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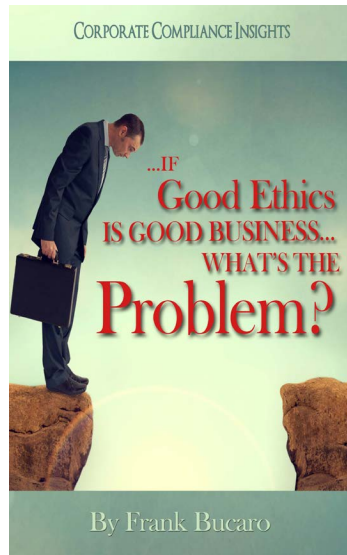
FRANK BUCARO



The Courageous Leader:

Integrating Integrity into Decision Making

ALSO BY FRANK BUCARO



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Frank Bucaro

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THE COURAGEOUS LEADER:

INTEGRATING INTEGRITY INTO DECISION MAKING

The courageous leader needs to have the ability to face difficulty, uncertainty or pain without being overcome by fear or intimidated by consequences. By being courageous, not only do you need to discern and assess what needs to be done, but also have the fortitude to deal with the ramifications of your values.

Courageous leaders must have more confidence in principles than in personalities. I watched a town hall meeting with Bill Gates and Warren Buffett a few years ago on MSNBC, and one of the students at Columbia University posed this great question to Warren Buffett: can ethics be taught to leaders today in business?

Buffett's response was very interesting. He said, "ethics come from the home, it doesn't come from the classroom. Ethics and values are [ingrained] into who we are from our beginning, in whatever form our family took." He then went on to say, "I don't think it can be taught; it just needs to be lived."

LIVING ETHICS OUT

If ethics is to be lived, in the corporate world and as a leader, you need to:

Have a high tolerance for ambiguity

There are lots of shades of gray in leadership today. Be willing to endure ambiguity, exposure and personal loss for the sake of community gain – in other words, what's good for the majority rather than just what's good for me.

Accept deferred gratification in the form of simple rewards

As you look at the news, it seems leaders demand immediate gratification. But I think that has to be earned in the long run by who and what we are and how we lead.

Practice independence of thought

Leaders ought to take into consideration what others have thought and done before, but you're in charge, so how do you discern? Discernment needs to have more weight in leadership today. Discerning pros and cons, what's appropriate and what's not, what's acceptable and what isn't, whether an action is legal or not: that's independence of thought. Take what happened before, see where you stand now and make your decisions accordingly.

Exude formidable persistence and determination

Values don't fluctuate, they remain constant; their constancy is the foundation for persistence and determination.

Absent the above qualities, leaders may face these four issues:

A lack of transparency

For example, how transparent are the government structures, decision-making processes, policies and procedures in your organization? Knowledge is power. If you want buy-in, if you want people to believe and develop a sense of trust, transparency is key in business today.

A lack of trust

What is your word worth as leader? Is it your bond? Why should your employees trust you? There's a term you may not be familiar with: "charism election." There are a lot of people in our lives – for example, a barber, dentist, hairdresser, doctor,

lawyer, etc. – who have been recommended to us by a friend or acquaintance. After the first visit, there was a development of trust that kept you coming back. That’s “charism election.” You willfully trust because they have proven to be trustworthy over the course of the relationship.

A lack of accountability

How well does your organization do in terms of anticipating and responding to ethical challenges? Everyone’s accountable, not just responsible. Here’s the difference between responsibility and accountability: being responsible is just “I’m conscientious, so I’m doing what I’m supposed to be doing;” being accountable means “I’m answerable to everybody else I interact with.” Being an accountable leader is a much weightier job than simply being a responsible leader. Accountability is very crucial.

A lack of stewardship

Consider this definition of stewardship: stewardship is what we do after we say we believe something. It’s how your people live out your mission and/or values statement. You need to understand that people listen with their eyes, not their ears. People will believe, people will trust, people will be accountable when they see their leader live the values they’ve been preaching, espousing, writing, incorporating in the mission statement, etc.

The age of entitlement is over. No longer can people graduate from college and honestly feel they’re owed a position or a certain salary – particularly in this economic environment. The age of responsibility is now upon us, and it’s up to all of us to answer the call of courageous leadership – and to provide an accountable response to that call.

5 LEADERSHIP VALUES

Being a gutsy leader means exemplifying:

Trustworthiness

Do you do what you say? You know there was a time in American business when a person's word was their bond; you could get a mortgage with a handshake, people. If you said you were going to do it, people believed you were going to do it, and you did it. And then we got into legalese, and contracts and paperwork, etc. I think being courageous means that what you say carries weight. That you operate with integrity and that people can bank on you delivering exactly as you said you would.

Unity

Are we all on the same page? Do we all share the same mission? Do we all share the same values, ethics and code of conduct? And if so, I ask: how do you know? Is it part of your ongoing training? Is it covered regularly in internal communications? Is unity stressed consistently in your organization's various media? Why? Or why not?

Respect

Can you respect the person and yet disagree with the behavior? Business management writer Tom Peters gives a great example:

When you're talking to an employee after something has gone wrong, it's usually in the realm of behavior. For every negative you state, make sure you have four positives in the conversation. The four positives communicate respect and acknowledge the employee's personhood and self-esteem even while the discussion conveys your disagreement with the behavior.

The strategy can be applied like this: "You know, Bill, you

usually don't make this type of decision with such an adverse effect on this department. I was wondering why this happened. Could you explain your reasoning process to me?" This is much more affirming, respectful beginning to the conversation than, "Why did you do such a stupid thing? That's the dumbest thing I've ever seen." You see the difference? Respect the individual, disagree with behavior.

Justice

What's fair? What's just? According to whom? According to what? Is there a legal issue? An ethics issue? A compliance issue? Is it that you think something is right or wrong? Whatever measure of justice you use, it needs to be identified, explained and consistently applied.

Service and humility

Every business is all about service. Everything bought and sold is intended to help people in some way, shape or form. Because we're all in the service industry, there needs to be a sense of humility. You're not the only one out there selling what you're selling or doing what you're doing. And you won't be the last. Practicing humility means developing the best service or product we can to serve the customer—internal or external.

Those five values are the foundation for gutsy leadership. John Wayne put it this way: "Courage is being scared to death—and saddling up anyway." How many examples in your everyday life align with that metaphor – from managing your business to parenting, navigating personal relationships, and dealing with challenges to your values? Bold leaders can be scared to death, yet saddle up anyway when decisions need to be made.

WHAT DARING LEADERS ARE MADE OF

Commitment to moral principles

Before faced with a dilemma or a challenge, you need to sit down and reflect on what your moral principles are. Truth? Loyalty? Honesty? Many organizations advertise and preach moral principles, but is there a commitment to them in training? Are the principles reinforced in the course of the workweek? Is behavior in alignment with the principles viewed as crucial?

When reflecting on those moral principles you identified, ask yourself these questions: What's acceptable, and what's not acceptable? What's negotiable, and what's not? This will help you focus on how those principles can be applied and lived out consistently.

An awareness of the challenges involved in living out those principles

There is a risk in not being liked or not being promoted. If you're familiar with my work, you may have heard me say this before: there's always a price to pay. I call it the "PTP" factor, and it can be positive or negative, but the risk is always there.

The willingness to pay the price for those risks when necessary

You look at these three components of a courageous leader, and isn't that a real definition of a whistleblower these days? A whistleblower puts values before fear because the values override the fear. And those who have stepped up to blow the whistle on corporations in some of the decade's biggest corporate scandals were willing to pay the price; their values were that line in the sand they would not cross. Taking a courageous stand begins with knowing your own moral principles, as there are always

consequences.

This type of decision cannot be made in the spur of the moment or when emotions are out of control. In those situations, it's best to sit back, identify those principles, consider the risks and get input from those directly involved, knowing that sooner or later a decision has to be made. That's bold, even though some may not agree with the decision. The process can weigh much more heavily at this juncture than the end decision can in the weeks to come.

THE 4 C'S OF COURAGEOUS LEADERSHIP

Conscience

What does your gut tell you? I bet you have been in a situation where you've needed to fire a customer or where someone in your department needs to be transferred or let go. What does your conscience tell you? That links to what I call the "moral code." I think everyone has a moral code: it's what you believe is right and valuable, based on your wisdom and experience. Sometimes when a decision is made and it goes against your conscience, it may lead to a restless night of sleep, stress or being less effective at work or in your relationships because something's just not right. Listen to your gut; most of the time, it gives you a clear idea of what needs to be considered and why.

Choice

You're the leader; choices need to be made. The key question is: what will those decisions be based on? What you think is right or wrong? The company's best interests? A desire to promote loyalty? These are all questions and discerning factors that need

to be part of the decision-making process.

Culture

Is your corporate culture receptive to courageous leadership? A more autocratic style of leadership may squelch courageous behavior. What's the culture?

Compliance

What does the law say? What does legal counsel advise?

Those are the four C's of discernment, of thinking through a leadership initiative. To put things into perspective, I offer this quote from Robert Louis Stevenson, author of *Treasure Island*: "Sooner or later, everyone sits down to a banquet of consequences." Isn't that the truth? We all will, it's just a matter of time.

NOW: INTEGRITY

Being courageous is at once an aspect of integrity and the embodiment of it. When leaders act with integrity, their behaviors are consistent with their stated values. The key word here is "consistent;" to be inconsistent is to cheapen the values you espouse. Therefore there must be consistency between the behavior of the leader – what they preach and what they do. Remember, people listen with their eyes, not with their ears.

Acting with integrity also means saying what you mean. A person must deliver what was promised and stand for what is right. Whether it's concerning how employees are treated, how a process is done or how we get sales—particularly in this tough economy—you have to deliver what's promised and stand for

what's right.

Even though we are all tempted at times, to hedge on integrity is lethal. It's great to practice integrity when things are going well. The challenge is when integrity is compromised by the drive to make the sale, to bring in X amount of dollars or to fulfill the stated goals of the leaders. Sometimes, you've got to stand up for what's right and flatly oppose what's impossible and/or overtly wrong.

THE DILEMMAS

Rushworth Kidder, the former CEO of The Institute for Global Ethics, found there are four major paradigms for understanding ethical dilemmas:

Truth vs. loyalty

Do we lie to protect a friend? Truth and loyalty are both values we believe in, and yet at times they can come into conflict. The greatest challenge for a courageous leader is when there are two positive values that come into conflict with each other.

The individual vs. the community

If it's good for me, is it bad for the community or the organization or the company? And so, how do we sort that out and make that decision?

Short term vs. long term

If it's good in the short term, will it be negative in the long term or vice versa? And how do we balance those risks in a very complementary and a productive sense?

Justice vs. mercy

The courageous leader needs to know when to employ which and why. And here's another dimension for discernment: how do we know whether to be merciful or just? And when we make that decision, how transparent is the process – not only to those involved, but also to those who witnessed the issue and how it was handled?

So we begin to look at the moral spiral. In my estimation, you never make a decision in isolation; one issue is always linked to another, that one to the next, and so on. But if you look at major decisions in your organizations, I'd wager that the challenges could often be grouped into one of the four dilemmas above.

AN ACTION PLAN

The courageous leader's action plan consists of four simple points:

Know your values

What do you stand for and why? What do you believe? What are you willing to go to the wall for as far as being a value-based, courageous leader?

What's your line in the sand, the one you won't cross?

What situation is off limits? What value will you not compromise?

Be audacious

Be ready for any results—positive or negative—because of that line in the sand.

Once it's done, move on

As a courageous leader, you know you're going to have to do it again. There's going to be another situation that rears its ugly head and a decision will need to be made then as well.

INTEGRITY

For integrity to take hold, decisions are based on these four factors:

Intuition

I think we were born with intuition and just learned how not to use it; and the school system did it. I'll prove it to you.

In elementary school and junior high, you remember those first tests you took and the teacher's instructions: "I want you to answer all the questions you know first, and if you have time after, go back and give the rest your best guess." Most of us remember being taught that strategy by our teachers. And you took the test, following those directions, and you finished the test, looked at the clock, had five minutes leftover and started to do something so very dangerous... you started to second-guess yourself. You looked at that test and thought, "There can't be five B's in a row. There must be some C's in there." And I bet that happened to a lot of us, and probably 99% of the time, the answers you changed went from right to wrong.

Your gut told you what the right answer was, but the trouble came when you went against your intuition. As a courageous leader, sometimes it's best to not think too much, just go with your gut.

Experience

What does your experience teach you? Here's the definition of experience I use: experience is not what happens to you, it's what you make of what happens to you. My experience in life is different from yours, so you can't guarantee me anything. For those of us who are parents, it's like when your kids leave the house – how much control do you have over what they decide to do? You can't guarantee anybody's experience of anything. Experience is extremely personal, and yet there is a lesson in there about how we look at reality based on our experience. We can only relate to our own experience; we cannot guarantee others an experience of anything, because the outcome will not be the same, for obvious reasons.

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Feelings

One of my great issues with our culture's academic system is how we can go through 15 to 18 years of formal education and not take one course on controlling our emotions. Because isn't it true – ethics, values, integrity and courage take a hit when emotions run amok. When emotions get the better of us, the thought- and reason-based processes of ethics, values, integrity and courage go right out the window.

Because most of us have had no training on how to stifle the emotions to move forward with a clear head, we need to find ways to take a step back so that we don't allow feelings of anger or intimidation or jealousy to cloud our judgment.

Here's the analogy I use, and I hope this makes sense to you:

Emotions are to the body what gas is to a car. Emotions fuel the machine like gas fuels your car, but you don't let gas drive, do you? You're the leader; you have got to keep your hands on that steering wheel. And because you're in control, you want your courage, integrity, conscience, and commitment to looking at culture and choice to be at 10 and 2. When your hands come off the steering wheel and your emotions get the better of you, no one's in the driver's seat, and accidents can happen. Ethics and effectiveness can take a hit. So keep your hands on the steering wheel.

External authority

What does the law say? What does compliance say? What is the authority? Is it the code of ethics or the code of conduct?

These are like four balls a leader juggles. They all must be in motion at the same time so the leader can make the best decision possible. If one is dropped or not considered, the decision will be lacking in some way because you're missing – in my estimation – a vital part of what's needed to make decisions from a place of integrity.

Or, if you look at this as intersecting circles, with each component affecting the other in a positive way, that's what the courageous leader needs to look at: intuition, experience, feelings and external authority.

CONSIDERATIONS

Identify the act or behavior that's causing the problem

Write it down. Did someone do something? Did they lie to a customer? Did they doctor a time card? Was something not

delivered on time but your team member said it was? Whatever the issue, write it down.

Make a list of what you know about the situation and the make a list of what you don't know

In my experience, it's what you don't know that can critically change the decision. But a lot of times, leaders – much less courageous leaders – don't take the time to find out what they don't know, to ask “What else do I need to know to make the best possible decision?” We know who did it and we know when they did it, that part is easy. So and so did it, this was the time, this was the day, this was the month, boom, boom, boom.

But we may not know why they did it, and herein lies the importance of critical thinking. It's in considering what you don't know that gives you a different mode of thinking. Thinking critically will tell you where to get the information you need, and it may require getting wisdom and input from someone else to flesh out the larger context.

Identify the criteria for judgment

What criteria did you use to make the decision? Is it a legal issue? An ethics issue? A values-based issue? A code of ethics or conduct issue? A department issue? Was the behavior in violation of the company's mission? It is important to identify before – not during – the decision-making process the criteria on which you'll base your decisions.

Always, always, always get communal wisdom

That might take the form of you calling a different division in a different city of your company or a colleague from an association in your industry that works for a different company. Call them, give them the skeleton outline of the issue, and say, “What am I not seeing here? What's your take?”

Because sometimes we can't see the forest for the trees, it helps to get input from a peer. Someone with an outside perspective may use different criteria to make the best decision. The more communal wisdom you get, the better off you are. It's worth broadening your perspective by seeking wisdom from contemporaries and counterparts within your company and externally – others you know and trust will give you some good advice.

Once you take these steps, then and only then should you make the decision

This is being courageous because you've taken the time to analyze carefully the knowns and unknown, the various criteria at play and wisdom from others. As a result, the decision you make will be well thought-out. This lessens your need to draw a line in the sand, because now you have the fortitude to make the tough decision.

PEOPLE GET IN TROUBLE AT WORK FOR
FOUR REASONS

Abuse of power

One's title, position or salary connotes a certain level of power.

Abuse of knowledge

A glaring example of this is insider trading. You get advanced knowledge... do you sell the stock? Do you bail out?

Abuse of access

Access to other people, to information, to market reports, etc. Nine times out of 10, one leads to another.

Abuse of relationships

Boards of Directors are taking hits these days in corporate America. There was a time when Board members were chosen through the “good ol’ boy network.” As we know, this turned out to be a terrible method of selecting leadership, and now Boards of Directors are coming under fire for not having a vested interest and for abusing their power and relationships. People get in trouble for these abuses at work all the time; sooner or later they get caught, however, and there’s always a negative price to pay.

THE STAGES OF KOHLBERG AND PIAGET

I am trained as a teacher, and most teachers are trained in the six stages of moral development of Kohlberg and Piaget. Understanding this theory is key in understanding the moral dimensions to the use of power and decision making. Lawrence Kohlberg, who taught at Harvard University, based his Theory of Moral Development on the theory of moral reasoning conceived by child psychologist John Piaget. Kohlberg’s theory held that moral reasoning was the basis for ethical behavior. People are raised in how to make decisions.

I’ll apply this quickly to parenting and then we’ll apply it to leadership to explore how it affects your job with your people and your organization.

The easiest way you motivate someone is to threaten them with punishment: “If you don’t clean your room then I’ll...” There’s always a punishment attached to it.

Or you can use reward. “If you clean your room, then I’ll...” It’s like tying a carrot to a fishing line and throwing it in front

of the jackass. As soon as the jackass gets close, you reveal the reward. The problem with this method is that it sets a certain expectation. If you reward them for this, what else are you going to have to reward them for? The reward becomes the norm.

Then there's the "good" concept: the good parent, the good family, the good kid, the good student, the good teacher, the good company, the good employee, the good leader. It's you know, "good."

The person doing the praising is making the judgment. If I call you a "good" employee, I'm saying you did what I wanted you to do and that, for me, is good. You could be saying internally, give me some slack Jack, get off my case Grace, when can I get out of here? When I go to companies, for example, that have the Employee of the Month parking spot, it causes me to chuckle, because this person did what they needed to do to get the parking spot, but does that necessarily make them good? I don't think so. And what do you do with the person on the other end of the spectrum? Do you make them park five miles away and take a bus? If you're less bad, you can move a little bit closer? So the "good" is a judgment on those doing the speaking.

And of course, there's a rules-and-regulations approach – what we always display. "As long as you live in this house..." Or in a corporate setting, there are rules daily, weekly, monthly, biannually, etc., and if you don't like it, the door swings both ways.

Then there's choice and commitment. How far you went in school, where you went to school, where you went after, what kind of car you drive, where you get your clothes, all of those things are choice and commitment.

The sixth stage is a level of internalization where you become what your choices are. For example, a cop's always a cop, a clergy member always a clergy member, even socially. You become your choices.

Now, as a courageous leader, you need to identify for yourself which of the six levels you operate on at work. Do you operate on punishment? There are no right or wrong answers—don't misunderstand me here—but we need to identify what level we operate on. So are you the “good” leader? Are you the rules and regulations leader? Are you the leader that rewards people for doing things? Once you've identified where you are, please understand this: you cannot lead people beyond where you are. So if you're on rules and regulations, you can't tell people there're choice and commitment, get it? They won't go because you're not leading, and if you're not leading, you're not courageous.

Bold leaders operate on five and six or choice and commitment and internalization. Now, if you would, draw an imaginary line between stages four and five, separating the first four stages from the final two. The first four concepts – punishment, reward, “good,” rules and regulations – those I call, “an institution.” An institution is when the task is primary, and people are secondary, like the government. President Obama doesn't care who you are, but April 15th, you better pay your taxes. You're a number: social security number, tax ID number, telephone number, house number, license plate number—it's impersonal.

“The courageous leader operates in the “environment,” so that people are always first.”

Choice and commitment and internalization, that's what I call “an environment.” An environment is when people are primary, and the task is secondary.

The courageous leader operates in the “environment,” so that people are always first. If people are put first, if they're trained, empowered, enabled and complimented, the task is going to

get done anyway. And chances are, it will get done better. This means, then, that your role as a courageous leader under choice and commitment and internalization is one of cheerleader and mentor. Under the “institution” model, those are the people who will do the work only if the leader is there; the task is primary, people are secondary.

Now how do you know where your people are on this moral development spectrum? It’s easy to tell if someone comes up to you and says, “What do I have to do?” They’re operating under the first four stages: punishment, reward, “good,” rules and regulations. This means that you have to watch your people and make sure they do their job, which takes away from your tasks because they’re only going to do what you tell them to do. That’s why they’re asking, “What do I have to do?” Your role as a leader changes drastically if your people are on choice and commitment and internalization and instead ask, “What can I do?”

The ideal is to have as many people as possible operating in the choice and commitment and internalization stages, because they’re going to get the job done; they know they’re first in the mind of the courageous leader, and the task is secondary. So ask yourself: How many people in your organization – including yourself – are operating in the “institution” model, and how many are functioning in the “environment” model? That will tell you, as a courageous leader, what type of power you need to use for each group.

TYPES OF POWER

There are two types of power: authoritarian and authoritative.

The authoritarian empowers himself at the cost of another: “Do it because I said so.” That’s your first four of Kohlberg and Piaget. It’s self-serving, as one uses fear to get obedience; they must have power over others, so they command rather than invite. To command is to settle for behavior change; no understanding of value is needed. Now let me give you an example of this in your lives. Can you think of the worst teacher you ever had in school? And wasn’t he/she an authoritarian? Their goal was to finish the book. They were operating on punishment, reward, “good” and rules and regulations.

The authoritative leader empowers the other through a service for the other. Here’s how this works, instead of saying, “You do this,” the courageous leader – the empowering leader – will say, “Let’s see what we can do to turn this thing around.” You lead, rather than manage. Their peers chose them. They don’t force themselves on us, but gain our trust, like a doctor, dentist, hairdresser or lawyer would do. This authoritative power invites rather than commands. To invite is to recognize the value of the other person. Now, I previously discussed choice and commitment and internalization and setting that environment; I’d wager your best teacher modeled this type of leadership, operating on choice and commitment and internalization.

And here’s what I want you to think about—I don’t care how far you went in school, or how many degrees you have—did you have more “best” teachers or more mediocre or “worst” teachers? I would bet more of them modeled the “institutional” style of leadership, the first four stages of Kohlberg and Piaget’s moral development. Like your best teachers, the courageous leader needs to be authoritative, not authoritarian.

PARTING WORDS

There are four words I suggest you never use as a courageous leader, particularly to build integrity and positive reinforcement into that decision-making process.

Can't

Can't just means that you're not properly motivated. With a little bit different thinking, you can tell me why it can be done. Don't accept that attitude from your people.

Problem

Let's get down to brass tacks: you wake up in the morning, you have your health, you've got love in your life, you don't have any problems; the day is filled with opportunities. A problem demoralizes people, causing them to look at issues rather than opportunities.

Failure

People don't fail; people quit. Let's call it as it is. Good and bad relationships are both results of hard work. You've got to work real hard at killing it and you've got to work real hard at deepening it. If you're going to expend the energy, which way do you want to go?

Boredom

Boredom is an ineffective use of the present moment. Someday you'll want that time back, and guess what? It's gone.

As a courageous leader, never, never use these four words.

In making a courageous decision, just keep these two questions in mind: (1) Is what you're going to do in line with our com-

pany's objectives? (2) Will the decision result in the right thing being done for the customer?

If either the answer to either of these questions is "no," don't do it.

There's a great line from the book, *If Aristotle Ran General Motors*, by Tom Morris. Here's how he defines business: "Business is a partnership of people creating in many ways a better life for others, as well as ourselves." That's another way of looking at those two questions.

Courageous considerations need to be the foundation on which we base our ethical decisions, because people make decisions based on the values they hold dear. Ethical principles are not concerned with how things do operate but how they should. As a courageous leader, the most difficult decisions to make are those involving a conflict between two or more deeply held principles.

Again, it is important that you determine in advance what your priorities are, realizing that a lot will depend on the situation. That's what makes you courageous: analyzing the decision and then finding out what's appropriate within the context of the particular issue or situation. Remember, it's not about what you do, it's about what other people do because you are there.

Lastly, business should focus on:

Purpose

Why are we here? You know, a service, a product, etc.

Mission

What do we do to fulfill our purpose? What do you do? I don't care what you think, what you believe. Talk is cheap, and adages on walls don't make up for behavior. What do we do as a com-

pany, as a division, as a department to fulfill our purpose?

Values

How do we work together to fulfill our mission and accomplish our purpose?



Frank Bucaro is an ethics expert, who is a leading crusader-- speaking, training and writing-- on the benefits of ethics. He is a Certified Speaking Professional (CSP) and has been inducted into the Council of Peers Award for Excellence (CPAE) Speaker Hall of Fame.

Coming from a background in teaching, with a Master's degree in Religious Studies, Frank's career in business spans two decades with the message: not only is good ethics good business, it is also good for business. As an author of numerous articles on ethics and author of the book *Trust Me! Insights into Ethical Leadership*, Frank has developed unique and humorous insights into the challenges of taking the high road. He provides practical ideas to help with difficult decisions as well as strategies for combating the sometimes blurred lines between right and wrong.

A member of the National Speakers Association, he has earned the designation of CSP which stands for Certified Speaking Professional. This award has been earned by less than 20 percent of the 3,800 members of NSA. He was also presented with NSA's prestigious CPAE Speaker Hall of Fame Award for excellence and professionalism, an award currently held by fewer than 200 people worldwide.

He is President of Frank C. Bucaro & Associates, Inc. located in Bartlett, Illinois, a suburb of Chicago.

A few of the organizations that have invited Frank to speak include BP, the Canadian Pacific Railway, Caterpillar, ENMAX Energy, Fiserv Insurance Solutions, Global Compliance, the

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