



The USPSC

The US Presidential Service Center®

The US Presidential Service Center®

<http://www.PresidentialServiceCenter.org>



**Welcomes Speakers, Trustees, Delegates, Hosts,
Panelists, Judges, Directors, Volunteers, Ambassadors, Acolytes,
Board Members, Chairpersons of Committees, Speakers & Partners**

& promotes our

Welcome Guide with Structure

&

Ethics Professional Conduct Policy

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The United States Presidential Service Center® (USPSC) Foundation & Trusts - A museum on support & protection of the US Presidency & all things presidential. We host a [TV series](#), the [PRESIDENTIAL magazine](#), [medals, awards](#), cooking [school](#), gift [shop](#), **business & diplomacy classes** as part of our [IAHHRM institute](#) focused on service.

- Our clear mission, purpose, vision, history, values, strategy, vision statement, dedication, clarifying membership statement, and organizational culture [can be studied here](#). ***Please be advised that this section is quite long. Total review of our website can span several days of hours of television and reading content.***
- Our main website is <http://www.PresidentialServiceCenter.org>, and it includes our main exhibits and research items.
- Our dozens of [trustees, board, ambassadors, chairpersons, and committee members](#) are here.
- Many of our success stories and projects can be viewed at our [Presidential Projects section](#) featuring commissions and work worldwide by donating time and money to many endeavors.
- Our [awards, medals, and coins](#) given are here.

We have hosted events with more than 90+ countries and 120+ global leaders meeting, speaking, and presenting since 1994. The United States Presidential Service Center® brings together the world's leaders, entrepreneurs, business persons, doctors, scientists, sports personalities, celebrities, women leaders, professors, and governing members under one umbrella to discuss how they are succeeding, to know their secrets of success and the strategies they follow. We have a particular emphasis on the ordinary person inventing, inspiring, and

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invigorating on their way up and do not generally feature large numbers of current world leaders as they have already made their global mark.

Themes of our committees, productive work, and summits span a wide range: *AI/ Data, Blockchain, Hunger and Food, Africa, Defense, Public Policy, Gaming, Virtual Reality Augmented Reality, Deeptech, Energy/ Cleantech/ Autotech, Entertainment/ Fashion/ Music/ Movie, Media & Broadcast, Education & Edtech, Banking & Finance, ESports, Fintech, Agri Biotech, Health & Medicine, The Music Business, Marketing/ Ecommerce, Cyber Security/ Cyberlaw, Smartcity/ Traveltech, Social Impact, Aviation & Automobile, Incubation & Co-working, Spirituality/ Lifestyle, Sports, Startup, SME & MSME, Investment/ Venture Capital, B2B meeting / B2G meeting Women Entrepreneurs and new topics that you now propose.*

The guides to the USFSC of **The Board and Trustees** have created a younger-minded, more fair, ethical business society. Sickened by President Snow's autocratic and dictatorial rule (a metaphor for ancient philosophies reminiscent of the Hunger Games movies), the world built Amazon, Apple, Microsoft, Netflix, Bitcoin, Uber, Lyft, AirB&B, cryptocurrencies, AR/VR, and other modalities of business never before seen (these include the first two trillion-dollar companies ever in the earth's history of Apple and Amazon from America).

The United States Presidential Service Center® has a twenty-year slate of international meetings in capital cities. Young minds exist at any age, including speakers over the age of 100. Our youngest speaker is eight years old. It's all based on sharing and your philosophy on life, love, family, business, generosity, and joy.

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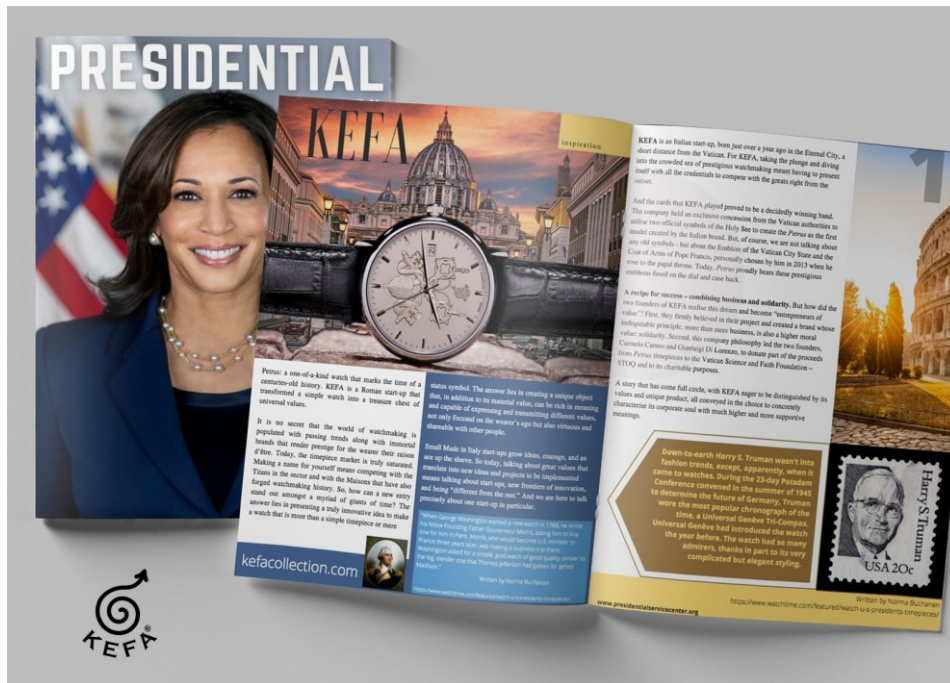


\$20 15€ 17C 26AUD

PRESIDENTIAL

Enjoy our magazine, PRESIDENTIAL, and our streamed show, PRESENTS.

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PRESIDENTIAL

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As the Olympics of democracy and business leadership, we presently host 190 countries yearly, welcome delegations & speakers on magnificent ideas, commoners as entrepreneurs, passionate coaching towards the growth of leaders & friendships built on kindness in management.

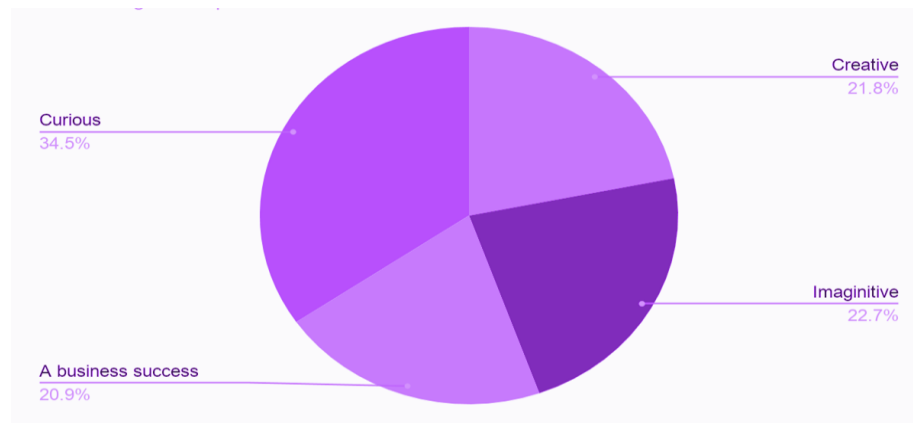
How our leaders are assembled: Our board, trustees, and committee chairpersons governing is half men & women welcoming several categories of participation since 1994. Other colleagues share their involvement on [Linkedin.com](https://www.linkedin.com) as:

1. **Delegates** attending and representing your country
2. **Speakers** on panels or giving presentations
3. **Partners** that showcase in our trade shows
4. **Judges** who review potential award winners

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5. **Hosts** that conduct and facilitate sessions
6. **Board members**
7. **Trustees**
8. **Ambassadors**
9. **Interns** that assist and help
10. **Volunteers** that facilitate summits and more
11. **Panelists** who speak on larger panels
12. **Guardians** guiding the entire organization
13. **Acolytes** to Guardians being coached to become leaders
14. **Speakers Bureau Member**

The future of business leadership is often involved in:



- VR, AR, and holo-lens use or interest in meetings. We Zoom all presentations and speakers and broadcast LIVE on the IBM Television Network (IBM TV), Facebook, and YouTube and touch millions across social networks. We hold cutting-edge meetings beyond all technology offered mainstream.

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- Often, a colleague may have enjoyed cartoons and comics since a child and is unafraid of sharing this joy of imagination and creativity. They realize, like Walt Disney, that imagination is an essential thing in the world.
- Or enjoys crypto-currencies and knows how to use and invest in them - or is interested.
- Expects to share in cultures, unbelievable foods, and languages all year long and at our summit meetings. We welcome you and have a large number of chefs.
- Often draws, paints, creates, builds, designs, clays, or enjoys art and likes comics, Marvel, Manga, WarHammer, Anime, COSPLAY, Magic, Pokemon, DC, Disney, and/or Star Wars, etc. We often find commonality in Comicon, movie, film, and music creativity. Don't be surprised to see our colleagues different from what someone might expect. It is also easy to expect that we would have strict grooming standards and not allow purple hair, and everyone attends meetings in a suit and tie. As we promulgate, we showcase the ordinary person; we have different and more open standards focused on creativity. This is a critical difference in our group that some may find not to their liking. Some are looking for a more traditional society to belong to and have mentioned they *"will not associate with people that don't wear a dress or suit daily."* We validate and respect each person's desires and publicly promulgate ours not to disappoint anyone.

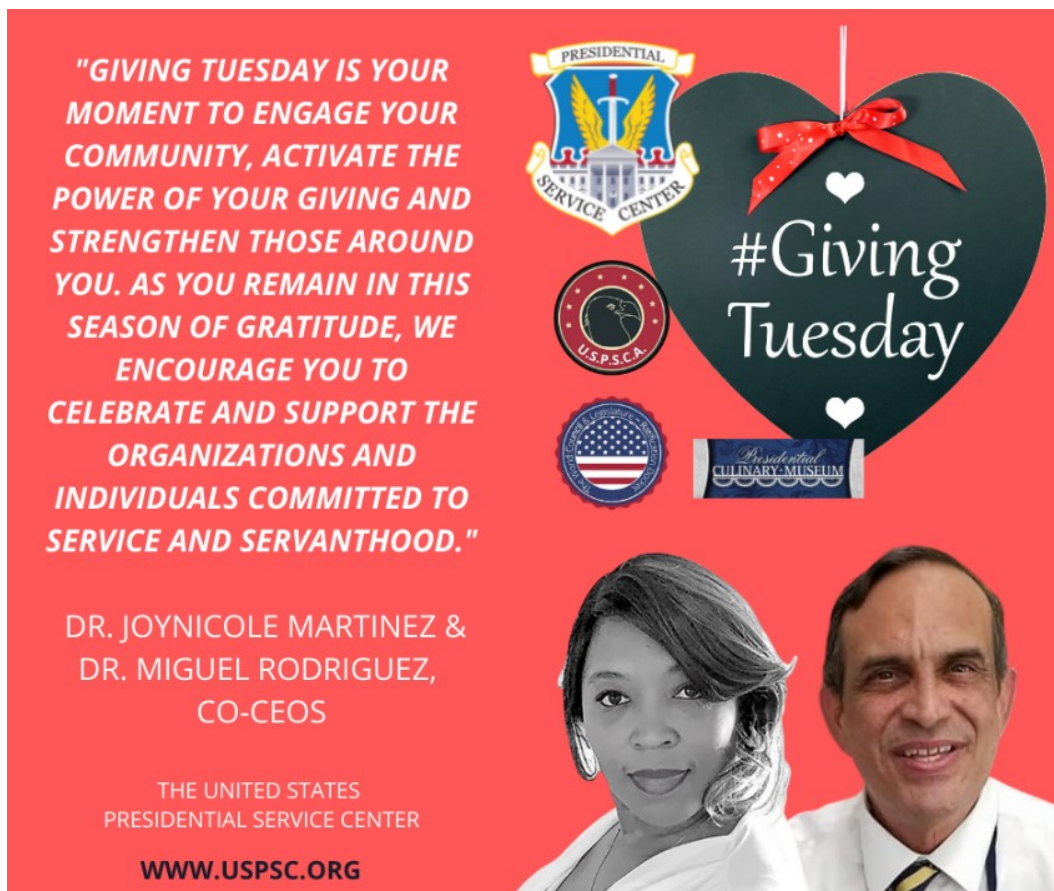
- A colleague often has financially made millions in becoming a success, pioneered intellectual filings, is regularly featured across media and TV, or may be a simple person and views themselves as a peasant. We honor all equally and promote that people be listened to and allowed to speak and present their research or findings.

These things are celebrated amongst one another in the fun and equality of men and women - who are equals in pay, management, and the universe. In some cases, as an international group, we have been told a particular religion forbids women from attending meetings, women speaking out loud, Lesbian, Gay, Bisexual, Queer, Transvestite, Intersex, or Asexual (LGBTQIA) people. We respect all religions and those who have no faith group (or do not pray). As an American-led group operating as an NGO and DBA of Mongiello Holdings, LLC, we follow American law, US State Department practices, World Trade



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Organization (WTO) rules, and the United Nations (UN) regulations. Those who are unable, cannot, or are not allowed to treat women or LGBTQIA colleagues as equals and work with them will not do well with us, the WTO, or the UN. It is best not to join us and also remove yourself from the WTO and UN.



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Our Ambassadors & Leaders light the way

Ambassadors to the USPSC & World Council

Ratified and confirmed by The World Council and Legislature

The USPSC [continues to help with initiatives in America and worldwide](#). We are a results-oriented group of business executives interested in humanitarian success via **business work**. On a number of occasions, we have banded together experts, Trustees, Board members, chairpersons, corporate leaders, and Ambassadors to **financially achieve success**.

We admit it takes funding to build a \$300 million-dollar dam in Ghana or bring solar power to Kurdistan. We are uninterested in appointments of people who will not take calls, filter email and never answer, cannot keep up with technology, are unable to grasp social media, will not speak with peasants, are only interested in honorific titles, and receive numerous complaints about being unreachable. This is not a position for the glitterati. If you are interested please contact us.

We base country representation off of residency. In the case of numerous residences are owned - the delegate or Ambassador may select only one.

The USPSC continues to follow the United Nations guidelines, treaties, and laws in countries based on such treaties. These include controversial issues about women in authority positions, women speaking, LGBTQIA and religious freedoms support, and the articles of the UN: ALL HUMAN BEINGS ARE BORN FREE AND EQUAL IN DIGNITY AND RIGHTS – ARTICLE 1, UNIVERSAL DECLARATION OF HUMAN RIGHTS. <https://www.unfe.org/> If you seek to violate the laws of your country and the United Nations laws you should not join or associate with the USPSC.



Kindness is a lifestyle in the USPSC.

The steps to become an Ambassador and our listings

Including our Ambassadors in Training (AIT) six-year mentorship

We require a 1. letter stating why you would like to become an Ambassador to America for your country of residence, 2. a list of references containing name-email-phone number-address, 3. your curriculum vitae or resume, and 4. a biography. Countries that have existing committees may (but not required) can hold free elections every four years for Ambassador positions in accordance with [Robert's Rules of Order](#) and conduct voting within that country committee. Incomplete packages will not be reviewed. **Please join us on our [official page at LinkedIn here](#) and our [LinkedIn Group Chat page here](#).**

- **Special Humanitarian Ambassador for India and Asia to the USPSC, [Dr. Joseph Santhappan](#)** Christian Minister, Watchman for Israel, World Peace Ambassador.
- **Representing Nigeria to the USPSC:** Pending investigation and interviews.
- **Representing South Africa to the USPSC:** [Ms. Phumza Dyani](#) of South Africa. CMSO - BBI, Founder PANFID, Angel Investor, Board Member, GCPIIT Top 100 Global Women in Leadership Award, Podcast Host, Researcher: UN SDG Corporate Guidebook Series - SDG4, 5 & 9, PMI - Africa Working Group (Advocacy).
- **Representing Kenya to the USPSC as an Ambassador in Training (AIT) for six years between 2021 and 2027:** [Ms. Mary Ndiritu](#). Mary is a board member of CATCH Global Foundation and graduated from the Kenya School of Law.



The United States Presidential Service Center Ambassadors logo.

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Ambassador Dr. Joseph Santhappan's certificate.

The World Council & Legislature

The World Council and Legislature meet in person and online with delegates from up to 190 countries. Factions attend representing their country as a citizen and vote on a number of issues pending ratification, endorsement, codification, permission, enactment, approval, authorization, confirmation, sanction, and permission. As delegates arrive they often sit together to represent their country after the **parade of countries** is over. Delegates do not seek honorific titles of:

- His/Her Excellency
- His/Her Majesty
- His/Her Holiness
- Your Royal Highness
- (HRH)
- Master
- Senator, etc.

Rather, through humility and peace, they convene as delegations and delegates. In the case of numerical voting under the current issue of [Robert's Rules of Order](#), we utilize the current home of residence for which country a person's vote will go to. In the case of owning numerous homes in differing countries, a Delegate will select one to utilize for entire years and such right to switch voting to a different residence begins every January 1st (inclusive of any votes held on THAT day as well) and ending at the end of the year on December 31st.

The most up-to-date set of rules and guidelines are available on our website and via .pdf issue below. However, the website represents the controlling interest of rules as the manual is only updated quarterly and may reflect previous versions marked by date and decree. To study more about the [United Nations Treaty Collection and Model Instruments](#) in the six official UN languages please enter into the UN website.



The World Council & Legislature logo.

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The same situation sometimes occurs when colleagues notice that we celebrate Orthodox, Christian, Jewish, Muslim, Hindu, Daoist, Chinese New Year, and 150 religious holidays or country holidays in memes, .gif animations well wishes. A person may feel sickened or revulsed to see us write in Arabic or Bengali and accuse of us filth or disgusting behavior. These types of people who abhor the American State Department, equality, freedom, the WTO, and the UN don't do well with us and are best not to join. In being honest, we respect others' rights to free speech and beliefs in their churches to worship and practice their customs in any country. We will not bring that behavior into the mainstream of the earth, in any case. While we respect most any religious practice - it may not fit our goals and American democracy. As a large number of our members are former US and NATO military personnel, we recommend your reading of the almost 100 religions in the [US Department of Veterans Affairs cemetery and headstone service](#) welcomed. Many people are shocked to see how open and welcoming American military people are to dozens of religions. This is an integral part of our DNA at the USPSC.®

As Delegates arrive at the "Olympics of Democracy & Business," they represent their contingent from their country. There are no High Commissioners, Senators, dictators, or autocrats.

Entrepreneurs compete in the games of winning in leadership, democracy, and business and encourage one another to do their best as fellow athletes, superheroes of business, and giving back to the earth as friends of mother nature by presenting research, their companies, and success stories.

**Where we will next meet. All Annual Summits are held
September 10 to 24:**

- 2022, London, England
- 2023, Sydney, Australia
- 2024, Brussels, Belgium
- 2025, Kuala L, Malaysia
- 2026, Harare, Zimbabwe
- 2027, New York, America
- 2028, Moscow, Russia
- 2029, Dubai, UAE
- 2030, Buenos Aires, Argentina
- 2031, Paris, France
- 2032, Bergen, Norway
- 2033, Doha, Qatar
- 2034, Seoul, South Korea
- 2035, New Delhi, India
- 2036, Naples, Italy
- 2037, Hanoi, Vietnam
- 2038, Montréal, Canada
- 2039, Cairo, Egypt
- 2040, Abu Dhabi, UAE
- 2041, Edinburgh, Scotland
- 2042, Abuja, Nigeria



Membership and Titles: Delegates, Speakers, and Leaders are not members of USPSC because they produce their powers and thrust. We assemble as Delegates, Hosts, Judges, Panelists, and Speakers to present, meet, share, and learn - while representing our countries.

They do not need any authority to appoint them as a Senator, Governor, High Commissioner, Ambassador, His/Her Excellency (HE), His/Her Majesty (HM), or become part of a royal family or high priest. USPSC, therefore, seeks not to control any Speaker, Delegate, or Leader and welcomes them to add the USPSC logo to their LinkedIn profile and list as one of the following:

Visiting Lecturer

Delegate from COUNTRY NAME HERE

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Speaker on SUBJECT HERE

Judge for the XXXXXXXXXX Awards in 20XX

The host of the XXXXXXXXXX Panel

Acolyte (a controlled title)

Interpreter

Ambassador

Volunteer or Intern

Trustee or Board Member - reserved for the top leadership. Acolytes are accepted to work with any in a five-year program of study spanning business, management, and leadership.

Speakers Bureau Member - paying individuals who are working on their speaking abilities and may also purchase a coaching package.



Business Investment: We also look forward to participation in global investment opportunities via:

1. A Power Punch Fund = where the global community can put in small amounts of money via PayPal to Kick Start any business plan.
2. A Magic Spell Fund that allows for medium-sized investments structured with good ROI for investors.

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Merchandise and Magazine: USPSC has items for sale at our online store, so be sure to [visit the](#) USPSC website. The periodic magazine issued across the web for USPSC is named PRESIDENTIAL.

Ethical behavior: Ethical behavior is critical in business, and we support the highest form of it. Disagreements should seek an attempted resolution between colleagues on an honest, one-to-one basis. Talking negatively behind anyone's back is not accepted nor productive and a direct violation of our code. Pick up the phone and speak with one another to achieve resolution. If that doesn't work to solve behavior, disagreements, friction, dominance, or other joint problems, then ask a USPSC Board Member or Trustee to be on the next call. If that doesn't work, then ask two to be on the third call. If that doesn't work, then the leadership will address the challenge in a closed-door meeting.

We require a review of our Ethics + leadership = Success videos and programs across the span of unlawful sexual touching, meetings disallowed in hotel rooms with clients or colleagues, and other work team situations at https://youtube.com/playlist?list=PL7O-lePOR2ArbMddb3rTygiGQsJHG3_gP, our ever-growing channel of required classes. As we work with law enforcement, it is our goal to imprison criminals as Sergeant John Mongiello did of the New York Police Department when he delayed Dominique Strauss-Kahn of the International Monetary Fund (IMF) (a candidate for the French Presidency) and arrested him at the airport in handcuffs for raping an African American housekeeper at the French-owned Sofitel Hotel. CEO Strauss-Kahn was boarding the French airline, Air France, to evade and escape America. We have a Speak Up Culture ([see the poster here](#)). A number of [our published studies, rules, and signs](#) on rape at work, inappropriate payoffs, Bill Cosby

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and Harvey Weinstein-like behaviors of sexual promiscuity, forced acts, illegal conduct, and filth in human society are published for your review. These include law enforcement actions to track, hunt, apprehend, arrest, imprison, and convict offenders.

We encourage reporting at all times and offer our hotline to any of our Board of Trustees or the corporate office at +1.704.937.2940. We always request that reports be made to two Board Members or Trustees unrelated to each other to double our integrity and safety impact. Never make a report only to one person.

With fairness in mind, anyone accused of transgression that is non-criminal and does not involve law enforcement officers deserves expedient resolution. They may read the typed accusation sent in and must never be refused and can know who their accuser is by name. We do not accept libelous comments made over WhatsApp or the phone and act on them. If you have a complaint, then please put it in writing and submit it. **Criminal acts stated must be reported to law enforcement officers immediately for determination. A law enforcement report involving the accuser will be made.**

**Our company participates
in the new program.**

**We call law enforcement for
any criminal sexual reports
and any reports of touching.**

**It is not allowed to have the
the legal department silence the
incident. We are not
allowed, and DO NOT offer,
settlements without a JURY trial.**

**#CALLITIN
#TIMESUPFORYOU
#WEREPORT
#THEPOLICEDECIDENOTYOU**

It is never allowed NOT to call the police when a criminal act is reported. These include sexual touching, bodily harm, attack, and date rape. No Human Resources Office of General Counsel of any corporation is allowed to prevent the police's calling. To read more about the policies we pioneered worldwide changing the Bill Cosby and Harvey Weinstein-like behaviors [see here](#).

For ethical complaints:

1. When accused, three random Board Members or Trustees are appointed to review the situation generally within three days.
2. The same Board Members or Trustees are not always used, over and over, again.
3. Growth and coaching are top of mind always to encourage leaders to develop themselves. Punishment, embarrassments denigrating talk are not helpful to anyone's growth.
4. Delegates and speakers are rarely thrown out of any group. Instead, Board Members or Trustees investigating an ethics complaint must offer a range of solutions following a fair path of these possible answers:
 - a. No violation was found, so one Board Member or Trustee was assigned to resolve the complaint with all three parties (plaintiff, Board Members or Trustees, and defendant).
 - b. Two Board Members or Trustees assigned to discuss the matter with the plaintiff and defendant.

- c. recommendation for coaching and the promise from the defendant not to engage in such behavior again.
- d. A verbal apology is requested.
- e. A written apology is requested.
- f. Admonishment is provided.
- g. Censure of an individual in private or made public.
- h. Suspension of an individual for one day.
- i. Suspension for several days.
- j. Suspension for a more extended period.
- k. Expulsion for the remainder of the year.
- l. Expulsion for 12 months.
- m. Banishment for life.
- n. Immediate referral to authorities in the SEC, FINRA, INTERPOL, or law enforcement.

**NO ONE
SHOULD BE
FORCED,
DECEIVED,
OR PRESSURED
INTO WORK
OR SEX ACTS.**

GET HELP OR SHARE A TIP



SCAN FOR MORE INFO

24/7 CONFIDENTIAL

CALL **888-373-7888**

TEXT **BEFREE (233733)**

HUMANTRAFFICKINGHOTLINE.ORG

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htc.nc.gov

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We do not allow any one person to rip a professional apart, remove them from a WhatsApp Group, or kick them down a flight of stairs in business unless in a dangerous, criminal, or disruptive situation. Profanity that is not allowed on prime-time American television standards is not permitted in our groups - nor comics, memes, graphics, or items that contain such. The USPSC is coaching-minded and highly interested in growing people to become a better person than yesterday through forgiveness, understanding we are imperfect as humans, and through grace and the gift of hope for the human race.

PRESIDENTIAL SERVICE CENTER

OPEN MEETING AWARDS DISCUSSION

Our open meeting held by board members and trustees will also allow for general public viewing and members input from around the world.

THURSDAY, NOVEMBER 11 AT 9:30 EST TIME

STREAMING LIVE ACROSS THE WORLD

WWW.PRESENTSNETWORK.COM
OR
[HTTPS://LNKD.IN/D6NZIAC](https://lnkd.in/d6nzIAC)

Twitter, LinkedIn, YouTube, Facebook

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DOCTOR JOYNICOLE MARTINEZ, CO-CEO



DOCTOR MIGUEL RODRIGUEZ CO-CEO



ANTWAIN THOMAS, PPS CDO & MILITARY AWARDEE



Lisa Ma, CGO CO-STREAMING MASTER OF CEREMONIES



Stormy Mongiello, MBA PHR, SHRM-CP CO-STREAMING MASTER OF CEREMONIES - CHRO



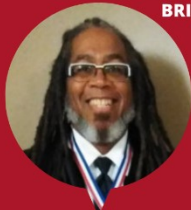
Patricia Freudenberg LATIN AMERICA CHAIR (LATAM) & SPANISH EXPERT



Matthew Parker IRAQ COMMITMENT MEDAL AWARDEE



Martin CJ Mongiello, MBA CHAIR OF THE BOARD OF TRUSTEES BRINGING AFRICA INTO THE G21



Orlando Herrera Jr. MSA, CPS, PRC MILITARY AWARDEE AMVETS COMMANDER DC POST 12



Doctor Pauline Crawford STREAMING SPEAKER ON AUTHENTIC HARMONY



Jack Craciun, III SILVER & GOLD TROPHY AWARDEE



MARRIOTT RENNAISSANCE HOTEL & CONFERENCE CENTER



COMFORT & JOY
DEC 4/5/6 WASHINGTON, DC

2021 SYMPOSIUM

USPSC 2021 - SYMPOSIUM WASHINGTON, DC



- **3rd**- Arrival and check-in with reception.
- **4th** - Annual Breakfast with Friends - 8 AM.
- **4th** - SPY Museum w/Agents Missions for each - 10 AM.
- **4th** - Luncheon service - 12 noon.
- **4th** - White House Visitor's Center tour - 2 PM.
- **4th** - Dinner banquet - 6 PM.
- **4th** - Awards ceremony, LATAM Committee announcement, G21 Presentation, Co-CEO's announcement of Dr. Joynicole Martinez and Dr. Miguel Rodriguez - 7:30 PM to 9 PM. Monuments by Moonlight Specialty Tour across Washington, DC.
- **5th** - The President's Church special service at St. John's across from the White House - 11 AM.
- **5th** - Exclusive Goodbye Luncheon - 1 PM.
- **5th** - Special NEW President Eisenhower Memorial tour - 3 PM.

**DEC
4/5/6**

Renaissance Hotel, Washington, DC

December
4/5/6, 2021

WASHINGTON, DC

- G21 SUMMIT TALKS
- INDIA SDG SPEECH
- NEW LATAM COMMITTEE
- AWARDS AND TROPHIES
- NEW CO-CEO'S ANNOUNCED

The Renaissance Hotel
999 9th Street NW, Washington, DC

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Formal meetings of USPSC: Formal, promulgated voting meetings are announced at least 48 hours in advance.

Any Board Members or Trustees not at the meeting are allowed to send in their absentee vote within 48 hours by WhatsApp or email. In this way, a quorum does not prevent voting and provides for all ballots to come in and be heard. It is understood that many times members cannot attend all online meetings and have commitments.



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Digital Formal Voting Rules: For inclusion, speed, rapidity, locomotion, and equitable voting - Board Members or Trustees can also provide fair issues for voting online in WhatsApp. In this case, 48 hours is allowed for voting also on any WhatsApp issue. This methodology cuts down on required video meetings across the earth. A fellow Board Member or Trustee can provide information on a subject, open it up for discussion, and then place it into voting. Following Robert's Rules of Order (most recent edition), a "second is required before voting. Our Parliamentarians help keep things stopped and started correctly.

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Speak Up Culture:

DESIGNING ORGANIZATIONAL CULTURES THAT ENCOURAGE EMPLOYEE VOICE



What It Is

All organizations understand the value of feedback—but only some encourage opinions both positive and negative and lend an ear to self-styled “devil’s advocates.” Employees who make concerns known help organizations thrive by identifying issues and providing opportunities to adapt, innovate, and avoid costly mistakes.

This is especially true for ethical behaviors. Employees who speak up when they observe misconduct help organizations reduce risk. The sooner they speak up, the sooner the organization can take action to prevent potential issues from developing into major scandals and damaging headlines.

Why It Matters

Most employees do not speak up when they observe unethical behavior. Top-down hierarchies tend to create a culture that encourages them to remain silent. Those at the bottom of the hierarchy cite two main reasons for not speaking up:

Fear. Employees are afraid of facing retaliation and hostility if they speak up. They worry about upsetting their managers or leaving a coworker feeling betrayed. Most feel that their career opportunities will deeply suffer if they voice their concerns.

Futility. Many employees believe it is useless to speak up. They have too little influence, and those with power do not want to hear about the problem; why take the risk if it’s not worth the effort?



What To Do

SOLICIT FEEDBACK

Be proactive about engaging employees. Ask them to consistently voice their concerns and show you are open to receiving feedback. Formally petition teams and make airing opinions an integral part of the evaluative process of project development. Make sure to follow up about what has changed in response to their feedback.

SET AN EXAMPLE

Talk openly about ethical issues and highlight both positive and negative examples. This shows that ethical issues are a priority for your organization and that you want to hear about them when they arise.

MAKE EMPLOYEE REVIEWS ONGOING

Don’t make the formal, yearly review the only time you provide feedback for employees. Make it a part of your regular communication process and encourage employees to provide feedback to you and to their peers. An open culture is one that facilitates exchange between colleagues who are up, down, and across the organizational hierarchy.

NEVER TOLERATE RETALIATION

Any reports of retaliation by current employees or supervisors should be dealt with immediately. If the reports are proven true, the offending individuals should be quickly reprimanded. The process should be outlined to other employees to show your leadership’s commitment to anti-retaliatory efforts.

Where to Go Next



Detert, J. and Edmonson, A. (2007). *Why Employees Are Afraid to Speak*. *Harvard Business Review*.

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Websites

ethicalsystems.org
ethicalleadership.nd.edu



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