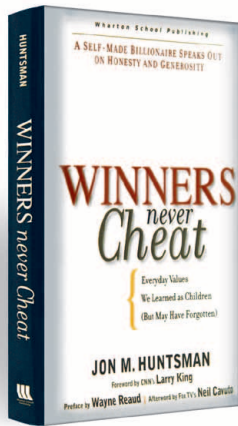


SOUNDVIEW Executive Book Summaries®

FILE: LEADERSHIP



By Jon M. Huntsman

A Self-Made Billionaire Speaks Out On Honesty and Generosity

WINNERS NEVER CHEAT

THE SUMMARY IN BRIEF

Jon M. Huntsman started with practically nothing, and built a world-class business that carried him to Forbes' list of America's wealthiest people. In this summary, Huntsman, chairman and founder of Huntsman Corp., the world's largest privately held chemical company, presents the principled lessons he has learned and followed throughout his lifetime. He also explains how business can return to the days when your word was your bond, a handshake was sacred, and swarms of lawyers weren't needed to back it up.

Huntsman built his career and fortune on ethical principles — from his refusal of the Nixon administration's corrupt demands, to his lifelong commitment to charity, to the way he approaches his biggest deals. In this summary, Huntsman describes how readers can learn to listen to their moral compass, build teams with the highest values, share success, take responsibility and earn the rewards that only come with giving back.

This summary also explains that you don't live these principles just to "succeed": You live them because they're right. In an age of many business scandals, Huntsman's life proves honesty is more than right: It's your biggest competitive differentiator.

CONTENTS

Lessons From the Sandbox

Page 2

Check Your Moral Compass

Page 3

Play by the Rules

Pages 3, 4

Setting the Example

Pages 4, 5

Keep Your Word

Pages 5, 6

Pick Advisers Wisely

Page 6

Get Mad, Not Even

Page 6

Graciousness Is Next to Godliness

Pages 6, 7

Your Name Is on the Door

Pages 7, 8

The Obligation to Give Back

Page 8

The Bottom Line

Page 8

What You'll Learn In This Summary

- ✓ How to win the right way, and win for life.
- ✓ How to compete fiercely and fairly, and win without cheating.
- ✓ How you can lead using risk, responsibility and reliability.
- ✓ How to put the lawyers in their place: Your word and your handshake are more powerful than any contract.
- ✓ How graciousness is next to godliness, and how to respect customers, partners, employees and even competitors.
- ✓ How to treat the workplace as an extension of the family.
- ✓ How to give back, return favors and share your good fortune.

WINNERS NEVER CHEAT

by Jon M. Huntsman

— THE COMPLETE SUMMARY

Lessons From the Sandbox

Young children growing up, whether rich or poor, are taught to play by the rules. Be tough, be competitive, give the game all you have — but do it fairly: These are simple values that form the basis for how families, neighborhoods and communities behave. It is a value system that is learned in homes, sandboxes, playgrounds, classrooms, Sunday schools and athletic fields.

Those lessons do not lose their value simply because we're involved in the business world, yet they are missing in segments of today's marketplace. Many CEOs enjoy princely lifestyles even as stakeholders lose their jobs, pensions, benefits, investments and trust in the American way.

Dishonesty in Business

Cooked ledgers, look-the-other-way auditors, kick-backs and flimflams of every sort have burrowed their way into today's corporate climate. Many outside corporate directors bask in perks and fees, concerned only with keeping Wall Street happy and their fees intact. In the past 20 years, investor greed has become obsessive and a force with which CEOs must deal.

In the 2004 U.S. presidential election, morality issues influenced more votes than any other factor, but a Zogby International poll revealed that the single biggest moral issue in voters' minds was not abortion or same-sex marriage. Greed/materialism far and away was cited as the most urgent moral problem facing America today. (A close second was poverty/economic justice.) The question is, why have lying, cheating, misrepresentation and weaseling on deals ingrained themselves so deeply in society? What's needed is a booster shot of commonly held moral principles from our childhood.

Although these childhood prescriptions may appear to have been forgotten in the fog of competition, it is more a matter of values being expediently ignored. Whatever the case, it is time to get into ethical shape with a full-scale behavioral workout. Financial ends never justify unethical means. Success comes to those who possess skill, courage, integrity, decency and generosity. Men and women who maintain their universally shared values tend to achieve their goals, know happiness in home and work, and find greater purpose in their lives than simply accumulating

Commonly Held Principles From The Playgrounds of Our Youth

- ✓ Be fair.
- ✓ Don't cheat.
- ✓ Play nicely.
- ✓ Share and share alike.
- ✓ Tell the truth.

wealth. Nice guys really can and do finish first in life.

Deceivers Seem to Win in Life

Michael Josephson, who heads the Josephson Institute of Ethics in Marina del Rey, Calif., says one only has to view popular shows such as *The Apprentice* and *Survivor* to get the notion that life's winners are those who deceive others without getting caught. Yet we all know that when we bend or break the rules, what we are doing is not right. Traditional behavioral values will lead us not into temptation but to long-term success. Forget about who finishes first and who finishes last. Decent, honorable people finish races — and their lives — in grand style and with respect.

The principles we learned as children were simple and fair. They remain simple and fair. With moral compasses programmed in the sandboxes of long ago, we can navigate career courses with values that guarantee successful lives, a path that is good for one's mental and moral well-being, not to mention long-term material success. ■

For additional information on looking at life as a game to be played fairly and with honor, go to: <http://my.summary.com>

The author: Jon M. Huntsman is chairman and founder of Huntsman Corp., the world's largest privately held chemical company. He is a graduate of the Wharton School at the University of Pennsylvania, and founder of the Huntsman Cancer Institute.

Copyright © 2005 by Pearson Education Inc. Summarized by permission of the publisher, Wharton School Publishing, One Lake Street, Upper Saddle River, NJ 07458. 185 pages, \$19.95. ISBN 0-13-186366-5.

Summary Copyright © 2005 by Soundview Executive Book Summaries, www.summary.com, 1-800-SUMMARY, 1-610-558-9495.

For additional information on the author, go to: <http://my.summary.com>

Published by Soundview Executive Book Summaries (ISSN 0747-2196), P.O. Box 1053, Concordville, PA 19331 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions: \$195 per year in the United States, Canada and Mexico, and \$275 to all other countries. Periodicals postage paid at Concordville, Pa., and additional offices.

Postmaster: Send address changes to Soundview, P.O. Box 1053, Concordville, PA 19331. Copyright © 2005 by Soundview Executive Book Summaries.

Available formats: Summaries are available in print, audio and electronic formats. To subscribe, call us at 1-800-SUMMARY (610-558-9495 outside the United States and Canada), or order on the Internet at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Soundview Executive Book Summaries®

BERNIE SHIRE — *Contributing Editor*
DEBRA A. DEPRINZIO — *Senior Graphic Designer*
CHRIS LAUER — *Senior Editor*
CHRISTOPHER G. MURRAY — *Editor in Chief*
GEORGE Y. CLEMENT — *Publisher*

Check Your Moral Compass

No one is raised in a moral vacuum. Every mentally balanced human being basically recognizes right from wrong. Whether a person is brought up a Christian, Jew, Buddhist, Muslim, Hindu, Unitarian, New Age, a free thinker or an atheist, he or she is taught from toddler on that he or she shouldn't lie, and there are consequences for doing so. There is no such thing as a moral agnostic. An *amoral person* is a moral person who temporarily and creatively disconnects his or her actions from his or her values. Each of us possesses a compass or conscience, programmed by parents, teachers, coaches, clergy, grandparents, uncles, aunts, scoutmasters, friends and peers.

Some people point out that today's society tolerates too much questionable activity, making it difficult for young people to get a consistent fix on right and wrong. While society is more permissive today, does anyone today truly condone stealing? Does any student not consider cheating intrinsically wrong, no matter how many of his or her friends do it? Does society accept cooking corporate books, embezzlement, fraud or outlandish perks for corporate executives? The answers, of course, are no. Basic misbehavior is considered as wrong today as it was 100 years ago.

Ethics Versus Laws

We are not always required by law to do what is right and proper. Decency and generosity, for instance, carry no legal mandate. Pure ethics are optional. Laws define courses to which we *must* legally adhere or avoid. Ethics are standards of conduct that we *ought* to follow.

The ingredients for long-term success — courage,

vision, follow-through, risk, opportunity, sweat, sacrifice, skill, discipline, honesty — never vary. In the winner-take-all atmosphere of today's marketplace, shortcuts to success are alluring, and lying can often be lucrative. But scammers and cheaters have never lasted for long, and their fall is fast, painful and lasting. ■

Play by the Rules

Which rules we honor and which ones we ignore determine personal character, and it is character that determines how closely we will allow our value system to affect our lives. Character is most determined by integrity and courage. *Your reputation is how others perceive you. Character is how you act when no one is watching.* These traits, or lack thereof, are the foundation of life's moral decisions. Once dishonesty is introduced, distrust becomes the hallmark of future dealings or associations. The 18th century Scottish philosopher Francis Hutcheson had this in mind when he wrote, "Without staunch adherence to truth-telling, all confidence in communication would be lost."

Bribes and Payoffs

Bribes have a huge cost. Bribes and scams may produce temporary advantages, but they carry an enormous price tag. They cheapen the way business is done, enrich only a few corrupt individuals, and make a mockery of the rules of play.

In 1980, Huntsman Chemical opened a plant in Thailand. Mitsubishi was a partner in this joint venture, called HMT. With about \$30 million invested, HMT announced the construction of a second site. One day, Huntsman received a call from a Mitsubishi executive in Tokyo responsible for Thailand operations. He stated that HMT had to pay various government officials kickbacks annually to do business, and that Huntsman Chemical's share was \$250,000 for that year. Huntsman said it had no intention of paying even five cents toward what was nothing more than extortion.

The next day, Huntsman informed Mitsubishi it was selling its interest. After failing to talk Huntsman out of it, Mitsubishi paid the chemical company a discounted price for its interest in HMT. Huntsman Chemical lost about \$3 million in the short term, but it was a blessing in disguise. When the Asian economic crisis came several years later, the entire industry went down the drain.

Once a company compromises its values by agreeing to bribes or payoffs, it is difficult to re-establish its reputation or credibility. Carefully choose your partners.

Competition is good. Competition is an integral part of the entrepreneurial spirit and the free market. Cheating and lying are not. If the immoral nature of cheating and lying doesn't particularly bother you, think

(continued on page 4)

The Great, Great Guys Club

A group of young children formed a special club called The Great, Great Guys Club. Members have to be at least 6 years old to attend meetings. It's not permissible to fall asleep, wet your pants or crawl under the table, among other prohibitions. Here are a few standards that the kids established by themselves:

- ✓ Do what you're supposed to when you are told to do it.
- ✓ Kindness and honesty determine heart and character.
- ✓ Never tell lies.
- ✓ Cover your mouth when you cough and sneeze.

Kids know what proper behavior is even if they don't always show it. Their moral compasses, although still developing, are in working order. Ever notice how little guile youngsters exhibit? How honest they are with observations? How well they play with others? How smoothly they compete when adults aren't present? Sure, there are still squabbles, but kids work them out without a 300-page rule book or a court of law.

Play by the Rules

(continued from page 3)

about this: They eventually lead to failure. Moral shortcuts always have a way of catching up with you.

Make it a point to never misrepresent or to take unfair advantage of someone. That way, you can count on second and third deals with companies after successfully completing the first one. Have as a goal both sides feeling they achieved their respective objectives.

Standards are important. Every family, home and school classroom has its standards. Children observe their elders so they know how to act. Employees watch supervisors. Citizens eye civic and political leaders. If these leaders and role models set bad examples, those following frequently follow suit. It's that simple. There are no moral shortcuts in the game of business — or life.

There are three kinds of people in business and life: the unsuccessful, the temporarily unsuccessful, and those who become and remain successful. The difference is character. ■

Setting the Example

“Whatsoever a man soweth, that shall he also reap.” That describes leadership responsibility clearly and concisely, the precise spot where the buck stops. The lesson is clear: Careful cultivation pays off. Parents and employers who nurture, praise, and when necessary, discipline fairly, experience happier and more successful lives for themselves and those in their charge.

Nothing new, you say? We need reminders of this point to help overcome unforeseen or uncontrollable obstacles that cloud end results. What's important is that the person in charge takes responsibility for the outcome, be it good, bad or ugly. Surround yourself with the best people available and then accept responsibility. Anything that happens is your responsibility, even if you don't catch mistakes.

Characteristics of Good Leadership

Leadership is found in all walks of society: business, political, parental, athletic, military, religious, media, intellectual, entertainment, academic and so forth. In every instance, leadership cannot exist in a vacuum. Effective, respected leadership is maintained through mutual agreement. Leadership is not meant to be domination over others. Rather, it is a composite of characteristics that earns respect, results and a continued following.

Leadership demands decisiveness. That is why it is absolutely critical that leaders know the facts. To ensure that, leaders must surround themselves with capable, strong, competent advisers — and then listen. Unfortunately, many companies and organizations are

The Core Elements of Leadership

- | | |
|--------------|---------------|
| ✓ Integrity | ✓ Courage |
| ✓ Vision | ✓ Commitment |
| ✓ Empathy | ✓ Humility |
| ✓ Confidence | ✓ Genuineness |
| ✓ Energy | ✓ Engagement |

led by executives who fear bold, candid and talented subordinates. Leaders must show affection and concern for those under their responsibility. Those who would render loyalty to a leader want to know that they are appreciated. Whether or not they realize it, executives in leadership roles solely for the four Ps — pay, perks, power and prestige — are on their way out.

Leadership is also about taking risks. If your life is free of failure, you're not much of a leader. Take no risks, and you risk more than ever. A 2004 survey found that three in five senior executives at Fortune 1000 companies have no desire to become a CEO. That's twice the number compared to the first survey conducted in 2001. Why? The risks. The chances of making mistakes increase dramatically with leadership, no matter its nature or level, but never having failed is never having led.

Turn Failure Into Opportunity

To succeed, we must attempt new things. Mistakes are not the problem. How one identifies and corrects errors — how one turns failure into a new opportunity — determines the quality and durability of leadership. Those who prefer jeering and ridiculing on the sidelines when the players err or stumble just don't get it. Mistakes and miscues are often transformed into meaningful, successful experiences.

President Teddy Roosevelt had this observation in which he places the participant and the belittler in perspective:

It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, and comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows the great enthusiasms, the great devotions; who spends himself in a worthy cause, who at best knows in the end the triumph of high achievement, and who at worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who know neither victory nor defeat.

The greater these attributes, the stronger the leader-

(continued on page 5)

Setting the Example

(continued from page 4)

ship. True leaders ought not worry greatly about occasional mistakes, but they must vigilantly guard against those things that will make them feel ashamed.

Leadership calls for a high degree of confidence, a requirement that keeps many people from wanting to be in charge of problematic situations. There is a great “can do” spirit in each of us, ready to be set free. Leaders are selected to take the extra steps, to display moral courage, to reach above and make it to the end zone.

Humility

In today’s what’s-in-it-for-me environment, humility is vital for good leadership. Jeroen van der Veer, chief executive of Royal Dutch/Shell Group, says, “The one common value that most leaders lack today, whether in business, politics or religion, is humility.”

Leaders need to be candid with those they purport to lead. Sharing good news is easy. When it comes to the more troublesome negative news, be candid and take responsibility. Don’t withhold unpleasant possibilities and don’t pass off bad news to subordinates to deliver. Level with employees about problems in a timely fashion.

Leadership is a privilege. Those who receive the mantle must also know that they can expect an accounting of their stewardships.

Most people want to be in sync with a leader who they can both admire and respect, and will often parallel their own lives after that person. A good example of this is Mitt Romney, governor of Massachusetts, who returned integrity to the scandal-ridden 2002 Winter Olympics. That classic show of leadership was infectious all the way through the Olympic organization to the thousands of volunteers. As a result, those Games came off the most successful and problem-free in recent Olympics history.

Courage

Courage may be the single most important factor in identifying leadership. Leaders — whether inside families, corporations, groups or politics — must be prepared to stand against the crowd when their moral values are challenged. They must ignore criticism and taunts if pursuing a right and just route. Leadership is supposed to be daunting. Courage is an absolute requisite. Without it, noted Winston Churchill, other virtues lose their meaning.

Following one’s moral compass is not for the faint of heart or cold of feet. Leaders worthy of the name understand and accept that they are chosen every bit as much for their values and courage as for their administrative skills, marketing savvy or visionary outlook. ■

Keep Your Word

Shakespeare didn’t literally mean it when he said that the first thing we must do is kill all the lawyers, but you can forgive folks for smiling at the thought, given that the legal profession, collectively and with our complicity, is stripping America of personal accountability and trust. Under the guise of legal protection, many corporate lawyers have made it impossible to seal business deals with just a handshake. One’s word being one’s bond has been replaced with one’s word being subject to legal review.

This is a great weakness in our system because most lawyers have little in the way of business experience. They tend to focus on why something should not or cannot be done. As Jeffery Sonnenfeld, associate dean of executive programs at Yale School of Management, put it in a *BusinessWeek* article, corporate attorneys are considered “the vice presidents of No.”

Problems nearly always arise when clients allow lawyers to make business decisions they are not qualified to make. In a recent *Inc.* magazine article, author Norm Brodsky says that smart lawyers understand the boundaries of their expertise and limit themselves to providing legal advice. “Not-so-smart lawyers,” he says, “charge ahead and screw things up.”

Integrity

There are larger issues of personal integrity, ethics and human decency that, on occasion, ought to override the traditional standards of professional practices. Integrity is central to all else virtuous. We can avoid many unpleasantries, legal and social, by offering trust, accepting responsibility and standing by our word, even though it causes some discomfort.

Abraham Lincoln, himself a lawyer, was on target: “Discourage litigation. Persuade your neighbor to compromise whenever you can. As a peacemaker, the lawyer has the superior opportunity of being a good man. There will still be business enough.”

Don’t misunderstand. It is important that we listen to lawyers, but only for a second opinion. Your opinion ought to be the first — and the last. The CEO is the one who takes the risk, and who must determine the personally decent, ethical route.

Great Resolve

Keeping one’s word often requires great resolve. In 1986, after lengthy negotiations with Emerson Kampen, chairman and CEO of Great Lakes Chemical Co., there was an agreement to buy 40 percent of a division of Huntsman Chemical for \$54 million. A handshake sealed the deal. After four months, Great Lakes lawyers called to say they would like to draft some documents. That took three months. In the interim, the price of raw materials had decreased substan-

(continued on page 6)

Keep Your Word

(continued from page 5)

tially. Kampen called back, saying the price of Huntsman Chemical had increased greatly during that time, and that he would pay half the increase in value. Huntsman's answer was no. Kampen said it wasn't fair to the Huntsman Co., but Huntsman stuck to its handshake agreement. Kampen never forgot this lesson in fairness.

We need to understand how important it is to keep our word. Trust more in each other and in ourselves. As captains of our own character, it is essential we understand the great legacy of trust and integrity. We will be remembered for truthful disclosures and promises kept. ■

Pick Advisers Wisely

Look for ethical, loyal, talented associates. There are no one-person teams — either by definition or natural law. Success is a cooperative effort; it depends on those who stand beside you.

The first and most important decision in your success is carefully choosing the people who will surround you. Make sure they share your values. Make certain their character defaults to high moral ground in times of stress, ensure they are bright and comprehend results, and be confident of their loyalty.

Although we regularly treat the terms as if they were equals, there is a difference between *popularity* (or admiration) and *respect*. The former has to do with positive, outward attributes; the latter is a positive recognition of one's inner strength and character. If you must choose one, go for respect every time.

Stand for what is right, not what is popular. Ethicist Michael Josephson says ethics is all about how we meet the challenge of doing the right thing when that act will cost more than we want to pay. That takes courage. Courage comes from deep within one's own being. Courage is not the understanding of what is right or wrong. Rather, it is the strength to choose the right course.

When you hire managers, don't ask to see their GPAs or ask about their class standings. Instead of being greatly concerned about their academic majors, search for

signs of integrity, commitment and courage. Applicants should get points for holding full- or part-time jobs in high school and college, or underwriting part or all of their educational costs in achieving a degree. ■

Get Mad, Not Even

In the years following the 2000 presidential election, Al Gore always looked mad and upset. He continued to smart over the fact that he received more popular votes than rival George Bush, but the Electoral College vote went to Bush after the Supreme Court ruled Bush had won Florida.

Many of us have been injured emotionally at one time or another by family, friends, business colleagues or news media, and the urge to strike back becomes our first reaction. We want to do what Ensign Pulver did in the movie *Mister Roberts*. He tossed a large, homemade firecracker into the ship's laundry room as payback for the ship's captain making Lt. Roberts' life miserable.

Put Things Behind You

There's a better way. **Put things behind you and move on.** Accept what has transpired and move ahead in a positive and dignified way.

Don't hold back emotions. Let your feelings come out. Getting mad for a brief time is far better than a long and costly plan to get even. Make your reaction fast, furious and finite. Then say to yourself: "There, I feel better. It's over."

Revenge is counterproductive. If a business competitor has caused you emotional injury, channel your energies into earning a bigger market share and making your company more profitable. Doing better is the healthful response to most anything. In any walk of life, a positive, upbeat outlook trumps any adversarial act. It pays to be positive and upbeat around your opposition. Those who plant mean, vengeful and unjust seeds will reap what they sow. We tend to become what we degrade.

We assume that successful or revered people do not carry around demons like the rest of us. They do. When it comes to grudges, we all have held onto some too long. What separates winners from losers is how fast we banish those demons. Pay attention to that voice inside you saying: "Life is short. Move on." ■

The Rules of Teams

If you don't have knowledge of something, find people who do. You need wonderful men and women of talent, skill, energy and promise. They should know that team membership requires the following:

- ✓ Adherence to proper values.
- ✓ Loyalty to the company.
- ✓ Loyalty to the CEO.
- ✓ Competence.

Graciousness Is Next to Godliness

Few human traits are as critical to one's relationship with others as graciousness. It embodies love, kindness, sensitivity and charity — the qualities of people who have great inner faith. One's capacity to be kind, decent and thoughtful is the manifestation of godliness, a demeanor that has earned respect for men and women

(continued on page 7)

Graciousness Is Next to Godliness

(continued from page 6)

of all faiths and backgrounds.

We are taught in our youth to be kind to others as a matter of habit. The lesson doesn't always stick around in adulthood. Decency is lacking in today's highly competitive business world, political arenas and sporting events. All truly successful people demonstrate a sense of decency. There are those who appear successful on the surface, but who really are selfish, unhappy individuals lacking the motivation and capacity to love.

Many would say there is no place for graciousness and the Golden Rule in business, politics, athletics or other highly competitive settings, and that only results count. Hogwash! How you treat others will be your epitaph. Think about what might be said at your eulogy. Businesses, too, have reputations. Many companies are known for their values, customer and employee relations, innovative spirit and philanthropic endeavors. The recent downfalls of Enron, Tyco, WorldCom and others remind us that deception, greed and indecencies are also present in the misty corporate world.

True Fulfillment

The Dalai Lama once observed: "Accumulation of wealth for the sake of wealth alone is self-defeating. Only in seeing one's work as a calling, a means to serve a higher purpose, can we find true fulfillment."

On another occasion, he said, "Relate to others with warmth, human affection, honesty and compassion."

Most companies and individuals seek success and respect. To reach these goals requires a sense of compassion for others and a desire to make others happy. Happiness often comes to us when we try to make others happy. Graciousness is catching.

No one lives or dies unto him- or herself. In his day, Andrew Carnegie made 38 other men millionaires. Each of us has a stake in the accomplishments and failures of those around us; each of us holds an interest in the deeds of others. When one person beautifies the neighborhood, the entire community is enhanced. When a CEO trips, stakeholders stumble. Like the tide that raises all ships, no one can lift others without first being made better him- or herself.

Research suggests a link between the lack of civility and violence. Leaders must instill in others a sense of entitlement, appreciation and loyalty. Watching dreams unfold is one of the great joys of leadership. ■

Your Name Is on the Door

Business is much the same as families. The wise CEO of a publicly traded company will operate as if his or her last name is on the company marquee.

The Profitable Golden Rule

In his book, *There Is No Such Thing as Business Ethics*, John Maxwell maintains that in today's marketplace, 70 percent of the people who leave their jobs do so because they do not feel valued. That's an indictment of how shabbily many executives and directors treat employees. Everyone wants to be valued, to know that he or she counts. People need to be appreciated, trusted and respected in every segment of their lives. There is a practical side to decent behavior, too. Customers, employers and suppliers are people who understand and appreciate kindness and decency. They normally react in kind, and that can be good for profits. Bottom lines would be better served if we put this philosophy into practice. How would I like to be treated in this situation? That's all you need to ask yourself in most instances.

Where appropriate, the workplace should be an extension of the family, a place where appreciation for decency, respect and basic values are encouraged and examples of proper moral behavior are the rule.

Jay Kenfield Morley's description of life sums up how critical it is for the workplace to be an extension of the home: "The recipe for happiness is to have just enough money to pay the monthly bills you acquire, a little surplus to give you confidence, a little too much work each day, enthusiasm for your work, a substantial share of good health, a couple of real friends, and a wife and children to share life's beauty with you."

Emphasize in employee meetings that families come first. Insist that your workplace attempts to be an extension of a supportive home. Everyone wants to feel noticed, respected and valued. Unfortunately, large corporations tend to be run by the book. They frequently are perceived by employees to be sterile and uncaring. Running a business as if you own it prompts a more personal touch. Employees want to be assured the owner or CEO truly cares about them.

Family Businesses

Effective communications are essential. If you run a family business, assure your children, even after most of them are working in the business, that you are a parent first, and chairman of the board second. Employees must be treated as equals. When a company is financially successful, it ought to share its bounty with employees, the community and customers the same as it does with owners or stockholders. Whether one runs a family business or is CEO of a public company, ways must be identified to recognize and give credit to others — at all levels of the organization. The surest path to success is one where others walk with you. Plants and equipment

(continued on page 8)

Your Name Is on the Door

(continued from page 7)

can be replaced easily; hardworking, loyal employees are as valuable as precious gems.

If top executives fail to follow their moral compasses, how can one expect those they lead to adhere to moral values? And if employees in the workplace do not care about ethics or morality, how can they expect their children to be any different? Everyone loses. That's why it is especially critical that employees understand the company's values, and follow them.

All companies — public or private — must create a culture in which employees come first and are treated royally. They always return the favor. ■

For additional information on rules to follow when discussing the "family business," go to: <http://my.summary.com>

The Obligation to Give Back

Philanthropy ought to be the pre-eminent ingredient in everyone's recipe for material gain. No matter what the field, no star of any success story is a totally self-made man or woman. Along the way, all of us received help from others; most of us were also the beneficiaries of lucky breaks. We owe a portion of our success to others, and the only way to repay that assistance is by sharing good fortune.

All religions of the world reserve a high place on their must-do lists for giving to the less fortunate. The more one gives, the better one feels; and the better one feels about it, the easier it becomes to give. It is a wonderfully, warm, slippery slope. If you require a less altruistic reason to give, try this: **Philanthropy is plain good business.** It energizes a company. And publicly owned companies are not exempted from the requisite of returning a portion of their profits to worthwhile causes.

Most People Want to Help Others

In almost every human being, there is an inner desire to help others. Unfortunately, some of us never quite find the time or the reason. But there is no more important human quality than sharing with others. There is no source of true happiness more complete than an act of charity. It is what life is all about.

It is of little consequence where or how or to whom we give. What really matters is our attitude. Donations don't always have to be money. In many ways, time is more precious than dollars. Giving of one's time, lending one's stature, and providing one's expertise can be as meaningful as money. Leaders ought to set aside time for volunteer or public service work.

Giving back applies to everyone, but it surely is not optional, at least for the rich or for corporations. It is the moral obligation of any person of wealth or any business

worthy of its name to return to the community some of what it has been given. No less a committed capitalist than Andrew Carnegie lectured the well-heeled in his 1889 work *The Gospel of Wealth* to return their "surplus wealth to the mass of their fellows in the form best calculated to do them lasting good."

Giving is a spiritual obligation. Christianity, Judaism and Islam all make the same point. Yet it is often the wealthiest citizens who find it the most difficult to share, whereas those with little seem to be first in line to give what they have — and usually in greater proportion to their net worth than the rich.

Sharing wealth and kindness, embracing those in need and creating opportunities for others are a societal duty. All that is required to be a philanthropist is a passion for making a difference. Giving enriches one's heart and soul — and it's contagious. ■

The Bottom Line

Society is forever remembering the past as the "good old days." The elders of any society frequently view the young as possessing fewer values than they have, but the fact is we all start out the same. Each generation has unique challenges; no generation has a monopoly on values.

There is, today, a need to reaffirm values that help us determine what is right and what is wrong. This process was passed along and infused into our very beings by the previous generation. We had unwritten rules for the playgrounds, sandboxes, homes and schools of our youth. They spoke to basic fairness, decency and integrity. These principles have not changed simply because we migrated from boxes full of sand to buildings full of desks. **Acceptable moral values are child's play, not rocket science.**

There's a memorable quote by John Andrew Holmes, a physician who wrote *Wisdom in Small Doses*. It became the entire text of a university commencement address delivered in 2000: the shortest address in modern history. It said: **"No exercise is better for the human heart than reaching down and lifting another up."** ■

If you liked *Winners Never Cheat*, you'll also like:

1. ***Decent People, Decent Company*** by Robert L. Turknett and Carolyn N. Turknett. The Turknetts explain that the best leaders have confidence in themselves and respect for others, and have a sense of ownership of and responsibility for their entire organization.
2. ***Leading Quietly*** by Joseph L. Badaracco Jr. Badaracco celebrates the "quiet leaders" whose modesty, restraint and patience are in large part responsible for their impressive achievements.
3. ***Trust in the Balance*** by Robert Bruce Shaw. To build trust in your organization, Shaw writes, you must deliver results, act with integrity and demonstrate concern.
4. ***Value Shift*** by Lynn Sharp Paine. Paine describes an emerging new standard of corporate performance that encompasses both moral and financial dimensions.
5. ***The 8th Habit*** by Stephen R. Covey. Covey helps readers move from effectiveness to greatness by showing them how to find their voice and inspire others to find theirs.