Ethics - The Ethics of Change -
Keeping Your Balance in Risky Times
Custom Designed BLI Seminar

Greg Conderacci
Business Learning Institute Provider

Presented to
HFMA
Louisville, KY
October 20, 2016
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For more than four decades, Greg Conderacci has been using the magic of communication to help people lead happier, more productive and more rewarding lives.

A Senior Fellow with the Business Learning Institute, he is a marketing consultant specializing in helping professional and financial services firms answer clients’ key questions like: “Why should I trust you?”, “Why should I do business with you?” and “How are you any different from the rest?”.

At BLI, his training focuses on key success skills like ethics, leadership, business development, communication, and even time/personal energy management. He also teaches marketing at the Johns Hopkins University Carey Business School.

In the 1990s, Greg was Director of Marketing for Price Waterhouse’s information technology consulting practice in the Mid-Atlantic, Mid-Atlantic Vice President of Sales and Marketing for Prudential’s managed care operations, and Chief Marketing Officer for Alex. Brown (America’s Oldest Investment Bank). Most recently, he was Director of Marketing for Deutsche Bank Alex. Brown, responsible for marketing strategy, marketing materials creation and design, and sales force coaching and training.

In the 1980s, he created and marketed several innovative programs for the poor of Maryland, including the state’s largest soup kitchen (it’s where the Pope eats when he comes to Baltimore). In the 1970s, as a reporter for The Wall Street Journal, Greg covered business in Detroit (mostly autos) and also wrote economics out of Washington.

A magna cum laude graduate of Princeton University, he was Editor-in-Chief of The Daily Princetonian; he also holds a Masters in Public Policy from Harvard University. A registered representative and registered principal, he has completed the Securities Industry Institute at the Wharton School of the University of Pennsylvania. For his age, he is a fairly decent ultra-long-distance bicycle rider.
OTHER COURSES BY THIS INSTRUCTOR

Above the Waterline: Mistakes You Should Dare to Make
At the Helm in the Storm: Seven Survival Strategies for Leaders in Turbulent Times
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Champions of Trust
Creating Creativity: Outside - Outside the Box
Ethics – Inside and Out
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Ethics for People Who Don’t Like Surprises: Why We Don’t See It Coming Until It’s Too Darn Late
Ethics: Ethics: Caesar's Wife: Tipping the Delicate Balance of Leadership and Ethics
Ethics: The Ethics of Change – Keeping Your Balance in Risky Times
Ethics: Confronting the Challenge of Integrity
Ethics: Why We Stray: A Different Look at Ethical Decision-Making
Extraordinary Endurance: Leadership Lessons from the Long Road
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Finding Your Way through Career Transitions
Five Smooth Stones - Facing Goliath and Winning
From Slow Death to Sweet Success: Seven Survival Strategies
Great to Good: Using the Lessons of Good to Great AND How the Mighty Fall
Happiness and the Pursuit of Ethics: Does Good Behavior make us Happy and Vice Versa
High Performance Time Management: Boosting Your Personal Energy
Leadership Improv - Why "Fake It Until You Make It" Works
Leadership Inside Out: Discovering the Leader Within
Listening For Leaders: Ask the Question, Discover the Need, Win the Trust
MacGyvering: The Art of Being Resourceful in a Crisis
Managing Change Effectively: Keeping Your Balance in Risky Times
On Good Ground: Creating A Personal Strategy for a Great Life
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Seven Secrets of Successful Business Communication
Seven Secrets of Successful Business Writing
Slaying the Energy Vampires – and Boosting Your Performance
Turning Trust into Value: Business Development Boot Camp
What Next? Inventing a New Niche for Yourself
Who are You? Creating and Marketing a Brand Identity for Yourself
Why Don't We Say Yes? 21st Century Negotiating
Why You? Positioning Yourself Ahead of the Pack
The Ethics of Change:
Keeping Your Balance in Risky Times

By Greg Conderacci
Senior Fellow
Business Learning Institute

Goal: Balancing Ethics & Change

- When do we need to change?
- What stands in the way?
- How do you do it?
- How do you do it ethically – for yourself and others
Change: Most Dangerous Game

What if:
- You’re not ready?
- You don’t know how?
- You’re wrong?
- Nobody’s done it before?
- Nobody supports you?
- It costs you your job?
- You fail?
- Other people will suffer?

What Stands in the Way?

- Fear
  - Of failure
  - Of the unknown
  - Of embarrassment
- Inertia/entropy
- Pride
- Energy
- Time
Another Way to Weigh

It’s Hard to Get Comfortable…

Easier to...
- Work harder than to risk change
- Pretend to be open when we’re not
- Resist awareness of dangerous problems
- Suffer rather than give up illusion of control

Source: Howard Marks, Oaktree Capital Management

Source: Quinn, Building the Bridge
Slow Death: The Entropy Magnet

- The “Normal Life State”
  - Comfort centered
  - Externally driven
  - Self-focused
  - Internally closed
- The “Extraordinary State”
  - Results centered
  - Internally directed
  - Other-focused
  - Externally open

Source: Quinn, *Building the Bridge*

You’ll Need a New Mind

“What lies behind us and what lies before us are tiny matters compared to what lies within us.”

– Ralph Waldo Emerson

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Three Big Steps to a New Mind

Prisoner: Socialized Mind

- Captive of your “surround”
- Their values are YOUR values
- My image of me = THEIR image of me
- Greatest fear: being excluded

Source: Immunity to Change
Self-Authoring Our Reality

- My opinion vs theirs
- Setting priorities, own agendas
- Authority comes from within
- Greatest fear: falling short, losing control

Source: Immunity to Change

Looking at Self-Transforming

- Looking at our own framework, NOT just through it
- Understand relationships between systems
- Freedom to adapt to change
- Greatest fear: letting go of your framework

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# Your Immunity X-Ray?

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Doing/ Not Doing Instead</th>
<th>Hidden Competing Commitments</th>
<th>Big Assumptions</th>
</tr>
</thead>
</table>

Source: Immunity to Change

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## #1: Collective Improvement Goal

- One “Big Thing”
- Do we all agree?
- Is it about US (not external forces)?
- Is it important? Big payoffs?
- (The more urgent and important, the better)

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#2: The Fearless Inventory

- Concrete behaviors that work against the goal
- The more and more honest, the better
- What’s working against us?
- No problem-solving yet…no “why?”
- We are ALL doing (or failing to do) this

#3: Competing Commitments

- This describes our immunity to change
- Self-protective motivations
- Worry box (what would we worry about if we did the opposite of #2?)
- They “make sense” of #2; serve a purpose
#4: Big Assumptions

- What do we believe as TRUE to have #3?
- These make #3 inevitable
- No problem-solve; no debate; “not true or false,” but…
- Is the group “mindset”
  - Impairing our effectiveness?
  - Different if we free ourselves from these?
  - Should we see if we can do that?

Three Strategies of Change

- **Telling**, making logical arguments for change
  - Are people guided by reason?
  - Works when people not invested

- **Forcing**, threat-based
  - Anger, resistance, relationship damage
  - Often fails miserably

- **Participating**, open dialog and win-win
  - People influenced by own language culture
  - Surface values and resolve hidden conflicts
  - Often experienced as manipulative

Source: Quinn, *Building the Bridge*
Telling Strategy Questions

**Emphasis: facts/rational presentation**
- Am I within my expertise?
- Have I gathered all my facts?
- Have a done a good analysis?
- Will my conclusions withstand criticism?
- Are my arguments clear/
- Are people listening?

Source: Quinn, *Building the Bridge*

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Forcing Strategy Questions

**Emphasis: Authority and leveraging**
- Is my authority firmly established?
- Is the legitimacy of the directive clear?
- Can I impose sanctions?
- Is there performance-reward linkage?
- Am I using maximum leverage?
- Are the people complying?

Source: Quinn, *Building the Bridge*
Participating Strategy Questions

**Emphasis: Relationship and open dialog**
- Is everyone included?
- Do I model supportive communication?
- Is everyone’s position clear?
- Am I surfacing conflicts?
- Are decisions made participatively?
- Are the people cohesive?

Source: Quinn, *Building the Bridge*

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Fourth Strategy: Transcending

- “Both-and” thinking vs “either-or” thinking
- Beware “polar” good-bad thinking
- Focus on the collective good for all
- You may have to go
- Moving toward integrity
  - For individuals
  - For groups
- Look for patterns that must exist, but are yet to be discovered

Source: Quinn, *Building the Bridge*
Transcending Strategy Questions

Emphasis: Potential and transcending self
- Am I internally directed?
- Is my purpose clear?
- Am I other focused?
- Am I externally open to uncertainty?
- Are the people walking with me into uncertainty?

Source: Quinn, Building the Bridge

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Deep Change: Let Go of Control

- When we become purpose centered, internally directed, other focused and externally open, we discover energy we didn't know we had
- We cannot control transformation, no matter what “formal power” we have
- “Emergent organizing” has many leaders
- The function of leadership is to produce more leaders, not more followers

Source: Quinn, Building the Bridge

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Becoming Self-Organizing

Threatening Information
Openness To Disequilibrium

Partner with Environment
Stability Over Time

Strong Identity
Mission • Vision • Strengths

Freedom To Make Decisions

Source: Wheatley

How Do You Change?

Six Stages of Change
- Pre-contemplation
- Contemplation
- Preparation
- Action
- Maintenance
- Termination

Non-Action: 80% of Change!

Source: Quinn, Building the Bridge
Pre-contemplation: What Problem?

- We have a problem, but we don’t see it
- We are ALL perpetually in this stage for something
- Resistance and denial are normal

Source: Quinn, *Building the Bridge*

Contemplation: Start Thinking

- We’re thinking about change
- But we’re not ready
- Fear of failure
- Procrastination
- Feelings are key; not just logic

Source: Quinn, *Building the Bridge*
Preparation: Changing Soon

- Committed
- Ready
- Ambivalent
- Making the choice

Source: Quinn, *Building the Bridge*

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Action: New Behaviors

- **Reward**: New outfits for dieters
- **Countering**: Replace negative behaviors with positive behaviors
- **Environment**: Alcoholics stay out of bars
- **Relationships**: Ask for support

Source: Quinn, *Building the Bridge*
Maintenance: Consolidate Progress

- Guard against relapses
- “Build new bridges”
- New, better behaviors

Source: Quinn, *Building the Bridge*

Termination: Victory Over Self

- Old behaviors no longer tempting
- Relapse happens:
  - The “pull” of the “normal state”
  - The power of entropy
- Backsliding can be a learning process

Source: Quinn, *Building the Bridge*
Five Tips to Self Change

1. Plan on small steps
2. Set a starting date
3. Go public with your commitment
4. Prepare for “major surgery”
5. Create action plans

Source: Quinn, Building the Bridge
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WHAT IS BLI?

BLI is the training affiliate of the MACPA. BLI’s mission is to deliver competency-based courses, content and community that enhance learning and foster organizational and executive leadership.

BLI has grown into the largest provider of on-site training in the country. Pam and the Customized Learning Solutions team have grown the business in three core segments – Corporate, Firm and Government.

THE BLI CURRICULA

Today’s business environment demands the need to gain competencies and share strategic knowledge. BLI delivers competency-based curriculum, courses, content, and community to enhance learning and grow intellectual capital for organizational and executive leadership.

These soft skills are essentially people skills – the non-technical, intangible, performance skills that determine your strengths as a leader, manager, and team member.

STRATEGIC MANAGEMENT

Strategic conversation reflects the dynamics between the organization and its environment. The closer the language reflects current and potential customer dynamics, the higher the company’s profit potential.

LEADERSHIP DEVELOPMENT

Great leadership is one of the most valued of all human activities. Modern myth holds that “leaders are born not made,” but leadership is a set of observable and learnable practices - it is the process people use when they bring out the best in others and themselves.

BUSINESS MANAGEMENT

As the business world moves at an incredible pace, keeping up is a key to success. Today’s financial managers must be able to translate strategy to operational and corporate growth.

PERFORMANCE MEASUREMENT MANAGEMENT

Executives and managers must effectively transform their firms or companies into high performance organizations and progressively identify and develop the appropriate core competencies and link them to their business strategies.

COMMUNICATION SKILLS

Many people in the business field cannot communicate effectively and, even more damaging, don’t realize it. Success is not defined solely by a product line or service - it relies on relationships formed and maintained through skillful communications. Your competitors know this. Do you?

TECHNICAL EXPERTISE

Keeping up with technical competencies is a core business requirement for financial professionals. Staying attuned to the latest changes, updates, and regulations are necessary components to staying competitive in an ever-changing business environment.

TECHNOLOGY AND COMPUTER SKILLS

Harness the technology you use every day to make your business life easier and allow you to work smarter.

Please note that many programs in this catalog are available in Webcast format. Contact a BLI Customized Learning consultant if you are interested in a Webcast. 888-481-3500