Leading with Ethics: Creating a Culture of Character

Thank you for joining.
The webinar will begin shortly.

If you are experiencing technical difficulties with Adobe Connect, please call 1-800-422-3623.
Leading with Ethics: Creating a Culture of Character

Presented by:
Dr. J. Phillip “Jack” London, GWSB PhD ‘71
Executive Chairman and Chairman of the Board
CACI International Inc

October 23, 2014
12:00 – 1:00 pm EDT
Going Off Track

- General Motors
- Lehman Brothers
- Bernie Madoff
- Benghazi
- Army & Navy
- Bribery
- Navy & Air Force
- Test Cheating
- Sexual Misconduct
- “A Crisis of Character”
- Veterans Affairs
The Discouraging Numbers

- Observed misconduct in the workplace - 41%
- Americans dissatisfied with how our government works - 65%
- Americans’ confidence in
  - The Supreme Court - 30%
  - The Presidency - 29%
  - Congress - 7%
- Business leaders & government officials will tell the truth when confronted with a difficult issue - < 20%
Getting Back on Track

“There is something even more valuable to civilization than wisdom, and that is character.”

H.L. Mencken

A unique set of moral and ethical qualities that define what you believe in...what you stand for...and what you expect of yourself and others.
POLL

- Have you ever witnessed wrongdoing in your organization?
  - Yes
  - No

- Do you believe there is a strong culture of ethics and integrity in your organization?
  - Yes
  - No
Organizational Character and Culture

Values and Standards

- Foundation Documents
- Codes of Conduct & Ethics

Shared and Institutionalized

- Ongoing Commitment
- Reputation & Credibility
Trust

“Trust is a great force multiplier.”

Tom Ridge
Former Secretary of Homeland Security

- Trust in
  - Everyday Person - 62%
  - CEOs - 43%
  - Government Officials - 36%

- Trustworthy Organizations
  - Attitude, Integrity, Commitment, Expertise
  - Mission People vs. political (small “p”) People

“Trust is a great force multiplier.”

Tom Ridge
Former Secretary of Homeland Security

- Trust in
  - Everyday Person - 62%
  - CEOs - 43%
  - Government Officials - 36%

- Trustworthy Organizations
  - Attitude, Integrity, Commitment, Expertise
  - Mission People vs. political (small “p”) People
Accountability

YOU are responsible for who you are and what you do

“I am the master of my fate: I am the captain of my soul”

William Henley
Invictus (1875)

Study of Personal Accountability

- 60% saw a problem developing, but did nothing about it
- 63% waited to see if a situation would resolve itself
- 85% felt they had no control over their situation

Eisenhower and D-Day

Ownership over our decisions, our actions, and consequences
Leadership

“Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.”

Norman Schwarzkopf

Organizational character starts at the top!

Demonstrate Character

Communicate Behavior

Cultivate Culture
Organizational Character - It Pays Off

- Prioritizes ethical leadership
- Uses organization’s values as a framework for decision-making
- Embraces culture as a competitive advantage
- Productivity gains
- Improved internal communications
- Better strategic alignment
- Higher shareholder returns across 5- and 10-year time periods
POLL

- What’s the most important factor in good organizational character?
  - Trust
  - Accountability
  - Leadership
  - Other

- What steps does your organization take to ensure good character?
  - Programs and training
  - Mentors and/ or leadership examples
  - Awards and recognition
  - Other
Character - A Lifetime Pursuit

- Always try to do the right thing
- Not tempted to make bad decisions or not own our mistakes

“Success is a combination of many things, but a good character is the foundation of the kind of success that will bring you real happiness.”

J. W. Marriott
A Precedent of Good Character

- Military and political leadership
- Presidential foresight
- Reputation of humility
Call to Action

“People grow through experience if they meet life honestly and courageously. This is how character is built.”

- Eleanor Roosevelt

Character. Values. Pride.
Character

Character is the only thing that creates genuine success

Foreword
- Norman Augustine

Endorsements
- Roger Staubach
- CDR Everett Alvarez, USN (Ret.)
- COL Lee Ellis, USAF (Ret.)
All Proceeds Donated to Cause

Helping America's Military Wounded

www.cause-usa.org
“The opinion of honest men, friends to freedom and well-wishers to mankind, where ever they may happen to be born or reside, is the only kind of reputation a wise man could ever desire.”

George Washington
June 20, 1788