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by *Deanna House, Ph.D.*  
*Associate Director, Center for Ethics*  
*Assistant Professor, Cybersecurity*



I'm very excited to begin my new role as the Associate Director for the Center for Ethics and look forward to helping promote ethical systems and individual responsibility to the academic and greater business community. The focus of this newsletter is Ethics in Leadership, an important aspect of a sustainable business environment. The visibility that leaders have in their organization makes ethical behavior a priority; these leaders set the tone at the top and communicate the importance of ethical behavior by example. Read on for more perspectives on ethics in leadership contexts.

## Creating an Ethical Sales Culture

by *Stacey Schetzle, Ph.D.*  
*Director, Institute for Sales Excellence Associate Professor, Marketing*



*Stacey Schetzle, Ph.D.*

When hearing the words sales and ethics in the same sentence many people quickly picture scenes from movies like Boiler Room, The Wolf of Wall Street, or just about any other show that negatively depicts salespeople. When it comes to sales and ethics, salespeople get a bad rap in the media.

However, since salesperson behavior impacts customer relationships and revenue generation, the public's perceptions of a salesperson's ethical behavior reflects directly on the organization. Since salespeople are the standard-bearers of ethical behavior in the minds of customers, it is the sales manager's responsibility to shape the culture and ethical behavior of the sales team.

It is easy to understand why ethical sales behavior is important, so the biggest question is "How do sales managers develop an ethical culture and reinforce the appropriate behavior?" As with any leadership best practice, the sales manager should clearly communicate the

behaviors and attitudes the team is expected to exhibit. As a sales manager, ethical sales practices should be visibly modeled in front of the team. Salespeople look to management as a model of what is acceptable behavior in the workplace. If the organization's desire is for salespeople to practice ethical behavior, the ideal behaviors should be demonstrated. Building trust within the sales team is an important first step to establishing an ethical sales culture. When the sales team trusts that management will do what is in the best interest of the team, this easily translates to the type of relationship they should have with their own customers. Building credibility and respect within the sales team demonstrates the sales manager's integrity, setting the expectation that the team to do the same for their customers. Communicating ethics expectations should not come solely from the sales manager, but from all levels across the organization. Holding regular one-on-one coaching sessions with each salesperson gives the manager the opportunity to troubleshoot unethical tendencies and strengthens the positive impact of ethical behavior feedback. On a team level, sales

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## Creating an Ethical Sales Culture... *continued*

managers should create opportunities for the sales team to share experiences and challenges with each other. Encouraging the sales team to share struggles fosters problem solving to identify solutions and provides opportunities for learning, while instilling consistency, accountability and reinforcing the importance of ethical decision making. At the organization level, rewarding or recognizing ethical acts and punishing unethical behavior will illustrate the importance of ethical behavior to the organization.

Why establish an ethical sales environment? To develop trust-based customer relationships which ultimately increase sales! However, doing so

is easier said than done because sales leaders must walk-the-walk by modeling and reinforcing the desired ethical culture. By incorporating the sales leader's expectations and behaviors in daily activities, the sales team is provided with consistency and reinforcement, without adding an undue additional workload burden to either the sales manager or the sales team.

*For more information on the Institute for Sales Excellence, visit [www.ut.edu/instituteforsales](http://www.ut.edu/instituteforsales)*

## SAVE THE DATE UPCOMING CENTER EVENTS

### **Ethics Speaker Series**

Feb. 19, 2019

6:00-7:15 p.m.

Vaughn Center Crescent Club, 9th Floor,  
The University of Tampa

### **Tampa Bay Ethics Award**

Oct. 4, 2019

7:30-9:00 a.m.

Vaughn Center Crescent Club, 9th Floor,  
The University of Tampa

## 28th Annual Ethics Award Breakfast

*by Jessica Luce*

*Associate Editor, Center for Ethics*



Jessica Luce

Madeline Robinson, executive director of Wheelchairs 4 Kids, received the 28th annual Tampa Bay Ethics Award from The University of Tampa Center for Ethics at a breakfast and ceremony on Friday, Oct. 12 in the Vaughn Center Crescent Club.

Robinson started Wheelchairs 4 Kids, a nonprofit dedicated to improving the lives of children with physical disabilities, along with her husband in 2011. With the help of Wheelchairs 4 Kids, families can receive wheelchairs, home and vehicle modifications, and therapeutic equipment at no charge.

Robinson currently serves as the chairman of the board of the Tarpon Springs Chamber of Commerce, the programs coordinator of the AFP Nature Coast Chapter and also serves on the AFP National Philanthropy Day Committee. Previously, she has received multiple awards including Winners Within Us Readers' Choice Award in 2012, FOX 13 Hometown Hero in 2013, Tampa Bay Lightning Community Hero in 2014,

Florida JCI Senate Pioneer Award in 2015 and AFP Chamberlin Scholarship in 2016.

Former winners of the ethics award include former Florida governor Bob Martinez, Freddie Solomon, former Tampa mayor Pam Iorio, John Sykes, James Ferman Jr., Richard Gonzmart and Sam Ellison. Nominees for the award must live and

work in the Tampa Bay area and must demonstrate high ethical character in their everyday lives. They must promote and encourage ethics and integrity in the workplace or other organizations and exhibit respect, trustworthiness, caring, fairness and justice.



*Award winner Madeline Robinson stands alongside University of Tampa President Ronald Vaughn, Associate Director Deanna House, Chairman Ed Lester, Director Robert Marley, Dean Frank Ghannadian and Student Board Member Brianna Reeves.*

## Ethical Leadership – Are You Prepared?

by Kirk Hazlett, APR, Fellow PRSA  
Adjunct Professor, Communication



Kirk Hazlett, APR,  
Fellow PRSA

The phrase “Do unto others...” is a guiding principle behind a way of life, but can also serve as the core of ethical leadership. It is one thing to offer platitudes about “doing the right thing” and “playing fair” but when it comes to making

decisions are you prepared to take action that might run counter to the prevailing culture?

Taking the ethical path can be perilous. For example, upholding ethical standards might lead to the loss of a potentially rewarding business

contract. It might require severing a previously beneficial business relationship. In sum, it might deliver a negative blow to the bottom line.

Ethical leaders know that they will face difficult situations that demand difficult decisions. They also know that making tough decisions is often met with cynicism, disbelief, or downright refusal to cooperate. Public relations may prophesize reputational calamity. Legal counsel may anticipate litigation. Financial advisors may predict fiscal crisis. Nevertheless, “doing the right thing” entails precisely that- doing the right thing. Even when signs point to impending disaster, ethical leaders know the importance of doing what is right to move their organizations forward.

Ethical preparedness comes from experience, both first-hand and of others. Ethical leaders understand that they cannot operate in a vacuum, so they often take cues from other successful leaders. With careful observation, new courses of action can be formulated by modifying past courses of action (both successful and unsuccessful) to fit the needs of current challenges, allowing ethical leaders to learn from history and filling them with conviction that their chosen course of action will lead to brighter days.

So, now is the time to take stock of your beliefs and motivations! Ethical leadership is just that...doing the right things for the right reasons at the right time. Are you prepared?

## Ethical Leadership

by Bill Geiger  
Retired, formerly Corporate Counsel & Group VP-Compliance, Transamerica/AEGON Member of the Board, Center for Ethics

During my many years of working on compliance and ethics systems in large financial services corporations, I came to greatly appreciate the importance and value of ethical leadership in the organization. Ethical leadership is a necessary foundation for a robustly ethical culture within an organization. (Think of culture as the “way we do things around here”.)

What are the attributes of the strong ethical leader? There are many.

Such leader ensures that appropriate ethical values are embodied in the organization’s Mission, Core Values, Code of Conduct or other written policies and procedures. But remember, Enron had a beautifully written Code of Conduct that no one paid attention to.

So, the leader regularly talks about the organization’s ethical values and stresses that “we must always do the right thing”. This becomes a strong message to managers and employees that ethics is important to the leader.

The leader empowers a robust ethics training program for all managers and employees and

makes it clear that such training is important and necessary for all individuals. The leader enforces this requirement as needed.

The leader ensures that performance management metrics and promotion criteria include key components of ethical conduct. Managers and employees understand they will be measured and rewarded or held accountable accordingly.

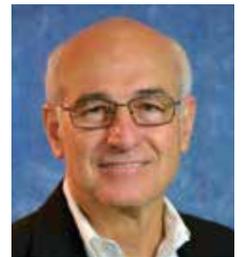
The leader encourages managers and all employees to “speak up” and report any observed or suspected misconduct. The leader makes sure employees feel safe and comfortable to speak up, without fear of retaliation from anyone. The leader provides an anonymous means of reporting—such as a “hotline” or other anonymous means to further encourage reporting.

When there is an ethical violation within the organization, the leader acts decisively and quickly—after allowing for a thorough and fair investigation. It is clear to everyone that the leader takes ethical violations seriously and that there are significant consequences for unethical conduct.

The leader requires that the organization undergoes periodic ethical assessments and regular reviews of other ethics-related data and that the results are analyzed and acted upon.

Systemic problems may be detected (such as weak controls or a pattern of misconduct). If so, the leader will take appropriate remedial action. This may include revised procedures, targeted training of an individual or of all affected employees, enhanced supervision or disciplinary measures, and so forth.

There are such leaders in many successful organizations, both large and small. To be such a leader requires steady commitment and constant mindfulness—and sometimes great courage. The ones I have known and worked with have my greatest respect!



Bill Geiger

## Meet Deanna House

by *Deanna House, Ph.D.*

*Associate Director, Center for Ethics Assistant Professor, Cybersecurity*



*Deanna House, Ph.D.*

Hello, my name is Deanna House and I am pleased to be named as the newly appointed Associate Director for the Center for Ethics. I'm an Assistant Professor of Cybersecurity and have taught courses in a variety of areas

including Operations Management, MIS, Analytics, and Cybersecurity. As you can imagine, teaching these courses provides me with a responsibility to impart ethical principles into my teaching materials and the opportunity to discuss ethical matters with students, particularly as it relates to cybersecurity and technology.

Prior to my academic career, I worked in Human Resources and as a Business Systems Analyst. My time in Human Resources expanded my familiarity with the importance of ethics in the success (or failure) of organizations. While working as a Business Systems Analyst, I supported software development and implementations on a global level. Coordinating international projects exposed me to a diversity of ethical orientations across cultures. My experiences have provided me with insight regarding ethical behavior in the workplace, ethics in technology, and the challenges that employees and organizations face to remain ethical. The importance of ethics in cybersecurity is an integral part of my department's curriculum. UT's Cybersecurity students interact with tools and

technologies that can be used unethically. Learning about these tools helps students deconstruct how cybersecurity attacks occur so that they can prevent the attacks. Our students also learn to deploy the skills and tools they learn in an ethical manner. The cybersecurity labs at UT provide an ideal environment for students to gain skills and knowledge to help them professionally after graduation.

My knowledge, research and experience give me a strong foundation from which to continue the work of the Center for Ethics. I am excited to bring my perspective to the Center for Ethics and thrilled to work with our advisory board to promote ethical systems and individual responsibility.

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