Appendix
A

Classroom Discussion Guide

Author's note: The following is a classroom discussion guide overview followed by individual chapter discussion topics that are there to help facilitate a review of ideas presented within the book.

The case study or industry review located in the Chapter 3: 180-Degree Vision discussion points section (page 180) is very timely as it addresses the financial services industry and how two main factors (deregulation and the acceptance of an improper industry standard) created a less than ethical environment during the last 30 years. This case study is also included in the Student's Edition (SE) as Appendix A (SE page 173). Page numbers for the Student's Edition Appendices B, C and Bibliography-Webography will be different from the page numbers in the Instructor's Edition.

 An important ethical responsibility of a company's leadership today is to stay in business for an extended period of time. It is this reality that helps create an unethical environment within so many companies. This standard of staying in business can be considered a basic root cause of what makes leadership difficult, and the task of maintaining a high ethical perspective all but out of reach, especially during difficult economic cycles.

This standard is usually addressed without awareness of the importance of balancing certain strategic components, described on pages 56 and 57. The inability to balance strategic components leads to results that manifest short term relationships with customers, employees, suppliers and shareholders. Most leadership information data bases do not track or record such trends over time, so affected relationships may or may not be discerned.

The correct balancing of strategic components within the company's marketing, financial and operational/management activities leads to the ability to cultivate long term relationships with customers, employees, suppliers and shareholders.

An objective of the book is to begin to address ethical issues on a macro basis that create ethical environments over an extended period within an organization — a precursor for true ethical behavior. This contrasts to dealing with ethical issues on a legal or individual behavior basis, or what can be referred to as a short term tactical basis. The