

# Leading with Integrity: Ethics in Action

**March 17–19, 2008**  
The Brookings Institution  
Washington, DC

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## Program Overview

This program concentrates on helping participants develop a new self-awareness, tools for moral reasoning, and a robust ethical framework to assist in everyday decision-making.

Together we will explore the meaning of integrity, values and beliefs, and determine how – and how appropriately – these shape our behaviors and direct our actions.

We will examine the tensions within ourselves, between our personal values and our public service responsibilities, and across competing but equally valid policy standpoints. How can we best determine what is truly in the public interest?

## Program Learning Objectives:

- Enhanced self-knowledge essential to honest engagement with others, and in leadership practice
- An ethical awareness to drive public sector decision-making
- Improved ability to discern differences, appreciate ambiguities and weigh options
- Greater appreciation of personal responsibilities within bureaucratic frameworks

**OPM Competencies: integrity/honesty, accountability, problem-solving and service motivation**

# Agenda

**Monday, March 17, 2008**

**8:00 – 8:30 a.m.**  
*Falk Auditorium*

## **Registration and Breakfast**

**8:30 – 9:00 a.m.**

## **Program Overview and Introductions**

- Allison Brown, Program Associate, Brookings
- Marina Augoustidis, Program Associate, Brookings

**9:15 a.m. – 10:45 a.m.**

## **Ethics and Integrity: Moral Challenges of Power**

An examination of the idea of ethics, and its relationship to the idea of leadership

- Joanne B. Ciulla, Professor, Coston Family Chair in Leadership and Ethics, Jepson School of Leadership Studies, University of Richmond

**11:00 a.m. – 12:00 p.m.**

## **Ethics and Effectiveness: Virtues, Duties and the Public Good**

Some leaders are very ethical, but not very effective on the job. Other leaders are effective at getting things done, but they are not very ethical. How can we be sure to act ethically and effectively?

- Joanne B. Ciulla, Professor, Coston Family Chair in Leadership and Ethics, Jepson School of Leadership Studies, University of Richmond

**12:00 – 1:00 p.m.**  
*Saul/Zilkha Rooms*

## **Lunch**

**1:00 – 4:00 p.m.**  
*Falk Auditorium*

## **Ethics and Effectiveness: Virtues, Duties and the Public Good (cont.)**

We will continue our discussion by applying frameworks for solving ethical problems to cases designed by the group.

- Joanne B. Ciulla, Professor, Coston Family Chair in Leadership and Ethics, Jepson School of Leadership Studies, University of Richmond

**8:00 a.m. – 8:30 a.m.**  
*Falk Auditorium*

**Breakfast**

**8:30 a.m. – 9:45 a.m.**

**Government Service: A Broad Ethical Context**

A chance to consider what it means to “do the right thing” in government and to explore what it takes to create and maintain organizations of integrity.

- Mark Rom, Associate Professor of Government and Public Policy, Georgetown University

**10:00- 11:30 a.m.**

**Workshop One: A World View**

As individuals, family members, neighbors, civil servants, Americans, and world citizens we have to work out to treat each other. How does war, or the threat of war, influence our values and shape our actions? How can an ethical framework help us analyze information, understand our emotions and determine our strategies?

- Mark Rom, Associate Professor of Government and Public Policy, Georgetown University

**Workshop Two: Water and Sanitation—A Basic Good of Life?**

Is there a moral imperative to maintain international public health? How does our own place in the world, society and our own communities shape our awareness of ethical issues surrounding the health choices of others?

- Michael Boylan, Chair of Philosophy, Marymount University

**Workshop Three: Privacy and the Public Trust**

Not every public leader is expert in information technology, but each of us has a responsibility to the people we serve. This workshop will explore ways to create a cultural environment that is properly mindful of individual privacy.

- Lillie Coney, Associate Director, Electronic Privacy Information Center (EPIC)

**11:45- 12:45 p.m.**

**Beyond Compliance: Great, Ethical Public Leadership**

A call to action from a government leader who seeks to make ethics the cornerstone of public service.

- RIC Cusick, Director, Office of Government Ethics

**12:45 – 2:00 p.m.**  
*Saul / Zilka Rooms*

**Lunch**

**2:00 – 3:30 p.m.**

**Trust in Government**

Successive polls have shown a decline in trust in government over the past few decades. How can today's government executives build public trust in public service?

- Carolyn Lukensmeyer, President *Americaspeaks*

**3:45 – 5:00 p.m.**

**Von Braun: Dreamer of Space, Engineer of War**

Michael J. Neufeld discusses his biography of the Third Reich wunderkind Wernher Von Braun who built weapons for the Nazis, then emigrated to the United States to design weapons and eventually to develop the epic Saturn V rocket that sent six sets of Apollo astronauts to the moon. What considerations drove the scientist---and the leadership of NASA?

- Michael Neufeld, Chair, Space History Division, Smithsonian National Air & Space Museum; author *Von Braun: Dreamer of Space, Engineer of War*.

**8:00 – 8:30 a.m.**  
*Falk Auditorium*

**Breakfast**

**8:30 – 10:30 a.m.**

**Moral Repair**

Serious wrongs are hard to put right. Here we will focus on victims of wrongs---their right to validation, and their sense of justice, exploring the concepts of hope, trust, resentment, forgiveness, and making amends - the emotions and practices that sustain moral relations.

- Margaret Walker, Lincoln Professor of Ethics, Justice and the Public Sphere, Arizona State University

**10:45 a.m. – 12:15 p.m.**

**The Moral Challenges of Power**

This session is an interactive study of the words and deeds of great leaders from both real life and literature. Michael Harvey explores the danger of fearfulness, which he considers the greatest threat to great ethical leadership.

- Michael Harvey, Chair, Department of Business Management, Washington College (Chestertown, Maryland)

**12:15 – 2:00 p.m.**  
*Saul / Zilkha Rooms*

**Lunch & Speaking Truth to Power, Part 2**

Courage is a highly lauded virtue and often hard to muster – especially when it comes to telling the (political) boss that he or she is “wrong”.

- Clark Kent Ervin, Director, Homeland Security Initiative, The Aspen Institute and former Inspector General, Department of Homeland Security

**2:00 – 4:00 p.m.**  
*Falk Auditorium*

**The Joys of an Ethical Public Life**

How do we plan to apply what we have learned this week when we return to our agencies? What touchstones can we use to keep our leadership on track?

- Mark Rom, Associate Professor of Government and Public Policy, Georgetown University

**4:00 p.m.**

**Closing Remarks and Program Adjournment**