In Praise of Collegiality

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Abstract

This paper addresses the concept of collegiality, and analyses the benefits which flow from its presence. The principles of human dignity, equity, prudence, honesty etc are all principles which underpin collegiality. Here the issues and questions to be addressed are:

- What is collegiality?
- How collegiality is connected to good manners and to etiquette
- Why is it important?
- What happens if there is none?
- How it finds expression in organisations and professions
- How collegiality improves organisational functioning.

Why collegiality should be an integral part of Codes.

Among the methods that may be used to determine degrees of collegiality are those of surveys, of illustrative historical cases, of attitude measurement, and of its implications for ethics disputes in organisations. We also need to recognise that there are non-measureable outcomes, and that dysfunctional organisations and persons provide instances which lead us to a better understanding. To this end there are structural components (how to set it up in an organisation); operational components (day to day running); its maintenance (using KPIs); and the avoidance of silos. Collegiality helps us illustrate ethical issues, and to point to instances of breach: collegiality also finds expression in the effective conduct and participation in formal meetings, in day-to-day interaction, in economic efficiency, and in socially inclusive attitudes.

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