

"This timeless and important book is a must read for leaders at every level. Whether you are a seasoned CEO or just starting out in business, this book will provide a roadmap for navigating the minefields of psychological self-deception and illusions that can trap good people, even those with strong ethical values. Buy this book, read it. Apply its concepts, models, and theories to your own situation. Give it to your children. It's that important!"

—STEPHEN LACIVITA, Associate Dean of Executive Education, The University of Chicago Graduate School of Business

"The *Ethical Executive* can give individuals the experience of coping with ethical dilemmas before they arise. The book is clear and practical, and hence a quick read. It will save readers a lot of grief they could face in the future by knowing how to avoid ethical traps. *The Ethical Executive* is a must read for everyone."

—RANDOLPH A. POHLMAN, Dean, H. Wayne Huizenga School of Business and Entrepreneurship, Nova Southeastern University

"Drs. Hoyk and Hersey have provided highly practical ways of achieving sustainable profitability through building a solid ethical foundation for your business. Their suggestions will create a climate of cooperation and mutual trust that will make every employee in your firm willing to achieve their very best."

—DEWEY E. JOHNSON, Professor Emeritus, Craig School of Business, California State University, Fresno

"This book is a delightful compendium of those impulses that lead perfectly good people to choose seemingly safe paths of no return—and a guide to avoiding the first steps on a potentially disastrous journey."

—LESLIE S. GREENBERG, Professor, Department of Psychology, York University

"If money is your only goal and that end justifies your means, don't buy this book. If personal character, ethical choices, and self-respect are integral aspects of your understanding of success, buy it. Dr. Hoyk and Dr. Hersey write to guide, encourage, and help you in your choice to be true to the highest you know and aspire to."

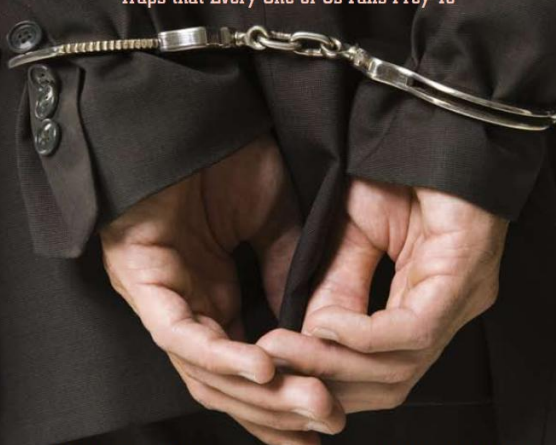
—REVEREND DR. H. WILLIAM GREGORY, Osher Lifelong Learning Institute, University of Southern Maine

HOYK | HERSEY

THE ETHICAL EXECUTIVE

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Becoming Aware of the Root Causes of Unethical Behavior: 45 Psychological Traps that Every One of Us Falls Prey To



ROBERT HOYK

PAUL HERSEY

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BUSINESS MANAGEMENT ETHICS

THE ETHICAL EXECUTIVE

ROBERT HOYK | PAUL HERSEY

Hardly a month goes by—or so it seems—without yet another headline about apparent unethical behavior in the executive suite: from criminal misrepresentation, to tax evasion, manipulation of accounts, and a whole smorgasbord of fraud. Not surprisingly, as investors, employees, legislators, or simply bemused observers of human behavior, we all want the answer to one question, "Are today's corporate leaders unusually corrupt?"

The disconcerting answer, say Bob Hoyk and Paul Hersey, is that "these leaders are no different than you or us. The way we act is the result of a complex weave of situational factors, history, and personality. Even if we have good ethical values to begin with, given certain situational pressures, every one of us can become unethical."

In this book, they convincingly drive home this point by describing 45 "traps" into which any one of us can fall. These traps, they say, can erupt in any organizational environment. Many of them are psychological in nature, creating "webs of deception" that distort our perception of right and wrong—so we actually believe our unethical behavior is normal and appropriate. In the authors' analysis, these traps have significantly contributed to the large-scale corporate disasters we have witnessed in recent years.

Fortunately for us all, Hoyk and Hersey offer a "real-world" method for predicting, precluding, and, if necessary, getting us out of these traps. Given the increased scrutiny under which all executives and managers operate today, this book will prove invaluable for anyone who is charged with achieving an organization's mission.

ROBERT HOYK is a Clinical Psychologist and has conducted research in several institutions. He has taught communication skills to executives, physicians, and couples.

PAUL HERSEY is Distinguished Professor of Leadership Studies at Nova Southeastern University. He is best known for developing Situational Leadership with Ken Blanchard, with whom he co-authored *Management of Organizational Behavior*, now in its ninth edition.

Fifteen percent of Dr. Hoyk's proceeds from sales of this book will be donated to HealthSpan International Foundation, an organization that improves people's lives in developing countries by providing access to primary health care and education.

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Jacket photo: rubberball/Getty Images

SYNOPSIS & UNIQUENESS

Hardly a month goes by without yet another headline about apparent unethical behavior in the executive suite from criminal misrepresentation, to tax evasion, manipulation of accounts, and a whole smorgasbord of fraud. We all want the answer to one question, “Are today’s corporate leaders unusually corrupt?” The disconcerting answer, say Bob Hoyk and Paul Hersey, is that “these leaders are no different than you or us. Even if we have good ethical values to begin with, given certain situational or internal pressures, every one of us can become unethical.” In this book, *The Ethical Executive*, they convincingly drive home this point by describing 45 “traps” into which any one of us can fall. These traps, they say, can erupt in any organizational environment. Many of them are psychological in nature, creating “webs of deception” that distort our perception of right and wrong—so we actually believe our unethical behavior is normal and appropriate. In the authors’ analysis, these traps have significantly contributed to the large scale corporate disasters we have witnessed in recent years. Fortunately for us all, Hoyk and Hersey offer a “real world” method for predicting, precluding, and, if necessary, getting us out of these traps.

Most approaches to ethics are philosophical. Philosophical ethics is important because it tells us what the right action is given different situations. But there’s a problem. Even if we know what the right thing to do is, we often don’t do it. Why? We often fall prey to psychological traps. *The Ethical Executive* delineates 45 psychological traps. Morality will only improve significantly when ethics is integrated with psychology. Then ethics will continue its crucial job of advising us what the right behavior is and psychology will motivate us to do the right thing and help us stop our transgressions. *The Ethical Executive* places a major focus on the psychological dynamics of unethical behavior. It inaugurates a new priority in the field that will lead to a clear vista and fresh solutions.

Contact Robert Hoyk: bobhoyk@earthlink.net; 949-230-6072

A SAMPLE OF SUCCESS

Used in College Courses:

~University of Akron.
~University of Texas
~The Wharton School, University of Pennsylvania.

~California State University Dominguez Hills.
~Hialeah Graduate School.
~Bloomsburg University.

Professor:

“Excellent! ...The book jumps off the pages”

Student:

“...highly readable...looked at myself differently after reading it...interesting”

Foreign Rights:

~Published in England by Kogan Page.
~Translated into Portuguese and published in Brazil by Agir Editora.

Print Publicity (More Than 99 Placements in Newspapers and Magazines):

~Review, *The Daily Express*, readership of 1.6 million, England:
“An interesting read for leaders at any level...”

Broadcast Publicity

~Five radio interviews.
Up to 30 minutes long. Link for posted interview: <http://www.wendleebroadcasting.com/NT-Audio.html>

Reading Group Member:

“I couldn't put it down”

Public Speaking:

~Keynote at “Ethics in Government Conference” by Robert Hoyk; *LBJ School of Public Affairs*, Austin, Texas:
The majority of an auditorium full of people rated it as the most valuable speech: “truly inspirational,” “extraordinarily effective,” “very helpful.”

Online Publicity (More Than 592 Placements on the Internet):

~Review, *Publishers Weekly*:
“...clinical psychologist Hoyk and professor Hersey illustrate in 45...beneficial lessons how we all face and fall victim to ‘day-to-day ethical traps.’... As the authors note, ‘[g]ood intentions are not enough,’ and this guide provides a useful, easy-to-read antidote for our unwitting corruptibility.”

~Review, “Mama on the Street: Lessons in honest management, parenting from ‘The Ethical Executive,’” by Sarah Gilbert, *BloggingStocks*:
“a fabulous and practical text that may as well have been titled, ‘How Not to be Kenneth Lay,’ and its faithful application could have prevented our entire current economic crisis...Having dutifully passed my requirement of Ivy League MBA ethics coursework and been duly unimpressed by its ability to stop unethical behavior...I would recommend that business schools, university political science and marketing programs, and even small business owners and parents adopt this as the primary ethics text.”

BIOGRAPHY

In *The Ethical Executive*, author Robert Hoyk identifies the many psychological reasons that people act unethically. So unprecedented is this approach that the author had to name it, define it, and make himself an expert. Hoyk's development of the Psychology of Ethics is innovative and historic; in all likelihood "traps" will become the new nomenclature of organizations that contend with ethics.

Always a trailblazer, right after high school, Robert Hoyk left America and for thirteen years traveled throughout the world, living for periods of time in Tunisia, Spain, France, Greece, India, journeying by camel with the Bedouin in the Sahara, taking a donkey cart and school-age charges through the Spanish hills, creating a self-sustaining community on an island off the coast of Turkey, apprenticing to a furniture-maker in a Mexican village where no tourist had ever ventured.

Robert Hoyk received his doctorate at the California School of Professional Psychology in San Diego. Following graduation he met Dr. Paul Hersey, founder of Situational Leadership. Robert is the primary author of an advanced course of Situational Leadership entitled, *Situational Communication Skills for Leaders* (Management Learning Resources, Ltd., 2002.)

About six years ago, Dr. Hoyk had a successful private practice as a psychologist in Orange County. One morning he noticed a slight drag with his left foot. Six years later he's another Stephen Hawking – a scientist and author with Lou Gehrig's disease, probably caused by bad genetics.

For the first five years of his illness, Hoyk's diagnosis was Primary Lateral Sclerosis (PLS). PLS is not fatal and very rare. Perhaps 500 people in the U.S. have it. With PLS the motor neurons in the brain die. With Lou Gehrig's Disease, or Amyotrophic Lateral Sclerosis (ALS), the motor neurons in the brain and spinal cord die. With Lou Gehrig's Disease the average person dies in three to five years. This year Robert's PLS has turned into Lou Gehrig's Disease.

It is said that Lou Gehrig's Disease has made Hawking who he is — hard working, brilliant and successful. Recently, Dr. Hoyk has accepted an invitation to give a keynote address for a conference on Ethics in Government in Austin, Texas. Hoyk's wife, the novelist and former psychologist Julie Brickman, has pointed out that people experience inspiration and hope when they see someone with a serious disease who remains determined and able to be accomplished and successful.

A survey conducted with over 200 people who survived life-threatening danger (car accidents, drownings, serious illnesses...) found they had subsequent personality changes due to their near-death experiences. One change was a need to "accomplish something worthwhile before it's too late." Robert Hoyk has always been inclined to work on projects that are worthwhile. And since his diagnosis has changed, working with his book, *The Ethical Executive*, has intensified.

Hoyk's lifetime model for courage is Victor Frankl, the Austrian psychiatrist who wrote *Man's Search for Meaning*, a book generated from his experiences as a prisoner in a concentration camp in Hitler's Germany. In one passage, Frankl writes about a day when two inmates visit him to announce that they will commit suicide before the sun goes down. Frankl nods and then says, "It's unlikely that we'll ever get out of here alive. But if we do, what would you like to accomplish?" One inmate said that he would like to help raise his nephew. The other one said that he would like to publish a book of his poetry. Frankl reports that the two men never did commit suicide.

In a way, Robert is a prisoner in his own form of torture: an illness that has robbed him of his speech, his swallowing, his walking, depleted his breathing, and may end up taking his life. But Robert wants to market *The Ethical Executive* well and write the next book. In spite of impossible adversity, the future is calling him.

INTERVIEW QUESTIONS

- ~ Your book, *The Ethical Executive*, identifies three categories of Traps that drive people to behave unethically—Primary, Defensive, and Personality. Can you explain them?
- ~ What makes your approach to ethics different from others? What does this psychological approach reveal that other approaches might not?
- ~ We hear of CEOs being indicted for breaches of ethics and given long prison sentences: are they primarily evil?
- ~ Do people who commit serious ethical mistakes consider themselves to be ethical people?
- ~ Describe a person who is ethical and moral when it is convenient for them to be, but falls short of being ethical at other times.
- ~ You have suggested that one way executives and employees can protect their organizations and themselves from these Traps is to hire a psychologist to be part of the ethics and compliance team. Won't the psychologist be seen as a "touchy-feely" person, a joke? What other ways can executives and employees protect themselves from these Traps?
- ~ Why do you call your book: "The Answer to America's Ultimate Concern"?