Lead 803: Book Outline: The Ethical Challenge

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THE ETHICAL CHALLENGE: HOW TO LEAD WITH UNYIELDING INTEGRITY

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Abstract

This paper summarized and highlighted the three parts of Tichy and McGill's (2006) book *The Ethical Challenge: How to Lead with Unyielding Integrity*. The abuse, the aftermath, and the ethical future of organizational leadership was divided into eighteen sections. This writer approached the summarization of each section from a leadership perspective. This writer juxtaposed the failed unethical actions of Enron and other global organizations against the substandard actions of his own business experiences. Moreover, this paper pointed out the editors and authors overall leadership objectives—that organizational leaders must be able to develop strong ethics and drive it through their organization, build a values-based culture across their organization, and ensure that everyone within the organization knows the ethical-line and be willing to speak out against those who cross it.

## Part I: The Abuse

### Business Ethics Reality Stunned Americans as Enron, Others Misled Investors and Employees

A common theme in all the financial transgressions of organizational leadership is the goal of deliberately deceiving others by lack of transparency of financial reporting. McGill (as cited in Tichy & McGill, 2006) argued that companies like Enron, WorldCom, Adelphia, Global Crossing, and others misrepresented their organization's financial earnings. In doing so, these companies' unethical practices led to the creation of new governmental laws that provided better protection for shareholders, employees, and the public.

According to McGill (as cited in Tichy & McGill, 2003), following the 9/11 terrorist attacks, numerous Fortune 500 companies confessed their legal and unethical actions. They had purposely filed misleading financial reports to defraud their shareholders. Shareholders and public citizens lost confidence in both private and public sectors of leadership. Tichy and McGill, (2003) argued that "Several of Wall Street's finest were caught touting a stock in one part of their organization while their investment arm was dumping the same stock" (p. 25).

#### Organizational Ethics of Enron

Tichy and McGill (2003) highlighted several companies that practiced unethical policies. "But no company's problems, in-depth and complexity, surpassed those of the company that started the spiraling ethical dive—Enron" (p. 25). In retrospect, the Enron story led to tougher standards for organizational transparency and leadership. As a business leader, this writer understands trading and buying stock. "It is not unusual for corporate executives to sell their company stock—it is often the norm. But such sales combined with their delayed public reporting, while legal, had become quite controversial—and widespread in the early 2000's" (p. 32).

In the end, federal investigators from numerous agencies and the Congress struggled to understand what was happening and what could be done to prevent organizations from practicing such unethical practices. McGill (as cited in Tichy & McGill, 2003) reported, "Some Enron insiders cooperated with investigators. Most took the Fifth Amendment before Congress…" (p. 45). Today, unethical business practices are still widespread within organizational leadership—especially in this writers business—real estate.

**Ethics and Culture of ServiceMaster Sustain Important Values over Time**

In chapter 2, C. William Pollard, the "oddball" Chairman Emeritus for ServiceMaster Inc. discussed the roots and values of the organization's ethics and culture. The lecture was delivered on April 12, 2002, at the University of Michigan Business School, Ann Arbor, Michigan. The lecture was part of a larger series designed to honor the work and memory of two former ServiceMaster CEOs who played a major role in the development and leadership of the company. Tichy and McGill (2006) described ServiceMaster as a living example of a value-driven organization, one where profits are not paramount, but where they are expected to come as a result of the ethical treatment of customers, employees, suppliers, and other constituents" (p. 54).

Leadership is about community development. Community development is interwoven into the fabric of global leadership. And, there is a commonality amongst people who are global leaders and transformational leaders. Global leaders carry out tasks similar to those of leaders in any community or location, yet they are able to "shift strategies, business processes, and personal styles to fit different cultural environments along with a broader range of employee backgrounds and motivations" (Gundling, Hogan, & Cvitkovich, 2011). Transformational leaders recognize that business is not solely about maximizing profits but rather a platform for the development and growth of people as they serve customers and produce results (Tichy & McGill, 2006). Based on the lecture, this writer could assume that ServiceMaster's success was built on the shoulders of global and transformational leaders.

In sum, Pollard's (as cited in Tichy & McGill, 2006) lecture emphasized the value of ethics and benefits that it could have on humanity—as a whole. According to Pollard, the basic question organizational leaders need to ask is:

> Can the business firm not only excel at generating profits and creating value for its shareholders and customers but also become a moral community for the development of human character and the nourishment of the spiritual side of one's humanity. (p. 55)

For this writer, this statement speaks to the quintessential nature of what it takes to be a 21st-century leader in a global marketplace.

**Sustaining Business Ethics Requires Teachable Point of View**

In chapter 3, Jonathan Ward, Chairman and Chief Executive Officer for ServiceMaster Inc., argued that developing a "Teachable Point of View" is the most critical step for any organizational leader. Moreover, it is even more challenging when essential topics such as business ethics must be incorporated into the discussion. This is a continuation of the lecture delivered on April 12, 2002, at the University of Michigan Business School, Ann Arbor, Michigan.

Ward (as cited in Tichy & McGill, 2006) pointed out that Secretary Baker had a long and distinguished career as a public servant and has become known for "his insight, his intelligence, and his ability to turn thinking into action" (p. 59). Based on Baker's resume and reputation, Secretary Baker exhibit the leadership qualities of an ethical leader. Ethical leadership has been defined in numerous ways. However, according to Trevino, Brown, & Hartman (as cited in Yukl, 2012), “When asked to describe ethical leaders in one study, executives identified several behaviors, value, and motives. A key characteristic was leader’s efforts to influence the ethical behavior of others” (p. 351).

It has been 15 years since this lecture took place, yet today’s news still “offers fertile ground for skepticism and doubt” (Tichy & McGill, 2006, p. 59). However, this writer agreed with Ward’s (as cited in Tichy & McGill, 2006) optimistic analysis, that in light of the pressing issues our nation faces—it serves as an opportunity for leaders to sharpen their strategic thinking skills. Moreover, “… to refine their Teachable Points of View on leadership, on both business and public service, and to bring the moral dimension to all we do in our work” (Tichy & McGill, 2006, p. 59). As a cross-cultural leader, I truly believe we can all benefit from learning more about ethical leadership in uncertain times.

**Business Ethics in Skeptical Times**

James A. Baker, 61st U.S. Secretary of State, delivered one of the most relevant and pertinent speeches at the University of Michigan Business School, in Ann Arbor, Michigan. Baker Identified himself as a pragmatist. Considering his introduction by Ward, this writer would agree. Baker addressed the crowd about the Enron scandal and noted that he had friends who worked for the defaced company. Baker (as cited in Tichy & McGill, 2006) criticized the organization insinuating, “…each bad decision begot another. I can’t remember a business failure in the United States that happened with such rapidity from start to total collapse” (p. 63).

According to Baker (as cited in Tichy & McGill, 2006), “…all times are skeptical times or should be skeptical times” (p. 64). Which is absolutely true, because as a real estate broker, even when the markets were performing well—this writer knew that the scheduled commercial closing tomorrow was uncertain.

**What We Can Do**

During the lecture, Baker (as cited in Tichy & McGill, 2006) provided valuable insight as it related to a free-market capitalist society. Baker maintained that a free-market capitalistic society in and of itself is an ethical system. Baker contended that the brilliance of capitalism is to appease a destructive human characteristic called greed—into a benign self-interest. It is amazing how both the free-enterprise of capitalism and republican democracy have succeeded in America.

In sum, America has been led by leaders who understood the value of character and integrity. Baker (as cited in Tichy & McGill, 2006), in his closing remarks, stated, “Our founders understood that public virtue was absolutely essential… [And] religion and morality are indispensable supports” (p. 73). As a Christian and an organizational leader of a small commercial brokerage firm—I could not agree more. Baker challenged this writer to think differently about leadership, and to develop better ways to integrate integrity into every aspect of business using checks and balances.

**Peripheral Issues Can Evolve; “Core Ethics” Must Be Stable**

In chapter 5, the author addressed the skepticism regarding checks and balances, the Enron situation, and illustrated a simple framework for organizational leaders. C. K. Prahalad (as cited in Tichy & McGill, 2006), Professor of Corporate Strategy and International Business at the University of Michigan Business School, asserted “Skepticism really means checks and balances” (p. 79). After the Enron debacle, government and organizational leaders needed to bring back balance to the system. When there is tension within the checks and balances, it results in inefficiencies.

Often times when companies fail, they do so because they have abandoned a core principle—ethics. This writer has owned several companies and has experienced firsthand the effects of organizational recklessness as it relates to core ethics and lack of understanding about core invariants. Tichy and McGill (2006) contended, “Norms may evolve with the times, but every leader and business must have ‘core invariants’—those ethics and values that have stood the test of time and are not flexible” (p. 78).

## Reacting to the Enron Situation

Enron was an issue that exposed the unethical behavior of organizational leadership around the world. Enron was not a solo player. Tyco, Xerox, Qwest, and many others have abandoned their organization's core ethics. According to Prahalad (as cited in Tichy & McGill, 2006), “It is very common today to have a global corporation that operates in a hundred countries with twenty businesses, plus being involved in fifty to a hundred separate partnerships and alliances” (p. 81). In which case, no single person can really take sole responsibility for the level of corruption in which some of these organizations participate. Senior managers and the board members often times depend on the system and the culture to develop the organization’s ethical framework.

## Developing an Ethical Framework

Prahalad (as cited in Tichy & McGill, 2006), illustrated a simple framework to help organizational leaders assess how an ethical framework can be built inside a company. Prahalad stated,

> Imagine a hard core at the center that does not change with time, context, circumstance, or business demand. These are values that have stood the test of time: Integrity, personal accountability, due process, respect for the individual, property rights, the rule of law. They do not change with circumstances. Violating them is unethical—pure and simple.” (p. 83)

Enron, however, was only the beginning of a new and emerging cultural value system being tested. Companies such as Napster tested the limits of property rights in the Internet age (Tichy & McGill, 2006).

**We Need Great Leader-Teachers with Great Skills and High Ethics**

Developing a strong ethical framework is a vital component to successful leadership, and Robert E. Knowling, Jr., Chief Executive Officer of New York Leadership Academy, (as cited in Tichy & McGill, 2006) stated, “Effectiveness and efficiency are two elements of leadership that you hear a lot about. But they don’t count for anything without strong ethics” (p. 89). This writer learned that at an early age. At twenty-four, this writer owned a staffing agency. This writer was effective and efficient at acquiring and maintaining corporate accounts and arguably was the youngest entrepreneur in the field. However, this writer lacked strong ethics and the maturity to expand and acquire other offices. Effectiveness and efficiency is what the author Knowling was referencing when he insinuated that we need great leader-teachers with great skills and high ethics to lead our organizations.

Civilization requires great leadership, and Knowing (as cited in Tichy & McGill, 2006) noted that “Going forward, successful companies and successful leaders will be those who understand that the greatest resource any business enterprise has is its people” (p. 88). We need leadership at the highest levels of our organizations and government. The world needs organizational leader-teachers with great skills and strong ethics to lead the 21st century. Leaders who will excel and be willing to teach others.

**Leaders Who Excel Must Also Teach**

Ethics is at the core of successful organizational leaders. Leaders make teaching, learning, and development a part of their business, and Tichy & McGill (2006), calls this the Virtuous Teaching Cycle,

> These are cyclical processes in which the leaders are not only teachers but learners as well. As they share their ideas, knowledge, and values, they interact with their students. They engage them, and they listen to their responses. Then they revise their own ideas based on the input of their students and go out to teach some more. (p. 91)

As profound as this educational model is—it is not original. Paulo Freire, a Brazilian educator, developed a similar teaching model in the early 1900's.

**Ethic "Honor One's Self" In Your Business Behavior**

In the final chapter of Part I (Tichy & McGill, 2006) the author tackles another area of ethics this writer had struggled with in his early entrepreneurial years. Being able to control business behavior can be a difficult task for an untrained leader. Entrepreneurs have to understand that business is an instrument of social welfare—and sometimes that instrument simply stops working. This writer lacked that understanding and blamed others for his failed ventures, instead of assessing and reassessing his own leadership practices and ethical behavior.

Robert Dolan (as cited in Tichy and McGill, 2006), Dean and Professor at the University of Michigan Business School, discussed ethical living as defined by Derrick Bell, "Ethical living' [is] an ongoing commitment, as we meet life's day-to-day challenges and opportunities, to assume risk in honor of self and all others" (p. 102). This definition implies that to be ethical is to assume the risk. This writer believes this is an extraordinary revelation as it relates to business ethics and life.

### A Noble Profession

Business is a noble profession, and leadership requires one to believe in themselves from start to finish. Whether the business model succeeds or fail—if an individual holds, fast to their core beliefs and ethics, they are already a success. This writer has witnessed and unknowingly exhibited unethical behavior in the past. Dolan (as cited in Tichy and McGill, 2006) suggested that unethical behavior by executives could destroy the nobility of business pursuits.

In sum, honoring one's self and others is doing the right thing. Something this writer failed to do in his earlier years of business. Whether knowingly or unknowingly every aspect of leadership deals with ethics and maintaining integrity. Maintaining integrity can come at an enormous price—but in the end, it is priceless. This chapter characterized success as "less in achieving what one set out to do but more in doing something what is worth doing" (Tichy & McGill, 2006, p. 103) while at the same time honoring one's self—something the leadership at Enron lost sight of.

## Part II: The Aftermath

### Values: The Best Tools to Lead a Large Global Organization

What had happened at Enron was not an isolated incident after the confessions by numerous companies the government and the public realized there was a larger issue at hand. According to Tichy and McGill, "The basic ethics and integrity of American business were being challenged, questioned, doubted, and mistrusted" (p. 105). Jeffrey Immelt (as cited in Tishy & McGill, 2006), Chairman and Chief Executive Officer of General Electric Company, noted that that the most important thing he learned during business school was that there are twenty-four hours in the day—and you can use all of them when you really need to. Whether you own the company or working as a CEO for a larger organization—this is often times the case.

As a cross-cultural leader, this writer realizes the importance of learning new things all the time. The second thing that Immelt (as cited in Tishy & McGill, 2006) learned is that leaders must all ways be willing to expand their horizon for what their organization can become. Learning is a continuous process. This writer believes that great leaders try to build a learning organization and then drive initiatives and good values through the organization.

**Alignment**

It is not enough today to reward employees with financial rewards for their accomplishments. This generation needs to believe in something, an idea, or a concept—they have to have their heart in what they are doing. According to Immelt (as cited in Tishy & McGill, 2006), people have to have a mission. So, the third thing Immelt mentioned as it related to leadership is alignment. “People want to be part of companies that are doing great things. They want to be part of companies that are taking small ideas into big places” Tishy & McGill, 2006, pp.110-111). Basically, people want to be part of an organization that is making an impact on society.

**Competence without Credibility Won’t Win**

Tishy and McGill (2006) make an extraordinary point about ethics. The authors maintained that strong ethics is what powers a dynamic capital market system envied throughout the world. The Enron exposure crippled that American imagery. However, in hindsight, America’s image recovered and is arguably stronger today than it was prior to the Enron disaster. Anjan Thakor (as cited in Tishy & McGill, 2006), Professor of Banking and Finance at the University of Michigan Business School, described ethics as a “soft” topic in business, “but as the Enron-Authur Andersen episodes underscored, having ethics is a matter of critical importance. A good code of ethics among corporate executives is central to the way our capital markets work” (p. 126).

**The Brand**

Companies like Starbucks, Uber, Lift, Apple, and Google has built a solid reputation for being somewhat, ethical. According to Thakor (as cited in Tishy & McGill, 2006), “Companies that have been ethical, that have built up a reputation, have a greater incentive in economic terms to hang onto their brand equity—and not to do anything that might even risk it” (p. 128). Often times it is the small company that has nothing to lose—that fall victim to unethical schemes when faced with an ethical dilemma. Enron was a large company with a good reputation around the world, with a tremendous amount of brand equity.

Interestingly, Thakor (as cited in Tishy & McGill, 2006), pointed out that if you have a lot of brand equity, you're likely to be doing well financially. And with that financial strength, your organization is better positioned to cope with ethical dilemmas. “You have the financial wherewithal to say, ‘You know what? We’ll fix this at our expense even though it’s not in the contract’ (p. 129). In the next chapter, we witnessed this approach by the CEO of Steelcase.

**Leadership Dilemmas: Ethical Challenges Can Make or Break a CEO**

Behaving ethically is an every-day challenge for not only leaders but also people in general. This writer learned that being prepared for problems could save an organization time and money. James Hackett (as cited in Tishy and McGill, 2006), CEO and Chief Executive Officer of Steelcase Inc., understood what it took to run an organization based on principals. Hackett echoed the sentiments of the Tichy and McGill (2006) by maintaining that leadership is about—doing what is right. As a strategic thinker, Hackett appreciated culture and ethics and understood their relationship to integrity. Hackett stated,

> One thing we don't want is to fall into the trap of being so highly principled that we can't think. We have to think around problems—all 360 degrees around them. We have to think around culture. We have to think around differences. And we have to think in terms of understanding what integrity is, then stand for it. (p. 137)

That statement was challenged prior to 9/11. Hackett made a decision to recall and replace all the flammable panel walls in the Pentagon at no additional cost. On September 11, 2001, a jetliner crashed into a corner of the Pentagon. The product that was behind that wall was the new Steelcase fire code panel material—, which could have contributed to the reason why more people were able to escape the building.

The stories outlined in Chapter 10 represented the learned lessons of a leader with morality. The authors conducted a study and found that in the sociology of the companies with the most innovative product development teams (i.e. Apple, Google, and Microsoft) trust is a key element in how well teams work together. "The formulaic value of integrity, knowing why it's important does more than just build character—it actually allows you to lead" (Hackett as cited in Tishy & McGill, 2006, p. 141).

**Ethics and Fundamental Decisions: The Internally Directed and Other-Focused Mindset**

There is an internal conflict that exists in the mindset of most organizational leaders, and Tishy and McGill (2006) suggested that the tug to conform to organizational norms can breed conflict between doing what is "ethically right" and doing what the organization sees as "doing business as usual". Robert Quinn (as cited in Tichy & McGill, 2006), Professor of Organizational

Behavior and Human Resources Management at the University of Michigan Business School, discussed the normal and alternative mindset. Quinn noted that most people, including leaders, spend their time in a transactional mindset. Which means they are self-focused but driven by external forces.

**Transactional and Transformation Mindset**

Co-existing in a transactional mindset has often been the struggle with leaders that this writer personally knows. The transactional mindset can exist in Pastoral leaders which can make it difficult for the church to grow—because it's a mindset based on survival. However, Quinn (as cited in Tichy & McGill, 2006) introduced to the reader to an alternative mindset. The transformational mindset according to Quinn, people are directed by internal forces and focused on others. In a transformational mindset, the leader focuses on something more important than survival; the leader is focused on releasing his or her full potential.

Throughout, the remaining of the chapter Quinn (as cited in Tichy & McGill, 2006), discussed the lure to transactional mediocrity and how a fundamental choice can alter what you see as a leader. In sum, Quinn concluded that it is normal for people to spend a majority of their time in the transactional mindset. However, when a leader operates in a transformational mindset—they experience a dramatic change in their outlook and the way they interact with others. This chapter was extremely helpful for this writer in understanding the transitions of personal development.

**Superstar Entrepreneur Meets Today's High-Bar Ethics: How Trilogy Is a Very Different Software Company**

Personal development does not only take place in an individual's life, but also in the life of an organization. As an organization matures, ethics and values take on different meanings. In chapter 12, Joe Liemandt (as cited in Tichy & McGill, 2006), Founder and Chief Executive Officer of Trilogy Software Inc., described how his organization is different from other corporations. In the software business, retaining customers is the key to staying afloat. In 1996, this writer worked for a nuclear physicist company, our scientist created an anti-virus that would prevent the Y2K computer crash. Our company did not handle the situation well after the turn of the century. We lost contact with many of the corporations we sold the software too because we did not have the staff to facilitate a customer service department.

**Higher Standard to Serve**

However, Liemandt recognized that customer service was the lifeline of a software company and leaders have to set a high-bar for ethics. Trilogy focused on retaining customers by delivering the solutions they expected. Liemandt (as cited in Tichy & McGill, 2006) acknowledged that “One of the problems with the enterprise software business is that while our product worked according to specification—contractual specification—the ability of our customers to actually garner value out of it was very low” (p. 175). This was the reasoning behind why most global enterprise projects fail in the enterprise software business.

In conclusion, Liemandt’s great awakening came when he moved Trilogy from a product-function entrepreneurial focus to a company that provided products and services that contributed to his customers’ success. This is the evolution of mature in an organizations life—led by a transformational leader. Transformational leaders are able to grow and change direction when they discover a business method is not yielding the correct results. Liemandt recognized that it is a different world, and we all have to move toward a higher standard to serve it (Liemandt as cited in Tichy & McGill, 2006).

**Ethics, Virtuousness, and Constant Change**

Ethics, virtuousness and constant change is a revolving theme in many of the chapters outlined in the book. Research on virtuousness or behaving humanely has proven to have a positive impact on an organization and can provide fixed points in seas of uncertainty, and act as a “reliable anchor to help leaders navigate the constant change with some stable principals to guide them” (Tichy and McGill, 2006, p. 186). Kim Cameron (as cited in Tichy & McGill, 2006), Professor of Organizational Behavior and Human Resources Management at the University of Michigan Business School, stated, “When nothing is stable—when [leaders] have no benchmarks—people tend to make up their own rules. They make sense of the ambiguity and chaos they experience by deciding for themselves what is real and what is appropriate” (p. 187).

**Peers, Pressure, and Prison**

Prior to the real estate market, crash in 2008. This writer witnessed the unethical practices of his peer's skyrocket. In the high-pressure, high-velocity environment of economic uncertainty, brokers begin to deceive clients and report high cap-rates on retail shopping centers that were underperforming. Brokers begin to make up their own rules, and Cameron (as cited in Tichy & McGill, 2006) proposed, “They ended up cheating, or lying, or waffling not only because it was to their economic advantage but because they had created their own rationale for what was acceptable” (p. 187). Even though the real estate market was changing rapidly at that time, this writer did not change his ethics. After the smoke cleared, many of my peers had gone to federal prison. This writer learned a valuable lesson as it related to the power of ethics.

**The Best Ethical Choices Come When Long-Term Impact Rules**

Tim Fort (as cited in Tishy & McGill, 2006), Associate Professor of Business Ethics at the University of Michigan Business School, explained how companies are like people, they make mistakes. I agree with Fort’s assessment regarding Enron, “If this had been a single action with Andersen and Enron, people would have been upset, but the companies probably would have survived. Instead, it was a series of repeated transgressions that took down Enron and eroded Andersen's reputation" (Fort, as cited in Tishy & McGill, 2006, p. 197).

As a business leader, this writer admits to having made mistakes. However, I believe if an organizational leader admits his or her mistakes and try to correct them (as seen in the Steelcase Inc. situation) the public is more than willing to forgive. Why? Because a business provides a needed service to the public. More recently, Uber made a gross mistake as it related to sexual harassment and discrimination. According to Levin (2007), "The San Francisco-based Technology Corporation is facing a widespread backlash after a former engineer went public with her story of sexual harassment and discrimination by management and repeated rebuffs from the HR department…"

### Six-Part Moral Decision-Making Framework

Companies that refuse to talk about ethical values creates a host of issues for the organization. Fort (as cited in Tishy & McGill, 2006) argued that if a company refuses to discuss ethical values, "leaders can't, with confidence, expect to have ethical decisions in their organization" (p. 200). A leader should have an action plan for making ethical decisions. Fort illustrated a simple six-part moral decision-making framework, which consisted of asking the following questions: What is the moral issue? Who has been harmed? In what ways? What are the alternatives that exist? What facts need to be known to make a reasoned decision? What are the personal impacts on the person making the decision? Questions like these will help this writer make informed decisions when ethical issues arise.

## III. The Ethical Future

### Students Meet Ethical Dilemmas in Their Workplace Challenges

In chapter 15, Tichy asked six MBA students from the University of Michigan Business School to discuss personal issues they had experienced on the job and the inherent ethical dilemmas they had faced. The participant's age ranged from twenty-one to forty-three years of age. This writer used two of the six students' stories to express a theme as it relates to leadership and ethics.

The first student, an Armed Service Member, faced their greatest ethical dilemma while preparing a specific monthly report. The student was asked to manipulate the statistical report to show their unit was deployable—even though they were not. The student noted that "…leaders in the military are under tremendous pressure to ensure that they appear ready for war since that is their organization's primary purpose" (p. 213). The student was forced into choosing between disobeying a lawful, direct order and placing their signature on a report verifying knowingly incorrect information.

**Morals**

The third student, a junior customer care consultant, misled a client. The student was hired to implement several applications for an Asian company. The Asian company had requested foreign experts who had a long trail of work experience in world-class telecom companies. Instead, the student recruited several freelancers through a headhunting agency and disguised them as consultants from overseas. In the end, the project failed and the student's contract was terminated.

The other four students' experiences were similar to these two. However, a theme emerged as a result of the interviews. According to Tishy and McGill (2006), "In almost all the cases, when asked to reflect on the events and develop a Teachable Point of View, they concluded that selling out your morals is never a good idea" (p. 212).

**Ethical markets Are Essential for Trust, Global Development**

Tishy and McGill (2006) indicated that creating equitable capital markets is a critical growth step for developing countries around the world. This writer agreed with that assertion. However, as global traveler and investor, the risk of national corruption often causes many investors not to invest in third-world markets. E. LaBrent Chrite (as cited in Tishy & McGill), Managing Director of the William Davidson Institute at the University of Michigan Business School, stated, “The development of emerging economies, where about 85 percent of the world’s population resides, can swing dramatically on the basis of ethics and corporate social responsibility” (p. 232). Chrite believes that the creation of stock markets can change the negative narrative in developing countries as it relates to their ethical dilemmas.

This writer recently returned from Nigeria, West Africa. The market in Nigeria is suitable for our real estate organization. However, because they lack governmental oversight, they are rife with opportunities for corruption and mismanagement—causing our investors to think twice about investing in the country. Unfortunately, when government officials or leaders succumb to the temptation to line their own pockets it not only cripples the markets in that country but distresses the markets in other countries as well.

The challenges as a global investor are warranted in many cases. According to Chrite (as cited in Tishy & McGill), “The world has seen scores of so-called secondary stock markets startup to attract investments from common citizens. Only to have the money taken by early outsider investors, who then bail out of the country with the money” (p. 234). The exploitation of many third-world countries by investors have made the word capitalism a bad word. In the end, hopefully, our generation can do a better job of educating the next cohort of global leaders.

**Living Beautiful Values Every Day Makes Focus: HOPE Special**

In this section of the book, Tishy and McGill (2006) introduced an extraordinary organizational leader that enjoyed educating the next generation of leaders. Eleanor Josaitis (as cited in Tishy & McGill, 2006), Co-Founder and Executive Director of Focus: HOPE, operated a non-profit organization that combated poverty and racism. In addition, Josaitis worked with inner-city students by providing academic "…opportunities for them while holding them to the highest standards and demanding excellence" (p. 238). Josaitis addressed the University of Michigan Business School incoming MBA students and shared an inconceivable testimony about her life.

Josaitis (as cited in Tishy & McGill, 2006) was an amazing lady. A suburban housewife, raising five children, living a comfortable life. Motivated by watching the 1966 "March Against Fear" demonstration in Mississippi on TV, Josaitis became active in the Civil Rights Movement. Against their families, will Josaitis and her husband moved into the inner city of Detroit to help the less fortunate.

Josaitis talked with the inner-city people and discovered the unethical practices of corporations in their community. Josaitis and her volunteers conducted a very sophisticated survey and found, "…that folks in the city were paying 30 percent to 40 percent more for their groceries, and that the chain stores were dumping the old meat and old produce from the suburbs into the city" (p. 240). The study caught the attention of the news media and as a result, twenty-eight managers were fired for ripping people off.

Josaitis gained a national platform for her leadership. In 2002, she was named one of the most influential women in Detroit by Crain's Detroit Business. According to Forbes, Josaitis died on August 9, 2011, in Livonia, Michigan. She was 79 years old.

**Corporate Global Citizenship: The Ethical Path for Business**

Tichy and McGill (2006) stated a fundamental business ethic that writing and editing this book has reinvigorated in [them] is the importance of corporate global citizenship. Tichy and McGill explained that one of the major lessons learned from the Teachable Point of View process is that "…leaders worth their salt must also be highly visible as dedicated global citizens and teach others about it" (p. 248).

Tichy and McGill (2006) concluded that we live in a world where global corporations must play a more active role in corporate citizenship issues and resource inequalities. It is important for the sustainability of the free-enterprise system. The authors insinuated that no society can legislate morality and developing world-class leaders with unyielding integrity should be the goal of our teachers.

In conclusion, Tichy and McGill (2006) introduced the reader to a host of great business leaders and teachers with ethics. Part I covered the unethical business practices of 2001 that led to the Enron tragedy. The detailed events exposed the organization's abusive power and corruption. Part II, acquainted the reader with an army of CEOs with ethical values as they addressed the 2002 incoming MBAs at the University of Michigan Business School. Part III focused on the importance of corporate global citizenship as a core ethics issue. In all Tichy and McGill provided a well-rounded view of the ethical challenge facing the next generation of leaders.

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