Unit 3: Recognizing and Practicing Ethics in the Workplace



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Ethics

- **Ethos:** Greek word for “character” and “customs” (traditions)
- **Ethic:** “a set of moral principles; a guiding philosophy; a consciousness of moral importance (a *work ethic*, a *conservation ethic*)”
- **Ethics:** “the discipline of what is good or bad, with moral duty / obligation; principles of conduct governing an individual or group”

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Ethics and human values

- How would you define ethics for your own field of work, related to water education, supply and sanitation?
- What are some specific examples of *ethical* behaviour in your field of work?
 - What human values are present in your examples of ethical behaviour?
- What is the relationship between ethics and human values?

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Ethics and human values

- How would you define ethics for your own field of work, related to water education, supply and sanitation?
- What are some specific examples of *unethical* behaviour in your field of work?
 - What human values are missing in your examples of unethical behaviour?
- What is the relationship between ethics and human values?

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Strengthening the environment for human values and ethics

- **Goal: Create an environment in your workgroup that encourages and requires human values and ethics**
- **Using the “Force-Field Analysis” chart:**
 - Identify forces that are hindering your group to practice human values and ethics (“forces against”)
 - Identify forces that are helping your group to practice human values and ethics (“forces in favour”)

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Force field analysis

<u>Forces against:</u>	<--- --->	<u>Forces in favour:</u>
Low motivation to achieve targets	---> <---	Inspirational leadership
Lack of resources	---> <---	Having a code of right conduct
Corruption and vested interests	---> <---	Integrity and team spirit

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Practical, creative ideas

- **Based on your “force field analysis” ...**
 - What are some creative ideas for minimizing the “forces against”?
 - What are some creative ideas for maximizing the “forces in favour”?

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“A focus on human values evokes the inner source of motivation for ethical and moral choices – bringing about changes of attitude from the inside out, with changes of behaviour to follow.”

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Unit 4: Developing Purity and Unity of Thought, Word and Action



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Human values “hygiene”

- **How many people here are:**
 - 100% perfect in living by human values at work?
 - 0% perfect in living by human values at work?
- **Just as we need to practice physical hygiene each day, we also need to practice “human values hygiene” each day**

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Human values "hygiene"

- Our "purity" in living human values is like the purity of water...
 - If a stream of water is unpolluted, its purity naturally shines forth
 - If the water is full of dirt, its purity is hidden, but its essential nature is still there
- To clean up polluted water, we must increase the flow of pure water and reduce the pollution
- In the same way, to practice "human values hygiene" we must cultivate positive habits and remove negative habits

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Practicing human values "hygiene"

- To cultivate positive habits:
 - What practices outside of work best support you in living human values?
 - What practices at work best support you in living human values?
- To remove negative habits:
 - What habits would you be willing to give up that hinder your ability to live human values at work?

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Unity of thought, word and action

- How do you feel when others:
 - Say what they mean?
 - Do what they say?
- How do you feel when others:
 - Do not say what they really mean?
 - Do not do what they say they will do?

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Trust

- Trust between people is based upon whether they each say what they mean and do what they say. That is, trust depends on unity of thought, word, and action
- Why is trust among stakeholders important? For example:
 - Completing WSS projects on time, within budget, and with high quality
 - Serving those who currently lack safe water and sanitation
 - Creating a new water use and management ethic

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Unity of thought, word and action

- What is one way you could improve how well you:
 - ...say what you mean?
 - ...do what you say?
- How can you assist others in developing unity in their thoughts, words, and actions?

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Your own practical experience

- What is a challenging situation YOU ARE CURRENTLY FACING in your water-related education, supply or sanitation work?
- In your notes:
 - Give a title to the situation
 - Describe the situation
 - Describe how you COULD APPLY 2 or 3 human values in this situation
- Describe your plan to a partner, who will listen for unique ways you might apply human values

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“When human values are brought forth, a new level of shared meaning occurs, leading to aligned, effective action and results.”

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Unit 5: Fostering a Group Environment for Human Values and Ethics




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Leading others to practice human values and ethics

- **As a leader, what have you found to be most effective in encouraging, guiding, and requiring others to practice human values and ethics in their work?**
- **How can you help individuals in your workgroup to become aware of their human value strengths?**

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- **The Hewlett Packard Corporation once conducted an internal study to discover the “best practices” of their highest-performing managers**
- **One finding: their best 200 managers consistently worked with their people to define a set of group values that everyone was committed to**
- **They then posted these group values as “guiding principles” for all their decisions and actions**

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Eliciting commitment

- **Research* shows that the prime factor for increasing commitment to work is awareness of personal values, not awareness of organization values**

	High		
CLARITY OF COMPANY VALUES	4.9 _{77.0}	6.3 _{77.0}	
	4.9 _{77.0}	6.1 _{77.0}	
	Low		
<small>from research by Barry Posner</small>	Low	High	CLARITY OF PERSONAL VALUES

(Numbers refer to “level of commitment to work” based on a 7-point scale)

* by Barry Posner, Dean Santa Clara University Business School USA

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Establishing a set of “guiding principles”

- **Create a “workgroup” at your table**
- **Make a list with 1 or 2 human value strengths for each person**
- **Using this list of human value strengths, create a statement of “guiding principles” for your “workgroup”**
- **Have each person give one specific, tangible example of how your guiding principles could be put into practice in day-to-day work**

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Guiding principles: a practical example (1)

- ▶ ***“We the champions of human values in the project for Urban Water Supply and Environmental Improvement (UWSEI) are committed as good citizens to respect the faith, truth, justice, for whom this project is envisaged in a holistic manner and with proper use of all resources made available under this project.”***

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Guiding principles: a practical example (2)

- ▶ ***“(1) To work for the public with courage and determination by having good dialogues with the public and giving them proper justice without any discrimination.”***
- ▶ ***“(2) We can help them with our quality work, by teaching them the value of time and showing them how to be sincere and responsible.”***
- ▶ ***“(3) Guiding principles: sincerity, discipline, devotion, love, justice, and implementation.”***

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Your sphere of influence

- ▶ **Name some of the people who you interact with and influence in your day-to-day work:**

<i>Your peers</i>	<i>Your subordinates</i>
<i>Your boss</i>	<i>Your customers</i>
<i>People in the community</i>	<i>Your students</i>
	<i>Others</i>
- ▶ **How do you already practice human values with these people, and what impact does it have?**
- ▶ **How can you bring human values and ethics more explicitly into your everyday conversations at work?**

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Your sphere of influence


- ▶ **How might your work positively impact any of the following, based on human values and ethics:**
 - *Involvement, ownership and satisfaction of all stakeholders*
 - *Active partnership between government and civil society*
 - *A new sense of confidence, understanding and trust for the government's efforts*
 - *Enhanced sustainability of water and sanitation projects (with better cost recovery)*
 - *Efficient project completion – on time, in budget, with quality*

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Your sphere of influence

- ▶ **How might your work positively impact any of the following, based on human values and ethics:**
 - *Good governance, including pro-poor practices, ethics and transparency*
 - *A new ethic of water use and management*
 - *High regard for the protection and use of natural resources*
 - *An integrated approach to water and sanitation management*
 - *Long-term economic growth and poverty reduction*

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“Capacity-building efforts for human values and ethics, with a specific focus on the MDG targets related to ‘Water for Life,’ carry the potential for a fundamental breakthrough and qualitative leap forward.”

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Unit 6: Being a *Champion* of Human Values and Ethics at Work



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The power of visioning

- **“Visioning” means imagining a tangible and specific idea for a future condition or event**
- **Visioning gives us:**
 - **a concrete goal to guide and organize our efforts**
 - **a “benchmark” so we know when to celebrate our success**
- **For example: “It is now _(date)_ and I am working effectively to provide water-related education / supply / sanitation to people in my community by _____.”**

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Your personal vision

- **Write a “vision” of your “human values future” in your water education, supply or sanitation work**
 - **Imagine that it is now four months from today**
 - **How are you practicing human values at work?**
 - **How are you leading others to practice human values and ethics at work?**
- **Write your vision as a “letter to yourself”**
- **Write your postal address on the outside of the provided envelope and insert your letter**

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Your commitment

- **What is one positive attitude or behaviour change that people will see in you when you return from this group session?**

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Creating a “turning point”

- **Write your vision of a “turning point” in history for providing water, sanitation and hygiene for all through human values and ethics:**
 - **Imagine that it is now the year 2020**
 - **What is the story that you will tell your children or grandchildren – what happened and the role you played in it?**

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“Human values and ethics are directly relevant to the art of responsible public policy making. Human values and ethics can become a source of political mobilization and contribute to social change. These fundamental values should guide and inspire us in our efforts to promote development and combat poverty.”

**Kjell Magne Bondevik
Prime Minister of Norway**

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“As long as poverty, injustice and gross inequality persist in our world, none of us can truly rest. Poverty is not natural. It is man-made and it can be overcome and eradicated by the actions of human beings. Overcoming poverty is not a gesture of charity. It is an act of justice, the protection of a fundamental human right: the right to dignity and a decent life.”

Nelson Mandela
“The Campaign to Make Poverty History”

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“I am not interested in listening to 100 ways by which it cannot be done. Can you tell me one way in which it can be done? If I am authorized, I will remove the word ‘impossible’.”

The Honourable A. P. J. Abdul Kalam
President of India
in “Vision to Mission” (2003)

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Improving leadership and performance
in the water education, supply and sanitation sectors



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