

LEADERSHIP'S VISION AND CORPORATE CULTURE

Professor Divya Singh

Vice Principal

Advisory and Assurance Services

University of South Africa

Email: dsingh@unisa.ac.za

24 June 2016

Ethics and integrity have become key drivers of business reputation

Values define corporate culture

Corporate code and culture must be effectively communicated and thoroughly understood by all staff organisation

**Consider the ECHO model
“Every Contact Has Opportunity”**

Embedding a sound corporate culture is never a quick process

**Vision – where the business is going
Mission – how it is going to get there
Values – the norms that will be the roadmap to shape the journey**

Values are not negotiable – when one joins the institution, one takes on the values as apart of the employment package

**Communication starts at the top and flows down – remember:
“the tone is set from the top” and
“the fish also rots from the head”**

The corporate culture must be internalised by all staff – it must become **OUR Mission and Corporate Culture**

Global Ethics Forum

Where is your organization's corporate culture?

Immoral Mode: unethical conduct is good business; the business of business is business and not ethics

Reactive Mode: token gestures of ethical intent is shown (e.g. a code of ethics); unethical behavior is ignored and remains unpunished

Compliance Mode: committed to manage and monitor ethics performance; rule-based approach to ethics; disciplining unethical behavior

Integrity Mode: internalization of ethical values and standards; value-based approach to ethics; encouraging and rewarding ethical behavior

Totally Aligned Organisation Mode: seamless integration of ethics in corporate purpose, strategy and operations; non-negotiable morally responsible interaction with stakeholders

From Deon Rossouw and Leon van Vuuren
Business Ethics
(2010)