

Forum Underscores Value of Ethical Leadership

What is Values-Driven Leadership? How does one become a moral manager? How are other defense contractors dealing with foreign corrupt practices and what new developments have occurred in the applicable laws?

These are just a few of the issues addressed at the annual best practices forum, “Developing Ethical Leadership,” sponsored by the Defense Industry Initiative on Business Ethics and Conduct (DII) recently held in Washington, D.C. Nearly a dozen employees from Northrop Grumman’s corporate and sector offices were among the 200 attendees, which also included customers and competitors.

Speakers from the academic world, government institutions and corporations—including Northrop Grumman’s Frank Daly, Donna Davis and Carl Oliver—shared their expertise and participated in leadership and business panels as well as case-study presentations.

Among the other Northrop Grumman attendees was Judy Drake, manager of Support Services at ES-LCS, Huntsville. She thought the most valuable sessions of the forum were those in which organizations shared information about their ethics programs and government representatives discussed their expectations for the industry and forthcoming changes.

Judy said what most impressed her was “the significant role Northrop Grumman plays in the defense industry ethics arena. I really take pride in being part of such a respected company.”

The collaboration among industry and government ethics officials addressing emerging issues and providing solutions was what made an impression on JoAnn Stith, ES Ethics “OpenLine” administrator.

“I benefited from the academic presentations on moral leadership and character development,” said Stith.

Representatives from the United States Military, Naval, and Air Force Academies provided “lessons learned” from their experiences teaching ethical leadership, while Professor Linda Klebe Trevino, of The Pennsylvania State University, discussed recent research into ethical behavior based on employee perceptions of management.

“Ethical leadership is a voluntary, emotional relationship between leaders and followers based on trust and driven by organizational values,” Stith said.

“The ethical leader inspires and motivates behavior consistent with our com-



Donna Davis, ES Ethics director, was one of over 200 attendees at this year’s best practices forum.

pany values and creates opportunities for others to morally lead themselves.”

The DII is an outgrowth of work by the President’s Blue Ribbon Commission on Defense Management, which in 1986 concluded that the defense acquisition process and the defense business environment could be improved by placing greater emphasis on corporate self-governance.

Kent Kresa, Northrop Grumman’s chairman and CEO, serves on the DII steering committee and Frank Daly, Corporate Ethics director, serves on the DII working group. For more information on DII, employees may visit www.dii.org or the ES Ethics web sites: Intranet—<http://w789900.md.essd.northgrum.com/> and Internet—<http://sensor.northgrum.com/ethics/default.htm>.