

Program Guide and Reference Material

Includes:

- **Decision Making Levels**
- **Input and Feedback for Decisions**
- **Decision Timing and Communication**
- **Morality Versus Ethics**
- **Ethical Congruence**
- **Ethical Decision Making**

DECISION MAKING

The Sixth Competency of LEADERSHIP

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The 10 Competencies of Outstanding Leadership:

The Aegis Learning Edge is a statistically accurate, empirically driven and best-practice validated model for leadership development. With 25 years of research and case studies, this copyrighted approach insures that you have the proven techniques to succeed as a leader.



Successful Leaders		Failed Leaders
96%	Communication	7%
86%	Team Member Engagement	2%
85%	Coaching and Feedback	32%
84%	Self-Awareness and Self-Management	48%
81%	Empowerment and Delegation	63%
79%	Decision Making	45%
75%	Thinking and Risk	34%
74%	External Management	42%
71%	Innovation and Change	55%
67%	Planning and Vision	54%

1. Communication
2. Team Member Engagement
3. Coaching and Feedback
4. Self-Awareness and Self-Mastery
5. Decision Making and Ethics and Delegation
6. Decision Making and Judgment
7. Thinking and Risk
8. External Management and Projection
9. Innovation and Change
10. Planning, Vision and Values

Cascade Effect:

The leadership model is built on a cascade. This means that each competency must be mastered before the next one can be engaged and utilized.

Leadership Core Principle:

Leadership is the art and science of getting people to do something because they want to do it for you.

**Whenever
you
do a thing, act
as if all the
world were
watching.**

Thomas Jefferson

1. Is a bad decision your worst decision?
2. Do your line-level team members have authority to make the decisions they need to make?
3. Are ethics and morality the same thing?

Decision Making and Ethics:

Decision Making is the process of sufficiently reducing uncertainty and doubt about alternatives to allow a reasonable choice to be made from among them. Decision making processes differ for each person and situation but all have the following in common:

1. Making a decision requires identifying and choosing alternatives based on the values and preference of the decision maker.
2. Decision making implies that there are alternative choices to be considered.
3. Decision making utilizes personal, organizational and/or team values and judgment.
4. Decision making requires information gathering to reduce, but not eliminate, uncertainty.
5. Risk is assumed when making a decision, as complete knowledge is rarely possible.
6. Effective decision making resolves and ideally reduces conflict and problems.

Decisions are at the heart of leadership success and may determine the ultimate success of your organization. Decision making is an important skill in and of itself and well as a component of other essential skills such as:

1. Ability to manage resources.
2. Ability to use information and learn.
3. Listening skills: receive, attend to, interpret and respond appropriately.
4. Responsible: exert high level of effort; persevere towards goal attainment.
5. Self-esteem: believe in own self-worth and maintains a positive view of self.
6. Sociability: demonstrate understanding, friendliness, adaptability and empathy.
7. Self management: self-assessment, monitoring and control.
8. Exhibit integrity and choose ethical course of action.
9. Negotiate: work towards agreements.

**It's not hard
to make
decisions
when you
know what
your values
are.**

Roy Disney

Skill: Decision Making Characteristics

Factors that Impair Decision Making:

- Low self esteem.
- Pessimism.
- Disorganization.
- Lack of initiation and motivation.
- Resistance to change.
- Impulsivity.
- Decidophobia: Fear of making the wrong decision.
- False hope or false fear.
- Avoidance and/or denial.
- Anchoring: give disproportionate weights to limited information.
- Too concerned with sunk cost.
- Look only for confirming evidence.
- Reliance only on prayer or a miracle.
- Lack of courage.
- Procrastination.
- “Passing the buck”.

Characteristics of Great Decision Makers:

- High tolerance for ambiguity.
- Self awareness.
- Defined values and priorities.
- Good listening skills.
- Builds consensus around decision.
- Avoids stereotypes.
- Remains resilient with feedback and criticism.
- Realistic about costs and risks.
- Avoids a decision minefield.
- Self-confident; faith in personal confidence and judgment.
- Open to ideas and change.
- Emotionally intelligent.
- Seeks challenge.

Characteristics of Poor Decision Makers:

- Be over confident or too prudent.
- Misrepresent or misuse of data.
- Pass the buck and assign blame.
- Have second thoughts.
- Anticipate failure.
- Set up a committee.
- Decentralize responsibility, but not authority.
- Fail to define or understand the problem.
- Rationalize to limit options.
- Reason by analogy.
- Create intentional and unnecessary complexity.
- Use limited or biased information.
- Have a personal agenda.
- Agree with the group and avoid conflict.
- Decline responsibility.
- Ignore anxiety or cognitive dissonance.
- Be easily influenced.
- Get frustrated by trivial issues.
- Sweat the small stuff.
- Doubt your own capability.
- Don't seek advice or input to protect your own ego.
- Succumb to mood swings.
- Obsess over every detail.
- Prolong decision making and shift burden to others.
- Seek unnecessary advice from others.
- Fail to develop your own opinion or values.
- Have no will power.
- Assume you have all the answers.

**I am not a
product of my
circumstances.
I am a product
of my decisions.**

Stephen Covey

Some decisions are more important than others, whether in their impact or significance. Effective decision makers recognize that the level of a particular decision at hand should dictate the time and resources consumed in the process.

Highest level – Strategic Decisions

Here the decision concerns general direction, long term objectives, philosophies and values. These decisions are the most risky and have the most uncertain outcomes.

Should be made by executive and management level team members.

Medium level – Tactical Decisions

Tactical decisions support strategic decisions and objectives. They tend to be medium range, medium significance with moderate consequences.

Should be made by supervisory and management level team members.

Low level – Operational Decisions

These are made every day and support tactical decisions. They tend to be immediate and medium range, medium significance, with moderate to little consequences.

Should be made by line level and supervisory level team members.

**Even the
correct
decision is
wrong when it
was taken too
late.**

Lee Iacocca

There is no one “right” or “wrong” way to make a decision but there are strategies that improve the effectiveness of your decision making. The best method will depend upon many variables including the following: the type of decision, time available, the impact the decision could have and the number of people involved in the process. Furthermore, each of us has our own personal decision making style. Regardless of the method employed, an effective decision making strategy will follow similar stages, but to varying degrees.

8 Key Stages of Decision Making

1. Define the problem or issue.
 - Accurately assess the problem or pertinent issues.
 - Confirm responsibility and decision making authority.
2. Identify values and organizational objectives.
 - Consider personal values and priorities.
 - Consider the values and goals of the organization and its clients.
3. List possible actions.
 - Solicit input from others to maximize options for consideration.
 - Only address practical or plausible options.
4. Predict possible outcomes.
 - Utilize prior knowledge and experience.
 - Wear “multiple hats” and explore “what ifs?”.
5. Evaluate consequences.
 - Identify risks, costs, benefits and gains.
 - Weighs risks and benefits compared to acceptable level of loss.
6. Gather and process information.
 - Continuously search for new information.
 - Confirm reliability of information.
7. Select the best alternative.
 - Weigh costs/benefits and acceptable level of risk.
 - Consider new information and risk .
 - Implement decision.
8. Inform and prepare staff and clients.
 - Formulate contingency plan.
 - Readjust situation as needed.
 - Remain flexible.

Paired Comparison Analysis

Most effective in helping you set priorities where there are conflicting demands on your resources.

- List all options being considered.
- Compare each option with another option.
- Determine which one of the two is more important or feasible.
- Assign a score to each indicating how much more important or feasible.
- Repeat this process with the next pair of options.
- You can then consolidate the scores from the comparisons so each option is given an importance percentage.
- Select the option with the greatest importance percentage.

Weighing the Pros and Cons

- List the options you are considering
- For each option, list the positive and negative outcomes of that choice
- Select the option that has the greatest number of positives

Grid Analysis

- List all of the factors that you want to consider when selecting the best option.
- List all of the options under consideration.
- Lay these out in a table with the options as the row labels and the factors as the column headings.
- For each factor, use numbers to weight your preferences by the importance of each factor.
- Score each option for each of the factors listed.
- Add up the scores for each option.
- The option that has the highest score is the 'best'.

	Factor 1	Factor 2	Factor 3	Factor 4	Total
Option 1					
Option 2					
Option 3					
Option 4					

Six Thinking Hats

The Six-Thinking Hats allows you to look at decisions from various perspectives. Each thinking hat can represent a different person, organization, population, or style of thinking or perspective. This provides a full understanding of the issues and possible outcomes. Typically, a facilitator assists this process and ensures that all the “hats” are considered.

White Hat

- Focus on the relevant facts and data.
- Examine information you have, gaps in your knowledge, past trends, and historical data.

Red Hat

- Use reaction and emotion to understand the situation.
- Consider how others will react emotionally and try to understand their response.

Black Hat

- Identify the down sides of the decision.
- Highlight the weak points, which allow you to eliminate or alter them to prepare contingency plans.

Yellow Hat

- Focus on the benefits and value in the decision.
- The yellow hat represents the optimistic point of view.

Green Hat

- Possibilities are endless.
- Consider all ideas without fear of criticism and utilize creative thinking.

Blue Hat

- The facilitator or meeting chair is charged with wearing the blue hat.
- Ensure all perspectives are considered.

Effective decision making

- Use your time for problems that are truly important.
- Do not make decisions that are not yours to make.
- Test your assumptions about everything.
- Spend time looking for a solution rather than finger pointing.
- Avoid attending to “symptoms” or “bugs”.
- Choose solutions that are effective.
- Once you have made the decision, commit and stop thinking “what if”.
- Choose a decision based on what is right, not who is right.
- Make sure you know what you are basing your decision on.
- Realize that you can never know with 100% certainty that your decision is correct.
- Choosing the wrong alternative at the wrong time is not any better than the wrong alternative at the right time.
- Listen to you gut. If your decision is making you feel uneasy, there may be a reason.

**Good judgement
is the result of
experience and
experience is the
result of bad
judgement.**

Mark Twain

Judgement:

The evaluation of evidence in making a choice or decision. Often described as a cognitive skill.

Characteristics of People with Good Judgment:

- Possess adequate self-confidence yet recognize and acknowledge personal limitations and be willing to balance these with help from others.
- Be highly motivated to learn from experiences.
- Have superior ability to focus.
- Maintain awareness of surroundings and conditions.
- Be knowledgeable of physical and emotional condition indicators.
- Be vigilant of and prepared for changing and unusual conditions.
- Have first-rate mental ability to diagnose, assess, and resolve risks and problems.
- Possess excellent communication skills.

Improving Judgment:**1. Slow down.**

Many errors in judgment are a result of impulsive, hasty decisions. If you know you've got a problem with common sense, you'll need to sacrifice decision speed for decision quality. When in doubt, sleep on it. At least one night, maybe two. OK, maybe a week.

2. Bite your tongue.

If there is any doubt that what you're thinking of saying might be taken the wrong way or get you in trouble, then don't say it. Yes, you'll be less talkative, less funny, and find yourself bleeding at the mouth a lot, but that's a lot better than having your foot in your mouth all the time. At least I think it might be – actually, both sound pretty uncomfortable.

3. Get feedback from others.

Before you send that email, have that conversation, spend that money, or whatever other train you're about to wreck, seek out the advice of others. Test the decision with your manager, peers, direct reports, or anyone else that can give you honest, constructive feedback. Then, make sure you listen to that feedback.

Credibility Defined

Capable of being believed; worthy of belief; entitled to confidence; trustworthy.

“Credibility” in decision making pertains to the competence and believability of the decision maker as well as the validity and reliability of the information or sources used to make the decision.

Decision making effectiveness requires that the person making the decision is credible and competent, and that the information used in the decision making process is factual and came from a reliable source. Failure to meet either criterion will reduce the likelihood that others will abide by the decision or support the decision maker.

Credible Decision Makers:

- Seek to do the right thing
- Have a solid knowledge of the business
- Are highly committee people
- Care about their employees as people
- Develop a sound philosophy of leadership

Credible Information and Decisions

- C Competent and consistent sources of information
- R Relevant and reliable data
- E Evidence based
- D Disclosure of any conflict of interest
- I Investigation of all options
- B Balanced considerations of options, benefits and possible harms
- L Listen to all sides that have an interest
- E Expedient action

**There are things
known and
things unknown,
and in between
are the doors of
perception.**

Aldous Huxley

Organizational Savvy:

The understanding of power dynamics, culture and key players in any organization.

Relation to Decision Making

Good organizational savvy will either provide support for or rallying against your decision. Understanding organizational dynamics will greatly enhance the ability to make good choices and good decisions.

Elements of Organizational Dynamics:

1. Defined Corporate Culture
2. Actual Corporate Culture
3. Corporate Values
4. Senior Executive Style and Personality
5. Key Advisors to the Senior Executive
6. Social Influences to Key Executives
7. Company History

Improving Organizational Savvy:

1. Watch and learn about the power players in your company. Learn to read their agendas (public and hidden). To do this, you can:
 - Determine their priorities. Where do they give their attention and spend their time?
 - Watch body language and voice tone for signals of approval and irritation.
 - Ask people who know them about their management style and preferences.
 - Find out the leader's personal preferences, passions and concerns. These can give you insight into the person. It might also identify a common interest. One warning – never try to fake an interest in an activity just to connect with someone else. If you do, you'll just seem insincere and fake. Remember, you can be savvy and successful at organizational politics without sacrificing your integrity or values.
2. Pay attention to unwritten rules, so you don't get tripped up by them.
3. Don't just listen to what is said. You also need to pay attention to how it is said and who says it and how other people react to it. Be aware – watch these interactions.
4. Listen to your gut. If you are listening and watching, you'll start to determine when something smells like bad politics, a power play or manipulation. Learn to trust your instincts.
5. When you detect problems, don't react in the moment. Take your time to collect more information, make sure you know the scope of the issue and proceed with a plan.
6. Watch for "sacred cows".

**The reputation
of a thousand
years is
determined by
the conduct of
one hour.**

Japanese Proverb

Which Of The Following Is an Ethical Lapse?

1. Several times a month an employee quickly uses the Internet to check his or her children's school website to confirm information. The transaction takes about 5 minutes.
2. An employee routinely uses the Internet to manage her personal investment and communicate information to her broker.
3. An employee spends 30-40 minutes daily looking at various websites of personal interests.
4. An employee visits several humor and joke sites and usually downloads and emails jokes that are funny.

Read each of these scenarios; then determine if they get the "red light" (do not proceed), "green light" (no problems seen), or "yellow light" (not so sure, proceed with caution or legal advice).

1. A city firefighter has a house-painting business on the side and hires other off-duty firefighters. You are thinking about signing a contract because you know they do a good job and because you'd like to hear "informally" a little more about how things are going with the new chief.
2. You receive a message at your city email address that contains a series of "dumb blonde" jokes. They strike you as pretty funny, so you forward the message to your council colleagues and about a dozen friends outside the city.
3. A former council colleague sets up a consulting business and approaches you for a letter of reference. He submits a draft document, which makes mention of several projects he is taking credit for. You know that he was a minor player in one of these and feel uncomfortable with his suggestion that the letter be on city letterhead, "just to make it more official."
4. You've been asked to be honorary chair of the Cancer Society Relay for Life fundraiser. After agreeing to participate, you learn the organizers are asking the city council to authorize additional police presence at the event and are requesting a waiver of the mandatory event permit fees.
5. A council colleague is president of the local Rotary Club and seeks to have the state meeting at your city-owned and operated convention center. You serve on the council's Convention Center Subcommittee, where it is mentioned that your colleague is asking for a discount on all services.

What would you do in each of the following situations? Why would you choose that particular course of action?

Situation #1

Quality is supposed to take precedence over everything else. The job you are finishing is acceptable, but you know that you could do a “quality” job if you spent two more hours on it. If you take the extra time you will miss your deadline.

Situation #2

A fellow employee is being harassed at work and is afraid to say or do anything about it. If you “blow the whistle” the company may retaliate against you. You could even lose your job.

Impact of Ethics and Integrity:

Ethics and integrity, or lapses in the same, have impact in the following areas:

Leadership:

- Faith in decisions.
- Desire to follow.
- Long term credibility.

Trust:

- Can the individual be trusted?
- Are all decisions and judgments accurate?
- Second guessing.
- Not taking a person on face value/requiring verification.

Organizational Performance

- Why perform for an organization that cannot be ethical.
- The organization would treat me in an unethical manner as well.

Decision Making and Judgment

- Are decision tested for ethical congruence and integrity?
- Are there different standards for different people and situations?
- Are exceptions routinely made that cast doubt on the body of ethical values?

Relationship and Relational Power

- Mistrust in individuals.
- Lack of faith in their reports, communication and statements.
- Values do not match yours or the organization.

Values

- Our fundamental beliefs, which guide us in determining “wrong” from “right.”
- Tends to have some fluidity.
- Originates from a variety of sources.

Morality

- Values that we attribute to a system of beliefs that help us define right versus wrong, good versus bad.
- Ideals that are accepted as supreme authority.
- Very fluid and changing based on age and life stage.
- Influenced by religion, beliefs, family composition and geography.
- Individually owned.

Ethics

- Codified values set and owned by an organization or company.
- Determines the required behaviors and values for team members within a system or organization.
- Demonstrates the correct choices and actions valued by an organization.
- Often documented in a code of conduct document.
- Influenced by laws, regulations and society expectations.
- Owned and dictated by an organization.
- Can be embraced partially or fully by individuals operating within the organization.
- Does not prevent bad behavior or performance but defines boundaries.

Integrity

- The supporting decisions and actions made by an individual in congruence with ethics, morality or values.
- The consistent behaviors that support ethics, morality or values.
- The conscientious approach to decisions, judgment and behaviors.
- Conscience.
- Consistent approach to enforcing ethical and moral values.
- Sometimes referred to as character/is a synonym for character.

Code of Conduct:

- A listing of required behaviors and actions.
- Penalties for non-conformance are usually included.
- Often expressed in the form of “Thou Shall Not.”
- Guidelines for decision making and behavior.
- Sometimes is further codified in law.

Ethics Are:

- Prescriptive
- Concerned With Value and Judgment
- Guidelines For Decision-Making
- Rules to Justify Behaviors and Decisions
- Guidelines For Dealing With Other People
- Supported By Choice

Ethics Are Not:

- Absolute To All Situations
- Dependent On Authority
- The Way One Individual “Feels”
- The Same as Law or Religion

Origin of Ethics:

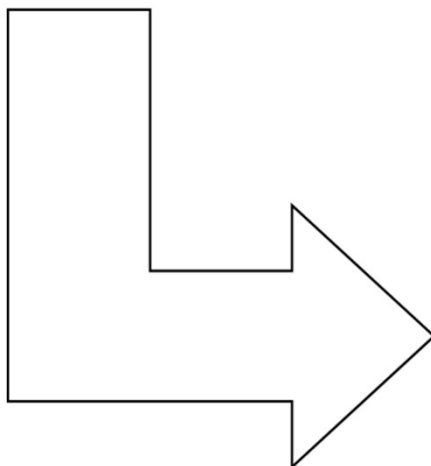
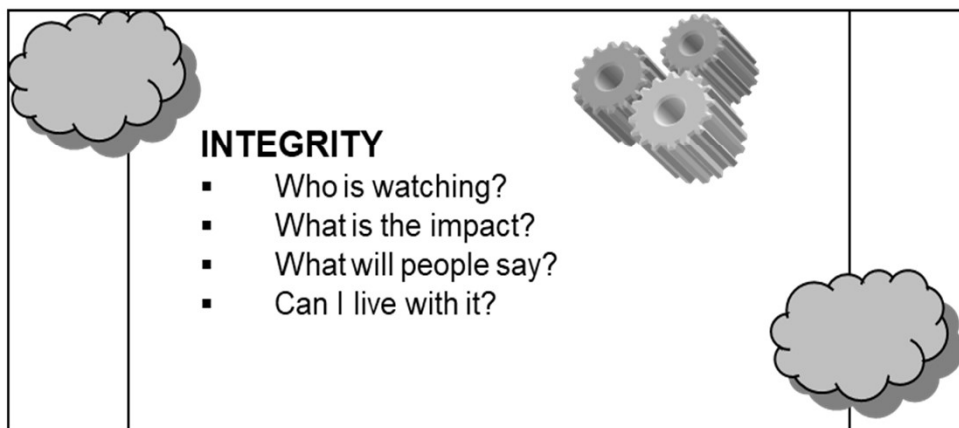
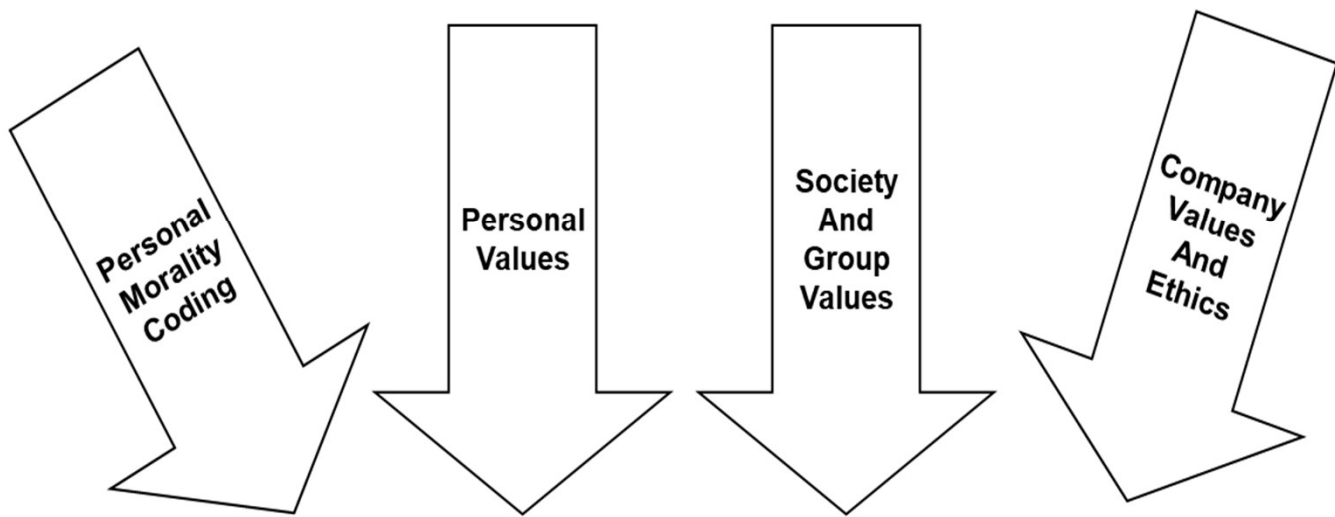
- The Way One Individual “Feels”
- The Same as Law or Religion

Ethical Congruence:

- When your actions fit with what you believe to be right. You act in accordance with your beliefs, principles, or with established guidelines.

**A long habit of
not thinking a
thing wrong
gives it a
superficial
appearance
of being right.**

Thomas Paine



**Actions
Decisions
Judgments
Behaviors
Responses**

Challenges to Integrity:

When integrity lapses, there will be a failure in either ethics or morality. Common challenges to integrity include:

Relativism

- Someone else does it.
- Other people do it all the time.
- It is okay in other environments.

Sense of Invincibility

- Previously has gotten away with an ethical or moral lapse.
- Little or no penalty for prior offenses.
- Organizational position has little control or supervision.
- Well thought of and valued in the organization.
- Enforces laws and codes.

Alcohol and Drugs

- Loosens the tongue and integrity.
- Silences the little voice of good.
- Lubricates away many inhibitions.

Group Think and Peer Pressure

- No one wants to be the lone dissenter.
- Feeling of safety within a group.
- Self doubt about value system when in a minority position.

Sense of Invisibility/Sense of Isolation

- Will never get caught.
- False sense of power based on organizational position or value.
- Geographically isolated or remote.
- Too much available time and resources.

Ethics is a code of values, which guide our choices and actions and determine the purpose and course of our lives.

Ayn Rand

One of the most interesting elements of a discussion of ethics and integrity is the concept of Quid Pro Quo.

What is Quid Pro Quo

- From the Latin, it means something for something.
- Often described as “you wash my back and I will wash yours.”
- Has contractual terms that are unique to any other transaction.

Disclosure of Terms Not Needed

- The provider of the first something (quid) need not disclose they will want something later.
- Often done to provide capital for a future need.

A Unique Contractual Equation

- The receiver does not always know that a future favor is required.
- Acceptance of a gift or gratuity provides for full acceptance of terms, even if not disclosed.

Examples of Quid Pro Quo

- Bribe.
- Holiday gifts.
- Political contributions.
- Sporting event tickets.
- Party invitations.
- Access to social occasions.
- Helping someone move.
- Lending of money or a home or a vehicle.

Rarely Displayed in a Big Way

- Most Quid Pro Quo transaction are not big bribes.
- Many are simple and low in dollar value.

**Even the most
rational approach
to ethics is
defenseless if
there isn't the
will to do what is
right.**

Alexander Solzhenitsyn

Common Ethical Dilemmas:

1. Receiving freebies:
 - When a vendor offers you a gratuity, whether it is a gift or cash, is it really free from obligation? Or is there an expectation that you will provide special favors in return for the gift.
2. Receiving special loans/deals:
 - If in exchange for a service, you are offered a special loan or deal available only to you, how will that special transaction affect your conduct? What is the expectation of the party giving you the special loan? Is it fair to others that you are the only one to receive this special consideration? How will this transaction look to others if it is discovered?
3. Using company/government resources:
 - When you use resources that are not yours, who really pays the cost of the resources? What if everyone took resources that did not belong to them?
4. Hiring relatives:
 - What potential conflicts will arise when issues of performance, promotion, or attrition are considered? How will the hiring of relatives appear to others?
5. Conflicts of interest:
 - When you work for two or more parties with opposing interests, with whom do you side? What do you disclose and when?
6. Disclosure:
 - What is the effect on my clients, customers, and colleagues of disclosing sensitive information? How will it appear if I do not disclose the information? What is appropriate timing of disclosure? What form should disclosure take?
7. Leaving employment:
 - What intellectual property are you taking with you? Should you share that information with your new employer who was a former competitor? Should you inform former clients that you are newly affiliated?
8. Playing politics:
 - What is the appropriate role of an individual in a regulated business in regard to political contributions, lobbying, and other activities?

These kinds of issues should trigger our ethical warning systems. The appropriate reaction to these warning bells is first to acknowledge that a potential problem looms ahead. The next step is to deal with the problem appropriately and effectively.

Facing an ethical dilemma is more difficult than facing ethical temptation. An ethical temptation requires that you choose between “wrong” and “right” (i.e. Should I lie on my resume to get the job or should I tell the truth?) In an ethical dilemma, you are possibly faced with two “rights” (Should I notify the staff of impending layoffs so they will be prepared, or should I shield them from the stress until we are certain who will lose their jobs?)

Some of the signs that you are facing an ethical dilemma are:

1. Making lists of advantages and disadvantages.
2. Feeling torn between two or more values, objectives, or parties.
3. Wondering how the outcome will look in the newspaper.
4. Loss of sleep.
5. Use of Expressions such as:
 - Well, maybe just this once...
 - Let's keep this under our hats...
 - We'd better look the other way...
 - No one will ever know...
 - Whew, we certainly dodged that bullet...
 - Don't tell me. I don't want to know.
 - I have this friend...
 - No one's going to get hurt...
 - Everybody does it...
 - They had it coming...
 - They'll never miss it....
 - What's in it for me?

To test to see if a decision was ethical and with integrity, the following steps should be used:

Test 1: The Personal Reaction Test

- How do you feel inside?
- Is there nervousness?
- Is sleep impacted?
- Can you keep your food down and stomach settled?
- Is there a paranoia that someone else might find out?

Test 2: The Authority Test

- What would your supervisor, manager or boss say about the situation or decision?
- How would your family judge your decision or situation?
- How would your mother or father feel about your choice?
- How would a priest, minister or someone else you hold in high esteem react to your decision or choice?

Test 3: The Public Scrutiny Test

- Would you want your neighbor to know about it?
- Are you comfortable that your friends and social circle know about your choice or judgment?
- Would you lose favor among friends and acquaintances?

Test 4: The Media Test

- Would you be comfortable if your choice was the headline in the local newspaper?
- Do you want to be questioned by 60 Minutes about your decision?
- How would a public defense of your position sound to the general public?

Making good ethical decisions requires a trained sensitivity to ethical issues and a practiced method for exploring the ethical aspects of a decision and weighing the considerations, which should impact our choice of a course of action. Having a method for ethical decision making is absolutely essential. When practiced regularly, the method becomes so familiar that we work through it automatically without consulting the specific steps.

Recognize the ethical issue

- a. Could the decision or situation be damaging to someone or to a community?
- b. Does the issue go beyond legal or organizational concerns?
- c. Where does company code of conduct and values come into play?
- d. What does the company want or need me to do?

Get the facts

- a. Who has a stake in the outcome?
- b. What is known and not known about the situation?
- c. What are the options for acting?
- d. Is there latitude and options for decisions?

Evaluate alternative actions from various ethical perspectives

- a. What option will produce the most good and do the least harm?
- b. Which option, if any, is fair to all stakeholders?
- c. Which option respects the rights and dignity of all stakeholders?
- d. Which option employs the Golden Rule or Platinum Rule?
- e. What actions fit within the company's ethical framework?

Make a decision and test it

- a. Considering all perspectives, which is the right or best thing to do?
- b. If you told someone you respect why you chose this option, what would they say?
- c. Search and analyze unintended consequences of your decision.

Act, and then analyze the decision later

- a. How did it turn out?
- b. What, if anything, would you do differently?
- c. Is there corrections and modifications needed?

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- b. What is known and not known about the situation?
- c. What are the options for acting?
- d. Is there latitude and options for decisions?

Evaluate alternative actions from various ethical perspectives

- a. What option will produce the most good and do the least harm?
- b. Which option, if any, is fair to all stakeholders?
- c. Which option respects the rights and dignity of all stakeholders?
- d. Which option employs the Golden Rule or Platinum Rule?
- e. What actions fit within the company's ethical framework?

Make a decision and test it

- a. Considering all perspectives, which is the right or best thing to do?
- b. If you told someone you respect why you chose this option, what would they say?
- c. Search and analyze unintended consequences of your decision.

Act, and then analyze the decision later

- a. How did it turn out?
- b. What, if anything, would you do differently?
- c. Is there corrections and modifications needed?

Improving Ethical Decision Making:

The below steps represent the action planning to improve ethical performance and decision making:

1. Discuss potential ethical decisions with others that you trust or respect.
2. Document the reasoning for your decision. Identify pros, cons and impacts.
3. Test the decision against previous decisions made in similar circumstances and the outcomes achieved.
4. Write the headline for your decision.
5. Review the decision for unintended consequences and potentials that the decision will be precedent setting.
6. Remove feelings and morality values from the decision set and focus solely on the ethical implications.
7. Strive for consistency within your previous decision making. People need predictability and certainty.
8. Test the decision for ethical congruence.
9. Develop a tolerance for only part of the needed information and ambiguity.
10. Trust your intuition and judgment skills.

**I did not have
sex with that
woman.**

Bill Clinton

**I am not a
crook.**

Richard Nixon

Supervisors, managers, executives and others in leadership positions have some unique responsibilities related to ethics that include:

Provide Consistent Model Behavior

- This is the strongest leadership message.
- Your short-cut might be interpreted as an ethical lapse.
- Be consistent in decision making.
- Be hesitant to make exceptions.

Communicate Values and Ethical Commitment

- Discuss ethics and values.
- Reaffirm your commitment to enforcing the code of conduct.
- Discuss your expected reaction to a lapse in ethics.

Do Not Mix Ethics and Morality

- Keep your personal morality separate from company/organizational ethics.
- Do not let feelings creep into ethical decision making.

Do Not Practice Favoritism or Create the Appearance of Favoritism

- No matter how you protest, friendships will create poor decisions and judgment.
- The appearance of friendships is as damaging as real favoritism.
- Maintain an arms-length with those you manage and lead.
- Friendly-absolutely. Friends-never.

Keeping Your Word and Keeping Quiet

- Provide action when you committed to action.
- Avoid any excuse making.
- Keep confidences at all costs.
- Avoid overpromising.

Common content in most organization's code of conduct includes:

1. Prohibition or limitation on the acceptance of gifts.
2. Policy on the use of company equipment and resources.
3. Internet and email accepted use policies.
4. Prohibition on bringing firearms, explosives and fireworks to work.
5. Prohibition on fighting and horseplay.
6. Prohibition on any action or behavior that violates discrimination or harassment policies.
7. Policy on second jobs, moonlighting and conflicts of interest.
8. Policy on handling cash or other items of fiduciary responsibility.
9. Reaffirmation of confidentiality, disclosure of records and dealing with media policies.
10. Prohibition on the falsification of records.
11. Guidelines for dealing with the public and customers.
12. Policies about the use of alcohol, drugs and tobacco.
13. Performing and behaving in a manner that is inconsistent with the values and the mission of the organization.
14. Policy about criminal activity, convictions and other behaviors that may cause embarrassment to the organization.

DiSC Self-Mastery Styles and Approaches:

Each DiSC behavioral style has a unique set of Decision Making and Ethics traits and tendencies. And each DiSC style has unique challenges.

To improve decision making and ethics with a Dominance (D) style:

- Slow down and consider important elements of the decision.
- Be more open to the input of others.
- Understand the impacts, risks and unintended consequences of decisions.
- Avoid relativity in ethical challenges and decision making.
- Triage decisions for the amount of time needed based on decision level.

To improve decision making and ethics with an Influence (i) style:

- Avoid too much input and soliciting of too many opinions.
- Ignore the desire for popularity in difficult decisions.
- Pay attention to time related deadlines to make decisions.
- Avoid group think and mob mentality in ethical choices.
- Avoid being rash and arbitrary based on emotion or the messenger.

To improve decision making and ethics with a Steadiness (S) style:

- Develop a quicker decision making cycle for routine and operational decisions.
- Develop a tolerance for ambiguity.
- Avoid over rigidity in ethical decision situations.
- Avoid the tendency to over-think decisions and take in too many perspectives.
- Be more forgiving of others when they have an ethical lapse.

To improve decision making and ethics with a Conscientiousness (C) style:

- Avoid over-analyzing situations and make more timely decisions.
- Avoid the tendency to solicit too much information, data and detail.
- Develop a higher tolerance for ambiguity.
- Develop an understanding of the emotional role in ethical choices.
- Use empathy when judging others and their ethical decisions.

The most effective leaders are those that understand their style and approach but yet adapt consistently and constantly to the needs of their team and team members. The burden of this adaptation rests solely with the leader. It is your job to adapt.

**Do all the good
you can, by all the
means you can, at
all the times you
can, to all the
people you can, as
long as ever you
can.**

John Wesley

In a moment of decision, the best thing you can do is the right thing to do. The worst think you can do is nothing.

Theodore Roosevelt

"I had no idea how exciting and enlightening this program would be. I not only got a great source of information, but I had a lot of fun. This program gets a Siskel and Ebert 2 thumbs up. Exuberant, energetic, and entertaining delivery, his base knowledge and advanced instructional techniques, the program would be just another boring mid-range informative adult education class. I recommend this class for all management personnel."

Calvin Griffin

American Medical Response



Aegis Learning is a nationally recognized leader in providing the highest quality, impact and value training for organizations of all types and sizes.

Specializing in leadership development, customer service initiatives and building high performance teams, Aegis Learning has 25 years of experience in creating better work places, positively impacting key metrics and enriching the lives of participants.

Aegis Learning Converts Training to Learning and Learning to Results

Our specialized, unique and customized approach will insure an extremely high return on your investment in the following areas:

- ☐ Improved performance at all levels of the organization.
- ☐ Higher productivity, efficiency and quality of work.
- ☐ Increased team member engagement and satisfaction.
- ☐ Improved ability to identify talent for succession.
- ☐ Improved morale among team members and leaders.
- ☐ Improved service levels for internal and external customers.
- ☐ Reduced turnover and associated costs.
- ☐ Reduced team member complaints and grievances.



Our unique and blended approach using facilitator led instruction, individualized coaching and web-based follow-up insures that leaders have all the tools and competencies needed to become extremely successful and drive their organizations to higher levels than ever imagined.

Aegis Learning delivers. Delivers the best training, coaching and organizational development services available. Our offerings include:

☐ Leadership Development

- Based on the Ten Competency Model
- Empirically Driven, Statistically Accurate Approach
- 25 Years of Best Practices
- Training
- Coaching
- Follow-Up Tools
- Talent Identification and Succession



☐ Customer Service Initiatives

- Training
- Process Review

☐ High Performance Team Building

- Core Team Competencies
- Trust, Respect, Conflict and Communication



☐ Assessments

- DiSC Workplace, Management and Leadership
- 5 Behaviors of a Cohesive Team
- Certified Facilitator and 12 Year Award Winner



☐ Individual Development Coaching

- Accountability and Holistically Based
- Leadership, Professional Development and Personal Achievement

☐ Retreats

- Maximum Impact Environment
- Strategic Planning, Team Building and Leadership Development



☐ Speaking and Keynotes

- Fun and Impactful
- Leadership, Teamwork, Customer Service and Personal Development



☐ Talent Management and Consulting

- Engagement Enhancement
- Talent Identification and Succession
- Key Processes
- Organizational Structure



☐ Books

- *LeadWell-The Ten Competencies of Outstanding Leadership*
- *Beyond Engagement*



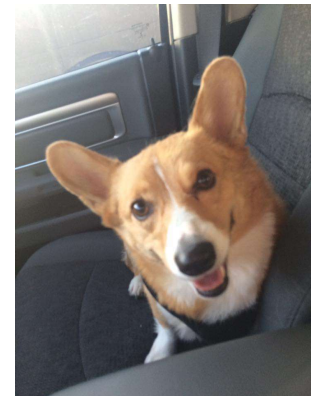
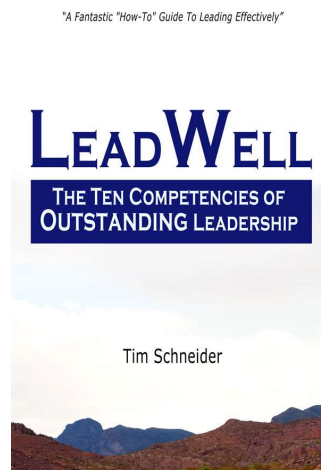
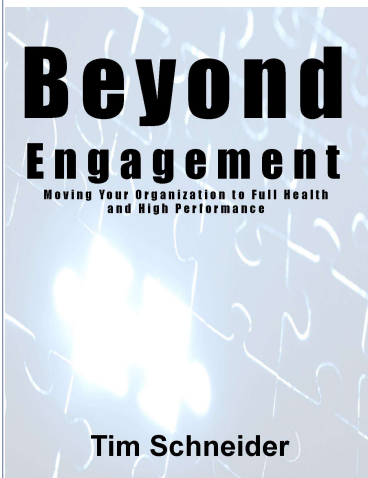
Tim Schneider is the founder and lead facilitator for Aegis Learning.

His mission, in total alignment with Aegis Learning is “Dedicated to Your Success”. Tim brings passion, heart and 25 years of successful experience to all leadership development projects, customer service initiatives and building high performance teams.

Tim is the author of **LeadWell-The Ten Competencies of Outstanding Leadership** and **Beyond Engagement**, high impact books about leading the right way and creating an organizational culture that is both healthy

and successful. His works have been featured in many business and professional development publications and he is one of the most sought after speakers, trainers and coaches in the United States. Stylistically, Tim brings unparalleled commitment and enthusiasm to each engagement and works hard to make sure all participants not only learn but have fun along the way.

Personally, Tim is the father of two grown boys, continues a life-long love affair by playing men’s league baseball and enjoys any outdoor adventure. He makes his home in Las Vegas, Nevada with Sydney the Corgi.



“I have raved about this course to both my supervisors and those who report to me. I have suggested it to all of our managers to attend. Tim, I have found you an inspiration. Thank you!”

Martin Brennan
MGM Grand



Tim Schneider

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Published Author and Source
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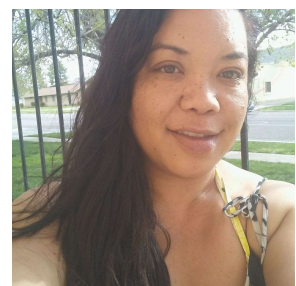
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