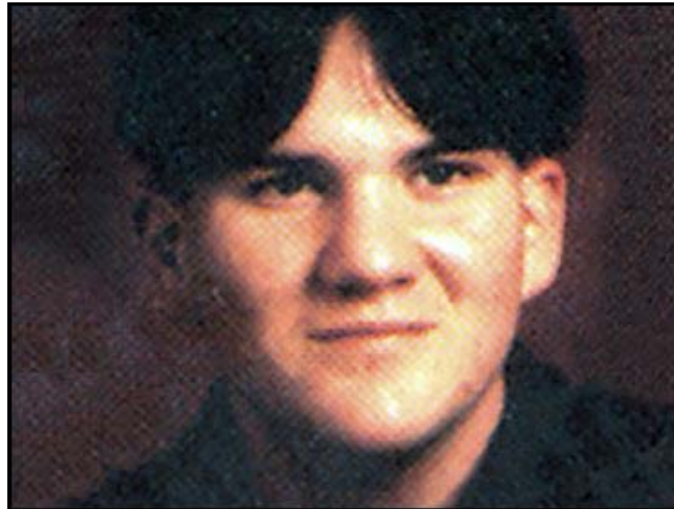


Moral Courage and the Trusted Leader

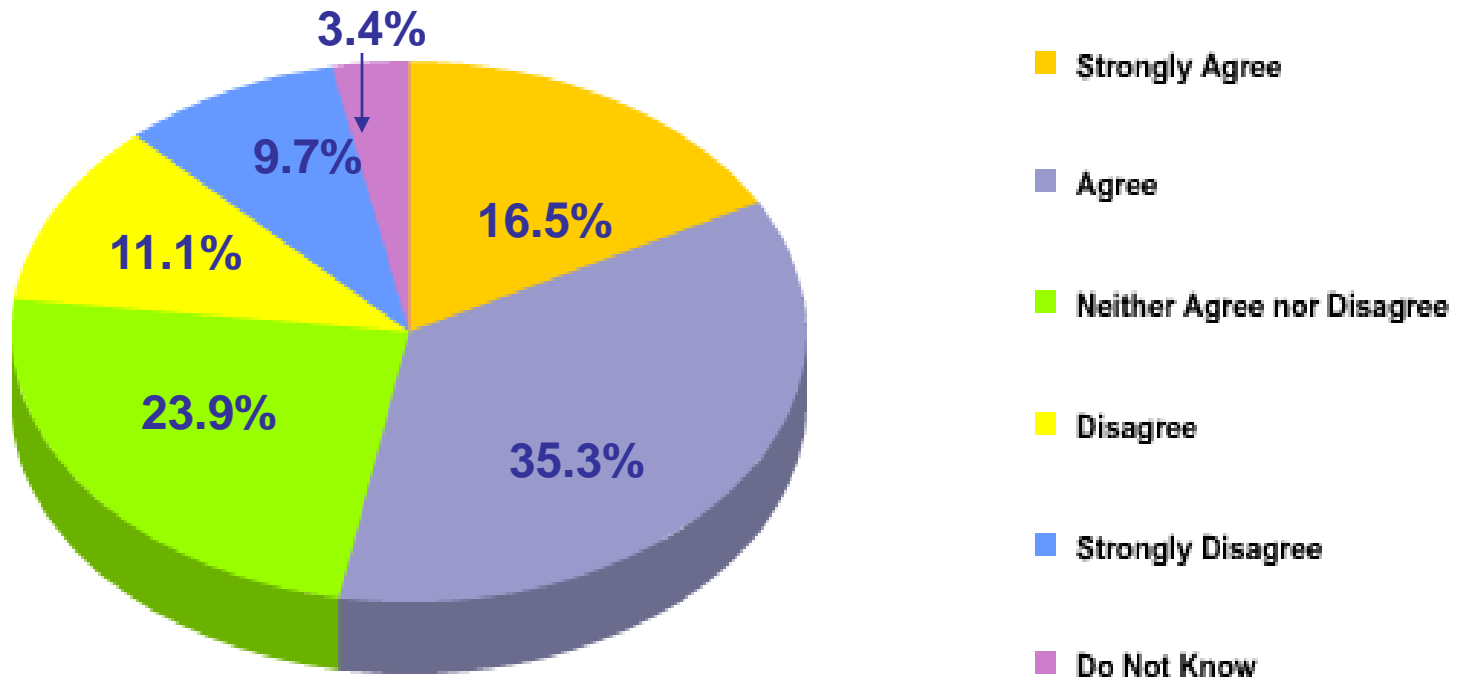
Exposing The Truth Of Abu Ghraib

CBS News – Dec 10, 2006

“You may not remember the name Joe
Darby ... ”



(41) My organization's leaders maintain high standards of honesty and integrity.



Federal Human Capital Survey, 2008

Three Questions:

- What is moral courage?
- How can you exercise moral courage and live to tell the tale?
- How can you create an organization that “encourages” people to do the right thing?

What is Moral Courage?



- How ethical is each person being?
- Is anyone showing courage?

"I can't be bought by..."

VIRTUES



Ethical
Action



CONSEQUENCES

Expediency
Self-Serving Behavior

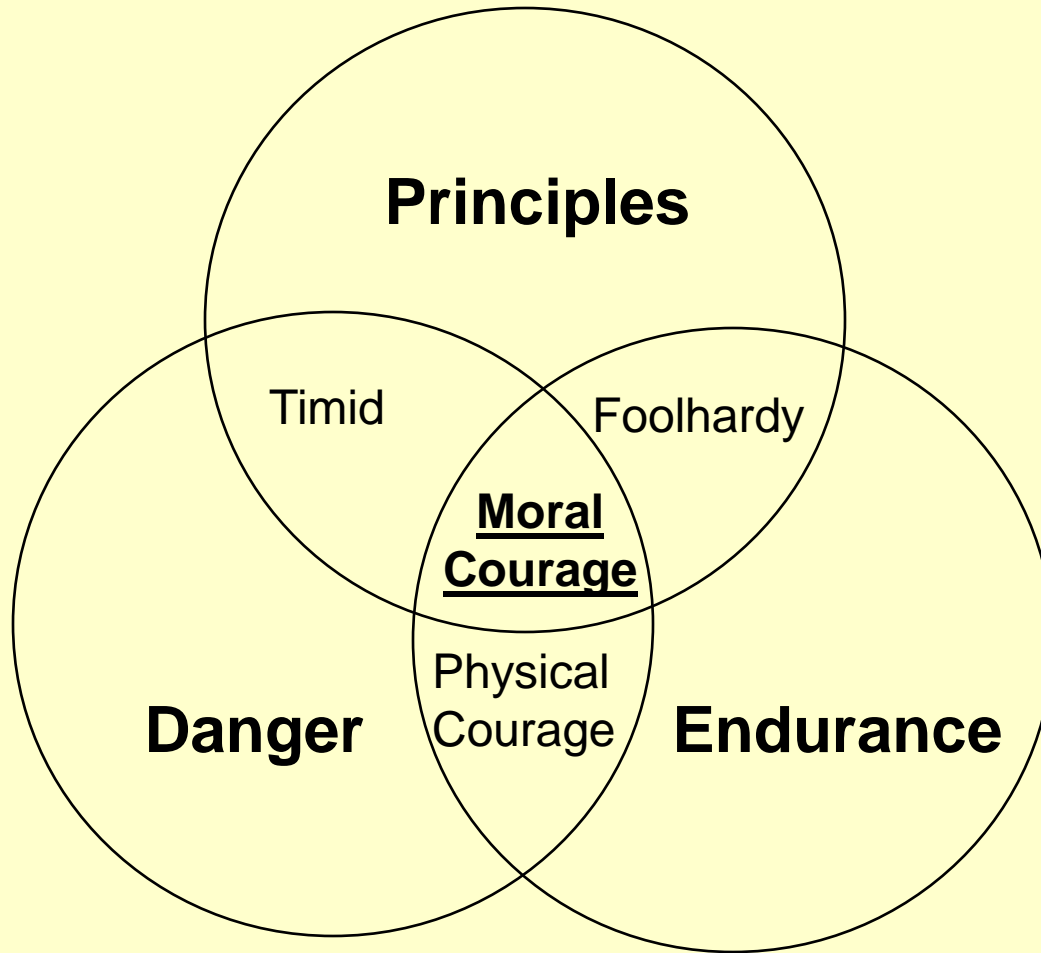


PRINCIPLES

Rigid application of rules
Following blindly

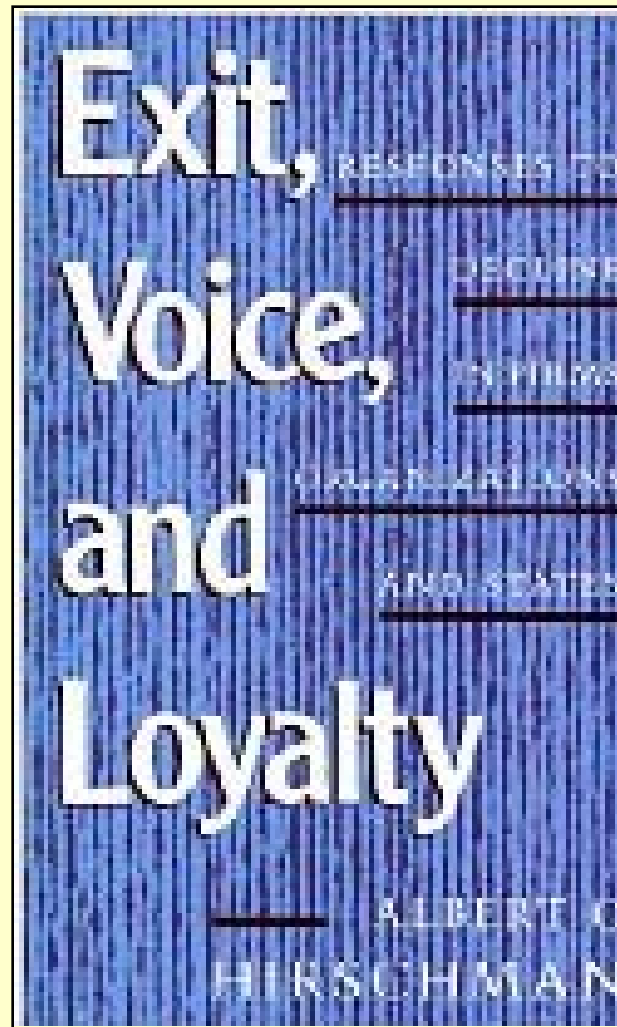
Source: *The Ethical Triangle*
by James Svava

Moral Courage



Rushworth Kidder
Moral Courage

How Can You Exercise Moral Courage and Live to Tell?





What Rating Do I Give?

- What is Bill's dilemma?
- Who has a stake in this?
- If you were Bill, what would you do?



Eight Tactics of Quiet Leaders

- Don't Kid Yourself
- Trust Mixed Motives
- Buy a Little Time
- Invest Wisely
- Drill Down
- Bend the Rules
- Nudge, Test, and Escalate Gradually
- Craft a Compromise

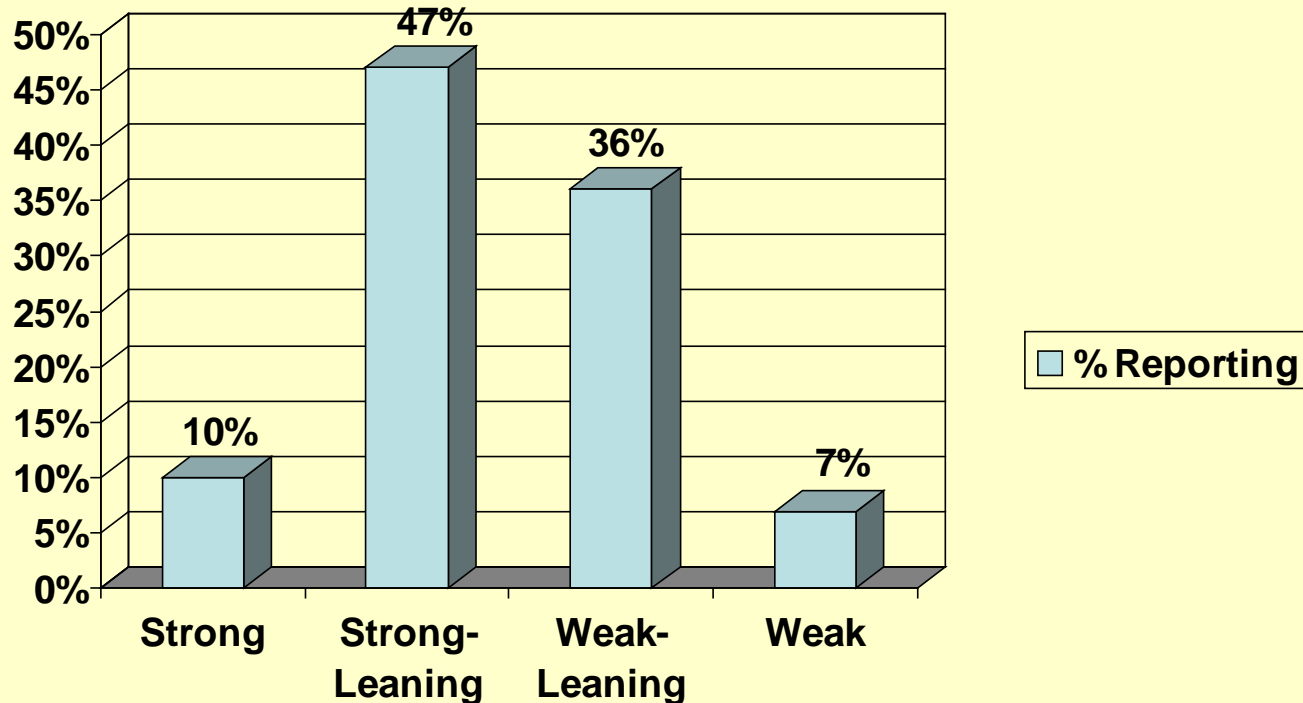
Source: [Leading Quietly](#) by Joseph Badaracco, Jr.

How Can You Create an Organization That “Encourages” People to Do the Right Thing?



“Gentlemen, I am disappointed in you.
You haven’t yet disagreed with a single
decision I’ve made.”
- George C. Marshall

Many Federal Agencies Lack a Strong Ethical Culture



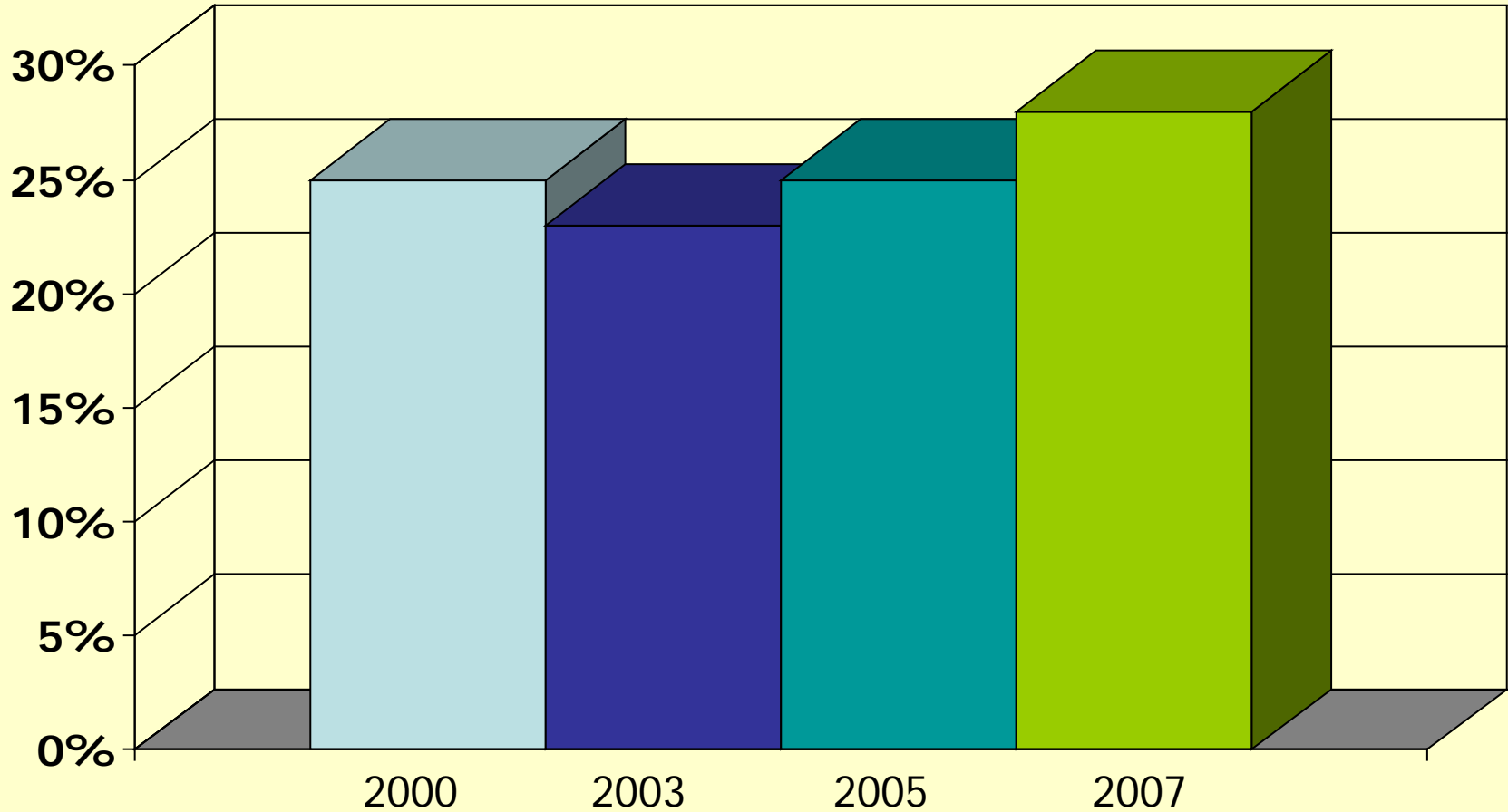
Elements of Ethical Culture:

- Ethical leadership
- Supervisor reinforcement
- Peer commitment
- Embedded ethical values

Source: National Government Ethics Survey, 2007
Ethics Resource Center

Lying in Government

% Who Report Observing Lying to Employees, Customers, Vendors or the Public

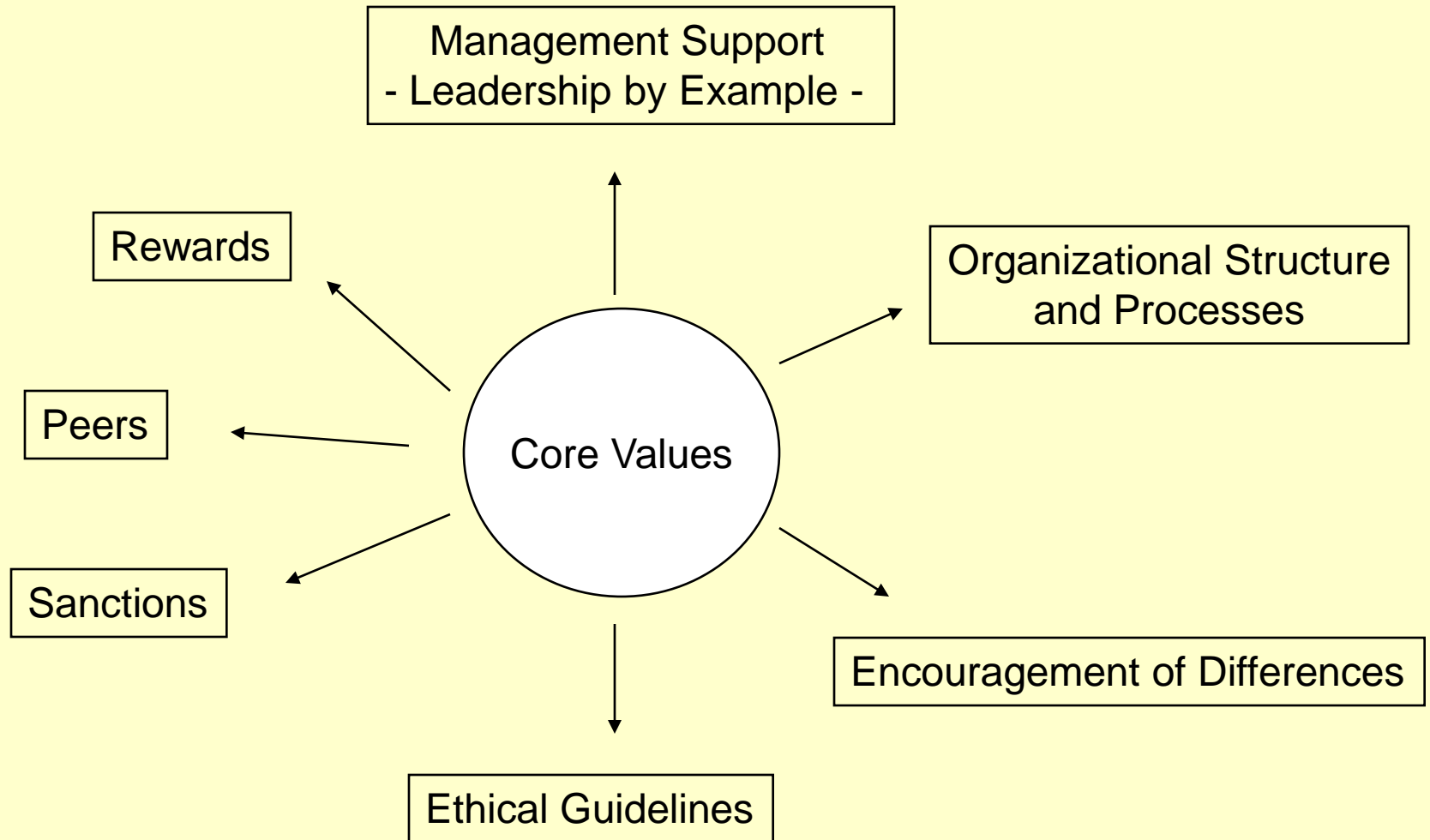




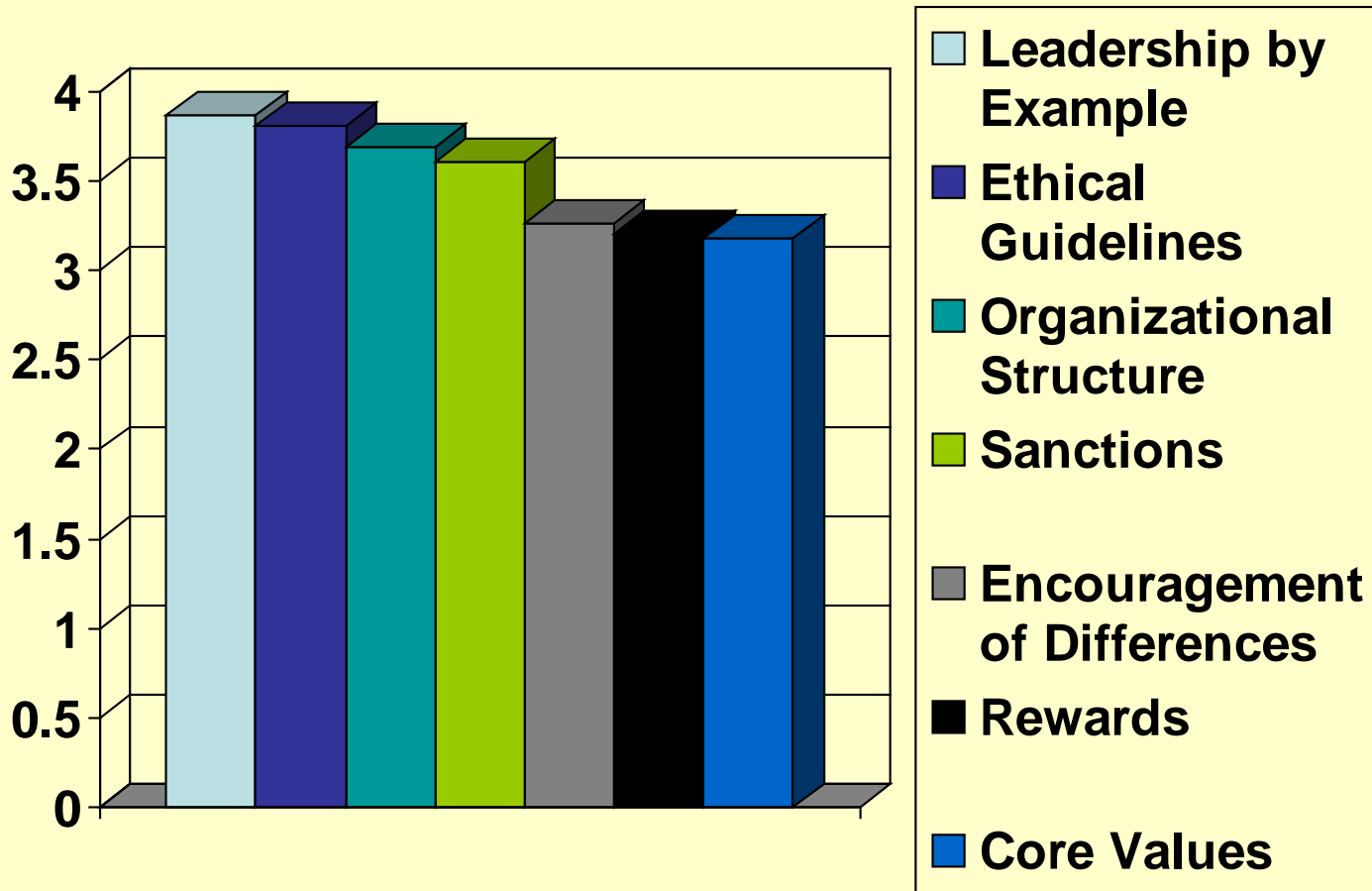
National Government Ethics Survey (2007)

- 24 percent of federal government employees who observed misconduct but chose not to report it feared retaliation from management.
- 16 percent of non-reporters within the federal government feared retaliation from their peers.
- 11 percent of federal government employees who reported their observations of misconduct experienced retaliation as a result.

Elements of an Ethical Culture



Ethical Culture in Government



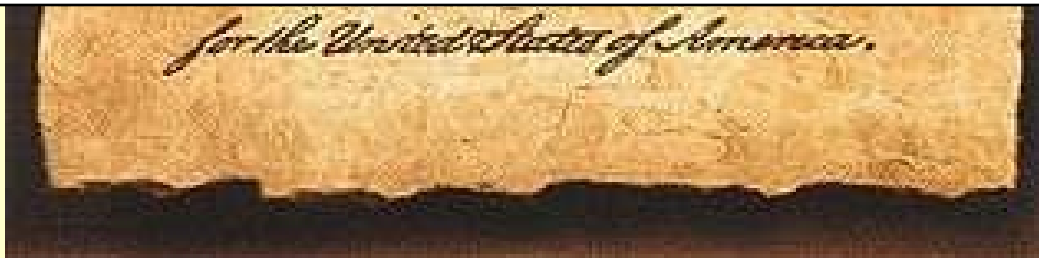
Source: FEI, 2007, N=240
1= Low, 5=High



We the People

“Each public officer who takes an oath to uphold the Constitution swears that he will support it as he understands it and not as it is understood by others.”

Andrew Jackson



for the United States of America.



**Profile in Courage Award
2005**