## Instructions

Leaders should develop and evoke a communication ethic. For this assignment, prepare a list of ground rules for communicating in an ethical manner that form a credo. Include a minimum of five ground rules in your paper. The credo you develop should apply across multiple contexts to maximize relationships. Explain what you learned from developing your communication ethic credo, and support your response with examples and research.

Support your credo with at least five scholarly resources. In addition to these specified resources, other appropriate scholarly resources, including older articles, may be included.

Length: 5-7 pages, not including title and reference pages

Your paper should demonstrate thoughtful consideration of the ideas and concepts presented in the course by providing new thoughts and insights relating directly to this topic. Your response should reflect scholarly writing and current APA standards.

Credos consist of beliefs, principles, and/or opinions. It is important to ascertain your communication ethics by identifying ground rules or even a credo that represents your beliefs. Such a credo consists of robust generalizations that serve as a guide for an individual when engaging with diverse personnel in professional settings.

The study of ethical leadership has emerged as an important topic in relation to understanding the effects of leadership within organizations. We propose that the voice behavior of employees serves as a mechanism reflecting how ethical leadership affects individual creativity. We develop a moderated-mediation model of the psychological processes linking perceptions of ethical leadership and creativity. We further argue that these relationships are moderated by a climate for innovation. Using three-phase multilevel data from multiple sources, we collected data from 291 employees and 58 workgroups from R&D institutions in Taiwan. The HLM results suggest that (1) there is a positive relationship between employee perceptions of ethical leadership and employees' voice behavior, (2) voice behavior is positively related to individual creativity, and (3) the indirect effect of ethical leadership on individual creativity (via voice behavior) is stronger when the employee works in a more innovative climate. The theoretical and practical implications of these findings are also discussed. © 2015 Elsevier Inc. All rights reserved. Keywords: Ethical leadership Voice behavior Climate for innovation Creativity Moderated mediation Introduction Corporate social responsibility and enterprise ethics have become increasingly crucial issues; it is thought that leaders must exhibit ethical behavior in order to set high moral standards and foster followers' ethical conduct (Tu & Lu, 2013). The growing research on ethical leadership describes ethical leadership as a general leadership process that transfers ethical leader behavior to followers' behavior through the general mechanisms of social learning, exchange and identity (Treviño, Brown & Hartman, 2003; Walumbwa, Morrison & Christensen, 2012). Ethical leadership is extremely important when team member interactions involve trust, fairness and empowering behavior (Den Hartog & De Hoogh, 2009). When team members have sufficient trust in their leaders, they are more willing to follow ethical procedures and take risks (Hoyt, Price & Poatsy, 2013). On the other hand, if followers perceive their leaders to be unethical, they are more likely to experience anxiety, pressure and depression in the workplace, and to exhibit counterproductive behavior such as cheating during problem-solving tasks, which results in reduced work outcomes (Ariely, 2012; Detert, Treviño, Burris & Andiappan, 2007; Gino & Ariely, 2012; Hoyt et al., 2013). In the past decade, studies conducted on organizations and management have focused on examining the role of ethical leadership and its impact on followers' ethical conduct (such as OCB, ethical identity and ethical decision making) and unethical conduct (such as counterproductive behavior and deviant behavior) (Hiller, DeChurch, Murase & Doty, 2011). Yet, few studies have paid attention to the impact of ethical leadership on R&D members' creativity, despite the fact that leadership is one of the most influential predictors of employee creativity (Atwater & Carmeli, 2009; Volmer, Spurk & Niessen, 2012); thus, the first goal of the present study is to address this important yet relatively understudied issue. Although connecting ethical leadership with followers' creativity may seem counter-intuitive, social learning theory (Bandura, 1977) indicates that individuals model their behavior on those whom they respect and trust. Ethical leaders speak out publicly against inappropriate organizational actions and behaviors, and emphasize doing the right thing (van Gils, Van Quaquebeke, van Knippenberg, van Dijke & De Cremer, in press). In addition, ethical leaders convey high moral standards to employees and encourage their followers to voice opinions and suggestions not only on ethical matters, but also on other work-related processes and work context (Walumbwa & Schaubroeck, 2009). For example, during product development, R&D employees may face many risks, difficulties, conflicts and even ethical dilemmas. The norms and behaviors demonstrated by ethical leaders may encourage subordinates to voice their ideas and opinions regarding not only the ethical dilemmas they face but their work as well, such as offering suggestions about products, services and processes. Hence, they may become more creative on the job. Given this perspective, this study uses social learning theory to explicate the underlying rationale for this prediction, noting that by modeling an open dialog about ethical issues, ethical leaders promote voice behavior that extends to ethical issues as well as other work-related issues. Thus, to the extent that our theory/findings challenge conventional wisdom, we anticipate they will shed light on the processes whereby ethical leaders foster creativity, while generating additional timely research into these relationships