

LBS Ethical Leadership Development for Laidlaw Foundation Scholars

Building Moral Muscle: The Psychology of Ethical Behaviour

➔ What will you learn on this programme?

This programme examines the psychological traps that can lead people to stray from their personal values.

You will explore the following areas:

- **Why do people cross the ethical line?**
- **What “ethical blind spots” are we vulnerable to?**
- **How can we avoid these blind spots ourselves, and lead others to avoid them?**

➔ Learning outcomes

By the end of the programme, you will:

1. Understand why ethical lapses happen in organisations and society
2. Learn to identify and act on early indicators of “ethical blind spots”
3. Determine what blind spots you personally are most vulnerable to
4. Spot the ethical challenges that you are most likely to face in the future
5. Identify how you can live up to your values when you face these challenges

➔ Why should you participate in this programme?

This programme aims to challenge your assumptions and develop your self-awareness.

We will guide you to apply key concepts of behavioural science to help you to act consistently with your values – and maintain this integrity throughout your career.

You will have the opportunity to apply the learning by discussing a case study, reflecting on your own experiences, and participating in activities that reveal everyone’s capacity for ethical bias.

➔ Your programme Faculty

This Programme will be led by Dr Daniel A Efron, Associate Professor of Organisational Behaviour at London Business School.

A social psychologist by training, Dr Daniel A Efron teaches courses on Managing Organisational Behaviour, Developing Effective Managers and Organisations, and Ethics in Work, Organisations, and Society.

His research examines the psychology of how people act in ethically questionable ways without feeling unethical, and what shapes people’s judgments of others’ unethical behaviour. His current projects focus on judgments of hypocrisy, and what leads people to let leaders off the hook for dishonesty.

Dr Efron’s research has appeared in top scholarly publications and his work has been discussed in media outlets such as The New York Times, Financial Times, BBC News, The Atlantic, Forbes, and Bloomberg.



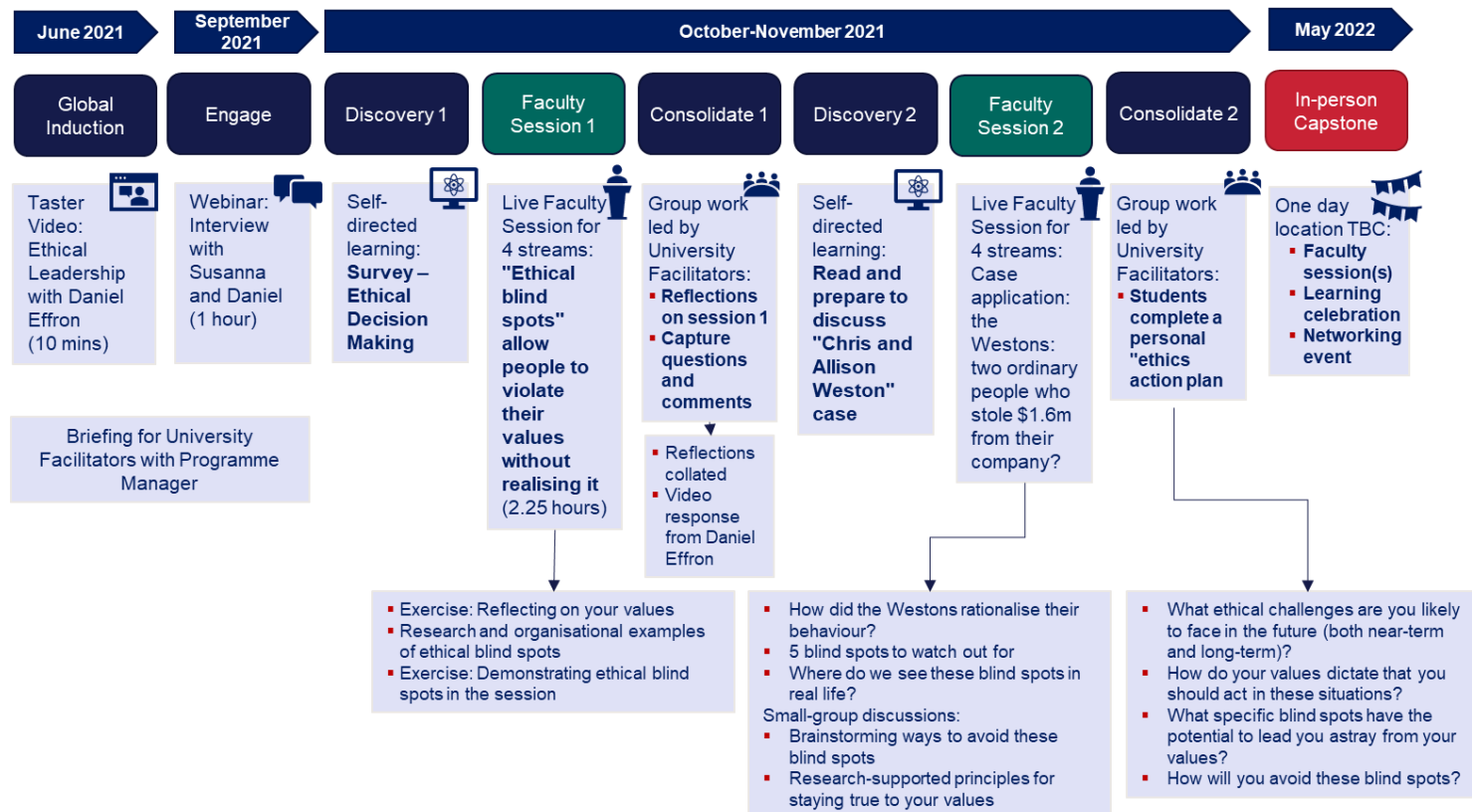
Named one of the “Best 40 Business Professors Under 40” by Poets & Quants, he received teaching awards from the London Business School MBA classes of 2015 and 2020, and his doctoral work was honoured with an American Psychological Association Dissertation Award.

To learn more about Dr Efron’s research visit www.danieleffron.com

➔ Programme details

- **Initial engagement**
The programme will kick off with an interview between Susanna Kempe and Daniel Efron that will set the scene for the programme and stimulate your thinking around this topic.
- **Faculty Sessions with Dr Efron**
You will attend two live Faculty sessions with a cohort of your peers from other Universities. During the sessions you will gain insights from Daniel's research and have the opportunity to reflect on your own experiences and examples.
- **Discovery Work**
Prior to the Faculty sessions, you will be asked to complete some short discovery work; you will complete a survey before your first Faculty session and read a case study article before your second Faculty session.
- **Consolidation Session**
After each Faculty session you will meet with your peers in a facilitated workshop to review the learning, feedback questions to Dr Efron and, finally, to create a personal ethics action plan.
- **Capstone**
There will be a final in-person event held next year TBC to network with your peers, reflect on your learning and share experiences. More details to follow.

➔ Programme learning journey



➔ Time commitment

- Watch engagement interview – 1 hour
- Complete survey – 20 mins
- Attend live Faculty sessions – 2.25 hours x 2
- Participate in consolidation workshop sessions – 1 hour x 2
- Read case study article – 30 mins

The full learning journey is shown below.

➔ More information

If you have any questions or would like to discuss this programme further, please contact Sarah Gillis, Senior Account Manager at LBS:

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