

The Oklahoma Business Ethics Consortium



BE THE DIFFERENCE · WWW.OKETHICS.ORG

AGENDA • JANUARY 9, 2014 • TULSA CHAPTER | UPCOMING EVENTS

I. Welcome

Michael Oonk, American Bank and Trust; OKEthics, Facilities and Logistics

II. Kudos

Thanks to SandRidge Energy for donating an extra \$1500 for our winning university teams to participate in the National Ethics Bowl! (SandRidge is a Pinnacle member and Joy LaBar serves on the Foundation Board of Directors.)

Cheering on our winners who won the regionals and will compete in the National Ethics Bowl in Jacksonville, Florida on February 27:

- *First Place: University of Oklahoma's "Boomer" team*
- *Second Place: University of Central Oklahoma's "Bronchos," team*
- *Third Place: Oklahoma Christian University's "Talons" team*

(Continued on Page 3)

Hats off to Rose State College who will be the first Oklahoma team to participate in the Association for Practical & Professional Ethics Two-Year College National College Ethics Bowl to be held in Chicago in March.

III. Announcements

OK Ethics was awarded the "Outstanding Organization of the Year" by the Greater OKC Hispanic

Chamber of Commerce. This award is given to a Non Profit organization that has achieved outstanding success and accomplishments.

New Members and Upgrades!

OK Ethics has 945 members representing approximately 200 companies

- **Navigator (Upgrade):**
Linde Process Plants, Inc. (Tulsa)
- **Horizon (Upgrade):**
HoganTaylor LLP (OKC & Tulsa)
- **Frontier: Variety Care; National Hispanic Disaster Relief Network (OKC & Tulsa)**

IV. Upcoming Events

Lynn Flinn, The Rowland Group, President; Tulsa Founder, OK Ethics

V. Guiding Principle

Russ Knight, Career Development Partners

VI. Introduction

Michael Oonk, American Bank and Trust; OKEthics, Facilities and Logistics

VII. Keynote

"The Leadership Edge"

Gael O'Brien, The Ethics Coach, Entrepreneur Magazine

YOU WERE NEVER CALLED TO BE NORMAL

Presented by **Warren Martin**
Executive Director of the General Tommy Franks Leadership Institute and Museum

Thursday, February 27, 2014
11:30AM-1:00PM

The Doubletree Hotel
Downtown Tulsa

CRACKING THE CULTURE CODE

Presented by **Libby Sartain**
Co-author, *Cracking the Culture Code*

Thursday, March 27, 2014
11:30AM-1:00PM

The Doubletree Hotel
Downtown Tulsa

Did you know that 501c3, non-profit organizations can join for free at the Frontier level?

Vision: To be recognized as a statewide and national forum for promoting business ethics.

PINNACLE MEMBERS	NAVIGATOR MEMBERS	MEDIA ALLIES	STAR MEMBERS

REMINDER: PLEASE PICK UP CPE'S AT CONCLUSION OF EVENT.

APPRECIATION:

OK Ethics relies primarily on volunteers to achieve the organization's successful pursuit of Oklahoma's values of integrity at work. It takes leadership and teamwork to host these exciting events and we salute your dedication in achieving OK Ethics' mission! *Thanks to Steve Rockwell, University of Tulsa, for printing the agendas!* Listed below are today's volunteers who consistently provide service to our members:

VOLUNTEERS-AMBASSADOR TEAM:

These friendly people welcome our guests each month and assist in helping them locate seats. They also arrive early to help distribute agendas and assist with name tags.

Doyle Paden	<i>Community Volunteer</i>	<i>Chief Ambassador</i>
--------------------	----------------------------	-------------------------

VOLUNTEERS-REGISTRATION TEAM:

These dependable individuals diligently record our guests' attendance and handle the collection of fees:

Alicia Goodloe	<i>Bama Companies</i>	<i>Registration</i>
Jan Laub	<i>IBT</i>	<i>Registration</i>
David Christie	<i>Bama Companies</i>	<i>Registration & Treasury</i>

VOLUNTEERS-SPECIAL INITIATIVES:

Susie Wellendorf	<i>Wellendorf Communications</i>	<i>PR</i>
Michael Onok	<i>American Bank and Trust</i>	<i>Facilities & Logistics</i>
Lynn Flinn	<i>The Rowland Group</i>	<i>Tulsa Chapter Founder & Programs</i>
James Kelley	<i>The Rowland Group</i>	<i>Membership</i>
Debra May	<i>CRTS</i>	<i>Membership</i>
John Stancavage	<i>The Tulsa World</i>	<i>Programs</i>
Nick Minden	<i>Darby Equipment</i>	<i>Programs</i>
Susan Pate	<i>Stinnett & Associates</i>	<i>Accountant</i>

OTHER APPRECIATION:

Jalisha Petties	<i>OK Ethics</i>	<i>Member Care Coordinator</i>
Anna Rosenthal	<i>Accounting Principals</i>	<i>Notices & Special projects</i>
Factor 110		<i>Name Tags & Registration</i>



TUNE IN! Our own **Bob Byrne** and **Shirley Mears** featured on the morning drive for **Hank FM 99.7 (Classic country western)** – Tune in between 7:00 and 8:00 a.m. to learn more about Oklahoma's legacy! Also, hear interviews with speakers thanks to Champlin Broadcasting and the folks with the Oklahoma Heritage Association who provide the research for our historic profiles!

JOIN THE TEAM:

Want to be part of the recruiting team that helps OK Ethics flourish? Talk to these leaders below:

- In OKC, Contact Lynda Mobley with Oklahoma Natural Gas at Lmobley@ong.com or call (405) 551-6774.
- In Tulsa, contact James Kelley with The Rowland Group at james@rowland-group.com or call (918) 836-1900.

If you would like to volunteer for special initiatives such as preparing an annual report or constructing press releases, contact Shannon Warren at warrenokla@cox.net.

MANY THANKS TO OUR HORIZON MEMBERS:





WINNERS

FROM THE

REGIONAL ETHICS BOWL



Congratulations to the winners of the Annual Regional Ethics Bowl in San Antonio, held November 16, 2013:

FIRST PLACE:

University of Oklahoma's "Boomer" team

Participating Students: Jeremy Allen, (Economics and Environmental Sustainability); Storm Dowd-Lukesh, (Economics) and Rahul Gaikwad, (Economics and Finance)

Advisors: Dr. Stephen Ellis, is Associate Professor and Graduate Liaison in the Department of Philosophy at OU. The team also received coaching from faculty members Brea Clark, Will Spain, and Adrienne Jablonski; and graduate student Kelly Epley, who served as argument coach.

SECOND PLACE:

University of Central Oklahoma's "Bronchos," team

Participating Students: Jordan Atterberry, (Accounting); Matthew Franklin, (Accounting); Xiang Li, (Accounting); Matthew Olesen, (Accounting) and Shirley Tran, (Accounting)

Advisors: Dr. Katherine Terrell, Prof. Charles Gray, Dr. Bambi Hora, and graduate student John Spencer (team mate prior two years).

THIRD PLACE:

Oklahoma Christian University's "Talons" team

Participating Students: Jasper Bawcom, Hunter Farhat, and Gabriel Gasiorowski

Advisor: Associate Professor of Business, Jeff Simmons.



Thanks to SandRidge Energy for donating an extra \$1500 for our winning university teams to participate in the National Ethics Bowl! (SandRidge is a Pinnacle member and Joy LaBar serves on the Foundation Board of Directors.)

This year's regionals featured a total of 16 teams. In addition to the first through third place winners, there were three additional teams entered from the Sooner state. Across the nation there are ten separate regional competitions. Three to four teams will advance from each of those contests to the National Student Ethics Bowl, scheduled for February 27, 2014 in Jacksonville, Florida.

Representing the Oklahoma Business Ethics Consortium and Business Ethics Foundation at the event were Colin Schoonover, manager of pipeline systems and engineering services for ONEOK Distribution Companies in Tulsa, and Jack Rosenberg, senior manager of corporate security and ethics compliance for Chesapeake Energy Corporation.

Judges evaluated the teams based on clarity, relevance, use of central ethical dimensions and deliberative thoughtfulness. Teams were ranked by number of wins, number of ties, and the point differential as awarded by judges. Each team researched and presented positions involved with cases based on current examples of ethical challenges. Winners were selected by teams of judges representing a cross section of educational backgrounds and professional disciplines.

Hats off to Rose State College who will be the first Oklahoma team to participate in the Association for Practical & Professional Ethics Two-Year College National College Ethics Bowl to be held in Chicago in March.

GUIDING PRINCIPLES

Adopted July, 2004

To ensure that the Consortium fosters positive characteristics of integrity in the successful achievement of its goals, these Guiding Principles were discussed and adopted (with revisions) during a milestone planning session held by Consortium leaders in Stroud on June 18, 2004. These principles were developed based on the Character First's values and philosophies.

RESPONSIBILITY TO SELF AND OTHERS

Service

- Passion for promoting ethics and integrity
- Encouraging the promotion of ethical behavior through personal actions and
- Sharing ideas and resources
- Responsibility and accountability for fulfilling the mission of the Consortium.

Collaboration

- Achievement of common goals through the promotion of ethical, mutually beneficial relationships
- Service to the Consortium over promotion of self-interest
- Cooperation emphasized over competition in promoting ethical business conduct
- Members collaborate by being constructively engaged in discussions regarding ethics
- Seeking consensus in interactive discussions regarding ethical matters.

Respect

- Members may become aware of confidential information shared by others in an effort to determine an ethical course of action. We ask members to be sensitive in recognizing and respecting the efforts made toward achieving ethical behavior. In that vein, public disclosure of this information is discouraged.
- We respect other members and the process by:
 - Exhibiting listening skills and actively listening to discussions
 - Being open to other points of view and outcomes
- We are an inclusive organization and demonstrate this by welcoming members who are in different stages of learning as applied to ethical behavior.

LEAD WITH INTEGRITY

Dependability

- Members are asked to demonstrate their support of this initiative by consistently attending meetings.

Initiative

- Recruiting other members who have demonstrated a desire to promote ethical behavior in their organizations.
- Recognizing what needs to be done to help promote the Mission of the Consortium and taking action to assist in that effort.

Honor

- Members are asked to honor the Consortium through the practice of integrity and ethical behavior in their business dealings.
- We express gratefulness to our hosts, sponsors and speakers; as well as to those whose volunteer service makes OK Ethics a stronger organization.
- Realizing that each of us is in a mode of continual learning, we demonstrate humility, care and compassion when sharing our thoughts and knowledge.

Courage

- Speak the truth with confidence and encourage others to do the same.

INSPIRE TRUST

We serve and promote the cause of truth with integrity, objectivity and fairness to all persons.

- We hold ourselves accountable by consistently honoring our word.
- We extend trust abundantly to those who have earned it.
- Trust, once earned, will not be taken for granted, manipulated or abused.

Visit okethics.org for resources, videos, articles and to see who's who.



**Like us on
Facebook.**





LEADERSHIP EDGE

Presented by
Gael O'Brien
Entrepreneur Magazine's
The Ethics Coach

About our presenter:

Gael O'Brien's extensive career working for global companies, consulting and executive coaching has focused on how leaders lead and create engagement around purpose and values to transform culture, crises and obstacles.

Ms. O'Brien is The Ethics Coach columnist for Entrepreneur Magazine, a columnist for Business Ethics Magazine and publisher of The Week in Ethics, founded in 2009 as a leadership resource for businesses and universities. An expert on leadership, corporate responsibility and building trust and reputation, Gael works with the ethics centers at Bentley University, California State University at Long Beach and Marymount Loyola University. She is a Senior Fellow in Social Innovation at the Lewis Institute at Babson College.

Recruited to Mitsubishi Motor Manufacturing of America in 1996 to help lead a model workplace initiative after the company was sued by the Equal Employment Opportunity Commission, Ms. O'Brien led a values process with 4,000 employees that helped accelerate the culture change. Promoted to a vice president at Mitsubishi Motors North America, she was responsible for government relations, corporate communications and responsibility, and president of the Mitsubishi Motors USA Foundation.

Ms. O'Brien is President of Strategic Opportunities Group, a consulting and executive coaching firm which has included her working with RAND's Center for Corporate Ethics and Governance, and as program director for a Conference Board research working group on fostering ethical leadership.

She began her career as an assistant editor of The Chronicle of Higher Education, was chief of staff to an Ohio Senate leader and director of marketing for a Price Waterhouse (now PWC) office before founding Strategic Opportunities Group -- which she left when recruited to Mitsubishi and returned to in 2004.

Ms. O'Brien received a graduate certificate in Business Ethics from McCallum Graduate School of Business; a Master's degree in English from the College of William and Mary and did her undergraduate work at Skidmore College. She is a board certified coach in leadership and executive coaching and an award winning communicator.

Program Overview:

In the context of the multiple intelligences we possess, IQ and EQ are commonly talked about, but we often overlook spiritual intelligence (SQ). And yet SQ -- which is distinct from any religious affiliation -- also has a tremendous impact on leadership effectiveness, decision making and creating cultures where employee engagement is high. In her interactive presentation, Ms. O'Brien will explore how spiritual intelligence plays a leading edge in ethical decision-making.

In addition, Ms. O'Brien will talk about "self seal" and the implications for ethical behavior, provide examples from corporate crises and successes regarding the absence or presence of spiritual intelligence's impact on organizational culture, look at the attributes that best serve ethical behavior, including gender diversity, and conclude with recommendations for increasing awareness of how leaders can avoid self-seal and foster spiritual intelligence and ethical behavior.

Take Aways Include:

1. Spiritual intelligence and how it impacts ethical decision-making
2. The power of values in changing a culture
3. Gender diversity's impact in ethical decision-making (diversity enhances process)

GENERAL PROGRAM DISCLAIMERS:

LEGAL: Members of the Oklahoma Business Ethics Consortium frequently share information concerning various issues and developments that may have legal implications. The discussions, commentary, and handouts at Consortium meetings or presentations to other organizations are for general informational purposes only. They cover only some aspects of the subject topic, and do not constitute a complete legal analysis of the topic or how it might apply to any particular set of facts. Before taking any action based on information presented during a Consortium event, participants are encouraged to consult a qualified attorney.

CPE'S: From time to time, Continuing Professional Education credits are offered. Because OK Ethics relies heavily on volunteers to provide these, we do not have the manpower to send certificates after the program is completed.

REMINDER: PLEASE PICK UP CPE'S AT CONCLUSION OF EVENT.

PHOTOGRAPHY: Occasionally, photos of the event are made and these may be posted on the OK Ethics website or Facebook page. By attending the program, participants tacitly understand and agree to this process. If preferences are otherwise, please notify us at okethics@yahoo.com or call (405) 889-0498 and we will be happy to comply with your wishes.

PRESENTATION STANDARDS:

The observations and comments of presenters at Consortium meetings and networking are the views and opinions of the presenter and do not constitute the opinion or policies of the Consortium or any of its members. Presenters are respectfully requested to honor OK Ethics Guiding Principles as well as avoid profanity, preaching, politics, put-downs and self-promotion during their lectures. To ensure accountability, participants are invited to evaluate each program according to these and other standards.

Recommended for 1 CPE in Ethics*

*Program is designed at the basic level and is suitable for anyone aspiring to or currently holding a leadership position. Note that it is up to the individual attendee to demonstrate relevance to his/her own area of practice. OK Ethics makes no guarantees

The Leadership Edge

The Oklahoma Business Ethics Consortium
Tulsa, Oklahoma
January 9, 2014

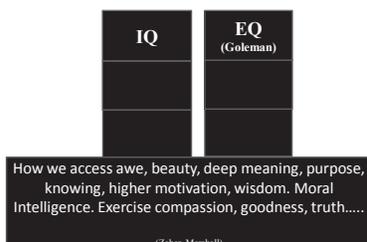


Three Ideas

- Spiritual intelligence enables what is within a leader to show up when most needed.
- Narrower our lens around self, the greater the vulnerability to “self-seal”
- Values take hold in cultures when a whole-hearted process creates the “We.”



IQ = Analytic Intelligence
EQ = Self Awareness, Self Mastery, Empathy, Motivation, Social Skills



Working Definition of Spiritual Intelligence

Definition

Spiritual Intelligence is the ability to access deeper meaning and integrate multiple ways of knowing* to see and resolve or solve the right problems.

*(data, discussion, feedback, emotions, reflection, intuition, body response etc.)

Attributes include

- Being fully present
- Operating out of values/purpose
- Asking question behind question
- Inviting diverse/conflicting views
- Integrating L/R into Whole Brain
- Moving from “I” to “We”



Attributes

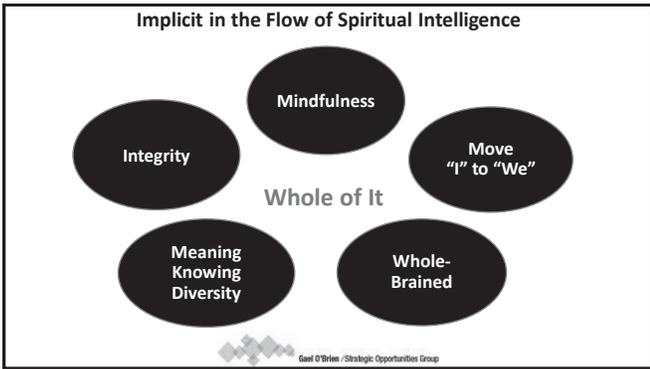
- Inviting diverse/conflicting views
- Gender research highlights:
Women:
 - More likely to consider interests of all parties, fairer (600 corporate directors, Bart & McQueen, 2013);
 - More collaborative, relational, more holistic outcomes (Deloitte principles, HBR, 2013);
 - Rated higher in honesty, compassion, creativity (Pew study 2008)



Attributes

- Integrating L/R into Whole-Brained
 - “Whole-Brained”, a synthesis of
 - Left cortex (words, logic, numbers, analysis, linearity) and
 - Right cortex (spatial awareness, rhythm, imagination, daydreaming, color)
Einstein, great artists etc.
- (Use Both Sides of Your Brain, Buzan, 1989)





Mindfulness Practices

Putting Your Oxygen Mask on First

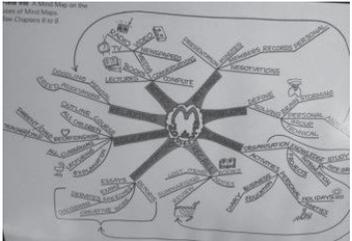
- Mindfulness = "presence of heart"
Jon Kabat-Zinn
- Meditation / Yoga / Breathing
Workplace Classes: General Mills, Google, Aetna, Silicon Valley, etc.
--Stress Relief & Increased Productivity)
- Magazines/CDs/nature/whatever encourages pausing, reflecting, being



Gael O'Brien / Strategic Opportunities Group

Mindmapping

Photo from **Use Both Sides of Your Brain**, Tony Buzan (1989)



Gael O'Brien / Strategic Opportunities Group

When Spiritual Intelligence is Activated, It Creates Equilibrium

Spiritual Intelligence is the ability to access deeper meaning and integrate multiple ways of knowing to see and resolve or solve the right problems.



*Working definition

Gael O'Brien / Strategic Opportunities Group

Spiritual Intelligence Enables What is Within a Leader to Show Up When Most Needed

Gael O'Brien / Strategic Opportunities Group

Equilibrium

Insights

- Pausing, noticing, present, mindful
- Relaxing, Openness, clarity, neutral, purposeful
- Accessing multiple knowing – What I needed emanated from me
- Seeing the WHOLE of it



Gael O'Brien / Strategic Opportunities Group

Definition & Table Discussion #1 (8 min)

Spiritual Intelligence is the ability to access deeper meaning and integrate multiple ways of knowing* to see and resolve or solve the right problems.

1. In your equilibrium story, did what you needed emanate from you? What did it feel like?
2. What multiple ways of knowing did you experience?
3. In making difficult decisions, which ways do you rely on most?
4. What would increase ease in seeing the whole of it?

*(data, discussion, feedback, emotions, reflection, intuition, body response etc.)



Overcoming Challenges



- Picking up on red flags avoid ethical breakdowns
 - Multiple ways of knowing
 - Accessing deeper meaning.
- "...decision making tends to be most ethically compromised when are minds are overloaded." **Blind Spots: Why We Fail to Do What's Right and What to do About It,**
- How a Crisis Transformed a Leader



Narrower the Lens, Greater the vulnerability to Self-Seal



Finding Our Way: Leadership for an Uncertain Time

by Margaret Wheatley (2005)
Definition of Self-Seal

"I know that we notice what we notice because of who we are. We create ourselves by what we *choose* to notice. Once this work of self-authorship has begun, we inhabit the world we've created. We self-seal. We don't notice anything except those things that

confirm what we already think about who we already are.... When we succeed in moving outside our normal processes of self-reference and can look at ourselves with self-awareness, then we have a chance at changing. We break the seal. We notice something new."



Examples of Self-Seal

- Kareem Serageldin
 - Former Managing Director, Credit Suisse)
 - said he took actions he did "to preserve my reputation in the bank at a time when there was great financial turmoil in the marketplace."
- Dennis Kozlowski
 - Former CEO Tyco International
 - "I fell into what I can best describe as a C.E.O. bubble, and I rationalized I was more valuable than I was. It was wrong..."



Breaking Self-Seal

- When we train ourselves to be on the lookout for times when we start to close down and shut out information, we become aware of what triggers us and can stop going into self-seal. Or get ourselves out more quickly.
- For individual or organizations self-seal reduced when:
 - Values are internalized; desire to do the right thing part of culture
 - Thinking moves from "I" to the "We"
 - Focus is on the whole of it, not a piece



Table Discussion #2, 5 minutes, (with partner)

- In what ways could mindfulness support you in:
 - Reducing triggers that lead to self-seal?
 - Being present?
 - Making decisions with more ways of knowing?
 - Feeling ‘in the zone’ more often?
- What next step might support a mindfulness practice?



Values Take Hold in Cultures Where a Whole-Hearted Process Creates ‘We’



“The Why of Leadership” conveying on deepest level why you do what you do

Purpose Research

- ❖ Gallup Millennial study: motivated by purpose/ making a difference
- ❖ “Untapped source of motivation is service” (Wharton)
- ❖ “Purpose can motivate people as powerfully as profit.” (Daniel Pink)

“Enlightened Hospitality” story



Mitsubishi	Container Store	Zappos
<ul style="list-style-type: none"> ❖ 4,000 picked 5 values ❖ Values in: <ul style="list-style-type: none"> – strategic plan – department plans – group plans – annual reviews ❖ Common language ❖ Owned ❖ Key in culture change 	<ul style="list-style-type: none"> ❖ 7 Foundation Principles for treating stakeholders with respect and dignity <ul style="list-style-type: none"> – Air of Excitement, customer dance ❖ Employees #1 stakeholder ❖ Annual National “We Love Our Employees Day: The Great Hug 	<ul style="list-style-type: none"> ❖ 10 core values <ul style="list-style-type: none"> – used in decisions, hiring, all interactions, celebrated ❖ CEO annually asks employees, partners, vendors to email what 10 values & culture mean to them <ul style="list-style-type: none"> – all published in culture book (about 350 pages)



Ways in Which Whole-Hearted Shows Up

- Top down/Bottom up/Middle
- Values owned because of the process and reinforcement
- Creates common language of purpose
- Examples of intuitive employee decision making
- Examples of Leader Roles
- How spiritual intelligence shows up
 - Container Store



Summary Thoughts

- Spiritual Intelligence is the ability to access deeper meaning and integrate multiple ways of knowing to see and resolve or solve the right problems
- Why it matters in leadership effectiveness and the kinds of decisions that d the capacity to create cultures of We
- Spiritual intelligence enables what is within a leader to show up when most needed.
- The narrower our lens, the greater the vulnerability to “self-seal”
- Values take hold in cultures when a whole-hearted process creates “We.”

Summary Thoughts

Spiritual Intelligence is the ability to access deeper meaning and integrate multiple ways of knowing to see and resolve or solve the right problems

- Why a focus on spiritual intelligence matters now to leadership effectiveness, decision making and the impact of values and purpose on cultures.

Selected Resources (1)

• Spiritual Intelligence

- **Thinking With Your Soul: Spiritual Intelligence and Why It Matters**, Wolman, (2001)
- **SQ: Connecting With Our Spiritual Intelligence**, Zohar & Marshall, (2000) and book summary by authors <http://www.refreshers.com/!spiritualintelligence.html> by authors
- Danah Zohar, "Spiritually Intelligent Leaders," (2005) <http://www.hesselbeininstitute.org/knowledgecenter/journal.aspx?ArticleID=84>
- Thought Leader interview with Margaret Wheatley on fear, purpose, spiritual discipline and mindful leadership, <http://strategy-business.com/article/11406?pg=0>
- <http://www.forbes.com/sites/barbaraarmstrong/2012/04/26/the-power-of-purpose-and-values-leadership-lessons-from-the-great-place-to-work-conference/>



Selected Resources (2)

• On Mindfulness

- Jon Kabat-Zinn, **Wherever You Go There You Are: Mindfulness Meditation in Everyday Life** (1994)
- Bill George, "Mindfulness Helps You Become a Better Leader," <http://blogs.hbr.org/2012/10/mindfulness-helps-you-become-a/>
- "The Mind Business," Financial Times, 2012, <http://www.ft.com/intl/cms/s/2/d9cb7940-ebea-11e1-985a-00144feab49a.html#axzz2paQlluYX>
- <http://mind-revolution.org/2013/11/20/yoga-mindfulness-and-leadership-with-aetna-ceo-mark-bertolini-at-wisdom-2-0-business/>
- <http://www.wired.com/business/2013/06/meditation-mindfulness-silicon-valley/>
- http://www.nytimes.com/2013/07/07/opinion/sunday/the-morality-of-meditation.html?_r=0



Selected Resources (3)

• Whole Brain, Values, and Leadership

- **Use Both Sides of Your Brain**, Tony Buzan, (1989)
- Whole Brain thinking, 53 million hits on Google
- Giving Voice to Values: How Speak to Your Mind When You Know What is Right, Mary Gentile, (2010) addresses gaining ease dealing with conflict by practicing
- <http://business-ethics.com/2011/03/17/1709-leadership-common-purpose-and-shared-values/>
- <http://theweekinethics.wordpress.com/2012/05/31/the-week-in-ethicsibm-global-ceo-study-values-empower-employees/>
- **Finding Our Way: Leadership For an Uncertain Time**, Margaret Wheatley (2007)
- **The Pause Principle: Step Back to Lead Forward**, Kevin Cashman, (2012)



Gael O'Brien

Executive Coach, Consultant, Leadership Columnist
Strategic Opportunities Group
714.655.4684
www.gaelobrien.com
strategy@fji.net