



COMPETITIVE EDGE, INC.

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The Competitive Edge, Inc. Newsletter



Photo by Hugh Foster

“BE DARING, BE FIRST, BE DIFFERENT.”

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Ethics

"It is truly said that a corporation has no conscience, but a corporation of conscientious men is a corporation with a conscience". (Henry David Thoreau)

The politically correct definition of Ethics is an individual's inner standards based on orientation, intention and motivation. However, I like the more classic definition better. Ethics are the standards for thought, word and deed that constrains a person to do what is right and good. When a company is "a corporation of conscientious men" then we can expect that we can trust their actions, invest our money in their success and seek employment within their ranks.

failure, MCI WorldCom CEO Bernie Ebbers acknowledged the problem and blamed the situation on their hardware vendor. It was later revealed that the real reason MCI WorldCom did not share the truth with the public was because in doing so they would have had to acknowledge that they did not have the "end-to-end global integrated network" they advertised. The business customers affected by this system failure were irate and immediately began looking for another service provider. I retell these stories to point out to you that ethics in the business place not only helps the corporation gain respect, but it is, in fact, a gift that keeps on giving.

When a company is perceived as ethical it is less likely to be sued, so litigation avoidance is a positive byproduct of its business model. It is more readily accepted by the public, has a more loyal customer base, experiences stronger investor confidence, and it attracts the better candidates for employment. Its employees share in the pride of belonging to a first class organization and are less likely to leave.

Why then aren't all corporations managed by ethics? In the words of Kim Hubbard, American journalist and humorist, "Honesty pays, but it don't seem to pay enough to suit a lot of people". If you also listen to Nathaniel Hawthorne who said, "No man can, for any considerable time, wear one face to himself, and another to the multitude, not without finally getting bewildered as to which one is true" the contradiction becomes apparent. When ethical behavior drives the organization good things happen. When financial gain drives the organization the result is often Enron...MCI WorldCom...Wall Street.

I recently read an article that compared the actions of Johnson & Johnson, the pharmaceutical company, following the Tylenol tampering incidents in Chicago in 1982 and MCI WorldCom, the telecommunications service provider, following a recent failure of its frame relay system. The top executives at Johnson & Johnson recalled millions of bottles of Tylenol from store shelves across the country. They immediately addressed the media and expressed concern for the public. They went on to introduce new tamper-proof bottles and gained enormous goodwill with the American public.

MCI WorldCom recently experienced a breakdown in their frame relay system. When the breakdown was initially reported MCI WorldCom labeled it a simple congestion problem. Their web site ultimately acknowledged "intermittent outages" and promised detailed updates as frame relay circuits addresses continued to be lost. The promised updates were never provided. Eleven days following the onset of the

CEI's Next Train the Trainer



August 4 – 6, 2003
Peachtree City, GA

Our next issue:

Got a question?
Need an answer?

ASK JUDY

Let Advice from the Edge know your questions and then watch for Judy's advice in future issues.

"No individual raindrop ever considers itself responsible for the flood."

Anonymous

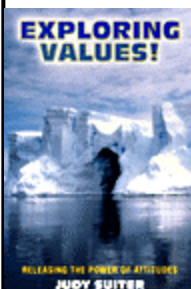


"All bad precedents begin as justifiable measures"

Julius Caesar

New Books Available

I am proud to announce the publication of my newest book entitled *The Ripple Effect*, which discusses the importance of endorsements. I have also released an updated version of *Exploring Values-The Power of Attitudes* and *Energizing People- Unleashing the Power of DISC* (previously entitled *Turning People On – The Power of DISC*). All three books can be ordered through the CEI web site at www.competitiveedgeinc.com or by calling our office at 770-487-6460. Enjoy!!



Exploring Values: The Power of Attitudes

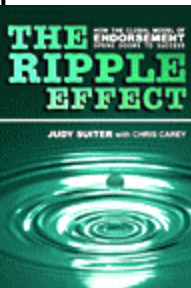
Exploring Values: The Power of Attitudes is a great guide to understanding more about how special people are. When people can begin to see this in their lives, they will start to understand more about themselves and others. They will begin to see how any relationships have been affected, why and more about what they can do to improve the situation.

Hank Humphrey, Training Manager

I found that the information on values provided a long sought after link with performance and behavior in today's team oriented environments. I loved the examples and intertwining of quotes.

Jim Walter, Plant Manager

Tyco Healthcare



The Ripple Effect

Networking is a well-talked about topic that many do not understand. This lack of understanding leads into a situation of worthless pursuits. The wrong promotion, the wrong job or the ultimate - no results at all. The endorsement model in 'The Ripple Effect' allows individuals to understand the value of a higher form of networking and relationship building.

Kim Walton, Vice President of Human Resources

Bankers Bank

Every corporation should adhere to these simple, but effective concepts. This book is an excellent reference for any supervisor or business owner.

Rob Brown, President

Thorn Smith Laboratories



Energizing People – Unleashing the Power of DISC

Many people today talk about the "WOW" factor, when it comes to knowing people, there is no greater WOW factor than knowing Judy Suiter and her new book, *Energizing People, Unleashing the Power of DISC*. Judy has been my mentor for the last ten years and has provided me with invaluable insights into why people do the things they do. I can honestly say that I have never met a greater implementer of the principles we derive from DISC than Judy Suiter. Her ability to plumb the depths of the data from DISC is absolutely remarkable. The great thing about Judy is that she makes it simple enough for anyone to understand and yet gives wisdom that every trainer is delighted to have. Simply, Judy is a homerun when it comes to DISC!

Dwight "Ike" Reighard, Chief People Officer

HomeBanc Mortgage

CEI's Preferred Providers

CEI would like to welcome to our Preferred Providers list Christiane Benoy-Hoffmann. We are fortunate to have her as a strategic partner in Luxembourg. Christiane is a graduate of the University of Fribourg and has worked in a number of disciplines throughout her career. Ms. Benoy-Hoffmann began working with Recruiting and Human Resource personnel in 1988. She became a founding partner in the firm of Benoy Consulting in 1992. In 1996 she was awarded the Prize for Women in Business by the Swiss Minister of Promotion of Women.

Her most noteworthy achievement during this time was her leadership and participation in the development of the *lilith project. The *lilith project is a general purpose framework which provides a highly scalable easy distribution of user code across a distributed heterogeneous computing platform.

Ms. Benoy-Hoffmann is currently involved in the distribution of quality professional and management training for Management Development Inc (MDI), a company dedicated to the development of business tools for employee motivation, problem solving and work quality. She has used her many years of experience in the field of Human Resource Management to become the leading distributor of MDI's tools in Switzerland. A full inventory of her services and products can be obtained by calling 352 26 32 12 90, or visiting her website at www.lilith.lu. She can also be reached via her email at mail@lilith.lu.

"It is easier to do a job right than to explain why you didn't."

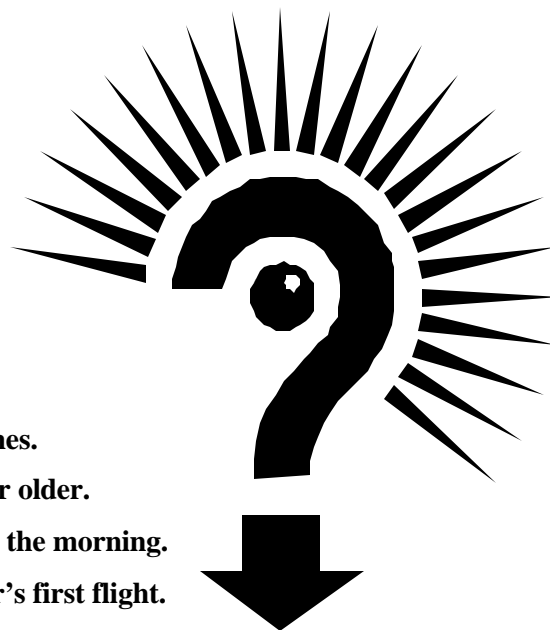
- Martin VanBuren

"Just because the river is quiet, does not mean the crocodiles have left."

- Malay proverb

Did You Know That...

1. **Walt Disney was afraid of mice.**
2. **A snail can sleep for three years.**
3. **All polar bears are left-handed.**
4. **Venus is the only planet that rotates clockwise.**
5. **It is physically impossible for you to lick your elbow.**
6. **Donkeys kill more people annually than plane crashes.**
7. **The king of hearts is the only king without a mustache.**
8. **No word in the English language rhymes with "MONTH".**
9. **No piece of paper can be folded in half more than seven times.**
10. **Oak trees do not produce acorns until they are fifty years or older.**
11. **Apples, not caffeine, are more efficient at waking you up in the morning.**
12. **A Boeing 747's wingspan is longer than the Wright Brother's first flight.**





ADVICE FROM THE EDGE

How do I lead with Ethics?

A manager cannot assume that everyone in their organization is conducting themselves with the same ethical standards that they personally demonstrate. Ethical behavior needs to become part of the standards for operation within their personal sphere of influence no matter how big or small.

Here are some recommendations on how to introduce and reinforce your corporate ethics into the daily work life.

- ✍ Conduct yourself with the high est possible integrity. Managing by example is always the most effective way of communicating the corporate culture.
- ✍ Discuss ethics with your peers and subordinates. Bring it into your employee orientation sessions, your status meetings and your performance reviews.
- ✍ Create scenarios and discuss acceptable solutions with your team.
- ✍ Hold your team accountable for their actions.
- ✍ Make sure that all of your company's policies and procedures are aligned to the doing "what's right".
- ✍ Share your commitment to ethics with your stakeholders, your customers and your business partners. Make sure that your company is perceived to be ethical both internally and in the marketplace.
- ✍ Bring your ethical approach to your marketing materials and your sales force.
- ✍ Understand that reputation is everything.

“Treat people as if they were what they ought to be and you help them to become what they are capable of being.”

Johann Wolfgang von Goethe

“Little progress can be made by merely attempting to repress what is evil; our great hope lies in developing what is good.”

Johann Wolfgang von Goethe

“Honesty is the cornerstone of character. The honest man or woman seeks not merely to avoid criminal or illegal acts, but to be scrupulously fair, upright, fearless, in both action and expression. Honesty pay dividends both in dollars and in peace of mind.”

B.C. Forbes