

Lesson 10

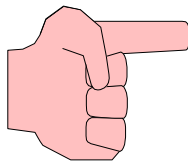
Ethics

Overview

- Introduction** An action officer holds a position of trust. Commanders and senior officials--
- Expect you to possess high moral character.
 - Rely on your integrity.
 - Often base decisions on your word.
 - Don't have time to doubt or double check, nor should that be necessary.
-

Purpose This lesson defines the core ethical values of America's Army and explains why we should embrace and uphold them.

- Objectives** After completing this lesson you should be able to--
- Explain why our Army emphasizes certain values.
 - Define Army core values.
 - Describe ethical responsibilities of Army members.
 - Recognize unethical behavior and correct it.
 - Use guidelines and questions to make ethical decisions.
-



In this lesson This lesson contains the following maps:

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Ethics and Values

Introduction Institutions and professions survive because their members are expected to uphold high standards based on a code of ethics. That's why we trust bankers with our money and doctors with our lives. Members of America's Army are likewise expected to uphold high standards and abide by an ethical code.

Definition: ethics Ethics is a body of moral principles that set standards of behavior. These standards reflect shared values expressed in a code of ethics that members of a profession or organization agree to uphold.

America's Army also embraces a code of ethics, whose impact is even greater than ethical codes of other institutions. The consequences of unethical behavior in a military setting can be much graver than elsewhere.

Example Example of why ethical behavior is vital to our Army:
A clerk in an auto parts firm pilfers stock and covers shortages with phony inventory counts. Though harm occurs, it isn't usually life threatening, and the firm can recover its losses from insurance.

Were this incident to occur at an Army depot during war, shortages could endanger troops on the battlefield and threaten national security.

Need for ethical behavior Everyone should act ethically, especially members of our Army. The American people have entrusted us with its blood and treasure to uphold the Constitution and defend our way of life. This charge demands no less than the most worthy values and the highest standards.

Standards of soldiers and DA civilians Why is America's Army a disciplined and robust force? Because its members, soldiers and civilians alike, share common values and uphold high standards.

Though demanding, these standards are reasonable and attainable.

Definition: values Values are--

- Beliefs about the worth of people, ideas, or things.
- The driving force behind behavior.
- The source of one's priorities--what one puts first or avoids most.

Example:
People who work hard and save hold different values than those who shun work and squander what money they have.

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Ethics and Values, Continued

Personal and professional values

People hold two sets of values: personal values and professional or organizational values. Often both sets are the same, but not always. If both organizational and personal values align, the organization is likely to maintain high ethical standards.

Conflicting values

If they conflict, ethical dilemmas arise. To be credible, values must serve as more than window dressing.

Example: An organization advocates service to customers yet punishes employees who can't meet vague or unrealistic standards. To cope with this pressure and protect themselves, they may resort to unethical behavior:

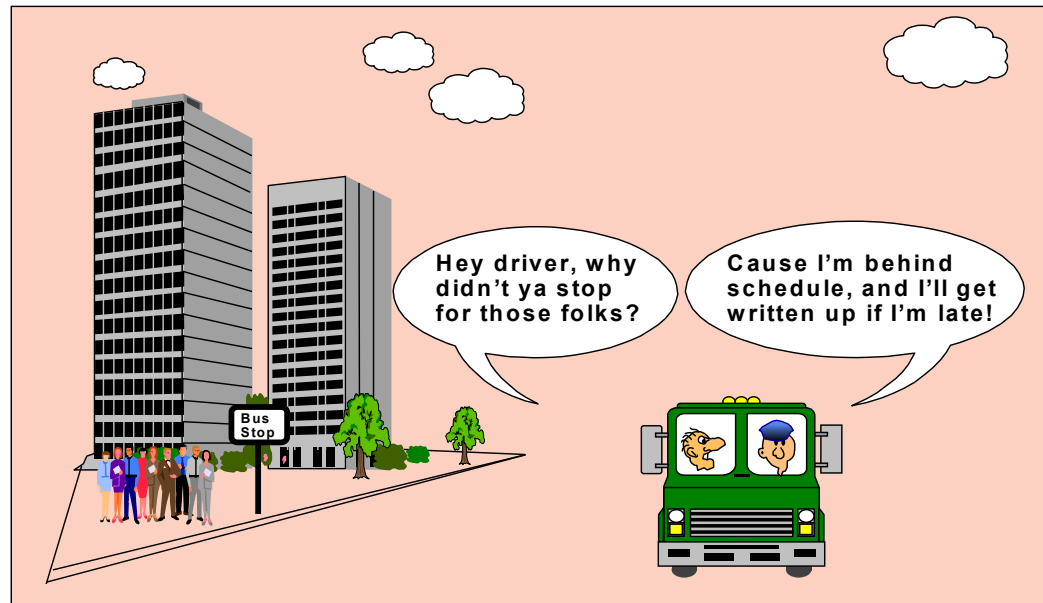


Figure 10-1. Conflicting values cause unethical behavior

Core values

Core values are key values an organization adopts to achieve its purpose and ensure its survival. They're so vital, that conduct which threatens or erodes them is considered unethical and a threat to the organization's ultimate survival.

The next map describes Army core values.

Army Core Values

Introduction This map describes the two categories of Army core values.

Professional values These values reflect an informal bond of trust between America and her Army:

Value	Description
Duty	Take responsibility! Do what's right, no matter how tough it is, without being told, especially when no one is watching.
Integrity	Uphold standards of honesty and avoid deception. Integrity forms the basis of mutual trust and confidence.
Loyalty	Follow the spirit and letter of lawful orders. Ensure loyalty flows both up and down.
Selfless Service	Put welfare of nation and mission ahead of personal desires.

Personal values These personal values reinforce professional values:

Value	Description
Courage	Control fear and take risks to do the right thing.
Candor	Openly express honesty and fidelity to the truth.
Competence	Know your job and do it well.
Commitment	Serve with abiding dedication to mission and teamwork. ¹

Importance Soldiers imbued with these values fight with a warrior spirit and indomitable will.

- It takes nothing less than these values to--
- Uphold the Constitution.
 - Defend our way of life.
 - Win on the battlefield.

Application These values apply to all members of America's Army:

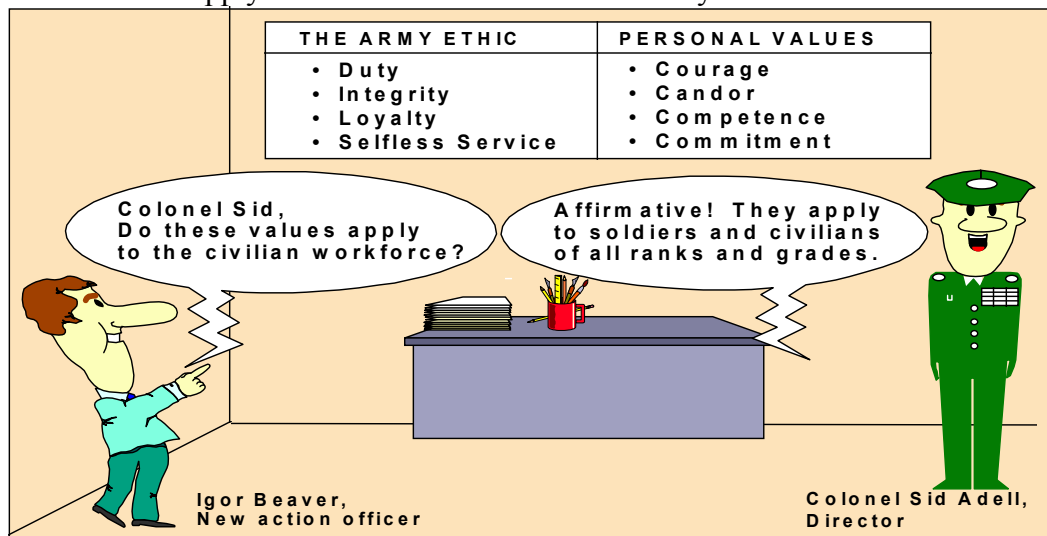


Figure 10-2. Army core values (Field Manual 100-1)

Ethical Responsibilities

Introduction This map discusses ethical responsibilities of leaders and followers and ways to model ethical behavior in either role.

Leaders and followers Sometimes we lead and sometimes we follow, but we still model ethical behavior in either role. When leading, we set standards of ethical behavior. When following, we embrace those standards:

Leaders	Followers
<ul style="list-style-type: none">• Define and affirm core values.• Provide clarity.• Act as standard bearers.	<ul style="list-style-type: none">• Embrace core values.• Ask for direction when uncertain.• Meet standards.

Ethics and leadership Ethical behavior goes with leadership. To lead effectively, leaders must maintain high ethical standards. While you may not be a formal leader, leadership skills and ethical behavior are critical to your development. For it's from the ranks of action officers where our Army draws its future leaders.

Role model Regardless of role you're always on display. Aware of it or not, you set an example, especially among younger peers or new arrivals. People quickly notice shortcomings. They observe and judge you by what you choose to confront, reward, or ignore.

They judge you least by what you say. Your behavior is the most believable thing about you. Sir Adrian Cadbury notes:

Our ethics are expressed in our actions, which is why they are usually clearer to others than to ourselves.²

Consistency and clarity Be consistent in actions and always send clear messages. Inconsistent actions or mixed messages confuse people. They may react unethically to meet your expectations:

- Avoid actions you can't justify.
 - Admit mistakes and correct them.
 - Use past successes to guide actions.
 - Stand by your good decisions.
 - Give people time to respond.
 - Act responsibly.³
-

Influence Influence others by advocating ethical standards:

- Discuss Army core values with others.
- Build teamwork by promoting shared values.
- Help others make ethical decisions.
- Display *Code of Ethics for Government Service* poster at your work site.

Code of Ethics for Government Service

Introduction This is the code of ethics for Federal employees:

Code of Ethics for Government Service (DoD 5500.7-R)

Any person in Government service should--

Put loyalty to the highest moral principles and to country above loyalty to persons, party or Government department.

Uphold the Constitution, laws, and regulations of the United States and of all governments therein and never be a party to their evasion.

Give a full day's labor for a full day's pay; giving earnest effort and best thought to the performance of duties.

Seek to find and employ more efficient and economical ways of getting tasks accomplished.

Never discriminate unfairly by the dispensing of special favors or privileges to anyone, whether for remuneration or not, and never accept, for himself or herself or for family members, favors or benefits under circumstances which might be construed by reasonable persons as influencing the performance of governmental duties.

Make no private promises of any kind binding upon the duties of office, since a Government employee has no private word which can be binding on public duty.

Engage in no business with the Government, either directly or indirectly, which is inconsistent with the conscientious performance of governmental duties.

Never use any information gained confidentially in the performance of governmental duties as a means of making private profit.

Expose corruption wherever discovered.

Uphold these principles, ever conscious that public office is a public trust.

Unethical Behavior

Introduction This graphic depicts four unethical acts, all of which violate regulations. Two acts are serious and threaten the organization's core values. Though minor, the other two represent a potential threat:

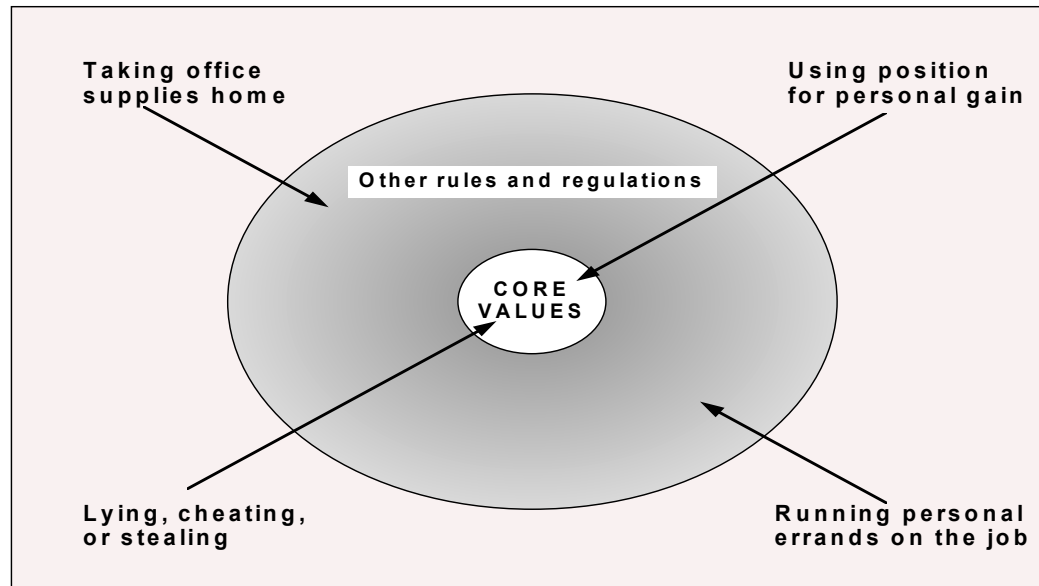


Figure 10-3. Threats to core values

Threats to core values Nobody's perfect--sometimes we bend rules or abuse privilege. We may also be guilty of petty acts of dishonesty or minor breaches of conduct, but that doesn't make it right. Besides, these acts are dangerous.

Escalation These petty acts can easily escalate. Petty thieves move from stealing software to stealing computers. As small violations spread they--

- Erode core values.
- Corrupt the organization.
- Ultimately destroy it.

Bad rules Another threat to core values is casual disregard of obsolete or unenforceable rules. We shouldn't do something dumb because of them, but that's only part of the answer. Bad rules invite contempt for authority and casual treatment of all rules: the bad drives out the good. The remedy lies not in ignoring bad rules but in eliminating them.

Continued on next page

Unethical Behavior, Continued

- Rationalizing** Some people justify unethical behavior by rationalizing:
- Thought it was OK and wouldn't harm anyone.
 - Did what was best, and *they* would expect nothing less.
 - They wouldn't know the difference and would never catch me anyway.
 - Was helping the organization, and they would gratefully back me up.⁴
-

Protecting core values The best way to protect core values is to behave ethically in all situations. However, this requires judgment, perspective, and risk. We could discourage people from stealing office supplies by subjecting them to search.

A more sensible approach would be to set standards and personally uphold them. Most people obey rules if leaders affirm them and set the example. If leaders don't act as standard bearers, unethical behavior will pervade the organization.

Confronting unethical behavior Though lacking formal authority, you can still exert moral authority to influence others and make a difference.

Set the example: Build your own pocket of excellence by acting ethically.

Confront unethical behavior: Otherwise you become part of the problem. Though not easy, tactfully remind the guilty party of the standards; that may be all that's required.

Report violations: If you get no response, you'll have to decide whether to pursue the matter, such as telling your boss, contacting the installation ethics counselor, or DoD Hotline. You may not succeed, but at least you will have--

- Forced the issue.
- Affirmed your standards.
- Avoided the unethical choice of doing nothing.

Pressure to Produce Results

- Introduction** People may feel pressured to produce certain results. Pressure stems from--
- False assumptions about what's expected.
 - Vague or conflicting organizational goals.
 - Mixed signals implying approval--noncommittal response to a serious question.
 - Unstated preferences of superiors--slight nod of one's head, a closed door.
 - Slogans and exhortations.

- Slogans and exhortations** Some leaders will exert pressure through slogans or exhortations to do things when they just can't be done:
- *Can do!*
 - *Zero defects.*
 - *There's no excuse for failure.*
 - *Do more with less.*
 - *Make it happen.*
 - *I don't care how you do it; just get it done!*

Pressures from above--reactions from below On the surface, these slogans or exhortations seem to be challenging ways to energize people. However, when overzealous leaders use them to goad people toward impossible goals, they may act unethically to meet them. Unreasonable pressures may be unethical in themselves and may lead to unethical behavior:

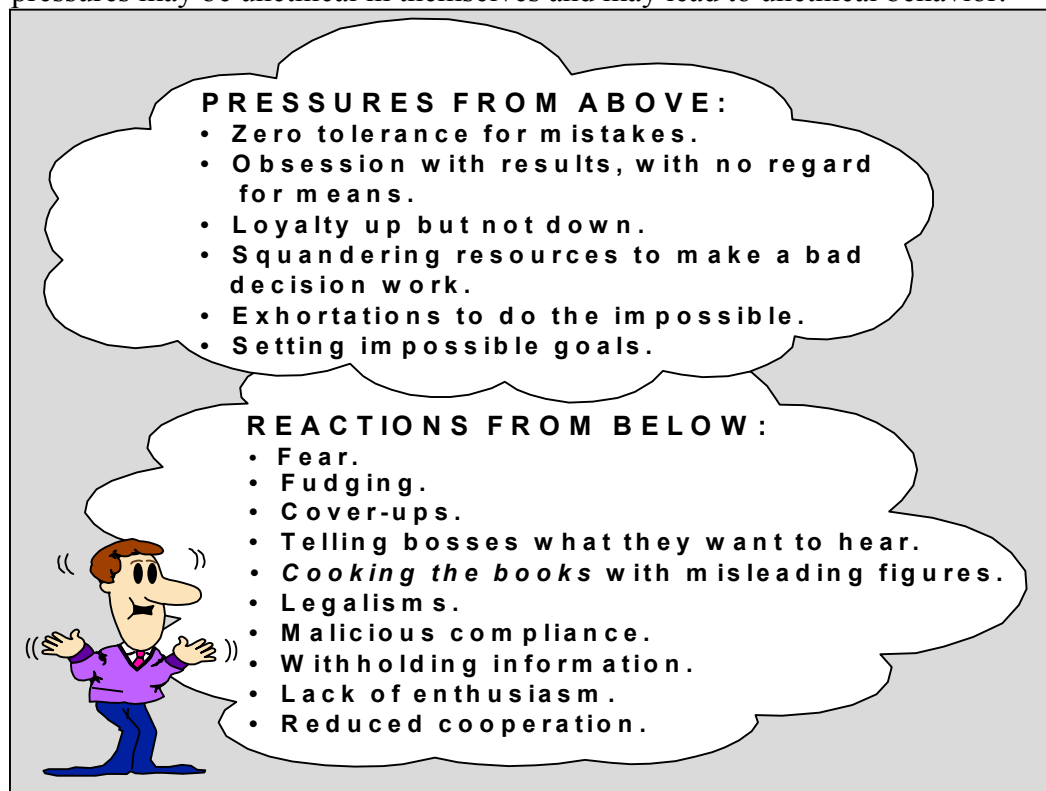


Figure 10-4. Unreasonable pressures and reactions⁵

Ethical Decision Making

Introduction Making ethical decisions is easy when issues are simple and right choices are clear. We make those decisions almost out-of-hand. However, solving tough ethical problems requires much more skill.

Ethical dilemmas Despite pressure to act unethically, you usually know in your heart what's right. Still, you may face situations where the right choice is unclear. For instance, you may be torn between loyalty to a friend and loyalty to our nation. This is an ethical dilemma, and it occurs when two or more deeply held values clash.

Personal attributes When facing an ethical dilemma make the choice that seeks the highest moral good. This requires such personal attributes as intelligence, education, and experience. However, these attributes are grounded in the most critical attribute of all--character:

The manager who lacks . . . character--no matter how likable, helpful, or amiable, no matter even how competent or brilliant--is a menace and should be adjudged "unfit . . ."--Peter F. Drucker⁶

Guidelines When facing an ethical dilemma, follow these guidelines:

Guideline	Description
Laws, orders, and regulations	Formal standards defined in laws and regulations to guide behavior and decisions.
Basic national values	Established in the Constitution, Declaration of Independence, and American tradition.
Traditional Army values	Army core values established as standards for all soldiers and Army civilians.
Organizational values	Often the same as Army core values but not always. When actual practices conflict with core values, unethical behavior usually results.
Personal values	Sum of attitudes and beliefs forming your character and influencing your actions.
Institutional pressures	Internal and external policies, procedures, and official and unofficial pressures influencing behavior.

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Ethical Decision Making, Continued

Guidelines

(continued)

Use ethical guidelines to make decisions.

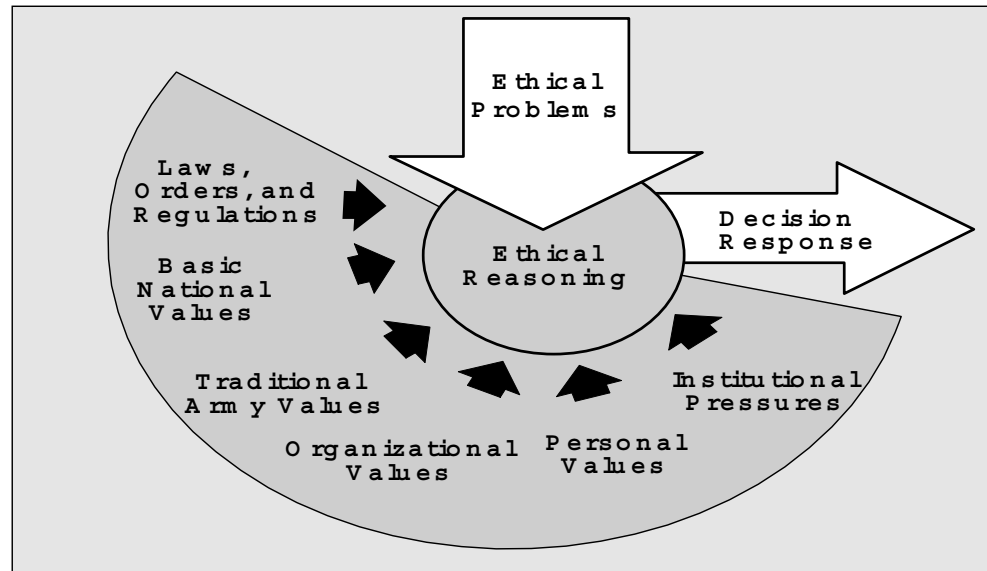


Figure 10-5. The Ethical Decision-Making Process⁷

Questions

When weighing a decision with ethical implications, ask these questions:

Category	Question
Impact	Could this matter jeopardize our nation's security or safety of troops on the battlefield?
Public trust	Were this matter made public, could I proudly defend it, or would it violate the nation's trust?
Example	What would happen to our Army if everyone followed my example?
Personal gain	Is this a matter of ill-gotten financial gain?
Prudence	Can I justify my action as one a prudent person would take in similar circumstances?

Compromise

Although not desirable, compromise is acceptable in decisions without ethical impacts. Constraints force us to accept less than ideal solutions. However, don't compromise integrity on decisions with serious ethical dimensions; you'll make a bad decision.

Standards of Conduct

Introduction This lesson has simply been an overview of professional ethics; it doesn't discuss specific conduct prohibited by regulations. If you handle funds, travel, or deal with contractors, learn the rules. Check DoD Directive 5500.7-R, or you may unwittingly violate standards.

Examples These are examples of violations of DoD Directive 5500.7-R:

- Accepting unauthorized gifts.
- Entering into an unauthorized contract.
- Writing specifications to favor one vendor over another.
- Providing insider information to a contractor.
- Splitting purchases to evade fund limits.
- Misusing airline promotional material.

Other examples These are examples of violations of personnel and finance regulations (too many to mention here):

- Sandbagging a position vacancy for the *right* person.
- Scheduling leave and planned overtime in the same week.
- Using office equipment for personal projects.
- Needlessly obligating funds to avoid turning them back.

Caution Don't try to solve tough ethical problems by yourself. Consult experts such as your installation ethics counselor, inspector general, legal officer, or contracting officer.

The public eye You serve in the public eye, and the mere appearance of wrongdoing invites suspicion. Though your actions may be both legal and ethical, outsiders may perceive them differently. Actions considered acceptable elsewhere invite censure if they occur in the government workplace.

Reporting violations DoD Directive 5500.7-R provides guidance for reporting suspected incidents of fraud, waste, or mismanagement. If you prefer anonymity, write or call the Defense Hotline. Federal law protects you from reprisal. If the matter involves either classified or Privacy Act information, seek legal counsel first.

Lesson Summary

Key points This table summarizes key points of lesson maps or information blocks:

Topic	Summary	Page				
Objectives	<ul style="list-style-type: none"> • Explain why our Army emphasizes certain values. • Define Army core values. • Describe ethical responsibilities of Army members. • Recognize unethical behavior and correct it. • Use guidelines and questions to make ethical decisions. 					
Army core values	<table border="1"> <thead> <tr> <th>Professional Values</th> <th>Personal Values</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> • Duty. • Integrity. • Loyalty. • Selfless service. </td> <td> <ul style="list-style-type: none"> • Courage. • Candor. • Competence. • Commitment. </td> </tr> </tbody> </table>	Professional Values	Personal Values	<ul style="list-style-type: none"> • Duty. • Integrity. • Loyalty. • Selfless service. 	<ul style="list-style-type: none"> • Courage. • Candor. • Competence. • Commitment. 	10-4
Professional Values	Personal Values					
<ul style="list-style-type: none"> • Duty. • Integrity. • Loyalty. • Selfless service. 	<ul style="list-style-type: none"> • Courage. • Candor. • Competence. • Commitment. 					
Importance	America's Army needs these core values to-- <ul style="list-style-type: none"> • Uphold the Constitution. • Defend our way of life. • Win on the battlefield. 	10-4				
Ethical responsibilities	<table border="1"> <thead> <tr> <th>Leaders set the example</th> <th>Followers take the example</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> • Affirm core values. • Provide clarity. • Act as standard bearers. </td> <td> <ul style="list-style-type: none"> • Embrace core values. • Ask for direction. • Meet standards. </td> </tr> </tbody> </table>	Leaders set the example	Followers take the example	<ul style="list-style-type: none"> • Affirm core values. • Provide clarity. • Act as standard bearers. 	<ul style="list-style-type: none"> • Embrace core values. • Ask for direction. • Meet standards. 	10-5
Leaders set the example	Followers take the example					
<ul style="list-style-type: none"> • Affirm core values. • Provide clarity. • Act as standard bearers. 	<ul style="list-style-type: none"> • Embrace core values. • Ask for direction. • Meet standards. 					
Ethics and Leadership	<ul style="list-style-type: none"> • Ethical behavior implicit to leadership. • Action officers practice leadership. • Bosses expect you to act ethically. 	10-5				
Role model	<ul style="list-style-type: none"> • You set an example. • Behavior is believable. • Others judge you by what you confront, reward, or ignore. 	10-5				
Consistency and clarity	Be consistent and send clear messages. <u>Don't</u> send mixed messages; people may react unethically to meet expectations. <ul style="list-style-type: none"> • Avoid unjustifiable actions. • Admit mistakes and correct them. • Give people time to respond. • Act responsibly. 	10-5				
Threats to core values	Bending rules, abusing privilege, and condoning petty dishonesty are threats to core values. As small violations spread they-- <ul style="list-style-type: none"> • Erode core values. • Corrupt the organization. • Ultimately destroy it. 	10-7				

Continued on next page

Lesson Summary, Continued

Key points (continued)

Topic	Summary	Page
Bad rules	Disregard of obsolete or unenforceable rules invites contempt for authority and leads to casual treatment of all rules. The remedy is not to ignore bad rules but to eliminate them.	10-7
Rationalizing	People justify unethical behavior by rationalizing: <ul style="list-style-type: none"> • Thought it was OK and wouldn't harm anyone. • Did what was best for organization, and they expected it. 	10-8
Protecting core values	Behave ethically in all situations. Set standards and uphold them. Leaders must be standard bearers, or unethical behavior will pervade the organization.	10-8
Confronting unethical behavior	<ul style="list-style-type: none"> • Set the example--build your own pocket of excellence. • Confront unethical behavior--don't be a part of the problem. • Report violations. <p>Avoid the unethical choice of doing nothing.</p>	10-8
Pressure to produce results	People may be pressured to produce results. Stems from-- <ul style="list-style-type: none"> • False assumptions about what's expected. • Vague or conflicting organizational goals. • Mixed signals implying approval. • Unstated preferences of superiors. <p>Some leaders pressure people to act unethically through slogans or exhortations such as <i>do more with less</i> or <i>make it happen!</i></p>	10-9
Ethical dilemmas	Occurs when two deeply held values clash. Make the choice that seeks the highest moral good.	10-10
Guidelines	When facing an ethical dilemma, follow these guidelines: <ul style="list-style-type: none"> • Laws, orders, regulations. • Personal values. • Basic national values. • Institutional pressures. • Traditional Army values. 	10-10 and 10-11
Standards of conduct	Check DoD Directive 5500.7-R, or you may unwittingly violate standards. <u>Don't</u> try to solve tough ethical problems by yourself. Consult local experts such as installation ethics counselor.	10-12
The public eye	You serve in the public eye: <ul style="list-style-type: none"> • Mere appearance of wrongdoing invites suspicion. • Actions may be ethical, but others may perceive them differently. • Actions acceptable elsewhere invite censure in government. 	10-12
Reporting violations	Consult DoD Directive 5500.7-R to report suspected incidents of fraud, waste, or mismanagement. If you prefer anonymity, write or call the Defense Hotline.	10-12

References

Explanation of entries Endnotes and additional reference are listed below. Highly recommended works appear in **bold print**.

Endnotes To write this lesson, we drew on these sources:

¹Field Manual 100-1, *The Army*, October 1991, 15-17.

²Sir Adrian Cadbury, "Ethical Managers Make Their Own Rules," *Harvard Business Review* 65 (1987): 70.

³**Field Manual 22-103, *Leadership and Command at Senior Levels*, June 1987, 24-25.**

⁴Saul W. Gellerman, "Why 'good' Managers Make Bad Ethical Choices," *Harvard Business Review* 64 (1986): 88.

⁵Field Manual 22-100, *Military Leadership*, July 1990, 30.

⁶Peter F. Drucker, *Management: Tasks, Responsibilities, Practices*. (New York: Harper & Row, 1973) 402.

⁷FM 22-100, 31.

Additional reference This reference provides specific standards of conduct in areas of contracting, conflict of interest, gifts, etc.

DoD Directive 5500.7-R, *Standards of Conduct*, August 1993.

Lesson 10--End-of-Lesson Exercises

Instructions Select best answer or answers.

1. Select two reasons why an action officer's position is one of trust.
 - a. Bosses often base decisions on your word.
 - b. Bosses rely on your integrity and don't have time to doubt or double check.
 - c. It's part of your job description.
 - d. You must often work with others.

2. Why should members of our Army uphold the highest ethical standards?
 - a. They belong to a profession.
 - b. Makes it easier to achieve goals.
 - c. It takes nothing less than the highest ethical standards to uphold the Constitution and defend our way of life.
 - d. To enable the Army to recruit a quality work force.

3. What is the relationship between values and priorities?
 - a. There is no relationship.
 - b. Values are the source of one's priorities--what you put first or avoid most.
 - c. Values are more important than priorities.
 - d. Priorities are the source of one's values.

4. Organizations adopt core values to--
 - a. Achieve their purpose.
 - b. Emulate other organizations.
 - c. Be better than other organizations.
 - d. Ensure their survival.

5. Army core values apply to--
 - a. Officers.
 - b. Officers and NCOs.
 - c. Soldiers and civilians of all ranks and grades.
 - d. General officers.

Continued on next page

Lesson 10--End-of-Lesson Exercises, Continued

6. Select three ways leaders set the ethical tone in an organization.
 - a. Define and affirm core values.
 - b. Involve subordinates in decision making.
 - c. Provide clarity.
 - d. Act as standard bearers.

7. In the eyes of others, which part of you is the most believable?
 - a. Actions.
 - b. Beliefs.
 - c. Values.
 - d. Words.

8. How do bad rules affect core values?
 - a. If they're ignored, they don't affect core values.
 - b. If they're followed, they enhance core values.
 - c. They can threaten core values.
 - d. They can drive out good rules.

9. Action officers can change unethical behavior in others by--
 - a. Setting the example.
 - b. Confronting unethical behavior.
 - c. Reporting violations.
 - d. Minding their own business.

10. What may result if leaders use slogans to goad people toward impossible goals?
 - a. People will be energized and accomplish the impossible.
 - b. People will be more productive if pressured.
 - c. People may act unethically to meet the goals.

11. Why are *appearances* so critical in the government workplace?
 - a. You serve in the public eye, and the mere appearance of wrongdoing invites suspicion.
 - b. Actions considered acceptable elsewhere invite censure if they occur in government.
 - c. If you do what's right, then appearances don't count.

Lesson 10--Answer Key and Feedback

Instructions Correct choices are highlighted.

1. Select two reasons why an action officer's position is one of trust.
 - a. **Bosses often base decisions on your word.**
 - b. **Bosses rely on your integrity and don't have time to doubt or double check.**
 - c. It's part of your job description.
 - d. You must often work with others.

(Page 10-1) *Trust is fabric of the action officer's craft.*

2. Why should members of our Army uphold the highest ethical standards?
 - a. They belong to a profession.
 - b. Makes it easier to achieve goals.
 - c. **It takes nothing less than the highest ethical standards to uphold the Constitution and defend our way of life.**
 - d. To enable the Army to recruit a quality work force.

(Page 10-2)

3. What is the relationship between values and priorities?
 - a. There is no relationship.
 - b. **Values are the source of one's priorities--what you put first or avoid most.**
 - c. Values are more important than priorities.
 - d. Priorities are the source of one's values.

(Page 10-2)

4. Organizations adopt core values to--
 - a. **Achieve their purpose.**
 - b. Emulate other organizations.
 - c. Be better than other organizations.
 - d. **Ensure their survival.**

(Page 10-3)

5. Army core values apply to--
 - a. Officers.
 - b. Officers and NCOs.
 - c. **Soldiers and civilians of all ranks and grades.**
 - d. General officers.

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Continued on next page

Lesson 10--Answer Key and Feedback, Continued

6. Select three ways leaders set the ethical tone in an organization.

- a. **Define and affirm core values.**
 - b. Involve subordinates in decision making.
 - c. **Provide clarity.**
 - d. **Act as standard bearers.** (Page 10-5)
-

7. In the eyes of others, which part of you is the most believable?

- a. **Actions.**
- b. Beliefs.
- c. Values.
- d. Words.

(Page 10-5) *Remember, your behavior is the most believable thing about you.*

8. How do bad rules affect core values?

- a. If they're ignored, they don't affect core values.
- b. If they're followed, they enhance core values.
- c. **They can threaten core values.**
- d. **They can drive out good rules.**

(Page 10-7) *Don't ignore bad rules--eliminate them.*

9. Action officers can change unethical behavior in others by--

- a. **Setting the example.**
 - b. **Confronting unethical behavior.**
 - c. **Reporting violations.**
 - d. Minding their own business. (Page 10-8)
-

10. What may result if leaders use slogans to goad people toward impossible goals?

- a. People will be energized and accomplish the impossible.
 - b. People will be more productive if pressured.
 - c. **People may act unethically to meet the goals.** (Page 10-9)
-

11. Why are *appearances* so critical in the government workplace?

- a. **You serve in the public eye, and the mere appearance of wrongdoing invites suspicion.**
 - b. **Actions considered acceptable elsewhere invite censure if they occur in government.**
 - c. If you do what's right, then appearances don't count. (Page 10-12) *Appearances count.*
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