The purpose of this course is to help participants build a reputation for integrity by approaching ethical issues with penetrating insight and confident resolve. In the words of John Chafee, you create yourself through the choices that you make, much like a sculptor gradually forms a figure through countless cuts of the chisel. Make your professional life a masterpiece.

Living a meaningful professional life involves making enlightened ethical choices in perplexing situations. True professionals evaluate ethical considerations before making decisions. But what are these ethical considerations? How can they be applied to everyday decisions? How does the integrity of a leader or team member influence staff motivation, loyalty, and commitment? What distinguishes a right versus wrong decision from a right versus right decision?

These questions and others will be explored in a highly interactive format that emphasizes dialogue and reflecting thinking. Participants will be engaged in facilitated discussions based on short readings, group exercises, and case analyses – some of which come from everyday experience.

Key Topics

- What is your personal philosophy of ethical practice?
- What are the characteristics of an ethical person?
- How does one's integrity influence professional success?
- What ethical principles can be applied to everyday decisions?
- What acts of incivility take place in everyday organizational life?
- What motives drive the behavior of ambitious professionals?
• Should leaders make their ethical values transparent? If so, how?
• How does a leader create a culture of integrity and civility?

Wednesday, March 24, 2004

8:00-8:30am - Breakfast

8:30-12:00pm - A Foundation of Understanding

Reading:

Donald G. Zauderer, “Workplace Incivility and the Management of Human Capital”

Question: What is incivility? How is it manifested in the workplace? What are its consequences? What can be done to build a climate of civility in organizations?

Reading:

Roy Lubit, “The Long-term Organizational Impact of Destructively Narcissistic Managers”

Question: What is narcissistic behavior? Why are narcissists often successful in achieving promotion? What are the consequences for the organization?

Reading: Niccolo Machiavelli, The Prince, Chapter 15, Concerning Things for Which Men, and Princes Especially, Are Praised or Censured; Chapter 17, Concerning Cruelty: Whether It Is Better to Be Loved Than to Be Feared, or the Reverse; Chapter 18, In What Way Princes Should Keep Their Word; Chapter 19, How to Avoid Contempt and Hatred; Chapter 23, How to Avoid Flatterers.

Question: Daniel Dunno has written that Machiavelli “Establishes a cleavage between political conduct and personal morality – a cleavage that haunts the conscience of men even to this day. “ (p.11) What does Dunno mean by this quote? What aspects of Machiavelli's argument, if any, can you embrace? Why?

12:00pm - 1:00pm - Lunch

1:00-5:00 pm. - Ethical Reasoning

Reading:

Joseph L. Badaracco, Jr., Defining Moments, Chapter 1, Dirty Hands, Chapter 2, Right versus Right, Chapter 5, Defining Moments.

Question:
What dilemma does Badaracco pose for our consideration? What does he mean by the phrase “Dirty hands?” What is a “Defining moment?” What does he mean when he says that we should become who we are? In your view, is this sufficient guidance for dealing with ethical dilemmas.

**Reading:**

Donald G. Zauderer, “Winning with Integrity.”

**Question:**

How does a person with high integrity behave? What does winning with integrity mean?

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**Thursday, March 25, 2004**

8:00-8:30 am - Breakfast

8:30-12:00 pm - Your Mission and Philosophy of Practice

**Reading:**


**Question:**

Describe Victor Frankl's thinking about human nature? How can a manager/leader utilize Frankl's thinking in working with staff associates? Should his writing be included in a course on ethics/integrity?

**Reading:**


**Question:**

What deeply held ethical values guide you in everyday decision-making? What were “defining moments” in your professional life. What did these moments reveal about who you are?

12:00 - 1:00 p.m. - Lunch

1:00 - 5:00 p.m. - Action Research Reports

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**Friday, March 26, 2004**

8:00 a.m. - 8:30 a.m. - Breakfast
8:30 a.m - 11:00. - Action Research Reports

11:00 a.m. - 12:00 p.m. - Group Closing

12:00 p.m. - 1:00 p.m. - Lunch

1:00 p.m. - 3:30 p.m.  Group Closing

4:00 p.m. - 6:00 p.m. Reception and Ceremony

Evening Diner (Optional)