



*Walking the Bridge:
Ethics through Leadership*

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Nearly all men can stand adversity,
but if you want to test a man's
character, give him power.

– Abraham Lincoln



Objectives

- Heighten Awareness of Ethics in the Workplace
- Outline TDCJ's Ethical Expectations for its Leadership and Staff
- Identify Strategies for Leaders in Building and Maintaining a High-Integrity Organization
- Discuss the Organizational Benefits of an Ethical Workplace

Awareness — Why do we have to talk about ethics?

Surveys

- 55% of the American people believe that the vast majority of corporate executives are dishonest.
- One-fourth of American executives surveyed believed that ethics can impede a successful career

Awareness – Why do we have to talk about ethics?

Professional Athletes
Public Officials
WorldCom

Adelphia
Tyco
Enron

Time Magazine

72% of Americans polled didn't believe these were isolated cases!

Awareness - Why do we have to talk about ethics?

We, in the public sector, are held to a higher standard than the private sector.

– Barbara Jordan

At this moment, America's highest economic need is higher ethical standards.

– George W. Bush

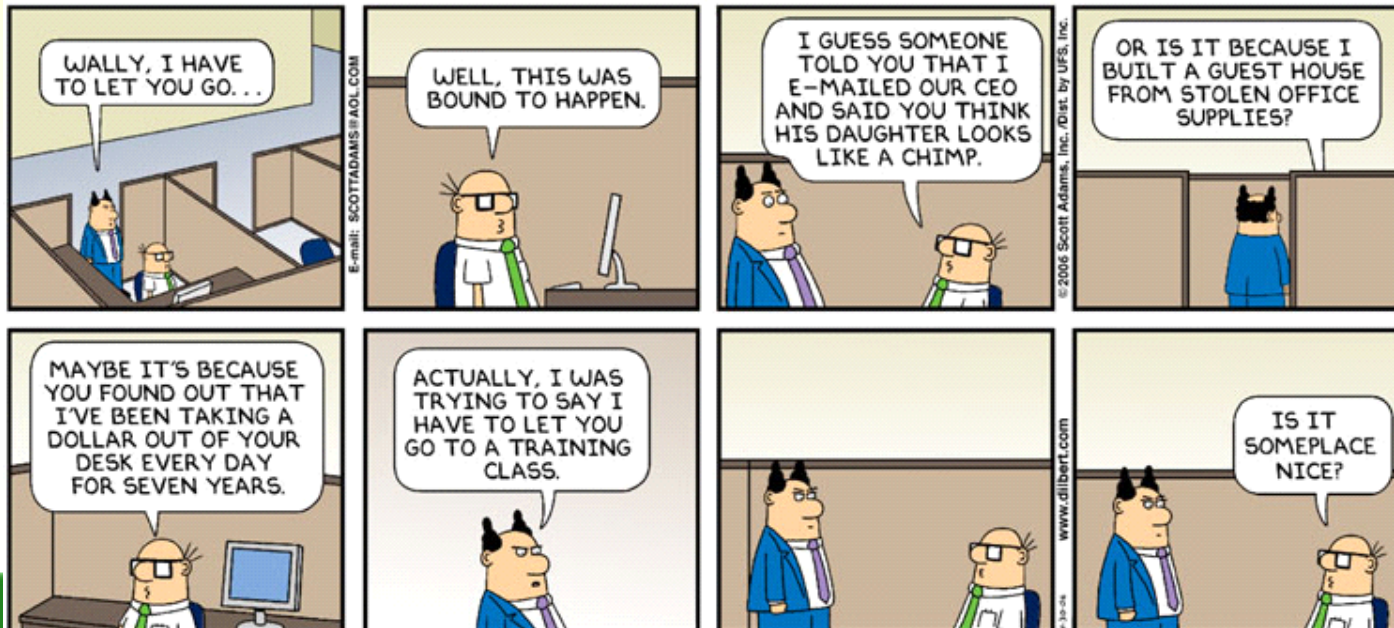
Awareness - What does ethics mean?

- **ETHICS** - standards of conduct and moral judgment; moral philosophy; **the system or code of morals of a particular person**, religion, group, profession, etc.
- **MORALS** – **principles, standards**, or **habits** with respect to right and wrong in conduct
- **INTEGRITY** – moral soundness; adherence to a strict moral or ethical code; the condition of **being whole or undivided**; completeness



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Who do you think of when describing an ethical person?

Awareness - What is fraud? Why does it happen?

Definition of Fraud *(Black's Law)*

- A **knowing misrepresentation** of the truth or concealment of a material fact to induce another to act to his or her detriment.
- A misrepresentation made recklessly without belief in its truth to induce another person to act.

Awareness - What is fraud? Why does it happen?

Examples of Fraud

- Claiming overtime when it is not due
- Taking kickbacks or bribes from suppliers or customers
- Cheating on expense accounts
- Claiming workers compensation for an injury that did not occur

Awareness - What is fraud? Why does it happen?

Awareness - How do you know what the right thing is?

- **Formative Years (0-10)**
- **Life Experiences**
- **Influential People**



Doing what's right isn't the problem. It's knowing what's right.
- Lyndon B. Johnson

Ethics Through Leadership

- **Despite the TDCJ Code of Ethics (*ED-02.01*)...**
- **Despite this training program...**

TDCJ does not make the final decision....

ethical choices are made by individuals

!!

Ethics Through Leadership

- As Public Servants...
 - We must maintain the public trust
 - We must be responsible stewards
 - We must have the highest standards of integrity
 - We must prevent, detect and report fraud

Ethics Through Leadership

High-Integrity, Ethical Leaders must...

- Build Values and Ethics Awareness
- Provide Value and Ethics Education
- Hold People Accountable
- Use Values to Drive Decisions
- Hire and Promote Ethical People

Ethics Through Leadership – What must I do?

- **Know where you stand in the ethics battle**
 - What are you willing to stand up for?
 - How important are your morals, values, ethics?
 - Do you realize you set the tone for our employees?

Ethics Through Leadership – What must I do?

- **Take a stand when it comes to ethics**
 - Refuse to “**go along to get along.**”
 - Choose to do the right thing.
 - Leaders must be willing to stand up and speak out when someone acts unethically.

Ethics Through Leadership – What must I do?

- **Lead by Example**

- Do as I say...
- Above Reproach
- Role Models - Walk the Talk!

“What you are doing speaks so loudly, I can’t hear what you are saying!” – *anonymous*

Ethics Through Leadership – What must I do?

- **Understand that ethical issues have a direct impact on:**
 - Personal reputations and credibility
 - Agency
 - Citizens of the State of Texas

“Do the right thing and do it all the time.”

Awareness – Ethical Dilemma vs. Ethical Situation

- Ethical Situation – 1 right way / 1 wrong way
- Ethical Dilemma – 2 “right” ways

CASE STUDY / EXAMPLES

Ethics Through Leadership – What must I do?

- **Decide what is “more right”**
 - Laws, regulations, and policies
 - Organizational values
 - Best precedent for future decisions – domino effect
- **Don’t settle for a false choice**
 - Redefine the problem
 - Look for an alternative that is ethical
- **Seek assistance**

Ethics Through Leadership – Why model ethical behavior?

- Reduces pressure on employees to compromise ethical standards.
- Increases employee willingness to report misconduct.
- Improves trust and respect at all levels.
- Protects the positive reputation of the Agency.
- Encourages early detection of problem areas and ethics violations.

Ethics Through Leadership – Why model ethical behavior?

- Fosters a positive work culture and improves customer service.
- Provides an incentive and framework for ethical decision making.
- Increases pride, professionalism, and productivity.
- Enhances your ability to attract and retain high-quality and diverse employees.



Ethics Through Leadership – Why model ethical behavior?

- It's your job. It's your responsibility, and it's the right thing to do.

QUESTIONS?

I hope I shall possess firmness and
virtue enough to maintain what I
consider the most enviable of all titles,
the character of an honest man.



George Washington

Specific TDCJ Resources

Advisory Council on Ethics

- <http://www.tdcj.state.tx.us/ace/ace-home.htm>
- Phone: 936-437-6232
- Mainframe email at ETHICS_ACE

Report alleged fraud to:

- Office of the Inspector General 1-866-372-8329
- Crime Stoppers 1-866-832-8477