

LD6-01 Altos estándares éticos en las relaciones

17 de enero de 2006

Estimados Suscriptores:

Marvin Bower presenta en su libro "The Will to Manage" cinco tipos de principios básicos que recurrentemente se encuentran en las corporaciones más exitosas y que sirven de guía para las acciones de dichas compañías.

Los principios son:

1. Mantener altos estándares éticos en las relaciones internas y externas es esencial para lograr el máximo éxito.
2. Las decisiones deben estar basadas en hechos considerados objetivamente y analizados concienzudamente.
3. La empresa debe mantenerse ajustada a las fuerzas que operan en su ambiente.
4. La gente debe ser juzgada en base a sus logros, no en base a su personalidad, educación o atributos y habilidades personales.
5. La empresa debe ser administrada con un sentido de urgencia competitiva.

¡No está mal para complementar nuestra lista de propósitos de año nuevo!

Les anexo el texto que corresponde al primero de los principios. Espero que les sea útil.

Reciban mis mejores deseos.

Roberto Ley Borrás

Referencia:

Fragmento del libro "The Will to Manage: *Corporate Success Through Programmed Management*" por Marvin Bower. El fragmento fue publicado en The McKinsey Quarterly, 2003 No. 2.

## HIGH ETHICAL STANDARDS

The business with high ethical standards has three primary advantages over competitors whose standards are lower:

\* A business of high principle generates greater drive and effectiveness because people know that they can do the right thing decisively and with confidence. When there is any doubt about what action to take, they can rely on the guidance of ethical principles. Inner administrative drive emanates largely from the fact that everyone feels confident that he can safely do the right thing immediately. And they also know that any action that is even slightly unprincipled will be generally condemned.

\* A business of high principle attracts high-caliber people more easily, thereby gaining a basic competitive and profit edge. A high-caliber person favors the business of principle and avoids the employer whose practices are questionable. For this reason, companies that do not adhere to high ethical standards must actually maintain a higher level of compensation to attract and hold people of ability.

\* A business of high principle develops better and more profitable relations with customers, competitors, and the general public because it can be counted on to do the right thing at all times. By the consistently ethical character of its actions, it builds a favorable image. In choosing among suppliers, customers resolve their doubts in favor of such a company. Competitors are less likely to comment unfavorably on it. And the general public is more likely to be open-minded toward its actions.

Too often, these values tend to be taken for granted. My point in mentioning them is to urge executives to actively seek ways of making high principle a more explicit element in their company philosophy. No one likes to declaim about his honesty and trustworthiness, but the leaders of a company can profitably articulate, within the organization, their determination that everyone shall adhere to high standards of ethics. That is the best foundation for a profit-making company philosophy and a profitable system of management.

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