

# Aritahi

Brian Picot Chair in Ethical Leadership



VICTORIA UNIVERSITY OF  
**WELLINGTON**  
TE HERENGA WAKA

# Activity Report 2021-2026



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# FROM THE CHAIR

Kia ora koutou katoa

In this report we provide an update on the activities of key research projects, teaching, and engagement during the Chair's second term (from November 2021 to November 2025). By the end of 2026, this term comes to an end, and we hope to secure new funding to continue our work for another five years, helping organisations in New Zealand to improve their ethical leadership practices, teaching new cohorts of students, and bringing ethics from the head to the heart!

## Looking back

The start of the second term was marked by the COVID-19 pandemic, followed by the process to ensure the University's financial sustainability and the economic recession of recent years, which affected both businesses and government agencies. And while all these events impacted the Chair's activities, including working from home for both staff and students, we have achieved good results and had some important highlights. Slowly but surely, the involvement of and with New Zealand organisations is increasing again.

The Chair continued our core research programme, Ethics at Work, with new findings from the Institute of Business Ethics' 2024 International Employee Survey for New Zealand for the third time. From 2022 to 2025, we conducted a funded research project on political integrity, edited a Special Issue *Improving Ethical Leadership in Its Cultural Context: New Challenges and Prospects* for the open-access journal *Administrative Sciences*, and in the meantime, our book *HUMANGOOD* found its way to numerous audiences.

## Looking ahead

An exciting new project we've just started is the production of the first global *Handbook on Ethical Leadership*, which will be published by De Gruyter Handbooks, Berlin, early in 2027. I am co-editing this volume with Adjunct Professor Alan Lawton, with over 30 chapters that involve renowned scholars around the world. Research fellow Yana Geary and research assistant Verena Habrich will provide additional support throughout 2026.

With my courses and workshops on Ethical Leadership, which are based on the successful MOOC, we've reached an additional 1000 students over the past four years. The course is now a core course in the minor and major in Sustainability and Ethics in Business. The fully online course arrived at just the right time as the pandemic hit and has proven incredibly popular—it attracts 200+ students from across the University each year. Ethical leadership has also become an integral part of the professional development programme for our Executive Master of Business Administration (EMBA) students and the Wellington International Leadership Programme (WILP)/ Wellington Plus Programme (WPP). It was a pleasure to be back in the studios at Kelburn Campus in 2024, this time to record a Taster Lecture, a short promotional video for the (refreshed) Bachelor of Commerce at Ōrauāriki—Wellington School of Business and Government (WSBG).

Next year we hope to revive University Leadership Week in collaboration with the new Kitea Impact Programme which has brought WILP and WPP together, to give our students an interactive experience in ethical leadership. Another absolute highlight in 2026 will revolve around the PhD research, with almost all my students completing their doctorates.

We're seeing an increase in professional engagement from organisations and professional associations requesting ethics training from the Chair, including the Australia and New Zealand School of Government (ANZSOG). Together with the adjunct research fellows of the Chair, there is now a team to meet this demand and expand our scope in 2026.

We also entered into a fascinating collaboration with H  l  ne Malandain, Director of Pocketknife—a small New Zealand advisory and contracting firm. H  l  ne assists the Chair in writing blogs and short articles about the Chair's research for a professional audience via LinkedIn. In 2025, ten stories were posted on the ethics at work and political integrity research and the number of followers on my LinkedIn page rose to nearly 2,200 followers.

Another highlight of 2025 was the development of the podcast collection *Ethical Leadership: Voices from Aotearoa New Zealand*, curated and produced by H  l  ne Malandain, with additional editing assistance from the Chair's research assistant Verena Habrich. The podcast collection captures inspiring stories from Aotearoa's ethical role models and change-makers who are willing to reflect on their own personal leadership journey, share their learning with openness and humility, and offer practical advice to current and future leaders. The podcast collection will be used in teaching, both in the Bachelor's and Executive Master's programmes, and was made available to a wider audience via LinkedIn in November 2025.

In 2026 another Podcast Collection is planned: *Ethical leadership: Transformative Ideas for Better Futures*. With these podcasts, we hope to build upon the foundations of the first collection and to capture the stories of values-led leaders from around the world. Renowned change-makers will share their stories, their innovative ideas, and bold actions to make the world a better place.

I am immensely grateful to everyone who has helped me further consolidate the Chair over the past few years. Beate Noldan joined the team in 2024 as a senior administrator, ensuring the smooth running of the Chair's administrative, financial, and operational aspects and Verena Habrich began as a research assistant in 2025. We welcomed new adjunct research fellows Karen Thomas and Jane Mitson, while Professor Alan Lawton returned as an adjunct professor at the Chair. In 2026, Catherine Thompson will take over from Beate as senior administrator for the Chair and Yana Geary will assist with the handbook as a postdoctoral research fellow. We also had a few visiting scholars to collaborate on projects and share insights during public seminars and new PhD students working on interesting research proposals.

The Advisory Board was strengthened with new members Stuart Johnson, followed by Gael Price, from the Financial Markets Authority (FMA). Just as important is the continued presence of so many Advisory Board members from the Chair's first term. I would like to thank you all so much for your support!

The Brian Picot Chair in Ethical Leadership wouldn't be able to continue her work in the second term without the support from two private donors, the FMA and research funding from the Gama Foundation. I am grateful for their generous contribution. We look to the future with confidence—2026 promises to be a busy and inspiring year!



Professor Karin Lasthuizen

Brian Picot Chair in Ethical Leadership—Aritahi



# ABOUT THE CHAIR

The Brian Picot Chair in Ethical Leadership—Aritahi was established in 2016 to strengthen Ōrauāriki—Wellington School of Business and Government’s capabilities in training, research, and support to communities of interest, and improve the understanding and practice of ethical leadership in business, government, and civil society organisations in New Zealand.

The Brian Picot Chair in Ethical Leadership is hosted within the Wellington School of Business and Government’s Te Kura Whakahaere—School of Management.

Professor Karin Lasthuizen is the inaugural Chair, having taken up the position on 1 November 2016. The Chair is in its second term (November 2021-November 2026).

*For the purpose of this report the term “Chair” refers to the team of individuals contributing to the position.*

## SPONSORS

The Brian Picot Chair in Ethical Leadership continues her work in the second term with support from two private donors, the FMA and research funding from the Gama Foundation. We are grateful for their generous contribution.

## MoU

The Brian Picot Chair in Ethical Leadership has the following purposes established within the memorandum of understanding (MoU).

### A. Research

- a. Undertaking research and writing scientific publications on ethical leadership and organisational ethics, including applying international research and expertise to the New Zealand context.
- b. Supervising graduate research projects and PhD research.
- c. Maintaining international academic collaborations including management of a scholarly visitor programme.

### B. Public engagement

- a. Engaging with and advice to the corporate, public, and community sectors on ethical leadership and organisational ethics, including presentations on key research findings.
- b. Writing professional and media articles, including being available for interviews.
- c. Collaborating with associates in the corporate, public, and community sectors on applied ethics, including management of an adjunct research fellow programme.

### C. Teaching

- a. Providing leadership and intellectual guidance on how ethics is treated and included in relevant courses and overall teaching at the Wellington School of Business and Government.
- b. Teaching on ethical leadership and organisational ethics at all levels in the Wellington School of Business and Government, including the Executive Master of Business Administration (EMBA).
- c. Providing executive education for professionals in the corporate, public, and community sectors.

## ADVISORY BOARD

The Brian Picot Chair in Ethical Leadership is supported by an Advisory Board that includes senior representatives from Te Herenga Waka—Victoria University of Wellington, and partner and sponsoring organisations.

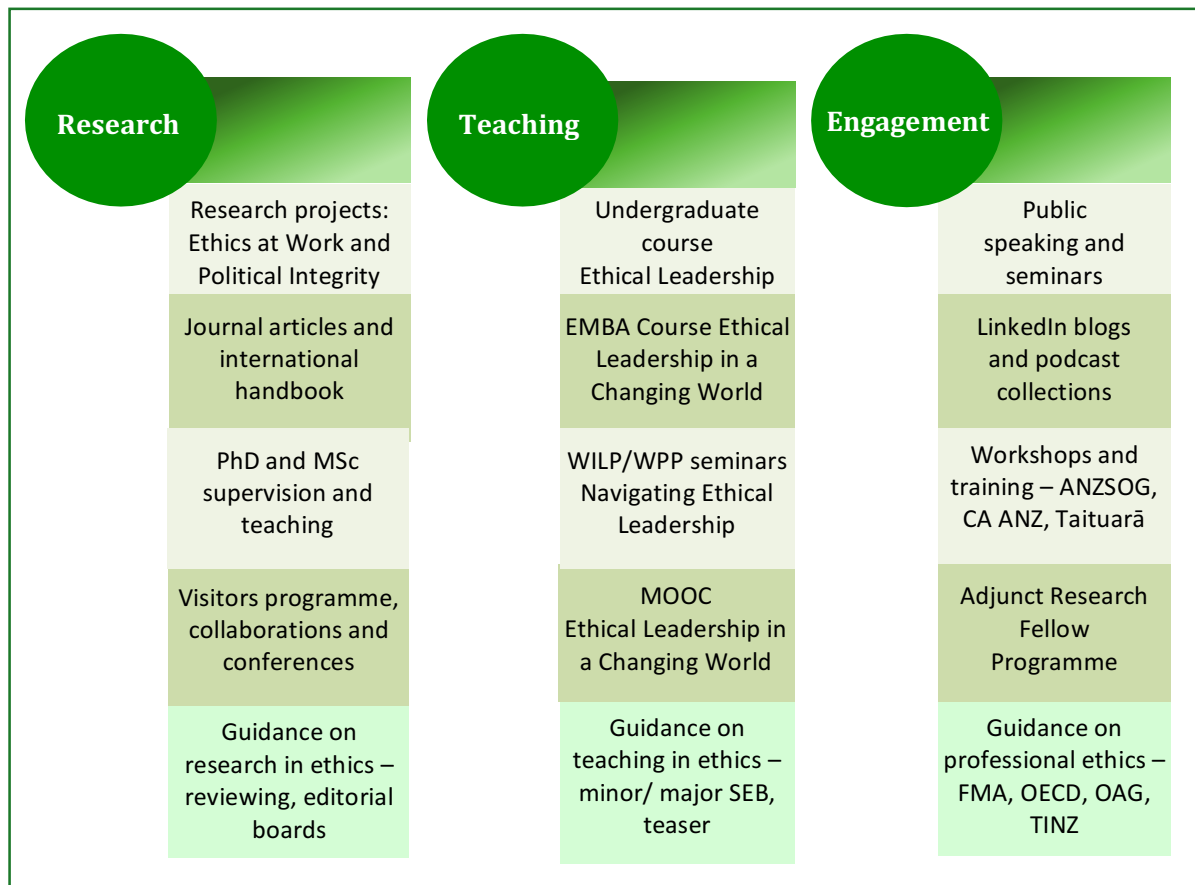
The purpose of the advisory board is to enable the Chair to engage in constructive dialogue with influential external stakeholders to solicit useful and strategic advice that can help the holder of the Chair carry out the role.

The advisory board consults with, and provides advice to, the Chair and the Head of the School of Management. In addition, the Wellington School of Business and Government's Development Manager 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.

<b>Advisory Board Members - in 2025</b>	
Kirsten Patterson (Chair)	Chief Executive of the Institute of Directors
James Bushell	Director MOTIF; General Manager Toa Homes
Rob Everett	Chair Simplicity
Gael Price	Head of Economics and Research, Financial Markets Authority
Dr Mike Ross	Tumaki/Head of School Te Kawa a Māui, Te Herenga Waka—Victoria University of Wellington
John Sax	CEO, Southpark Corp
Dame Suzanne Snively	Experts Advisory Panel - Open Government Partnership Independent Experts Advisory Panel - Review of Reserve Bank of New Zealand
Karen Thomas	Retired - Former Chief Executive, Taituarā—Local Government Professionals Aotearoa, External Member of AIUla Country Advisory Panel
Mike Webb	Chief Assurance Officer, New Zealand Police
<b>Ex-officio members</b>	
Professor Jane Bryson	Pro Vice-Chancellor and Dean of Wellington School of Business and Government, from November 2020
Professor Todd Bridgman	Head of School, Management
A/Professor Arun Elias	Head of School, Management - interim 2025
Victoria Beckett	Senior Development Manager, WSBG and Law, Development and Alumni Relations Office
<b>Past members (2021-2025)</b>	
Aaron Hape	PWC
Stuart Johnson	Financial Markets Authority
Professor Urs Daellenbach	Head of School, Management

# THE CHAIR AT A GLANCE










## Research

- |   |   |
|---|---|
|  <ul style="list-style-type: none"><li>• IBE's National Partner New Zealand – Ethics at Work Survey</li></ul>  |  <ul style="list-style-type: none"><li>• 1 Special Journal Issue</li></ul>   |
|  <ul style="list-style-type: none"><li>• Political Integrity Project</li><li>• Human Good. A Field Guide to Ethical Leadership</li></ul>                         |  <ul style="list-style-type: none"><li>• 1 Global Handbook - to be produced</li><li>• 5 Conference papers and convening</li><li>• 5 Visiting fellows</li></ul> |
|  <ul style="list-style-type: none"><li>• Supervision of 7 PhD students</li><li>• Examination of 3 PhD dissertations</li><li>• 11 Academic Publications</li></ul> |  <ul style="list-style-type: none"><li>• 3 Editorial boards</li><li>• 3 Expert advices</li><li>• 4 Professorial promotions review committees</li></ul>         |

## Teaching

- |  |  |
|--|--|
|  <ul style="list-style-type: none"><li>• 1000+ students engaged in conversations about ethics</li><li>• WSBG BCom taster lecture</li></ul>                               |  <ul style="list-style-type: none"><li>• Leadership Week</li><li>• WILP/WPP workshops and The Moral Machine</li></ul>  |
|  <ul style="list-style-type: none"><li>• Minor and Major in Sustainability and Ethics in Business</li><li>• Undergraduate course MGMT210 - Ethical Leadership</li></ul> |  <ul style="list-style-type: none"><li>• Massive Open Online Course (MOOC)</li><li>• EMBA PD course and executive education in ethical leadership</li></ul> |
|  |  <ul style="list-style-type: none"><li>• ANZSOG faculty</li></ul>   |

## Public engagement

- |   |   |
|---|---|
|  <ul style="list-style-type: none"><li>• 10 Professional blogs</li></ul>   |  <ul style="list-style-type: none"><li>• 4 TINZ scholarships</li><li>• 7 Media mentions</li></ul>        |
|  <ul style="list-style-type: none"><li>• 6 Podcasts: Voices of Aotearoa</li><li>• 6 Adjunct Research Fellows</li><li>• 6 Public seminars</li></ul> |  <ul style="list-style-type: none"><li>• 11 Advisory Board members</li><li>• 4 Generous donors</li></ul> |
|  <ul style="list-style-type: none"><li>• 12 Masterclasses/ Professional workshops</li></ul>  |  <ul style="list-style-type: none"></ul>   |

# RESEARCH

The Chair’s research focus is on ethical leadership and ethics management within public and private sector organisations, to provide evidence-based information and share international best knowledge and practice for the New Zealand public, private, and community sectors.

## I. ETHICS AT WORK

One of the main research programmes is Ethics at Work, with unique data for New Zealand coming from the Ethics at Work: International Survey of Employees.

The Ethics at Work survey is part of triennial research by the London Institute of Business Ethics (IBE) into employee perceptions of ethics in the workplace. This international survey aims to develop an understanding of employees’ attitudes to and perceptions of ethics in the workplace and compare how business ethics is viewed and understood by employees in different countries.

How do employees experience ethical dilemmas in their day-to-day working lives, have they witnessed misconduct, have they reported it, and what stops them from doing so? It provides insights into what supports employees to do the right thing and what the key elements of an ethical organisation are.

Every three years, IBE produces reports with descriptive results for each country included in the survey, along with country comparative reports. IBE has conducted a regular survey into employees’ views of ethics at work in Britain since 2005. The survey has since been widened to include Australia, Canada, France, Germany, India, Ireland, Italy, the Netherlands, New Zealand, Portugal, South Africa, Singapore, Spain, Switzerland and the United States. The sample is representative of the workforce with approximately 750 employees per country.



## IBE Ethics at Work: 2024 International Survey of Employees

<b>PURPOSE</b>	<ul style="list-style-type: none"><li>• <b>UNDERSTAND</b> employees’ attitudes to ethics at work</li><li>• <b>TRACK</b> developments over time</li><li>• <b>COMPARE</b> how business ethics is viewed in different countries</li></ul>
<b>METHODOLOGY</b>	<ul style="list-style-type: none"><li>• <b>TRIENNIAL</b> survey started in 2005 in Britain</li><li>• <b>NEW ZEALAND</b> surveyed in 2018, 2021, 2024</li><li>• <b>ONLINE</b> survey conducted by Yonder</li><li>• <b>15 Questions</b></li></ul>
<b>RESPONDENTS</b>	<ul style="list-style-type: none"><li>• Representative sample of about <b>750</b> working adults in 16 countries, 12,000 employees total: <b>UK, USA, AUSTRALIA, NEW ZEALAND, IRELAND, NETHERLANDS, GERMANY, FRANCE, ITALY, SPAIN, PORTUGAL, SOUTH AFRICA, INDIA, HONG KONG, JAPAN, and BRAZIL</b></li></ul>

See: Ethics at Work 2024 Survey of Employees. © Institute of Business Ethics, UK. <https://www.ibe.org.uk>

The Brian Picot Chair in Ethical Leadership became National Partner for New Zealand in 2018, which was the first time the Ethics at Work Survey had been conducted in New Zealand (total of 12 countries). In 2021, the survey was conducted for a second time (13 countries) and in 2024, the survey was conducted for the third time in New Zealand (16 countries). The data provide the facts and figures and give unique insights into New Zealand employees' attitudes to views on workplace ethics, with the option to compare data between countries and over time, including measurements before, during, and after the COVID-19 pandemic.

The survey findings for New Zealand are being further analysed by the Chair and presented to the media, professional audiences, and academic peers during public seminars and conferences. They are published in scientific papers and professional outputs, including blogs on Professor Lasthuizen's LinkedIn page.

Furthermore, the insights are part of teaching and training, being a Module within the Massive Open Online Course (MOOC) and the Ethical Leadership courses for undergraduate students (MGMT210), the Wellington International Leadership Programme (WILP and WPP) and EMBA students (PD). They are also presented and discussed during ethics workshops and public seminars for professionals.

## OUTPUTS ETHICS AT WORK

### PUBLICATIONS

- Michelson, G. & Lasthuizen, K. (in progress) 'A Global Comparative Analysis of Ethics at Work: A Varieties of Capitalism Perspective.' To submit to *Journal of Business Ethics*.
- Lasthuizen, K. (2025). *Embedding Ethics Across Generations in the Workplace*. ICC Integrity Book 2025 'A Culture of Integrity'. International Chamber of Commerce Netherlands. Week of integrity Foundation.
- Lasthuizen, K. & Michelson, G. (2024, early online 2022). 'Employee attitudes towards workplace ethics during the COVID-19 pandemic in Aotearoa New Zealand.' *New Zealand Journal of Employment Relations*. Vol. 47, Issue 2. Special Issue on COVID-19, Work and Employment. <https://doi.org/10.24135/nzjer.v47i2>
- Lasthuizen, K., & Badar, K., (2023). 'Ethical Reasoning at Work: A Cross-Country Comparison of Gender and Age Differences.' *Administrative Sciences*. 2023, 13(5), 136; <https://doi.org/10.3390/admsci13050136>
- Badar, K. & Lasthuizen, K. (2023). 'Mapping Twenty Years of Research on Millennials at Work: A Structural Review Using Bibliometric Methods.' *Sustainability* 2023, 15(9), 7058; <https://doi.org/10.3390/su15097058>
- Michelson, G. & Lasthuizen, K. (2023) 'A Global Comparative Analysis of Ethics at Work: A Varieties of Capitalism Perspective.' Conference paper. Australasian Business Ethics Network (ABEN) Conference, Macquarie Business School, Sydney, Australia.

### MEDIA AND BLOGS

- [Ethical Leadership Challenges of AI in the Workplace](#), LinkedIn Blog, 07-04-2025
- [Gender and Ethical leadership: Do Society's Mental Models Influence Our Ability for Ethical Leadership?](#) LinkedIn Blog, 04-12-2024
- [Ethics at Work in Aotearoa New Zealand: With High Standards Come High Expectations](#). LinkedIn Blog, 16-10-2024
- [On Our Ability to Make Ethical Judgment in the Workplace, and Why We Think Ethics Needs to Be Learned and Practiced](#). LinkedIn Blog, 06-09-2024
- [Diversity in Leadership: An Effective Way to Raise the Ethical Bar](#). LinkedIn Blog, 19-08-2024

- [Embedding Ethics Through a Supportive Work Environment](#), LinkedIn Blog, 31-07-2024
- [Honesty and ethics not well explained by managers in New Zealand](#), WSBG, 9-11-2021

#### **PUBLIC SEMINARS, MASTERCLASSES AND TRAINING**

- Ethics training for Otorohanga District Council, with Jane Mitson, 2025.
- Ethics training for CA ANZ, with Jane Mitson, 2025.
- Ethics training in Ethical Leadership for Taituarā Navigating the complexities of Local Government leadership programme, 2025.
- Public seminar by Adjunct Research Fellow Jane Arnott, 'Ethics, Leadership and AI: From Dazzle to Downside', Wellington School of Business and Government, 2025.
- Speaker and panellist 'Global Ethics Day - Ethics in Action', Webcast CA ANZ, 2023.
- Masterclasses in Ethical Leadership for Australian New Zealand School of Government, (ANZSOG), 2022.
- Public seminar with Visiting Prof Brad Jackson (Waikato University, NZ) 'Ethics at Work 2024. Insights from an International Employee Survey for New Zealand', at Wellington School of Business and Government, 2024.
- Public Seminar with Visiting Prof Grant Michelson (Macquarie Business School, Sydney, Australia) 'Ethics at Work. Employee attitudes towards workplace ethics during the COVID-19 pandemic in Aotearoa New Zealand', Wellington School of Business and Government, 2022.

## **II. ETHICAL LEADERSHIP IN ITS CONTEXT**

Related to the research programme Ethics at Work, is research that takes a broader view and investigates ethical leadership and its meaning in different cultural and country contexts.

#### **GLOBAL HANDBOOK ON ETHICAL LEADERSHIP**

An exciting new project that we started in 2025, is the production of the first *Global Handbook on Ethical Leadership*, which will be published by De Gruyter Handbooks, Berlin in 2027. Professor Lasthuizen is co-editing this volume with Adjunct Professor Alan Lawton with over 30 chapters involving renowned scholars from around the world.

The Handbook provides a comprehensive overview of core concepts, theory and methods in ethical leadership. It examines its evolution, exploring its foundations, contemporary themes, and emerging paradigms. With interdisciplinary insights from leading thinkers, the book considers the moral obligations of leaders, whether in public office, business, private, or other institutions. The general focus of the book is on organisations, and, in addition, the book sharpens that focus by analysing leadership ethics in a range of specific sectors and professions. Included as part of that focus, are interviews with relevant practitioners who are invited to discuss the relevance and impact of ethical leadership and ethical leadership theory in practice. Furthermore, ethical leadership is gaining traction around the globe and therefore scholars from different cultural and disciplinary backgrounds are invited to contribute to this handbook in ethical leadership. One of the book sections comprises ten chapters on ethical leadership perspectives from different continents and cultures, including New Zealand.

#### **PUBLICATION**

- Lasthuizen, K. & Lawton, A. (Eds.) (to be published in March 2027). *Handbook on Ethical Leadership*. De Gruyter Handbooks, Berlin.

**Handbook on Ethical Leadership, De Gruyter Handbooks Berlin, by Karin Lasthuizen & Alan Lawton**

Chapter/ Section	Topic, type of chapter	Author(s)
<b>Foreword</b>	Introduction	Joanne B. Ciulla
<b>Introduction</b>	Outline and purpose of the handbook	Karin Lasthuizen & Alan Lawton
<b>Section 1</b>	Ethical leadership theory – concept and underpinnings . This section introduces research into theorising ethical (and unethical) leadership, outlining the different ethical, and social science, approaches that have been used to examine the topic. The section will identify possible gaps in the research to date, and these gaps will be addressed in later chapters.	
Chapter 1.1	Ethical leadership in organizations, (Western) conceptualisations of ethical	Alan Lawton
Chapter 1.2	The distinctiveness of leadership ethics, main ethical theories	Terry Price
Chapter 1.3	Leadership in ethics - The moral entrepreneur	Muel Kaptein
Chapter 1.4	Measurement of ethical leadership and how to measure the impact of ethical leadership	Elisabeth Lintzerakou & Eleftheria Argyropoulou
Chapter 1.5	Unethical leadership - the dark side of ethical leadership	Annebel de Hoogh & Deanne den Hartog
Chapter 1.6	Critical reflection and research gaps, future agenda	Linda Trevino
<b>Section 2</b>	Ethical leadership –antecedents, moderators and outcomes. This section analyses the relationship between ethical leadership and a range of individual and organisational characteristics. It also examines ethical leadership from a managerial perspective and asks the question what helps?	
Chapter 2.1	Review of ethical leadership – antecedents, moderators and outcomes	Suzanne van Gils & Niels van Quaquebeke
Chapter 2.2	Ethical leadership, well-being and employee performance	Carole Jurkiewicz
Chapter 2.3	Embedding ethical culture – the role of ethical leadership	Daryl Koehn
Chapter 2.4	Ethical leadership in the public and private sectors	Rick Vogel
Chapter 2.5	Ethical leadership and balancing rules-oriented and values-oriented approaches	Jeroen Maesschalck
Chapter 2.6	Critical reflection: ethical leadership - what helps?	Leo Huberts & Karin Lasthuizen
<b>Section 3</b>	Ethical leadership around the globe. This section includes non-Western philosophies and theories on ethical leadership. It is concerned with how different political, cultural and ethical regimes impact ethical leadership. One key question to address is 'What type of ethical leadership is needed in fundamentally corrupt societies?'	
Chapter 3.1	Cross-cultural approaches on ethical leadership	Ochieng (Fred) Walumbwa & Fidelis (Uda) Udahemuka
Chapter 3.2	Indigenous ethical leadership theories - Maori	Mike Ross & Brian Tunui
Chapter 3.3	Eastern ethical leadership theories – Confucianism	Robert Chia & Li Yuan
Chapter 3.4	East Asia – critical reflection	Sophia Chia-Min Chou
Chapter 3.5	Indonesia – critical reflection	Iris Van Eeden Jones
Chapter 3.6	South Africa – critical reflection	Werner Webb
Chapter 3.7	South America – critical reflection	Sebastian Sal
Chapter 3.8	Eastern Europe – critical reflection	Rudolf Metz
Chapter 3.9	Middle East – critical reflection	Salma Maroun
Chapter 3.10	Ethical leadership in the fight against corruption	Maria Kapardis
<b>Section 4</b>	Leadership in various disciplines + practitioner interviews. Much of the research on ethical leadership has been at a generic level. This section analyses how ethical leadership applies in different specific contexts. In order to fully appreciate the impact of ethical leadership in these contexts, the book will include interviews with leading practitioners.	
Chapter 4.1a	Ethical leadership through institutions	Christoph Demmke
Chapter 4.1b	Ethical leadership through institutions – practitioners' view	
Chapter 4.2a	Ethical leadership in the public service	Michael Macaulay
Chapter 4.2b	Ethical leadership in the public service – practitioners' view	
Chapter 4.3a	Ethical leadership in politics	Leonie Heres
Chapter 4.3b	Ethical leadership in politics – practitioners' view	
Chapter 4.4a	Ethical leadership in the police force	Emile Kolthoff
Chapter 4.4b	Ethical leadership in the police force – practitioners' view	
Chapter 4.5a	Ethical leadership in health	Lior Naamati-Schneider
Chapter 4.5b	Ethical leadership in health – practitioners' view	
Chapter 4.6a	Ethical leadership in education	Lisa Ehrich & Megan Kimber
Chapter 4.6b	Ethical leadership in education – practitioners' view	
Chapter 4.7a	Ethical leadership in governance	Brad Jackson & Lola Toppin- Casserly
Chapter 4.7b	Ethical leadership in governance – practitioners' view	
Chapter 4.8a	Ethical leadership in financial sector	Andrew West
Chapter 4.8b	Ethical leadership in financial sector – practitioners' view	
Chapter 4.9a	Ethical leadership in sports	Nine Pletting, Viet Stevens, Kim Loyens & Merijn Bruijnes
Chapter 4.9b	Ethical leadership in sports – practitioners' view	
<b>Conclusion</b>	Ethical leadership and beyond incl Grand Challenges. All societies face common challenges; these include economic, political, military, social, environmental and health. A crucial question is how does ethical leadership perform in times of crisis or existential threat?	Alan Lawton & Karin Lasthuizen

## OTHER OUTPUTS: ETHICAL LEADERSHIP IN ITS CONTEXT

### PUBLICATIONS

- Lasthuizen, K., Van Eeden Jones, I., & Vivier, E. (2025). 'The Value of Ethical Leadership (Is) in Its Context.' *Administrative Sciences*, 15 (3), 112. <https://doi.org/10.3390/admsci15030112>
- Lead editor (with I. Van Eeden Jones and E. Vivier). *Improving Ethical Leadership in Its Cultural Context: New Challenges and Prospects*. Special Issue for *Administrative Sciences*, 2025, ISSN 2076-3387. (ISSN 2076-3387. [https://www.mdpi.com/journal/admsci/special\\_issues/12CXI35185](https://www.mdpi.com/journal/admsci/special_issues/12CXI35185)
- Jackson, B. & Lasthuizen, K. (2023-online, print 2025). Ethical Leadership. In: Allison, S.T., Beggan, J.K. & Goethals, G.R. (Eds.) *Encyclopedia of Heroism Studies*. Springer.

### MEDIA AND BLOGS

- Lasthuizen, K. (November 2022). 'Why we need more ethical leadership in business.' Online opinion piece at Oloruntoba, R. (Ed). SDG mission campaign *Business Ethics and Adoption of Moral Compass*, Emerald Publishers UK: <https://www.emeraldgrouppublishing.com/opinion-and-blog/why-we-need-more-ethical-leadership-business>

### CONFERENCES AND CONVENING

- Convening and chairing the Leadership and Ethics panel for the International Leadership Association (ILA) Global Conference 'Wisdom in Times of Crisis', in Washington DC (USA), October 2022 - with Prof Olenda Johnson (USA).
- Paper presentations at ABEN conferences in Sydney, Australia (2023) and Bathurst, Australia (2025)

### EXPERT ADVICE

- Scientific advice for Summer Internship on Ethical Decision-Making, Financial Markets Authority (FMA)

## HUMANGOOD – A FIELD GUIDE TO ETHICAL LEADERSHIP

Our book *HUMANGOOD* (2021) has been a great success and during the second term of the Chair, all book copies have found their way into New Zealand organisations, professional associations, the general public, and student courses. Despite challenges posed by the COVID-19 pandemic, the (online) book launch was well attended and picked up by the media, and in the years that followed, we presented in webinars and seminars, also on an international stage. *HUMANGOOD. A Field Guide to Ethical Leadership* (2021) is now available as a PDF from the Chair's website.

"Written by experts in their field for ethics and sustainability, and featuring Aotearoa New Zealand leaders, businesses, and organisations, HUMANGOOD charts their individual ethical journeys and provides practical tools to help people implement ethical decision-making in their day-to-day operations."



- Bushell, J., Cain, C., Duncan, L-A. & Lasthuizen, K. (2021). HUMANGOOD. A Field Guide to Ethical Leadership New Zealand: Brian Picot Chair in Ethical Leadership | Aritahi. 125 pp. ISBN 978-0-473-59767-2. Free download.
- Online Book launch of *HUMANGOOD. A Field Guide to Ethical Leadership*. 16 February 2021.  
<https://www.linkedin.com/feed/update/urn:li:activity:6901440805056192513/>
- Book shines a light on pathways to ethical leadership, WSBG, 6-12-2021
- <https://www.linkedin.com/company/humangoodnz/posts>

## OTHER HUMANGOOD OUTPUTS

### MEDIA AND BLOGS

- Walk the talk – why trust is your most valuable business asset, by Matt Philp, BusinessDesk., 5-6-2022
- Business encouraged to prioritise ethics, NZ Business 16-2-2022
- Launch of Kiwi Ethics Guide Draws International Audience, Scoop Business, 17-02-2022
- Five leadership lessons from Dr Ashley Bloomfield, by Esther Taunton, Stuff, 6-3-2022
- On Ethics and Economics. LinkedIn Blog, 08-08-2024

### PUBLIC SEMINARS AND PRESENTATIONS

- Hosting public seminar ‘A Values-Driven Leadership Programme for Public Service’ by visiting scholar Dr Elme Vivier (UK) at the Wellington School of Business and Government, 2024.
- Speaker ‘Ethical Leadership. The New Zealand Story’ at webinar ‘International Leadership Experiences and Perspectives Responding to COVID-19’ for the Public and Political Leadership Academic Network (PUPOL), 2022.
- Speaker ‘Ethical Leadership for the Sustainable Development Goals’, United Nations Association of New Zealand, WSBG - with James Bushell, 2022.
- Speaker and panellist ‘Ethical Leadership. A Board Room Conversation’, Webcast Institute of Directors - with James Bushell and Jane Arnott, 2022.

## III. PUBLIC AND POLITICAL LEADERSHIP AND ETHICS AND INTEGRITY

A third research theme within the Chair is public/political leadership and ethics and integrity. Ethics and integrity are paramount in the public sector, in political office, and among civil servants serving the public interest.

- Professor Lasthuizen is the founder and board director of the international academic research network Public and Political Leadership (PUPOL) (since 2012) and regularly chairs panel sessions at international conferences and/or presents papers in this field with professional memberships of Transparency International New Zealand (TINZ), International Research Society for Public Management (IRSPM), International Leadership Association (ILA), European Group of Public Administration (EGPA).

Several PhD students of Professor Lasthuizen focus on ethical leadership and ethics management in politics and/or the public sector, or on public sector leadership in their research (See PhD supervision).

In November 2021, the Chair was awarded a generous grant from The Gama Foundation Governance and Policy Studies Endowment Fund, with funding for three years (2022-2024) to do research on political integrity and release an annual political integrity index for New Zealand (PIINZ). The project methodology was adopted from the Dutch Index, a project in which Professor Lasthuizen was involved in the Netherlands.

The Political Integrity Index provides a systematic measure of (alleged) integrity violations by politicians with the aim of increasing the transparency of political integrity issues, demonstrating the magnitude of the problem in New Zealand, and driving appropriate policy reforms. The PI-index answers questions like: How often are politicians accused of integrity violations in the media; what types of integrity violations and which political parties were involved; have the allegations been investigated, what were the consequences of the political integrity media scandal and what can we learn from this?

#### **Typology of Integrity Violations**

1. Corruption: bribery
2. Corruption: favouritism (nepotism, cronyism, patronage)
3. Fraud and theft of resources
4. Conflict of (private and public) interests through gifts – including political (party) donations
5. Conflict of (private and public) interests through sideline activities, jobs and lobbying
6. Improper use of authority
7. Misuse and manipulation of information
8. Waste and abuse of organisational resources
9. Indecent treatment, e.g. discrimination, sexual harassment, bullying
10. Private-time misconduct

**Source:** Lasthuizen, K., Huberts, L.W.J.C. & Heres, L. (2011). 'How to measure integrity violations, towards a validated typology.' *Public Management Review* 13(3): 383-408; **Further reading:** Huberts, L., Kaptein, M. & De Koning, B. (2021). Integrity Scandals of Politicians: A Political Integrity Index. *Public Integrity*.

This particular research project faced various obstacles and problems in the past three years, including legal challenges related to the publication of the Political Integrity Index New Zealand itself. Therefore, the project will not be continued.

## **OUTPUTS PUBLIC AND POLITICAL LEADERSHIP AND ETHICS AND INTEGRITY**

### **PUBLICATIONS**

- Lasthuizen, K. & Van Eeden Jones, I. (in progress) 'Political Integrity in New Zealand.' To submit to *Public Integrity*.
- Lasthuizen, K. & Van Eeden Jones, I. (in progress) 'Towards a Political Integrity Index in New Zealand.' Scientific report for The Gama Foundation.
- Hamblin, R., Plimmer G. & Lasthuizen, K. (under review). We had to burn down the organisation to save it: The irreparable harm of repeated change in public agencies. *Public Management Review*.

- Hamblin, R., Plimmer, G., Badar, K. & Lasthuizen, K. (2024). 'Organizational Ambidexterity: A Bibliometric Review and Framework for Future Public Administration Research.' *Public Performance & Management Review*, 1-34. <https://doi.org/10.1080/15309576.2024.2373178>
- Eryanto, D, van Eeden Jones, I. & Lasthuizen, K. (2022). 'The troubling impact of political interference in Indonesian public sector institutions on ethical leadership credibility.' *International Journal of Public Leadership*. <https://doi.org/10.1108/IJPL-10-2021-0056>

#### **MEDIA AND BLOGS**

- [Rethinking how we Foster Trust in Times of Uncertainty](#). LinkedIn Blog, 21-03-2025
- [On Political Integrity and the Need for Ethical Leadership from Politicians and Citizens Alike to Keep our Democracy Going](#). LinkedIn Blog, 05-03-2025
- [On Political Integrity and Ethical Reputation: Why We Should Take the Long View while Keeping Our Finger on the Pulse](#). LinkedIn Blog, 30-09-2024
- [Why Mahuta family contracts warrant scrutiny](#), by Kate MacNamara, The Herald, 27-8-2022.

#### **PUBLIC SEMINARS, CONFERENCES AND CONVENING**

- Speaker 'Perceptions of Political Integrity at the NZES 2023 Election' at Political Trust and Party Funding Workshop, organised by Professor Jack Vowles (Political Science and International Relations), in November 2024 at Te Herenga Waka—Victoria University of Wellington.
- Hosting public seminar 'Systemic Racism Behind the Wire', by visiting scholar by Marian van de Venn (the Netherlands) at the Wellington School of Business and Government, 2023.
- Convening and Chairing of PUPOL panel P09 'Holding Out for Heroes? The Role of Public Leadership in Turbulent Times' at IRSPM Conference 2023 – *United or divided? Public value(s), Management and Governance in turbulent times*, Budapest (Hungary), 3-5 April 2023 – with Rudolf Metz (Hungary) and Richard Callahan (USA).
- Paper presentations at international conferences: 8<sup>th</sup> Global Conference on Transparency Research, Brussels, Belgium (2024); IRSPM, Budapest, Hungary (2023); IRSPM (2021, online).

#### **EXPERT ADVICE**

- Member of review panel 'Perspectives of Wellington-based academics and lawyers' for the Evaluation of New Zealand's compliance with the OECD Anti-Bribery Convention, i.e. OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, Wellington, 2024.
- Reviewer of Integrity Framework report 'Putting integrity at the core of how public organisations operate' (2022) of the Office of the Auditor-General, Wellington, New Zealand, including giving scientific input for the report and videos on key principles for Integrity Town.

## **EDITORIAL BOARDS, EDITORSHIPS, REVIEW COMMITTEES AND JOURNAL REVIEWING**

Professor Lasthuizen is part of the academic editorial boards of the *International Journal of Public Leadership* and *Administrative Sciences* and served on the board of *Public Integrity* until 2022. She was the lead editor of several special issues and symposia for these journals and regularly reviews manuscripts both as a peer reviewer and lead editor.

She is also the founder and board director of the international academic research network Public and Political Leadership (PUPOL, since 2012) and New Zealand National Partner for the UK Institute of Business Ethics' Ethics at Work Employee Survey (2018, 2021, 2024). Professor Lasthuizen was the Chair of the Ethics Committee of Transparency International New Zealand until 2021 and continues to be a member of TINZ.

Professor Lasthuizen has professional memberships of the European Group of Public Administration (EGPA/ENPA), Study Group Ethics and Integrity of Governance, International Leadership Association (ILA), International Research Society for Public Management (IRSPM) and attends their international conferences when time and budget allows.



## ACADEMIC PUBLICATION RECORD 2021-2025

### WORK IN PROGRESS

- Lasthuizen, K. & Lawton, A. (Eds.) (to be published in March 2027). *Handbook on Ethical Leadership*. De Gruyter Handbooks, Berlin.
- Hamblin, R., Plimmer G. & Lasthuizen, K. (under review). We had to burn down the organisation to save it: The irreparable harm of repeated change in public agencies.
- Michelson, G. & Lasthuizen, K. (in progress). 'A Global Comparative Analysis of Ethics at Work: A Varieties of Capitalism Perspective.'
- Lasthuizen, K. & Van Eeden Jones, I. (in progress). 'Political Integrity in New Zealand.'

### SCIENTIFIC PEER-REVIEWED JOURNAL PUBLICATIONS

1. Lasthuizen, K., Van Eeden Jones, I., & Vivier, E. (2025). 'The Value of Ethical Leadership (Is) in Its Context.' *Administrative Sciences*, 15 (3), 112. <https://doi.org/10.3390/admsci15030112>
2. Lasthuizen, K. & Michelson, G. (2024, early online 2022). 'Employee attitudes towards workplace ethics during the COVID-19 pandemic in Aotearoa New Zealand.' *New Zealand Journal of Employment Relations*, 48 (1). <https://doi.org/10.24135/nzjer.v47i2.102>
3. Hamblin, R., Plimmer, G., Badar, K. & Lasthuizen, K. (2024). 'Organizational Ambidexterity: A Bibliometric Review and Framework for Future Public Administration Research.' *Public Performance & Management Review*, 47 (5). <https://doi.org/10.1080/15309576.2024.2373178>
4. Lasthuizen, K., & Badar, K., (2023). 'Ethical Reasoning at Work: A Cross-Country Comparison of Gender and Age Differences.' *Administrative Sciences*, 13 (5), 136. <https://doi.org/10.3390/admsci13050136>
5. Badar, K. & Lasthuizen, K. (2023). 'Mapping Twenty Years of Research on Millennials at Work: A Structural Review Using Bibliometric Methods.' *Sustainability*, 15 (9), 7058. <https://doi.org/10.3390/su15097058>
6. Eryanto, D, van Eeden Jones, I. & Lasthuizen, K. (2022). 'The troubling impact of political interference in Indonesian public sector institutions on ethical leadership credibility.' *International Journal of Public Leadership*, 18 (4). <https://doi.org/10.1108/IJPL-10-2021-0056>

### EDITED SPECIAL ISSUES AND SYMPOSIA

7. *Improving Ethical Leadership in Its Cultural Context: New Challenges and Prospects*. Special Issue for *Administrative Sciences*, 2025, ISSN 2076-3387. (Lead symposium editor; with I. Van Eeden Jones and E. Vivier). ISSN 2076-3387. [https://www.mdpi.com/journal/admsci/special\\_issues/12CXI35185](https://www.mdpi.com/journal/admsci/special_issues/12CXI35185)

### BOOKS AND BOOK CHAPTERS

8. Jackson, B. & Lasthuizen, K. (print 2025, early-online 2023). 'Ethical Leadership.' In: Allison, S.T., Beggan, J.K. & Goethals, G.R. (Eds.) *Encyclopedia of Heroism Studies*. Springer.
9. Bushell, J., Cain, C., Duncan, L-A. & Lasthuizen, K. (2021). *HUMANGOOD. A field guide to ethical leadership*. New Zealand: Brian Picot Chair in Ethical Leadership | Aritahi. 75 pp. ISBN 978-0-473-59767-2.

### OTHER PUBLICATIONS

10. Lasthuizen, K. & Van Eeden Jones, I. (in progress). 'Towards a Political Integrity Index in New Zealand.' Scientific report for The Gama Foundation.
11. Lasthuizen, K. (2025). *Embedding Ethics Across Generations in the Workplace*. ICC Integrity Book 2025 'A Culture of Integrity'. International Chamber of Commerce Netherlands, Week of Integrity Foundation.
12. Lasthuizen, K. (November 2022). *Why we need more ethical leadership in business*. Online opinion piece at Oloruntoba, R. (Ed). SDG mission campaign *Business Ethics and Adoption of Moral Compass*, Emerald Publishers UK. <https://www.emeraldgrouppublishing.com/opinion-and-blog/why-we-need-more-ethical-leadership-business>

# VISITORS PROGRAMME

The Chair's visitors programme was abruptly disrupted following the global outbreak of COVID-19. Nevertheless, from 2022 onwards, scholars from Australasia, the United Kingdom, and the Netherlands visited the Chair to collaborate on projects and give presentations in joint seminars.

- ✚ In September 2022, we hosted Professor Grant Michelson, from Macquarie Business School (Australia), who gave a well-attended public seminar on the 2021 Ethics at Work survey findings with Professor Karin Lasthuizen and worked during the week on analysing the survey data and writing articles. A return visit to Professor Michelson followed, when Professor Lasthuizen attended the Australasian Business Ethics Network (ABEN) Conference held at Macquarie Business School in Sydney in December 2023.
- ✚ In 2023, Marian van de Venn from the Netherlands stayed for a couple of weeks at the Wellington School of Business and Government to work with the New Zealand Department of Corrections on a study assignment. On October 17<sup>th</sup>, she gave an interesting public seminar 'Systemic Racism Behind the Wire', hosted by the Chair and Te Ngāpara Centre for Restorative Justice.
- ✚ In 2024, Dr Elme Vivier, a PUPOL scholar from the UK, spent time with the Chair during her two-month research sabbatical. She gave a public seminar hosted by the Chair on 'A Values-Driven Leadership Programme for Public Service', on January 11<sup>th</sup> at the Wellington School of Business and Government and prepared a well-received writing workshop for the School's PhD students.
- ✚ In October 2024, Professor Brad Jackson also spent several days at the Wellington School of Business and Government. Together with Professor Lasthuizen, he presented the findings of the 2024 Ethics at Work survey at a public seminar that attracted considerable interest from colleagues and external stakeholders.
- ✚ In 2025, Adjunct Professor Alan Lawton (Australia) stayed a week in Wellington to work with Professor Lasthuizen on preparations for the *Handbook on Ethical Leadership*. He talked about his career at the School seminar 'Ethical Leadership in the Business School – a Discussion', on January 29<sup>th</sup>.
- ✚ In July 2025, Adjunct Research Fellow Jane Arnott, MNZM presented at a fully-booked public seminar on the topic 'Ethics, Leadership and AI: From Dazzle to Downside'. More than 50 people attended her insightful and in-depth seminar on this current topic.



# PHD SUPERVISION AND TEACHING

Professor Lasthuizen, together with colleagues, has supervised seven PhD students. In the coming year (2026), all but one of them will complete their dissertations, while Verena Habrich will present her thesis proposal to the School's research committee in April 2026 for full PhD registration. Dr Dedy Eryanto successfully defended his thesis in 2021 and has since returned to Indonesia to become a university lecturer. In 2026, a new intake of students may follow.

Professor Lasthuizen served as an examiner for three PhD theses, and during the COVID-19 pandemic taught her popular PhD course on 'Leadership in the Public Sector [And more about rock 'n' roll for public leaders]' for the Netherlands Institute of Government online once again.

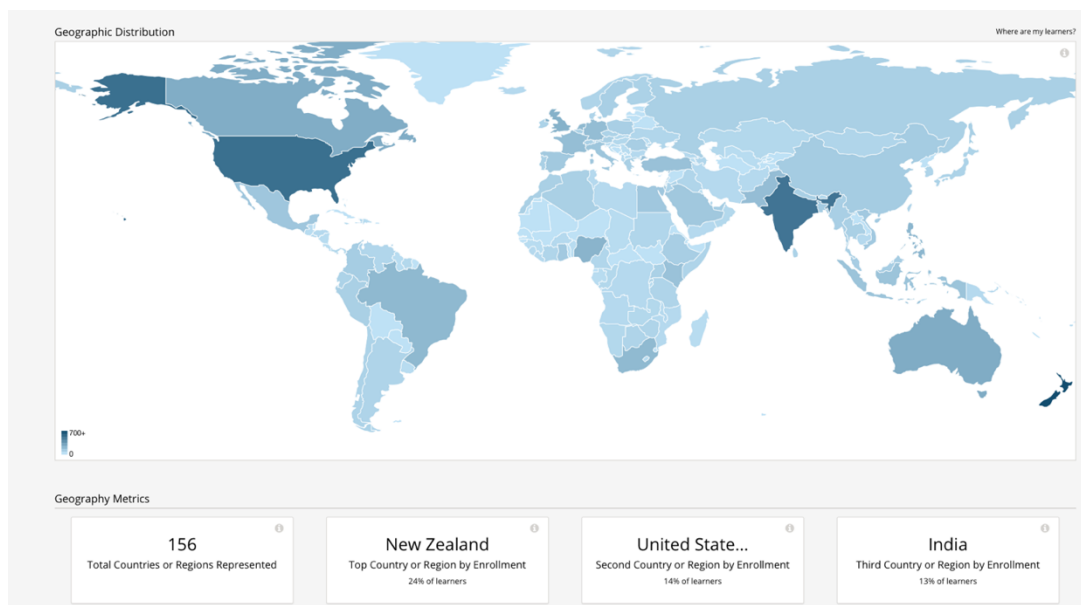
PHD SUPERVISION 2021-2025	
2025-2027	Verena Habrich (full time, VUW scholarship). Thesis subject: 'Investigating the Interplay of Power Enactment, Leadership, and Gender Inclusion in Organisations.' Co-supervision with Dr Christian Yao.
2023-2026	Lacy Jeffreys (full time, VUW scholarship). Thesis subject: 'Exploring Women Politicians' Experiences with Work Pressures: A Feminist Institutionalism Perspective.' Co-supervision with A/Prof Sally Riad.
2023-2026	Yana Geary (full and part time, VUW scholarship). Thesis subject: 'Strengthening Organisational Integrity: Employee Perspectives on the Police's Organisational Integrity System.' Co-supervision with A/Prof Jane Bolitho.
2022-2023	Jacqui Van Der Kaay (full time, PIINZ scholarship, terminated). Thesis subject: 'Political Integrity and Citizens' Trust.' Co-supervision with Dr Bryce Edwards.
2020-2026	Richard Hamblin (part time). Thesis subject: 'Ambidexterity and how (not) to achieve it: Instability, Leadership, Organisational Ambidexterity and Performance in the NZ Public Sector 2007-2016.' Co-supervision with A/Prof Geoff Plimmer.
2016-2026	Jan Peter Gulmans (part time). Thesis subject: 'Research into the decision-making processes of public officials to report (suspected) integrity violations.' Co-supervision with Prof Leo Huberts and Prof Emile Kolthoff, Open University, The Netherlands.
2017-2021	Dedy Eryanto (full time, Indonesian scholarship). 'Integrity management in the Indonesian Supreme Audit Institution.' Co-supervision with Prof Tony van Zijl.
PHD EXAMINATON 2021-2025	
2022	Alain Hoekstra (2022). 'Integrity Management in the Public Sector. Content & Design.' Ridderprint, Erasmus University Rotterdam, the Netherlands.
2021	Fahad Shakeel (2021). 'Ethical leadership: a broader definition, conceptualization and measurement scale.' Radboud University Nijmegen, the Netherlands.
2021	Samradhni Jog (2021). 'Investigating the Impact of Leadership Development on the Formation of Public Sector Leader Identities.' Te Herenga Waka—Victoria University of Wellington, New Zealand.

# TEACHING

The Chair has established itself with the teaching of ethics courses at all levels across the Wellington School of Business and Government and the University, including the Executive Master of Business Administration (EMBA), and providing guidance on ethics in research and teaching.

## MOOC ETHICAL LEADERSHIP IN A CHANGING WORLD

In 2019, the Chair developed a Massive Open Online Course on 'Ethical Leadership in a Changing World'. This course has been highly successful and over two editions, 5,365 learners from 156 countries, including over 1,000 professional learners from New Zealand, took the course on the EdX platform. The course was archived and taken offline in 2025.



## UNDERGRADUATE COURSE IN ETHICAL LEADERSHIP

Professor Lasthuizen seized the opportunity to revamp the course into a university-wide, cross-Faculty undergraduate offering in ethical leadership.

This course arrived at just the right time: while designed as a fully online course—with pre-recorded videos, activities, case studies, and readings—its first offering in the third trimester of 2019 coincided with the outbreak of the COVID-19 pandemic and the University's need to offer education online.

While the course began as a special topic (MGMT250), it is now a regular course (MGMT210) that attracts 200 students annually. In addition, in 2021, Professor Lasthuizen, together with PRME coordinator A/Prof. Christian Schott, took the lead in establishing a minor in Sustainability and Ethics in Business—now also offered as a major (since 2024)—in which Ethical Leadership forms one of the two core courses.

Since 2019, about 1,000 undergraduate students at Te Herenga Waka—Victoria University of Wellington have successfully taken the course in Ethical Leadership.

## EMBA PROFESSIONAL DEVELOPMENT COURSE: ETHICAL LEADERSHIP IN A CHANGING WORLD

While the MOOC in ethical leadership was offered to WSBG's Executive MBA student cohorts as a Professional Development course since 2020, from 2025 onwards 'Ethical Leadership in a Changing World' has its own environment within the Nuku learning platform.

It is exciting news that the newly-produced podcast collections (see Engagement) will be used to update both the undergraduate and EMBA course!

## WILP/WPP SEMINARS AND WORKSHOPS AND LEADERSHIP WEEK

Another regular component of the Chair's teaching are seminars and workshops for the Wellington International Leadership Programme and Wellington Plus Programme, which both attract top students who take extra credits in addition to their normal coursework.

In 2020, 2021, and 2022, the Chair was one of the organisers of Leadership Week, with a full programme of activities including the seminars and workshops of Professor Lasthuizen.

The Chair offers the seminar 'How to become an ethical leader' and twice a year students can take part in an interactive workshop 'Navigating Ethical Leadership Challenges in the 21st Century' in which students are familiarised with the main ethical theories before playing an online scenario game 'The Moral Machine'—a variation on the classic 'Trolley Problem'. They practise with ethical decision-making and learn to reflect on the importance of ethical considerations in modern leadership challenges, such as the self-driving car.

### STUDENT FEEDBACK:

"This ethical leadership seminar provided an insightful exploration into the dilemmas faced by ethical leaders in the 21st century. I really enjoyed the welcoming and accepting atmosphere of this seminar as it allowed for an open and honest discussion which was treated with respect."

"This seminar challenged us to think about the ethical frameworks that we consciously or subconsciously use while making decisions as a leader. I have not had any classes specifically focused on ethics so this was a new and interesting topic to focus on."

"The facilitator was a very clear communicator—the concepts were presented in a way that was easy to take in and understand. I enjoyed the interactive nature of the ethical website game that we played."



### OTHER TEACHING

Professor Lasthuizen gave similar guest lectures in ethical decision-making and ethical leadership for the HRER course The Future of Work and the Bachelor of Global Change.

# ENGAGEMENT

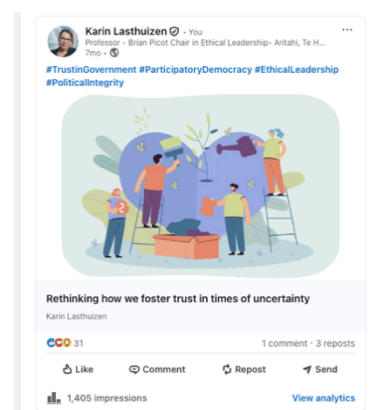
The Brian Picot Chair in Ethical Leadership is increasingly engaging with and advising business, government, and civil society organisations in New Zealand. There is a marked increase in demand for ethics training and workshops, and Professor Lasthuizen is developing a number of programmes for 2026, which will be promoted through the Chair’s website, with the help of adjunct researchers Karen Thomas, Jane Mitson, and Jane Arnott.

In 2025, Professor Lasthuizen partnered with H  l  ne Malandain, Director of Pocketknife—a small advisory and contracting firm working in New Zealand, Australia, and sometimes globally.

H  l  ne Malandain assists the Chair in writing blogs and short articles about Professor Lasthuizen's research for a professional audience via LinkedIn.

In 2025, ten stories were posted on the Ethics at Work and Political Integrity research and the number of followers on LinkedIn rose to nearly 2,200 followers.

More blogs will follow in 2026.



## PODCAST COLLECTIONS 2025-2026



Another exciting project we've started in collaboration with Pocketknife the development of professional podcasts, curated and produced by H  l  ne Malandain, with additional editing assistance from the Chair’s research assistant Verena Habrich.

The podcasts will be available on YouTube and the platforms Spotify and Apple Podcasts under the name **What ELS?** and they will be used in Professor Lasthuizen's teaching, both in the Bachelor's and Executive Master's programmes, and for professional training purposes.

The Brian Picot Chair in Ethical Leadership believes that ethical behaviour and ethical leadership are tools that leaders can use with much intentionality to create pathways towards better futures.



The first podcast collection *Ethical Leadership: Voices from Aotearoa New Zealand*, captures inspiring stories from Aotearoa’s ethical role models and change-makers who are willing to reflect on their own personal leadership journey, share their learning with openness and humility, and offer practical advice to current and future leaders.

*Ethical Leadership: Voices from Aotearoa New Zealand*, features the following people:

- 🇳🇿 Guy Ryan (Inspiring Stories, Wellington Hospitals Foundation)
- 🇳🇿 Bruce 'Pic' Picot (Pic's Peanut Butter)
- 🇳🇿 John Berry (Pathfinder)
- 🇳🇿 Rebecca Rolls (Sport Integrity Commission)
- 🇳🇿 Julia Pahina (Fibre Fale, WOLFE)
- 🇳🇿 Caren Rangi (Governance)

The six podcasts, including their teaser stories, were launched on Professor Lasthuizen's personal LinkedIn account in November 2025 and will be released on podcast platforms early 2026.

In 2026, another Podcast Collection is planned, *Ethical leadership: Transformative Ideas for Better Futures*. The idea behind this new podcast collection is to build upon the previous podcasts that feature the stories of six leaders from Aotearoa New Zealand. The original collection was produced to contribute to building capability in ethical leadership in Aotearoa (starting with students), and to demystify ethics (amongst a broader audience). Each one of the six podcast episodes delves into a specific aspect of ethical behaviour and ethical leadership through the true stories and experiences of a diverse range of New Zealand leaders. Their personal, humble, and insightful stories are a taonga for the future leaders of Aotearoa New Zealand.



With *Transformative Ideas for Better Futures*, we hope to build upon these foundations and capture the stories of values-led leaders from the rest of the world. We will invite renowned change-makers to share their stories, their innovative ideas, and bold actions to make the world a better place.

## **OTHER PROFESSIONAL TEACHING**

In 2022, Professor Lasthuizen was invited to become part of the ANZOG Faculty and give two masterclasses in Ethical Leadership for public managers in Australasia, including a recording for their Pro-Integrity Masterclass Series and a webinar for the QPSC Leadership Development Series.

She also taught two masterclasses for New Zealand's local public managers in the Taituarā Navigating the complexities of Local Government leadership programme. These sessions were very well received and had, according to the organisation, some of the best feedback of the programme—and they would like to have Professor Lasthuizen on board again in 2026!

## **FEEDBACK FROM PARTICIPANTS**

“She was very thought provoking and you reflect on decisions that you have made or are about to make and also have we set a framework of expected behaviours for our organisation.”

“Making a conscious decision to work on things because they are important things that matter (not putting them off due to general business) and having a template to use when working through ethical issues.”

“Putting a spotlight on integrity in the leadership space with a focus of embedding a culture of integrity and leading the way for others.”

## PUBLIC SEMINARS, EXPERT ADVICE, EXECUTIVE EDUCATION AND PROFESSIONAL TRAINING

2025	Podcast Series 'Ethical leadership: Voices from Aotearoa New Zealand', Produced for the Chair by Helene Malandain, Director of Pocketknife, Wellington, New Zealand
2025	Ethics training for Otorohanga District Council, 29 & 30 October, online - with Jane Mitson
2025	Ethics training for CA ANZ, 7 October, Wellington - with Jane Mitson
2025	Chair of Selection Committee Transparency International NZ Dame Suzanne Snively Scholarship, for Transparency International New Zealand, August
2025	Public seminar by Adjunct Research Fellow Jane Arnott, 'Ethics, Leadership and AI: From Dazzle to Downside', 24 July at Wellington School of Business and Government
2025	Workshop in Ethical Leadership for Taituarā Navigating the complexities of Local Government leadership programme, 27 February, Auckland
2025	Workshop in Ethical Leadership for Taituarā Navigating the complexities of Local Government leadership programme, 12 February, Wellington
2024	Speaker 'Perceptions of Political Integrity at the NZES 2023 Election' at Political Trust and Party Funding Workshop, organised by Professor Jack Vowles (Political Science and International Relations), 27 November at Te Herenga Waka—Victoria University of Wellington
2024	Public seminar with Visiting Prof Brad Jackson (Waikato University, NZ) 'Ethics at Work 2024. Insights from an International Employee Survey for New Zealand', 15 October at Wellington School of Business and Government
2024	Chair of Selection Committee Transparency International NZ Dame Suzanne Snively Scholarship, for Transparency International New Zealand, August
2024	Member of review panel 'Perspectives of Wellington-based academics and lawyers' for the Evaluation of New Zealand's compliance with the OECD Anti-Bribery Convention, i.e. OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, 30 May, Wellington
2024	Public seminar by visiting scholar Dr Elme Vivier (UK) 'A Values-Driven Leadership Programme for Public Service', 11 January at Wellington School of Business and Government
2023	Scientific advice for Summer Internship Ethical Decision-Making, Financial Markets Authority (FMA), November/December
2023	Public seminar by visiting scholar by Marian van de Venn (the Netherlands) 'Systemic Racism Behind the Wire', 17 October at Wellington School of Business and Government
2023	Masterclass in Ethical Leadership and Corruption for Te Raupapa—Waikato Management School, Vietnamese public leaders' delegation, 17 August, online
2023	Chair of Selection Committee Transparency International NZ Dame Suzanne Snively Scholarship, for Transparency International New Zealand, August

2022	Speaker and panellist 'Global Ethics Day - Ethics in Action', Webcast CA ANZ, 19 October, online
2022	Masterclass in Ethical Leadership for Australian New Zealand School of Government, (ANZSOG), QPSC Leadership Development Series, 13 October, online
2022	Public Seminar with Visiting Prof Grant Michelson (Macquarie Business School, Sydney, Australia) 'Ethics at Work. Employee attitudes towards workplace ethics during the Covid-19 pandemic in Aotearoa New Zealand', 14 September, at Wellington School of Business and Government
2022	Speaker and panellist 'Ethical Leadership. A Board Room Conversation', Webcast Institute of Directors, 22 June - with James Bushell and Jane Arnott
2022	Speaker 'Ethical Leadership for the Sustainable Development Goals', United Nations Association of New Zealand, 16 June, at Wellington School of Business and Government - with James Bushell
2022	Chair of Selection Committee Transparency International NZ Dame Suzanne Snively Scholarship, for Transparency International New Zealand, August
2022	Facilitator webinar 'Ethical Risk Assessment', Board of Directors, Transparency International New Zealand, 27 February - with Jane Mitson
2022	Masterclass in Ethical Leadership for Australian New Zealand School of Government, (ANZSOG) Module 2, Pro-Integrity Masterclass Series, Programme for the Australian Public Service Commission, 21 February, online
2022	Reviewer of Integrity Framework report 'Putting integrity at the core of how public organisations operate' (2022) of the Office of the Auditor-General, Wellington, including giving scientific input for the report and videos on key principles for Integrity Town
2020 - 2025	EMBA: professional development course, ' <i>Ethical Leadership in a Changing World</i> '. Wellington School of Business and Government
2019 - 2025	EdX Massive Open Online Course (MOOC) ' <i>Ethical Leadership in a Changing World</i> '. <a href="https://www.edx.org/course/ethical-leadership-in-a-changing-world">https://www.edx.org/course/ethical-leadership-in-a-changing-world</a>

## PROFESSIONAL AND MEDIA PUBLICATIONS 2021-2025

### BLOGS

Linkedin profile: <https://www.linkedin.com/in/karinlasthuizen>

1. [Ethical Leadership Challenges of AI in the Workplace](#), LinkedIn Blog, 07-04-2025
2. [Rethinking how we Foster Trust in Times of Uncertainty](#). LinkedIn Blog, 21-03-2025
3. [On Political Integrity and the Need for Ethical Leadership from Politicians and Citizens Alike to Keep our Democracy Going](#). LinkedIn Blog, 05-03-2025
4. [Gender and Ethical leadership: Do Society's Mental Models Influence Our Ability for Ethical Leadership?](#) LinkedIn Blog, 04-12-2024
5. [Ethics at Work in Aotearoa New Zealand: With High Standards Come High Expectations](#). LinkedIn Blog, 16-10-2024
6. [On Political Integrity and Ethical Reputation: Why We Should Take the Long View while Keeping Our Finger on the Pulse](#). LinkedIn Blog, 30-09-2024
7. [On Our Ability to Make Ethical Judgment in the Workplace, and Why We Think Ethics Needs to Be Learned and Practiced](#). LinkedIn Blog, 06-09-2024
8. [Diversity in Leadership: An Effective Way to Raise the Ethical Bar](#). LinkedIn Blog, 19-08-2024
9. [On Ethics and Economics](#). LinkedIn Blog, 08-08-2024
10. [Embedding Ethics Through a Supportive Work Environment](#). LinkedIn Blog, 31-07-2024

### IN THE NEWS

11. [Why Mahuta family contracts warrant scrutiny](#), by Kate MacNamara, The Herald, 27-8-2022.
12. [Walk the talk – why trust is your most valuable business asset](#), by Matt Philp, Business Desk, 5-6-2022
13. [Book shines a light on pathways to ethical leadership](#), WSBG, 6-12-2021
14. [Business encouraged to prioritise ethics](#), NZ Business 16-2-2022
15. [Launch of Kiwi Ethics Guide Draws International Audience](#), Scoop Business, 17-02-2022
16. [Five leadership lessons from Dr Ashley Bloomfield](#), by Esther Taunton, Stuff, 6-3-2022
17. [Honesty and ethics not well explained by managers in New Zealand](#), WSBG, 9-11-2021

# UNIVERSITY LEADERSHIP AND SERVICE

Professor Karin Lasthuizen provides leadership and guidance on ethics within the Wellington School of Business and Government through membership of the Principles for Responsible Management Education (PRME) Steering Committee (since 2017) and the newly formed Outreach Committee (2025). She is also Disability Liaison Advocate (Academic) for the School of Management.

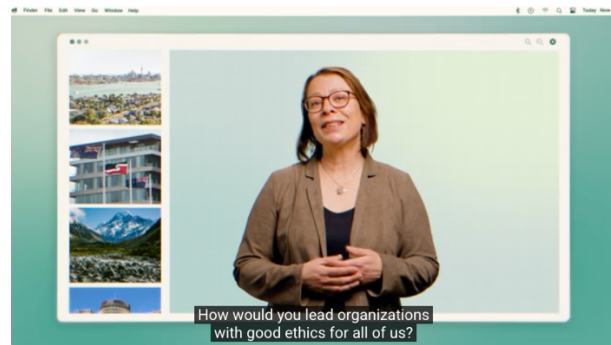
Professor Lasthuizen regularly serves in promotion committees within the University and other universities in New Zealand and abroad, and she is a mentor for women faculty members via the Whaipua University programme.

## TASTER LECTURE BCOM

In 2024, Professor Karin Lasthuizen was back in the studios at Kelburn Campus, this time to record a Taster Lecture, a short promotional video for the Bachelor of Commerce of the Wellington School of Business and Governance.

See:

<https://www.wgtn.ac.nz/study/programmes-courses/undergraduate/taster-lectures>



Leading for the future: How to become an ethical leader—Bachelor of Commerce

Te Herenga Waka—Victoria University of Wellington  
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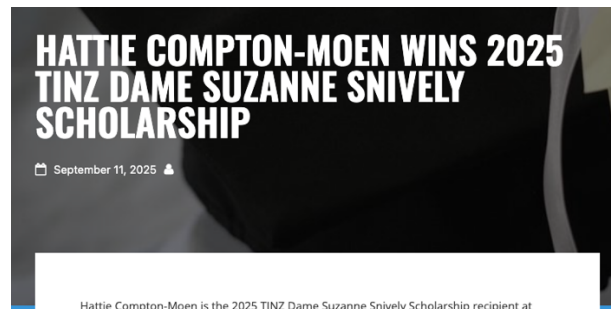
## CHAIR OF SELECTION COMMITTEE

### TRANSPARENCY INTERNATIONAL NZ DAME SUZANNE SNIVELY SCHOLARSHIP

A highlight of the year is chairing the selection committee for this special award.

Transparency International New Zealand has established this scholarship in the name of their former Chair of the Board, Dame Suzanne Snively, to support students undertaking research related to transparency, integrity, accountability, or anti-corruption in relation to governance. The scholarship is intended to support a female student undertaking an Honours or Master's by Thesis degree.

See: [www.wgtn.ac.nz/scholarships/current/the-suzanne-snively-transparency-new-zealand-scholarship](http://www.wgtn.ac.nz/scholarships/current/the-suzanne-snively-transparency-new-zealand-scholarship)



Hattie Compton-Moen is the 2025 TINZ Dame Suzanne Snively Scholarship recipient at Victoria University.

Hattie is currently in her fifth year studying at Te Herenga Waka - Victoria University of Wellington. Originally from Otautahi Christchurch, she moved to Pōneke in 2021 to pursue a conjoint Bachelor of Laws (Honours) and Bachelor of Science, majoring in Computer Science and specialising in Cybersecurity. While studying, she worked as a research assistant and as a law clerk at a boutique human rights litigation firm.



Hattie tells the Transparency Times:

*I'm incredibly honoured and appreciative to be the 2025 Transparency International NZ Dame Suzanne Snively Scholarship recipient. This scholarship is incredibly valuable to me, not only for its support in allowing me to better pursue my research endeavours, but also because of its strong connection with the Transparency Institute and the inspirational women leading innovation and research in transparency and ethical governance.*

## UNIVERSITY LEADERSHIP AND SERVICE 2021-2025

2025	Professorial representative on the Promotion to Professor Committee, Te Herenga Waka—Victoria University of Wellington
2024 - present	Member of Outreach Committee, Wellington School of Business and Government
2024	Taster lecture to attract new students for the Bachelor of Commerce, Wellington School of Business and Government. <a href="https://www.wgtn.ac.nz/study/programmes-courses/undergraduate/taster-lectures">https://www.wgtn.ac.nz/study/programmes-courses/undergraduate/taster-lectures</a> ; <a href="https://youtu.be/UngVr0G0mQk">https://youtu.be/UngVr0G0mQk</a>
2025	Professorial promotions committee review, Massey University, New Zealand
2024	Professorial promotions committee review, Massey University, New Zealand
2022	Professorial promotions committee review, Auckland University of Technology, New Zealand
2021-present	Disability Liaisons Advocate, Wellington School of Business and Government
2021-present	Chair of the selection committee of the Transparency International New Zealand Dame Suzanne Snively Scholarship for a female Honours or Master's student by Thesis degree
2022-present	Mentor, Whaipua University programme, Te Herenga Waka—Victoria University of Wellington
2020-2022	Mentor, female talent programme, Wellington School of Business and Government
2017-2021	Chair of the Ethics Committee, Transparency International New Zealand
2017-present	Principles of Management Education (PRME) steering group member, Wellington School of Business and Government

# STAFF AND HUMAN RESOURCES



**Professor Karin Lasthuizen** is, since 2016, the inaugural holder of the Brian Picot Chair in Ethical Leadership—Aritahi at Ōrauariki—Wellington School of Business and Government, Te Herenga Waka—Victoria University of Wellington (New Zealand).

Professor Lasthuizen's research and consultancy work focuses on ethical leadership and ethics management within public and private sector organisations and cultures. She specialises in methodology for research into integrity violations and organisational misbehaviour, such as corruption, fraud, misuse of authority, and interpersonal deviance.

She has numerous publications in the field of ethical leadership, ethics management and corruption in national and international journals and books, and is co-author of the professional book *HUMANGOOD. A field guide to ethical leadership* (2021) and the Routledge Master's in Public Management textbook *Ethics and Management in the Public Sector* (2013). She will produce the first *Global Handbook on Ethical Leadership* (De Gruyter Handbooks, Berlin) together with Professor Alan Lawton in 2027.

Professor Lasthuizen is New Zealand's National Partner for the Institute of Business Ethics (UK) international *Ethics at Work Survey* and co-founder of the international academic research network on *Public and Political Leadership* (PUPOL). She is a faculty member at ANZSOG and offers specialised training and consultancy, a free online course '*Ethical Leadership in a Changing World*' on the EdX platform, and podcasts and blogs via her LinkedIn page for students and professionals worldwide.

## OUR PEOPLE

Professor Lasthuizen heads a small group of staff within the Brian Picot Chair in Ethical Leadership. The Chair has also a number of adjunct research fellows (on a voluntary basis), who collaborate with her in research, teaching, and/or engagement.

## STAFF



- Catherine Thompson, Senior Administrator (0.2 FTE). Facilitation of the administrative, financial, and operational aspects of the Chair (2026).



- Yana Geary, Research Fellow (0.8 FTE). Assistance with the production of the *Handbook on Ethical Leadership* (2026).



- Verena Habrich, Research Assistant (0.3 FTE). Assistance with the production of the podcast collections, the Chair's website and other administrative research tasks (2025-2026).

## ADJUNCT RESEARCH FELLOWS



- Jane Arnott, MNZM – Projects related to Ethics at Work.



- James Bushell – Projects related to HUMANGOOD.



- Dr Iris van Eeden Jones – Projects and publications related to Political Integrity and Ethical Leadership in Its Context.



- Professor Alan Lawton – Co-editor *Handbook on Ethical Leadership*; MOOC on Ethical leadership in a Changing World.



- Jane Mitson – Ethics training & consultancy assignments.



- Karen Thomas – Ethics training and consultancy assignments; Political integrity project.

## CONTRACT FOR SERVICES



- H el ene Malandain, Director of Pocketknife – Podcast collections and professional blogs.

## LOCATION AND CONTACT

The Brian Picot Chair in Ethical Leadership—Aritahi is currently located in room 10.14 in Rutherford House, Pipitea Campus, 23 Lambton Quay, Wellington, New Zealand.

Te Kura Whakahaere—School of Management

Ōrauāriki—Wellington School of Business and Government

Te Herenga Waka—Victoria University of Wellington

✉ [ethical-leadership@vuw.ac.nz](mailto:ethical-leadership@vuw.ac.nz)

ℹ [www.wgtn.ac.nz/ethical-leadership](http://www.wgtn.ac.nz/ethical-leadership)

in [linkedin.com/in/karinlasthuizen/](https://www.linkedin.com/in/karinlasthuizen/)





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