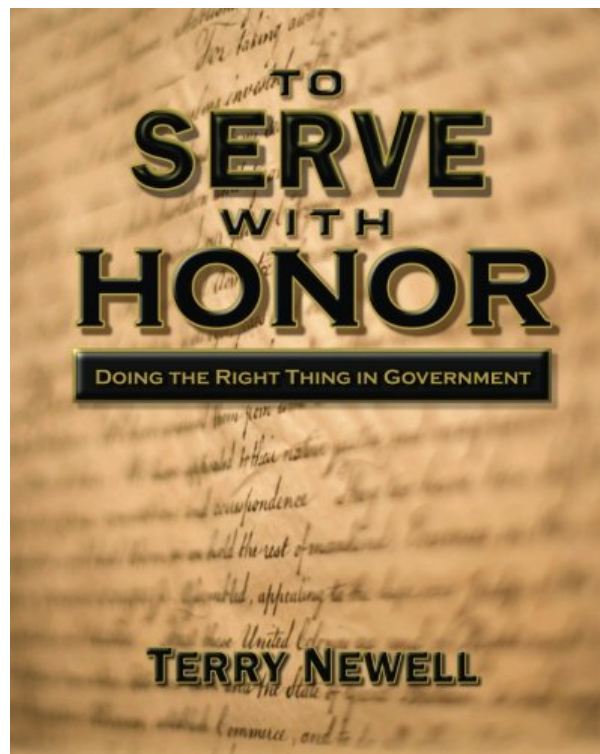
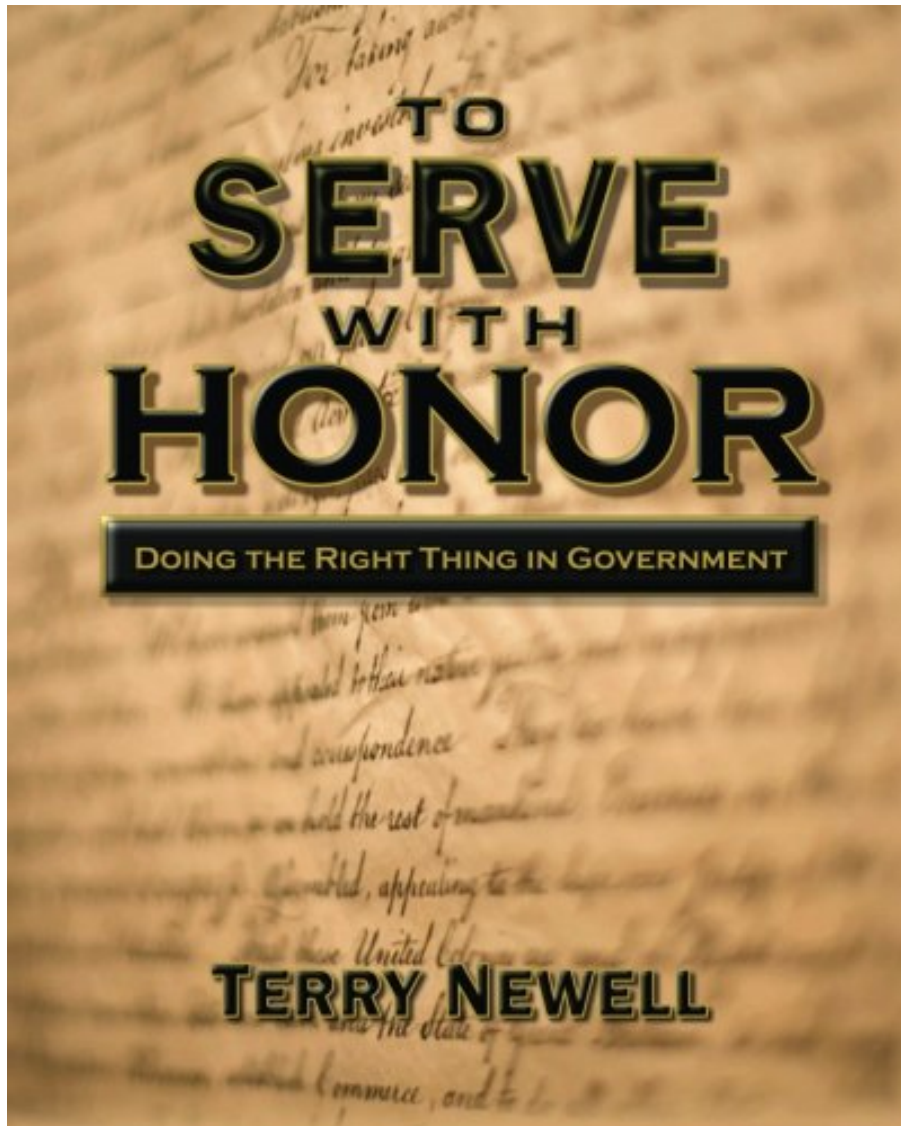


**TO SERVE WITH HONOR: DOING THE
RIGHT THING IN GOVERNMENT BY TERRY
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Terry Newell is currently director of his own firm, Leadership for a Responsible Society. His work focuses on values-based leadership, ethics, and decision making. He is an adjunct faculty member at the Federal Executive Institute, a residential executive education center for the federal government in Charlottesville, Virginia and at the University of Virginia. A former Air Force officer, Terry previously served as Director of the Horace Mann Learning Center, the training arm of the U.S. Department of Education, and as Dean of Faculty at the Federal Executive Institute. Terry's publications have addressed such issues as trust, values and ethics in leadership, statesmanship, leadership character, and organizational change. He is co-editor and author of *The Trusted Leader: Building the Relationships That Make Government Work* and author of *Statesmanship, Character and Leadership in America* and a book of essays, *Reflections on America*.

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TO SERVE WITH HONOR: DOING THE RIGHT THING IN GOVERNMENT BY TERRY NEWELL PDF

To Serve with Honor argues that public servants must act ethically and honorably to earn the public's trust - and that no amount of ethics laws will guarantee this. There are 109 pages of federal government ethics laws, yet CIA Director David Petraeus resigned over an affair with his biographer. No law prevented that. The IRS improperly singled out certain groups seeking tax-exempt status for review - and then did its best to explain away what it had done. Again, no law prevented that. Appointment schedulers in the Veterans Health Administration falsified patient wait times under pressure from their own management. Secret Service agents consorted with prostitutes in Cartagena and shared their concerns about agency practices with the press but not their own leaders. Ethics laws and rules can help public servants choose between "right" and "wrong." But rulebooks are not enough. The promise of democracy can be realized only if government workers earn the public's trust by doing the right thing, whether or not there are rules to guide them. This takes skill and moral courage. To Serve with Honor focuses especially on ethics choices between "right" and "right" - where no law or regulation is even possible. What do I do when asked to withhold information I think the public should see? How do I deal with a superior whose behavior is destroying morale? How do I balance competing expectations among clients my organization serves? What do I do when pressured to lie? How can I spot ethical problems before they blindside me? As a leader, how can I create a positive ethical culture in my organization? In these - and most of the ethics issues public servants face- there might be many "right" choices- all of them legal. But how do I pick the best one? This book - filled with case studies, checklists, and stories of exemplary public servants - offers a practical, readable roadmap for acting ethically and honorably. Using the acronym, SERVE, the book takes the reader through five essential steps: Spot the ethics issue, Examine the ethics issue and decide, Recognize and realign the organization's culture, Voice your decision, and Establish justice. Each step is broken into critical questions to address. Public servants need to act honorably - and be honored for doing so. Honor is a concept that has been lost in public service, confined now only to those in the military when it should pervade all those who serve in government. The book's postscript focuses on how to restore honor to public service. Appendices provide practice ethics cases, a model (with questions) for ethical decision making, Web sites that provide additional guidance, and an annotated bibliography keyed to the SERVE model. To Serve With Honor can help restore right conduct and honor to their needed places in the public service. Terry Newell spent nearly forty years in senior positions in the federal government. He regularly writes and teaches on building trust in government, ethics, leadership, and statesmanship.

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Reviewed by Robert Gest III, adjunct faculty member, The Federal Executive Institute

By Robert Gest III

Is Government Employee and Ethical Behavior an oxymoron? While this is likely a position taken by many, this book by Terry Newell strongly suggests that this is far from the truth. In fact, he provides a much needed solution to the issue of ethical and value-based behavior by Federal Civil Servants, or better described by Newell as Public Servants. This is a concern of many of us and we desperately wish the matter of honor could succeed as a creed of Public Servants. As a veteran of both thirty years in the US Air Force and nearly ten years as a public servant, I read this book with the great hope that a solution was provided. I believe in Newell's views of ethics and honor and I know he fervently believes in the solvability of the honor issue in our federal civil servant community. I found myself reading, accepting many of the arguments of the book and yet ending with considerable doubt about the feasibility of his prescription.

Terry makes it clear that his purpose is to help the Public Servant do the right thing because they all have an ethical obligation to do so. He admits that deciding what is the right thing to do is difficult; however, he offers some assistance to the Public Servant which should help. The book is built around an acronym, SERVE. This is explained in his Introduction on page 6; S = Spot the ethics issue; E = Examine the ethical dilemma; R = Recognize and realign the organization's culture; V = Voice your decision and E = Establish justice. Newell then uses a variety of historical examples, case studies and practice opportunities to make the point that not only is ethical behavior required of the Public Servant, such behavior has been practiced in the past and is possible today. His examples of General George C. Marshall (Ch. 9) and President Ford's pardoning of Nixon (p.152 and Appendix D) as well as more contemporary stories illustrate that ethical behavior is possible.

Because values-based ethical behavior is difficult, Terry explicates a variety of models and methods (see Ladder of Inference, [p.51] and Guidelines for Loyal Dissent [p.126]) which should help one act ethically. Speaking truth to power is risky business and I believe more risky than in the past due to social media and the Internet. These two create a situation where virtually nothing remains unknown and thus loyal dissent can be made to look like disloyal whistle-blowing by various media which often feasts on the sensational.

Having said that, Newell provides a prescription, complete with many research-based models, which if implemented and practiced by the Public Servant, the Civil Service and the Nation, could restore honor to public service. I was particularly struck by the posited differences between the Program Administrator and the Public Servant. Although one needs to be the former, she should and must also be the latter. Management values such as economy and efficiency must be supplemented with, (per H. George Frederickson (p.147), the values of citizenship, fairness, equity, justice, ethics, responsiveness and patriotism. The Constitution to which the Public Servant swears an Oath, prominently promises "justice."

America could benefit immeasurably from creating a cadre of public servant citizens who are valued by the

citizens, not customers, they serve. This is much more likely to occur if these servants do so because they truly believe that they have a sacred duty to conduct themselves in such a manner that they are honored for acting with honor as they perform their technical duties. I believe as Newell does that this is possible; however, it will take time and certainly will not be easy.

This book should be required reading for all public servants and especially those in senior executive positions. If this occurs, perhaps the bashing of federal citizen servants will decrease and “bureaucrat” will no longer be considered a dirty word.

The book is published by Loftlands Press, 2015, paperback, ISBN-13: 978-0692385432, \$12.95.

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The author of To Serve with Honor; Doing the ...

By Stephen Blair

The author of To Serve with Honor; Doing the Right Things in Government, recognized that “the promise of democracy can be realized only if public servants act honorably, earn the public’s trust”, and, in turn, “be honored for doing so.”

It is clear from multiple interviews with Senior Executive Service leaders, and extensive personal experience, that the author felt that practicing public servants needed a readable book that is logical, and action-oriented. The author also saw that attention was needed to address the impact of organizational culture on ethical behavior - again in a very practical way.

Almost all of the publications on “ethics,” “trust” and “honor” approach the subjects either from an academic standpoint or focus solely on the individual decision maker. Ethical laws and rules help the decision maker choose between “right” and “wrong.” But what do they do when faced with “right vs. right” choices, ethical and organizational dilemmas that no rulebook can solve?

This book is filled with traditional and current ethical dilemma cases studies, and stories of exemplary public servants. Along with the decision-making impact of behavioral and neuroscience research, it offers a practical, readable roadmap for a disciplined approach for acting ethically. To assist in dealing with “right vs. right” dilemmas, the author has created a “SERVE Model” to facilitate focused attention on critical elements and distinctions within the decision process: Spot the ethics issue; Examine the ethical dilemma; Recognize and realign the organizations culture; Voice your decision; and Establish justice.

This reader, with a 48 year history of public and private sector organizational and leadership development, recommends that To Serve With Honor should be a core of the critically needed public servant leadership development programs.

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Inspired Inoculation

By Ira Chaleff

An inspired look at government service at its best and a needed inoculation against government service at its most problematic.

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