

Ethics and Professionalism

Presented to CEAM 2018

Charles A. Weinstein, Ph.D.
Ethical Leaders in Action



ETHICAL
LEADERS
IN ACTION

Learning from the Kids



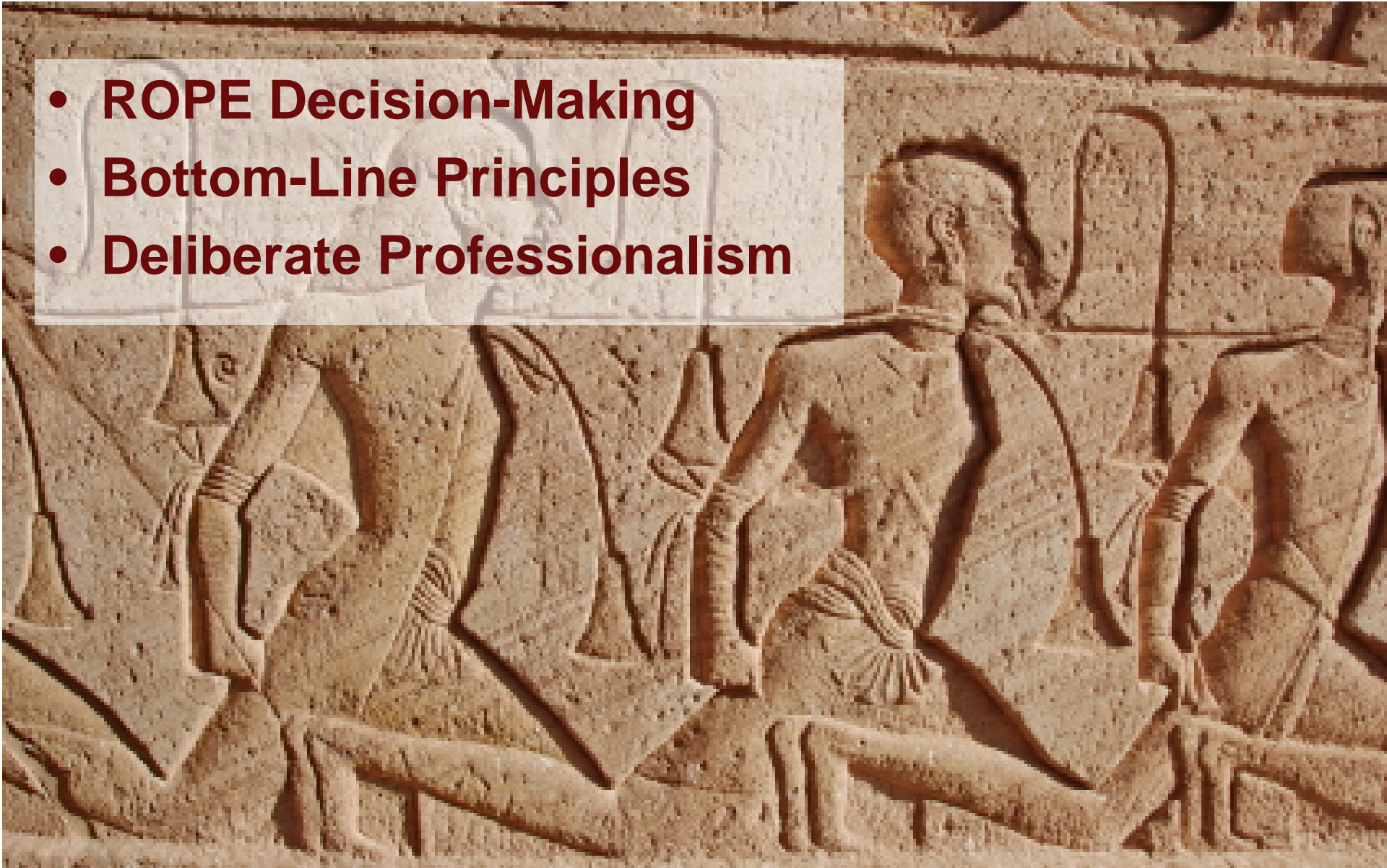
Ethical Principles for Professional Engineers

1. Protect the public health, safety, and welfare.
2. Demonstrate professional competence.
3. Maintain objectivity/truthfulness
4. Address conflict of interest
5. Maintain confidentiality
6. Give and receive valuable consideration
7. Be attentive to emerging areas and new challenges.

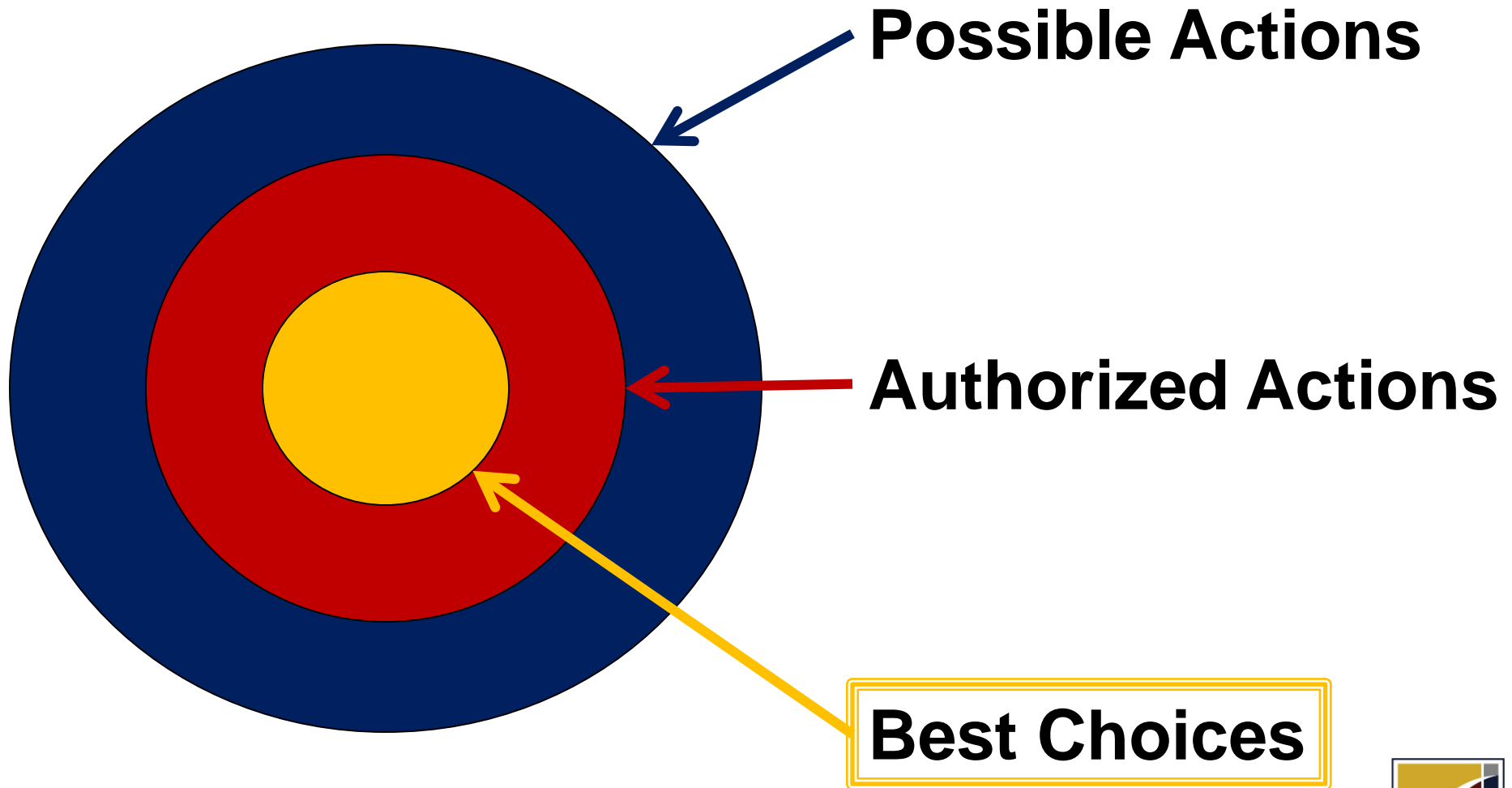


Agenda: Ideas into Action

- **ROPE Decision-Making**
- **Bottom-Line Principles**
- **Deliberate Professionalism**



Choose Wisely, Consistently



Ethical Discussion Framework



Rules

Outcomes

Professionalism

Equity

- State the decision to be made.
- Define first set of options and evaluate.
- Seek any needed information/data.
- Consider any new options.
- Decide.



Ethical Decision Model (4 lenses)



Rules

Outcomes

Professionalism

Equity



Rules



- **You are experts on a changing, multifaceted set of:**
 - **Laws (Statutes, Ordinances, etc.)**
 - **Codes and Regulations**
 - **Certification Standards**
 - **Industry and Professional Standards**
- **Consultants and Engineers should be in a position to educate as well as to assure compliance.**



Outcomes



- **Duty to understand clients’* legitimate objectives.**
- **You may have specific knowledge and insight about likely outcomes.**
- **Look at overall cost/benefit considerations. Be a good steward of client and public resources.**
- **Seek Efficiencies. Avoid waste.**

***“Client” should be broadly construed**



Professionalism



- **Knowledge and competence**
- **Objectivity**
- **Commitment to public service**
- **Professional bearing and presence**
- **Attention to character as well as reputation – for the individual, the firm, the city, and the profession**



Reputation and Character Matter



- **How do you see yourself?**
- **How do you want to be known by others?**
- **What do your actions say about your city, agency or firm?**



Equity



- **Equity is fairness – applying the same principles to everyone.**
- **Would you take the action you are considering for any client in the same situation?**
- **Is the action consistent with what other colleagues would do?**



Relationships Matter...



...along with facts and data.



Clarity and Candor



- **Be explicit about shared objectives.**
- **Explain relevant rules**
- **Make processes transparent.**
- **Acknowledge discretion; articulate rationale for findings and level of confidence.**



Respect: Principles to Consider

- **Never confuse respect with admiration or affection. Everyone is entitled to respect.**
- **People are subjects, not objects.**
- **Treat people as bearers of ends, not merely as means to our ends. (Kant)**
- **Platinum is more precious than gold.
Treat people as they wish to be treated
(not merely as we would wish for them).**



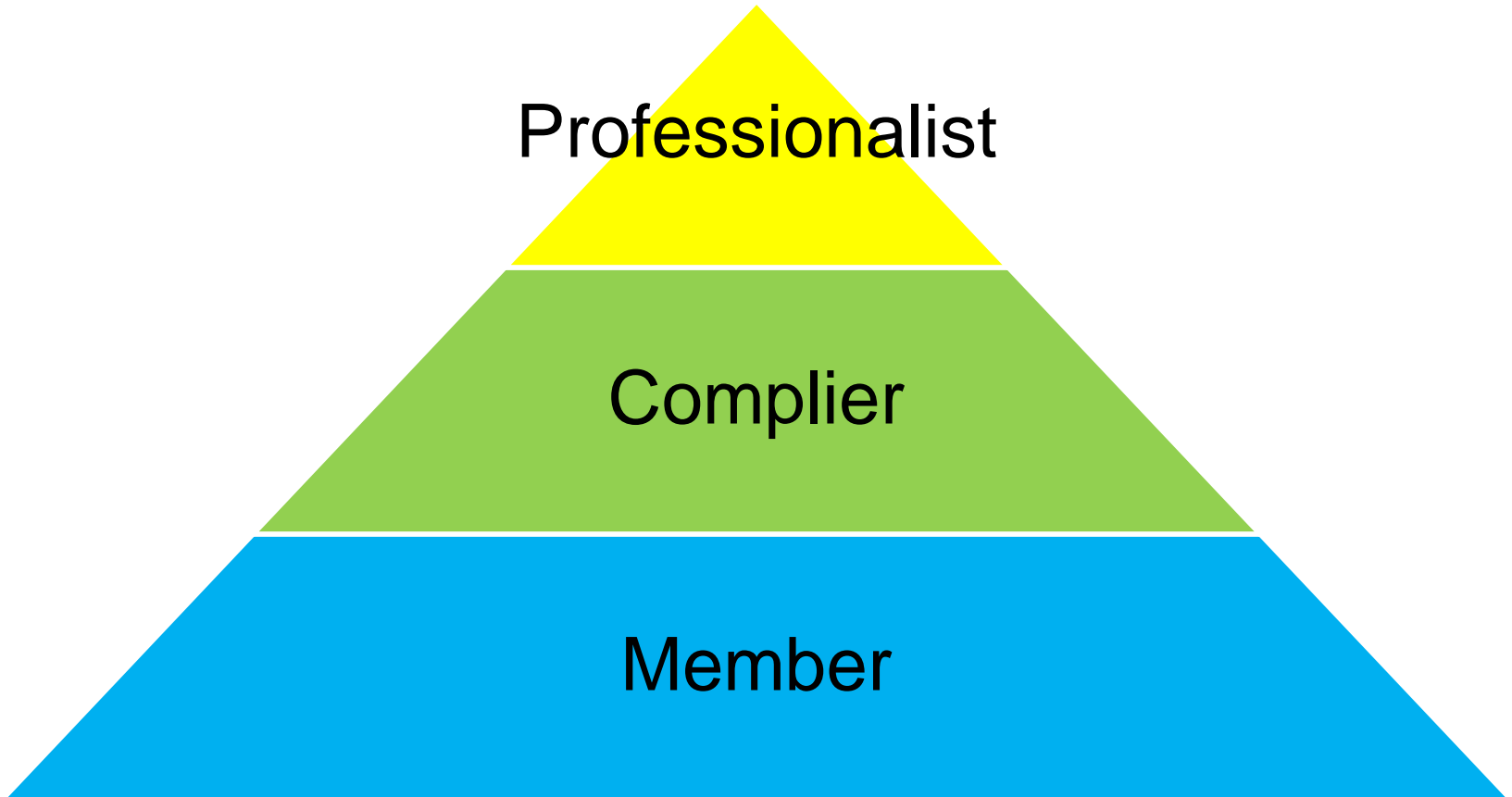
Good Listening is Inherently Respectful

***Listening
is hard***

***Be skeptical,
not cynical***



General Tony Kern on Professionalism



Source: Tony Kern, *Going Pro*, 2011



Kern on the Deliberate Practice of Professionalism

- *Professional Ethics*
- *Vocational Excellence*
- *Continuous Improvement*
- *Professional Engagement*
- *Professional Image*
- *Selflessness*

Source: Tony Kern, *Going Pro*, 2011



How to Make a Mistake *with Class*



- **Own it.**
- **Learn from it.**
- **Forgive yourself.**



Own It



- **Acknowledge Responsibility**
- **Mitigate Damages**
- **Accept Legitimate Consequences**



Learn From It



- **Individual Learning.**
- **Team Learning.**
Consider:
 - **Process**
 - **Training**
 - **Resources**
 - **People**
- **Commit and Change.**



Forgive Yourself



- **Learn, change, then let it go.**
- **Look up and out, not back.**
- **Reject grudges.**
- **Create forgiving cultures.**



Thank you for your attention!

Chad Weinstein

Ethical Leaders in Action

cweinstein@ethinact.com Web: www.ethinact.com

651-646-1512

Twitter: @ChadWeinstein

***“We enable ethical leaders to achieve
extraordinary results”***

