

A photograph of a single tree with green and yellowing leaves standing in a field of tall grass. The sky is filled with soft, white and grey clouds, suggesting a bright but slightly overcast day. The overall mood is peaceful and contemplative.

# The Case for CHARACTER

# Agenda The Case for Character




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# STORYTIME

PRESS RELEASE

## **Staff Sergeant Pleads Guilty In Army Finance Office Misconduct**

<https://www.justice.gov/usao-ednc/pr/staff-sergeant-pleads-guilty-army-finance-office-misconduct>



# Camp Eggers Finance Office

In May, 2009, a representative from Abdul Wasi Faqiri Company, Ltd., contacted the Camp Eggers Finance Office regarding a possible overpayment of \$1,297,959.31. **BEGANY**, Vando, Lamboy-Rivera, and an interpreter were tasked with reviewing the contract to determine if an overpayment had been made. **BEGANY**, Vando, Lamboy-Rivera and the interpreter determined that there was not an overpayment but thereafter devised a plan to steal the money. **BEGANY**, through the interpreter, contacted the vendor, claimed that an overpayment had been made, and directed the vendor to wire the money to a specific bank account. The bank account was set up by the interpreter to facilitate the theft. The interpreter then withdrew approximately \$500,000 from the account, met Vando at the gates to Camp Eggers, and gave approximately \$400,000 to Vando. Vando concealed the money in a backpack and gave the money to **BEGANY**. **BEGANY**, Vando and Lamboy-Rivera shared the money. They purchased rugs and shipped some of the rugs to the United States.

**BEGANY's** commanding officer became aware of the theft and reported it to authorities. An investigation ensued and on June 13, 2009, law enforcement recovered \$297,680 from **BEGANY**. Law enforcement also recovered money orders from Vando and Lamboy-Rivera as well as the rugs purchased with the money. In addition, law enforcement recovered \$897,960 from the interpreter.



# Crisis of Character...



# Encyclopedia of Ethical Failure (2021)

*Used to sensitize Federal employees to the impact of Federal ethics regulations and statutes.*

**Covers violations across many categories, such as:**

- Abuse of position
- Bribery
- Conflicts of interest
- Federal disclosure violations
- Fraud
- Political activity violations
- Gambling
- Gift Violations
- Credit abuse
- Post-employment violations
- Time and attendance violations
- Travel violations

# Pulled From the 2022 Headlines

**Woman Pleads Guilty for \$43.8  
Million COVID-19 Relief  
Fraud Scheme**



**Prosecutors Say FTX Was Engaged  
in a 'Massive, Yearslong Fraud'**



**Prominent Texas Family Has  
\$29 Million Embezzled by  
Bookkeeper**





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**Share  
Your Experience...**

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# Character Development

*“Good character is not formed in a week or a month. It is created little by little, day by day. Protracted and patient effort is needed to develop good character.”*

Heraclitus

# All About Character

“the mental and moral qualities distinctive to an individual” (Google)

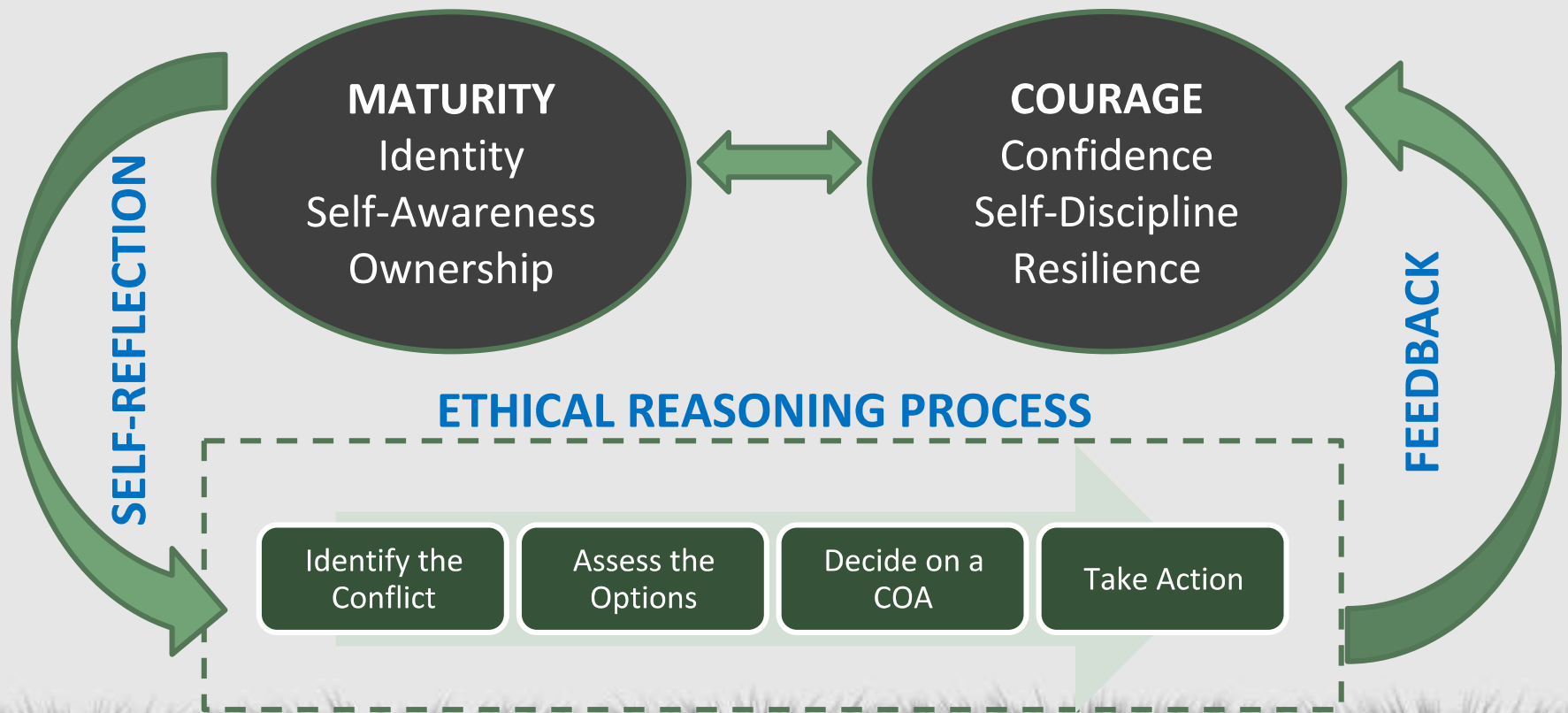
*A commitment to a set of values or dedication to a standard...*

It is imperative that leaders develop a strong character and act in integrity to foster trust within any organization.

*“Character is like a tree, and reputation like its shadow. The shadow is what we think of it; the tree is the real thing.”*

*Abraham Lincoln*

# Professional Character Development



GAAP Operational Environment Regulations Org Culture Policies Org Values



# Ethical Reasoning

*"Morality, like art, means drawing a line someplace."*

Oscar Wilde



# Ethical Reasoning

## What is ethical reasoning?

Ethical reasoning is a type of critical thinking that uses ethical principles and frameworks. It is a process of identifying ethical issues and weighing multiple perspectives to make informed decisions. Ethical reasoning is not about knowing right from wrong, but being able to think about and respond to a problem fairly, justly and responsibly.

<https://education.nsw.gov.au/teaching-and-learning/education-for-a-changing-world/thinking-skills/ethical-reasoning>

1

**Identify**  
Recognize the  
problem or  
conflict

2

**Assess**  
Identify and  
evaluate  
alternatives

3

**Decide**  
Commit to a  
course of action

4

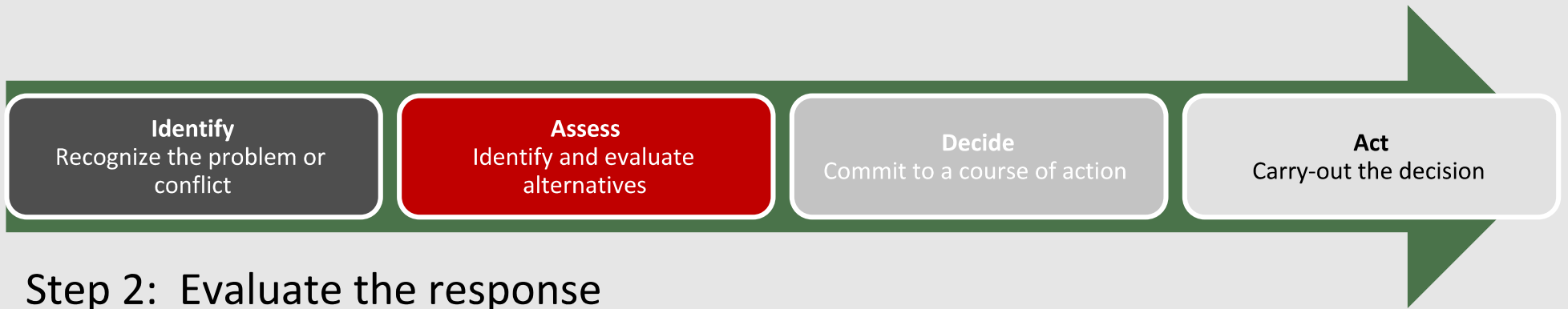
**Act**  
Carry-out the  
decision

## 4-Step Ethical Reasoning Process



Step 1: Identify the **conflict in values, beliefs, or ideas**. We are presented, daily, with policies, regulations, laws, or other values that may not align with our own. Strong conflicts may generate a physical reaction.





Step 2: Evaluate the response options. It can be helpful to use a **cost/benefit, risk assessment**, or other tool to weigh the alternatives. With very few exceptions, there are multiple alternatives; seek help to develop and evaluate them, if needed!





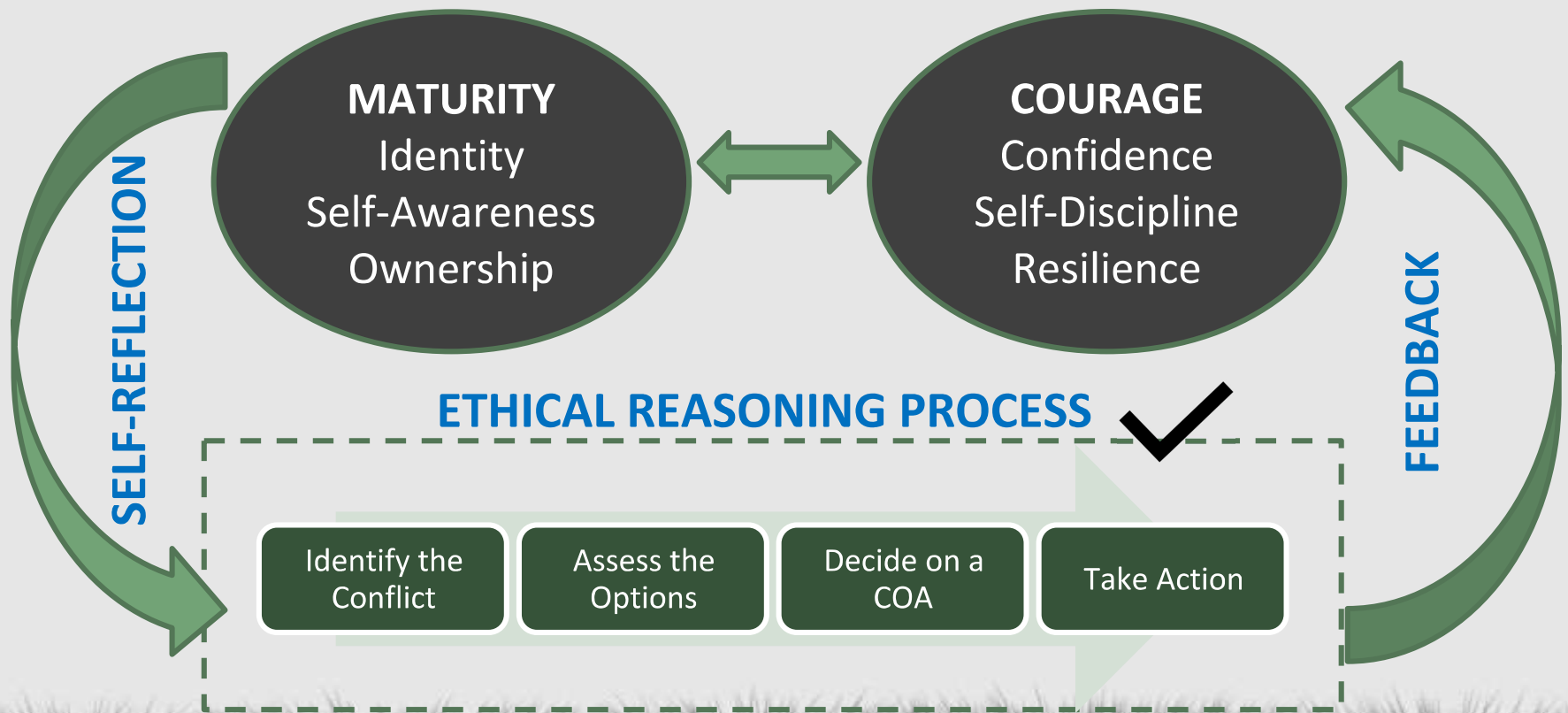


Step 3: Make the best decision based on the information available to you at the time. Decisiveness is a super-power that you can cultivate. Commit in your heart to a course of action that aligns with your values.



Step 4: Take action! Write the letter, initiate the conversation, send the email. Try to take action as soon as you are fully committed. Often, time is not your friend when it comes to resolving ethical dilemmas.

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# FEEDBACK: Johari Window

*"Feedback is the breakfast of champions."*

Ken Blanchard

## Johari Window Feedback Exercise

- Based on two ideas- trust is acquired by revealing information about yourself to others, and learning about yourself from their feedback
- Used to enhance the individual's understanding of self and others
- Created by psychologists Joseph Luft and Harrington Ingham in 1955

Open Self

Blind Self

Hidden Self

Undiscovered Self



# ACTIVITY





## Questions:

1. On a scale from 0-10, how likely are you to ask your peers, leaders, or team (subordinates) for feedback?

*(Record this answer on your graph on the horizontal, top line.)*

2. On a scale from 0-10, how likely are you to disclose information about yourself with your peers, leaders, or team (subordinates)?

*(Record this answer on your graph on the vertical, left line.)*

# Johari Window Lite!

## Instructions

- On a piece of paper, draw a square like this **This will be your “WINDOW.”**

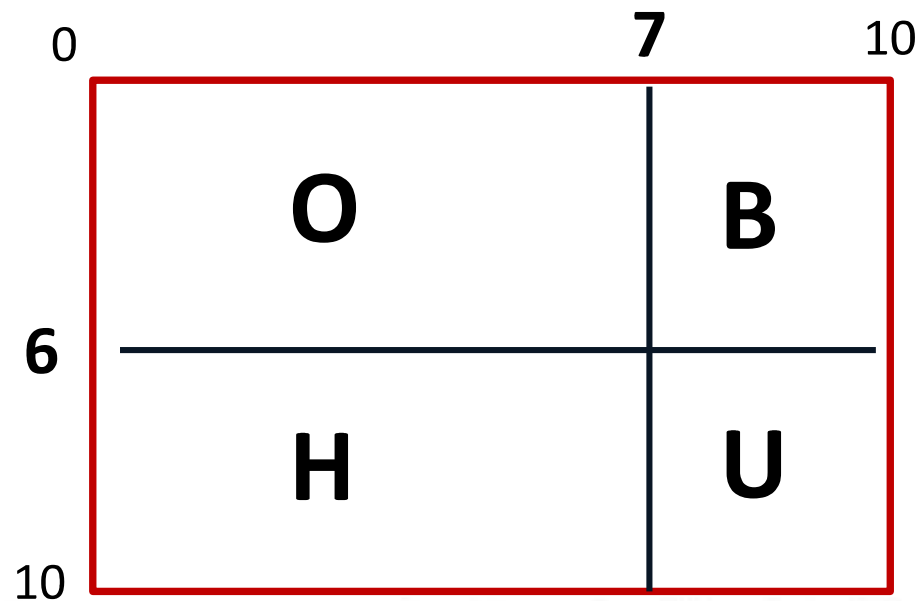




# Johari Window Lite!

## Instructions

Record your scores...



## Johari Window Explained

**Open**: The open area is that part of our conscious self - our attitudes, behavior, motivation, values, way of life - of which we are aware and which is known to others. We move within this area with freedom. We are "open books".

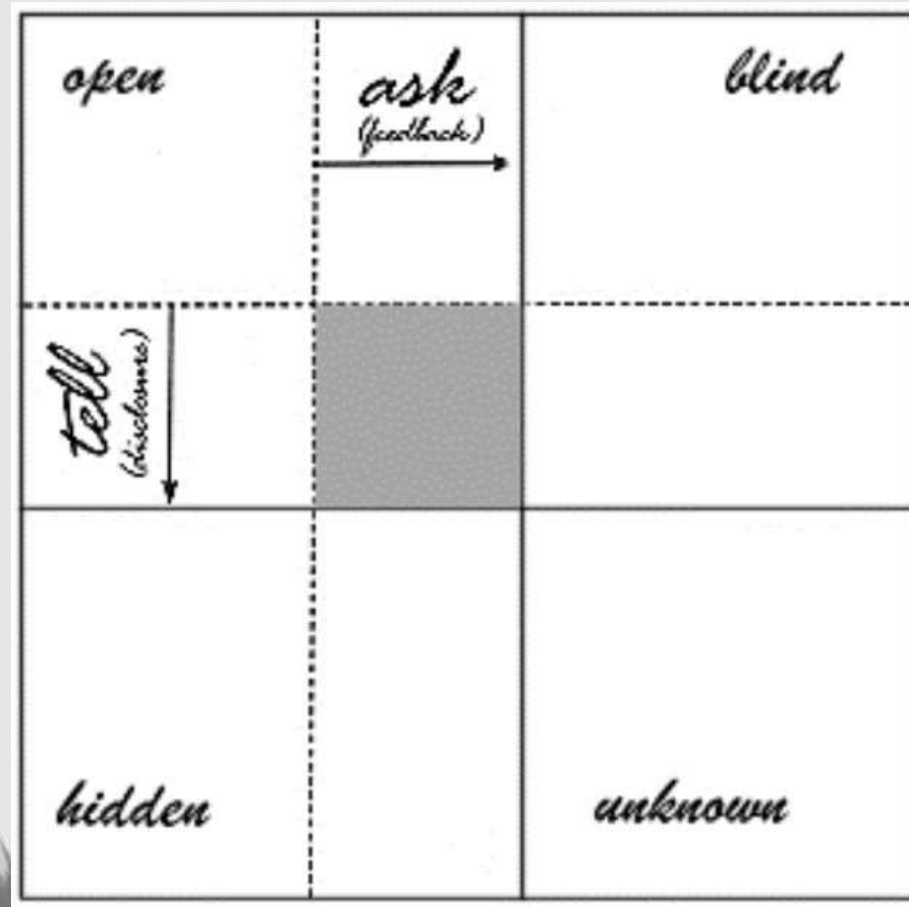
It is through disclosure and feedback that our open pane is expanded and that we gain access to the potential within us represented by the unknown pane.

**Hidden**: Our hidden area cannot be known to others unless we disclose it. There is that which we freely keep within ourselves, and that which we retain out of fear. The degree to which we share ourselves with others (disclosure) is the degree to which we can be known.

**Blind**: There are things about ourselves which we do not know, but that others can see more clearly; or things we imagine to be true of ourselves for a variety of reasons but that others do not see at all. When others say what they see (feedback), in a supportive, responsible way, and we are able to hear it; in that way we are able to test the reality of who we are and are able to grow.

**Unknown**: We are more rich and complex than that which we and others know, but from time to time something happens - is felt, read, heard, dreamed - something from our unconscious is revealed. Then we "know" what we have never "known" before.

## Expanding Your Open Area



# Professional Character Development



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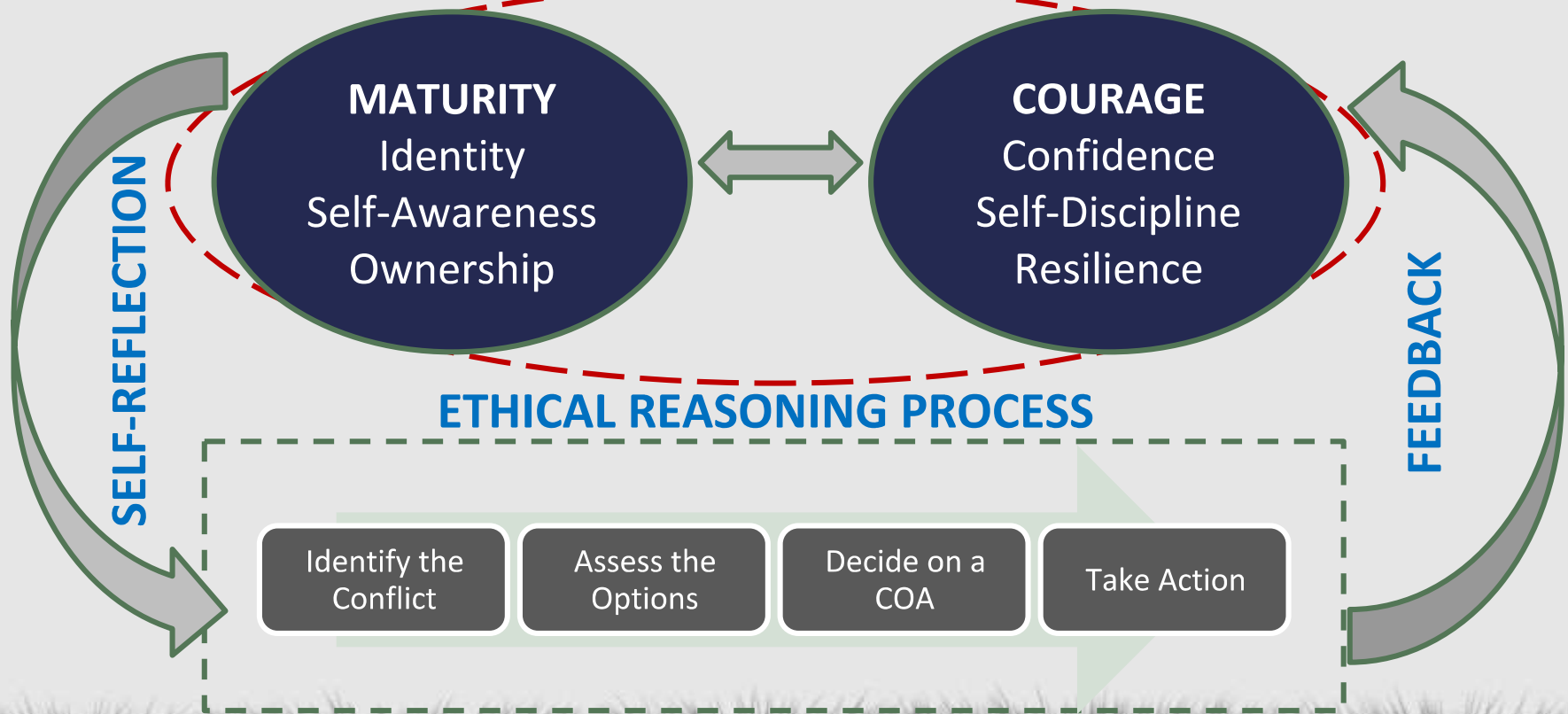
# Self-Reflection

*"Reflection is looking back so that the way forward is clearer."*

Unknown



# Professional Character Development



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# Self Reflection



**After Action Reviews • Lessons Learned • Internal Audit**



# Self Reflection Questions



On a scale from 1-10, how would I rate my level of integrity today?

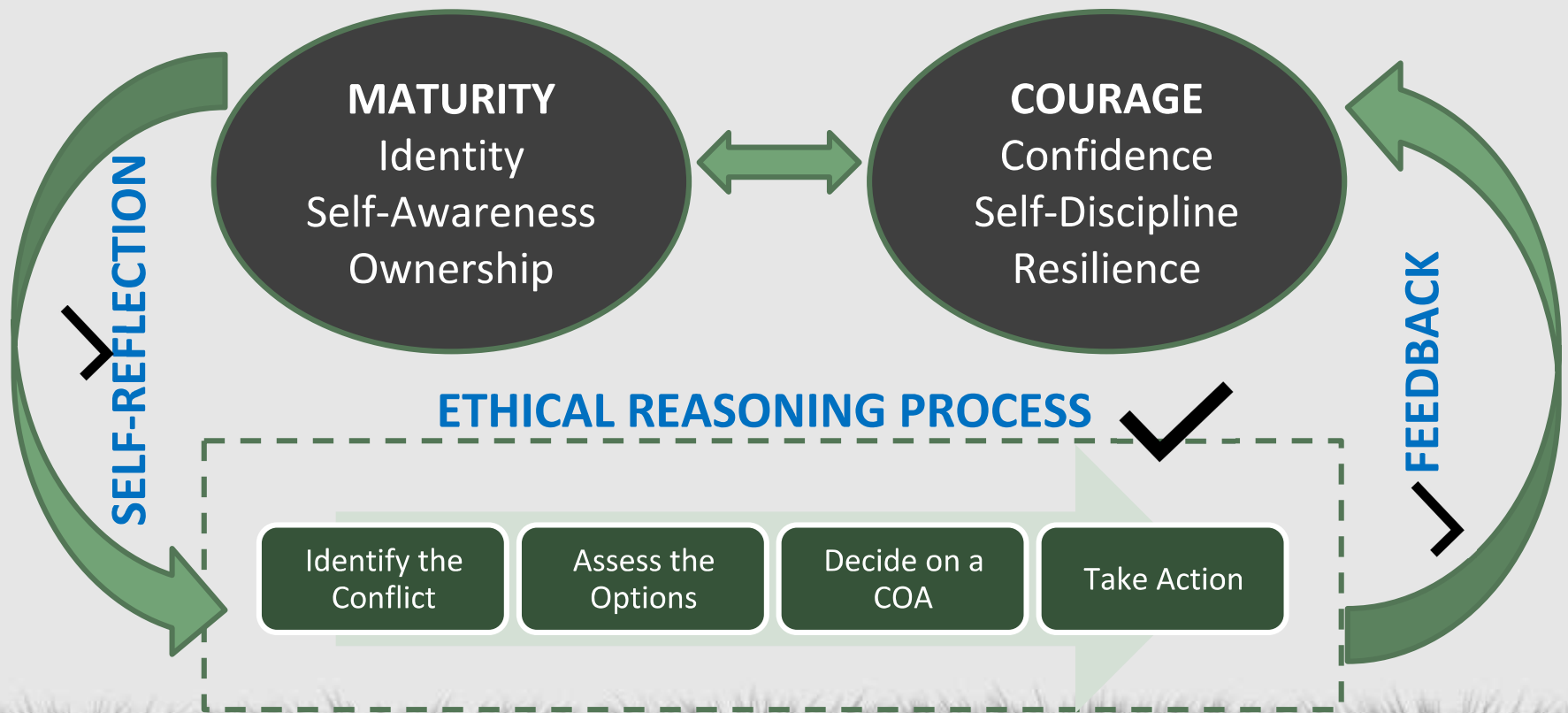
Did I respond authentically with my team, leadership, and others?

As I think of my day, is there anything I would day or do differently if I could?

What did I do well today? How can I do more of that?



# Professional Character Development



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# Benefits of Character in the Workplace

*Fosters a culture of compliance and enhances reputation.*

Reduces the risk of losses due to ethical failures, and increases profitability.

Boosts employee morale, and allows companies to attract and retain talent; creates a positive and productive work environment.

*Ensures leaders maintain a high degree of influence, serve as trusted advisors, and are viewed as highly credible "honest brokers."*

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# Summary The Case for Character





b. empowered

# Connect with Coach Steph B.



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