



HHL

LEIPZIG
GRADUATE SCHOOL
OF MANAGEMENT

Chair Report

**Dr. Werner Jackstädt Chair of
Economic and Business Ethics**

2021 / 22

PREFACE

Dear Reader,

Thank you for your interest.

“All actual life is encounter”, as Martin Buber, the great Jewish philosopher, said. Ethics might be seen as the kind of reflection to support the realization of this assertion in a way that is conducive to a good life.

This report documents the activities of the Dr. Werner Jackstädt Chair of Economic and Business Ethics. It should be noted though that these activities, esp. the conceptual ideas and the various ways to substantiate them, were enabled by many sympathetic and considerate persons, be it colleagues, students, members of the administration, or others. I’m grateful for all their help.

Prof. Dr. Andreas Suchanek, June 2022

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1. PHILOSOPHY

Ethics is, in our understanding, Practical Wisdom that can be understood and shared by ordinary reasonable persons. It is a continuous reflection of human ideas and experiences as to how one should (not) act and what we can – and also: should not – expect from others. These reflections should increase our capabilities to **invest in trust**. Since trust is the basis of cooperation. And society is a venture of social cooperation for mutual advantage.

Accordingly, our research, teaching, and transfer activities are related to deepening and sharing our insights concerning these investments, e.g. by enhancing students' ability to make reasonable ethical judgments.



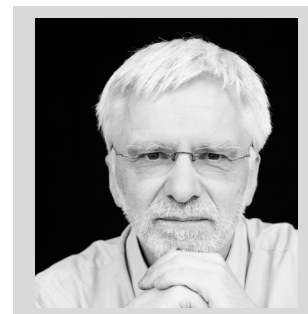
Prof. Dr. Andreas Suchanek

2. TEAM

2.1. Chairholder

Prof. Dr. Andreas Suchanek

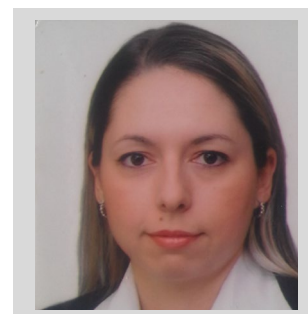
After his studies of Economics, Andreas Suchanek entered the field of Academia in 1986 as a research associate of Karl Homann, a pioneer in the field of philosophical ethics with economic methods. In 2004, he joined HHL as Dow Professor for Sustainability and Global Ethics. Since 2009, he holds the Dr. Werner Jackstädt Chair of Economic and Business Ethics. He is a member of the executive board of the Wittenberg Center of Global Ethics. His research interests are corporate responsibility, leadership ethics, trust as a societal and organizational asset, and, in general, ethics als practical wisdom.



2.2. Research Associates

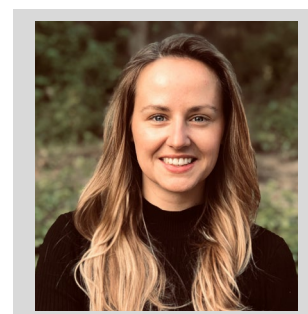
Maja Petrushevska

Maja Petrushevska (born 1982) is a doctoral student at the HHL Leipzig Graduate School of Management, where she also works as a Research Associate at the Chair of Economic and Business Ethics. Her research interests include behavioral business ethics, nudging, and corporate compliance. She supervised student field projects on nudging for BASF and PwC and supported business ethics courses. Before joining the HHL, she was working as a lecturer at the University of Vechta in Germany. Additionally, she has 13 years of working experience from international companies in the field of purchasing, marketing, and sales. As well, she has 9 years of experience in the non-profit sector as the founder of PETKA. She studied economics at the “Ss. Cyril and Methodius” University in Skopje, North Macedonia.



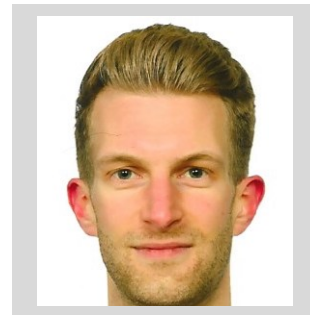
Marie Schwimmer

Marie Schwimmer joined the chair team in May 2019. She is responsible for supervising master theses as well as supporting teaching activities. She organized and moderated the digital panel discussion “HHL Sustainability Workshop” and supported the HHL Honor Code Committee in updating the HHL Honor Code. Before coming to HHL, she earned her Master's degree in General Management at the University of Applied Sciences in Jena, Germany. After a brief foray into the corporate world, she returned to academia to pursue her doctorate. She received a scholarship from the Wittenberg Center for Global Ethics and completed the Ethics and Responsible Leadership degree program. At the moment, she is finishing her doctoral thesis. In her free time, she volunteers for Fashion Revolution Germany and the Fair Fashion Lab Leipzig.



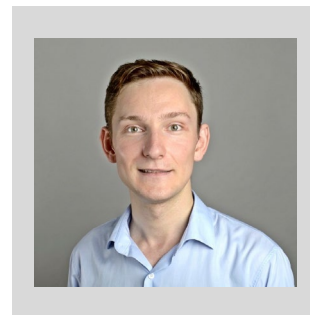
Stephan Gebauer

Stephan Gebauer, born in Zwickau (1991), is a business lawyer and gained several years of practical experience in the field of compliance in finance. The phenomenon of non-compliance prompted him to work on the problem from the perspective of business ethics in his doctoral thesis. He is a member of the doctoral program “Ethics and Responsible Leadership in Business” at the Wittenberg Center for Global Ethics and a scholarship holder of the sdw (Stiftung der Deutschen Wirtschaft). He enjoys spending time in nature while road cycling, running, or hiking.



Oleg Fedoseev

Oleg Fedoseev is a research associate at the Dr. Werner Jackstädt Chair of Economic and Business Ethics and a doctoral student in the Program “Ethics and Responsible Leadership in Business” at the Wittenberg Center for Global Ethics. He is a certified systemic coach with a solid project management background in for-profit organizations as well as NGOs. He comes originally from Russia, where, after acquiring a Bachelor's and a Master's Degree in Philology, he worked first at Moscow Operetta Academic Theatre and later at Sochi 2014 Olympic and Paralympic Winter Games Organizing Committee. In 2015 he moved to Germany, where he completed an MBA Program at HHL and worked as a project manager in a retail company and afterward as a regional consultant in various educational non-profit projects.



2.3. Team Assistant

Beate Kanheißner

Beate Kanheissner is a certified teacher for adult education for English and Russian. Also, she accomplished a special training as teacher for German as a Foreign Language at Herder Institut Leipzig. After having taught students of journalism and business administration at Leipzig University for several years, she joined HHL in 1995 to assist to several chairs, e. g. Microeconomics, Business Ethics and Macroeconomics. Also, she has been teaching Business German to foreign students at HHL, ever since she entered into our business school. Furthermore, she is contact person of Beta Gamma Sigma Chapter and manager of National Scholarship (Deutschlandstipendium) at HHL.



3. RESEARCH

3.1. The Ethical Compass

In 2017, the year of the 500th anniversary of the Reformation, the chair took the conceptual lead in designing an Ethical Compass as a tool for responsible use of one's freedom and, in particular, an orientation for leaders that should be included in their strategies, communication, and decisions.



The Ethical Compass

Why Do We Need an Ethical Compass for Good Leadership?

Globalization, digitalization, and technological advancements open up new possibilities for a better world. At the same time, they pose unprecedented, new historic challenges to humankind: disruptive change, growing complexity, environmental threats, and increased competition for resources. Today, more than ever, we are at risk of losing sight of important common value orientations by focusing on short-term goals. There is a need for generally consensual value orientations to sustain reliable expectations of behavior and conduct.

It is one of the fundamental responsibilities of good leaders to develop, communicate, exemplify, and strengthen such principles and, in any case, to incorporate them sufficiently into their work and life. With their decisions and ways of communication, leaders fundamentally shape future conditions for action. They impact the expectations of many other people and influence their behavior. At the same time, leaders always face limits. It is therefore equally important to have realistic expectations of leaders. In keeping with the notion of mutually reliable behavior leaders should not be encouraged or even forced to make promises they cannot keep which may lead to irresponsible decisions. Under these circumstances, it is ever more important for good leaders to have an ethical compass.

This compass is key element in many of our research projects and an essential part in our teaching.

3.2. Invest in Trust

We humans depend on each other. Without cooperation, we would have no prospect of satisfying even the most basic needs in the long run. The extent and forms of mutual dependencies are often not visible and as long as everything works, we are usually not aware of the many enabling conditions which allow us to satisfy our needs and realize our goals. It stands to reason that the most basic of these enabling conditions is trust, be it personal trust between interacting persons or the more indirect forms of system trust, where we rely on law, the courts, and the rightness of the assumption that others – who we often don't know – are willing and able to recognize and adhere to the 'rules of the game'.

However, in our turbulent times, trust has become an issue, be it in research where many disciplines analyze this phenomenon from many angles, or in a society where it is more intensely discussed than ever before. In our chair, we explore this 'enabling condition' from an ethical point of view. Accordingly, the main question is how to act in everyday life, that trust is maintained and how to prevent it will erode. From this viewpoint, the basic problem of trust is that the trustee can have an incentive to disregard the trust expectations of the trustor to have higher profits, save costs, or have other benefits. The idea of the chair's slogan "invest in trust" is that following this incentive is exactly what can be called an investment in an asset, viz. trust. Nearly all activities in business and corporations – leadership, marketing, HR, accounting, supply chain management, and more – involve trust relationships. Therefore, it is a rich field to be explored. Most, if not all, other research topics which are mentioned here, are somehow related to this field. To name just one: The aforementioned Ethical Compass can be seen as a basic tool to 'invest in trust' by ensuring that no illegitimate harm is done. This relates directly to the vulnerability of the trustor as a key feature of any trust relationship.

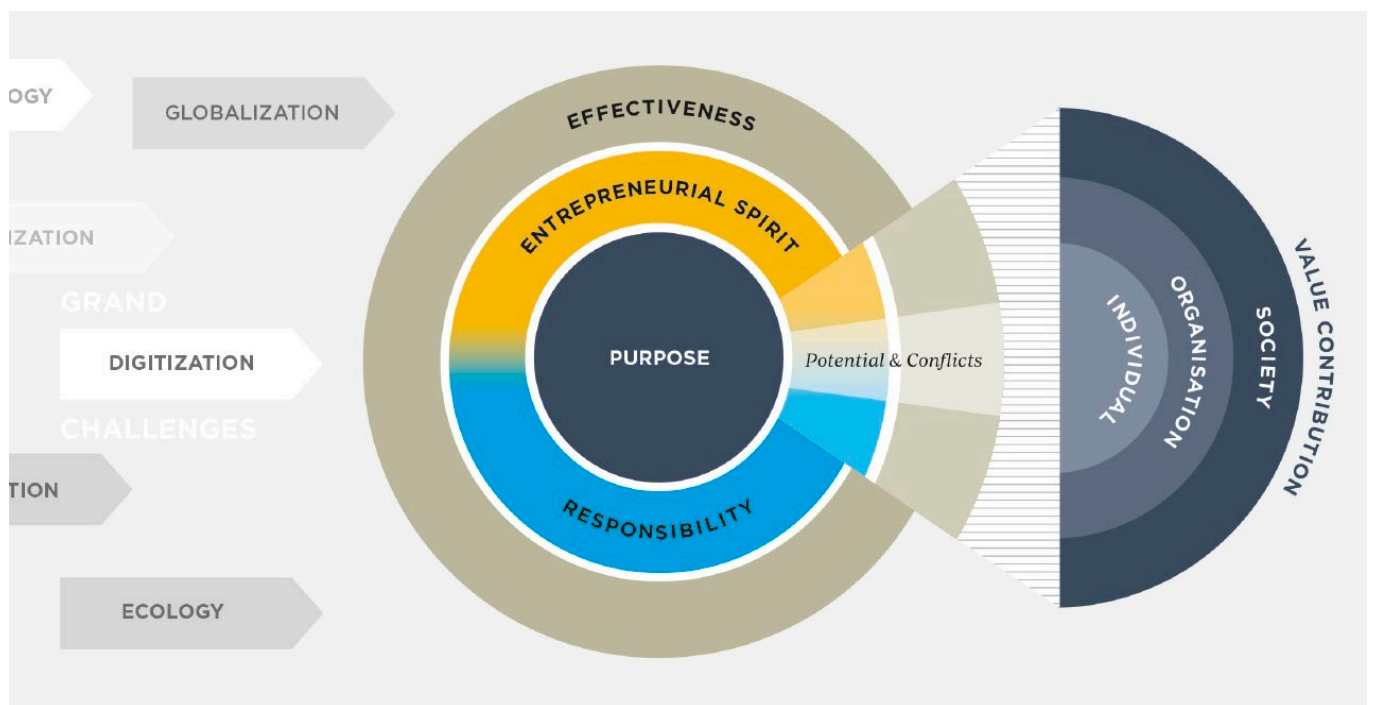
(see also below 6.2)



HHL University House

3.3. Leadership Ethics

2015 was the year when the Leipzig Leadership Model (LLM) was launched. The chair was – and is – one of the main contributors to this model. Particularly, the focus of the chair’s contribution is the dimension of responsibility.



Leipzig Leadership Model

Responsibility is defined as respecting legitimate stakeholders’ expectations in one’s decisions and actions. As such, it can be seen as *self-restraint* for one’s (the company’s) plans and strategies. Above all, it implies avoiding illegitimate harm (cf. 3.1). Interesting research questions arise due to the manifold tensions between the four dimensions. Just to name a few: (1) Being entrepreneurial implies that some harm might occur, e.g. by forcing existing products and companies out of the market or creating new unintended side effects from innovation. When is this harm legitimate and where is the point that limits should be drawn? (2) One of the most basic tensions exist between responsibility and effectiveness: sometimes costs can be lowered and profits can be made by doing so in an irresponsible way; and possibly, some competitors ‘play the game’ this way. How to (re-) act as a responsible company?

The following are 2 doctoral topics.

3.4. Aspirational Talk and Corporate Responsibility

By creating a discrepancy between talk and action, aspirational talk raises expectations about corporate sustainability behavior. It can thereby motivate more responsible business practices, but it can also lead to irresponsible corporate behavior that harms the stakeholders involved. Therefore, this thesis aims to investigate the necessary constraints to be considered when applying aspirational talk.

The paper provides an overview of the current literature on aspirational talk in organizational communication. In addition, the significance of corporate responsibility from a business ethics perspective is discussed. From the systematization of both research fields, an assessment scheme for responsible sustainability communication is derived. This assessment scheme is validated in companies in the apparel industry.

As a preliminary result, this thesis argues that aspirational talk should be embedded in the context of corporate responsibility, which means that disappointing legitimate trust expectations must be avoided to be effective. In doing so, it is argued that investing in self-constraint measures can help avoid relevant inconsistencies by signaling the credibility of aspirational talk (ex-ante) to relevant stakeholders and by acting as a boundary condition in the transition from talk to walk. In summary, responsible talk about aspirational goals requires self-commitment.

3.5. Team Reflexivity

Team reflexivity has gained increasing research attention as an effective response to the core challenge of constant learning, innovation, and adaptation in teams due to changing circumstances. Under the right conditions, empirical studies have found that team reflexivity can improve team performance, team learning, team innovation, team creativity, and team member well-being. Thus, research shows that team reflexivity is an effective means to improve teamwork and team outcomes.

This thesis addresses the problem that team reflexivity research is focused too narrowly on improving these empirical team outcomes while neglecting the importance of normative principles and values in good teamwork, such as the do no harm principle. Therefore, the team reflexivity concept needs broader reframing and deeper reflection to realize normative principles and values in teams as a precondition for good teamwork, e.g., do no harm. Two team reflexivity tools are presented and applied in the cases of burnout prevention and speaking up freely in teams to illustrate the point of the research: Do no harm in teams requires team reflexivity, and vice versa, team reflexivity requires to do no harm.

3.6. PhD Projects (Supervision)

3.6.1. Current PhD Projects

- Oleg Fedoseev: Systematische Untersuchung der Ethik von Coaching: theoretische Integration und differenzierte Anwendungen des integrativen Kerns
- Nicole Franken: Nachhaltigkeit in der Bekleidungsindustrie – Selbstbegrenzung als Wettbewerbsstrategie
- Dijana Galijasevic: Kindness virtue in business leadership
- Stephan Gebauer: Reframing compliance – Investing in enabling conditions
- Frauke Atessa Grimm: Inspire people to comply ... in a legitimate way
- Usochi Ilozumba: Practical wisdom in the use of artificial intelligence
- Lilli Jassemi: Intercultural management and the extended Golden Rule (thesis submitted in August 2022)
- Narong Kiettikunwong: Investigation of the impact of the overall company-external environment on the research and development investment of pharmaceutical companies in Thailand
- Raphael Ng: The capability approach and its relevance for commercial corporations
- Maja Petrushevskaja: What you don't use, you lose! Nudge to remind: A behavioral ethics approach to promoting ethical behavior of organizations
- Georg Röder: Selbstbegrenzung des Konsums durch unternehmerische Aufklärung?
- Bastian Schatz: Ethische Analyse von Führungsdilemmata
- Hannah Schragmann: Von Trennungs- zur Vermittlungskategorie? Chancen und Grenzen eines neuen Produktivitätskonzepts
- Marie Schwimmer: Selbstbegrenzung als Erfolgsfaktor in der Modeindustrie
- Magdalena Wallkamm: Resonate leadership
- Korbinian Weisser: Ethics in the attention economy

3.6.2. Completed PhD Projects

- Alexander Noßmann: Gute Führung 4.0 – der ethische Kompass als Management-Tool im digitalen Zeitalter (July 2021)
- Felix Wittke: Reframe team reflexivity – Realize do no harm (August 2022)

4. TEACHING

4.1. Ethics & Sustainability

This new course combines online self-study with the common lecture format. The course aims to deepen the understanding of key questions and concepts of business ethics with a particular focus on sustainability and its meaning from a business ethics perspective. A teaching goal is to deepen the students' competences to reflect their own expectations, actions and strategies as well as (moral) judgments by offering conceptual tools for reflection. These competences can also be seen as essential for (self-) leadership.

4.2. Business, Environment, Society & Leadership

This course offers a deep dive into the application of the Ethical Compass as a reflection tool for decision-making in business, environment, society, and leadership. The course is divided into two parts. The first part is dedicated to theoretical input on the Ethical Compass and other helpful heuristics and models to reflect on ethical challenges. Within the second part, the students present and discuss self-chosen topics, which refer to the following assertion: restraining your freedom, where it might imply illegitimate harm, is an investment.

4.3. Philosophical Underpinnings of Management Research

The course aims to develop a deepened understanding of the methodological as well as ethical presuppositions of economic theories and their application by studying and discussing classical texts from social philosophy and the methodology of science. As a by-product, the course aims at conveying some basic insights about the criteria for a good dissertation. The course covers core issues of the philosophy and methodology of social science such as the problem of social order, the role of institutions and their legitimacy, the ethical quality of a market economy, criteria for good theories, and the role and content of ethics education in management. The course is held as a seminar. Groups will have to present the main ideas of a classical author (T. Hobbes, A. Smith, K. Marx, et al.); the participants are requested to read the announced texts in advance and to take part in the discussions.

4.4. Economic Ethics

This course is also offered for doctoral students. It focuses on the discussion of the relationship between ethics and economics. Based on the conceptual work of Peter Ulrich and Karl Homann, questions of the moral quality of markets, the role and responsibility of corporations, and the foundations of legitimacy are discussed.

4.5. Supervision Master Theses

First name	Last name	Class	Master thesis title
Katia	Burga Garcia	PMSc8	Corruption in Peru
Nina	Werly	PMSc9C	Analysis of the triangle relationship between profit, purpose, and harm prevention of the media sector in the case of Claas Relotius and SPIEGEL
Lisa	Teicher	P13	Building and maintaining trust in virtual teams

Monika	Lenar	P14	How trust can build the ground for the implementation of cohesive leadership inside corporations?
Shih	Han Lin	MSc19	Nudging sustainable consumption: slowing down fast-fashion consumerism
Lena	Bieringer	PMSc20	Can personalized pricing be good for society?
Eliard	Silva Veloso	M20	Fairness in Artificial Intelligence (AI) software applications
Antoine	Schuler	MSc20	High-Frequency trading in financial markets - A business ethics analysis
Philipp	Pahle	P12	Dishonesty in résumés: An ethical risk or a legitimate strategy?
Amina Maryam	Qureshi	PMSc9	Assessment of legitimate and illegitimate social harm in fast fashion using the example of buyer-supplier relationships
Markus	Meeser	P15	Investments for social justice – an analysis using the example of short-time work allowance in times of crisis
Juliane	Röhner	P15	Building and maintaining trust in virtual teams in times of pandemics
Rodin	Weitershaus	MSc21	Vom endlichen ins unendliche Spiel – Transformation des kapitalistischen Spielsystems durch eine nachhaltigkeitsorientierte Unternehmensberatung
Claudia Rosa	Cuadros Zúñiga	M20	The role of trust in self-managed virtual teams in the context of business ethics
Wonkyu	Min	M21	The responsibility of Facebook – an ethical analysis of the Facebook scandal 2018
Tim	Sterzik	P15	Simulation of leadership-employee interaction – A game theory approach
Carl	Gillet	PMSc10	Sponsoring FIFA: Balancing higher ethical standards for companies with market advantages
Anne	Kark	P15	The corporate value respect – A discriminant analysis based on publicly listed companies
Lorenz	Frehe	PTMSc11	Big oil and the energy transition: The question of legitimacy in an industry poised for fundamental change.
Tim	Paschkowski	P15	The value of ethical reflection in leader's preparation for good reactions
Winnie-Anna	Hauser	P15	Do no harm in home office to colleagues, company and yourself



5. TRANSFER

5.1. Student Consulting Projects

5.1.1. PriceWaterhouseCoopers (2021)

Companies continuously face the basic conflict between doing a profitable business and being ethically responsible i.e., profit vs. morals. Crossing the line toward profit often can cause legal consequences and reputational damages, which impacts the company's value. „Know your customer“ has become a regular process in the financial industry to prevent money laundering. The underlying problem is more general, as it is also relevant for consulting firms to avoid working for a client or taking on a task that involves legal or ethical risks. An important, and complicated, aspect of the problem is the fact that the task in question may be very profitable and it is legal to offer this service.

The objective of this field project was to analyze this problem for PwC, esp. the division of tax consultancy. First, the relevance of this problem was discussed. Second, the causes were explored which might prevent responsible handling of this problem, esp. to refuse to accept a dubious client. Third, it was examined whether the use of “nudges” might be helpful to prevent accepting tasks from customers which may cause legal or ethical problems. The project aimed to support tax or legal consultants with behavioral interventions to help them prevent wrong decisions concerning choosing and serving a “risky” customer. The team of students completed several interviews with PwC employees from different levels and departments, as well as a survey inside the company to identify potential reasons for not adhering to the existing compliance rules while making decisions.



Group work at HHL

5.1.2. Leipziger Stadtwerke (2021)

As expectations of companies regarding comprehensive CSR measures increase, the LSW worked on the development of a consistent CSR strategy. The project team of four HHL students analyzed the internal and external perception of LSW's CSR strategy, benchmarked it against other public power utilities, and provided guidance on how to optimize the CSR strategy. The project was divided into 3 parts. In the first part, the team identified the expectations placed on companies in general (especially utilities, municipal companies, and public institutions). Furthermore, existing expectations towards LSW, especially from the city of Leipzig, Leipzig citizens, and stakeholders in general, were analyzed. In the next step, the existing CSR activities of LSW were evaluated by the project team based on the documents provided by LSW. In a final step, a benchmarking analysis provided an overview of the strategies of similar companies. Based on the results, the team developed valuable insights for a consistent CSR strategy for LSW that takes into account both external and internal expectations of corporate responsibility. One of the most important findings was that the German Sustainability Index can be used as a voluntary sustainability reporting tool

5.1.3. PriceWaterhouseCoopers (2022)

In 2022, the Chair of Economic and Business Ethics conducted another field project with PricewaterhouseCoopers (PwC). This year's topic was "How to deal with leaving partners in a consultancy firm". The project analyzed how to increase the odds that in the process, when partners leave the firm, as little harm as possible is done in terms of client relationships and reputation.

The topic of the project is significant because it shows how important trust is - in this case between employer and partner. The students were able to demonstrate that to avoid "bad leaves" and to achieve a mutually agreeable termination, early preparation is crucial. The building and maintenance of a trust relationship have to start in the first stages of working for the firm and becoming a partner. Based on literature research, expert interviews, model development, and conceptual considerations, the students developed a left process and worked out recommendations on measures for the project sponsor.



Group of doctoral students

5.2. Wittenberg Center for Global Ethics (WCGE)

Prof. Dr. Andreas Suchanek is affiliated with the WCGE since his inception at HHL. From 2005 until today, he is a member of the executive board. The WCGE is, as an independent institution, a non-profit think tank that cooperates with politics, industry, science, civil society, and the churches. It offers ethical orientations to current and future leaders to equip them with systematic analysis and decision-making schemes that can be applied in everyday work situations. Its work is based on a long-standing tradition of academic research. Specific formats which are offered include seminars, dialogue processes, and research as well as teaching projects.

Beyond the personal affiliation of Andreas Suchanek, HHL and WCGE have for many years a cooperation agreement, esp. concerning collaboration in their respective doctoral programs. Furthermore, various projects are conducted jointly, e.g. the project which is sponsored by KBA Sys Integrity Fund (see 6.1).

Another joint project was a collaboration between the International Center for Ethics in the Sciences and Humanities (IZEW), the Universities of Mainz and Tübingen, and the WCGE: “Leadership Ethics in STEM”. The project conceptualized courses and seminars in the field of leadership ethics for master's students and PhD candidates in STEM subjects. The goal of the learning formats developed by this project is to identify and teach competencies and knowledge required for ethical leadership. Throughout the project, model trials were conducted and evaluated throughout three semesters. The project aimed at institutionalizing the teaching of leadership and ethical reflection at universities as well as emphasizing its relevance for universities and companies.

Further activities from Andreas Suchanek at WCGE were contributions in various regularly held formats such as a leadership colloquium, an Autumn Academy on Ethics and Digitalization for students, and more.



Group picture WCGE

6. EXTERNALLY FUNDED PROJECTS

6.1. KBA-NotaSys Integrity Fund Project: “Nudging Corporate Compliance and Integrity – Based on the Ethical Compass”

This project is intended to elaborate on two combined tools for more effective compliance and integrity management: an ethical compass and nudging. The underlying problem is the fact that compliance is, due to its constraining character, often perceived as a kind of (direct and indirect) cost. The mentioned tools aim at motivating compliance and integrity demands as an investment in sustainable value creation (ethical compass) and supporting this motivation with concrete behavioral interventions (nudging).

The project aims at coping with these two problems in a combined way (which is important for reasons stated later): (1) An ethical compass will be elaborated to offer arguments for the “Why” of compliance and integrity; (2) to cope with the situational challenges, the possibilities and limits of nudging – behavioral interventions based on psychological research – shall be analyzed.

Based on desk research, questionnaires, and interviews as well as an expert workshop, the objective is to provide a handbook for corporations on how to implement both tools for effective compliance and integrity management. The project runs from Jan. 2022 until Dec. 2023.

6.2. Dr. Werner Jackstädt Foundation: Investing in (Normative) Values

Values such as integrity, sustainability, respect, and others are *normative* values. That is, they are generally perceived as relevant in society. Therefore, it is not surprising that many companies commit themselves to these values. However, it is often not clear what exactly they mean, refer to and imply. Consequently, it is a challenge for corporations to ‘manage’ these values. As a general hypothesis, we assume that normative values refer to *enabling conditions* that are often taken for granted (an example is the value “respect” which is the basis for trust. A momentous implication is that these enabling conditions are assets that need and deserve maintenance and hence diligent management – or “investments”.

The problem which occurs is that these investments imply costs and the benefits of them are, as a rule, not measurable, or only limitedly so. At the same time, we do often intuitively know that this type of investment is important and “the right thing to do”.

As explicated in 3.2, investments in normative values can be said to be particularly relevant in the present turbulent times.

Since this project is encompassing and highly relevant, we aim at exploring it in various ways, related to research, teaching, and transfer.

To acquire resources for such an ambitious project, we asked the Dr. Werner Jackstädt Foundation for knock-on financing to explore possible sponsors and corresponding projects.

In this research project, we aim at elaborating

- (a) *what* these values mean
- (b) *why* they should be recognized
- (c) *how* they can be implemented in everyday life.

It will start in September 2022 and will last for one year.

7. SPEECHES/CONFERENCES

2021

Prof. Dr. A. Suchanek: „Die Idee eines ethischen Kompasses“ (online); Rotary Club Grünwald; 11. Januar 2021

Prof. Dr. A. Suchanek: „Microplastics – The Responsibility of Corporations“ (online); limnoplast webinar; 4. Mai 2021

Prof. Dr. A. Suchanek: „Respect matters“ (online); Avantgardist webinar: (Self) Leadership; 1 Juli 2021

Prof. Dr. A. Suchanek: „*Gedanken zu einer erfolgreichen Zusammenarbeit mit Kunden und Geschäftspartnern*“, (online) GEFMA-Tag Bayern, 22. Juli 2021.

Prof. Dr. A. Suchanek: „Die Idee eines ethischen Kompasses“ (virtuell); MGM Tree; 1 Oktober 2021

Prof. Dr. A. Suchanek: „Ethik und *Künstliche Intelligenz* – Was ist das Problem?“, Wirtschaftsjuvenoren Mannheim/Ludwigshafen; Mannheim, 4. Oktober 2021.

Prof. Dr. A. Suchanek: „Corporate Legitimacy – Was dürfen Unternehmen (nicht)?“, Bundeskongress Compliance 2021; Berlin, 28 Oktober 2021

Prof. Dr. A. Suchanek: „*Leitbild und Ziele der Abteilung I*“, Vortrag und Workshop im Rahmen der Abteilungsklausur der Abteilung I des Sächsischen Staatsministeriums der Finanzen, Leipzig, 15. November 2021.

Prof. Dr. A. Suchanek: „Vom Homo Oeconomicus zum Ethischen Kompass“ (online); Ringvorlesung Plurale Wirtschaftsethik, Univ. Vechta; 2. Dezember 2021

Prof. Dr. Andreas Suchanek: „Wer ist schon gegen Integrität?“ (online); Porsche Ferrytaler Meeting, 3. Dezember 2021

2022

Prof. Dr. A. Suchanek: „Sustainability. What should I not do?“ IMPACT Consortium Meeting, Online, 7. März 2022

Prof. Dr. A. Suchanek: „*Can Companies Afford Ethics?*“, Merck Ethics Advisory Panels (MEAP), Online, 19. Mai 2022.

Prof. Dr. A. Suchanek: „*Wozu ist Ethik eigentlich gut?*“, PwC, Frankfurt a. Main, 09. Juni 2022.

Prof. Dr. A. Suchanek, M. Petrushevska, S. Gebauer: „Nudging Corporate Compliance and Integrity – Based on the Ethical Compass“, KBA Sys Integrity Fund, Lausanne, 01. Juli 2022

Prof. Dr. A. Suchanek: „Klima der Angst vs. Klima des Vertrauens“, Betriebsräte-Vollkonferenz IGBCE Nürnberg, 14. Juli 2022

Prof. Dr. A. Suchanek: „*Was soll ich nicht tun? Überlegungen zum Wandel der Problemstellung der Ethik*“, KIT (Karlsruher Institut für Technologie), Karlsruhe, 18. Juli 2022.

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