

Shared Ethics Advisory Commission

Department head and Supervisor Training

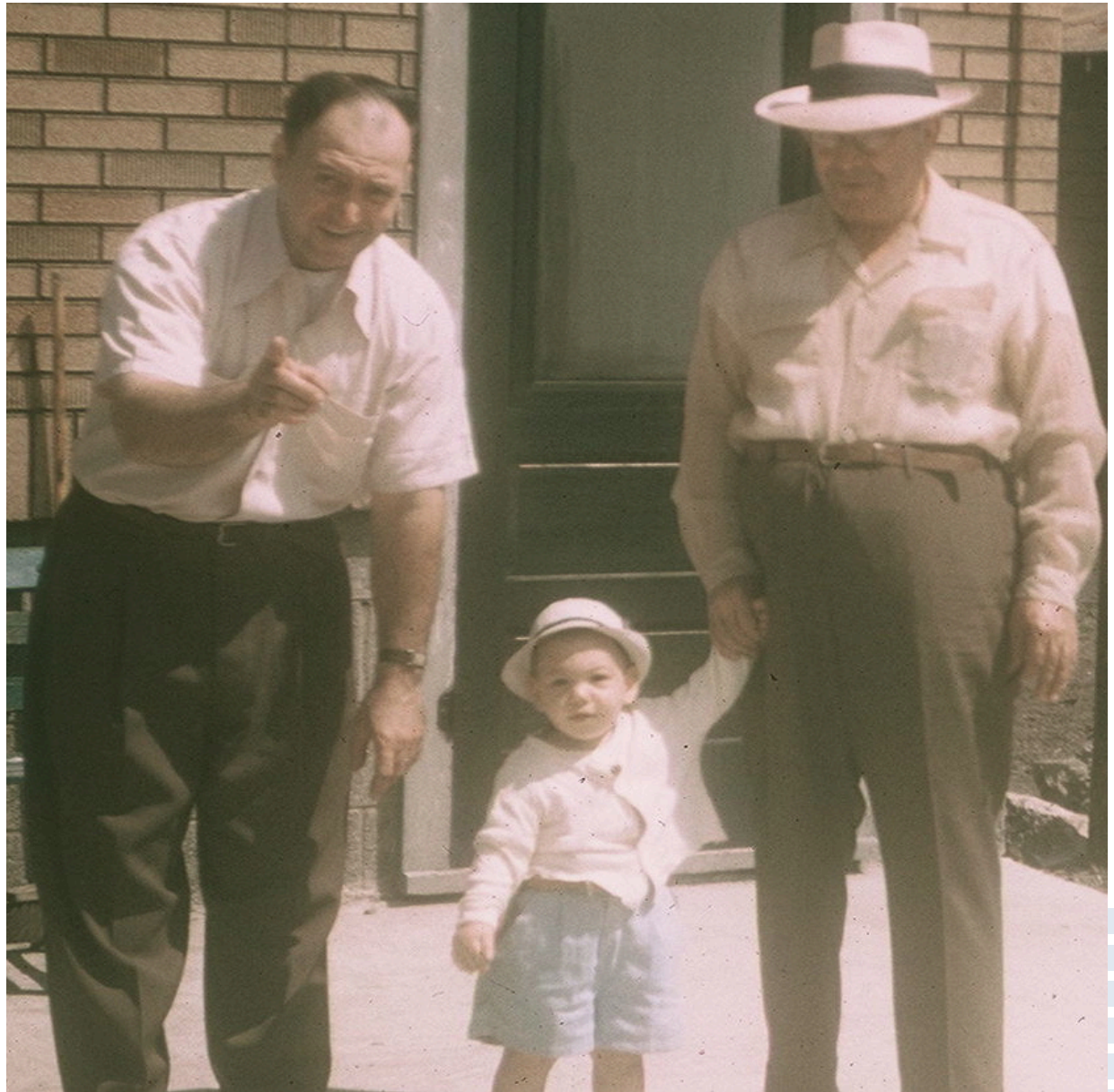
April 17, 2013

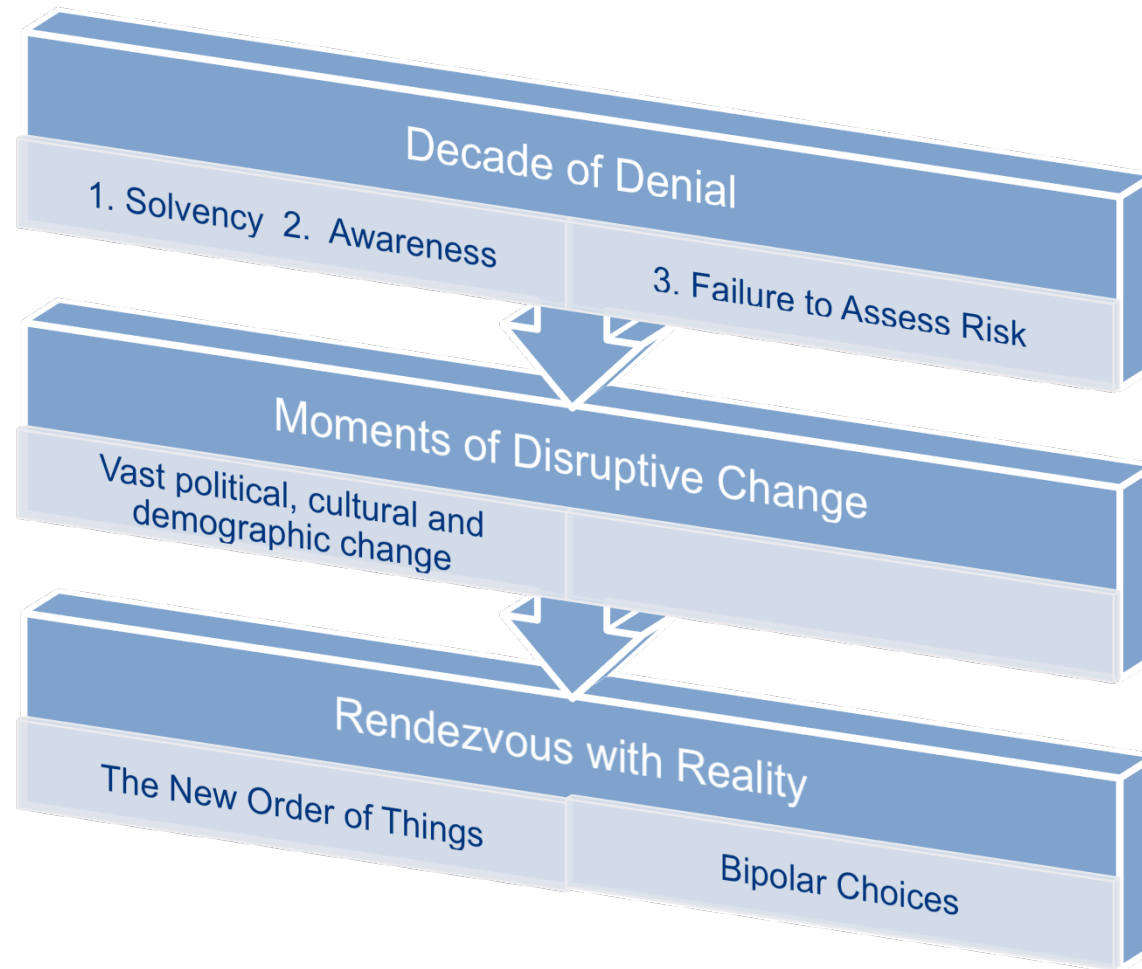
Building an Ethical Culture By Leading with Character

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Midwest Regional Director, ICMA

What will
you do with
the time fate
has granted
you?







Broken Promises

Lack of Trust In
and a Dislike of
Government

Ideological Purity
and a Tribal
Mentality

Echo Chamber
Effect
Strengthens the
Resolve

Compromise is
Seen as a Sign
of Weakness

Intolerance of
Dissent

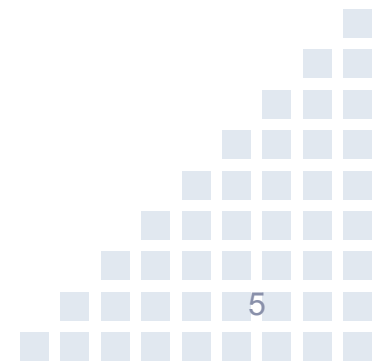
Facts Often
Optional in a
New Media

A Fear of
Change and the
Brink of Chaos



It is substantially true, that virtue or morality is a necessary spring of popular government. The rule, indeed, extends with more or less force to every species of free government. Who, that is a sincere friend to it, can look with indifference upon attempts to shake the foundation of the fabric?" -- George Washington

I consider the most enviable of all titles, the character of an honest man." -- George Washington



“First in war—first in peace—and first in the hearts of his countrymen, he was second to none in the humble and enduring scenes of private life; pious, just, humane, temperate, and sincere; uniform, dignified, and commanding, his example was as edifying to all around him as were the effects of that example lasting. To his equals he was condescending, to his inferiors kind, and to the dear object of his affections exemplarily tender; correct throughout, vice shuddered in his presence, and virtue always felt his fostering hand; the purity of his private character gave effulgence to his public virtues. His last scene comported with the whole tenor of his life—although in extreme pain, not a sigh, not a groan escaped him; and with undisturbed serenity he closed his well-spent life. Such was the man America has lost—such was the man for whom our nation mourns.”

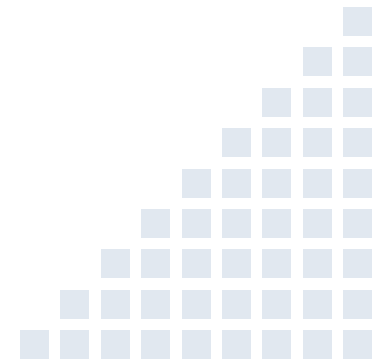
Congressman Henry “Light Horse Harry” Lee



“CHARACTER IS DESTINY”

Ancient Greek Philosopher Heraclitus

535 BCE-475 BCE

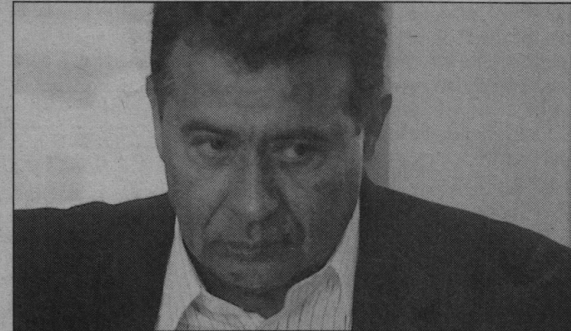


GGreed



MyFOXChicago

QUOTABLE



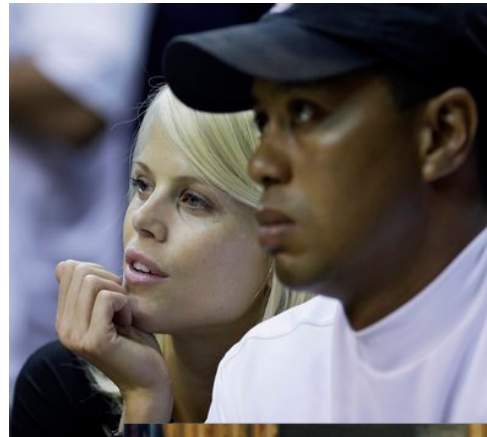
BRIAN CASSELLA/TRIBUNE PHOTO

"I don't want to be a hog;
I just want to be a pig.
Hogs get slaughtered;
pigs get fat."

— Alleged statement by former Cook County Commissioner Joseph Mario Moreno to a witness cooperating with federal agents. On Thursday, Moreno was charged with bribery on allegations he accepted a \$5,000 down payment as part of a scheme to use his appointed post with the town of Cicero to approve a waste transfer development in return for a stream of payments. The federal criminal corruption complaint alleges that Moreno said he would be satisfied with "a little piece" of the proceeds from the transfer station, adding later: "I like the 10 percent going forward, and I like to get a nice pop up front. But I ain't greedy. I'll just be a pig."



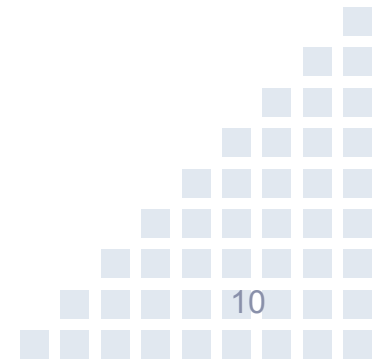
Personal Failings



Ed Reinke, AP



Professional Lapses



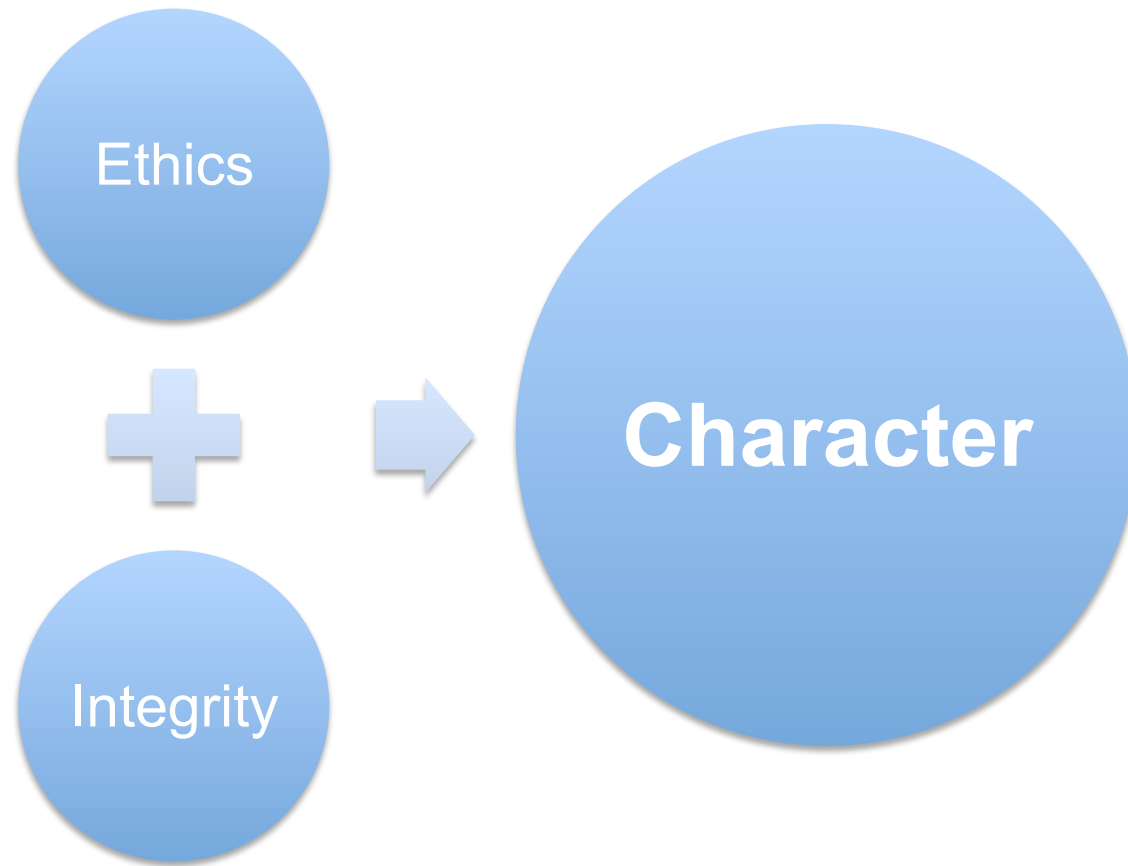




Ethics – Motivation based upon the ideas of right and wrong

Integrity – Moral Soundness

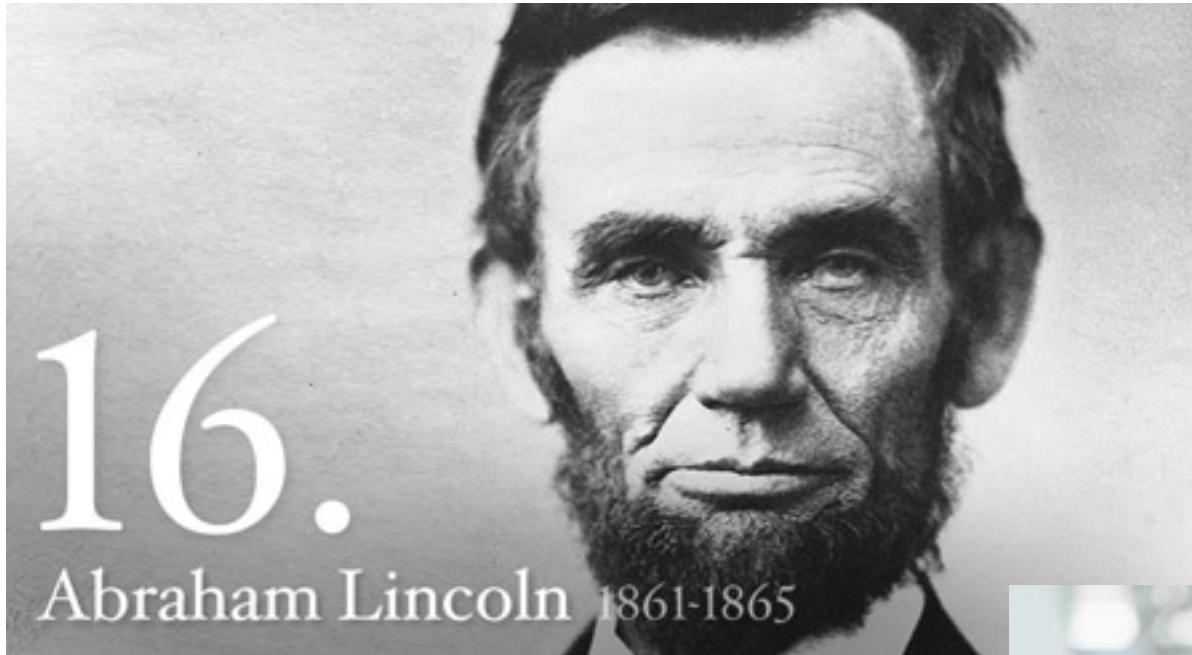
Character – The inherent complex of attributes that determines a person's moral and ethical actions and reactions.



Ethical Development Model for Organizations

K. Hanson

- 1st Stage: Legal Compliance—”Break no Laws”
- 2nd Stage: “Highest Ethical Standards” stage—Aspiration Model
- 3rd Stage: Values in Management Stage—Organization seeks to understand conflicting values and ethical concerns at every level of the organization



Who inspires you?

Who do you inspire?



Leadership Basics

- Lead with Character
- Pursue Value Alignment
- See, Listen and Probe
- Promote Engagement
- Be Accountable
- Manage Adaptive Work
- Do Creative Work
- Apply Power
- Manage Oneself

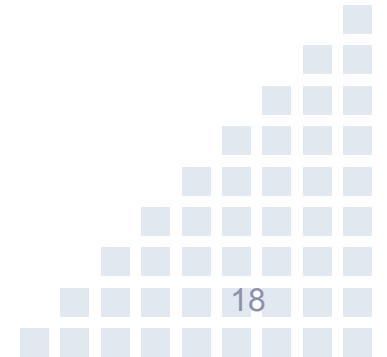
#1 Leadership Attribute

“Being seen as someone who can be trusted, who has high integrity, and who is honest and truthful is essential.”

James M. Kouzes and Barry Z. Posner
A Leader's Legacy

Typical Mistakes

- Inappropriate expenses
- Unfiltered social media
- Failure to disclose conflicts of interest
- Giving in to the noise
- Ignoring established policy, rules or tradition
- Personal use of public resources
- Ignoring the glare of the public domain
- Sending mixed messages





Blind Spots

“When it comes time to make a decision, our thoughts are dominated by thoughts of how we want to behave; thoughts of how we should behave disappear.”

Max H. Bazerman & Ann E.
Tenbrunsel, “Blind Spots”

How to Measure Your Trustworthiness as a Leader

- Is my behavior predictable or erratic?
- Do I communicate clearly or carelessly?
- Do I treat promises seriously or lightly?
- Am I forthright or dishonest?

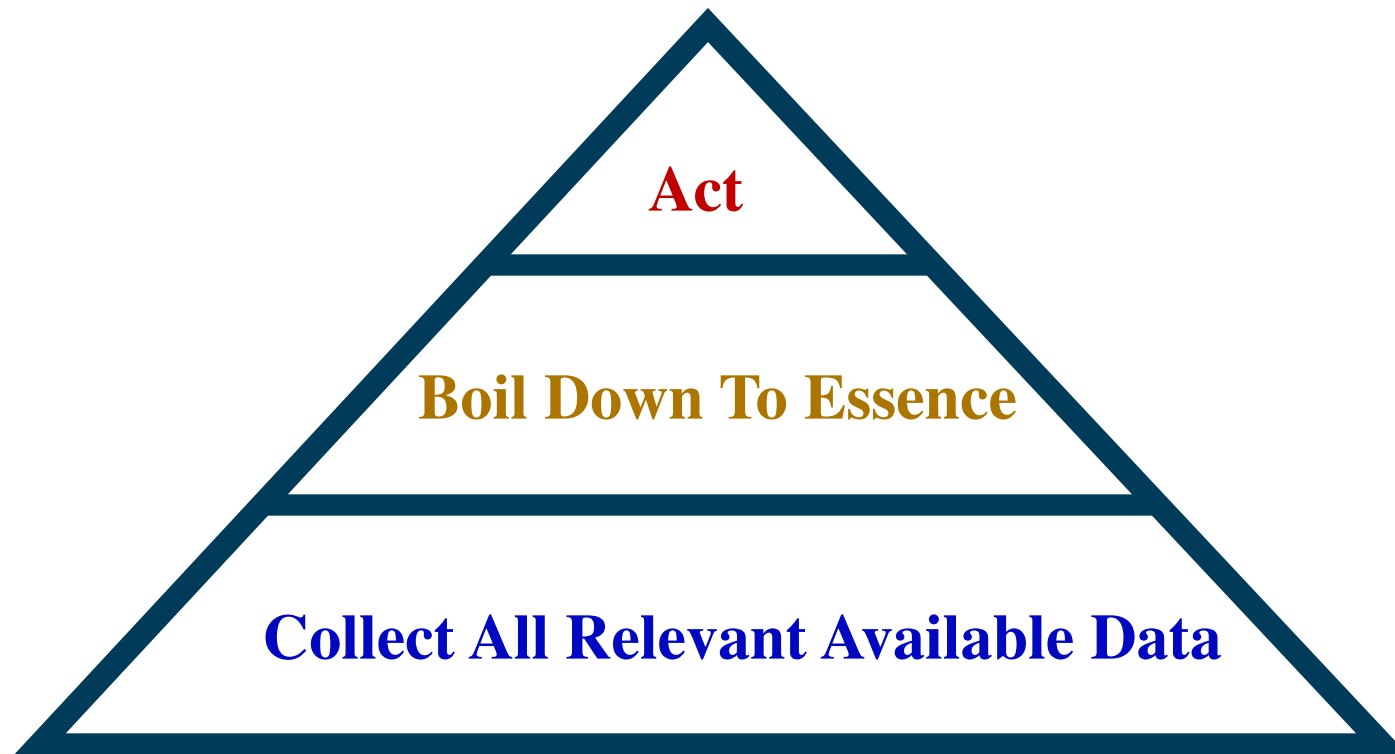
James M. Kouzes and Barry Z. Posner
A Leader's Legacy

Lessons from the Arena

- Tell the truth, always
- Be crystal clear in communications
- E-mail is not private
- Friends and fans are not forever
- Dating at work doesn't work
- Stress management is important
- Stay out of politics
- No one is above the law
- Seek advice before you act

JUDGMENT

From Leopold Bellak, M.D.





Preserve the Intangible

“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that you’ll do things differently.”

Warren Buffett

“Your integrity and your character are the only two things that will live on once you are gone”

Limardi Household

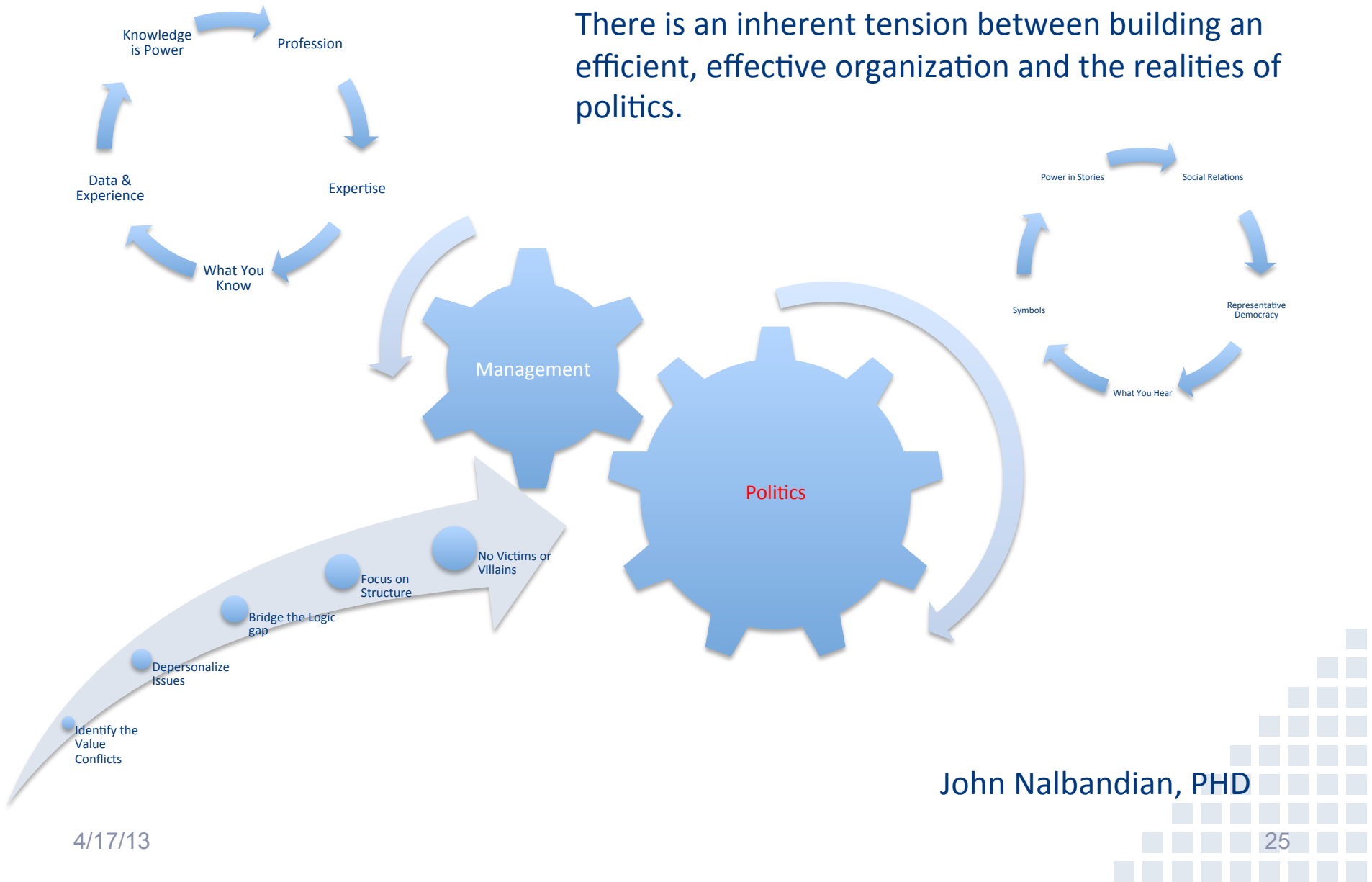


Public Service Values

- Equity
- Transparency
- Honor
- Integrity
- Commitment
- Stewardship

Policy and Execution

There is an inherent tension between building an efficient, effective organization and the realities of politics.



John Nalbandian, PHD

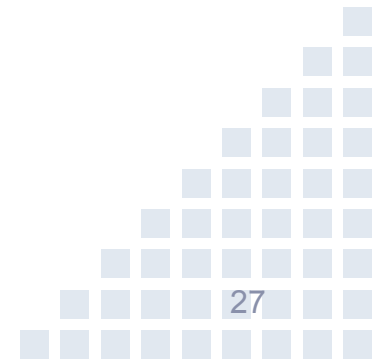
Dedication to Democracy

- Respect the roles and contributions of all citizens, elected and appointed officials and colleagues
- Build a positive culture where civility, integrity and ethical conduct live
- Demonstrate the courage to be flexible of mind, to revisit matters and adjust course if necessary



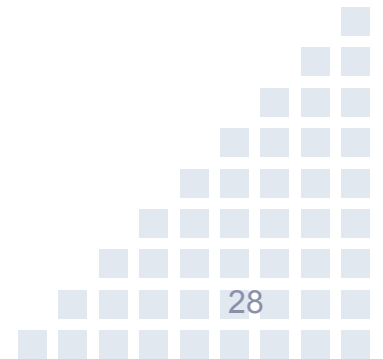
Obedience to the Rule of Law

- Adhere fully to the letter and spirit of the law
- Maintain confidentiality where allowed by law
- Have the courage to enforce the law and seek accountability for those who violate it



Social Responsibility as a Public Official

- Work tirelessly to build the public's trust
- Bring energy and commitment to your work to make fully informed decisions
- Support the decisions of the whole and work for it's success
- Leave your organization in better shape than you found it



Serve the Best Interests of All the People

- Promote equity in programs, services and treatment
- Seek broad and diverse input and ideas to develop appropriate policy
- Encourage active community participation
- Strive to be fair. Decisions based on merit not personal bias or influence

Transparent and Open Government

- Share information generously with all stakeholders
- Promote public discussion and debate on policy matters
- Ready – Aim – Fire based upon sound judgment
- Complete, fair and accurate reporting of all data presented
- Foster effective communications
- Be honest about hard realities

Fair Business Practices

“Contemplating any business act, an employee should ask himself whether he would be willing to see it immediately described by an informed and critical reporter on the front page of his local paper, there to be read by his spouse, children and friends. At Salomon, we simply want no part of any activities that pass legal tests but that we, as citizens, would find offensive.”

Warren Buffett, while Chairman, Salomon, Inc.



Fair Business Practices

- Manage relationships professionally
- Discern, disclose, disengage conflicts of interest

Gifts are Free Cheese in A Mousetrap





The Perils of Accepting Gifts

Is the gift significant enough that a reasonable person would assume it was a reward or intended to gain favor?

To Recap...

- Lead with Character
- Foster Public Service Values
- Be Dedicated to Democracy
- Obey the Rule of Law
- Be Socially Responsible
- Serve the Best Interests of the Whole
- Pursue Open and Transparent Government
- Adhere to Fair Business Practices

The Leader's Role in Building an Ethical Organization

- Integrate ethical strategies into routine operations
- Be consistent in enforcement and compliance messages
- Communicate standards and expectations clearly
- Commit to ethics training and compliance
- Offer opportunities to discuss ethical issues
- Provide counsel and advice
- Recruit individuals who reflect the ethical values of the organization
- Recognize and commend employee's expressions of ethical concerns

Adapted from Ethics in Action, ICMA Training Package 1999


Six Steps to an Ethical Decision

- The Law: Is it legal? Does it meet the spirit of the law?
- The Rules: Am I violating a policy/breaking a rule that everyone else must follow?
- Integrity: Am I breaking my word, a trust, a promise, or a value?
- Appearances: Do I have a conflict of interest in fact or appearance? Am I the only or prime beneficiary of an offer or service?
- Clear Thinking: Is emotion or bias clouding my judgment?
- Perspective : When I look back on this situation, will I be proud of my conduct? Is it my finest hour or one I might regret?

When An Ethical Issue Comes to Light, Be Ready to Answer.....



- What did you know?
- When did you know it?
- What did you do about it?



“We will never bring disgrace on this
our City by an act of dishonesty or
cowardice....

Thus in all these ways we will
transmit this City, not only not less,
but greater and more beautiful than it
was transmitted to us.”

The Athenian Oath



The Last Word

“Always do right; this will gratify some and astonish the rest.”

Mark Twain