

Choices and Leadership:

Making Decisions That Will Improve Your Life

A Program for High School Students

April 18, 2006

By Michael Josephson

CHARACTER COUNTS! Coalition



Ask Yourself



How excited are you about being in this class?

Trust and Credibility

Is Trust important?

- Why?
- Is it only important that your friends and family trust you or is it important that others (like teachers, coaches and employers) trust you?

What does “Credibility” mean?

- Is credibility important?
- What sort of things strengthen credibility?
- What sort of things damage credibility?



You don't have to
be sick to get
better

My Instructions From My Kids at Home

- Don't try to be funny – your humor is lame and won't appeal to kids
- Don't try to be too friendly – they won't believe you. You are just another teacher and a form of punishment
- Don't try to be cool – you are not cool and you could not carry it off
- Don't be too serious – this is like traffic school. They're not coming to have their lives changed
- Don't be boring – but I doubt you can help it
- Don't be mean – kids take things personally and your sarcasm will only make them dislike you more



My Conclusion

- The more I try to adapt to please you, the more awkward it becomes
- I've made a few adjustments, but for the most part I am simply going to do what I do the way I've always done it
- I'm going to talk to and with you the way I would talk to any group of executives or legislators
- I won't pretend to be your friend, but I really do care about you and what you learn
- I'll try to make everything interesting, but I think this opportunity is really important and I have every intention of making this an experience that will impact your life in an enduring and positive way



My Objectives

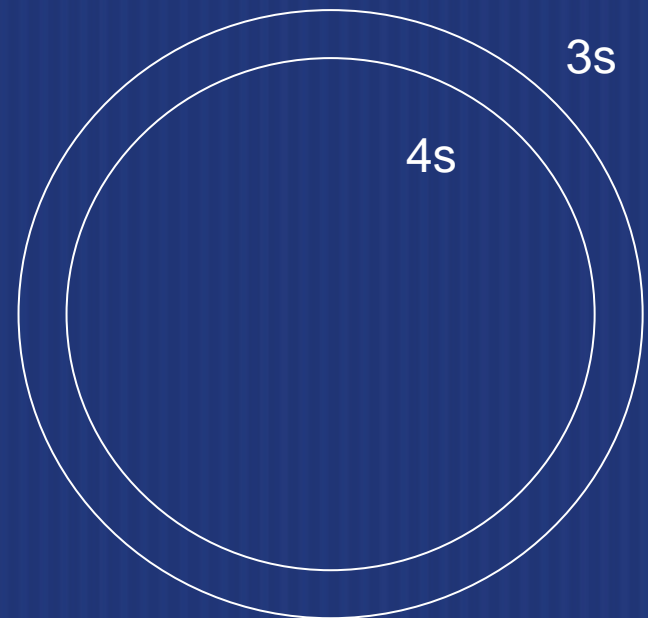
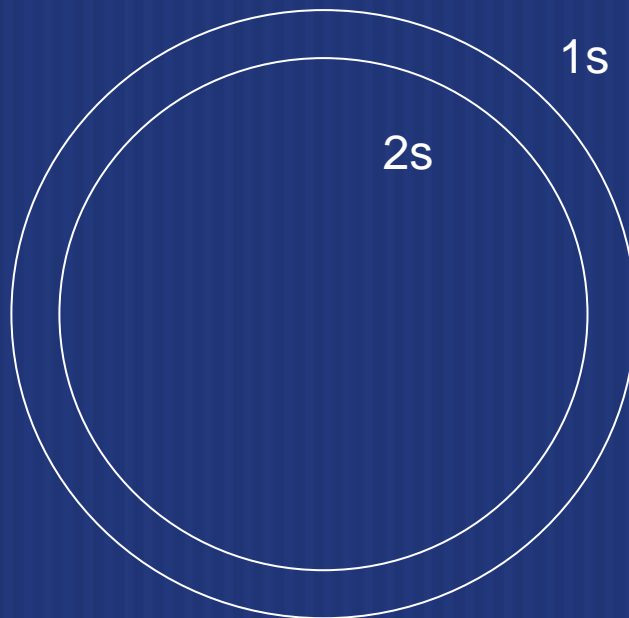
- Help you make the best possible choices for your life
- Increase your personal leadership ability and your power to improve your circumstances and opportunities





Activity 1

- Count off -1, 2, 3, 4
- 1s and 2s form an inner and outer circle of about 14 students each facing each other; 3s and 4's do the same





Wagon Wheel

Ice-Breaker

- I will ask 12 questions – each person has 30 seconds to speak
- Even numbers first speak to the person across from them, then odd numbers answer the same question to evens
- Inner circle move to right for each new question
- Always introduce yourself with name and school with each new person



Let's start by moving around

1. Describe (don't demonstrate) your cell phone ringer and why you chose it.
2. What is your favorite breakfast?
3. If you were a breakfast cereal, what would you be?
4. What is your favorite TV commercial?
5. If you were an animal in the zoo, what would you be?
6. Describe (without names) your best friend and your friend's most important character traits.



Let's start by moving around

7. What phrase does your mom or dad most overuse when they talk to you?
8. What nicknames have your friends and family given you?
9. What is your favorite movie and why?
10. What do you do in your free time?
11. What is your ideal job or career?
12. What do you think about this whole grade-changing uproar? What is your honest opinion of the reaction of school a) administrators b) parents, c) classmates and d) your own reaction?

Recap of Activity 1

- What was your favorite question? Why?
- What were the characteristics of the best friends?
- What do you think about the grade-changing uproar?
 - School administrators
 - Parents
 - Classmates
 - You



Activity 2

Grading Homework

- You must honestly and in good faith correct/grade the homework assignment of another student
- Each of the first 13 questions can receive up to one point. You may give a half point for a weak but acceptable answer
- Each of the essay questions can receive a grade of between 1 and 5 points
- Add the total number of points and put it in the upper right corner with a circle around it (28 is the maximum number)
- Print your name as the grader in the upper left corner of the paper



Activity 2

Grading Homework

- How many graded a paper with 25 or more points?
 - Read their name
 - Raise hand
- 20-24 points
 - Read their name
 - Raise hand
- How many graded a paper with 15 or less points?
 - 10 -14?
 - Under 10? (Don't read name)

Introduction to Choices and consequences



- In every situation you face in life you have choices
- Can you think of any situation where you feel you had no choice?
- To have a choice does not mean that you always have the power to change your options; it means you have the power to choose among your options
- You can choose what to do, but you can't choose the consequences of making your choice

“

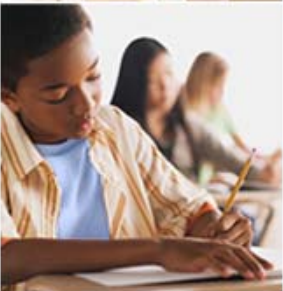
I am only one, but still I am one. I cannot do everything, but still I can do something; And because I cannot do everything I will not refuse to do the something that I can do.

”

– Edward Everett Hale

Introduction to Choices and Consequences

- Every choice has consequences
- Though some choices may be inconsequential (e.g., what you had for breakfast), most have a meaningful impact on your life and some have a long-term, enduring impact on your life
- You are responsible – morally and legally – for the consequences of your choices



Bad choices have consequences



They often affect a lot of innocent people
Everyone affected by a decision is a “stakeholder”



- The boy chose to stick his head in a chair and four adults now are involved in getting him out – soon his parents will be involved. They are all stakeholders in the boy's choice
- The maintenance guy chose a hacksaw. Is it safe? What will happen to the chair?



Good decisions

A good decision effectively,
legally and ethically
accomplishes intended objectives
without causing avoidable
negative consequences



The first basic skill in making good choices is recognizing your options

- What is an option?
- How do you identify your options?
- What options did you have with regard to coming to this class or doing the homework?
- What options did you have with regard to when you started the homework and how much effort you put in?
- What options did you have with regard to how you graded the homework of another?
- If any of you were given your own paper to grade what choices did you have?



The first basic skill in making good choices is recognizing your options

- **When imposed by a person with authority, consequences should be fair and appropriate**
- **Would it be fair to those who did the homework diligently if there were no consequence to those who failed to do so?**
- **Would it be fair if those who didn't miss any questions on the homework got the same grade or reward as those who missed at least five questions?**



The second basic skill in making good choices is developing options that are likely to produce better results

- How does one develop new options?

Predicting Consequences

- One of the important skills of good decision making is the ability to find out or accurately predict the consequences of various choices
- Every person affected by a choice is a “stakeholder” because they have a stake (an interest) in that choice
- A good decision considers ahead of time how a choice will affect others and devises options that reduce risks of bad outcomes and increase the likelihood of good outcomes
- There is a huge myth that cheaters succeed and live happy and safe lives
- In fact, it has never been more hazardous to cheat or lie



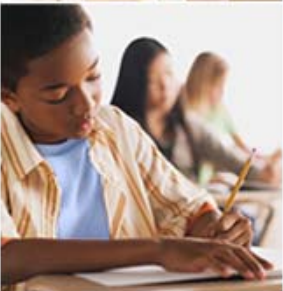
For Want of a Nail

**For want of a nail the shoe was lost
For want of a shoe the horse was lost
For want of a horse the rider was lost
For want of a rider the battle was lost
For want of a battle the kingdom was lost
And all for the want of a horseshoe nail**



Consequences

- What happened to the teachers that bought academic credentials?
- What happened to the naval academy student who cheated in his senior year?
- What happened to the president of Radio Shack who lied about his academic background?

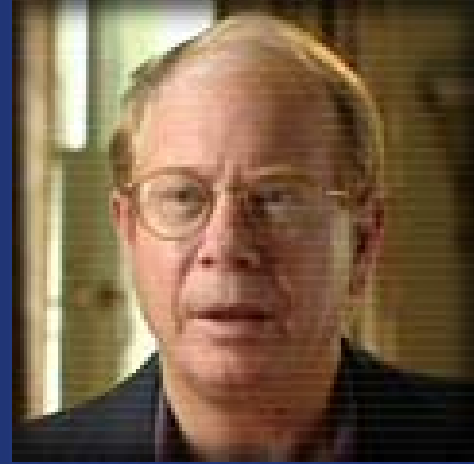




Oprah-Recommended Book Discredited

- Many passages in a best-selling “memoir” recommended by Oprah Winfrey turned out to be fictional.
- After initially defending the book as “much to-do about nothing,” Oprah reverses herself and brings author back to be excoriated.
- “I really feel duped,” Oprah told Frey, “but more importantly I feel that you betrayed millions of readers.”
 - Winfrey asked Frey why he “felt the need to lie.” Audience members often groaned and gasped at Frey’s halting, stuttered admissions that certain facts and characters had been “altered,” but that his memoir was still “essentially true.”

Pulitzer prize-winning historian admits lying about his own history



In 2001, Pulitzer Prize-winning historian Joseph Ellis was embarrassed by revelations that he had been lying to his students about his Vietnam background

- He was forced to take a one-year unpaid leave of absence from his teaching position at Mount Holyoke College
- For nearly a decade, in his classes on Vietnam and American culture, Ellis would tell of his own experiences in the Vietnam War and the anti-war movement
- In an interview with the *Boston Globe*, he said that he had served in Vietnam in 1965 as a leader and paratrooper and that he had worked on the staff of General William C. Westmoreland. He also said that he had been active in the civil rights movement and in the peace movement
- Research subsequently revealed that he lied about all of these matters
- As an undergraduate he served in the ROTC at William and Mary, emerging from the program in 1965 as a second lieutenant. Instead of serving in Vietnam, he attended grad school at Yale. He was not active in either the civil rights movement or the peace movement
- After he graduated with a doctorate in 1969, he began active duty, but he served not in Vietnam but as a history professor at West Point



Poet laureate of CA forced to resign over resume lie

California's first poet laureate, Quincy Troupe, 62, resigned after admitting he lied on his resume about graduating from college

- Under pressure from the University of California at San Diego, where he had a \$141,000-a-year job as a tenured creative writing and literature professor, he was forced to accept early retirement
- “I deeply regret my ill-advised decision to include inaccurate information on my curriculum vitae,” he said in his resignation letter
- The discrepancy was discovered in a background check by the State Senate Rules Committee, which had been preparing for his confirmation hearing

Duke Lacrosse Team's Season Halted Over Rape Allegations



- In 2006, Duke University's highly ranked lacrosse team was suspended from season play while school administrators investigated allegations that several team members raped an exotic dancer at a party
- The woman told police that she and another dancer were hired to perform at a private party in an off-campus home. The dancer, a student at North Carolina Central University, said she was pulled into a bathroom, beaten, choked and raped by three men



“Repulsive” e-mail attributed to Duke lacrosse player revealed

- An e-mail written early in the morning, shortly after three players on the Duke lacrosse team allegedly sexually assaulted an exotic dancer at an off-campus party said:
“Tomorrow night, after tonight’s show, I’ve decided to have some strippers over, all are welcome however there will be no nudity. I plan on killing the bitches as soon as the[y] walk in and proceeding to cut their skin off.”
- The e-mail, sent from the account of sophomore Ryan McFadyen, was signed with Mcfadyen’s jersey number 41. McFadyen was suspended

Duke Lacrosse coach resigns amid scandal



- Duke lacrosse coach Mike Pressler resigns, ending a 22-year career (229-102), after an obscene e-mail from one of his players was made public
- According to court documents, about a third of the members of the Duke men's lacrosse team embroiled in the rape investigation had been previously charged with misdemeanors, including drunken and disruptive behavior, in the three years prior to the incident

Cheating in Livestock Shows



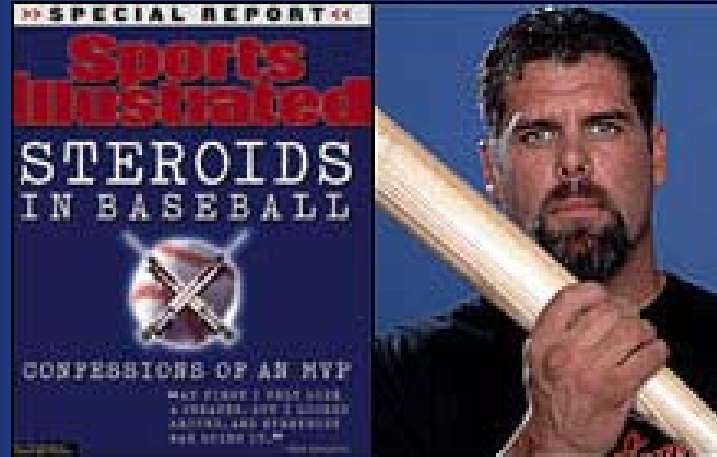
At the 2006 Fort Worth Stock Show, the junior steer competition is the marquee event. In junior competitions young people show animals that they raised, supposedly without the help of adults

- In 2005, three champion animals at the same show were disqualified after they failed drug tests
- Cheating is performed by a corps of "professional fitters" doing whatever they can to cover the weak spots, highlight the strengths, even by using stomach pumps to fill the steers with soda or water to fill out the steer's body

Steroids – Baseball



**Jason Giambi
admits use**



**Former MVP
Ken Caminiti
says 85% of
Major League
Baseball
players use
steroids**

**Mark McGwire
refuses to
deny using
steroids**



**Jose Conseco
admits using
steroids. He
says use was
rampant and
that he taught
mark McGwire
how to inject
himself**



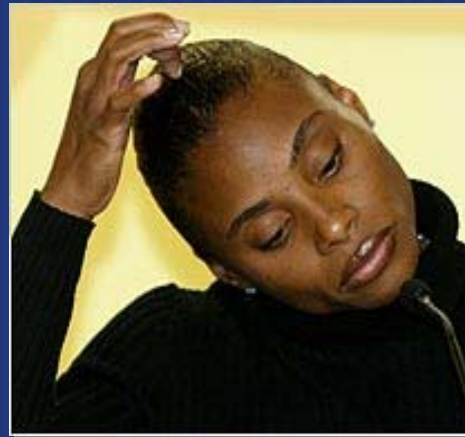
Steroids – Track & Field



Marion Jones
Gold medalist track
star implicated by
Victor Conte

Kevin Toth

Olympic
shot-putter
disqualified



Kelli White

World champ
sprinter admits
steroid use

UConn Star Charged With Felony re: Selling Stolen Laptops



- **Marcus Williams, starting point guard for the University of Connecticut's top-ranked basketball team, and teammate A.J. Price were arrested and charged with multiple felony counts for trying to sell, at pawn shops, four laptops stolen on campus from other students and valued at \$11,000**
- **Williams was suspended for 11 games at the beginning of the year, mostly tune-ups against second-tier opponents**



Olympic Skier Bode Miller:

“If you ever tried to ski when you're wasted, it's not easy.”

- One of Miller's top sponsors, Italian pasta maker Barilla, which signed Miller in 2003, decided not to renew its contract with the 2005 World Cup overall skiing champion

Marcus Vick's on-and-off-field problems since he enrolled at Virginia Tech in 2002



- **Sept. 2, 2003** - suspended for one game by coach for undisclosed reasons
- **Feb. 17, 2004** - arrested and charged with four misdemeanors – three for allowing underage girls to have alcohol and one for having sex with a 15-year-old at a party
- **May 14, 2004** - convicted of three counts of contributing to delinquency of a minor; sentenced to 30 days in jail and fined \$2,250. Acquitted of sex with the 15-year-old
- **July 3, 2004** - charged with reckless driving and possession of marijuana after a traffic stop; police said he was clocked at 86 mph and that the vehicle stunk of marijuana
- **July 6, 2004** - indefinitely suspended from the football team for off-field problems
- **Aug. 3, 2004** - suspended from V-Tech for the 2004 season; plead guilty to reckless driving and no contest to marijuana possession; fined \$300, driver's license suspended
- **Sept. 13, 2004** - plead no contest to one misdemeanor count of contributing to the delinquency of a minor; 30-day suspended jail sentence, fined \$100, ordered to perform 24 hours of community service and stay away from teenage girls
- **Jan. 17, 2005** - cleared to rejoin football team and re-enroll at Virginia Tech
- **Oct. 1, 2005** - made obscene gesture to fans who were calling him names; apologized
- **Dec. 17, 2005** - pulled over by police for driving 38 mph in a 25 mph zone while on a suspended license
- **Jan. 2, 2006** - during win at Gator Bowl, stomped on the left calf of Cardinals All-American defensive end Elvis Dumervil, the NCAA sacks leader. Claimed the incident was accidental and that he apologized to Dumervil, who denies ever receiving apology
- **Jan. 6, 2006** - kicked off team at Virginia Tech for legal trouble and unsportsmanlike conduct in Gator Bowl. Vick announced his decision to turn pro



Maurice Clarett charged with robbery

- Maurice Clarett, who had a bright future before him after a spectacular freshman season at Ohio State, has lost everything
- He was ousted from the team after charges of larceny (Clarett in turn accused the university of providing illegal incentives to him)
- In 2005 he was drafted by the Denver Broncos but cut in training camp. He showed up at least 20 pounds overweight, was slow to return from an injury, had run-ins with coaches and was found drinking alcohol in the team's weight room. He was placed on waivers in August, 2005
- *The Miami Herald* reported in September that Clarett was \$1 million in debt, mostly from legal fees associated with battling the NFL
- In 2006, at only 22, Clarett faced charges of aggravated robbery carrying a possible sentence of three to 10 years, with another one to three years added to each because a gun was used

BMW Banned From Google



- **BMW has joined a long list of porn operators by being banned by Google for cheating**
- **Google has dropped BMW from its global search engine following the German car manufacturer's attempts to artificially boost its popularity ranking, similar to the way porn operators attract traffic to a site. Also set to join the banned list is Ricoh**



Dr. Hwang
Woo Suk

South Korean Scientist Disgraced for Research Fraud

- **January 12, 2006: Scientist Dr. Hwang Woo Suk apologized for falsifying data in stem cell research. Prosecutors raided his home and labs to investigate work that had propelled South Korea to the top of global research of stem cells before it was found to be fraudulent**
"I feel so crushed and humiliated that I hardly have the energy to say I am sorry," Dr. Hwang said during a nationally televised news conference
- **Two days earlier, a panel from Seoul National University, where he had done his work, determined that both of his landmark stem cell papers were fakes**
- **The South Korean association of stem cell scientists expelled Hwang Woo-suk and a colleague from their membership saying they undermined the society's reputation by fabricating research data**

Disgrace

- Joe Berardino presided over the demise of a \$9.3 billion partnership with 85,000 employees
- Scandals cost investors more than \$300 billion and put tens of thousands of people out of work



THE HIGH COST OF DISGRACE

- On trial for \$2.7 billion fraud, five former CFOs testified against HealthSouth founder and CEO Richard Scrushy



- Scrushy was acquitted of all charges after key witnesses were discredited by past unethical behavior



Statue of Scrushy at HealthSouth HQ

Gemstar-TV Guide CEO Liable for Fraud



- Henry C. Yuen, former CEO of Gemstar-TV Guide, was found liable for misrepresenting facts to Gemstar's auditors, falsifying its books, and securities fraud by inflating revenue by \$248 million
- Yuen's actions contributed to \$18.8 million in salary and bonuses, \$14.6 million in exercised stock options and \$63.6 million in sales of Gemstar shares
- Gemstar licenses technology to cable television companies and makers of TV sets and set-top boxes for interactive program guides. It also publishes *TV Guide* magazine



Martha Stewart served jail time for lying and obstruction of justice regarding an insider trading investigation

Tyco Execs Sentenced to 25 years in prison



- Former CEO L. Dennis Kozlowski and CFO Mark Swartz were sentenced to 25 years each for the theft of \$150 million and the illegal sale of stock worth nearly \$500 million

- Defendants were ordered to pay a total of \$134 million in restitution to Tyco
- In addition, the judge fined Kozlowski \$70 million, and Swartz \$35 million





Former Rite Aid CEO sentenced to 8 years in prison as part of the company's billion-dollar accounting scandal

Vice chairman and general counsel also convicted



Sentenced to 15 years



Adelphia

John Rigas, the ailing octogenarian founder and former CEO of Adelphia, was sentenced to federal prison for \$300 million in illegal cash advances and loans

Son Timothy, former CFO, was also convicted



Sentenced to 20 years

WorldCom



Sentenced to 25 years

Former chairman Bernie Ebbers was sentenced to 25 years for fraud re: falsely inflating earnings at WorldCom by \$12 billion

Former CFO, Scott Sullivan sentenced to five years after pleading guilty



Sentenced to 5 years

Enron CFO Andrew Fastow and Wife to Serve Jail Time



- Andy Fastow, Enron CFO, was sentenced to 10 years. His wife, Lea, was sentenced to one year
- Ben F. Glisan Jr., former Enron treasurer, was sentenced to five years in prison



Suicide note left by former Enron Vice Chairman John Clifford Baxter



CAROL,

I AM SO SORRY FOR THIS. I FEEL I JUST CAN'T GO ON. I HAVE ALWAYS TRIED TO DO THE RIGHT THING, BUT WHERE THERE WAS ONCE GREAT PRIDE NOW IT'S GONE. I LOVE YOU AND THE CHILDREN SO MUCH. I JUST CAN'T BE ANY GOOD TO YOU OR MYSELF. THE PAIN IS OVERWHELMING. PLEASE TRY TO FORGIVE ME.

CLIFF

J. Clifford Baxter

Westar CEO sentenced to 18 years for looting utility



- Former Westar Energy CEO David Wittig was sentenced to 18 years in prison for looting millions from the Kansas utility
- His co-defendant, former chief strategy officer Douglas Lake, was sentenced to 15 years in prison
- The executives used company airplanes for family vacations, persuaded Westar's board to invest in companies in which their families had a financial interest, and led an effort to sell Westar's regulated utilities to a New Mexico company and then spin off a series of Westar subsidiaries to a new, virtually debt-free business they would operate
- Both men must also pay \$5 million in fines and millions more in restitution to the Topeka-based company, the largest electric utility in Kansas.



Wal-Mart Exec faces prison for fraud



- **Tom Coughlin, 57, formerly vice chairman of Wal-Mart Stores, pleaded guilty to fraud and tax charges, admitting that he stole money, gift cards and merchandise from the company**
- **Coughlin instructed subordinates to create fake invoices to get Wal-Mart to pay for his personal expenses including hunting vacations, a \$1,359 pair of alligator boots custom-made for Mr. Coughlin and a \$2,590 dog pen**
- **Coughlin faces a maximum of 28 years in prison and a fine of \$1.35 million**

Congressman Cunningham Gets 8 Years for Bribery



- Randy “Duke” Cunningham was ordered to pay \$1.8 million in restitution for back taxes, penalties and interest owed to the government. He was ordered to forfeit an additional \$1.85 million in cash received from his crimes
- The extent of corruption stunned his constituents and Republican colleagues on Capitol Hill, along with the scandal centering on the lobbyist Jack Abramoff
- Cunningham focused on funneling federal money to specific projects in exchange for lobbyists' payoffs. His case put particular scrutiny on "earmarking," using measures to direct money to favored projects
- The government said Cunningham behaved like an old ward boss, sketching out a "bribe menu" on a note card with the Congressional seal. One column offered \$16 million in contracts in exchange for the title to a boat the contractor had bought for \$140,000. The card further detailed how much more contract work could be bought for every additional \$50,000 paid to Mr. Cunningham
- Cunningham also took lavish travel on chartered jets paid by contractors with catered meals of lobster, wine and "other extravagances." Bribers put him up at top-of-the-line resorts

“I rationalized decisions I knew were wrong. Before there must be forgiveness there must be redemption. No man has ever been more sorry.”

Lobbyist Jack Abramoff Gets Nearly 6 Years

- **Jack Abramoff was sentenced to 5 years and 10 months in federal prison for business fraud, but was allowed to remain free for three months so he could continue assisting in a wide-scale probe of corruption on Capitol Hill**
- **Abramoff and a former business partner, Adam Kidan, pleaded guilty to conspiracy and wire fraud in their purchase of the SunCruz Casinos fleet of gambling boats in 2000**
- **Both were given the minimum prison sentence recommended under federal guidelines – 70 months – by U.S. District Judge Paul C. Huck after a federal prosecutor told the judge he found them genuinely remorseful and cooperative**





Activity 3

Identifying Options, Stakeholders and Possible Consequences

- **At your tables read and answer questions 1-6**

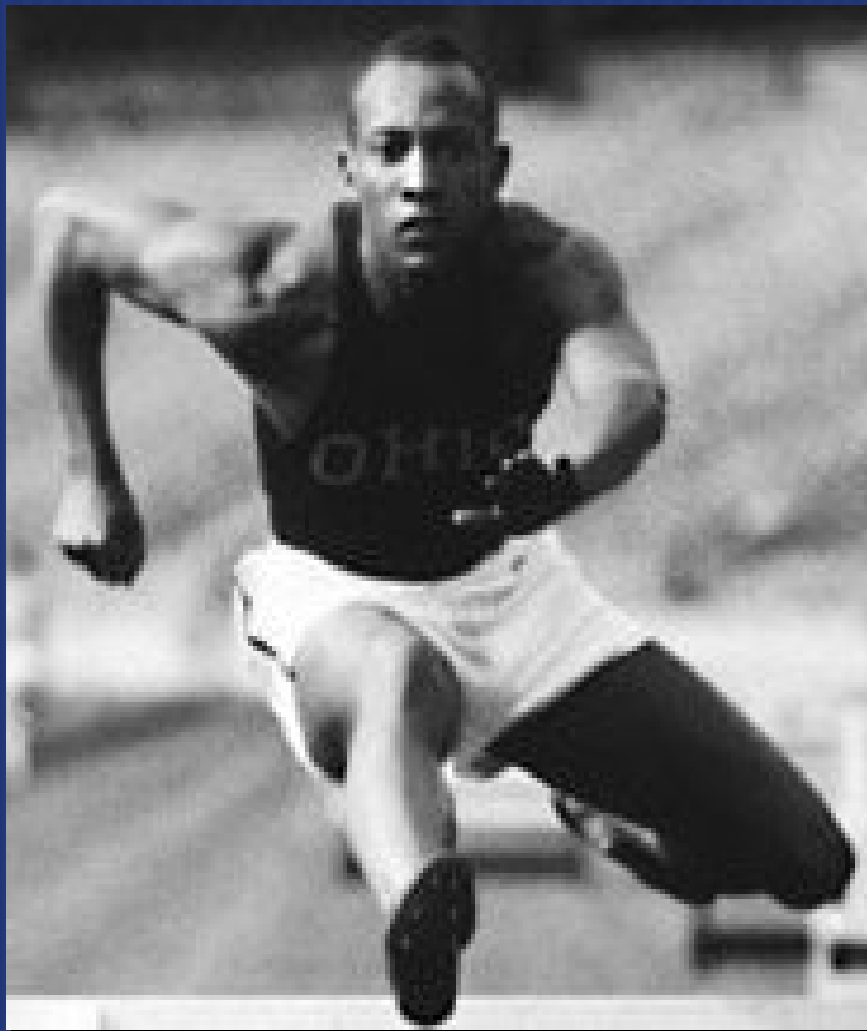
High School Quarterback Nate Haasis



Illinois high school quarterback Nate Haasis became a national celebrity and a rare symbol of sportsmanship when

he asked that a passing record he set be removed from the books after he found out that his coach had conspired with the opposing coach to allow him to complete the final pass

Jesse Owens and Luz Long



"You can melt down all the medals and cups I have, and they wouldn't be the plating on the 24-karat friendship I felt for Luz Long."

1961 Winter Olympics: Eugenio Monti Gives Axle Bolt to Competitor



“Tony Nash didn’t win because I gave him an axle bolt. He won because he had a faster run.”



Ethics, Values and Character



JOSEPHSON
INSTITUTE
Center for Youth Ethics



**It's hard to form good values and character
in a world full of inconsistent messages**

We need values
to know the
right way to go

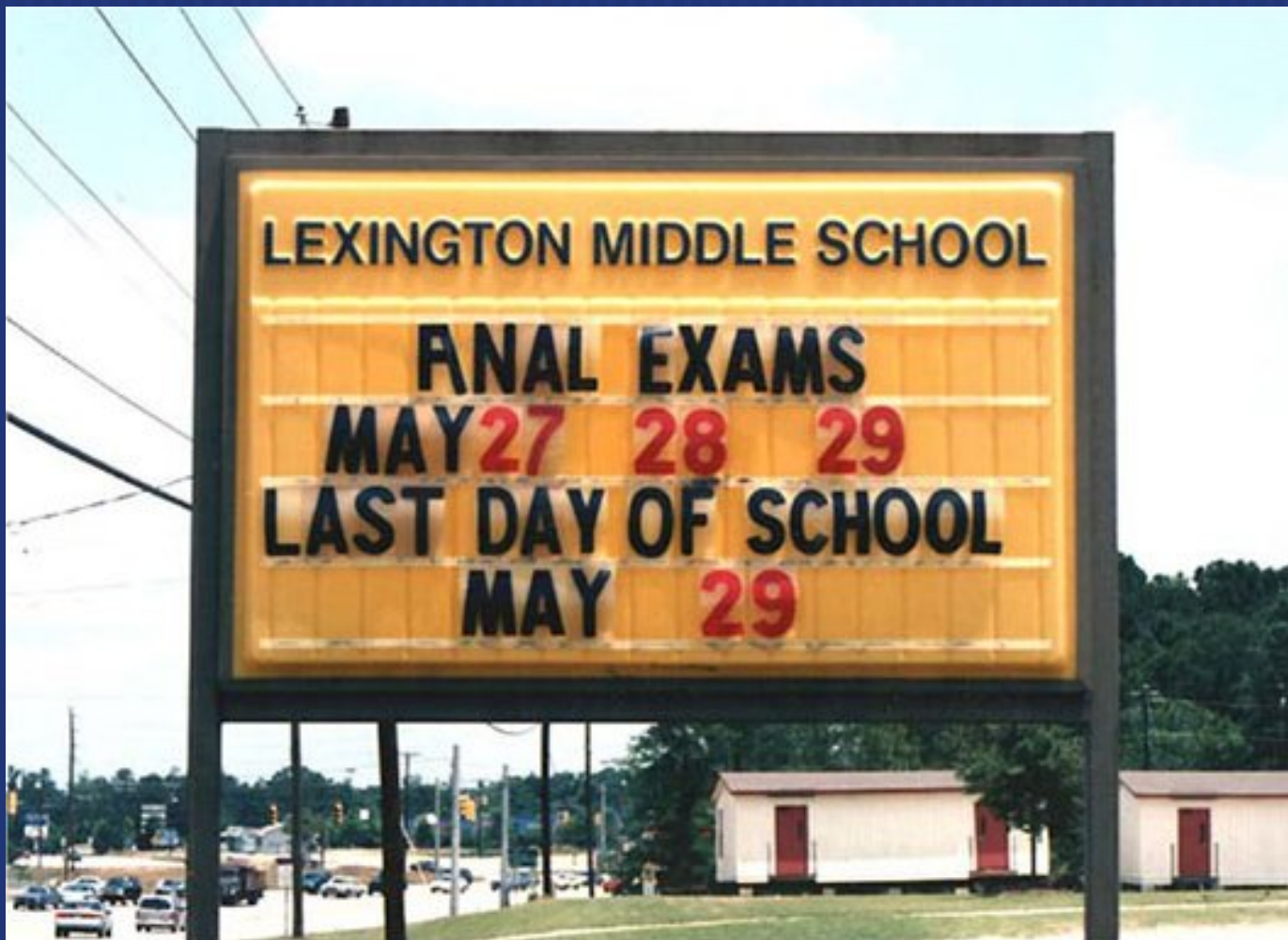


We need values so we know what we stand for





And what we
have to be willing
to fight for



When the “l” isn’t straight, it makes a big difference in the end

If you care about your future you
have to be willing to protect it





Why do people take dangerous risks?





**When you are
still learning,
no risk is too
obvious**

Even warnings may not be enough



A major cause of bad choices:



Overcommitment



What kind of people do
you want in your life?

What kind of person do
you want to be?



What qualities are most essential in the person you would be willing to marry?



What makes a person?

- **Physical qualities**
 - Looks
 - Size
 - Strength
- **Skills and abilities**
 - Intellect
 - Talents
 - Developed skills
- **Character**

What is character?

If you could choose the people who would be your teachers, what are the most essential characteristics you would look for?



The “Six Pillars of Character”

(TRRFCC)





**If you want to know how to live
your life, think about what you
would like people to say about
you after you die – and live
backwards**

“

One thing I know. The only ones among you who will be really happy are those who will have sought and found how to serve.

”

– Albert Schweitzer

“

**How wonderful it is that nobody
need wait a single moment
before starting to improve the
world.**

”

- Anne Frank

“

Our souls are not hungry for fame, comfort, wealth, or power. Our souls are hungry for meaning, for the sense that we have figured out how to live so that our lives matter, so that the world will be at least a little bit different for our having passed through it.

”

– Rabbi Harold Kushner



What Will Matter

By Michael Josephson

Ready or not, some day it will all come to an end.

There will be no more sunrises, no minutes, hours or days.

All the things you collected, whether treasured or forgotten will pass to someone else.

Your wealth, fame and temporal power will shrivel to irrelevance.

It will not matter what you owned or what you were owed.

Your grudges, resentments, frustrations and jealousies will finally disappear.

So too, your hopes, ambitions, plans and to-do lists will expire.

The wins and losses that once seemed so important will fade away.

It won't matter where you came from or what side of the tracks you lived on at the end.

It won't matter whether you were beautiful or brilliant.

Even your gender and skin color will be irrelevant.

So what will matter? How will the value of your days be measured?

What will matter is not what you bought but what you built, not what you got but what you gave.

What will matter is not your success but your significance.

What will matter is not what you learned but what you taught.

What will matter is every act of integrity, compassion, courage, or sacrifice that enriched, empowered or encouraged others to emulate your example.

What will matter is not your competence but your character.

What will matter is not how many people you knew, but how many will feel a lasting loss when you're gone.

What will matter is not your memories but the memories that live in those who loved you.

What will matter is how long you will be remembered, by whom and for what.

Living a life that matters doesn't happen by accident.

It's not a matter of circumstance but of choice.

Choose to live a life that matters.



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