

## Advocacy and Ethics Reading and Resource List

Name	Type	Description	Link
Global Market Sentiment Survey	Website	Published December 2015	<a href="#">Link</a>
Integrity: A Positive Model that Incorporates the Normative Phenomena of Morality, Ethics, and Legality. Werner H. Erhard, Michael C. Jenson and Steve Zaffron	Research Paper	We present a positive model of integrity that, as we distinguish and define integrity, provides powerful access to increased performance for individuals, groups, organizations, and societies. Our model reveals the causal link between integrity and increased performance, in whatever way one chooses to define performance (for example, quality of life, or value-creation for all entities), and provides access to that causal link.	<a href="#">Link</a>
The Psychology of Ethics in the Finance and Investment Industry. By Thomas Oberlechner. A CFA Institute Publication.	Book	Financial and investment professionals are particularly vulnerable to ethical wrongdoing. But what makes some blatantly violate ethical standards and even break the law while others behave highly ethically? This monograph sheds light on the psychology behind ethical and unethical behavior. It explores fascinating psychological insights into the characteristics of unethical personalities and the role of nonconscious attitudes in unethical decisions. It examines how group processes, leadership, and organizational reward systems can turn otherwise ethical persons into unethical persons, and it demonstrates how rationalization tactics, moral disengagement, and impression management are used to psychologically justify or conceal unethical actions. Fortunately, as the author shows, psychology also provides the key to a genuine ethics in the financial and investment industry.	<a href="#">Amazon</a>
How Good People Make Tough Choices. By Rushworth Kidder.	Book	Should you take a much-needed vacation or save money for your children's education? Should you protect the endangered owl or maintain jobs for loggers? How do you handle questions such as these? We frequently face ethical dilemmas in our daily lives, and few have trouble with the "right vs. wrong" choices. However, the "right vs. right" dilemmas, in which neither choice is clearly or widely accepted as wrong, many times present obstacles that call for value-based decisions, and that's where we often need help. Kidder -- the founder of the Institute for Global Ethics -- teaches us how to think for ourselves in order to resolve any ethical dilemma, from the personal to the philosophical. Unique in its approach and full of illustrative anecdotes, How Good People Make Tough Choices is an indispensable resource for arriving at sound conclusions when facing tough choices.	<a href="#">Amazon</a>
Trust and Honesty in the Real World. By Mark Fagan and Tamar Frankel	Book	Trust and Honesty in the Real World is a Teaching Course in Law, Business and Public Policy. It is a case study companion to Trust and Honesty, America's Business Culture at a Crossroad by Tamar Frankel (Oxford University Press). The book explores the reasons why business ethics is at a crossroads and what can be done to tip the scales toward trust and honesty. Case studies drawn from real business experiences provide an opportunity to assess and discuss the motivations and actions of business leaders, lawyers and regulators. Recent case histories include the fall of E.F. Hutton, the Enron collapse and the WorldCom fraud.	<a href="#">Amazon</a>
A Spiritual Audit of Corporate America: A Hard Look at Spirituality, Religion, and Values in the Workplace (J-B Warren Bennis Series). Ian Mitroff, Elizabeth A. Denton	Book	This first-ever survey of spiritual beliefs and practices among managers and executives finds that, while most people have strong spiritual beliefs, few feel that they can act on those beliefs at work. And yet, overall company performance is actually higher in companies where company values and spiritual values coalesce. Filling a gap in today's literature on spirituality and business, this book examines five proven models for introducing spirituality to the workplace and spells out the strengths and weaknesses of each model. More than a personal guide to spiritual well-being, it shows how you can harness the immense spiritual energy at everyone's core, and outlines solutions for bringing that energy into the organization.	<a href="#">Amazon</a>
Moral Intelligence: Enhancing Business Performance and Leadership Success (Paperback). Doug Lennick, Fred Kiel.	Book	"We live in an increasingly competitive and global world. Increasingly, 'the end justifies the means.' This often results in the loss of our moral compass. Lennick and Kiel show us that the truly great business leaders never sacrifice moral integrity for financial goals and that maintaining the highest ethical standards is not only the 'right' thing to do, it produces the best companies and the best results."	<a href="#">Amazon</a>

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Name	Type	Description	Link
The SPEED of Trust: The One Thing That Changes Everything. Stephen M.R. Covey, Stephen R. Covey and Rebecca R. Merrill	Book	For business leaders and public figures in any arena, The Speed of Trust offers an unprecedented and eminently practical look at exactly how trust functions in our every transaction and relationship—from the most personal to the broadest, most indirect interaction—and how to establish trust immediately so that you and your organization can forego the time-killing, bureaucratic check-and-balance processes so often deployed in lieu of actual trust.	<a href="#">Amazon</a>
Trust in the Balance: Building Successful Organizations on Results, Integrity, and Concern (Jossey-Bass Business & Management Series). Robert Bruce Shaw.	Book	If you've never examined how trust affects your organization, maybe you should. In this engaging book, Robert Shaw moves past the right thing to do argument and focuses on trust as a critical issue successful managers cannot take for granted. He shows how lack of trust is compromising more and more organizations in today's highly competitive environment. And he offers a way out. Drawing on a variety of examples from real business situations, Shaw explains trust's increasing importance at four key levels: individual credibility, one-to-one collaboration, team effectiveness, and organizational vitality. He then provides an assessment survey to help you determine how you and your organization measures up trust-wise, and offers action steps for overcoming trust dilemmas such as those that arise during reinvention efforts. A vital handbook for leaders, change agents, and anyone interested in building high trust for high performance.	<a href="#">Amazon</a>
A Whole New Mind: Why Right Brainers Will Rule the Future. Daniel H. Pink	Book	The future belongs to a different kind of person with a different kind of mind: artists, inventors, storytellers-creative and holistic "right-brain" thinkers whose abilities mark the fault line between who gets ahead and who doesn't. Drawing on research from around the world, Pink (author of To Sell Is Human: The Surprising Truth About Motivating Others) outlines the six fundamentally human abilities that are absolute essentials for professional success and personal fulfillment--and reveals how to master them. A Whole New Mind takes readers to a daring new place, and a provocative and necessary new way of thinking about a future that's already here.	<a href="#">Amazon</a>
Crucial Conversations: Tools for Talking When Stakes are High. Kerry Patterson, Joseph Greeny, Ron McMillan and Al Switzler	Book	“[ <i>Crucial Conversations</i> ] draws our attention to those defining moments that literally shape our lives, our relationships, and our world. . . . This book deserves to take its place as one of the key thought leadership contributions of our time.”	<a href="#">Amazon</a>
Emotional Intelligence: 10th Anniversary Edition; Why It Can Matter More Than IQ . Daniel Goleman.	Book	Everyone knows that high IQ is no guarantee of success, happiness, or virtue, but until Emotional Intelligence, we could only guess why. Daniel Goleman's brilliant report from the frontiers of psychology and neuroscience offers startling new insight into our "two minds"—the rational and the emotional—and how they together shape our destiny.	<a href="#">Amazon</a>
Collaboration: How Leaders Avoid the Traps, Create Unity, and Reap Big Results. Morten T. Hansen	Book	In "Collaboration", author Morten Hansen takes aim at what many leaders inherently know: in today's competitive environment, companywide collaboration is an imperative for successful strategy execution, yet the sought-after synergies are rarely, if ever, realized. In fact, most cross-unit collaborative efforts end up wasting time, money, and resources. How can managers avoid the costly traps of collaboration and instead start getting the results they need? In this book, Hansen shows managers how to get collaboration right through 'disciplined collaboration'. Based on the author's long-running research, in-depth case studies, and company interviews, "Collaboration" delivers practical advice and tools to help your organization collaborate for real results.	<a href="#">Amazon</a>

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Name	Type	Description	Link
Open Leadership: How Social Technology Can Transform the Way You Lead. Charlene Li	Book	An essential guide for leaders who want to use social media to be "open" while maintaining control. "Be Open, Be Transparent, Be Authentic" are the current leadership mantras-but companies often push back. Business is premised on the concept of control and yet the new world order demands openness-leaders do not know how to be open and be in control. This must-have resource will help the modern leader understand how to lead in the new open world-where blogging, twittering, facebooking, and digging are becoming the norm. the author lays out the steps that leaders must take to transform their organizations and themselves into being "open" -and exactly what that will mean.	<a href="#">Amazon</a>
Blind Spots. Max Bazerman and Ann Tensbrunsel	Book	When confronted with an ethical dilemma, most of us like to think we would stand up for our principles. But we are not as ethical as we think we are. In Blind Spots, leading business ethicists Max Bazerman and Ann Tenbrunsel examine the ways we overestimate our ability to do what is right and how we act unethically without meaning to. From the collapse of Enron and corruption in the tobacco industry, to sales of the defective Ford Pinto, the downfall of Bernard Madoff, and the Challenger space shuttle disaster, the authors investigate the nature of ethical failures in the business world and beyond, and illustrate how we can become more ethical, bridging the gap between who we are and who we want to be.	<a href="#">Amazon</a>
The Honest Truth about Dishonesty: How We Lie to Everyone---Especially Ourselves. Dan Ariely.	Book	The <i>New York Times</i> bestselling author of <i>Predictably Irrational</i> and <i>The Upside of Irrationality</i> returns with thought-provoking work to challenge our preconceptions about dishonesty and urge us to take an <i>honest</i> look at ourselves.	<a href="#">Amazon</a>
Switch: How to Change Things When Change Is Hard. Chip Heath and Dan Heath	Book	Why is it so hard to make lasting changes in our companies, in our communities, and in our own lives? The primary obstacle is a conflict that's built into our brains, say Chip and Dan Heath, authors of the critically acclaimed bestseller <i>Made to Stick</i> . Psychologists have discovered that our minds are ruled by two different systems—the rational mind and the emotional mind—that compete for control. The rational mind wants a great beach body; the emotional mind wants that Oreo cookie. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort—but if it is overcome, change can come quickly.	<a href="#">Amazon</a>
The Cheating Culture: Why More Americans Are Doing Wrong to Get Ahead. David Callahan	Book	Free cable television. Imaginary tax deductions. Do you take your chance to cheat? David Callahan thinks many of us would; witness corporate scandals, doping athletes, plagiarizing journalists. Why all the cheating? Why now? Callahan blames the dog-eat-dog economic climate of the past twenty years: An unfettered market and unprecedented economic inequality have corroded our values and threaten to corrupt the equal opportunity we cherish. Callahan's "Winning Class" has created a separate moral reality where it cheats without consequences-while the "Anxious Class" believes choosing not to cheat could cancel its only shot at success in a winner-take-all world.	<a href="#">Amazon</a>
Thinking Fast and Slow. Daniel Kahneman.	Book	In the highly anticipated <i>Thinking, Fast and Slow</i> , Kahneman takes us on a groundbreaking tour of the mind and explains the two systems that drive the way we think. System 1 is fast, intuitive, and emotional; System 2 is slower, more deliberative, and more logical. Kahneman exposes the extraordinary capabilities—and also the faults and biases—of fast thinking, and reveals the pervasive influence of intuitive impressions on our thoughts and behavior. The impact of loss aversion and overconfidence on corporate strategies, the difficulties of predicting what will make us happy in the future, the challenges of properly framing risks at work and at home, the profound effect of cognitive biases on everything from playing the stock market to planning the next vacation—each of these can be understood only by knowing how the two systems work together to shape our judgments and decisions.	<a href="#">Amazon</a>

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Name	Type	Description	Link
Strings Attached: Untangling the Ethics of Incentives. Ruth W. Grant.	Book	Incentives can be found everywhere--in schools, businesses, factories, and government--influencing people's choices about almost everything, from financial decisions and tobacco use to exercise and child rearing. So long as people have a choice, incentives seem innocuous. But Strings Attached demonstrates that when incentives are viewed as a kind of power rather than as a form of exchange, many ethical questions arise: How do incentives affect character and institutional culture? Can incentives be manipulative or exploitative, even if people are free to refuse them? What are the responsibilities of the powerful in using incentives? Ruth Grant shows that, like all other forms of power, incentives can be subject to abuse, and she identifies their legitimate and illegitimate uses.	<a href="#">Amazon</a>
The Righteous Mind: Why Good People Are Divided by Religion and Politics. Jonathan Haidt.	Book	Why can't our political leaders work together as threats loom and problems mount? Why do people so readily assume the worst about the motives of their fellow citizens? In The Righteous Mind, social psychologist Jonathan Haidt explores the origins of our divisions and points the way forward to mutual understanding.	<a href="#">Amazon</a>
The Decision to Trust: How Leaders Create High-Trust Organizations. Robert R. Hurley	Book	Globally, there has been a decline in trust over the past few decades, and only a third of Americans believe they can trust the government, big business, and large institutions. In The Decision to Trust, Robert Hurley explains how this new culture of cynicism and distrust creates many problems, and why it is almost impossible to manage an organization well if its people do not trust one another. High-performing, world-class companies are almost always high-trust environments. Without this elusive, important ingredient, companies cannot attract or retain top talent.	<a href="#">Amazon</a>
CFA Institute: Code of Ethics and Standards of Professional Conduct	Website	High ethical standards are critical to maintaining the public's trust in financial markets and in the investment profession. Since their creation in the 1960s, the Code and Standards have promoted the integrity of CFA Institute members and served as a model for measuring the ethics of investment professionals globally.	<a href="#">Link</a>
The Spirit of Compromise: Why Governing Demands it and Campaigning Undermines it. Amy Gutmann, Dennis Thompson.	Book	If politics is the art of the possible, then compromise is the artistry of democracy. Unless one partisan ideology holds sway over all branches of government, compromise is necessary to govern for the benefit of all citizens. A rejection of compromise biases politics in favor of the status quo, even when the rejection risks crisis. Why then is compromise so difficult in American politics today?	<a href="#">Amazon</a>
What money Can't Buy: The Moral Limits of markets. Michael j. Sandel.	Book	Should we pay children to read books or to get good grades? Should we allow corporations to pay for the right to pollute the atmosphere? Is it ethical to pay people to test risky new drugs or to donate their organs? What about hiring mercenaries to fight our wars? Auctioning admission to elite universities? Selling citizenship to immigrants willing to pay? In What Money Can't Buy, Michael J. Sandel takes on one of the biggest ethical questions of our time: Is there something wrong with a world in which everything is for sale? If so, how can we prevent market values from reaching into spheres of life where they don't belong? What are the moral limits of markets?	<a href="#">Amazon</a>
The Self Illusion: How the Social Brain Creates Identity. Bruce Hood.	Book	Most of us believe that we are an independent, coherent self--an individual inside our head who thinks, watches, wonders, dreams, and makes plans for the future. This sense of our self may seem incredibly real but a wealth of recent scientific evidence reveals that it is not what it seems--it is all an illusion. Who we are is, in short, a story of our self--a narrative that our brain creates. Like the science fiction movie, we are living in a matrix that is our mind. But Hood concludes that though the self is an illusion, it is an illusion we must continue to embrace to live happily in human society.	<a href="#">Amazon</a>
Ethical Decision Making. Michael G. McMillan, CFA	Article	CFA Institute paper.	<a href="#">Link</a>
Jonathan Haidt	Website	A website with links to a TED talk and other interviews related to Haidt's book titled "The Righteous Mind: Why Good People are Divided by Politics and Religion"	<a href="#">Link</a>

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"Conscious Capitalism" by John Mackey	Book	In this book, Whole Foods Market cofounder John Mackey and professor and Conscious Capitalism, Inc. cofounder Raj Sisodia argue for the inherent good of both business and capitalism. Featuring some of today's best-known companies, they illustrate how these two forces can—and do—work most powerfully to create value for all stakeholders: including customers, employees, suppliers, investors, society, and the environment.	<a href="#">Amazon</a>
Cheating in Academic Institutions: A Decade of Research. Donald L. McCabe, Rutgers University	Research Paper	This article reviews 1 decade of research on cheating in academic institutions. This research demonstrates that cheating is prevalent and that some forms of cheating have increased dramatically in the last 30 years. This research also suggests that although both individual and contextual factors influence cheating, contextual factors, such as students' perceptions of peers' behavior, are the most powerful influence. In addition an institution's academic integrity programs and policies, such as honor codes, can have a significant influence on students' behavior. Finally, we offer suggestions for managing cheating from students' and faculty members' perspectives.	<a href="#">Link</a>
Higher Social Class Predicts Increased Unethical Behavior. Paul, Piff, Daniel Stancato, et al.	Research Paper	Seven studies using experimental and naturalistic methods reveal that upper class individuals behave more unethically than lower class individuals.	<a href="#">Link</a>
Academic Dishonesty in Graduate Business Programs: Prevalence, Causes, and Proposed Action. Donald L. McCabe, Kenneth Butterfield, et al.	Research Paper	Little is known about cheating among graduate business students. We collected data from more than 5,000 business and nonbusiness graduate students at 32 colleges and universities in the US and Canada during 2002-2004 to test a series of hypotheses regarding the prevalence of graduate business student cheating and reasons why these students cheat.	<a href="#">Link</a>
Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. Eric Siegel.	Book	You have been predicted — by companies, governments, law-enforcement, hospitals and universities. Their computers say, "I knew you were going to do that!" How? Prediction is powered by the world's most potent, booming unnatural resource: data. Accumulated in large part as the by-product of routine tasks, data is the unsalted, flavorless residue deposited en masse as organizations churn away. Surprise! This heap of refuse is a gold mine. Big data embodies an extraordinary wealth of experience from which to learn. Why? For good reason: Predicting human behavior combats financial risk, fortifies healthcare, reduces spam, toughens crime-fighting and boosts sales. These institutions are seizing upon the power to predict whether you're going to click, buy, lie, or die. Predictive analytics is the science that unleashes the power of data. With this technology, the computer literally learns from data how to predict the future	<a href="#">Amazon</a>
John Hasnas	Website	Associate Professor of Law at Georgetown University. Director of the Institute for the Study of Markets and Ethics. His website has links to a number of books, academic articles and op-ed pieces.	<a href="#">Link</a>
Stewardship: lessons Learned from the Lost Culture of Wall Street. John Taft	Book	Head of RBC Wealth Management. Book that explores the importance of stewardship as a core principle for him personally, for the financial services industry, for the global financial system and for society at large. "Think about the franchise that society grants to the financial services industry, and think about whether we lived up to our end of the contract," he said. "That is the source of the lack of trust and confidence we are dealing with today . . . you can't have an economic or financial system without trust."	<a href="#">Amazon</a>
Givers versus Takers. Adam Grant	Web Video	Web video and transcript. The author delineates the differences between givers, takers and matchers; explores who gets ahead -- and who falls behind, and reveals how we can identify our own style and adapt it for greater success.	<a href="#">Link</a>

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Name	Type	Description	Link
The Death of Corporate Reputation. Jonathan Macey	Book	Trust and reputation are central to the operation of capital markets. But in our generation, reputational mechanisms are failing; and when they fail, markets and societies are also at risk of failure. The usual response has been to call for more aggressive regulation, yet this only worsens the problem, as Jonathan Macey shows in his new book. There, he demonstrates how and why poorly considered regulation has undermined traditional trust mechanisms throughout financial institutions, credit rating agencies, and accounting and law firms.	<a href="#">Amazon</a>
The Death of Corporate Reputation. Jonathan Macey	Video	Presentation made at the CATO Institute based on his book.	<a href="#">Link</a>
CFA Institute: Standards, Ethics & Regularions	Website	Articles of interest updated frequently	<a href="#">Link</a>
CFA Institute: Ethical Decisionmaking Webinar	Website	Free for CFA members. A 60 minute webinar.	<a href="#">Link</a>
Association of Certified Fraud Examiners	Website	Both the ACFE and CFAI share common roots. Both were established because traditional education wasn't providing training in a specific body of knowledge. CFAI in financial analysis and ACFE in fraud examination. Joe Wells retired from the FBI and pulled together auditing, fraud examination, criminal behavior, and ethics, to train people to pull together the mosaic of facts that would detail how a fraud occurred in a form that would stand up in court but stops short of accusing a perpetrator. The examination is turned over to the entity that hired the examiner and next steps are solely at discretion of that entity.	<a href="#">Link</a>
Seven Pillars Institute	Website	Seven Pillars Institute (SPI) for Global Finance and Ethics is an independent, nonprofit 501(c)(3), nonpartisan, organization whose mission is to highlight and analyze issues of moral philosophy in global financial markets with a view to enhancing ethical practice and policy.	<a href="#">Link</a>
Financial Services Institute	Organization	The Financial Services Institute (FSI) was founded in 2004 with a clear mission: to ensure that all individuals have access to competent and affordable financial advice, products and services delivered by a growing network of independent financial advisors and independent financial services firms. There could be some overlap between this organization's goals and positions and ours.	<a href="#">Link</a>
"Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead". Brene Brown.	Book	Vulnerability is a critical element in building trust.	<a href="#">Amazon</a>
"Five Key strategies for Building Trust with Your Clients". Jamie Ziegler	Website	CFA Institute content. Rebuilding trust in the industry, from her perspective, can begin at a very basic and individual level by learning how to better communicate, build, and demonstrate trust with clients, peers, and colleagues.	<a href="#">Link</a>
Bruce Weinstein Ph.D	Website	Calls himself the "Ethics Guy." Lots of content including ways to apologize (can be found in his blog).	<a href="#">Link</a>
"Sidetracked: Why Our Decisions Get Derailed, and how We Can Stick to the Plan" Francesca Gino	Book	You may not realize it but simple, irrelevant factors can have profound consequences on your decisions and behavior, often diverting you from your original plans and desires. <i>Sidetracked</i> will help you identify and avoid these influences so the decisions you make <i>do</i> stick—and you finally reach your intended goals.	<a href="#">Amazon</a>
"Trapped: When Acting Ethically is Against the Law". John Hasnas	Book	Since Enron's collapse in 2002, the federal government has stepped up its campaign against white-collar crime. In this timely book, John Hasnas reveals how the government's effort to enforce legal rules has created a Catch-22 legal environment in which businesspeople must either act unethically or illegally.	<a href="#">Amazon</a>

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"Practical Wisdom: The Right Way to Do the Right Thing". Barry Schwartz	Book	In their provocative new book, Barry Schwartz and Kenneth Sharpe explore the insights essential to leading satisfying lives. Encouraging individuals to focus on their own personal intelligence and integrity rather than simply navigating the rules and incentives established by others, <i>Practical Wisdom</i> outlines how to identify and cultivate our own innate wisdom in our daily lives.	<a href="#">Amazon</a>
"The Trusted Advisor" David H. Maister	Book	In today's fast-paced networked economy, professionals must work harder than ever to maintain and improve their business skills and knowledge. But technical mastery of one's discipline is not enough, assert world-renowned professional advisors David H. Maister, Charles H. Green, and Robert M. Galford. The key to professional success, they argue, is the ability to earn the trust and confidence of clients. To demonstrate the paramount importance of trust, the authors use anecdotes, experiences, and examples -- successes and mistakes, their own and others' -- to great effect. The result is an immensely readable book that will be welcomed by the inexperienced advisor and the most seasoned expert alike.	<a href="#">Amazon</a>
"Trust, inc.: How to Create a Business Culture that Will Ignite Passion, Engagement, and Innovation". Nan S. Russell	Book	This is a difficult time to be a leader. The majority of employees are disengaged, their discretionary efforts tamed, passions for work fleeting, and ideas tethered. None of this needs to stop you. You can create a workplace where engagement, passion, and great work thrives. If you're someone's boss, whatever your level or role, you can use these trust essentials to: Create your own Trust, Inc.--a thriving pocket where engagement and results flourish. Be a trusted leader people work with, for, and around--with passion and enthusiasm. Enhance your leadership future using "what-does-it-look-like?" approaches and "how-does-it-happen?" tips, exercises, and insights Don't let what you can't do affect what you can. Trust, Inc. gives you real-world ways to create, nurture, and sustain authentic trust in your work group.	<a href="#">Amazon</a>
"Cheaters...Win? Why Systems to Prevent Deception Don't Work"	Web Article	From the Wharten Business School. "Part of the cheater's high comes from a sense of accomplishment when an elaborate system is defeated."	<a href="#">Link</a>
"Building Trust: In Business, Politics, Relationships and Life". Robert C. Solomon	Book	Nothing can undermine a relationship more completely than lack of trust. In business, politics, marriage, indeed in any significant relationship, trust is the essential precondition upon which all real success depends. But what, precisely, is trust? How can it be achieved and sustained? And, most importantly, how can it be regained once it has been broken? Trust is not something that simply exists from the beginning, something we can assume or take for granted; that it is not a static quality, or some semi-mystical atmosphere or "social glue." Trust is an emotional skill, an active and dynamic part of our lives that we build and sustain with our promises and commitments, our emotions and integrity. The key to creating such trust, they show, is communication, a willingness to bring an uncomfortable subject into the open where its processes can be analyzed, understood, and rationally negotiated.	<a href="#">Amazon</a>
"7 Lenses: Learning the Principles and Practices of Ethical Leadership". Linda Fisher Thornton	Book	7 Lenses has an important purpose - to provide a clear, actionable road map for leading ethically in a complex world. This book takes us beyond the triple bottom line to 7 different perspectives on ethical leadership, and provides 14 Guiding Principles that help us honor them all in daily leadership. It answers: Why do many ethics experts disagree about what ethical leadership means? What is the bigger picture that we should use as our leadership road map? What are the business benefits of intentionally using high-level ethical leadership? What can we do to be prepared for the future of ethical leadership? The examples, graphics, cases and questions in 7 Lenses provide a framework for deeply engaging constituents and building trust for the long term.	<a href="#">Amazon</a>

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"Freedom from Wealth: The Experience and Strategies to Protect and Grow Private Wealth". Charles Lowenhaupt & Don Trone	Book	<a href="#">Review by Mark Harbour at this link.</a>	<a href="#">Amazon</a>
"Mindwise: How We Understand What Others Think, Believe, Feel and Want". Nicholas Epley.	Book	Interesting book in general. Applicable to trust and ethics in its analysis of detecting lying.	<a href="#">Amazon</a>
Institute for the Fiduciary Standard	Website	The Institute is a nonprofit formed in 2011 to benefit investors and society through its research, education and advocacy of the fiduciary standard's importance to investors, our capital markets and economy.	<a href="#">Link</a>
"The Reckoning: Financial Accountability and the Rise and Fall of Nations". Jacob Soll.	Book	Whether building a road or fighting a war, leaders from ancient Mesopotamia to the present have relied on financial accounting to track their state's assets and guide its policies. Basic accounting tools such as auditing and double-entry bookkeeping form the basis of modern capitalism and the nation-state. Yet our appreciation for accounting and its formative role throughout history remains minimal at best—and we remain ignorant at our peril. The 2008 financial crisis is only the most recent example of how poor or risky practices can shake, and even bring down, entire societies. The book documents and explains what happens to governments, kings and countries who phony their bookkeeping.	<a href="#">Amazon</a>
Frank Sonnenberg Online	Website	Content and blog about character, personal values, personal responsibility.	<a href="#">Link</a>
"Morality, Competition, and the Firm: The market Failures Approach to Business Ethics". Joseph Heath.	Book	In this collection of provocative essays, Joseph Heath provides a compelling new framework for thinking about the moral obligations that private actors in a market economy have toward each other and to society. In a sharp break with traditional approaches to business ethics, Heath argues that the basic principles of corporate social responsibility are already implicit in the institutional norms that structure both marketplace competition and the modern business corporation. In four new and nine previously published essays, Heath articulates the foundations of a "market failures" approach to business ethics. Rather than bringing moral concerns to bear upon economic activity as a set of foreign or externally imposed constraints, this approach seeks to articulate a robust conception of business ethics derived solely from the basic normative justification for capitalism. The result is a unified theory of business ethics, corporate law, economic regulation, and the welfare state, which offers a reconstruction of the central normative preoccupations in each area that is consistent across all four domains. Beyond the core theory, Heath offers new insights on a wide range of topics in economics and philosophy, from agency theory and risk management to social cooperation and the transaction cost theory	<a href="#">Amazon</a>
"Managing with a Conscience: How to Improve Performance Through Integrity, Trust and Commitment". Frank K. Sonnenberg.	eBook	In the turbulent, frenetic, dog-eat-dog times of the past few decades, many believed that the only way to achieve success was to be unscrupulous. Acting like slumlords, corporations let their assets deteriorate by exploiting customers, mistreating employees, and Managing with a Conscience presents a better option for improving long-term success, restoring traditional values, and injecting trust and integrity into all business practices and relationships. This new edition of Managing with a Conscience clearly defines nine squeezing suppliers. What they overlooked, however, was that their obsession with short-term results significantly damaged their company's long-term performance as well as its competitiveness. Today, it is more critical than ever to put an end to these shortsighted tactics.	<a href="#">Amazon</a>



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Name	Type	Description	Link
"The Power of Noticing: What the Best Leaders See". Max Bazerman.	Book	From Harvard Business School Professor and Co-Director of the Harvard Kennedy School's Center for Public Leadership: A guide to making better decisions, noticing important information in the world around you, and improving leadership skills. Imagine your advantage in negotiations, decision-making, and leadership if you could teach yourself to see, and evaluate, information that others overlook. The Power of Noticing provides the blueprint for accomplishing precisely that. Max Bazerman, an expert in the field of applied behavioral psychology, draws on three decades of research and his experience instructing Harvard Business School MBAs and corporate executives to teach you how to notice and act on information that may not be immediately obvious.	<a href="#">Amazon</a>
"More Than You Wanted to Know: The Failure of Mandated Disclosure". Omri Ben-Shahar, Carl E. Schneider.	Book	Perhaps no kind of regulation is more common or less useful than mandated disclosure—requiring one party to a transaction to give the other information. It is the iTunes terms you assent to, the doctor's consent form you sign, the pile of papers you get with your mortgage. Reading the terms, the form, and the papers is supposed to equip you to choose your purchase, your treatment, and your loan well. More Than You Wanted to Know surveys the evidence and finds that mandated disclosure rarely works. But how could it? Who reads these disclosures? Who understands them? Who uses them to make better choices?  Omri Ben-Shahar and Carl Schneider put the regulatory problem in human terms. Most people find disclosures complex, obscure, and dull. Most people make choices by stripping information away, not layering it on. Most people find they can safely ignore most disclosures and that they lack the literacy to analyze them anyway. And so many disclosures are mandated that nobody could heed them all. Nor can all this be changed by simpler forms in plainer English, since complex things cannot be made simple by better writing. Furthermore, disclosure is a lawmakers' panacea, so they keep issuing new mandates and expanding old ones, often instead of taking on the hard work of writing regulations with bite.	<a href="#">Amazon</a>
The Currency of the New Economy is Trust	Presentation	There's been an explosion of collaborative consumption - web powered sharing of cars, apartments, skills. Rachel Botsman explores the currency that makes systems like Airbnb and Taskrabbit work; trust, influence and what she calls "reputational capital." This is a TED talk.	<a href="#">TED</a>
Trust Across America	Website	A commercial website dedicated to help organizations gain a competitive advantage by placing trust at the top of the strategic agenda.	<a href="#">Link</a>
"The Value of Corporate Culture". Luigi Guiso. September 2013.	Research Paper	We study which dimensions of corporate culture are related to a firm's performance and why. We find that proclaimed values appear irrelevant. Yet, when employees perceive top managers as trustworthy and ethical, firm's performance is stronger. We then study how different governance structures impact the ability to sustain integrity as a corporate value. We find that publicly traded firms are less able to sustain it. Traditional measures of corporate governance do not seem to have much of an impact.	<a href="#">Link</a>
"The Geography of Financial Misconduct". Christopher A. Parsons. July 22, 2014	Research Paper	We find that a firm's tendency to engage in financial misconduct increases with the misconduct rates of neighboring firms. This appears to be caused by peer effects, rather than exogenous shocks like regional variation in enforcement. Effects are stronger among firms of comparable size, and among CEOs of similar age. Moreover, local waves of financial misconduct correspond with local waves of non-financial corruption, such as political fraud.	<a href="#">Link</a>
"Our Buggy Moral Code". Dan Ariely.	Presentation	Behavioral economist Dan Ariely studies the bugs in our moral code: the hidden reasons we think it's OK to cheat or steal (sometimes). Clever studies help make his point that we're predictably irrational -- and can be influenced in ways we can't grasp. One point is that people cheat if they see others getting away with it. This is a TED presentation.	<a href="#">TED</a>

## Advocacy and Ethics Reading and Resource List

Name	Type	Description	Link
"Influence: Science and Practice." Robert B. Cialdini. August 2008.	Book	This book would be of interest if you feel investing and investment management involve influence and persuasion. Larry Broady has studied Cialdini's work for many years and finds his knowledge on persuasion highly valuable. 1. The Rule of Reciprocation: "We should try to repay in kind what another person has provided us." 2. Commitment and Consistency: "Once we make a choice or take a stand, we will encounter personal and interpersonal pressures to behave consistently with that commitment." 3. Social Proof: "We determine what is correct by finding out what other people think is correct." 4. Liking: "We most prefer to say yes to the requests of people we know and like." 5. Authority - we have a deep-seated sense of duty to authority. 6. Scarcity - something is more valuable when it is less available.	<a href="#">Amazon</a>
"The Economics of Integrity". Anna Bernasek. February 2010	Book	We rarely stop to think how many of the things we rely on everyday depend on a system of trust. We don't give a second thought to whether the milk we serve our children is safe to drink, but its safety depends on every one of the 15 or more people who handle and process it before it reaches our table. We depend on the trust of others not just to keep our food safe but also to keep our bank and other financial records safe. Bernasek examines a number of industries in which trust, integrity, and brand-reputation are integral to economic success, and also discusses how and why that integrity broke down in the financial crisis of 2008. She shows how companies like Toyota and L.L. Bean have built customer loyalty by going above and beyond what most corporations do to stand behind their products and demonstrates how the financial industry can advance its reputation by learning from these models.	<a href="#">Amazon</a>
"Integrity: Without it Nothing Works". Michael C. Jensen. 2009.	Research Paper	Integrity is a matter of a person's word – nothing more and nothing less.	<a href="#">Link</a>
"LeaderMetrics: What key decision makers need to know when serving in a critical leadership role". Donald B. Trone and Mary Lou Wattman	eBook	This is the first book to integrate the three subjects of leadership, stewardship and governance. There are tens of thousands of books on leadership; nearly an equal number on governance, decision-making and project management; and, a handful on stewardship. However, this is the first to link all three topics.	<a href="#">Link</a>
"Tibergien: Are you a mercenary or a missionary". ThinkAdvisor	Blog	The culture you create depends on the behavior you value. Put in place the wrong incentives and you will undoubtedly get less ethical behavior.	<a href="#">Link</a>
"The Moral DNA of Performance". Roger Steare. October 2014	Research Paper	A stronger sense of ethics at work brings better results for business. The ultimate message is...get the culture right and the rest will follow.	<a href="#">Link</a>
"Follow Your Conscience: Make a difference in your life and in the lives of others". Frank Sonnenberg. 2014	Book	Follow Your Conscience answers questions such as: How do you build a solid reputation? How do you achieve better balance in life? What makes relationships last? How can you spot a counterfeit leader? What steps should you take during tough times? What separates the haves from the have-nots? How do you build a solid foundation for your kids? What are proven ways to build trust and credibility? And what's the most important lesson in life?	<a href="#">Amazon</a>
"Business Secrets of the Trappist Monks: One CEO's Quest for Meaning and Authenticity). August Turak. 2013.	Book	Service and selflessness are at the heart of the 1,500-year-old monastic tradition's remarkable business success. It is an ancient though immensely relevant economic model that preserves what is positive and productive about capitalism while transcending its ethical limitations and internal contradictions. Combining vivid case studies from his thirty-year business career with intimate portraits of the monks at work, Turak shows how Trappist principles can be successfully applied to a variety of secular business settings and to our personal lives as well. He demonstrates that monks and people like Warren Buffett are wildly successful not despite their high principles but because of them. Turak also introduces other "transformational organizations" that share the crucial monastic business strategies so critical for success.	<a href="#">Amazon</a>

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Name	Type	Description	Link
"Business Culture and Dishonesty in the Banking Industry". Alain Cohn. December 2014. Nature.	Research Paper	Employees of an international bank were more inclined to lie for financial gain if they were thinking about their jobs than if they were thinking about their home life, according to a study published online Wednesday in the journal Nature. The conclusions imply that cheating propensity is embedded in the business culture of the banking industry, and not in the type of person who goes into banking.	<a href="#">Link</a>
Institute for Global Ethics	Website	At the Institute for Global Ethics, we provide a wide range of services and tools to foster informed ethical decision-making for corporations, government agencies, schools, and not for profit organizations. Our purpose is to encourage ethical action and help improve the ethical climate of all groups we work with. We do not seek to tell others what to think, but instead, we offer tools to help individuals navigate through difficult ethical issues.	<a href="#">Link</a>
"Giving Voice to Values". Mary C. Gentile.	Book	How can you effectively stand up for your values when pressured by your boss, customers, or shareholders to do the opposite? Babson College business educator and consultant Mary Gentile draws on actual business experiences as well as social science research to challenge the assumptions about business ethics at companies and business schools.	<a href="#">Amazon</a>
Institute for Ethical Business Worldwide	Website	The Institute was created in 2001 with the vision to advocate ethical business conduct in a global setting.	<a href="#">Link</a>
"Ethical Mindfulness: A guide for new financial services professionals". Donald C. Langevoort. CFAI.	Research Paper	A practical set of considerations to avoid ethical pitfalls when transitioning into the financial services world. The author reveals the blind spots that often ensnare good people in the profession and that can have serious or even catastrophic consequences for the individual, their clients, and others in the investment industry. This quick read offers straightforward advice, business insights, and tools—including the Top 10 Keys to Ethical Awareness.	<a href="#">Link</a>
"Collective Genius: The Art and Practice of Leading Innovation". Linda A. Hill. 2014.	Book	You might think the key to innovation is attracting exceptional creative talent. Or making the right investments. Or breaking down organizational silos. All of these things may help—but there's only one way to ensure sustained innovation: you need to <i>lead</i> it—and with a special kind of leadership. <i>Collective Genius</i> shows you how.	<a href="#">Amazon</a>
"Wisdom in the Age of Information...". Maria Popova	Article and Animated Essay	The difference between information, knowledge and wisdom.	<a href="#">Link</a>
Edelman Trust Survey - 2015	Website	The 2015 Edelman Trust Barometer measures attitudes about the state of trust in business, government, NGOs and media across 25 countries.	<a href="#">Link</a>
Ethical Systems	Website	Ethical Systems bridges research by leaders in academia and the corporate world. We all share the conviction - backed by research - that in the long run, good ethics is good business	<a href="#">Link</a>
"Seeing What Others Don't: The Remarkable Ways We Gain Insights". Gary Klein. 2013.	Book	Comments from Mark Harbour: "His research is conveyed by telling stories of insights emerging from well known historical examples. The thing that I found fascinating was how organizations actually inhibit the likelihood of insights by their inherent structure. He sights examples and studies to support this observation. The value for Advocacy/Ethics is that it implies we should pursue a different path for compliance purposes which more openly invite observations ("insights") that could identify potential foul play than what we use today."	<a href="#">Amazon</a>
"Goals-Based Wealth Management _ Website: An Integrated and Practical Approach to Changing the Structure of Wealth Advisory Practices". Jean Brunel. 2015.	Book	A manual for protecting and growing client wealth in a way that changes both the services and profitability of the firm. Written by a 35-year veteran of international wealth education and analysis, this informative guide explains a new approach to wealth management that allows individuals to take on a more active role in the allocation of their assets. The goals based approach removes many of the common conflicts in asset management.	<a href="#">Amazon</a>

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"The Story of Success: Five Steps to Masterng Ethics in Business". Leigh Hafrey (MIT/Sloan).	Book	One source he cites suggests that people in business/investing are not "professionals" they are "leaders" ....some of the explanation of this distinction is described by the constituent pool who they support. It is an interesting read....he uses stories to relate cases studies for illustrations of ethical challenges – and the questions that frame how decisions are (or should be) made and the consequences of them for the students and seminars with business leaders (The Aspen Institute). As a former practicing CPA and tax partner, I wince at the thought that, in my current role (integrated wealth management – perhaps "personal CFO" to individuals and families) I shouldn't be described as a professional....but if not, I'm not sure what label is more accurate? - M. Harbour, 2015.	<a href="#">Amazon</a>
Santa Clara University Ethics Homepage	Website	Link to articles, cases, videos, blogs and podcasts from Santa Clara University	<a href="#">Link</a>
Josephson Institute of Ethics	Website	Mission: to improve the ethical quality of society by changing personal and organizational decision making and behavior.	<a href="#">Link</a>
"The Seven Signs of Ethical Collapse: how to Spot Moral Meltdowns in Companies...Before It's Too Late". Marianne M. Jennings. 2006	Book	Marianne Jennings, professor of business ethics at Arizona State University, predicted the collapse at Enron and the fall of the dot-coms. Now she explains the origins of moral meltdowns---and how we can spot the next one before it happens.	<a href="#">Link</a>
IMCA Standards of Practice	Website	The Investment Management Consultants Association. Document under revision as of August 2015.	<a href="#">Link</a>