

st james ethics centre



# Learning and Development Programs and Consulting Services

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St James Ethics Centre is an internationally recognised Centre of Excellence assisting individuals and organisations to understand and embrace the ethical dimension in their lives and their workplaces.

The Centre provides a range of professionally developed Learning and Development Programs and Consulting Services that can be customised to your needs.

All programs and services are led and delivered by experienced and qualified practitioners, with the backing of the Centre's fifteen year history of working with individuals and organisations in the promotion and exploration of ethics.

Our programs are focused to assist individuals and organisations to secure and sustain a sound ethical culture – which is the foundation upon which all effective compliance and risk management programs must rest.

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# Learning and Development Programs

## Ethical Intelligence and Good Decision-Making

### one day program

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This program is the foundation for understanding and embracing the ethical complexities and issues faced by individuals and organisations. Participants are formally introduced to the concept of ethics and are provided with a shared understanding of ethical language, methods, frameworks (such as codes of ethics and conduct) and decision-making models.

The program incorporates practical exercises to enhance the ability of individuals to be both ethically aware and ethically intelligent thus providing the basis for good decision-making.

The program is designed for Board Members, Senior Managers, Ethics and Compliance Professionals and Ethics Committees. The program can also be adapted for the organisation as a whole.

## Business Ethics for Leaders and Managers

### two day program

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This program incorporates and builds on the foundation learning of the Ethical Intelligence and Good Decision-Making program.

Within the Business Ethics for Leaders and Managers program participants are exposed to the latest thinking on business ethics as well as models of human nature and their relevance to business ethics.

Learning is introduced through St James Ethics Centre's Holistic Model of Ethics\* and is directed towards your organisation's ethics documents, its stakeholder relationships and commitments, its decision-making culture and its contribution to society. Ethical dilemmas and moral temptations are considered alongside the relevant internal systems (such as hotlines and performance measures), risk management strategies and the regulatory requirements.

Workshop exercises are included to explore and examine current ethical understandings and practices within your organisation and incorporate an introduction to the Requisites for a Sound Ethical Culture\* model.

The program is designed for Leaders and Senior Managers. It can also be extended beyond a two day program for more intense learning by Leaders and Managers as well as Ethics and Compliance Professionals.

## Requisites for a Sound Ethical Culture (ReqSEC)

### two day program

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This program is based on an empirical model that assists your organisation to determine its alignment with the requisites for a sound ethical culture.

This practical program fully examines the eleven key elements required within the ReqSEC model to secure and sustain a sound ethical culture.

Participants are provided with the learnings and approaches to evaluate each individual requisite enabling them to prioritise and focus on what needs to be reinforced and improved within your organisation in the future.

The program is designed for Leaders, Senior Managers and Ethics Professionals.

\* Designed by Suzanne Ross of St James Ethics Centre.

# Consulting Services

## Frameworks and Structures

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### Frameworks (eg. codes of ethics and conduct)

Consulting Services are designed to facilitate the development or refinement of your organisation's documented ethical frameworks.

An initial 'research phase' is undertaken by a qualified consultant to examine existing frameworks and determine the ethical components that are currently incorporated within your organisation's written materials, such as vision and mission statements, annual report, marketing materials and website.

The data from the initial research is then incorporated into a 'one day workshop' designed to provide participants with a clear, up to date understanding and explanation of the rationale behind ethical frameworks. Participants learn a common language and are provided with key concepts and processes to enable them to develop or refine their organisation's frameworks.

### Structures and systems (eg. ethics helplines, reporting systems)

Consulting services can be provided to assist your people in the development and review of your organisation's ethics related structures, for example compliance hotlines, ethics helplines, HR systems and processes. Examples and evaluations of pre-existing structures within other organisations are provided to ensure that effective systems are developed. A trained consultant will work with your people to develop or refine structures and can provide ongoing support and systems' reviews.

## Diagnosis

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This approach is designed to assist an organisation, profession, team or board to understand the 'gap' between espoused and 'lived' ethical commitments.

At one level, Consulting Services include focus groups and surveys aimed at testing the internal understanding of your organisation's ethical stance – values and principles. At a deeper level services involve a full analysis of your organisation's ethics documents to elicit the key ethical components. This is followed by individual interviews, focus groups and surveys to research the 'gaps' as well as to determine their meaning and implications.

A facilitated discussion is then provided to enable senior management to review critically the 'gaps' between espoused and 'lived' ethics and determine future action plans.

Our flagship program, the Organisational Character and Culture Analysis (OCCA), provides the most extensive diagnosis and further extends the above 'gap analysis'. OCCA programs may also include:

- > a stakeholder audit
- > an understanding of the related conscious and unconscious systems as well as the dynamics operating within your organisation's culture
- > a diagnosis regarding the 'common' ethical decision-making strengths and weaknesses
- > an exploration of your organisation's contribution to society.

## Facilitation

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Our services include an independent and objective facilitation of the discussion of ethical issues. Typically these discussions are between stakeholders where individual needs compete and when 'right' and 'wrong' solutions are not easily identifiable.

Our facilitators are professionally trained to assist parties to elicit the key ethical aspects within the topic of discussion, which provides the opportunity for better decisions to be made.

Mediation and Ombudsman services are also available.

# "The unexamined life is not worth living"

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Socrates

## For more information contact:

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A modern paradox?

# "Ethics only pays a dividend if you don't do it for a dividend"

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Dr Simon Longstaff, Executive Director  
St James Ethics Centre