

ANNUAL REPORT 2018

# Brian Picot Chair in Ethical Leadership

VICTORIA  
UNIVERSITY  
WELLINGTON

TE WHARE WĀNANGA  
O TE ŪPOKO O TE IKA A MĀUI



CAPITAL  
THINKING.  
GLOBALLY  
MINDED.

MAI I TE IHO KI TE PAE



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The research team, from left, Victoria Beckett, Karin Lasthuizen, and Marece Wenhold.

# From the Chair

What a fantastic second year it has been for the Brian Picot Chair in Ethical Leadership at Victoria University of Wellington. 'Partnership and collaboration' was the key theme for 2018, and this is in line with the United Nations sustainable development goal 17, adopted by the University.

We hit the ground running at the start of the year, analysing the wealth of research data collected during the interview phase of our research project 'The Ethical Leadership Challenge in New Zealand'.

I was excited to accept an opportunity from the Deputy Vice-Chancellor (Digital Futures) Steven Warburton to deliver the University's fifth massive open online course (MOOC). This will take a year of planning, script writing and filming, and is scheduled for delivery on the edX/VictoriaX platform during July 2019. It is a great opportunity to engage again with some of the key participants in the research project and gather their comments in a different media. Delivering the course has provided the chance to collaborate again with my long-standing colleague Professor Alan Lawton, with whom I co-authored the book *Ethics and Management in the Public Sector*. Alan has agreed to be a visiting professor within the Chair and will be adding to the publication library of the Chair during his year-long tenure (until 1 October 2019).

In March, the Chair was delighted to partner with Transparency International New Zealand and Principles for Responsible Management Education (PRME) at Victoria Business School to bring Hon. James Shaw to present the public lecture Green, Greener, Greenest, about a sustainable future for New Zealand.

In April, I attended both the International Research Society for Public Management (IRSPM) conference in Edinburgh and the Public and Political Leadership (PUPOL) conference in Stockholm. The Chair's coordinator, Victoria Beckett, joined me in Stockholm to meet people within the network and gather ideas for next year, when we bring the PUPOL conference to Wellington. In May, we welcomed our first visiting scholar, John Groot from the Support Centre for Integrity Investigations of Holders of Political Office in the Netherlands, who shared his expertise in dealing with integrity issues in politics.

My personal highlight for the year was addressing an audience of more than 250 guests, filling a lecture theatre at Rutherford House, on 26 June to present my inaugural professorial lecture Leading for Integrity: Opportunities and Challenges for Ethical Leadership in Aotearoa New Zealand for Victoria Business School. I was overwhelmed with the amount of support, new connections, follow-up presentations, and other positive outcomes from this lecture, which set the tone for a busy second half of the year.

On 6 September, we continued our partnership with Transparency International New Zealand, and gave the floor to Emmanuel Lulin, global senior vice-president and chief ethics officer at L'Oréal for a fully booked seminar, 'How to make business ethics work for people, planet and profits – insights from within L'Oréal'.

In October we produced a publication, *Ethical Leadership: Opportunities and Challenges for Aotearoa New Zealand* along with a conference paper, co-authored with Marece Wenhold, research assistant within the Chair, for this project. This brought together my past research on ethical leadership and new findings from a New Zealand perspective.

Another highlight was co-hosting the conference Effective and Humane: Restorative and Māori Justice Approaches to the Prison Crisis, with the Diana Unwin Chair in Restorative Justice. That Chair is led by Professor Chris Marshall and is one of the Chairs positioned within Victoria Business School. The Brian Picot Chair in Ethical Leadership assisted with the organisation and logistics at the conference and I was honoured to deliver the introductory speech on the final day. The conference, which was held in honour of Kim Workman, was well attended by both international academic speakers and New Zealand practitioners, including representatives of Te Uepū Hāpai i te Ora / the Safe and Effective Justice Advisory Group.

Our final hosted public event for 2018 was the much-anticipated launch of the first Ethics at Work survey from the Institute of Business Ethics (IBE), United Kingdom.

In 2017, the Chair signed an agreement to become the national partner for the survey. We welcomed our advisory board corresponding member Philippa Foster Back, director of the IBE in London to present the findings at the launch of the publication on 28 November 2018. The survey resulted in two reports: a country report with findings for New Zealand, which included my national comment, and a comparative report for New Zealand, Australia, and the United Kingdom. The data gives us crucial insights into employees' attitudes to, and views on, workplace ethics and are key in supporting the Chair to work towards facilitating a transparent and ethically sound business sector in New Zealand. There will be further analysis of the data during 2019.

On 29 November, I co-presented a paper with adjunct research fellow Heidi Börner, director of Orange Umbrella, at the Labour, Employment and Work (LEW) conference hosted by our colleagues from the Centre for Labour, Employment and Work. We spoke about the role of ethical leadership in healthy and safe workplaces. This was our first collaborative output and proved to be the beginning of a fruitful relationship.

To wrap up a busy year, I presented the keynote speech at the Australasian Business Ethics Network (ABEN) conference Ethics and Sustainability in the Age of Disruption, in Auckland on 9 December, where we also announced our highlight for next year, the fourth PUPOL international conference, Collaborative Leadership for a Sustainable Future, on 11 and 12 April 2019.

I hope that you enjoy reading through this report of our activities over the past year. I look forward to delivering and sharing the next chapter in the Brian Picot Chair in Ethical Leadership journey in due course.



**Professor Karin Lasthuizen**

Brian Picot Chair in Ethical Leadership



# Highlights of 2018

- Presented papers at conferences in New Zealand and Europe
- Inaugural lecture on 26 June 2018
- Collaborated with Diana Unwin Chair in Restorative Justice for the conference Effective and Humane: Restorative and Māori Justice Approaches to the Prison Crisis Conference, 23–25 October 2018
- National partner for the Institute of Business Ethics' survey, Ethics at Work
- Published *Ethical Leadership: Opportunities and Challenges for Aotearoa New Zealand*
- Established visiting and adjunct academic positions
- Prepared scripts and expert video clips for MOOC

# Plans for 2019

- Hosting Collaborative Leadership for a Sustainable Future, the fourth international PUPOL conference, in Wellington on 11 and 12 April 2019
- Launching MOOC, Ethical Leadership in a Changing World, in July 2019
- Follow-up writing using Ethics at Work survey data analysis
- Writing academic publications and professional articles together with research associates
- Complete supervision of PhD student Robin van Halderen. Robin will defend his thesis, in the Netherlands, in September 2019

# Background

The Brian Picot Chair in Ethical Leadership was established in 2016. It is one of the professorial chairs within Victoria Business School (VBS), planned around contemporary issues in specialised areas. The Brian Picot Chair in Ethical Leadership is hosted within the School of Management.

Professor Karin Lasthuizen is the inaugural Chair, having taken up the position on 1 November 2016. Victoria Beckett commenced a position supporting the Chair on 7 February 2017. Temporary additional research and visiting positions are created as demand arises.

Note: For the purpose of this report, the term 'Chair' refers to the team of individuals contributing to the position.

# Role purpose and scope

**The Brian Picot Chair in Ethical Leadership has the following purposes.**

## RESEARCH

- a) research on ethical leadership, including applying international research and expertise to the New Zealand context
- b) supervision of graduate research projects and PhD research.

## TEACHING

- a) teaching on leadership and ethics at all levels in Victoria Business School, including the Master of Business Administration within the School of Management
- b) providing leadership and guidance on how ethics is treated and included in relevant courses and overall teaching in Victoria Business School
- c) presenting executive education for professionals.

## PUBLIC ENGAGEMENT

- a) engagement with, and advice to, the corporate, public, and community sectors, including advice on ethics policies and ethics management
- b) writing media articles and being available for interviews
- c) management of visitor programme.

# Advisory board

The Brian Picot Chair in Ethical Leadership is supported by an advisory board that includes senior representatives from Victoria University of Wellington and partner and sponsoring organisations. The purpose of the advisory board is to enable the Chair to engage in constructive dialogue with influential external stakeholders to solicit useful and strategic advice that can help the holder of the Chair carry out the role. The advisory board consults with, and provides advice to, the Chair and the head of the School of Management.

The advisory board met three times in 2018: in March, August, and November. Two new advisory board members were welcomed in mid-2018: Mike Webb, general manager professionalism and assurance, New Zealand Police and James Bushell, director, MOTIF.

Lyn Provost chairs the advisory board and in 2018 agreed to continue as chair until the end of 2019. She and Professor Lasthuizen met on a regular basis during 2018 to prepare advisory board meetings and discuss topical issues.

Victoria Business School's development manager Hazel Jourdin attends advisory board meetings to keep abreast of developments within the Chair.

We wish to thank all members of the advisory board for their time and effort.



## Advisory board members

<b>Lyn Provost</b>	Chair of the advisory board in a personal capacity, having stepped down from the position of controller and auditor-general at the beginning of 2017
<b>James Bushell</b>	Director, MOTIF
<b>Rob Everett</b>	CEO, Financial Markets Authority
<b>Barry Jordan</b>	Commercial mediation specialist, former managing partner of the New Zealand Deloitte forensic team
<b>Dr Mike Ross</b>	Pukenga/lecturer, Te Kawa a Māui, Victoria University of Wellington
<b>John Sax</b>	CEO Southpark Corp, a business leader with strong interest in applied ethical leadership
<b>Suzanne Snively</b>	Chair, Transparency International New Zealand
<b>Mike Webb</b>	General manager professionalism and assurance, New Zealand Police

## Corresponding member

<b>Philippa Foster Back, CBE</b>	Director, Institute of Business Ethics, London
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## Ex-officio members

<b>Professor Ian O. Williamson</b>	Pro-Vice-Chancellor and Dean of Victoria Business School
<b>Professor Urs Daellenbach</b>	Associate professor and head of the School of Management



# Academic research on ethical leadership

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The Chair commenced 2018 with the analysis phase of the research project Ethical Leadership Challenge in New Zealand. The research aims to explore the meaning of ethical leadership and its role in addressing the main ethical issues in New Zealand. It also seeks to identify the potential role for the Brian Picot Chair in Ethical Leadership and Victoria University of Wellington to contribute in this area.

The research team used Nvivo software to analyse the 40 interviews with key people from the public, private, and community sectors. The project commenced in 2017 and the interview phase was completed in early November 2017. The research team comprised Professor Lasthuizen, Victoria Beckett, and Marece Wenhold.

This analysis was then used to form the academic input to Professor Lasthuizen's inaugural professorial lecture, Leading for Integrity at the University on 26 June 2018. The response to the lecture was terrific, with more than 200 people from the public and private sectors attending. This set the impetus for a busy schedule of invitations to speak to a range of organisations throughout the rest of 2018.

## Collaborative research projects

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### **INSTITUTE OF BUSINESS ETHICS' ETHICS AT WORK SURVEY 2018**

The Brian Picot Chair in Ethical Leadership has been nominated as the New Zealand national partner for the global Ethics at Work survey 2018 from the Institute of Business Ethics (IBE). After the initial IBE survey report, the Chair will continue analysing the data for New Zealand, Australia, and the United Kingdom.

### **BEHAVIOURAL RESEARCH INTO ETHICAL BEHAVIOUR—EXPERIMENTS WITHIN THE NEW ZEALAND FINANCIAL SECTOR**

This research project is run by Professor Eberhard Feess from the School of Economics and Finance and will also incorporate work with advisory board member Rob Everett, CEO of the Financial Markets Authority.

Background: Companies, including banks, run programmes to increase their employees' awareness of ethical behaviour. Analyses often rely on survey data that is prone to opportunistic answers and does not necessarily reflect actual behaviour. The project proposes to complement survey data with economic experiments to assess whether corporate training improves ethical behaviour.

### **LEADING TO SAFE, HEALTHY, AND ETHICAL WORKPLACES**

Co-authored with Heidi Börner, director, Orange Umbrella, a paper entitled 'Leading to safe, healthy, and ethical workplaces: Responses of company governance and leadership to employee reports and the role of ethical leadership', which was presented at the Labour, Employment and Work conference at Victoria University of Wellington on 29 November.



# Publications

Brian Picot Chair in Ethical Leadership. *Ethical Leadership: Opportunities and Challenges for Aotearoa New Zealand*. Victoria University of Wellington. [www.victoria.ac.nz/ethical-new-zealand](http://www.victoria.ac.nz/ethical-new-zealand).

Van Eeden Jones, I., & Lasthuizen, K. (2018). Building public sector integrity in Indonesia: The role and challenges of ethical leadership, *Asia Pacific Journal of Public Administration*, 40(3), 175-185. <https://doi.org/10.1080/23276665.2018.1515392> (Awarded best paper 2018)

Parnell-Berry, B., & Lawton, A. (2018): Citizenship for all? Mobility and the 'right' way to live, *Administrative Theory & Praxis*. <https://doi.org/10.1080/10841806.2018.1512335>

Huberts, L.W.J.C., & Lasthuizen, K. (forthcoming). Corruption in context: What goes wrong in governance. In M. Powell, T.A. Mau & D. Wafa (Eds.) *Corruption in a global context: Restoring public trust, integrity, and accountability among public leaders and governing institutions*. (This book chapter is expected to be published in 2019, due to a change in publisher.)

Heres, L., Huberts, L.W.J.C & Lasthuizen, K. The effects of work characteristics and moral task complexity on follower expectations of ethical leadership. (To be submitted to *Journal of Business Ethics*.)

## Public and Political Leadership Network



Professor Lasthuizen is co-founder and on the board of directors of the international academic research network Public and Political Leadership (PUPOL) ([www.pupolnetwork.com](http://www.pupolnetwork.com)).

Professor Lasthuizen and Victoria Beckett attended the third PUPOL international conference, Leadership in a Changing Environment, on 19 and 20 April 2018. Professor Lasthuizen presented a paper, 'Ethical leadership in New Zealand: Findings from a bicultural and cross-sectoral perspective', chaired sessions, and was part of the closing panel discussion. Victoria Beckett supported the conference organising team and brought back useful information to assist with preparations for the next PUPOL international conference, Collaborative Leadership for a Sustainable Future, which will be hosted by the Brian Picot Chair in Ethical Leadership, at the University's marae, on 11 and 12 April 2019. This will be an exciting opportunity to launch PUPOL to the Asia-Pacific region and bring insights from leading worldwide experts to New Zealand.

In addition, PUPOL is organising a special issue about ethical leadership and the integrity of public institutions for the journal *Public Integrity*. Professor Lasthuizen is in the lead together with Dr Leonie Heres (Utrecht University School of Governance, the Netherlands) and Associate Professor Werner Webb (University of South Africa, South Africa). An extended call for papers closed on 1 December 2018 and the issue is scheduled to be published by the end of 2019.

An extensive database of contacts has been built and the Chair is using this to establish a PUPOL chapter for the Asia-Pacific region, which will include New Zealand's leadership researchers. The Chair is working closely with former Victoria University of Wellington colleague Professor Brad Jackson (Griffith University, Brisbane, Australia) to achieve this.



# Research supervision of graduate research projects and PhD research

Professor Lasthuizen continued the supervision of a Master's student and began supervision of another student within Victoria Business School. She also continued to co-supervise two PhD candidates from her previous position at Vrije Universiteit, the Netherlands.

Hege Ovrebo, an international Master's student, completed her thesis mid-2018 and was graded A-.

<b>Title</b>	Generation Y's expectations for ethics at work in New Zealand.
<b>Abstract</b>	<p>The aim of the thesis was to explore the expectations the late Gen Y has to work and organisations in New Zealand, with a main focus on ethics. Late Gen Y (born 1992-1998) is the group entering the workforce now, and it is important for future employers and from a HR perspective to understand their expectations and address ethics issues in order to attract talent. Gen Y seem to be different from the previous generations and seem to have a more holistic view of ethics, as they grew up in a time of financial stability and an increased awareness of global warming and environmental issues such as natural resources running out. It is therefore argued that the late Gen Y are more interested in wider ethical issues, both at the organisational level, but also fair treatment and having a safe place to work. Focus groups, Q-study and interviews among respondents from this younger generation have been conducted during the first half of 2018.</p> <p>Findings show there are three profiles or ideal types. A summary is at <a href="https://www.victoria.ac.nz/som/professorial-chairs/brian-picot-chair-in-ethical-leadership/resources">https://www.victoria.ac.nz/som/professorial-chairs/brian-picot-chair-in-ethical-leadership/resources</a></p>

Saloni Pandey commenced supervision for her Master's thesis with Professor Lasthuizen in 2018.

<b>Title</b>	Human resources and ethics: A relationship that is work in progress.
<b>Abstract</b>	<p>This thesis explores potential role conflicts that human resources (HR) professionals might experience when confronted with an ethical situation in an organisation. Human resources plays a core role in organisations to address challenges and enhance employment relationships. However, it has been argued that HR professionals should be both a 'strategic business partner' and an 'employee champion', hence creating a potential role conflict. This role conflict tends to intensify when the HR professionals are confronted with an ethical situation associated with interpersonal relationships or organisation deviance such as fraud and theft. Furthermore, this may cause confusion and ambiguity for those who rely on the HRs' expertise regarding an ethical matter. In-depth interviews will be conducted in the first half of 2019 with senior HR professionals to understand their thoughts and opinions on the potential role conflicts within their profession. Additionally, the interviews will be utilised to understand what this ultimately means for the HR profession.</p>

## CO-SUPERVISION OF INTERNATIONAL PHD STUDENT

Dedy Eryanto, a government auditor from Indonesia. Dedy has received financial support from the Indonesian Government for a full-time PhD scholarship for four years. He presented a successful defence of his proposal during 2018. Co-supervising with Professor Tony van Zijl, School of Accounting and Commercial Law.

<b>Title</b>	Integrity management in the supreme audit institution (SAI): A case study in Indonesia.
<b>Abstract</b>	<p>This study addresses the quality of the integrity management system of the Indonesian Supreme Audit Institution (ISAI). Public indicators—the Corruption Perception Index from Transparency International, for example—show that corruption is a serious problem for Indonesia. Therefore, it is important that the ISAI has a high-quality integrity management system, especially given the key role of audit institutions in a national integrity system.</p> <p>This study will compare the ISAI's integrity management system with an 'ideal type' integrity management system that was introduced by the OECD and that serves as a benchmark in the field research. In addition, a comparison will be made between the integrity management system as intended (nominal system) and as implemented (real system) within three branches of the ISAI. A mixed research approach comprising document analysis, semi-structured interviews, and a survey will be used to critically assess the system at the ISAI head office and as implemented at three local branches.</p> <p>Overall, this study aims to contribute to theory development that is sensitive to issues of cultural subjectivity. The cultural context in terms of the prevalent moral values, norms, and practices is particularly relevant for the study, understanding, and success of integrity management.</p> <p>Dedy completed the Transparency International MOOC.</p>



## MASTER'S AND PHD ADVISORY SERVICES

Professor Lasthuizen has provided supplementary advice on ethical leadership to several students who are being supervised by other academics. Mark Harris (School of Government), Samradhi Jog (School of Government), and Haydn McComas (Faculty of Education) have all received advice and support throughout the year.

Overview of student supervision		
Student	Research subject	Status
Robin van Halderen PhD student, University of Applied Science Avans Den Bosch Co-supervision with Professor Emile Kolthoff, Open University of the Netherlands	Noble-cause corruption within the Dutch police force	End date: 2019
Jan Peter Gulmans PhD student, Vrije Universiteit, the Netherlands Co-supervision with Professor Leo Huberts, Vrije Universiteit, the Netherlands and Professor Emile Kolthoff, Open University of the Netherlands	Reporting integrity violations and the process of individual ethical decision-making	End date: 2020/2021
Dedy Eryanto PhD student, School of Management, Victoria University of Wellington Full-time scholarship from the Indonesian Government Co-supervision with Professor Tony van Zijl	Integrity Management in the Supreme Audit Institution (SAI): A case study in Indonesia	End date: 2020/2021
Quynh Huong Pham Nguyen PhD student, School of Architecture, Victoria University of Wellington Full-time scholarship from the Vietnamese Government Co-supervision with Dr Nigel Isaacs and Dr Adele Lea, School of Architecture, Victoria University of Wellington	Sustainability of small- and medium-sized enterprises in the construction sector	Suspended until 2019 for personal reasons
Hege Ovrebo Master's student, School of Management, Victoria University of Wellington	Late Gen Y's expectations for ethics at work in New Zealand	Completed July 2018 Graded A-
Georgia Panagiotelis Honours student, School of Management, Victoria University of Wellington	Leadership development programmes and the way participants are trained to become authentic, transformational leaders.	Completed 2017 Graded A
Saloni Pandey Master's student, School of Management, Victoria University of Wellington	Human resources and ethics: A relationship that is work in progress.	July 2018–July 2019



# Board involvement

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Professor Lasthuizen is associated with several academic editorial boards.

## **PUBLIC INTEGRITY**

A double-blind, peer-reviewed academic journal that publishes original content manuscripts addressing ethical issues affecting society. The scope of ethical issues includes governments, NGOs, non-profits, businesses, corruption, law, social equity, criminal justice, environment, and human rights.

## **ADMINISTRATIVE SCIENCES**

An international, peer-reviewed, and open-access scholarly journal that publishes original theoretical and empirical work in organisation studies.

## **PALGRAVE PIVOT FOUNDATIONS SERIES**

A new series of books about the foundations and future of government and public administration. Series co-editors are Professor Jos Raadschelders, associate dean of John Glenn

College of Public Affairs, Ohio State University (United States) and University of Leiden (the Netherlands) and Professor Rod Rhodes, Department of Politics and International Relations, University of Southampton (United Kingdom). This project has just commenced.

## **INTERNATIONAL JOURNAL OF PUBLIC LEADERSHIP**

Previously published as *International Journal of Leadership in Public Services*. The journal focuses on all leadership perspectives, and contributions from all disciplines are encouraged. Papers that offer new empirical research, theory development or testing, comprehensive literature reviews, or rich practitioner accounts are all welcome. A special issue of this journal will be the output from the fourth international PUPOL conference, hosted by the Chair in 2019.

# Visitor and adjunct appointments

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John Mathew Groot was the first visiting scholar for the Brian Picot Chair in Ethical Leadership during May 2018. The objective of his visit was to explore opportunities and collaborations. He is head of the Support Centre for Integrity Investigations of Holders of Political Office in the Netherlands and could share his expertise around (dealing with) integrity issues in politics. During his visit, he met with representatives from Transparency International New Zealand, the State Services Commission, and the Serious Fraud Office. He also gave a lunchtime seminar entitled 'Leaky Politics' on 16 May.

Professor Alan Lawton was appointed as a visiting professor from 1 October 2018. He is scheduled to work alongside the Chair until 30 September 2019. His focus will be collaborating with the Chair to write content for a MOOC due to be launched during 2019.

Heidi Börner and James Bushell were appointed as adjunct research fellows in late 2018 until the end of 2019. Heidi will focus on the role of ethical leadership within health and safety and James will be involved with producing a corporate integrity booklet.



# Leadership and ethics teaching

During 2018, Professor Lasthuizen delivered 'crash courses' about ethics in undergraduate programmes at Victoria Business School and provided research ethics lectures for the Master of Business Administration (MBA) programme and final-year Tourism students. She also completed teaching follow up and marking from MBA teaching during 2017.

'Crash course' topic	School or programme	Course
Ethical Leadership	School of Management	MGMT 321 Organisations and Ethics, lecture in May 2018
Ethical Decision-Making	School of Accounting and Commercial Law	ACCY 111 Introduction to Accounting, two lectures in March and September 2018
Ethical Reputation	School of Government	FCOM 111 Government, Law and Business, three lectures in May and October 2018
Research Ethics	School of Management	TOUR 308 Tourism Research, lecture in March 2018 MMBA 532 Business Research Course or Project, lecture in June 2018
Integrity Violations and Corruption Measurement	Victoria International Leadership Programme	Seminar in September 2018 This session also incorporated the recording of international students' views on ethical leadership for the MOOC project

# Providing leadership and guidance on ethics

Along with providing ‘crash courses’, Professor Lasthuizen shared her expertise as detailed below.

## **HUMAN ETHICS COMMITTEE**

Representative for the School of Management and responsible for assessing human ethics applications. Professor Lasthuizen ensures that human research proceeds ethically and in accordance with the University’s human ethics policy. She also promotes awareness of ethical issues related to human research and provides guidance and support to researchers at the University to help uphold high ethical standards.

## **PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME) STEERING COMMITTEE**

The committee is chaired by Dr Christian Schott, the VBS representative for PRME. Victoria Business School was one of the first schools worldwide to become an advanced signatory to PRME ([www.unprme.org](http://www.unprme.org)).

## **VICTORIA BUSINESS SCHOOL ENTREPRENEURSHIP COMMITTEE**

Led by Dr Stephen Cummings, professor of strategy in the School of Management and director of entrepreneurship programmes. Professor Lasthuizen assists with VBS’s efforts to support the growth of entrepreneurship in the Wellington region and across New Zealand and to support the University’s student entrepreneurs.

## **AMBA ACCREDITATION PANEL**

In October 2018, Professor Lasthuizen was part of a panel of VBS representatives who met with the accreditation body Association of MBAs. The School is among just 1 percent of business schools worldwide that hold the triple crown of international accreditations from the Association to Advance Collegiate Schools of Business, European Quality Improvement System, and Association of MBAs.

## **SCHOOL OF MANAGEMENT EXECUTIVE**

Professor Lasthuizen is a member of the School of Management’s executive team that meets regularly to discuss the leadership of the School.

## **APPOINTMENTS COMMITTEE**

Professor Lasthuizen is a member of the appointments committee for the proposed New Zealand Prime Minister’s Australia and New Zealand School of Government (ANZSOG) Chair in Public Service Ethics and Integrity. This Chair is a new academic position, created by ANZSOG in partnership with Victoria University of Wellington and will focus on improving New Zealand’s public-sector leadership. It will be based in Wellington and encompass a focus on integrity and ethical conduct.

## **ETHICS COMMITTEE, TRANSPARENCY INTERNATIONAL NEW ZEALAND**

Professor Lasthuizen is chair of this committee and provides advice on ethical questions within the organisation.



# Engagement

The contact database for the Brian Picot Chair in Ethical Leadership is growing extensively in line with new contacts and relationships fostered over the year.

There were six public events held during the year, two of which were held in partnership with Transparency International New Zealand.

From 23 to 25 October, the Chair co-hosted the conference, Effective and Humane: Restorative and Māori Justice Approaches to the Prison Crisis, with Professor Chris Marshall, Diana Unwin Chair in Restorative Justice and his team. Professor Lasthuizen presented the introductory address on the final day of the conference. This opportunity builds on her previous work in Dutch prisons, which was highly relevant for this conference.

## CONFERENCES AND PUBLIC LECTURES HOSTED DURING 2018

Date	Presenter	Topic	Number attended
21 Mar	Hon. James Shaw, MP	'Green, greener, greenest' Speech about a sustainable future for New Zealand; in partnership with PRME and Transparency International New Zealand	200
16 May	John Mathew Groot	'Leaky politics'	25
26 Jun	Karin Lasthuizen	Inaugural lecture, Leading for Integrity	220
6 Jul	Emmanuel Lulin, L'Oréal, Paris	'How to make business ethics work for people, planet and profits: Insights from within L'Oréal' In partnership with Transparency International New Zealand	65
24–25 Oct	Karin Lasthuizen	Effective and Humane conference; in partnership with the Diana Unwin Chair in Restorative Justice	180 (total conference attendees)
28 Nov	Philippa Foster Back, Institute of Business Ethics, UK and Karin Lasthuizen	Publication launch: Ethics at work survey 2018	62

The Chair's website ([www.victoria.ac.nz/ethical-leadership](http://www.victoria.ac.nz/ethical-leadership)) continues to develop as a useful repository of text and video-based resources about ethical leadership.

## MEDIA COVERAGE

Date	Media	Title	Web link
1 Jul	Newsroom	Corruption index: New Zealand can aim higher	<a href="https://www.newsroom.co.nz/@future-learning/2018/07/01/135414/corruption-index-nz-can-aim-higher">https://www.newsroom.co.nz/@future-learning/2018/07/01/135414/corruption-index-nz-can-aim-higher</a>
Jun and Jul	BoardRoom magazine	The importance of ethical leadership	<a href="https://www.victoria.ac.nz/som/professorial-chairs/brian-picot-chair-in-ethical-leadership/resources/the-importance-of-ethical-leadership">https://www.victoria.ac.nz/som/professorial-chairs/brian-picot-chair-in-ethical-leadership/resources/the-importance-of-ethical-leadership</a>
Sep	Centre for Labour Employment and Work newsletter, issue 2018/4	Generation Y's expectations for ethics at work In New Zealand	<a href="https://www.victoria.ac.nz/som/professorial-chairs/brian-picot-chair-in-ethical-leadership/resources/generation-ys-expectations-for-ethics-at-work-in-new-zealand">https://www.victoria.ac.nz/som/professorial-chairs/brian-picot-chair-in-ethical-leadership/resources/generation-ys-expectations-for-ethics-at-work-in-new-zealand</a>
6 Nov	Newsroom	Justice system grim despite reputation	<a href="https://www.newsroom.co.nz/@future-learning/2018/11/06/308484/justice-system-grim-despite-reputation">https://www.newsroom.co.nz/@future-learning/2018/11/06/308484/justice-system-grim-despite-reputation</a>
12 Nov	Newsroom	One law for all or one justice for all	<a href="https://www.newsroom.co.nz/2018/11/12/318054/one-law-for-all-or-one-justice-for-all">https://www.newsroom.co.nz/2018/11/12/318054/one-law-for-all-or-one-justice-for-all</a>
29 Nov	stuff.co.nz	One in 10 Kiwi workers have felt pressure to act unethically	<a href="https://www.stuff.co.nz/business/108938153/one-in-10-kiwi-workers-have-felt-pressure-to-act-unethically">https://www.stuff.co.nz/business/108938153/one-in-10-kiwi-workers-have-felt-pressure-to-act-unethically</a>
3 Dec	Radio New Zealand	Organisations urged to step ethics in the workplace	<a href="https://www.radionz.co.nz/national/programmes/businessnews/audio/2018673897/organisations-urged-to-step-ethics-in-the-workplace-5:12-7:14">https://www.radionz.co.nz/national/programmes/businessnews/audio/2018673897/organisations-urged-to-step-ethics-in-the-workplace-5:12-7:14</a>
5 Dec	Newsroom	Ethics starts at the top	<a href="https://www.newsroom.co.nz/@future-learning/2018/12/04/349267/ethics-starts-at-the-top">https://www.newsroom.co.nz/@future-learning/2018/12/04/349267/ethics-starts-at-the-top</a>
28 Dec	Newsroom	The ethics of millennial employees	<a href="https://www.newsroom.co.nz/@future-learning/2018/12/27/376770/the-ethics-of-millennial-employees">https://www.newsroom.co.nz/@future-learning/2018/12/27/376770/the-ethics-of-millennial-employees</a>

## SPEAKING ENGAGEMENTS, CONFERENCE PRESENTATIONS, AND EXECUTIVE EDUCATION

Date	Organisation	Activity
12 Apr	International Research Society for Public Management (IRSPM) conference, Edinburgh	Paper presentation at conference
20 Apr	PUPOL conference, Stockholm	Paper presentation at conference
13 May	New Zealand Police	Visiting scholar John Mathew Groot presentation
11 Jun	Institute for Governance and Policy Studies (IGPS)	Trust survey roundtable panellist
4 Jul	Leaders Integrity Forum (LIF)	Presentation
23 Aug	Te Tumu Paeroa	Presentation to staff
3 Sep	Wellington Club	Presentation
13 Sep	New Zealand Police Women's Advisory Network	Presentation
18 Sep	Auckland University of Technology (AUT)	Workshop for a delegation from Vietnam, part of the Ca Mau HR development, management, and leadership group.
25 Oct	Effective and Humane conference	Introduction on second day
30 Oct	In-house Lawyers Association in New Zealand (ILANZ), General Council Forum, Wellington	Presentation
9 Nov	Combined Law Agency Group (CLAG) conference	Presentation and panel member
13 Nov	Centre for Accounting, Governance and Taxation Regulation (CAGTR)	Business Links seminar panel member
16 Nov	In-house Lawyers Association in New Zealand (ILANZ), General Council Forum, Auckland	Presentation
29 Nov	Labour, Employment and Work (LEW) conference	Paper presentation co-written with Heidi Börner
10 Dec	Australian Business Ethics Network (ABEN) conference	2018 conference keynote speaker

# Collaboration

The following is a summary of the partnerships which have been formed or developed further during 2018.

## NEW PARTNERSHIPS

Organisation	Engagement
L'Oréal	Professor Lasthuizen continued dialogue with Tanya Abbot and Sarah Harper from L'Oréal and met them in Auckland. In September, the Chair co-hosted a public seminar with Emmanuel Lulin, senior vice-president and chief ethics officer, L'Oréal
Auckland University of Technology	Professor Lasthuizen presented a workshop for a delegation of Vietnamese government officials in September
Combined Law Agency Group (CLAG)	Professor Lasthuizen presented at the 2018 conference, More than Meets the Eye
Leadership Integrity Forum	Professor Lasthuizen co-presented a workshop with Stephen Walker, Audit New Zealand, and continues to meet him in relation to his appointment as president of Chartered Accountants Australia and New Zealand
In-house Lawyers Society (ILANZ) New Zealand Law Society	Professor Lasthuizen presented a workshop at the ILANZ General Counsel Forums in both Wellington and Auckland
Ministry of Business, Innovation and Employment	Professor Lasthuizen met Adrian Regnault, general manager enterprise risk and assurance, and Claire Smollett, senior adviser integrity
Public Relations Institute of New Zealand (PRINZ)	Professor Lasthuizen met with PRINZ fellows Tim Marshall and Elaine Koller



## EXISTING PARTNERSHIPS FURTHER DEVELOPED

Organisation	Engagement
Audit New Zealand	Professor Lasthuizen met Stephen Walker, executive director, Audit New Zealand and he was filmed for the MOOC
BusinessNZ	Abbie Reynolds, executive director, Sustainable Business Council, was filmed for the MOOC in November
Chartered Accountants Australia and New Zealand (CAANZ)	<p>Professor Lasthuizen co-presented a workshop at the Leadership Integrity Forum with CAANZ president, Stephen Walker (also executive director, Audit New Zealand) and meets him regularly</p> <p>Stephen Walker interviewed Professor Lasthuizen for a video about the importance of ethics at an organisational level: <a href="https://www.charteredaccountantsanz.com/news-and-analysis/news/ethical-leadership-drives-organisational-success">https://www.charteredaccountantsanz.com/news-and-analysis/news/ethical-leadership-drives-organisational-success</a></p> <p>Professor Lasthuizen was introduced to Peter Vial, group executive, Advocacy and Professional Standing, New Zealand and the Pacific, at CAANZ</p>
Deloitte	<p>Barry Jordan is a member of the advisory board. He left his role as partner, forensics, at Deloitte at the end of 2018 but will remain on the advisory board</p> <p>Professor Lasthuizen attended the Deloitte Fraud film festival in Auckland in March</p>
Institute of Business Ethics (IBE)	<p>The Chair is a national partner for the IBE's Ethics at Work Global Survey</p> <p>Professor Lasthuizen provided the national partner commentary for the New Zealand report</p>
Institute of Directors in New Zealand	<p>Kirsten Patterson and Felicity Caird have continued to attend public seminars held by the Chair</p> <p>In May, Professor Lasthuizen was interviewed for <i>BoardRoom</i> magazine and an extensive article promoting her thought leadership was published in the June–July 2018 edition</p>
Kingdom of The Netherlands	<p>Ambassador Rob Zaagman left the position in August and was replaced by Mira Woldberg</p> <p>As a citizen of the Kingdom of the Netherlands, Professor Lasthuizen continues to enjoy reciprocal event engagements with the ambassador</p> <p>Professor Lasthuizen attended a welcome dinner at the Embassy with other Wellington-based leading females with Dutch heritage</p>
MOTIF	<p>James Bushell, director, joined the advisory board in August and was filmed for the MOOC in November and was made an adjunct research fellow in 2018</p> <p>There are plans for him to work with the Chair to create a corporate integrity booklet</p>
New Zealand Customs Service, Fire and Emergency New Zealand	Jane Mitson (formerly chief adviser risk at New Zealand Customs Service and now national manager risk at Fire and Emergency New Zealand) attended the Emmanuel Lulin seminar and was filmed for the MOOC
New Zealand Police	<p>Mike Webb, general manager professionalism and assurance, joined the advisory board in August and was filmed for the MOOC in November</p> <p>Lesley Cornish attends the Chair's public seminars and assisted with video clips for the MOOC</p> <p>Professor Lasthuizen presented at the New Zealand Police Women's Advisory Network</p>
One Percent Collective	Pat Shepherd, chief doer of things, was filmed for the MOOC in November
Orange Umbrella	<p>Professor Lasthuizen worked with Heidi Börner, director, to write and present 'Leading to safe, healthy and ethical workplaces—responses of company governance and leadership to employee reports and the role of ethical leadership' at the Labour Employment and Work conference in November 2018</p> <p>Heidi Börner was made an adjunct research fellow in 2018</p>

# Internal engagement

The work of the Chair could not happen without the substantial support and engagement from many other roles within the University. These include, but are not limited to:

- Professor Ian O. Williamson, Pro-Vice-Chancellor and Dean, Victoria Business School
- VBS staff, including Rachael Thacker, engagement manager; Kay de Malmanche, senior administrator engagement; Laura Cooper, senior faculty finance adviser; and the Human Resources team
- academic and professional staff within the School of Management and VBS
- the Development Office, in particular Hazel Jourdin, development manager, VBS
- the Communications, Marketing and Engagement team
- the Digital Learning and Research team that is producing our MOOC.

## RESEARCH ASSISTANCE AND ADMINISTRATIVE SUPPORT

Marece Wenhold	Transcriber and research assistant for the Ethical Leadership Challenge in New Zealand project PhD student and teaching assistant in the School of Government	May 2017–Dec 2018
Saloni Pandey	Administrative assistant	Nov 2018–Apr 2019

## PROFESSIONAL DEVELOPMENT OF STAFF

Topic	Training provider	Staff attending
Privacy at Victoria University of Wellington	In-house	Victoria Beckett
Advanced Nvivo (software programme for analysing qualitative data/ interviews)	In-house	Marece Wenhold
Prince2 project management Introduction and Practitioner	External provider: Project Plus	Victoria Beckett
How to be a Writing Ninja	In-house	Karin Lasthuizen Marece Wenhold

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