

The Experts Teach: Ethics at Work

ManageTrainLearn



ManageTrainLearn

The Experts Teach

Ethics at Work

The Experts Teach: Ethics at Work

1st edition

© 2014 ManageTrainLearn & bookboon.com

ISBN 978-87-403-0769-6

Contents

	Preface	7
1	The Myth of Treating People Fairly and Equally by Jeff Mowatt	8
2	Building on Values by Steve Goodier	11
3	Are You Ready for Your Murdoch Moment? by Bob Selden	13
4	Exploring Inner Space by Jim Clemmer	19
5	Respect Your Traditions by Eric Garner	21
6	Pathways and Pitfalls to Clarifying Organizational Values by Jim Clemmer	23
7	Pathways and Pitfalls to Living Organizational Values by Jim Clemmer	26
8	A Customer Culture is Built on a Service Ethic by Jim Clemmer	29

CMO INSPIRED CONFERENCE
25 OCTOBER | DE VERE BEAUMONT ESTATE | OLD WINDSOR UK

Join Over 100 Chief Marketing Officers & Digital Innovators



9	Tales from the Corporate Frontlines: Work Ethics and the Customer by Josh Greenberg	31
10	Beware Snakes in Suits by Linda Henman	34
11	Defanging Snakes in Suits by Linda Henman	36
12	Where Have All the Honest Managers Gone? by Bob Selden	39
13	Ethical Communications: Spinning the Truth by Mark S. Putnam	43
14	Ringin True to Me by Jim Clemmer	46
15	What's Valuable About Values by Paul Lemberg	49
16	The Value of Values by Eric Garner	54
17	A Disciplined Life...An Ethical Life by Mark S. Putnam	57
18	A Leader's Mood – The Dimmer Switch of Performance by Bruna Martinuzzi	59

Free eBook on Learning & Development

By the Chief Learning Officer of McKinsey

[Download Now](#)



19	Ethics in Business...A Lost Art by Sue and Chuck DeFiore	65
20	Top 10 Principles for Positive Business Ethics by Philip E. Humbert	67
21	Delivering the Goods: Keeping Your Word in a World Which Often Doesn't by Eric P. Barnes	70
22	The Three Schools of Business Ethics by Michael Neill	73
23	Integrity by Eric Garner	76
24	Honesty and Integrity Build a Foundation of Trust by Jim Clemmer	79
25	Unethical Negotiating Gambits and How to Protect Yourself against Them by Roger Dawson	82



Discover the truth at www.deloitte.ca/careers

Deloitte.

© Deloitte & Touche LLP and affiliated entities.



Click on the ad to read more

Preface

Introduction to “The Experts Teach: Ethics at Work”

In each of “The Experts Teach” series, we’ve gathered together some of the world’s best thinkers to share their ideas with you. Their ideas offer new, refreshing, and insightful ways to look at old themes, allowing you to discover new perspectives, develop your understanding, and change the way you think.

Profile of Editor Eric Garner

Eric Garner is an experienced management trainer with a knack for bringing the best out of individuals and teams. Eric founded ManageTrainLearn in 1995 as a corporate training company in the UK specialising in the 20 skills that people need for professional and personal success today. Since 2002, as part of KSA Training Ltd, ManageTrainLearn has been a major player in the e-learning market. Eric has a simple mission: to turn ManageTrainLearn into the best company in the world for producing and delivering quality online management products.

Profile of ManageTrainLearn

ManageTrainLearn is one of the top companies on the Internet for management training products, materials, and resources. Products range from training course plans to online courses, manuals to teambuilder exercises, mobile management apps to one-page skill summaries and a whole lot more. Whether you’re a manager, trainer, or learner, you’ll find just what you need at ManageTrainLearn to skyrocket your professional and personal success.

<http://www.managetrainlearn.com>

Acknowledgements

The authors of each article in this book have given permission for us to re-publish their work and bring them to a wider audience. Unless it states to the contrary, the copyright of the article belongs to each author. Each article concludes with a bio of the author and links to their website, if available. We also publish their written reprint/republication permission with a link to the relevant web page, if available. All such permissions are valid at time of publication. If these permissions have been amended or changed without our knowledge, please email us at eric@managetrainlearn.com so that we can take appropriate corrective action.

1 The Myth of Treating People Fairly and Equally by Jeff Mowatt

I'll just come right-out and say it. I believe that treating customers fairly and equally is a mistake. It's unprofitable. It belittles customers and employees. And it's unethical. There, I've said it.

Certainly, we should treat people fairly – but not equally. I'm not advocating some Orwellian decree that 'some animals are more equal than others.' This has nothing to do with a customer's value as a person. It has to do with bending so-called 'rules' to give exceptional customers the kind of unique service they deserve.

In my many years working as a consultant and trainer with dozens of companies and bureaucracies, it's unfortunate that I continue to encounter employees who buy-in to the myth of the virtue of treating all customers equally. If this is the case in your organization, consider this scenario...

Imagine that as part of your daily routine, you stop into your local convenience store to buy a coffee and newspaper. The store employees know you by sight. One day you find yourself needing to change a \$100 bill. You stop in, pick up a couple of items and pay for them with the hundred. The store has a policy that they don't accept hundreds, so the cashier simply refuses you. You are fully aware that they make more than that much change every 15 minutes. You also know that when added-up, you've given them hundreds if not thousands of dollars' worth of business over the years. Yet they refuse to grant you this slight favor. How's your customer loyalty now?

Refusing your \$100 bill would have been an incredibly bad decision on the part of the cashier as well as the management who created the 'rule' that permits no exceptions for the store's best customers. The problem is that by definition a 'rule' treats everyone equally – whether it's fair or not.

What if we treated our children this way?

Imagine the consequences of a parent treating their six-year-old and seventeen-year-old equally. That would mean telling the younger child, "Make sure you are home from grade one by midnight!" Most people appreciate that it makes sense to treat children fairly. It would, however, be a mistake to treat them all equally, and apply the same rules regardless of their ages. That's more than just a mistake; we might even call it immoral.

We already discriminate in the workplace

There's a certain irony to taking this approach to the workplace. The same individuals who assume that all customers should be treated equally, often have no objection whatsoever to the organization offering preferential parking and restroom facilities to customers with disabilities. Yet, that's a blatant example of treating customers fairly but not equally. I don't know of anyone who objects to organizations giving better parking spots to the disabled. Yet, every day we hear employees using inane statements like, "If I did that for you, I'd have to do it for everyone." The challenge for business owners and managers is providing the kind of training and authority that front-line employees need, so that they will make more appropriate on-the-spot decisions for customers.

The truth about word-of-mouth

"What happens when customers talk to each other?" That's one of the most common concerns I hear from employees in my training sessions where we address this subject. They are afraid that if they accommodate one customer's special request, then that customer will talk to other customers, and the employee will be pressured to do the same for everyone, which, of course, they can't do. In other words, they're going to have a lot of unhappy people out there if they accommodate special requests. This is the kind of convoluted logic that stems from the underlying belief in treating everyone equally (not necessarily fairly). Another way of putting it is: I'm afraid that if I provide an extra service for one customer (because we made an error or the customer does a lot of business with us), then I'm going to disappoint other customers whose circumstances don't warrant the extra service. So to avoid disappointing some people, we'll just make a rule that no one gets special treatment. That way, we'll just disappoint everyone, including customers whose unique situation deserves extra service.

Customers understand the concept of fairness. If I've never been to a particular convenience store and suddenly walk in just to change a hundred-dollar bill, I'm not likely to get outraged when the employee explains that they don't have enough change on hand so they can't help me. If, on the other hand, I'm doing business there every day, I'm more likely to be upset if my store won't make change for me when I know they make that much change every fifteen minutes. If they do make an exception for me because I'm a good customer, I'm not going to rush out, phone all my friends, and tell them, "Hey, my convenience store made change for me, and they don't usually accept hundreds!" Customers rarely go out of their way to talk about good service. The occasion when customers share information about a business is when the service is bad. Bottom line: employees needn't worry about possible negative ramifications of taking extra care of good customers. What they should be far more concerned about is the negative impact of treating all customers the same.

About the author

Customer service strategist and professional speaker, Jeff Mowatt is an authority on The Art of Client Service...Influence with Ease®. For Jeff's other tips, self-study resources, and training services on establishing rapport, click <http://www.jeffmowatt.com/individual/greetingcustomers.html>

Reprint notice:

You are welcome to reprint them as an ongoing column or as stand alone articles. Feel free to make minor edits to customize to suit your unique needs. When reprinting, please send us a copy of your publication that includes our articles. To receive automatic updates when Jeff releases a new article, please email us directly at info@jeffmowatt.com.

<http://www.jeffmowatt.com/articles/index.html>

Original article

<http://www.jeffmowatt.com/articles/themyth.html>

2 Building on Values by Steve Goodier

“I don’t subscribe to the thesis, ‘Let the buyer beware,’” said the late writer Isaac Asimov. “I prefer the disregarded one that goes, ‘Let the seller be honest.’”

Look at the financial problems of today’s world. How many of these problems were the result of inferior products (dubious mortgages, in this case) sold to unaware buyers?

I am convinced that long-range successful businesses, and truly successful lives, are built on values. Two of those values are honesty and integrity.

Over a century ago, clothier John Wanamaker, whose retail business grew into one of the world’s first department stores, would have agreed. Wanamaker is sometimes called the father of modern advertising. He instilled the attitude of utmost honesty in his employees.

The story is told of one of his advertising people who was instructed to make a sign promoting neckties that were reduced in price from one dollar apiece to 25 cents. After personally examining the ties, the marketer asked, “Are they any good?”

“No, they’re not,” he was told.

Wanamaker would have been completely honest, so the ad copy had to reflect the attitude of the store. The necktie advertisement was finally written this way: “They are not as good as they look, but they are good enough at 25 cents.” The department sold out of ties almost immediately and was forced to purchase several more weeks’ supply of cheap ties to fill the persistent demand (Selling Solutions, Juanita Ruiz, Ed., Oct. 1995).

Wanamaker believed that only a business based on values has real value. And businesses of value are always successful.

Can’t it also be said that a life built on values has real value? And when you and I build our lives on honesty and integrity, we will likewise know success.

About the author

Steve Goodier holds a B.A. in anthropology and sociology (New Mexico State University) and an M.Div. degree from Emory University. He is an ordained United Methodist minister, district superintendent in the Rocky Mountain Conference UMC, and the author of numerous books about personal development, motivation, inspiration, and making needed life changes.

Reprint Information

You may reprint these articles. Please include this information at the end: By Steve Goodier – <http://www.LifeSupportSystem.com>

Original resource:

<http://stevegoodier.blogspot.co.uk/2008/10/building-on-values.html>

© 2013 Accenture. All rights reserved.

be > your degree

Bring your talent and passion to a global organization at the forefront of business, technology and innovation. Discover how great you can be.

Visit accenture.com/bookboon

Be greater than.
consulting | technology | outsourcing

accenture
High performance. Delivered.



3 Are You Ready for Your Murdoch Moment? by Bob Selden

After 168 years of publication, the British newspaper “News of the World” published its final edition on 10th July 2011. At the time, the newspaper was profitable. News Group Newspapers Ltd., the unit within News International responsible for the News of the World and The Sun, reported an operating profit of £18.2 million in the year ended June 27, 2010.

So what led to the demise of this historic newspaper?

As readers would know from the current press stories, the closure was not about profits or profitability (although advertisers were reported as departing rapidly). The closure was about reputation – in particular, the reputation of one of the world’s richest men, Rupert Murdoch, CEO of News Corp.

It’s been said that leaders emerge in tough times. “Tough times” can describe natural disasters such as flood, fire or earthquakes. These can also be manmade such as war, riots, environmental or economic disasters. And of course companies can experience disasters due to mistakes, malpractice or just plain poor decision making.

In such times, we’ve seen leaders such as Churchill, Ghandi, Mandela, Rudy Giuliani and Jack Welch handle crises in a way that has set them apart as people who were seen as credible and trusted in very trying circumstances.

What is it about these leaders that gives people confidence that despite the pain and hurt it may be causing, the crisis is being well managed? What do these leaders do that others do not?

As Jane Jordan-Meier, author of a new book *The Four Stages of Highly Effective Crisis Management*, says: “Nowhere is an organization more vulnerable than when a crisis strikes. Crises are defining moments for organizations and their leaders. They are ‘make it or break it moments.’”

Where’s the leadership at News Corp in the current phone hacking scandal unfolding in the UK?

Rupert Murdoch had his “make it or break it moment” when he appeared before the UK Parliament Committee hearing this week.

As Bloomberg's reported, "Rupert Murdoch's refusal to take responsibility for the hacking scandal that has slashed \$5.89 billion from the market value of News Corp. (NWSA) may undermine his credibility as chief executive officer. Governance experts who heard Murdoch's performance before the U.K. Parliament yesterday said that by blaming underlings and saying he wasn't responsible he didn't do enough as CEO to acknowledge his accountability."

Despite describing this as "the most humble day of my life" Murdoch insisted that wrongdoing at the newspaper and efforts to clear it up were far below his level. Is this the behaviour we expect of a leader during a crisis?

What should a leader do during a crisis?

When interviewed for this article, Jane Jordan-Meier said: "Put simply, the readers and the storytellers themselves, perhaps unknowingly, expect to hear, see and read about stories of courage, death defying events, people surviving against odds, and that someone, somewhere can be held accountable for their losses. There has to be an explanation for why the government took so long to respond, or why there was in-fighting, or why it was yet another tale of bad boys behaving badly.

"We want to know that someone cares and has the determination, conviction and compassion to do something to make sure that the "worst" can never happen again. We are hearing very little if anything of this in the current phone hacking scandal."

Jordan-Meier's research shows that crises go through four distinct stages:

STAGE ONE: the spotlight is beaming squarely on the incident. This is the "breaking news" stage. "What happened?" is the key question. And the news travels very fast in Stage One to Stage Two – it doesn't take long for the story to jump the "fire line."

STAGE TWO: is characterized by the focus on the "victims" and the response. The light moves quickly from the incident itself (although new facts will continue to emerge) to the "drama". How could this have happened? How many people are hurt, missing and/or dead? How is the organization responding? How quickly did the responders get to the scene? The light will shine brightly on the perpetrator – or who we think the perpetrator might be.

This stage is key. This is the make it or break it stage, the reputation forming stage, the stage where the rallying on social media sites, both negative and positive, becomes a focal point.

STAGE THREE: Stage Three is the one best avoided, although inevitably we all want to go there – yes, the blame, finger pointing stage. Think back to the devastating oil spill in the Gulf of Mexico when the executives of the three companies at the heart of the massive oil spill were severely chastised over attempts to shift the blame to each other.

In this finger pointing stage – everyone has an opinion about you, your product, your organization, your industry, even your country (ask Iran) – lots of “woulda, coulda, shoulda.”

Stage Three is all about blame with the key question focused on “Why?” The spotlight is more like a floodlight. The crisis is beamed everywhere.

STAGE FOUR: The light begins to dim in Stage Four which is the fallout/resolution stage. The spotlight now dims, but can easily be turned to full glare again if there is a slip up, or something similar happens in the industry. The crisis is perpetually in print, on Google, in Wikipedia – searchable and discoverable. Your “sin” will be for everyone to see forever – you can’t take it back.

Typically, this stage marks the end of the crisis; there is some resolution. There might be a funeral, a government inquiry, or a Senate hearing. Your product goes back on the shelf, workers go back to the plant, victims return to their homes.

What if you could build your future and create the future?

The innovation accelerator

One generation's transformation is the next's status quo. In the near future, people may soon think it's strange that devices ever had to be "plugged in." To obtain that status, there needs to be "The Shift".

.....Alcatel-Lucent 

www.alcatel-lucent.com/careers


Click on the ad to read more

As Jordan-Meier points out, these stages are very clear “The evidence is plain for all to see. Just watch the media coverage, follow the tweets, notice the Facebook posts and you will soon see the narratives played out in very predictable patterns, with very predictable questions. That’s the good news. And the bad? Well, it happens at lightning speed, so be prepared to make a statement within an hour of something happening”.

Jordan-Meier also points out there is a need for a recognised and credible spokesperson to handle each stage.

“Communicating in a crisis is not for the faint-hearted or the un-trained. In a crisis, you need speed, decisiveness, authority and often significant courage.

“Jack Welch says that even those who are ‘extraordinarily gifted’ try to make the problem ‘disappear’ by giving it to someone else to solve. Indeed, not the best strategy. The choice of spokesperson is a critical component for effective crisis management. Crises have the potential to destroy entire industries, bring down governments, and adversely affect large regions of the globe.”

So how did Murdoch handle these stages?

When the story started to break in early July, News Corp. hired two public relations advisers to assist the company during its phone hacking scandal.

“Sard Verbinnen & Co. in New York and Glover Park Group in Washington will work with the company’s communications, investor relations and government teams”, Julie Henderson, a News Corp. spokeswoman, told Bloomberg in an interview.

This is the “breaking news”, the “what happened?” stage. Julie Henderson is Senior Vice President, Communications and Corporate Strategy, and despite the impressive title, sits below the senior management team level.

Was this an appropriate response to Stage One – the “breaking news” stage? Was Julie Henderson the appropriate spokesperson? And what of the delegation to PR firms?

Then the phone hacking story quickly moved to Stage Two. As Jordan-Meier points out, “Stage Two is where the focus shifts to the victims and the response from the government or organisation”. In this case, the incident that really triggered the huge public outcry in the UK was the phone hacking of murdered school girl Milly Dowler.

The News Corp response? The first was to close the newspaper, News of the World. Would this make the crisis go away?

Then, in short succession there were resignations from key News Corp executives. Notable amongst these was Rebekah Brooks, CEO of News International, the company responsible for the UK operations. The scandal has now also caused the resignation of two of the UK's top police officers. Where was the key crisis management spokesperson in Stage Two?

Finally, Murdoch appears and provides a personal apology to the family of Milly Dowler. Remember, Stage Two is key. This is the make it or break it stage, the reputation forming stage, the stage where the rallying on social media sites, both negative and positive, becomes a focal point – How did Murdoch score?

We've now moved very clearly into Stage Three – the “blame”, “finger pointing” stage. Rupert Murdoch and his son James, CEO of BSkyB, the UK television arm of News International, appeared before a UK parliament investigating committee. Whilst it appears that James' reputation may have been enhanced, Rupert fared less well.

“The News of the World is less than one per cent of our company,” Murdoch told Parliament's Culture, Media and Sport Committee. He said he may have “lost sight” of the paper because it was “so small in the general frame of the company.” Is this an appropriate response to capably manage Stage Three?

As we go to press, this story is still unfolding. It would seem that there is more to come. However, Stage Four may have already started with the punch thrown by Rupert's wife Wendi in the parliamentary enquiry (Stage Four includes “fallout”).

Readers can make up their own minds as to how the crisis is unfolding and being managed.

However, as Jane Jordan-Meier suggests “So while we have not yet had closure we have some elements of Stage Four, but this crisis is far from over. Will it go away when Rupert steps down? Or when James is “sacrificed”? Stage Four is also all about fallout – and we may yet see more of that in the USA if the FBI uncovers any wrongdoing.”

From a leadership perspective, the important thing for all of us to consider is “Could this happen to me?” We may think we are immune to crises, yet who can predict the future? Remember, crises can occur for any number of reasons – some of which are outside our control.

The one thing we can do however is be prepared. Does your organisation have a crisis management plan in place? Are there designated spokespeople to handle each of the stages? Has everyone been trained? Are you ready to handle your crisis?

About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He’s also coached at one of the world’s premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

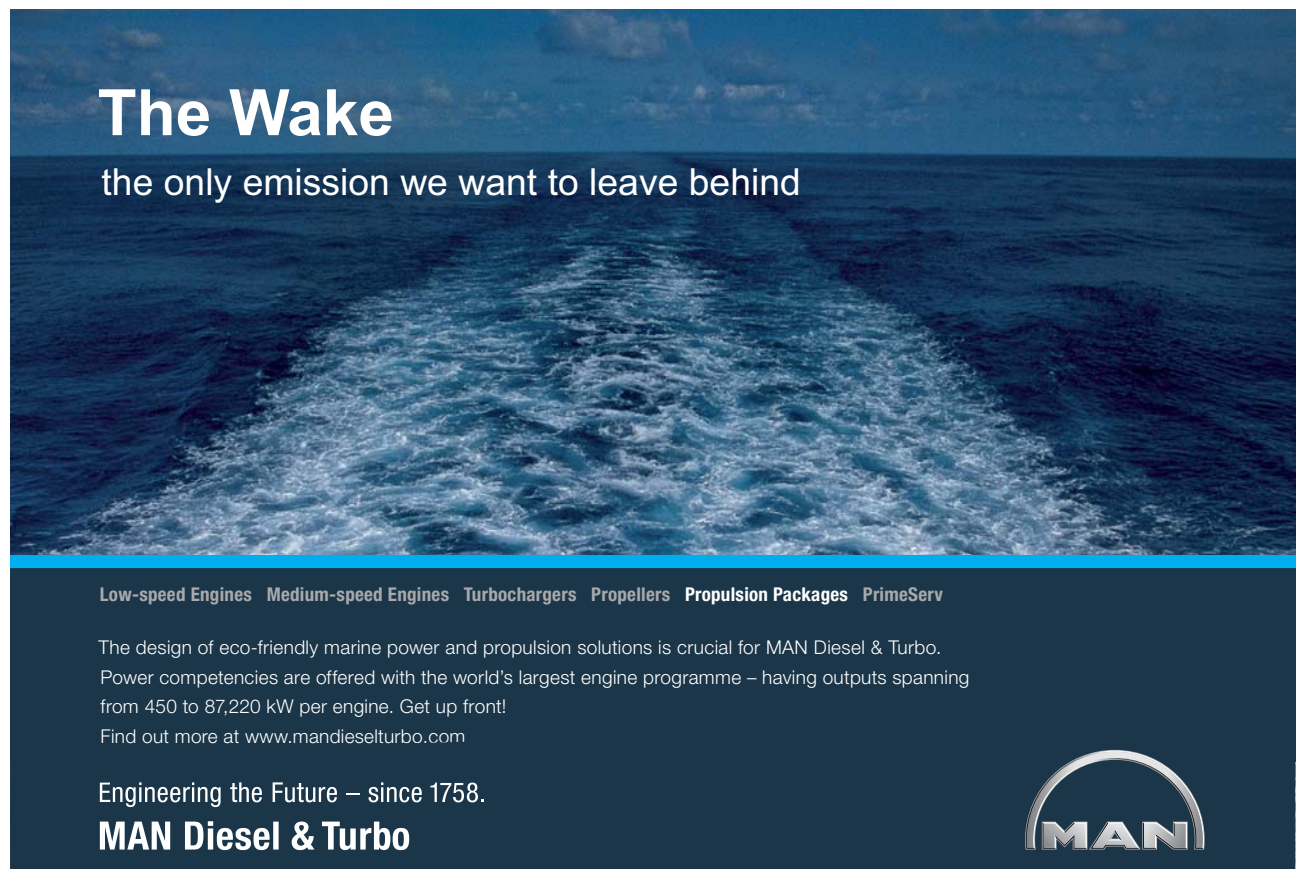
<http://nationalllearning.com.au/bob-selden/>

Reprint notice

These articles may be freely published electronically. They may be reprinted for individual use in hard copy but may not be reprinted in hard copy for commercial purposes.

Original resource:

<http://nationalllearning.com.au/are-you-ready-for-your-murdoch-moment/>




The Wake
the only emission we want to leave behind

Low-speed Engines Medium-speed Engines Turbochargers Propellers Propulsion Packages PrimeServ

The design of eco-friendly marine power and propulsion solutions is crucial for MAN Diesel & Turbo. Power competencies are offered with the world’s largest engine programme – having outputs spanning from 450 to 87,220 kW per engine. Get up front!
Find out more at www.mandieselturbo.com

Engineering the Future – since 1758.
MAN Diesel & Turbo



4 Exploring Inner Space by Jim Clemmer

“The self-explorer, whether he wants to or not, becomes the explorer of everything else. He learns to see himself, but suddenly, provided he was honest, all the rest appears, and it is as rich as he was, and, as a final crowning, richer.” – Elias Canetti, *The Secret Heart of the Clock*. Austrian novelist and philosopher

An ass found a lion’s skin, and dressed himself up in it. Then he went about frightening everyone he met, for they all took him to be a lion, men and beasts alike, and took to their heels when they saw him coming. Elated by the success of his trick, he loudly brayed in triumph. The fox heard him, and recognized him at once for the ass he was, and said to him, “Oho, my friend, it’s you, is it? I, too, should have been afraid if I hadn’t heard your voice.”

This classic Aesop fable shows how easy it is to play a part – to be someone else. But those closest to us will eventually see through us. The key question is – Can I see myself? Can I recognize my own inner voice? Do I listen to what it is telling me? Am I drawn into roles, jobs, or relationships that I am not cut out for? Am I following the path that society or someone thinks I should be on or am I blazing my own path? Am I following my heart?

Reputation is what people think I am. Personality is what I seem to be. Character is what I really am. Our goal should be to blur the lines between the three until they are one and the same. That means living my life from the inside out. When I live my life from the outside in, appearances are everything. What other people think of me and want from me becomes my guiding principle. That means my confidence and self-image is out of my control. I set myself up to be a victim of the fickle opinion of others. The harder I try to make an impression, then that is exactly the impression I make.

As a leader, I do want to serve others and need to know how others see me. However, I can’t serve, support, or guide others if I am not coming from a strong inner core. Only if I believe in myself can I generate believers. In *Hamlet*, William Shakespeare writes, “This above all: to thine own self be true, and it must follow, as the night the day, thou canst not then be false to any man.” A modern storyteller, television producer Norman Lear, puts similar advice into modern terms, “First and foremost, find out what it is you’re about, and be that. Be what you are, and don’t lose it. It’s very hard to be who we are, because it doesn’t seem to be what anyone wants.”

Continually peeling back the layers of who we are is a lifelong effort. It's the leadership process of becoming. Our own inner space is as vast as outer space. Like the many generations of Star Trekkers, we can "boldly go where no one has gone before" as we continue to push back the frontiers of self-knowledge. If we're going to continue to deepen and grow, it's our own never ending discovery trek.

About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

Reprint Information

In this video, Jim Clemmer confirms that you are welcome to reproduce his articles in magazines, ezines, and publications as long as the attribution is included. Here is the video:

<http://www.clemmergroup.com/free-articles-videos.php>

Jim also says that, if you'd like to send these articles to colleagues, we encourage you to pass along, share, or reprint any material you find in this section.

<http://www.clemmergroup.com/leadership-articles.php>

Original resource:

<http://www.clemmergroup.com/exploring-inner-space.php>

5 Respect Your Traditions by Eric Garner

This week, on Tuesday night, we did something that we've done every year on the same night for as long as I can remember.

We made and ate pancakes, it being Shrove Tuesday, or, as we say in our part of the UK, Pancake Day.

Now we didn't do it because of any religious belief, or because we wanted to use up all our eggs and flour before the start of Christian Lent. In fact, if pushed, I'd have to admit that there was no logical, practical, or sensible reason why we did it. There was only one reason.

Tradition.

By one of those odd coincidences, I also happened this week to be discussing tradition with a friend who is a financial accountant and a Scot.

The advertisement features a circular logo on the left with three stylized human figures in the center, surrounded by gears and four arrows pointing clockwise. To the right, the text reads 'UNLEASHING CHANGE MANAGEMENT' in large, bold, blue letters. Below this, it says 'OCTOBER 18 & 19, 2018' and 'DE RODE HOED AMSTERDAM'. At the bottom, there is a silhouette of an Amsterdam skyline including a windmill and a bridge. In the bottom left corner, the text 'Global Executive Events' is visible.

He was fairly distraught that this week the bank that he was once so proud of, the Royal Bank of Scotland, had announced the highest-ever losses of a British company, a staggering £24 billion loss.

My friend recalled the days back in Scotland when that self-same bank stood for what he called “traditional banking values” of thrift, caution, reliability, modesty, and customer closeness. Now, he said, they stood for the opposite: recklessness, risk, unreliability, high-living, and customer alienation.

I don't know if there is any etymological connection between the word “trade” and the word “tradition”. But I think there should be.

For, when we do business with anyone, we want to believe that the values they say they espouse are really the values they stand for.

Alvin Toffler once said that “an organisation's belief system is as important as, if not more important than, any of its other systems, including its accounting systems”. And he was right.

The banks around the world that discarded their traditions of thrift and caution in pursuit of risk and greed may well rue what they've lost. As should we all.

I hope we'll continue to celebrate Shrove Tuesday for as long as I live. Not because it has any return on investment (perish the thought!) but because it's fun to do and re-connects us with the good things from our past that we carry with us into the present and future.

As Melanie Pike said about those banks that discarded their legacy, “The trick for lasting success: be cautious. Be a little old-fashioned. Be modest and stay close to your customer. And above all, respect your traditions.”

About the author

Eric Garner is Managing Director of ManageTrainLearn, the site that will change the way you learn forever. Download free samples of the biggest range of management and personal development materials anywhere and experience learning like you always dreamed possible; <http://www.managetrainlearn.com>

Reprint notice

You may reprint and re-publish all articles by Eric Garner and ManageTrainLearn freely, for personal as well as business use, as long as you do not change the substantive text, add this reprint notice, and include a link to <http://www.managetrainlearn.com>

Article Source:

<http://managetrainlearn.blogspot.co.uk/2009/03/respect-your-traditions.html>

6 Pathways and Pitfalls to Clarifying Organizational Values by Jim Clemmer

“If the ‘Know Thyself’ of the oracle were an easy thing, it would not be held to be a divine injunction.” – Plutarch

Effectively using values to care for the context and provide focus to a team or organization has two major steps: 1) clarifying and prioritizing shared values; 2) living and behaving according to those aspirations. Both can be very difficult leadership acts.

Here are some ways to clarifying and prioritizing shared values:

If your management team hasn’t developed an explicit set of core values, this is the place to start. Here’s what you’re after:

Three to four words or short phrases (five words or less) that you can use as “verbal pegs” to cluster or summarize many of the related values at the top of your values hierarchy.

Words or short phrases that are easy to understand and meaningful to your team and organization.

Broad understanding and ownership of the core values by everyone on your team or in your organization.

Your team’s shared values should represent a blend of those principles from your past that you want to preserve and the beliefs that your team will need to share as you look to your preferred future. Looking at the past respects and builds on your organization’s heritage, successes, and strengths. It helps to turn resistance to change into confidence and energy for facing the future. To look at future values, you’re examining the underside of your team or organization’s vision. To make the picture of your preferred future a reality calls for a different set of priorities about what’s really important.

Debating and developing your core values should follow the development of your shared vision. Values clarification can be a painful process. But it doesn’t have to be long and drawn out. If you have a skilled facilitator lead you, it’s common to have a rough version of your team’s shared values words or short phrases within a few hours. That’s because shared values aren’t created they’re uncovered or articulated.

Once your team has developed your core values, we've found the following exercise is a useful way to further debate, try them on for size, and start management teams into the most important part of values – living them. You can break into three groups or do this as a large group brainstorming and discussion exercise.

Here's the exercise using three groups (for the large group discussion, do these in the same way and order): 1) One group brainstorms a list of ways to visibly signal each value to the rest of the organization. These must be specific such as “meet with our distributors to get their ideas and feedback.” Not motherhood generalities like “communicate better.” 2) Another group discusses ways that the team and/or individuals on the team, often inadvertently violate each value. 3) The last group looks at ways the team and individuals on it can get feedback from others in the organization on how well they are living the values.

Now everyone gets back together to hear and discuss each group's perspectives. Action plans and next steps conclude the process.

bookboon.com

Corporate eLibrary

See our Business Solutions for employee learning

[Click here](#)

Management Time Management

Problem solving Self-Confidence Effectiveness

Project Management Goal setting Motivation Coaching

[Click on the ad to read more](#)

24

Download free eBooks at bookboon.com

Unless you're trying to build an old-fashioned command and control organization culture, you need wide debate, discussion, and ownership of a set of shared core values. This consensus building process can take a fair bit of time and energy. It's usually best combined with discussions of the organization's vision, and an outline of, or invitation to input to, the organization improvement plans and process. Some organizations have started with blank sheets of paper and invited the dozens, hundreds, or thousands of people throughout their organization to articulate the organization's core values.

As you try to articulate your espoused or aspired values, don't allow yourself to fall into the trap of "we're not living this way now so it can't be a value." Like visioning, you're trying to describe where you want to be. Once you know what you want to become, then you can work on making these lived values.

About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

Reprint Information

In this video, Jim Clemmer confirms that you are welcome to reproduce his articles in magazines, ezines, and publications as long as the attribution is included. Here is the video:

<http://www.clemmergroup.com/free-articles-videos.php>

Jim also says that, if you'd like to send these articles to colleagues, we encourage you to pass along, share, or reprint any material you find in this section.

<http://www.clemmergroup.com/leadership-articles.php>

Original resource:

<http://www.clemmergroup.com/pathways-and-pitfalls-to-clarifying-organizational-values.php>

7 Pathways and Pitfalls to Living Organizational Values by Jim Clemmer

“You can preach a better sermon with your life than with your lips.” – Oliver Goldsmith, 18th century British writer

Revisit and revise your values every few years to keep them alive and relevant. They can too easily become stale, stifling, or just ignored. In The Achieve Group’s (my first training and consulting company) early years, we wrote a three-page statement of Achieve’s core values that were later named ACT – Attention to Service, Commitment to Quality, and Trust through Value.

The values were used to hire dozens of Achievers in the following few years. As we went through a major change and redefinition of our business, everyone in the company participated in a series of “getting into the ACT” discussions that spanned almost a year’s worth of our quarterly meetings. Ultimately the three ACT values remained, but each line of the accompanying explanation was edited and revised. The document went from three pages to two.

The most significant outcome was not the final two pages of painfully debated words. The biggest benefit came from the participation of every Achiever in internalizing the revised values. They provided a stable and reassuring beacon for navigating the stormy seas of major change and adverse financial conditions we were going through at the time.

Use a series of fine “values fit screens” once new job candidates have made it through the technical qualifications and work experience screens. If our values say anything about empowerment, teamwork, participation, or involvement, we need to get those people who will be the teammates of the new candidate actively involved in the hiring and selection process.

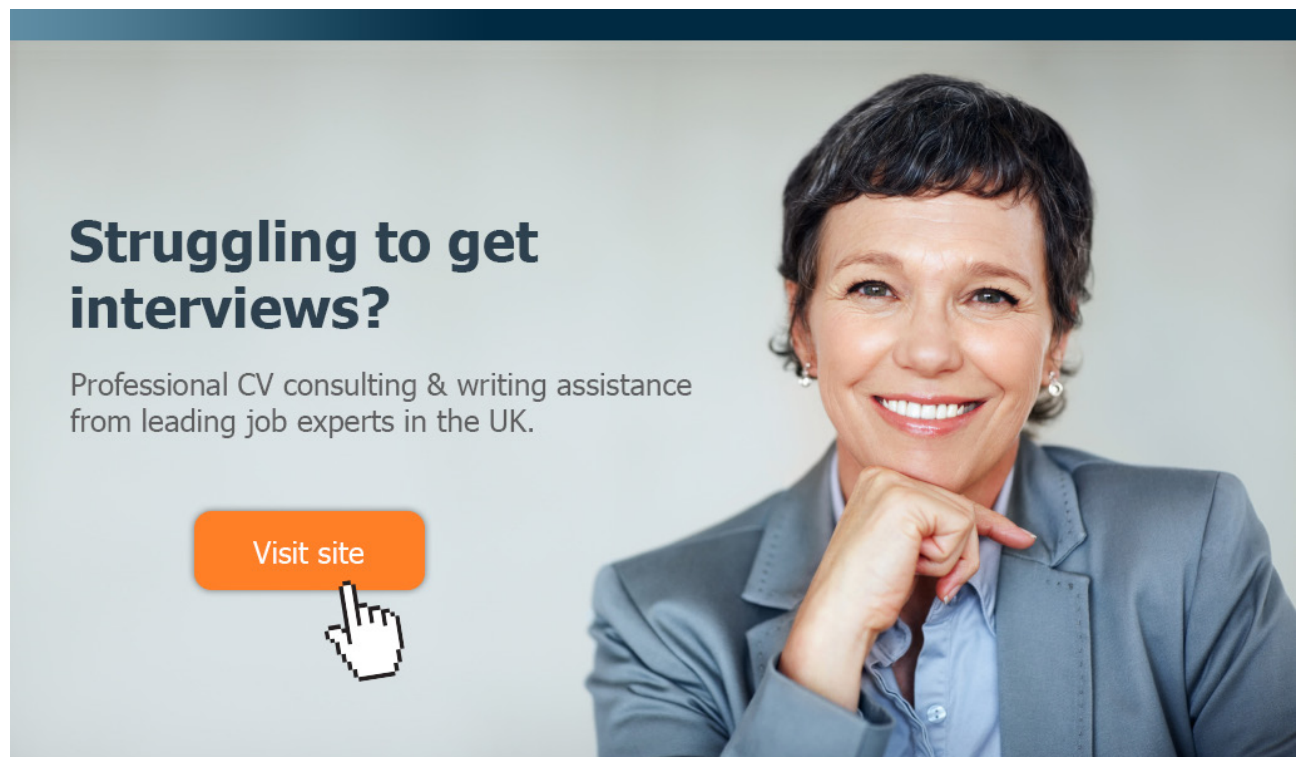
If we’re not using our values as key criteria in performance appraisal/management and especially promotions, they’re just bumper stickers. For example, far too many managers talk eloquently about teamwork or partnerships, customers, and innovation. Then they promote the meanest, toughest Technomanagers (bureaucratic, technically focused managers) who rarely see customers, are lone wolves, and have left a bunch of dead bodies in their wake. “But,” argue some senior managers, “they get the job done.” Fair enough. So they should stop being hypocritical. They need to declare “the bottom line” or “getting the job done at any cost” or “making your numbers” as the core values. Because that’s really what they are. Who gets promoted for what kind of behavior is the single clearest indication of an organization’s true values.

What gets measured gets managed. If we are not measuring and providing feedback to everyone on each of our core values, we're not living them. For example, if innovation is a value, it needs to be measured.

If we have a set of values and we want to assess how well we're living them, here are a few ways to do that:

- Look at key organization systems, processes, and structure. Whom do they serve? Do they help or hinder people trying to live your values?
- Ask a random group of customers, external partners, and internal people to jot down the three things that your organization or team seems to care most about.
- Have team members give regular, anonymous ratings on how well the leaders are living the values.
- Ask people what gets somebody fired or promoted.
- Look at a recent (or current) crisis. What values were really tested?
- What's on your team meeting agendas? How is planning, directing, and controlling (management) time balanced with caring for the cultural context and values?
- What are people rewarded and recognized for?


Get out and get active with customers, external partners, and people in your organization. We loudly signal our values through visible and active leadership. "Our people more attention pay, to what we do than what we say."



Struggling to get interviews?

Professional CV consulting & writing assistance from leading job experts in the UK.

[Visit site](#)

 Take a short-cut to your next job!
Improve your interview success rate by 70%.

 **TheCVagency**
Visit theagency.co.uk for more info.

 [Click on the ad to read more](#)

Deeply imbed values in all training and organization improvement efforts.

If we're trying to bring about a big values shift, we need to look for dramatic, visible ways to demonstrate the new values.

Post your values on the wall at all team meetings. Begin the meeting with everyone reflecting on how he or she has lived the values personally. Or they might give recognition to someone else on the team for a strong example of signaling the values. End the meeting with a team assessment of whether your values were alive and actively used in the meeting.

Weave references to values in all the speeches, presentations, and discussions.

We lead people and manage things. Core values are critical to effectively leading people. Peter Drucker is on the mark when he says, "Making the right people decisions is the ultimate means of controlling an organization...your people decisions are your key decisions, because they tell your organization what you value."

About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

Reprint Information

In this video, Jim Clemmer confirms that you are welcome to reproduce his articles in magazines, ezines, and publications as long as the attribution is included. Here is the video:

<http://www.clemmergroup.com/free-articles-videos.php>

Jim also says that, if you'd like to send these articles to colleagues, we encourage you to pass along, share, or reprint any material you find in this section.

<http://www.clemmergroup.com/leadership-articles.php>

Original resource:

<http://www.clemmergroup.com/pathways-and-pitfalls-to-living-organizational-values.php>

8 A Customer Culture is Built on a Service Ethic by Jim Clemmer

“Rank is an appointed position. Authority is an earned condition. Rank is decreed from above. Authority is conferred from below. Authority vanishes the moment those who bestow it stop believing, respecting, or trusting their appointed boss, though they may defer out of fear.” – Ted Levitt, *Thinking About Management*

There are many reasons that teams and organizations haven't developed a culture of intense focus on their customers and partners. Some are management issues – they don't have the right tools and techniques or they haven't established disciplined listening and response systems and processes. In these cases, managers don't know how to become more customer and partner-focused. They don't have the way.

But the root cause of poor or just mediocre customer service goes deeper. It has to do with will. Most managers don't focus on their customers and internal/external partners because they're too busy managing. They've become Technomanagers focused first on technology and management systems.

Technomanagers don't want to serve, they want to control. They lord over and boss people. Technomanagers act as if (their words may say something very different) people (customers, partners, and everyone in their organization) serve their technology and management systems.

Psychologist and Forbes columnist, Srully Blotnick, spent 27 years following the lives of 6,981 men. In his book, *Ambitious Men: Their Drives, Dreams, and Delusions*, he writes, “It's difficult to say to someone, ‘I am your humble servant,’ and in the next breath hit them with, ‘but I am also your social superior’... 45 percent of all the ambitious and talented men we studied who failed did so because of difficulties directly connected with the simultaneous pursuit of these two goals.”

Effective leaders know that without disciplined management systems and leading edge technologies, outstanding service is nothing but a dream. But they act on a belief system that management systems and technology exist to serve people. This is an extension of the effective leader's personal purpose built around the key service principle that success comes through serving others.

Servant Leadership

“I don't know what your destiny will be, but one thing I know; the only ones among you who will be really happy are those who will have sought and found how to serve.” – Albert Schweitzer

In 1977, retired AT&T Director of Management Research, Robert Greenleaf, published a philosophical leadership book that's enjoying a resurgence because the world-leading retailer Wal-Mart has used his concepts so effectively in building their service culture. His book is called *Servant Leadership: A Journey Into Legitimate Power and Greatness*. It's an inspiring and insightful book that points the way toward the involvement and empowerment movements we've seen in the last few years.

Greenleaf writes, "A new morale principle is emerging which holds that the only authority deserving one's allegiance is that which is freely and knowingly granted by the led to the leader in response to, and in proportion to, the clearly evident servant stature of the leader...the servant-leader is servant first. It begins with the natural feeling that one wants to serve, to serve first (his emphasis). Then conscious choice brings one to aspire to lead."

It's another powerful paradox to be managed. On the one hand, leaders provide direction. They guide, influence, and persuade people on their team and throughout their organization. But once the cultural Context and Focus (vision, values, and mission) is clear, leaders continuously ask customers, external partners, and their internal partners how they can harness and improve the organization's core technologies, processes, and systems to meet everyone's needs. Then they put themselves in the management harness to establish goals and priorities along with the transformation and improvement plans that work to close the gaps between what is wanted and what is delivered.

About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

Reprint Information

In this video, Jim Clemmer confirms that you are welcome to reproduce his articles in magazines, ezines, and publications as long as the attribution is included. Here is the video:

<http://www.clemmergroup.com/free-articles-videos.php>

Jim also says that, if you'd like to send these articles to colleagues, we encourage you to pass along, share, or reprint any material you find in this section.

<http://www.clemmergroup.com/leadership-articles.php>

Original resource:

<http://www.clemmergroup.com/a-customer-culture-is-built-on-a-service-ethic.php>

9 Tales from the Corporate Frontlines: Work Ethics and the Customer by Josh Greenberg

This article relates to the Ethics in the Workplace competency, commonly evaluated in employee surveys. It gives examples of how employees and customers consider ethical behavior and sound values an integral part of your organization. This competency covers a variety of topics like customer treatment, employee professionalism, and expected/acceptable organizational behaviors. At a high level, this competency will investigate the standards by which your employees treat your customers, co-workers, and the organization itself.

This short story, Work Ethics and the Customer, is part of AlphaMeasure's compilation, Tales from the Corporate Frontlines. It provides a view from the customer's side of the counter that might inspire you to rethink the old phrase "the customer is king".



e-learning for kids

- The number 1 MOOC for Primary Education
- Free Digital Learning for Children 5-12
- 15 Million Children Reached

About e-Learning for Kids Established in 2004, e-Learning for Kids is a global nonprofit foundation dedicated to fun and free learning on the Internet for children ages 5 - 12 with courses in math, science, language arts, computers, health and environmental skills. Since 2005, more than 15 million children in over 190 countries have benefitted from eLessons provided by EFK! An all-volunteer staff consists of education and e-learning experts and business professionals from around the world committed to making difference. eLearning for Kids is actively seeking funding, volunteers, sponsors and courseware developers; get involved! For more information, please visit www.e-learningforkids.org.



Anonymous Submission

I work in a back office environment. The front lines of customer service are far away, so I don't think much about the ethical matters involved in providing good service.

All of that changed recently, when I found myself on the customer side of that check out terminal (formerly known as a cash register), and in dire need of help.

I was shopping for a USB computer keyboard to attach to my computer. I needed that type, and only that type, and I needed it that very day. I visited four different retail stores, all large chains, and had four noteworthy experiences that left me thinking about ethical behavior.

On the first visit, I asked an obviously available (he was playing a video game) sales person how I could tell the difference between PS2 and USB port keyboards as the display models cords were embedded into the rack. His response was -" I just know from working here". Okay. Not unethical, but not helpful either. Well, which one is cheapest, I asked. He showed me a \$70 keyboard. I left the store.

At the next stop, I saw no keyboards, so asked a sales person (once she was off the telephone making plans for the evening). "Oh, she said, the only ones we have come with the computers." I thanked her and went home. The rest of this odyssey would have to wait.

At home, I called another chain store, navigated the voice mail, and asked the clerk if they had USB keyboards in the store and for the cost of the lowest priced model. After a quick click and a short silence, he told me of course, they are \$24. Great, I was on my way. It was Saturday evening and the store was packed. I found the keyboard section, and stood there amazed. He had outright lied. The lowest priced model was \$80. There was nothing remotely near \$24. The few clerks on duty were swamped. I found one available in another department and told him about my situation. He was genuinely sympathetic and suggested that I visit the nearby superstore on the hill. I thanked him and left.

There my journey ended. I found my keyboard, after hours of searching, amid opened boxes (apparently some of them lied, too) in a crowded aisle in the electronics department of a store selling every product imaginable. I was exhausted. No wonder people shop online.

© 2005 AlphaMeasure, Inc. – All Rights Reserved

This article may be reprinted, provided it is published in its entirety, includes the author bio information, and all links remain active.

Measure. Report. Improve your organization with AlphaMeasure employee surveys.

About the author

Josh Greenberg is President of AlphaMeasure, Inc. AlphaMeasure provides organizations of all sizes a powerful web based method for measuring employee satisfaction, determining employee engagement, and increasing employee retention. AlphaMeasure is fully customizable and allows you to target the organizational topics and challenges facing your staff today.

<http://www.alphameasure.com/>

Reprint notice

ArticleSlash.com Reprint Policies allow publishers to reprint this article. You must include the article source credit. You must respect the copyright of each author. You must not change, edit, or reword any part of the article. You agree to never sell any article without written consent from the author.

<http://www.articleslash.net/terms-of-service-publisher.html>

Article Source:

http://www.articleslash.net/Business/Ethics/11527_Tales-from-the-Corporate-Frontlines-Work-Ethics-and-the-Customer.html

FACTCARDS

Are you working in academia, research or science? And have you ever thought about working and moving to the Netherlands?

Arriving 33

Living 50

Studying 51

Working 101

Research 50

VISIT FACTCARDS.NL



Click on the ad to read more

10 Beware Snakes in Suits

by Linda Henman

When exceptional people lack ethics, empathy, remorse, and loyalty, we start to think of them as tragic losses – virtuosos that have gone bad. Often these top performers snake their way into an organization, initially looking like the fulfillment of the company’s wishes. Certainly, they can represent a dream come true – right up until they turn into nightmares.

Calm under fire, psychopaths excel during times of chaos. They embrace change and the upheaval it brings. Unfortunately, turmoil makes psychopathic personality traits – the appearance of confidence, strength, and calm – look like the answer to the problems. Attracted to fast-paced, high-risk, high-profit environments, these snakes move quickly, often ignoring rules that cause impediments to the goals they want to achieve while adhering tenaciously to protocols that don’t really matter. In short, they confuse people while simultaneously giving them hope.

The ability of clever snakes to hide their true natures makes spotting them difficult. They creep into the organization and quickly burrow in undetected, often camouflaged by chaos. We admire many of their traits, taken in moderation. For instance, they have a talent for reading people and for sizing up situations quickly – abilities that help them excel in sales and negotiations.

Also, they frequently display advanced verbal agility. Social inhibitions don’t restrain them, so they meet people easily and stand ready to jump into conversations. Since they have mastered impression management, they exude confidence, which causes listeners to accept at face value both the message and the delivery method. Their insights into the psyche of others, combined with convincing verbal fluency, allow them to change their personas as adeptly as their serpentine brethren molt their dead skin.

In leadership positions, these venomous top performers allow the perks of power to override their moral sense. Many of them experience a weakened sense of “right” in the face of excessive temptation and easy access to authority. Others among them feel justified in reaping rewards, arguing that their extravagances seem excessive only to those who have little hope of enjoying them. Still other snakes embrace the self-serving mantra that “greed is good” and justify success at any cost to others. These snakes in suits display pathology rooted in lying, manipulation, deceit, egocentricity, and callousness.

What can you do personally and professionally to avoid these destructive reptiles who masquerade as exceptional people? First, be aware of their existence. They try to rush relationships because they can’t sustain the “act” too long. A trusting personal or professional relationship takes time to build and doesn’t have as its foundation inappropriate disclosure, lies, or manipulation. If a person seems too good to be true, you might have met a snake. Snakes don’t form relationships; they take hostages.

Second, look for patterns of unresponsive behavior. Snakes can pretend to listen and show empathy when they don't have a vested interest in the outcome, but in the long run, they choose the self-serving action, ignoring the feelings of others.

Finally, stay away from creatures you suspect might be snakes. When I see a legless reptile slither across my path in the woods, I don't stop to do an identification. With alacrity I take myself someplace that the snake isn't. That advice will work for the two-legged kind too. You can't reform a snake. You can get away from it, or it can bite you. No other choice remains. Therefore, beware of snakes in suits, golf attire, formal wear, and business casual.

For more information about psychopathology, see *Snakes in Suits* by Babiak and Hare.

About the author

Linda holds a Bachelor of Science in communication, two Master of Arts degrees in both interpersonal communication and organization development, and a Ph.D. in organizational systems. By combining her experience as an organizational psychologist with her education in business, she offers her clients assessment, coaching, consulting, and training solutions that are pragmatic in their approach and sound in their foundation. Specializing in assessment for selection, promotion, and development, Linda helps organizations improve their succession and retention initiatives.

<http://www.henmanperformancegroup.com>

Reprint Information

You are welcome to read these articles, download them, reprint them, or include them in your company's newsletters. I do ask that you include my byline and contact information if you do so.

<http://www.henmanperformancegroup.com/articles-page/>

Original resource:

<http://www.henmanperformancegroup.com/newsletters/beware-snakes-suits/>

11 Defanging Snakes in Suits by Linda Henman

In a previous newsletter I advised “Beware snakes in suits.” I suggested you have two alternatives: get away from snakes or get bitten. I stand by that advice. However, as alert readers notified me, sometimes these options don’t exist. The snake happens to share DNA, family associations, or leadership positions. Sometimes you don’t want a snake bite, but escape doesn’t seem realistic either.

Pathological narcissists, the snakes we most often encounter in the workplace, both appeal and appall. You fall prey to them when you enter their natural habitat, the corporation, and fail to recognize them. Your second mistake involves entering the fray unarmed and unprepared. You’ll cope more readily if you spot snake traits early in the relationship and adjust your behavior accordingly. Here’s what to look for:

1. Lack of empathy

Snakes simply don’t feel empathy, nor do they care how they affect you. Therefore, you can only hope that understanding the concrete consequences of their behavior might influence them: “Sam, if you keep yelling at him, James is going to quit.”



Brain power

By 2020, wind could provide one-tenth of our planet's electricity needs. Already today, SKF's innovative know-how is crucial to running a large proportion of the world's wind turbines.

Up to 25 % of the generating costs relate to maintenance. These can be reduced dramatically thanks to our systems for on-line condition monitoring and automatic lubrication. We help make it more economical to create cleaner, cheaper energy out of thin air.

By sharing our experience, expertise, and creativity, industries can boost performance beyond expectations. Therefore we need the best employees who can meet this challenge!

The Power of Knowledge Engineering

Plug into The Power of Knowledge Engineering.
Visit us at www.skf.com/knowledge

SKF

2. Demeaning

Incapable of empathy, snakes don't hesitate to demean. You can refuse to take debasing feedback by holding up a mirror and calling attention to what they've said: "Sue, you've made personal comments about me but haven't given me any specific feedback I can use to improve." Snakes have to tear down someone to build themselves up. Don't let that someone be you.

3. Self-absorbed

Give and take does not exist with snakes. They don't want to hear about your success, see a picture of your new baby, or talk about your vacation. However, they love to give advice and opinions. You can't rely on them for support and encouragement, but narcissists will readily share ideas that make them look smart and insightful.

4. Superior

You'll often find the pathological narcissist is the smartest/most talented person in the room. Otherwise, why would people have put up with him for so long? They don't limit their superiority needs to the narrow niche in which they perform their best, however. They want to feel superior across the board. Therefore, they tend to exaggerate their achievements and minimize those of others. You can control narcissists somewhat if you simply don't challenge their number one position.

5. Rigid

The expression "My way or the highway" exists because of snakes. Once they make up their minds, don't try to change them. You can, however, get there first-before rigor mortis sets in. Snakes aren't open-minded, but they like to think they are. Sometimes if you approach them with a specific, transparent request, you can put an idea on the table before they squash it.

6. Unremorseful

Often in the wrong but never in doubt, snakes don't admit mistakes. If you expect an apology or an admission of guilt, you'll be disappointed. You need to hold steadfastly to the goal of not becoming the scapegoat, however.

7. Non-compliant

Pathological narcissists believe two things about rules: "They are really important for others, but they don't apply to me." Expedient and self-indulgent, snakes feel entitled to special treatment and can't be bothered with procedures or codes of conduct. Therefore, explaining the rules to them won't work, but clearly describing the consequences will: "Carl, the industry regulations clearly indicate _____. If you violate this, I won't be able to protect you."

8. Suspicious

Mark Twain once said that a man never looks behind a door unless he's hidden behind some himself. Snakes have much to hide. Skeptical and distrustful, they question things that others accept at face value. So, give them answers before they ask the questions. They won't necessarily respond favorably to your transparency, but at least you'll avoid the frustration of yet another "third degree" interrogation.

9. Demanding

You can't make a snake happy; don't try. It will frustrate you and annoy the snake. When we work for or with snakes, we often develop the enabling mantra of "If I could just..., he would be happy," but no matter how high you jump, the pathological narcissist can set the bar higher. Instead of jumping higher, communicate reality: "Joe, I'd like to reach that goal too, but the facts tell a different story. We've never increased sales by that much in a six month period. What I can do is..."

10. Approval Seeking

Counter-intuitive as it may seem, most snakes want to be liked, especially by those whose opinion they value. Therefore, play to the ego. Compliment them and call attention to their superiority. Warning: You'll hate this and feel that you're encouraging more unproductive behavior. But it doesn't matter. You cannot change them, and they won't change themselves.

To defang a snake, you have to put your hands in its mouth and put yourself at risk of a bite. That's why I echo my original advice: Given a choice, run from snakes.

About the author

Linda holds a Bachelor of Science in communication, two Master of Arts degrees in both interpersonal communication and organization development, and a Ph.D. in organizational systems. By combining her experience as an organizational psychologist with her education in business, she offers her clients assessment, coaching, consulting, and training solutions that are pragmatic in their approach and sound in their foundation. Specializing in assessment for selection, promotion, and development, Linda helps organizations improve their succession and retention initiatives.

<http://www.henmanperformancegroup.com>

Reprint Information

You are welcome to read these articles, download them, reprint them, or include them in your company's newsletters. I do ask that you include my byline and contact information if you do so.

<http://www.henmanperformancegroup.com/articles-page/>

Original resource:

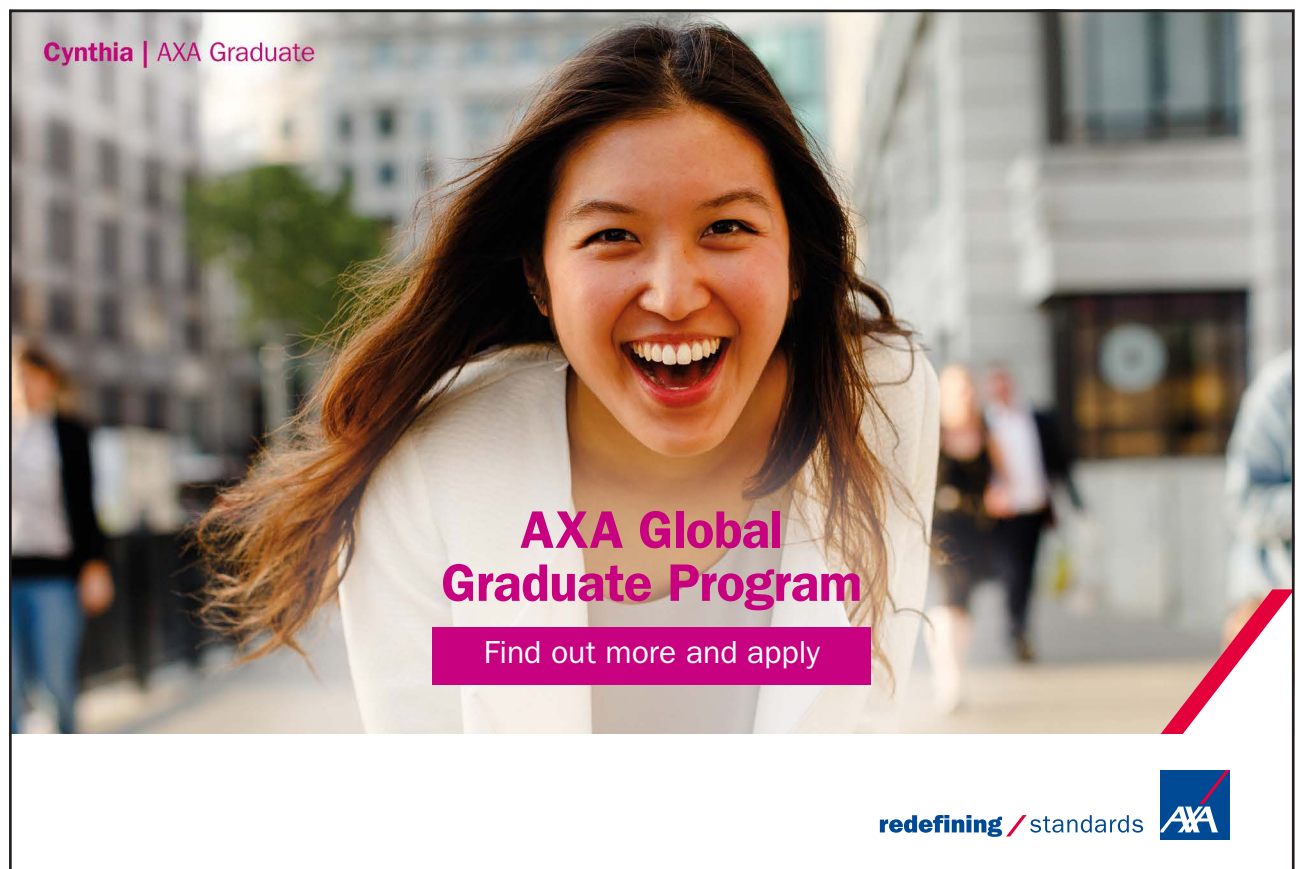
<http://www.henmanperformancegroup.com/newsletters/defanging-snakes-suits/>

12 Where Have All the Honest Managers Gone? by Bob Selden

Dishonesty creates problems for companies such as poor morale, lower production and higher turnover. Yet reports suggest there many dishonest managers around.

I well remember as a young bank clerk many years ago, sitting at my desk one morning. Around me were the sounds of hustle and bustle of a busy office – people were sipping their coffee (in those days it was instant!) opening the mail (ah, for the days before email!) and telling of the events of last evening or their trip to work that morning.

As a morning person, it was my best time of the day when I was at my most positive, creative and effective best, so I had my head down and bum up. Time later for relaxing. Suddenly, the air was split with an earth shattering yell. My usually very quiet, reserved manager, had come out of his office, red in the face and yelling “Who did this?” Everyone stopped dead. When he recovered enough to tell us what the “this” was, I discovered to my horror that it was obviously something that I had done that had upset him. Apparently, I had made a blunder that would impact one of our best customers most unfavourably. I very tentatively, put my hand up “Mm, mm, mm, me, Sir”, I managed to stammer. “Into my office, now!” he replied.



Cynthia | AXA Graduate

AXA Global Graduate Program

Find out more and apply

redefining / standards AXA



By the time we had both sat down in his office, he had recovered his composure somewhat. To my great surprise, he started the conversation with “Bob, I really appreciate your honesty in admitting to this mistake. I am very disappointed that it has happened, but with some luck, we can probably correct it. Thank you for owning up to your mistake so readily”.

That experience for me was bitter sweet and obviously long lasting. It certainly had a major impact on my later mode of operating when I became a manager. On the one hand, I was mortified to have made such a stupid mistake yet on the other hand, I had really felt good and upbeat about the way it had been handled. I thought of that experience as I read an article in the Herald Tribune this week (Jan 3, 2007) titled “2 of 5 bosses don’t keep their word”. The article reported on a soon to be released study in The Leadership Quarterly that found that by and large, many bosses today are dishonest with and about their workers. The study specifically pointed out some damning evidence reported by workers about the honesty of their bosses:

39% said their supervisors had failed to keep promises.

37% said their supervisors had failed to give credit when due.

31% said their supervisors had given them the “silent treatment” in the past year.

27% said their supervisors had made negative comments about them to other employees or managers.

24% said their supervisors had invaded their privacy.

23% said their supervisors had blamed others to cover up mistakes or to minimise embarrassment.

Florida State University, the authors of the report, suggests that such dishonesty creates problems for companies such as poor morale, lower production and higher turnover. These results confirm my own research in interviews and focus groups with managers and their employees over the last twenty years. I too found that the major reason why people leave an organisation is because of poor management and leadership. People don’t leave a company, they leave their boss!

What may surprise some readers is that the Florida State study also confirmed many earlier studies about the relationship between pay and turnover. It found that a good working environment is more important than pay and that “employees were more likely to leave if involved in an abusive relationship than if dissatisfied with pay.

My own research also throws up two other factors of note:

People join a company because of the excitement or enticement of an interesting job.

People stay in a company because of the values they share with their fellow workers (assuming of course, that they have good management).

So, where does that leave today's managers? And, most importantly, what does it suggest for companies who want to boost morale, increase productivity and decrease staff turnover?

I suggest there are three answers to this question on which every employer should focus in the relationship with his or her workers, whether he or she be the CEO or a new supervisor.

Make sure pay and conditions are appropriate for the job and industry; and that they are fair and equitable. This removes one of the stumbling blocks to effective employee morale and satisfaction.

Ensure that the job provides the employee with the ability to gain:

a sense of real achievement for the work that they do
recognition for what they achieve – regular “thank you’s” and notes of appreciation go a long way
responsibility and even increased responsibility for what they do – make sure they are able to
make decisions regarding their area of responsibility without having to “upwardly delegate”
from a job that has real interest and meaning for them
advancement and development, either by way of career progression, professional or personal
development.

Remember, people join a company because of the excitement of the job. It is up us as managers to do whatever we can to keep that excitement level high.

Above all, be honest in what you say and do. A true manager's mantra should be “Do as I do”, not “Do as I say”. People leave a company because of poor leadership and management. I have found that people will accept mistakes if we are open about them. They will not accept cover ups. The foundation for effective leadership and management is honesty. These are qualities that everyone values.

So, where have all the honest managers gone? I have no “amazing* research to provide the answers (although it would make an interesting study). However, I will suggest that:

Honesty, particularly in western society, is in decline generally due to the emphasis on individualism not community. We have become a “Me too” society, where material and personal gain are valued above the good of the community. Every day one reads in the press or hears on the TV some new “revelation” about a cover up, lack of integrity, or just plain dishonesty that has led to yet another major commercial or international disaster.

Organisations, particularly since the late 80's, have spent an inordinate amount of time and resources on boosting the job “satisfiers” (as Frederick Herzberg called them) – pay and conditions at the expense of the true “motivators” – achievement, recognition, responsibility, meaningful and interesting work, and growth and advancement. The result? When material gain becomes the all-consuming and overt goal pursued by organisations (such as maximum shareholder returns and exorbitant senior manager benefits) over intrinsic basic human motivators, managers will do almost anything to “cover their bums” so that their extrinsic rewards are maintained.

Am I being too harsh on today's managers? I wonder how many of today's managers would take the same approach as my old manager when faced with a similar situation to that of “my mistake”?

About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He's also coached at one of the world's premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

<http://nationallearning.com.au/bob-selden/>

Reprint notice

These articles may be freely published electronically. They may be reprinted for individual use in hard copy but may not be reprinted in hard copy for commercial purposes.

Original resource:

http://nationallearning.com.au/where-have-all-the-honest-managers-gone/?doing_wp_cron=1392805546.0565121173858642578125

13 Ethical Communications: Spinning the Truth by Mark S. Putnam

Somewhere between the truth and a lie, there's "spin." We hear about politicians spinning bad news in their favor. We see journalists and pundits spin news stories to reflect a certain point of view. It's easy. You too can spin if you look at data, filter it through your biases, and preach it like gospel. The rationale is that it isn't really lying, just putting a bias on what is already true. So what's wrong with it?

Before you choose to spin yourself into trouble, understand that in the context of ethical communication, you should be clear, truthful, and honest in what comes out of your mouth. Spinning is like any other kind of dishonesty, it's wrong. It makes good old fashioned lying sound clever and trendy. It can be said that stupid people lie and smart people spin.

TURN TO THE EXPERTS FOR **SUBSCRIPTION** CONSULTANCY

Subscribe is one of the leading companies in Europe when it comes to innovation and business development within subscription businesses.

We innovate new subscription business models or improve existing ones. We do business reviews of existing subscription businesses and we develop acquisition and retention strategies.

**Learn more at [linkedin.com/company/subscribe](https://www.linkedin.com/company/subscribe) or contact
Managing Director Morten Suhr Hansen at mha@subscribe.dk**

SUBSCR^YBE - *to the future*



For most of us, it's not so much about telling the big whoppers as much as getting tangled in the exaggerations and spins that are commonplace. Adding "spin" to favor your side of the story doesn't require much premeditation. In fact it seems perfectly natural to talk fast and spin your response when your back is against the wall. Besides, it's not like a real lie because if you get caught you can always back out of it, spin some more, or stand by your spin as your personal "opinion."

Accepting ethical gray areas as "normal" is asking for trouble. Honesty is the best policy. When a customer, coworker, or friend looks you in the eye, he or she expects to hear the truth and not spin. An orderly society needs to operate on the premise of truth and honesty. Without some standard of truth, people will tend to satisfy their own interests, desires, and feelings. Who wants to live in a world where everyone sets their own behavioral standards?

Luckily, the universal expectation that people tell the truth is alive and well. Fortunately, you don't have to worry about getting ripped off every time you buy something. You trust that when you shake hands on a deal, the other person is being straightforward with you. Of course, wisdom and good judgment still mandate a healthy amount of caution, but you can go through life with a fair amount of trust in your fellow man.

What throws this precariously balanced moral trust out of whack is the gradual acceptance that a little spin is acceptable. The urge to spin the truth works its way very subtly into our lives. We start to stretch the facts. We're quick to rationalize and weasel out of jams. We look out for ourselves and shift responsibility or leave out undesirable facts. Before you know it, spin becomes a regular part of your communication with others.

Ethical communication is not only about what IS said, but what is NOT said. Rule #1 in spinning is to only tell people what they need to know. Some parts of the truth get conveniently left out. Withholding information is so easy to do without guilt or effort because all it requires is to do nothing. No fibbing, no stories, no sweat, just a closed lip and the hope that no one reads between the lines. But make no mistake, lies by omission are still lies and are still wrong. In business it may be tempting to leave out undesirable details that may hinder a deal. Don't let important things go unsaid.

It is a matter of keeping an ethical perspective and being watchful for behaviors that undermine the truth. If you aren't vigilant in watching what you say then your instinct for self-preservation will kick in and you'll start spinning. The more you spin the truth the harder it is to stop. If you continue to spin for any length of time, you will begin to believe your own lies.

Let the words that come out of your mouth be honest and devoid of spin. There should be no higher compliment than to have other people say that they can, “count on you for the truth.” You will be believable, trusted, and respected. Ethical communication is an obligation. People expect it from you. In a world where the spin-doctors operate, keep yourself in good ethical health.

About the author

Mark S. Putnam is the President of Global Ethics University and the author of numerous business ethics training programs and published articles. Global Ethics University provides workplace ethics training, online courses, ethics curriculum, and consulting services. For more information on ethics training programs for your organization, call 1-877-77ETHIC or email Mark at mark@globalethicsuniversity.com.

Reprint notice

Please note that this article is free for personal and educational use. If you intend on reprinting, distributing, copying, or linking to this article, please contact us. We welcome media inquiries and reciprocal links. (Special permission given by Mark Putnam to ManageTrainLearn to publish.)

Article source

<http://www.character-ethics.org/articles/spinningthetruth.htm>



Losing track of your leads?
Bookboon leads the way
Get help to increase the lead generation on your own website. Ask the experts.

bookboon.com

Interested in how we can help you?
email ban@bookboon.com 



14 Ringling True to Me

by Jim Clemmer

“To be authentic is literally to be your own author (the words derive from the same Greek root), to discover your native energies and desires, and then find your own way of acting on them. When you have done that, you are not existing simply to live up to an image posed by the culture or by family tradition or some other authority. When you write your own life, you have played the game that was natural for you to play. You have kept covenant with your own promise.” – Warren Bennis and Joan Goldsmith, *Learning to Lead*

Once five fingers stood side by side on a hand. They were all friends. Where one went, the others went. They worked together. They played together. They ate and washed and wrote and did their chores together.

One day the five fingers were resting on a table together when they spied a gold ring lying nearby.

“What a shiny ring!” exclaimed the First Finger.

“It would look good on me,” declared the Second Finger.

“Let’s take it,” suggested the Third Finger.

“Quick! While nobody’s looking!” whispered the Fourth Finger.

They started to reach for the ring when the Fifth Finger, the one named Thumb, spoke up.

“Wait! We shouldn’t do that!” it cried.

“Why not?” demanded the other four fingers.

“Because that ring does not belong to us,” said the Thumb. “It’s wrong to take something that doesn’t belong to you.”

“But who is going to know?” asked the other fingers. “No one will see us. Come on!”

“No,” said the Thumb. “It’s stealing.”

Then the other four fingers began to laugh and make fun of the Thumb.

“You’re afraid!” said the First Finger.

“What a goody-goody,” sang the Second Finger.

“You’re just mad because the ring won’t fit you,” muttered the Third Finger.

“We thought you were more fun than that,” said the Fourth Finger. “We thought you were our friend.”

But the Thumb shook its head.

“I don’t care what you say,” it answered. “I won’t steal.”

“Then you can’t hang around with us,” shouted the other four fingers. “You can’t be our friend.”

So they went off in a group by themselves, and left the Thumb alone. At first they thought the Thumb would follow them and beg them to take it back. But the Thumb knew they were wrong and stood fast.

That is why today the thumb stands apart from the other four fingers.

This charming African folk tale illustrates why it’s so often difficult to be true to ourselves. It generally means we don’t follow the crowd. Standing up and standing firm for our beliefs can be lonely and unpopular. This tale helps us take a whole new look at our hands. It brings new meaning to the phrase, “thumbs up.”

It takes strong character to exercise the courage of our convictions. It also takes a sound knowledge of what exactly my convictions are. It’s easier to have no convictions, to go along, to follow the crowd – at least I think, well, yeah, maybe it is... Strong convictions can be confused with loudly expressed opinions. Sometimes loud opinions come from deep convictions. But people who have deep convictions and know themselves well, often don’t have a high need to stand on a soapbox with a megaphone bellowing loudly to convince others. This form of insecurity can be an attempt to relieve the solitude of standing up alone by dragging the crowd over to join me.

Ringling true to me is hard. Getting real is tough. It’s a lifelong effort to keep peeling back the layers of my own outer actions and inner self to discover who I really am. A clear form of hypocrisy is when I attempt to fool others. A foggier form of hypocrisy is when I am fooling myself. To reduce self-hypocrisy, I need to continually explore my inner space by constantly asking, “Who am I?” Ringling true to me calls for ever deepening honesty and integrity in my own self-awareness and reflections. It’s also boosted by continual feedback from others to see how they see me. This will help me in my attempts to change others by first changing myself – to get others to follow my example. All of this is built upon an authenticity that goes beyond doing to being.

About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

Reprint Information

In this video, Jim Clemmer confirms that you are welcome to reproduce his articles in magazines, ezines, and publications as long as the attribution is included. Here is the video:

<http://www.clemmergroup.com/free-articles-videos.php>

Jim also says that, if you'd like to send these articles to colleagues, we encourage you to pass along, share, or reprint any material you find in this section.

<http://www.clemmergroup.com/leadership-articles.php>

Original resource:

<http://www.clemmergroup.com/ringing-true-to-me.php>



"I studied English for 16 years but...
...I finally learned to speak it in just six lessons"
Jane, Chinese architect

ENGLISH OUT THERE

Click to hear me talking before and after my unique course download



15 What's Valuable About Values by Paul Lemberg

Understanding your values to improve your business performance immediately.

Let's talk about values...

Yours.

What kind?

Family values, personal values, corporate values.

So what are values – and why are they important to creating breakthroughs?

Values are things we strive to gain or keep. They are the expression of what is important to us. Values can be concrete things like money, gourmet food, and fast motorcycles, or they can be abstract things like contribution, challenge, or adventure.

Values, along with our beliefs about what will satisfy our values, have a decisive impact on the choices we make. We make decisions based on our values.

If we believe a proposed action will give us more of what we value, we are likely to take that action. And the degree to which we are likely to take that action, is proportional to the strength of our beliefs and how much we think the value will increase.

We are constantly evaluating whether something is good for us or bad for us – in fact, we can't help it. It's part of our design as human beings.

A hidden value system will cause you to make choices that are inexplicable – you will choose Option A over Option B, even though A seems logical. Why, because B violates your unconscious values system.

You can use a consciously constructed values system to help turn your venture into a high performance machine. A lucid value system, out in the open – and arranged hierarchically – this is more important than that, and so on – turned into a values statement – serves as a guide in evaluating your options, and inventing new ones.

In other words, if you understand the values that motivate you, you can deliberately choose actions which will satisfy those values. Which make you feel good, and keep you conflict-free, and internally consistent. You reduce or eliminate your personal friction, allowing you to easily take massive action towards your objectives.

Your values statement also helps you align your various stakeholders, and have them acting in that same consistent way.

Your values system also keeps you from making poor choices, which would throw you into personal conflict. Choices which make you unhappy and gum up the works.

Well understood and clearly expressed values can propel you through the most difficult change periods, and keep you far ahead of the wandering herd.

Here is a list of common (and uncommon) values. This list is neither complete nor definitive. It is a guide. Please add your own.

Acceptance
Achievement
Adventure
Affection
Art
Beauty
Being Different
Challenge
Change
Commitment
Compassion
Competition
Confrontation
Contribution
Courage
Creativity
Detachment
Ecstasy
Efficiency
Ethics
Excellence
Excitement

Fame
Free Time
Freedom
God
Growth
Happiness
Hard Work
Harmony
Health
Honesty
Integrity
Knowledge
Leadership
Learning
Love
Loyalty
Making a difference
Merit
Nature
Partnership

This e-book
is made with
SetaPDF



SETASIGN

PDF components for **PHP** developers

www.setasign.com



Passion
Peace
Play
Power
Prosperity
Resilience
Security
Self-awareness
Self-expression
Self-respect
Serenity
Service
Sharing
Sophistication
Stability
Success
Support
Teamwork
Trust
Wealth
Winning
Wisdom

What should you do with this list?

First, make your own list so that you have a better understanding...

Once you have your values list, for the next two weeks, at the start of each day, choose a value from the list and make it your “value for the day”. What you’re doing, in other words, is choosing a “place to stand” for the day.

Let that value become a part of you for 24 hours. Reference all your choices, actions, and conversations against that value. Of course, you’ll notice everything that’s not a match. What there is to do is course – correct.

Let your daily value be a compass by which you guide your day. Let yourself align with your daily value. And notice, at the close of each day, what has opened up. Notice who you now are in relation to you.

Notice what you’ve accomplished. Sales closed, smiles received, offers to do new business, invitations...

And, of course, notice the feedback from your family, friends, colleagues...

© Copyright Paul Lemberg. All rights reserved

About the author

Paul Lemberg is the president of Quantum Growth Coaching, the world's only fully systemized business coaching program guaranteed to help entrepreneurs rapidly create More Profits and More Life(tm). To get your copy of our free special report with detailed steps on how to grow your business at least 40% faster, even when you aren't sure what to do next, let Paul help you find your business development strategy.

Reprint notice

Any article may be reprinted and distributed with no charge in your ezine, on your website, or in your print newsletter provided

You include the article in its entirety, unchanged (website links should be in clickable hyperlinked format)

Byline, author's statement of copyright and signature must remain intact

You notify Articles Factory of intent to publish and send a courtesy copy or link

Article source should be indicated as: Source: Free Articles from [ArticlesFactory.com](http://www.articlesfactory.com)
<http://www.articlesfactory.com/terms.html>

Article source

<http://www.articlesfactory.com/articles/business/whats-valuable-about-values.html>

16 The Value of Values by Eric Garner

One of the toughest jobs a leader has to perform is to act as guardian of an organisation's values.

An organisation's values are the things that are really important to it.

In the early days of an enterprise, the values are sometimes the only thing that keeps the business going. When other factors make the chances of survival doubtful, such as funds, markets, and technology, it is the set of beliefs held by the original founders which pull the business through. The beliefs of the organization are almost always the beliefs of the original leaders.

These beliefs are intangible. Think of Unilever's belief in co-operation, or Mars's belief in efficiency, or IBM's belief in innovation, or Hewlett-Packard's belief in "plain hard work", or Levi-Strauss's belief in empathy with its customers. It is the high value placed on these beliefs that ensure these organizations survive in the first place and continue to survive.

gaieteye
Challenge the way we run

**EXPERIENCE THE POWER OF
FULL ENGAGEMENT...**

**RUN FASTER.
RUN LONGER..
RUN EASIER...**

**READ MORE & PRE-ORDER TODAY
WWW.GAITEYE.COM**

The advertisement features a background image of a person running on a path during a sunrise or sunset. The Gaieteye logo is in the top left. The main text is in the middle left. A yellow call-to-action button is in the bottom right, with a hand cursor icon pointing to it.

As the years go by, and the organization changes its technology, its products and its leaders, there is a danger that it may abandon its original set of beliefs or relegate them in importance or forget them. To do so is to risk corporate suicide. If original values have to change – often a difficult step – then new values must replace them and be as meaningful, relevant and important as the original ones.

As custodians of the organisation's values, leaders have to know the values, live the values, and preserve the values. John Maxwell tells the story of how John Wooden, head basketball coach at the University of California, put values before expediency. Wooden had spotted an outstanding young basketball player whose skills would be an asset to his line-up. Everyone urged him to sign the youth. But Wooden was unsure. Something in the young man's demeanour bothered him. So he arranged a home visit, with the contract all prepared in his inside pocket. When he took tea with the family, he couldn't help noticing a disrespectfulness in the youth's attitude towards his mother. One of the key values in Wooden's team was respect. And it was a value he intended to maintain. As a result, the contract stayed in his pocket.

Values are not just important for the organization. They are the touchstone that determines whether people succeed in the organization. When the chips are down, it's not what you do that counts, but whether you stay true to the values. As Christel Brown says, "People do things because of their values. People rob banks because their values include greed, more money and maybe recognition. People die on the battlefield because their values include love of their country and patriotism." Values are the ultimate people motivators. In organizations where values matter, people may be dismissed for violating the rules; they should always be dismissed for violating the values.

John Maxwell says that values are at the heart of everything an organization does, hence the use of the phrase "core values". "Values are like glue. They hold an organization together. Values are like a ruler. They set the standard for a team's performance. Values are like a compass. They give direction and guidance. Values are like a magnet. They attract like-minded people. Values provide identity. They define and identify the team."

One last example. Few people today have heard of Phil Knight, Bill Bowerman and Steve Prefontaine. But these three were the driving force and inspiration that created Nike, the footwear and clothing colossus. And what drove them? A passionate belief that things could be done. The stories of Bowerman's endless experiments with the family waffle iron into which he poured rubber to create the best running shoe sole are legendary. So are Prefontaine's battles to make running a professional sport. Today, Nike actually employs executives as "corporate storytellers" to remind their staff of the values of the original founders and that their business is about getting things done.

In business, as in life, beliefs can move mountains. Without belief, without a positive set of beliefs, and without action to act on these beliefs, we achieve nothing. Our beliefs and values drive us and our businesses. As Alvin Toffler says, “Every business has a belief system and it is at least as important as its accounting system or its authority system.”

About the author

Eric Garner runs ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

<http://www.managetrainlearn.com>

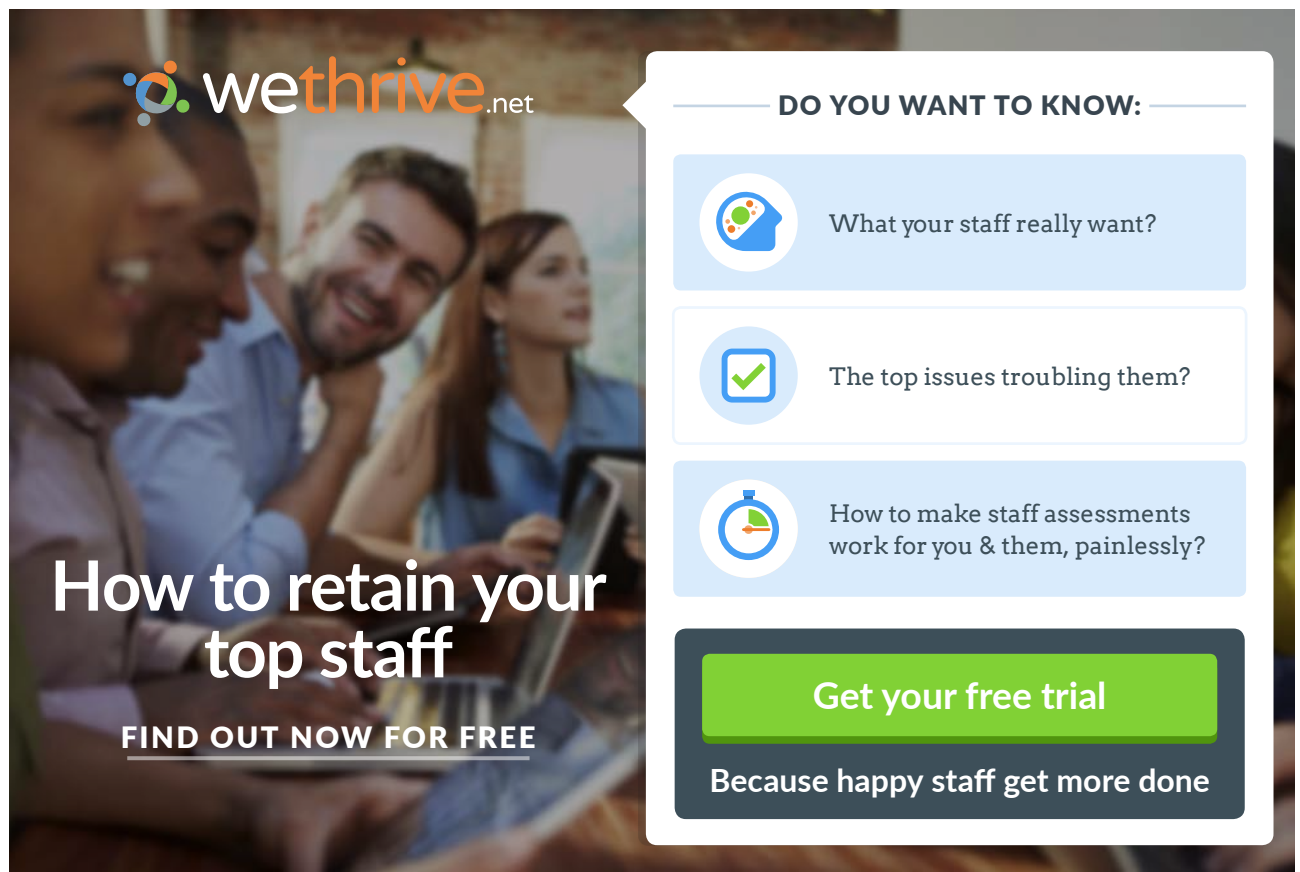
Reprint notice

ArticleSlash.com Reprint Policies allow publishers to reprint this article. You must include the article source credit. You must respect the copyright of each author. You must not change, edit, or reword any part of the article. You agree to never sell any article without written consent from the author.

<http://www.articleslash.net/terms-of-service-publisher.html>

Article Source:

http://www.articleslash.net/Business/Management/2753_The-Value-of-Values.html



wethrive.net

How to retain your top staff

FIND OUT NOW FOR FREE

DO YOU WANT TO KNOW:

- What your staff really want?
- The top issues troubling them?
- How to make staff assessments work for you & them, painlessly?

Get your free trial

Because happy staff get more done

17 A Disciplined Life...An Ethical Life by Mark S. Putnam

Most discussions of ethics center on what you do or don't do. You compare your actions against various ethical standards and deem your actions as either right or wrong. Although it sounds simple enough, there is a sense of tension and uncertainty in any discussion of ethics because every person brings all kinds of other "stuff" to the table such as his or her personal feelings, experiences, values, and principles (not to mention the situation at hand). The end result is a short-term focus on the behavior itself rather than on anything bigger or meaningful. People have widely different ethical standards, and interpretations. So, instead of asking yourself, "Am I ethical or not?" you might try asking yourself, "Do I have discipline in my life or not?"

Rather than talking about ethics in light of what a person should do, we should consider ethics in terms of what the results are when a person has a disciplined life. Consider the advantage of achieving good ethics, not by merely completing a list of do's and don'ts, but by achieving it as a natural byproduct of a disciplined life. That takes the pressure off. It turns gray areas into no-brainers. This is the kind of internalized ethical response that we hope to achieve. It involves more than just the right response to the right situation, but the personal character that dictates our responses on a consistent basis.

Discipline is good. Of course, having a disciplined life is not just about good ethics. Losing weight, quitting smoking, getting more sleep, reducing stress and a host of other behaviors require discipline. The common denominator in all these is that living a disciplined life usually helps you rather than hurts you. It is what we do to divert ourselves from a life of instant gratification, reactionary living, and stagnation. Living a disciplined life is something that everyone can achieve. To help, start with these three steps: obedience, order, and self control.

Being disciplined shows obedience to something. You need to know and adopt basic standards of right behavior for your life. You can't have discipline without some standard by which you measure your progress. In an ethical sense, you need to know what is right and wrong and then consciously choose to do right. Your moral standards must be concrete and unequivocal. They can't be a moving target.

Discipline is about restoring order to your life. This is what discipline does and this is the first step in doing it. We must set up our lives for success. Oftentimes, because we live life without order, we live for the moment and are doomed to only react to situations. In the physical world, we create order by staying organized, setting up systems, being efficient, and structuring our day and our physical space so that we have control. Ethically, we bring order by behaving in an ethically predictable way, having systems and steps in place to solve problems, knowing the rules and resources available, and having confidence in who we are. When we add order to our world, we retain control and make a disciplined life easier to achieve.

No matter what you do, living a disciplined life will not occur without self control. There's no easy path to self control. There's no magic pill or mental exercise that will take you past that final step toward a disciplined life other than good ol' fashioned self control. Although clearly defining your standards and achieving order will certainly help, the hard work of training the mind and resisting temptation puts the ball completely in the court of the individual. The good news is that the more self control you practice, the easier it will get. If you have lived your life with little self control until now, doing so may feel like an addict going cold turkey. But no matter how hard it may seem, it will be worth it because the change inside will be long lasting and truly meaningful.

The funny thing about discipline is that it can't be accomplished by anyone else but us. We have to want it. Unfortunately, most of us approach ethics out of fear of punishment. Outwardly imposed discipline is not discipline but mere punishment. There is a sense of freedom that comes with a disciplined life. On the surface, the words "freedom" and "discipline" seem contradictory, but in fact, they are not. One who practices a disciplined life has much more freedom than the person who does not. Worry and uncertainty is reduced. The person who practices discipline has a handle on things. Discipline brings a sense of peace in face of an ethical crisis.

Consider ethics as not something that has to be done, but a natural result of a life of discipline. You don't have to "be good", rather you "become good." It is a state of being that you can achieve if you set your mind to it.

©2005 CTI/GEU All Rights Reserved

About the author

Mark S. Putnam is the President of Global Ethics University and the author of numerous business ethics training programs and published articles. Global Ethics University provides workplace ethics training, online courses, ethics curriculum, and consulting services. For more information on ethics training programs for your organization, call 1-877-77ETHIC or email Mark at mark@globalethicsuniversity.com.

Reprint notice

Please note that this article is free for personal and educational use. If you intend on reprinting, distributing, copying, or linking to this article, please contact us. We welcome media inquiries and reciprocal links. (Special permission given by Mark Putnam to ManageTrainLearn to publish.)

Article source

<http://www.globalethicsuniversity.com/articles/AdisciplinedlifeAnethi.htm>

18 A Leader's Mood – The Dimmer Switch of Performance

by Bruna Martinuzzi

In response to a discussion on the effect of a leader's mood on the performance of a team, a participant in a recent leadership workshop made this heartfelt and realistic remark: "I cannot see how I am expected to be in a good mood for four quarters in a row. "The point is well taken. But can you afford, as a leader, to even entertain this thought? All the research on employee performance points to the contrary. There is a concept in French which goes like this: "Noblesse oblige". It means, roughly, that wealth, power and prestige go hand-in-hand with certain social responsibilities – in other words, the twin side of privilege is duty. And it is a privilege when we have the opportunity to lead a team of people, but with it, come many responsibilities, chief of which, some leadership pundits would contend, is managing moods.

In *Leadership That Gets Results*, Harvard Business Review, March 2000, Daniel Goleman cites research which shows that up to 30% of a company's financial results, as measured in key business performance indicators, such as revenue growth, return on sales, efficiency and profitability, is determined by the climate of the organization. And what is the major factor that drives the climate of an organization? It's the leader: roughly 50% to 70% of how employees perceive their organization's climate is attributable to the actions and behaviors of their leader. A leader creates the environment that determines people's moods at the office and their mood, in turn, affects their productivity and level of engagement. Witness the number of times you may have driven home with an internal glow, reliving a positive encounter with an upbeat and supportive boss, perhaps savoring a bon mot about your performance that he or she left with you on a Friday afternoon. How great it made you feel and how eager you were to get out of bed on the following Monday morning and get back to the office and give that man or woman the very best that you had to offer. That's the "afterglow" that lingers and gives you renewed energy to be more productive, to bring your finest talents to work.

And think about the obverse of the afterglow – the aftermath, or bitter aftertaste. This is what Susan Scott, in *Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time*, brilliantly calls The Emotional Wake. That's what lingers with you after being the recipient of some acrid remarks from a leader in a negative mood. How did that affect your determination to overcome any difficulties in a project, to keep your heart fully engaged in the process, to want to continue to give that person your very best game?

The leadership literature is replete with studies attesting to the train of consequences of a leader's mood. One such study involved 62 CEOs and their top management team- it showed that the more upbeat, energetic and enthusiastic the executive team was, the more cooperatively they worked together and the better the company's business results. The study also showed that the longer a company was managed by an executive team that didn't get along well, the poorer the company's market returns.

Perhaps nowhere is a leader's mood more crucial than in the service industry where employees in a bad mood can, without fail, adversely affect business. In one of a multitude of such studies involving 53 sales managers in retail outlets who led groups ranging in size from 4 to 9 members, it was found that when managers themselves were in an upbeat, positive mood, their moods spilled over on their staff and positively affected the staff's performance and spiked sales. We can all take an inspiration from organizations such as Starbucks who place great value on the importance of creating a positive climate for employees which in turn ensures a pleasant customer experience and repeat visits. "We are always focused on our people" is an explicit statement to new recruits on the company's career site.



The advertisement features a black header with the CMO Inspired Conference logo on the left, which consists of a green speech bubble containing the letters 'CMO'. To the right of the logo, the text reads 'INSPIRED CONFERENCE' in large white letters, followed by '25 OCTOBER | DE VERE BEAUMONT ESTATE | OLD WINDSOR UK' in smaller white letters. Below the header is a photograph of a large, white, classical-style building with a fountain in the foreground. At the bottom of the advertisement is a collage of four images: a panel discussion on a stage, a woman speaking into a microphone, a large audience seated in a conference hall, and a man presenting at a podium. Below the collage, the text 'Join Over 100 Chief Marketing Officers & Digital Innovators' is written in green.



When we move the curtain a bit, we can see clearly that a leader's bad mood is a vector of infection – an emotional contagion that eventually spreads across people to entire units. We can learn a thing or two from leadership in the military. Imagine the effect on troop morale and energy that an “overwhelmed”, “anxious”, “worried” or “irate” leader would have? And how about a leader who is plagued by uncertainty? “Indecision, “ as H.A. Hopf puts it, “is contagious. It transmits itself to others. “ It can become debilitating and habit-forming in an organization, as people take their clues from the leader's state of mind.

We could argue that the occasional bad mood, the occasional rant, the occasional burst of anger or acerbic remark, on a bad corporate hair day, is excusable. Often we refer to this type of behavior with statements such as: “She can't control her temper sometimes, but she is so brilliant”. Or, “He has an amazing mind but he has a tendency to shout at people when it's stressful. “ It is as though brilliancy is an excuse for bad behavior. And it may very well have to be in some environments – but the message it sends to constituents is one of inconsistency, an undesirable trait in any leader. We want our leaders to be predictable because there is comfort and safety in predictability. Predictability engenders trust and an unpredictable leader elicits anxiety and in some cases, even fear, both of which negatively affect performance and productivity.

No leader of course steps out of the elevator in the morning with an intention to spread a bad mood around but, as sure as there is gravity, events occur during the course of some days that can derail even the best among us. To be clear, we are not advocating that leaders turn into a shrink wrapped version, complete with false smiles and fake cheerfulness. Constituents spot a non-Duchenne smile anyway and are very adept at noticing when a leader infantilizes them.

There are, of course, no facile solutions to managing emotions on an hourly basis in the often difficult circumstances in which leaders must operate and make decisions. We can draw some advice from Primal Leadership: The Hidden Driver of Great Performance, Harvard Business Review, (December 2001). First of all, it's important to note that a leader's mood has the greatest impact on performance when it is upbeat. But it must also be in tune with those around him. Goleman et al call this dynamic resonance. “Good moods galvanize good performance, but it doesn't make sense for a leader to be as chipper as a blue jay at dawn if sales are tanking or the business is going under. The most effective executives display moods and behaviors that match the situation at hand, with a healthy dose of optimism mixed in. They respect how other people are feeling-even if it is glum or defeated-but they also model what it looks like to move forward with hope and humor.” The operative threesome here is “optimism”, “hope” and “humor”. As someone once put it, leaders are dealers in hope.

So what are the specific recommendations? The article outlines a 5-step process, designed to rewire the brain towards more emotionally intelligent behaviors. It involves crafting a tactical plan between your ideal self (the leader you want to be or think you are), and the real self, the leader others perceive you to be, and involving “change enforcers”, the coaches, trusted colleagues and family members, who will help you stay on track. This article also explains the fascinating brain science that underlies mood contagion. It is worth reading.

Here are a few other suggestions to consider:

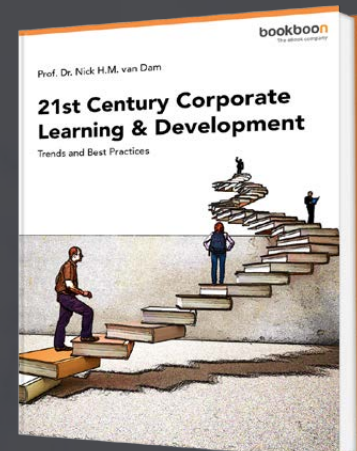
1. Take a hard look at your behavior in meetings which are often “cauldrons of emotion”. Do you model the way by setting a positive tone right from the start? Do you impose your own “pace” based on how you feel at the moment? A leader I used to know had an unsettling meeting conduct: on some days, he would show up in a calm, relaxed mood and allowed a reasonable time for the business at hand to be conducted in a pleasant atmosphere. On other days, unpredictably, he would show up in an edgy, harried, wired and emotionally distant mood which he imposed almost as a form of polite violence. And the agenda was rushed through and it left participants unsettled.
2. Long before leadership books were in vogue, Andre Malraux, French novelist and statesman, reminded us that one of the central objectives of a leader is to make others aware of the greatness that lies in them. Be known in your organization as someone who is always on the lookout for what is right with people. It engenders good will and is good for business.
3. Do you have a good reading of the climate temperature of your unit or organization? Can you accurately sense what the emotional atmosphere is? Is it upbeat? Is it energized? Is it down or dejected? Do people seem slightly apprehensive and somewhat cautious in your presence? Can you ask a trusted acolyte if the atmosphere changes when you are away?
4. A friend recently referred to her four-year old daughter as being “a pleasant person.” It struck me that this was the first time I had heard a child referred to in this manner. Clearly this mom was foreseeing the emerging adult. If you are an emergent leader, and working on having a pleasant personality was not a priority for you, consider putting some effort into cultivating this prized quality. It is almost impossible to have executive presence without it. Consider, for example, research conducted by the Hay Group that shows that software developers who have high emotional intelligence (EI) develop effective software three times faster than their colleagues with low EI. A lot of it has to do with being in a cooperative mood and sharing shortcuts. Another example of how mood affects productivity.

5. Along that vein, focus on being emotionally attractive. This links to the concept of resonant leadership. Resonant leaders are individuals who have the ability to manage their own emotions and those of others in a manner that drives the success of their teams and organizations. In “Resonant Leadership: Renewing Yourself and Connecting with Others through Mindfulness, Hope and Compassion”, Richard Boyatzis and Annie McKee explain that resonant leaders create a positive emotional tone in the organization and engage and inspire people. As the title of their book indicates, these leaders possess three core qualities which are: mindfulness, hope, and compassion. Consider making these a part of your arsenal as a leader.
6. Be particularly mindful of how you manage emotions if your organization is undergoing change: how you handle emotions during these crucial times can help or hinder the change process. In *The Heart of Change*, John P. Kotter, shares the results of his research which shows that real change is only possible by engaging people’s emotions, not their intellect. He explains that the formula that influences people to change is not the conventional “analyze-think-change” but instead a more dynamic process he calls: “see-feel-change” which means that leaders must provide experiences – an event or example – that dramatically demonstrate the need for change, that touch people’s hearts and inspires them to want to change. It’s a known fact that if the resistance to change is emotional, it is the hardest form of resistance to overcome. As the leader handling a change initiative, don’t avoid the emotions that accompany the change process. Set the mood and manage the emotions – or they will manage you.

Free eBook on Learning & Development

By the Chief Learning Officer of McKinsey

[Download Now](#)



[Click on the ad to read more](#)

If you cringe at the whole notion of emotions in the workplace, talk of empathy and compassion, intuition or discussions of emotional intelligence, I encourage you to reconsider this mindset and to hone your intuitive ability, those hunches that hint to you that something in your behavior and actions on bad days is causing a ripple effect on others. These are the whispers we try to dismiss when we elect to focus only on “rationality”. Intuition is a precious tool worth including in our kit: Einstein put it best: “The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift.” As the leader, you have in your hand the switch that can control the intensity of engagement of the people who do the work in your organization. It's like being a director in a movie: “The first work of the director is to set a mood so that the actor's work can take place”. A leader's upbeat mood metaphorically oxygenates the blood of followers – it's a transfusion into the corporate arteries. It may be one of the most potent contributions you can make as a leader.

Copyright © 2006 by Bruna Martinuzzi.

About the author

Bruna Martinuzzi is the founder of Clarion Enterprises Ltd., specializing in leadership and presentation skills training. She has helped hundreds of individuals become better leaders and more effective communicators. She is the author of *Presenting with Credibility: Practical Tools and Techniques for Effective Presentations* (2012) and *The Leader as a Mensch: Become the Kind of Person Others Want to Follow* (2009.) <http://www.clarionenterprises.com/>

Reprint notice

ArticleSlash.com Reprint Policies allow publishers to reprint this article. You must include the article source credit. You must respect the copyright of each author. You must not change, edit, or reword any part of the article. You agree to never sell any article without written consent from the author.

<http://www.articleslash.net/terms-of-service-publisher.html>

Article Source:

http://www.articleslash.net/Self-Improvement/Leadership/446084_A-Leader-s-Mood-The-Dimmer-Switch-of-Performance.html

19 Ethics in Business...A Lost Art by Sue and Chuck DeFiore

While watching Face the Nation one Sunday earlier this year, Bob Schiffer discussed the airline industry, his mother and ethics in business. Like Bob, I think it is a sad commentary today, that we have to police businesses. Whatever happened to going into business to provide a needed service, being loyal to employees, and keeping promises.

It seems like no one today is concerned about doing good business or being ethical in the process. Our forefathers would be ashamed at what this society has come to. I know I am.

Chuck and I teach our students how to run a good business, by being ethical, and making sure that everyone is happy. We run our business using the adage, "The customer is always right". We know, however, from looking at others in business both on and offline, that we are in the minority. For most it is all about making money. They don't care who they have to step on, how many lies they tell, just "show them the money". As I pointed out in my article regarding "The Almighty Buck", this should not be your only incentive for going into business, and if it is, you won't be in business long.

We see sites every day that you can't find a telephone number on, an address for, they just want you to take it on faith that they are on the up and up. Years ago, a business would never even think of operating this way. Their name, address, phone number, slogan etc. was very prominent on everything they did. Unfortunately today, you can't take people on faith anymore. It's very sad, but it seems if you do so, most of the time, you will get burned.

Years ago, companies were known for their honesty, their integrity, and their good products. They had to be to stay in business and keep the good image they wanted to project. This gave their company a good name. As many of you know, we come from New York. Kodak, Grumman, and IBM were major companies in down and upstate NY. If you got a job with them you had a job for life, and once you retired you didn't have to worry. Today, people are losing their medical benefits, their pensions, their life savings; due to businesses thinking of only the bottom line.

Every time you open a newspaper or watch the news today you hear about another business' unethical business practices. They cook the books, take bonuses they don't disclose, while they expect employees to work for less. There is something very wrong with this picture. It also says to our future entrepreneurs, that this behavior is alright, just don't get caught.

Like Bob Schiffer, I'd much rather go back to the time when businesses dealt with us in an ethical manner and didn't only concentrate on lining their pockets, like today. Also, like Bob, I think what we need are different teachings in our business schools. The philosophy of today's teachers, needs to re-vamped to reflect the philosophies of old. What we need is to "throw out the new, and bring back the old". As Bob said, if his mom was teaching today, students would get a completely different view...an old fashioned one. Kudos to Bob's mom!

About the authors

Copyright 2003 DeFiore Enterprises

Interested in having your own successful, home based creative real estate investing business? Chuck and Sue have been helping folks start successful home based businesses for over 19 years, and we can help you too! To see how, visit <http://www.homebusinesssolutions.com> for the latest FREE tips and tricks, educational products and coaching in creative real estate investing and home based businesses. No time to visit the site? Subscribe to our "how to" Home Business Solutions Digest, it's like having your own personal coach: <mailto:subscribeHBS@homebusinesssolutions.com>

Reprint notice

[ArticleSlash.com](http://www.articleslash.com) Reprint Policies allow publishers to reprint this article. You must include the article source credit. You must respect the copyright of each author. You must not change, edit, or reword any part of the article. You agree to never sell any article without written consent from the author.

<http://www.articleslash.net/terms-of-service-publisher.html>

Article Source:

http://www.articleslash.net/Business/Ethics/14031__Ethics-in-Business-A-Lost-Art.html

20 Top 10 Principles for Positive Business Ethics by Philip E. Humbert

This morning, I read about a company using on-line auctions to defraud customers. Last week, I consulted on an ethics complaint where a business coach betrayed a client's confidentiality. And, recently a Physician was convicted of insider trading based on information from a patient, a violation of both business ethics and her professional ethics.

Business ethics are the key to profits. If clients and customers don't trust you, and your business ethics, they will not do business with you. Would you buy from a company you didn't trust? Of course not!

Business ethics have become a hot-button topic. There are often ethical conflicts between making money, and doing what is right. There can be dilemmas about doing what is best for your employer, what's best for your own career, and what's best for the customer. Business ethics is about negotiating these mine-fields. Here are my Top 10 Principles for Positive Business Ethics:



Discover the truth at www.deloitte.ca/careers

Deloitte.

© Deloitte & Touche LLP and affiliated entities.



Click on the ad to read more

1. Business Ethics are built on Personal Ethics. There is no real separation between doing what is right in business, and playing fair, telling the truth and being ethical in your personal life.
2. Business Ethics are based on Fairness. Would a dis-interested observer agree that both sides are being treated fairly? Are both sides negotiating in good faith? Does each transaction take place on a “level playing field”? If so, the basic principles of ethics are being met.
3. Business Ethics require Integrity. Integrity refers to whole-ness, reliability and consistency. Ethical businesses treat people with respect, honesty and integrity. They back up their promises, and they keep their commitments.
4. Business Ethics require Truth-telling. The days when a business could sell a defective product and hide behind the “buyer beware” defense are long gone. You can sell products or services that have limitations, defects or are out-dated, but not as first-class, new merchandise. Truth in advertising is not only the law, business ethics require it.
5. Business Ethics require Dependability. If your company is new, unstable, about to be sold, or going out of business, ethics requires that you let clients and customers know this. Ethical businesses can be relied upon to be available to solve problems, answer questions and provide support.
6. Business Ethics require a Business Plan. A company’s ethics are built on its image of itself and its vision of the future and its role in the community. Business ethics do not happen in a vacuum. The clearer the company’s plan for growth, stability, profits and service, the stronger its commitment to ethical business practices.
7. Business Ethics apply Internally and Externally. Ethical businesses treat both customers and employees with respect and fairness. Ethics is about respect in the conference room, negotiating in good faith, keeping promises and meeting obligations to staff, employers, vendors and customers. The scope is universal.
8. Business Ethics require a Profit. Ethical businesses are well-run, well-managed, have effective internal controls, and clear expectations of growth. Ethics is about how we live in the present to prepare for the future, and a business without profits (or a plan to create them) is not meeting its ethical obligations to prepare for the future well-being of the company, its employees and customers.
9. Business Ethics are values-based. The law, and professional organizations, must produce written standards that are inflexible and universal. While they may talk about “ethics”, these documents are usually prescriptive and refer to minimal standards. Ethics are about values, ideals and aspirations. Ethical businesses may not always live up to their ideals, but they are clear about their intent.
10. Business Ethics come from the Boss. Leadership sets the tone, in every area of a business. Ethics are either central to the way a company functions, or they are not. The executives and managers either lead the way, or they communicate that cutting corners, deception and disrespect are acceptable. Line staff will always rise, or sink, to the level of performance they see modeled above them. Business ethics starts at the top.

Ethics is about the quality of our lives, the quality of our service, and ultimately, about the bottom line. An unhappy customer complains to an average of 16 people. Treating employees, customers, vendors and the public in an ethical, fair and open way is not only the right thing, in the long run, it's the only way to stay in business.

About the author

© Copyright 2003 by Philip E. Humbert. All Rights Reserved. This article may be copied and used in your own newsletter or on your website as long as you include the following information: "Written by Dr. Philip E. Humbert, writer, speaker and success coach. Dr. Humbert has over 300 free articles, tools and resources for your success, including a great newsletter! It's all on his website at: <http://www.philiphumbert.com>

Reprint notice

ArticleSlash.com Reprint Policies allow publishers to reprint this article. You must include the article source credit. You must respect the copyright of each author. You must not change, edit, or reword any part of the article. You agree to never sell any article without written consent from the author.

<http://www.articleslash.net/terms-of-service-publisher.html>

Article Source:

http://www.articleslash.net/Business/Ethics/13013_Top-10-Principles-for-Positive-Business-Ethics.html

© 2013 Accenture. All rights reserved.

be > your degree

Bring your talent and passion to a global organization at the forefront of business, technology and innovation. Discover how great you can be.

Visit accenture.com/bookboon

Be greater than.
consulting | technology | outsourcing

accenture
High performance. Delivered.



21 Delivering the Goods: Keeping Your Word in a World Which Often Doesn't by Eric P. Barnes

Perhaps I'm just getting crochety. Then again, maybe not.

First, I'm hardly old enough to be in the "crochety" class. And secondly, I've been feeling this way for about 30 years.

My complaint? Delivering the goods. Or the lack thereof.

Growing up, one of the things stressed in my family had to do with keeping your word. When you said you would do something, promised to make good on something, you did it. Or made every good effort to do so. Mostly, you delivered the goods. You showed up on time. Made the return phone call. Produced what you'd promised. Kept your word.

Occasionally, circumstances simply worked totally against you and it turned out that what you'd promised wasn't possible. Still, you did all you could to bring about the pledged result.

And if you didn't?

FEELING BADLY AND YOUR PERSONAL INTEGRITY

You felt badly, really badly. Not keeping your word was a very serious thing. Not because others thought so, but because it was the essence of your own personal integrity.

And what is integrity? It means "wholeness," something complete in itself. And having it and living by it means that you become trusted by others. They can count on you. They know you'll deliver the goods.

So when you truly were not able to do so, despite every effort you made to keep your word, you were personally wounded. It wasn't so much that you'd let others down; you'd let yourself down. You felt badly, sometimes for a long while in serious cases. You didn't just forget it and prate on about your self esteem or how tough things were. You knew you'd screwed up.

DIFFERENT FISH

And today?

Today is a very different kettle of fish, I'm sad to say. Nowadays, delivering the goods all too often deals with written contracts and getting away with only what is written down...if that. It seems to be about cutting corners, avoiding any commitment, personal or otherwise, finding ways to deliver less than what was promised, fooling the other guy. And laughing when you get away with it.

NOT GIVING A DAMN

It's about not caring about the other side of the contract and the effects you create when you don't keep your word. It's about irresponsibility, a casual attitude and a sense that too many people simply don't give a damn.

Does any of this sound familiar? Met too many folks like this lately? Been screwed in some deals? Didn't get what you paid for? Discovered there had been some surprises in the small print?

CHANGE IS COMING

Probably won't make you feel a whole lot better, but the times they are 'achangin. We're beginning to see the return of that older version of ethics and integrity.

Why?

The internet.

"How come?" you might ask.

Because of both distance and anonymity. What we're seeing in the way of business on the internet today is an unbelievably tiny increment of what is to come. Eventually, Trillions (yep, with a big "T") of business will be done this way. Already you're dealing with people whom you've never – and will never – see, with whom you don't actually speak, in many instances. They may be in other cities, other territories and, often, in other countries. Those who will prosper will be those who deliver the goods, keep their word, make good on their promises. The others will quickly lose their lustre. The internet is quick to let you know when a phony is running around, when quality is poor, when the "deal" isn't being kept.

And personally?

Relationships are being built in a new way. People in chat rooms and in email are often revealing more to people whom they've never met than they would have, in past years, to spouses.

Does it work?

Sometimes. Apparently, some good relationships are being created, marriages taking place, perhaps families being raised. Too soon to tell how this may work.

EVEN HERE THE LIES CONTINUE

But already I've seen signs of the lack of delivering the goods, even in this area. Dates are made. One person doesn't show up. Photos are exchanged. One person sends a friend's photo, perhaps someone more attractive. It's lying. Failing to keep one's word.

It won't do.

THE WORLD'S GLUE

The civilized world is held together with concepts. These are expressed by words and deeds. As one writer, living in a small town in France, said, "Most of life is governed, not by laws written by legislatures, but by invisible rules of order. They are written down nowhere, but respected almost universally."

If your words and deeds don't deliver the goods, you will eventually be shunned. No matter the wealth or station in life you attain, you'll be known by whether you deliver the goods.

About the author

Eric Barnes is President & General Manager of Capital Funds Group Ltd. , a Canadian based consulting firm specializing in Putting Companies and Money Together. They also work with non-US companies to take them public rapidly and inexpensively, then getting them funded. Visit our Web Site at <http://www.capitalfundsgroup.com/>. Email us at pres@CapitalFundsGroup.com.

Reprint notice

ArticleSlash.com Reprint Policies allow publishers to reprint this article. You must include the article source credit. You must respect the copyright of each author. You must not change, edit, or reword any part of the article. You agree to never sell any article without written consent from the author.

<http://www.articleslash.net/terms-of-service-publisher.html>

Article Source:

http://www.articleslash.net/Business/Management/7526__Tales-from-the-Corporate-Frontlines-The-Best-Incentives-are-Free.html

22 The Three Schools of Business Ethics by Michael Neill

G. Richard Shell, author of *Bargaining for Advantage: Negotiation Strategies for Reasonable People*, identifies three primary schools of ethics in negotiation. To me, they are equally valuable in examining ethics in the context of business in general.

1. The Poker School – “It’s a Game”

To poker players, business is a game and anything that can be done to gain advantage within the rules of the game (generally speaking, the laws of the land), is fair and just. If you love negotiating “gambits” (lowballing, goodcop/bad cop, red herrings, nibbling, etc.), and sales “tactics” (101 effective closing techniques, 30 tricks to getting past the gatekeeper, etc.) you may well belong to this school.



What if you could build your future and create the future?

The innovation accelerator

One generation's transformation is the next's status quo. In the near future, people may soon think it's strange that devices ever had to be "plugged in." To obtain that status, there needs to be "The Shift".

.....Alcatel-Lucent 

www.alcatel-lucent.com/careers



2. The Idealist School – “Do the right thing, even if it hurts.”

To the idealist, there is no separation between business in life. If you would not lie to your loved ones, you do not lie to your clients. If it's OK to tell a “white lie” to protect the feelings of a friend or prevent a tragedy, it's OK to tell a “white lie” to protect a corporate ally or prevent a business tragedy. While two idealists may differ in the specific set of rules they live by, they share the rigidity of doing what they believe to be “right”, even when it seems contrary to their business goals.

3. The Pragmatist School – “What goes around, comes around.”

The behaviour of a pragmatist may be inseparable from that of an idealist, but the motivation is different. While the idealist tells the truth and treats people fairly because it's “the right thing to do”, the pragmatist tells the truth and treats people fairly because they believe it is the most effective way of getting things done. However, they will not hesitate to use deception as a necessary tool in pursuing their aims. Because pragmatists value their reputation (being seen to be honest), they will tend towards “misleading” statements over outright lies.

There are also combinations of these schools. “Pragmatic idealists” do the right thing because of their ideals but are not above pushing the envelope of truth when the pressure is on and the chips are high; “pragmatic poker players” tend not to bluff in order to evolve their reputation as trustworthy, but will take advantage of that reputation when it really counts. “Idealistic poker players” are those among us who recognise business as a game, fully expect everyone around them to do their best to lie and cheat, but will only involve themselves in games they believe they can win by doing the “right” thing.

Possibly the most important thing to realise is that not everyone plays by your rules. Your being honest does not ensure others will be honest with you; similarly, your willingness to lie, cheat, and bend the rules does not mean the people you are doing with will do the same.

Here are a few things you can do to put these theories of business ethics into practice:

1. If you haven't already, identify what “school” you belong to. Remember, your motivation is as important an indication of your ethics as your actions.
2. Identify at least one person that you know or have read about that seems to embody each of the three primary and three secondary schools of ethics. Once again, be aware that knowing someone's actions without understanding their motivation will not necessarily reveal their ethical bent.
3. Discuss this tip with friends, and see what else you can discover that will enable you to be who you are while dealing ever-more effectively with others.

Have fun, learn heaps, and remember – a good poker player will inevitably tell you they're an idealist!

About the author

Michael Neill is a licensed Master Trainer of NLP and has written over 450 articles in the areas of business success, money, relationships, health, happiness, well-being, and spirituality. His weekly coaching column is reprinted in newspapers and magazines throughout the world, and can be found online at <http://www.geniuscatalyst.com>

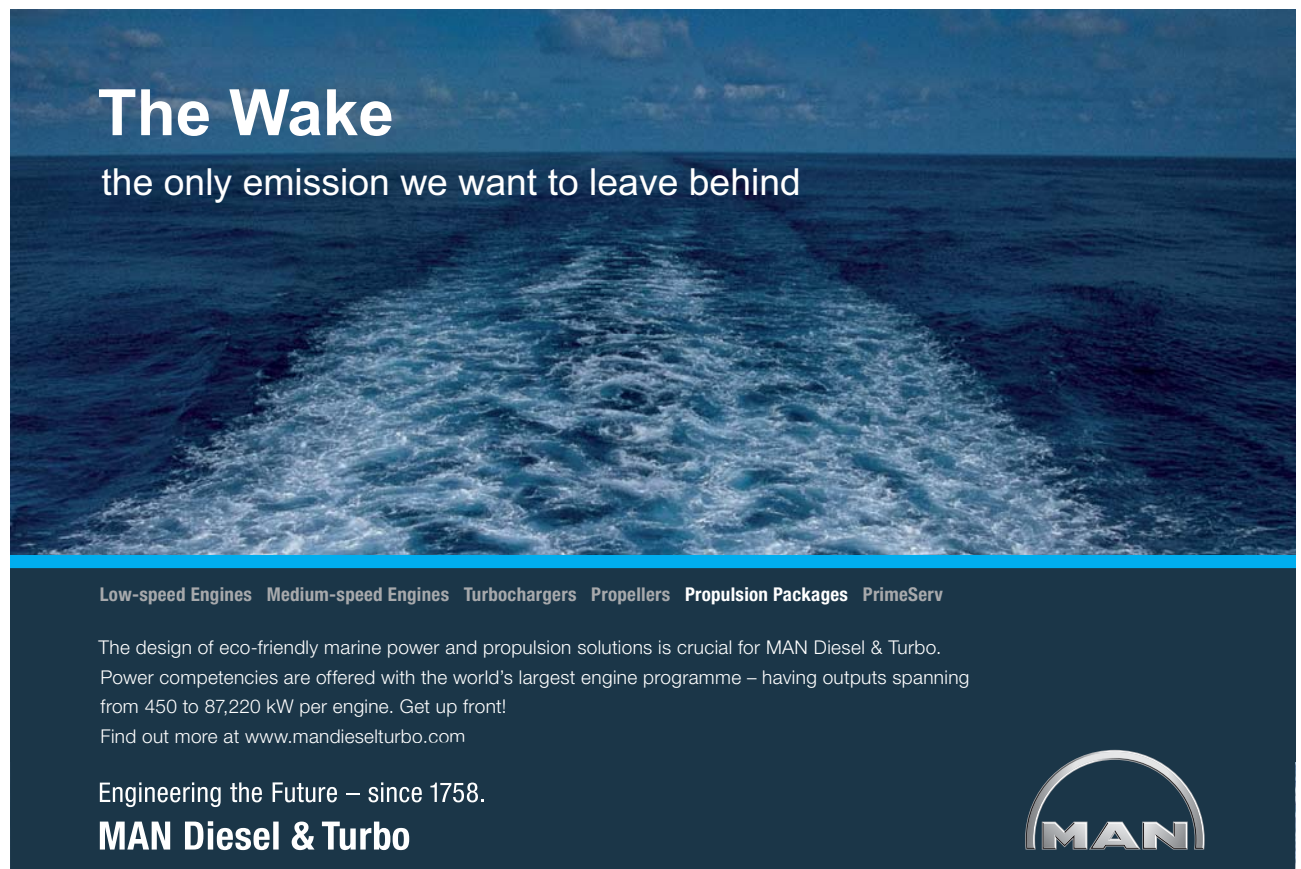
Reprint notice

ArticleSlash.com Reprint Policies allow publishers to reprint this article. You must include the article source credit. You must respect the copyright of each author. You must not change, edit, or reword any part of the article. You agree to never sell any article without written consent from the author.

<http://www.articleslash.net/terms-of-service-publisher.html>

Article Source:

http://www.articleslash.net/Business/Ethics/7662_The-Three-Schools-of-Business-Ethics.html




The Wake
the only emission we want to leave behind

Low-speed Engines Medium-speed Engines Turbochargers Propellers **Propulsion Packages** PrimeServ

The design of eco-friendly marine power and propulsion solutions is crucial for MAN Diesel & Turbo. Power competencies are offered with the world's largest engine programme – having outputs spanning from 450 to 87,220 kW per engine. Get up front!
Find out more at www.mandieselturbo.com

Engineering the Future – since 1758.
MAN Diesel & Turbo



23 Integrity by Eric Garner

Integrity is not always an easy concept to define. Its root etymology suggests that it means being “one” or whole: what you say being in line with what you do, and this being in line with who you are. Integrity includes honesty but goes beyond it. Honesty means telling the truth in your words; integrity means telling the truth in your heart.

Integrity is NOT...

- arguing for good communications and going missing all afternoon without telling anyone where you are
- sending others on courses and not attending yourself
- preaching equal opportunities and blocking the progress of minority groups
- talking about innovation and turning down new ideas flat
- saying customers come first and leaving the phone ringing
- restraining your team’s pay increase but rewarding yourself hugely.

Integrity is...

- being whole not fractional
- taking everything (and everyone) as a whole, not dividing it as mine and yours (my work – your work; my idea-your idea; my things – your things)
- the avoidance of deception and expediency
- being the same person to everyone
- adherence to one’s convictions
- maintaining values steadfastly and focusing on what you believe is right.

Integrity: “The New Emperor”

We use the following story on our training courses to convey the meaning of integrity.

An ageing emperor in the East decided on a novel way to choose his successor. He called the city’s youths to his palace. Handing out some special seeds, he told them, “Go and plant these seeds. In a year’s time, I will judge your plants and choose the new emperor.”

One boy named Ling took his pot home and planted the seed. Every day he watered it but nothing grew. Even though his friends at school were talking about their growing plants, Ling only had an empty pot.

When the day came to return to the palace, Ling went with a frightened heart. The emperor appeared. All the other youths had magnificent plants. When the emperor saw Ling's plant, he summoned him to the front and announced to the crowd, "Behold your new emperor! He has courage and integrity for all the seeds I gave you were boiled and useless. He was the only one not to cheat. He will be a wise ruler over you all."

The "Do You Have Integrity?" Questionnaire

Like so much in personal effectiveness, Integrity is a mental attitude that translates into physical action. Here are 10 questions that will help you assess your current IntQ, or Integrity Quotient.

1. What do you understand by the word, "integrity"?
2. If you had to carry a reminder of the meaning of integrity in your wallet, what would it say?
3. What qualities does a person with integrity have?
4. What 3 do's and what 3 don'ts would be in your personal moral code at work?
5. Which of the following display lack of integrity?
 - i. making promises you don't intend to keep Yes/No
 - ii. telling lies to make yourself look good Yes/No
 - iii. exaggerating your employment qualifications on your cv Yes/No
 - iv. handing in an assignment as your own work that you'd taken from the Internet Yes/No
 - v. covering up something small but illegal Yes/No
 - vi. blaming someone else for poor work Yes/No
 - vii. fiddling your expenses Yes/No
 - viii. taking something that's not yours Yes/No
 - ix. cheating on your partner by having an affair at work Yes/No
 - x. falsifying a time sheet Yes/No
6. How important for you is fame, wealth, and power compared to honesty, truth, and sincerity?
7. What are your deepest core values?
8. Give examples of fallen business and political leaders who lied, cheated, and blamed others for their own failings.
9. What are the dangers of behaving more morally than others around you?
10. It's said that people with integrity have humility, high self-esteem, high self-confidence. Rate yourself on each of these.

Integrity: One Tip and One Quote

To end this feature on integrity, here is one tip and one quote. The tip is, “When you are facing a choice about something that might be expedient but morally wrong, ask yourself: what would this look like on the front page of the newspapers?” The quote comes from American writer, Robert Brault: “You do not wake up one morning a bad person. It happens by a thousand tiny surrenders of self-respect to self-interest.”

About the author

Eric Garner is Managing Director of ManageTrainLearn, the site that will change the way you learn forever. Download free samples of the biggest range of management and personal development materials anywhere and experience learning like you always dreamed possible; <http://www.managetrainlearn.com>

Reprint notice

You may reprint and re-publish all articles by Eric Garner and ManageTrainLearn freely, for personal as well as business use, as long as you do not change the substantive text, add this reprint notice, and include a link to <http://www.managetrainlearn.com>

Article Source:

<http://www.managetrainlearn.com/page/integrity>

The advertisement features a circular logo on the left with three stylized human figures in the center, surrounded by gears and four arrows pointing clockwise. To the right, the text reads: **UNLEASHING CHANGE MANAGEMENT**, **OCTOBER 18 & 19, 2018**, and **DE RODE HOED AMSTERDAM**. At the bottom, there is a silhouette of a city skyline including a windmill and a bridge. In the bottom left corner, it says 'Global Executive Events'.

24 Honesty and Integrity Build a Foundation of Trust by Jim Clemmer

“To be honest is to be real, genuine, authentic, and bona fide. To be dishonest is to be partly feigned, forged, fake, or fictitious. Honesty expresses both self-respect and respect for others. Dishonesty fully respects neither oneself nor others. Honesty imbues lives with openness, reliability, and candor; it expresses a disposition to live in the light. Dishonesty seeks shade, cover, or concealment. It is a disposition to live partly in the dark.” – William J. Bennett, *The Book of Virtues*

Seven-year-old first baseman, Tanner Munsey, fielded a ground ball and tried to tag a runner going from first to second base. The umpire, Laura Benson, called the runner out, but young Tanner immediately ran to her side and said, “Ma’am, I didn’t tag the runner.” Umpire Benson reversed herself, sent the runner to second base, and Tanner’s coach gave him the game ball for his honesty. Two weeks later, Laura Benson was again the umpire and Tanner was playing shortstop when a similar play occurred. This time Benson ruled that Tanner had missed the tag on a runner going to third base, and she called the runner safe. Tanner looked at Benson and, without saying a word, tossed the ball to the catcher and returned to his position. Benson sensed something was wrong. “Did you tag the runner?” she asked Tanner. “Yes,” he replied. Benson then called the runner out. The opposing coaches protested until she explained what had happened two weeks earlier. “If a kid is that honest,” she said, “I have to give it to him.”

Honesty and integrity are key ingredients in developing trust. Trust is a key element in establishing credibility. Our credibility is at the center of our ability to influence others and provide strong leadership. In our leadership development work, we often ask participants to list the qualities of the most effective leaders they have experienced in their family, school, community, social, or organizational lives. Words like sincere, truthful, trustworthy, reliable, principled, and genuine are usually on the list. These characteristics are the hallmarks of strong leaders.

There's lots of evidence to support author Lance Secretan's belief that "We are suffering from truth decay." In a financial management column on taking a loan to invest more money in mutual funds, a former politician advised, "If your real estate falls in value to the point where the home-equity loan is greater than the worth of your house, you can always take a walk. Then it's the bank's problem." How's that for honesty and integrity? Does he sound like someone you could trust and believe? Little wonder his party was tossed out of office at the next election, amid scandals and crooked deals (they showed that "political principles" really was an oxymoron). Every day we hear about, or personally experience, broken promises, cheating, "shaving the truth," cutting corners, or failing to follow through. That's why Mark Twain declared that "Truth is more of a stranger than fiction." He felt that many people regard truth as their most valuable possession and this explained why they were most economical in its use. He advised us to "Always do right. This will gratify some people and astonish the rest." Winston Churchill adds, "People occasionally stumble over the truth, but most pick themselves up and hurry off as if nothing happened."

Honesty and integrity is a given in most conversations about leadership values. But some people seem to feel it's something you can slip on and off like clothing. They will speak of personal, professional, or business behaviors as if different suits of honesty are put on according to the situation. This shows "doing honesty" rather than being honest. It's no more than putting on an honest act. People quickly see through it and reduce us to our lowest level of honesty and integrity – our dirtiest clothes. Even more importantly – which is the real me? How can changeable honesty ring true to me?

Our true character is often revealed by fear and greed. In times of fear we often face great difficulty and disaster. Or we might have huge opportunities for financial, career, power, or other big gains. How we deal with both extremes when the stakes are high, reveals our true selves. The choices we make during those intense moments of truth exposes the depth of our character. Do we "do our honesty and integrity thing" when it's convenient or just when we think others are watching? Or are we an honest being who's eventually found out?

Parents and even managers will sometimes say, "Don't let me catch you doing that again." This often leads to lively games of "catch me if you can." But honesty and integrity are developed from the inside out. Abraham Lincoln explained it well in reflecting on his approach, "I do the best I know how, the very best I can; and I mean to keep on doing it to the end. If the end brings me out all right, what is said against me will not amount to anything. If the end brings me out all wrong, ten angels swearing I was right would make no difference." Ringing true to me means going beyond just what I say or do. It involves listening to what my inner voice tells me about how I feel about what I've said or done.

One way to explore our inner level of true honesty and integrity is look at how much we trust others. Since we see the world as we are, any feelings that people are basically dishonest and can't be trusted may be revealing more about me than them. One of the hazards of lying, is not just that people wouldn't believe us, it's also that we can't believe anyone else.

About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

Reprint Information

In this video, Jim Clemmer confirms that you are welcome to reproduce his articles in magazines, ezines, and publications as long as the attribution is included. Here is the video:

<http://www.clemmergroup.com/free-articles-videos.php>

Jim also says that, if you'd like to send these articles to colleagues, we encourage you to pass along, share, or reprint any material you find in this section.

<http://www.clemmergroup.com/leadership-articles.php>

Original resource:

<http://www.clemmergroup.com/honesty-and-integrity-build-a-foundation-of-trust.php>

25 Unethical Negotiating Gambits and How to Protect Yourself against Them by Roger Dawson

Let me teach you the unethical gambits that people can use to get you to sweeten the deal. Unless you're so familiar with them that you spot them right away, you'll find that you will make unnecessary concessions just to get the other side to agree with your proposal. Many a salesperson has had to endure an embarrassing interview with a sales manager who can't understand why he made a concession. The salesperson tries to maintain that the only way to get the order was to make the concession. The truth was that the buyer out maneuvered the salesperson with one of these unethical gambits.

There's no point in getting upset with the person who uses these unethical Gambits. Power Negotiators remember to concentrate on the issues and think of negotiating as a game. Unless the individual is Mother Theresa, he or she is simply doing what he or she is on this planet for, which is to get the best possible deal from you. You must be skilled enough to instantly recognize these unethical gambits and smoothly counter them.

The Decoy

The other side can use the Decoy Gambit to take your attention away from what is the real issue in the negotiation.

Several years ago, an association hired me to do a seminar at John Portman's Peachtree Hotel in Atlanta. That's a Westin Hotel and a fabulous place. It's 73 stories high, one of the tallest hotels in the country and possibly the world. It's like a round tall tower with only 15 or so pie-shaped rooms on each floor.

As I walked into the hotel I was wondering what I could do to provide an illustration to the people who would be in the seminar the following day, to show how effective Power Negotiating can be. A room had been pre-arranged for me by the organization that had hired me, and I decided to see what I could do about negotiating down the price of the room. Rooms at the Peachtree then typically cost \$135. They had given me a very good corporate rate of \$75. Nevertheless, I determined to see what I could do and within 10 minutes got them to reduce the price of the room to \$37.50.

I used the Decoy Gambit on them. They told me that they only had a twin-size room for me. If they had said they only had a full-size room, I would have asked for a twin bed, you understand. It didn't matter what it was, but I said "The association that hired me booked this room a month ahead of time. I am not going to accept a twin-size room." The desk clerk brought out the manager. He explained that they have 1,074 rooms in the hotel. Guests already occupied 1,064 of them, so they only had 10 available, and I would have to settle for a twin-size room.

So, I used the Trading Off Gambit. I said, "Well, I might be willing to settle for a twin-size room, but if I do that for you, what will you do for me?" I thought possibly they might offer a free breakfast, or something like that. However, to my amazement he said, "We might be able to adjust the price of the room a little bit. How would half price be for you?"

I said, "That would be just fine." Then, as they gave me the key to the room, the manager said, "Let me check just a moment. We may be able to do something more for you." They made a telephone call and found out that they did have a queen-size room available. Maintenance had just finished redecorating it, and they weren't sure whether they had released it yet. So, I ended up getting a \$135 queen-size room for only \$37.50.

The Decoy I used was that they only had twin-size rooms available, not king-sized. That wasn't the real issue at all, of course; what I wanted to accomplish was a reduced room rate. The size of the bed took their attention away from the real issue.

Watch out for people who lure you away from the real issue with the Decoy Gambit. Let's say that you sell custom made tools and dies, and your customer is insisting on accelerated shipment. Stay focused and isolate the objection. "Is that the only thing that's bothering you?" Then go to Higher Authority and Good Guy/Bad Guy: "Let's get something in writing, and I'll take it to my people and see what I can do for you with them." Then turn the tables: "We may be able to accelerate the shipment, but it's going to increase the non-recurring engineering charges."

The Red Herring

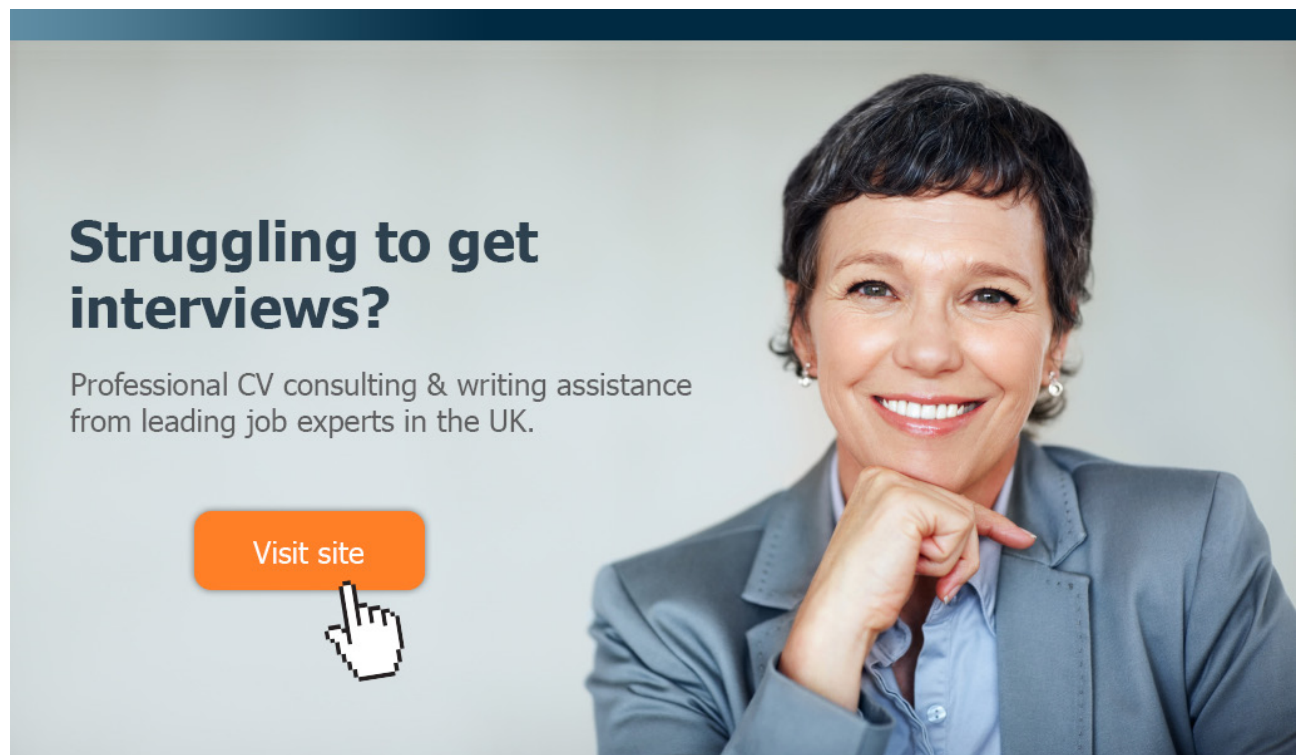
The Red Herring Gambit is a further twist on the Decoy Gambit. With the Decoy, the other person raises a phony issue to get concessions on a real issue. With the Red Herring, the other person makes a phony demand that he will subsequently withdraw, but only in exchange for a concession from you. If the Red Herring distracts you, it will deceive you into thinking that it's of major concern to the other side when it may not be.

The classic example of the use of a red herring came during the Korean War armistice talks. Very early in the talks the parties concerned agreed that each side would be represented at the table by officials of three neutral countries, along with their own national negotiators. The South Korean side selected Norway, Sweden, and Switzerland as their three neutral negotiators. The North Koreans chose Poland and Czechoslovakia, but couldn't seem to choose a third. They suggested that the talks start, and they would identify a third country later.

What they were really doing was leaving an opening for the Red Herring Gambit. When the time came and they had set the stage, they announced their selection for the third country: The Soviet Union. The international outcry was unanimous: "The Soviet Union? Now wait a minute. The Soviet Union isn't a neutral country."

The North Koreans responded by saying that the Soviets were not directly involved in the conflict, and there was no reason for them to be considered biased.

They waged the battle of the Red (pardon the pun) Herring for quite a while, until the situation became absurd. The North Koreans continued to insist that they couldn't understand what the objection was to using the Soviet Union as a neutral third party, until the objections of the South Koreans seemed as ludicrous as the demands of the North Koreans. The negotiations had stalemated.



Struggling to get interviews?

Professional CV consulting & writing assistance from leading job experts in the UK.

Visit site

 Take a short-cut to your next job!
Improve your interview success rate by 70%.

 **TheCVagency**
Visit theagency.co.uk for more info.



Click on the ad to read more

Just as it seemed that the pointless arguing would continue forever, the North Koreans announced that they would abandon their insistence on having the Soviets at the negotiating table, but they expected a reciprocal concession.

Both sides had agreed earlier that during the negotiations, neither side would rebuild their airstrips. The North Koreans realized later that this left them at a severe disadvantage because we could fly planes off aircraft carriers, but they needed their runways. So the North Koreans decided that it was time to use the Red Herring Gambit and suggested the Soviet Union as the third neutral country. Now it was time to name the price: They would concede and choose a different country to represent them, but only if the South Koreans would waive the restriction on rebuilding the airfields.

The North Koreans never seriously thought that we would agree to letting the Soviet Union be part of the negotiations. However they were able to magically create a bargaining issue out of thin air and then trade it off later for an issue about which they really cared.

When the other person is creating a red herring issue that she will try to trade off later, keep your eye on the real negotiating issues and don't let her link it to a concession you're reluctant to make.

Cherry Picking

Cherry Picking is a gambit that a buyer can use against a seller with devastating effect, unless the seller is a Power Negotiator and knows his or her options. If you're thinking of acquiring a new piece of equipment for your company, you can use Cherry Picking to your advantage. Shop around and accumulate information before you make a decision. Call up companies and have all their sales people come in and make a presentation to you. You'll find that one has a good point in a particular area, perhaps a fast shipment. Another has a low price and a third has a good guarantee. So, from all these interviews, you piece together the ideal piece of equipment.

Then you go back to the one you like best and say, "I'd like to buy your equipment except that I want to get the longer guarantee. Or I want to get the faster shipping." In this way, you create the type of deal and the kind of contract that you want.

So, buyers should push for itemized contracts whereas sellers should avoid it. Because Cherry Picking is to me an unethical gambit, the perpetrator is less likely to do it to someone he knows and trusts than he is to a comparative stranger. So, sellers can forestall this tactic by building a personal relationship with the buyer.

Another way to handle people who might want to Cherry Pick you is to forestall the Gambit. Let's say that you're a contractor who is trying to sell a remodeling job to a homeowner, and you know she's going to talk to all the other contractors in town-how do you forestall it?

The answer is to know more about your competition than they'll ever learn. So the homeowner says, "I want to check with some other people before I make my final decision."

You respond, "I absolutely agree with you." Always agree up front, right? Salespeople should always agree with any objection however ridiculous it is and then work to turn it around. "I absolutely agree with you. You should check with other companies before you make a decision. But look, let me save you some time. Have you talked to Ted Smith over at ABC Construction? He uses XYZ cabinets that have this feature, this feature, and this feature; but they don't have this. Then if you talk to the national department store company down at the mall, the sales person who'll come out will be Fred Harrison, and he'll tell you about model number such and such..."

By the time you've gone through letting her know how much you know about the competition, she's going to think, "Why on Earth do I need to waste my time talking to all these other people, when this person knows more than I'll ever learn."

To defend yourself against Cherry Picking always consider the alternatives of the other side before making a concession. The fewer alternatives the other side has, the more power you have. If you as a seller refuse to budge on your price, then you force the buyer to pay more from another supplier or use multiple suppliers. In the case of the home remodeling job, this would mean that the homeowner would have to bypass you as the general contractor and contract with each sub-contractor separately. This may require more knowledge or expertise than the other side possesses or may create extra work and pressure that it is not worth the savings.

The Deliberate Mistake

The Deliberate Mistake is a very unethical tactic, and as with any con job, it requires a victim who also lacks ethics. The seller baits the hook when she prepares a proposal and deliberately leaves out or underprices one of the elements. For example, the car salesperson who runs an adding machine tape on the cost of the car but includes only the price of a tape player, when the car also has a CD player. If the buyer takes the bait, he starts thinking that he now has an opportunity to put one over on the car salesperson. He becomes eager to close the deal before the salesperson spots the mistake. This eagerness makes the buyer a sloppy negotiator, and he may end up paying more for the car than if he had pointed out the mistake. Apart from that, the salesperson still has the option of "discovering" the mistake before the buyer consummates the sale and, with an accusing look, shames the buyer into paying the extra amount.

The counter-gambit may sound high minded, but it's obvious. Never try to get away with anything. If your greed doesn't cost you at that moment, it will certainly catch up with you later down life's road. Instead, point out the mistake and say, "I assume that you're not charging me for the CD player because you're trying to get me to make a decision now?"

The Erroneous Conclusion

A variation of the Deliberate Mistake is the Erroneous Conclusion close. Using this method, the salesperson asks a question of the buyer, but deliberately draws an erroneous conclusion. When the buyer corrects the salesperson, she finds that she has made a commitment to buy. For example, the car salesperson says, “If you did decide today, you wouldn’t need to take delivery today would you?” The buyer responds, “Well, of course we’d want to take it today.”

The real estate sales person says, “You wouldn’t want the sellers to include the refrigerator would you?” The buyers hadn’t been thinking of doing that, but the refrigerator looks better than theirs does so they reply, “Do you think they would include it?” The salesperson responds with, “Let’s include it in our offer and see what happens.”

The boat salesperson says, “You wouldn’t expect us to include a CB would you?” The buyer sees an opportunity to get something for nothing and responds, “I sure would.”



The advertisement for e-Learning for Kids features a central image of a smiling teacher leaning over a laptop to assist two young children, a boy and a girl. To the right, there are two smaller circular images: one showing three children looking at a book together, and another showing children working at computers in a classroom. The background is a vibrant yellow and orange swirl design. In the top left corner, there is a logo consisting of a grid of colored squares with the text "e-learning for kids" below it. In the bottom right corner, a green oval contains three bullet points: "The number 1 MOOC for Primary Education", "Free Digital Learning for Children 5-12", and "15 Million Children Reached". At the bottom of the advertisement, there is a paragraph of text about the organization's mission and contact information.

About e-Learning for Kids Established in 2004, e-Learning for Kids is a global nonprofit foundation dedicated to fun and free learning on the Internet for children ages 5 - 12 with courses in math, science, language arts, computers, health and environmental skills. Since 2005, more than 15 million children in over 190 countries have benefitted from eLessons provided by EFK! An all-volunteer staff consists of education and e-learning experts and business professionals from around the world committed to making difference. eLearning for Kids is actively seeking funding, volunteers, sponsors and courseware developers; get involved! For more information, please visit www.e-learningforkids.org.



The Default

The Default Gambit is one that involves a unilateral assumption that obviously works to the advantage of the side proposing it, such as the company that sends a payment check to a vendor after having deducted two and a half percent. Attached is a note that says, “All of our other vendors discount for payment within 15 days, so we assume you will too.” Or the salesperson who writes a potential buyer, “Because I haven’t heard from you on your choice of options, I will ship the deluxe model unless I hear from you within ten days.”

The Default Gambit preys on busy or lazy people; it assumes that rather than take action the other side will take the easy way out and let you get away with it. Once you have failed to respond, the law of precedent comes into play. When you finally do object the perpetrator is able to say, “But you’ve never had a problem with it in the past.”

As with all unethical gambits, call the other side on it and gently explain that you expect to see a higher level of ethics from them in the future.

Escalation

I once knew a man who became very wealthy after he sold his real estate franchise to a large corporation. He had been one of the original purchasers of a territory when real estate franchising was new, and the founder of the company was running around the country trying to sign up anyone who believed in his concept. Many years later a huge New York corporation had bought the master franchise and was starting to buy back the territorial franchises. After attending one of my Secrets of Power Negotiating seminars, he asked me to join him for a drink and asked me, “Roger, have you ever heard voices speak to you when you’re negotiating?” Not wanting to admit it if I had, I asked him what he was talking about. He told me that after he had agreed to sell his territorial franchise to the new corporate owners for what he first thought was a huge amount of money, he started to have second thoughts. Because his was the first franchise the corporation was buying back they flew him to New York for a signing ceremony to be followed by a press conference at which they would announce the corporation’s plans to buy back all the franchises. “The night before the ceremony I had trouble sleeping,” he told me. “I lay on my bed wondering whether I was doing the right thing. Suddenly I heard a voice talking to me.”

“What was it saying,” I asked him, half expecting a humorous punch line.

“It said, ‘Joey, you’re not getting enough money.’ So the next morning I went down and asked for another half million dollars and got it.”

What Joey was describing was a classic case of escalation-raising demands after both sides have reached agreement. Of course it's outrageous and unethical, but just as Joey thought he heard voices telling him to do it rather than accept responsibility for his actions, the perpetrators often don't see any harm in cutting the best deal by any means possible. So, why is anyone ever allowed to get away with such outrageous behavior? All too often, the other side swallows its pride and concedes just as easily as that corporation conceded the extra half million. In that case, the corporation paid rather than faces the humiliation of having to call off the press conference. In other cases, the other side has simply become too emotionally involved in the purchase to back out.

The history of big business is full of stories of people who extorted a little more out of a deal simply because they had enough leverage to do so. Frankly, I have mixed emotions about how to respond. My heart tells me that if people do that, you should call their bluff and walk away from the deal on principle. However, I also believe in keeping emotions out of a negotiation. If that New York corporation was able to pay the extra half million and still have it be a good deal (and it was still a very good deal) then they were right to swallow their pride and pay the money.

There are some responses to escalation other than swallowing your pride or walking away. You might try these:

Protecting yourself with Higher Authority. Tell them that their suggestion does not offend you, but that your board of directors will never renegotiate a deal once it has been made and they will force you to walk away. Then Position for Easy Acceptance by telling them that although you cannot budge on the price, you might be able to offer them something of value in another area.

Escalating your demands in return. Tell them that you are glad that they want to reopen the negotiations because your side has been having second thoughts also. Of course, you would never renege on a deal, but since they have chosen to negate the original proposal, your price has now gone up also.

It is better to avoid Escalation than to have to deal with it. Avoid it by using these techniques:

Tying up all the details up front. Don't leave anything to "we can work that out later." Unresolved issues invite Escalation.

Building personal relationships with the other parties that makes it harder for them to be ruthless.

Getting large deposits so that it's harder for them to back out.

Building win-win negotiations so that they don't want to back out.

Planted Information

Returning from a speaking engagement, I was discussing that day's Presidential press conference with my seatmate. "I don't believe he's telling us the truth," he told me. "I met a man who knew someone who works at the White House, and he told me that the President did know all about it all along. He's covering something up." What amazed me about this was that I found myself believing what this man was telling me, rather than believing what I had earlier heard the President of the United States say at the press conference. Why? Because we always tend to believe information that we have obtained surreptitiously.

Planted information can be an astoundingly powerful influencer.

A salesman is making an impressive presentation to a board of directors. Flip charts and audio visual aids surround him. He is fervently making a plea that they go with his company because it offers the best value in the marketplace. He believes that no competitor can undercut his prices and feels confident that he can close the sale at his asking price of \$820,000 – until he sees one of the directors pass a note to another director who nods and lays the note on the table in front of him. Curiosity gets the better of the salesman. He has to see what's on that note. He finishes his presentation, then approaches the table, and dramatically leans toward them. "Gentlemen, do you have any questions?" Out of the corner of his eye, he can now see the note. Even reading upside down, he can see that it says, "Universal's price is \$762,000. Let's go with them."

FACTCARDS

Are you working in academia, research or science? And have you ever thought about working and moving to the Netherlands?

Arriving 33

Living 50

Studying 51

Working 101

Research 50

Factcards.nl offers all the **information** that you need if you wish to proceed your **career** in the **Netherlands**.

The information is ordered in the categories arriving, living, studying, working and research in the Netherlands and it is freely and easily accessible from your smartphone or desktop.

VISIT FACTCARDS.NL

The chairman of the board says, “I do have one question. Your price seems high. We’re obligated to go with the lowest price that meets our specifications. Is \$820,000 the best you can do?” Within minutes, the salesman has lowered his price by \$58,000.

Was the note real or was it Planted Information? Although it was just an unsubstantiated note scrawled on a piece of paper, the salesperson believed it because he obtained the information surreptitiously. Even if they had planted it, could the salesperson cry foul later? No, because they didn’t tell him that the competition’s bid was \$762,000. He obtained the information surreptitiously, and he must accept responsibility for his assumptions.

Simply knowing about planted information will help you to diffuse this unethical tactic. Any time that you are negotiating only based on information that the other side has chosen to tell you, you are extremely vulnerable to manipulation. When the other side may have planted the information for you to discover, you should be even more vigilant.

The best advice I can give you about unethical negotiating tactics is the same advice as I would give you if planned to walk down an alley in a third world country:

Learn the swindles and the tactics that unscrupulous people use.

Be alert to them and when you see the first evidence of a scam being pulled, don’t hang around out of curiosity or a desire to outsmart the perpetrator-just run away from it as fast as you can. Never let your greed get the better of you. All con artists need a co-conspirator to pull off a con game. If the tactic doesn’t sound right to you, pull away as quickly as you can.

About the author

Roger Dawson is the author of two of Nightingale-Conant’s best-selling audiocassette programs, *Secrets of Power Negotiating* and *Secrets of Power Negotiating for Salespeople*. This article is excerpted in part from Roger Dawson’s book “*Secrets of Power Negotiating*”, published by Career Press and on sale in bookstores everywhere and online.

Reprint notice

You are welcome to use these articles in your publications, newsletters or blogs provided that you use the accreditation at the bottom to cite your source and that you inform us that you are using them and where.

<http://www.rdawson.com/articles.html>

Article Source:

<http://www.rdawson.com/articles/unethical.html>