

National
BEST-SELLING
Author

A SELF-MADE BILLIONAIRE SPEAKS OUT
ON HONESTY AND GENEROSITY

WINNERS NEVER CHEAT

Everyday Values We Learned as Children
(But May Have Forgotten)

JON M. HUNTSMAN

Foreword by CNN's **Larry King**

Preface by **Wayne Reaud** | Afterword by Fox TV's **Neil Cavuto**

PRAISE FOR *WINNERS NEVER CHEAT*

“How timely! How needed it is for one of the finest human beings, industrial leaders and philanthropists on the planet to compellingly drill down on 10 timeless, universal values for business and life. This book edifies, inspires, and motivates all of us to model these commonsensical lessons for our organizations, all our relationships and especially our posterity—for what is common sense is obviously not common practice.

Primary greatness is character and contribution. Secondary greatness is how most people define success—wealth, fame, position, etc. Few have both. Jon’s one of them.”

—Dr. Stephen R. Covey, author, *The 7 Habits of Highly Effective People* and *The 8th Habit: From Effectiveness to Greatness*

“In his creative gifts, in his business success, in his great philanthropy, in his human qualities, Jon Huntsman stands in a class all of his own.”

—Richard Cheney, Vice President of the United States, on the occasion of the dedication of Huntsman Hall, The Wharton School, The University of Pennsylvania

“Jon Huntsman has successfully navigated corporate America guided by a strong moral compass. In his book, Jon shares his depth of knowledge and outlines how to succeed in today’s competitive market place while taking the high ground.”

—Senator Elizabeth Dole

“Jon Huntsman’s new book ought to be mandatory reading for leaders—and those who aspire to be leaders—in every field. His secrets for success are no secrets at all, but invaluable lessons that he has reminded us, with his life and now with his words, are the pillars upon which we can build our lives, too.”

—Senator Tom Daschle

“Jon Huntsman’s book is about ethics, values, and his experiences. The practical way in which he shares those with the reader is amazing. This is a book with inspiration for a younger generation.”

—Jeroen van der Veer, Chief Executive, Royal Dutch/Shell Group

“As I read Jon’s book, I thought my father had returned to tell me that you are either honest or you are dishonest, that there is nothing in between. $2 + 2 = 4$, never 3.999 or 4.001. Also, if you always say what you believe, you don’t need to have a good memory. If we could only live the principles Jon has followed, what a different world it would be—both in our business and personal relationships.”

—Former U.S. Senator and Astronaut Jake Garn

“Jon Huntsman has taken us back to the basics—the basic values that transcend all professions and cultures. He has provided real-life examples that are inspiring and show that ‘good guys’; really can finish first. And he shows us how you can learn from mistakes. It is a ‘must read’ for both young men and women just stepping onto the golden escalator to success and anyone seeking reassurance that how one lives every day really does matter.”

—Marsha J. Evans, President and CEO, American Red Cross

“A refreshing and candid discussion on basic values that can guide you from the sandbox to the board room—told by a straight shooter.”

—Chuck Prince, CEO, Citigroup

“Jon’s outlook on moral and ethical behavior in business should be inspirational to all who read this book. The lessons of fair play and holding true to personal moral values and ethics are time-honored principals which are all too often overlooked in today’s world. While this book is geared to those in business, I see it as worthwhile reading to anyone.”

—Rick Majerus, ESPN Basketball Analyst and legendary former basketball coach, The University of Utah

“It is true that all business enterprises are profit oriented, but the avarice for wealth and the ardent desire to stay competitive tend to lure more and more corporate executives to resort to unscrupulous, unethical practices. Although they may achieve temporary successes, their lucrative lies and fraud will be their ultimate undoing, causing great losses to their shareholders. Jon’s book is a stentorian call for the corporate world to reassert accepted moral values and learn the responsibility of sharing gains with society, probably in line with the economic standard of the country.

—Jeffrey L.S. Koo, Chairman and CEO,
Chinatrust Financial Holding Co.

“Succinctly capturing what the world’s major beliefs all hold as an unassailable truth, that ethical behavior and giving more than you receive is the path to fulfillment and success in life, *Winners Never Cheat* deftly navigates these concepts with clarity and insight.”

—Louis Columbus, Director of Business Development,
Cincom Systems

“This is easily the most courageous and personal business book since Bill George’s *Authentic Leadership*. If anyone has doubts about how one person can make a substantive difference in the world, this beautifully written book should dispel them immediately. I hope its message is embraced worldwide.”

—Charles Decker, Author of *Lessons from the Hive: The Buzz for Surviving and Thriving in an Ever-Changing Workplace*

“Jon Huntsman and I have this much in common: We were raised to work hard, play fair, keep your word and give back to the community. I relate to what he is saying. Real winners never cheat.”

—Karl Malone, Twice MVP of the NBA and Utah Jazz legend

"I can't put down the book after reading the first page. These are values universally cherished, whether in the United States, in China or elsewhere. A great and loving man emerges from the pages so vivid that he seems to talk to you face to face, like a family member. My life is richer and mind is broader after reading the book. I am very proud of my friendship with Jon Huntsman."

—Yafei He, Director General, Ministry of Foreign Affairs—China,
Dept. of North American and Oceanic Affairs

"Nothing could be more timely than this provocative book from one of America's foremost business and civic leaders about the urgent need for greater ethics in our public and private lives. With wit and clarity, Jon Huntsman shares his guidelines for living a life of integrity and courage. It is a wonderful tonic for much of what ails us today. *Winners Never Cheat* is a valuable handbook for anyone wanting to succeed in business, or life."

—Andrea Mitchell, NBC News

"Jon Huntsman is more than a phenomenally successful entrepreneur. He is a giant of a leader and a role model of integrity. In *Winners Never Cheat: Everyday Values We Learned as Children (But May Have Forgotten)*, Mr. Huntsman establishes the inextricable link between following one's inner moral compass and achieving lasting success. His book is filled with timeless wisdom, timely examples, and an inspiring life story. Jon is the quintessential nice guy who has finished first!"

—Dr. Amy Gutmann, President, University of Pennsylvania

**WINNERS
NEVER
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EVERYDAY VALUES
WE LEARNED AS CHILDREN
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Jon M. Huntsman

Library of Congress Number: 2005920212

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© 2005 by Pearson Education, Inc.
Publishing as Prentice Hall
Upper Saddle River, New Jersey 07458

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Printed in the United States of America

Twelfth Printing April, 2008

ISBN 10: 0-13-186366-5

ISBN 13: 978-0-13-186366-8

Pearson Education LTD.

Pearson Education Australia PTY, Limited.

Pearson Education Singapore, Pte. Ltd.

Pearson Education North Asia, Ltd.

Pearson Education Canada, Ltd.

Pearson Educación de México, S.A. de C.V.

Pearson Education—Japan

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TO KAREN,
MY PARTNER AND
BEST FRIEND.

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ACKNOWLEDGMENTS



I wish to convey my great appreciation to Jay Shelledy, a professional writer and editor, who challenged and organized my thoughts and helped convert them to the written word, and to Pam Bailey, my dedicated and loyal administrative assistant who eased the hassle with those astounding and generally unknown complexities of writing a book.

I also desire to thank deeply the professionals at Pearson Education: editor Tim Moore, senior vice president, sales and marketing, Logan Campbell, and marketing director John Pierce, for their unwavering commitment to and patience with a first-time author; development editor Russ Hall for clear and

candid critiques; senior project editor Kristy Hart and copy editor Keith Cline for their swift, quality-enhancing suggestions to and the preparation of my manuscript; and Wharton School administrators, faculty, and students for their longstanding support in this and other endeavors.

I would be especially remiss if I did not acknowledge the contributions of Larry King, whose gracious Foreword set the tone for what follows; of Neil Cavuto, for his kind Afterword and whose own book, *More Than Money*, provided inspiration; and of trial lawyer extraordinaire Wayne Reaud for his humbling Preface. They are more than just successful professionals, highly respected by their peers; they are friends of mine.

I am indebted to my mother and other family members—living and deceased—for providing models of kindness and decency, and to my late father-in-law, David Haight, who always believed in me.

My greatest debt, however, is reserved for my spouse, Karen, our 9 children, and 52 grandchildren for providing me with 62 convincing reasons why a person ought to stay the proper course.

—J.M.H.

ABOUT THE AUTHOR



Jon M. Huntsman is chairman and founder of Huntsman Corporation. He started the firm with his brother Blaine in 1970. By 2000, it had become the world's largest privately held chemical company and America's biggest family-owned and operated business, with more than \$12 billion in annual revenues currently. He took the business public in early 2005. He was a special assistant to the president in the Nixon White House, was the first American to own controlling interest of a business in the former Soviet Union, and is the chairman of the Board of Overseers for Wharton School at the University of Pennsylvania, his alma mater. Mr.

Winners Never Cheat

Huntsman also has served on the boards of numerous major public corporations and philanthropic organizations, including the U.S. Chamber of Commerce and the American Red Cross. The Huntsman businesses fund the foundation that is the primary underwriter for the Huntsman Cancer Institute, which he founded. It has become a leader in the prevention, early diagnosis, and humane treatment of cancer. He resides with his wife, Karen, in Salt Lake City. His oldest son, Jon Jr., was elected governor of Utah in November 2004.

PREFACE



I'm a trial lawyer and the book you're about to read could put me out of business. Nobody would be happier about it than me.

Over the past 30 years, I have taken some of America's biggest corporations to court, calling them to task for behavior that threatened people's health and livelihoods. From asbestos makers to tobacco purveyors to computer manufacturers, I have fought to make big companies more accountable in their business dealings.

Ordinarily, you would not expect a trial lawyer to be particularly close with the CEO of a big

corporation. So when people hear that Jon Huntsman and I are good friends, and have been for 15 years, they tend to scratch their heads. In the ecology of the business world, aren't we natural enemies? Don't our respective jobs put us at odds with each other? The answer to both questions is no. And the reason is simple: Jon Huntsman is not your average CEO.

Jon is a true rarity in the corporate world: a hugely successful entrepreneur whose conscience is as sharp as his business sense, whose word is known as an unbreakable bond. From his very first job, picking potatoes in rural Idaho at age eight, to his current position of running the world's largest private chemical company, he has always put ethical concerns on equal, if not greater, footing than his business concerns.

I could give you a laundry list of things Jon has done—donating record-setting amounts to cancer treatment and research, tithing to his church, giving millions to colleges and universities—but that still wouldn't give you a clear idea of why he's so unusual. His ethics go far deeper than simply making donations and glad-handing for good causes. They

Preface

are at the core of his being. They are, for him, a way of life.

In Plato's seminal work, *The Republic*, he gives us the notion of the ideal leader: the "philosopher-king." This is the man who possesses the perfect marriage of a philosophic mind and an ability to lead. As Plato wrote: "I need no longer hesitate to say that we must make our guardians philosophers. The necessary combination of qualities is extremely rare. Our test must be thorough, for the soul must be trained up by the pursuit of all kinds of knowledge to the capacity for the pursuit of the highest—higher than justice and wisdom—the idea of the good."

Jon Huntsman has pursued "the idea of the good" all his life, and as the continued health of his companies show, he's more than able to lead. But the true test of ethics comes not when a person gives with nothing to lose. It comes when he gives with everything to lose. That's why Jon Huntsman is the right man to do this book. And there's no question that he's doing it at just the right time. In this age of Enron, Tyco, insider-trading scandals, and rampant corporate malfeasance, we need Jon Huntsman's voice and leadership more than ever.

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I hope Jon's book will remind us all that, like him, you can do well and do good at the same time. As a trial lawyer, I want every businessperson in America to read this book and take to heart Jon's example. Maybe then my fellow trial lawyers and I would have nothing left to do.

There's nothing I'd like better.

—Wayne Reaud

FOREWORD



Jon Meade Huntsman may well be the most remarkable billionaire most of America has never heard of. Legendary in petrochemical circles, he operates around the globe in a quiet, determined, respected, and caring manner. For nearly two decades, he found himself in the upper tier of *Forbes* magazine's list of wealthiest Americans, but it wasn't always that way.

Jon is the embodiment of the American Dream. His was a journey from hardscrabble beginnings to chairman of America's largest family-owned and -operated business. (In early 2005, he took the sprawling Huntsman empire public.)

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As is the case with each Horatio Alger character, Jon Huntsman was afforded nothing but an opportunity to compete on the field of dreams. The rest—vision, determination, skill, integrity, a few breaks, and ultimate success—was up to him.

He won that incredible race fair and square, fulfilling his dream with moral principles intact, his word being kept, dealing above board and fairly with colleagues and competitors alike, and displaying a demeanor of decency and generosity.

All this, to me, is the essence of Jon Huntsman. It is why he has written this book and why it is worth your time to read it.

His career was launched with an undergraduate degree from the Wharton School at the University of Pennsylvania, an education made possible by a chance scholarship from someone who already had it made. Jon went on to build an empire and render an accounting for the favors and breaks he received along the way.

You may not have heard of Jon Huntsman, but the folks he has assisted over the years sure have.

Ask patients at the Huntsman Cancer Institute and Hospital, a world-class research and patient

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facility in Salt Lake City exploring how we might prevent and control the dreaded disease, especially hereditary cancers. The Huntsman family has given a quarter of a billion dollars so far to that effort and vows to double that amount in the coming years. Jon lost his mother, father, stepmother, and grandparents to the disease. He himself has had cancer and beaten it. Twice.

Ask students and faculty at the Wharton School of Business at the University of Pennsylvania, where he became chairman of the Board of Overseers. His gift of \$50 million made possible Huntsman Hall, a state-of-the-art business school complex, and the nation's leading international undergraduate program. Remembering what the chance for a college education meant to him, he has awarded several million dollars in scholarships over the years to employees' children and random students.

Ask the people of Armenia. Now there's a story worth telling.

On the evening of December 7, 1988, Jon and Karen Huntsman were watching the news in the living room of their striking Salt Lake City home. He was chief executive officer and chairman of

Huntsman Chemical Corporation—an upstart in the stodgy and traditional chemical industry.

The lead story that nightly news was unsettling: An earthquake had devastated much of Armenia. Jon was riveted by the scenes of destruction unfolding before him: factories and apartments in rubble, roads and railways little more than twisted pretzels of concrete and steel, school buildings flattened, frantic survivors clawing through debris for loved ones.

A year earlier, Jon Huntsman probably could not have located Armenia on the map, but in the six previous months he had negotiated with Aeroflot, the airline of the old Soviet government, to manufacture in a new Moscow plant plastic service ware for in-flight meals. In the process, he became the first American permitted to own a majority interest in a Soviet business. He had become fascinated with the USSR bear, and now disaster had struck one of its satellite states.

“We have to do something,” he said to Karen that night. He was taking the suffering before him personally. That’s how Jon Huntsman is.

The aid that followed ranged from expertise and resources for a modern cement factory that would

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produce concrete that could withstand most quakes to food and medical equipment to apartment complexes and schools—all as gifts to a grateful, battered nation.

Before he was finished 15 years later, the Huntsman family had infused \$50 million of its money into Armenia, visiting the nation two dozen times. Yet, on that December 1988 night, he had no ties to that region of the world. He didn't know the name of a single victim. But the name Huntsman is not unknown in Armenia today, where Jon is an honorary citizen and recipient of the nation's highest award.

Who is Jon Huntsman? Ask those who have been helped. Ask the communities around the globe where Huntsman Corp. does business. They will tell of the deep, personal interest he has in their fortunes, their families, and their futures.

Perhaps that generosity is the residual of growing up on the other side of the economic tracks. If so, it is only part of his philanthropic equation. Jon also subscribes to the obligation of everyone to be generous. Throughout the ages, charity has been a cornerstone of most world cultures.

The Gospel of Giving according to Jon holds that every individual—whether financially stretched or of means, but especially the rich—is duty-bound to return a portion of his or her blessings.

Jon Huntsman is a different breed. He believes business is a creative endeavor, similar to a theater production, wherein integrity must be the central character. Notwithstanding what you hear on the nightly news or read in newspapers, decent, ethical behavior is not a moral heirloom of the past. He believes in being honest, fair, and gracious—even when it costs him several million dollars.

This book isn't simply a marketplace catechism for moral behavior. In every chapter, there are nuggets of good management techniques for those who run companies or organizations, solid instructions for those in mid-management, and a bigger picture for employees and memberships. With an MBA from the University of Southern California, Jon is not only an entrepreneur extraordinaire but also an experienced CEO who has seen it all.

For the past 35 years, his business has gone from scratch to annual revenues of \$12 billion. It

Foreword

wasn't all smooth sailing. He was on the verge of bankruptcy twice, but his reputation for tough-but-fair negotiations, a gracious and sensitive demeanor, an entrepreneurial sense, and a remarkable philanthropic commitment give him a unique perspective from which to offer these rules of the road.

Jon Huntsman is living proof you can do well by doing right. Leo Durocher was quite wrong when he said, "Nice guys finish last." Not only can nice people finish first, they finish better. Jon has little patience for situational ethics in the marketplace or life. He paints proper behavior in bold, black-and-white strokes. He believes in the adage that if you have one clock, everyone knows what time it is. If there are two, no one knows the time.

In 2002, I named him the Humanitarian of the Year because of his generosity to others. (*Business Week* ranks him among America's top philanthropists.) He even surprised me with a large, unexpected contribution to the Larry King Cardiac Foundation to help those who suffer from heart disease. My spouse, Shawn, and I count ourselves fortunate to have been friends of the Huntsman

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family for many years. I enthusiastically introduce Jon and recommend his take on life to you.

You'll get into *Winners Never Cheat*.

—Larry King

*IF THE GAME RUNS SOMETIMES AGAINST
US AT HOME, WE MUST HAVE PATIENCE
TILL LUCK TURNS, AND THEN WE SHALL
HAVE AN OPPORTUNITY OF WINNING
BACK THE PRINCIPLES WE HAVE LOST,
FOR THIS IS A GAME WHERE PRINCIPLES
ARE AT STAKE.*

—THOMAS JEFFERSON

COMMERCE WITHOUT MORALITY.

*—THE FOURTH OF
GANDHI'S SEVEN SINS*

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CHAPTER ONE

LESSONS FROM THE SANDBOX
*Everything we need for today's marketplace
we learned as kids.*



Growing up poor in rural Idaho, I was taught to play by the rules. Be tough, be competitive, give the game all you have—but do it fairly. They were simple values that formed a basis for how families, neighborhoods, and communities behaved. My two brothers and I had something in common with the kids on the upscale side of the tracks: a value system learned in homes, sandboxes, playgrounds, classrooms, Sunday schools, and athletic fields.

Those values have not lost their legitimacy simply because I am now part of the business world, yet they are missing in segments of today's marketplace. Wall Street overdoses on greed. Corporate lawyers make fortunes by manipulating contracts

and finding ways out of signed deals. Many CEOs enjoy princely lifestyles even as stakeholders lose their jobs, pensions, benefits, investments, and trust in the American way.

Cooked ledgers, look-the-other-way auditors, kickbacks, flimflams of every sort have burrowed their way in today's corporate climate. Many outside corporate directors bask in perks and fees, concerned only in keeping Wall Street happy and their fees intact.

Less-than-honest financial reports are tempting when the market penalizes flat performances and candid accounting. Wall Street consistently signals that it is comfortable with the lucrative lie.

In the past 20 years, investor greed has become obsessive and a force with which CEOs must deal. Public companies are pushed for higher and higher quarterly performances lest shareholders rebel. Less-than-honest financial reports are tempting when the market penalizes flat performances and candid accounting. Wall Street consistently signals that it is comfortable with the lucrative lie.

Lessons from the Sandbox

Although I focus much of my advice on business-oriented activities, the world I know best, these principles are equally applicable to professionals of all stripes and at all levels, not to mention parents, students, and people of goodwill everywhere.

In the 2004 U.S. presidential election, morality issues influenced more votes than any other factor, but a Zogby International poll revealed that the single biggest moral issue in voters' minds was not abortion or same-sex marriage. Greed/materialism far and away was cited as the most urgent moral problem facing America today. (A close second was poverty/economic justice.)

In nearly a half century of engaging in some sort of business enterprise, I have seen it all. I keep asking myself, perhaps naively so, why lying, cheating, misrepresentation, and weaseling on deals have ingrained themselves so deeply in society? Could it be that material success is now viewed to be more virtuous than how one obtains that success?

One might even be tempted to believe that the near-sacred American Dream is unobtainable without resorting to moral mischief and malfeasance. Nonsense. Cutting ethical corners is the antithesis of the American Dream. Each dreamer is provided

with an opportunity to participate on a playing field made level by fairness, honor, and integrity.

In spite of its selectivity and flaws, the American Dream remains a uniquely powerful and defining force. The allure stands strong and steady, but never so feverish as in pursuit of material gain. Achieving your dream requires sweat, courage, commitment, talent, integrity, vision, faith, and a few breaks.

The ability to start a business from scratch, the opportunity to lead that company to greatness, the entrepreneurial freedom to bet the farm on a roll of the marketplace dice, the chance to rise from clerk to CEO are the feedstock of America's economic greatness.

In many ways, it has never been easier to make money—or to ignore traditional moral values in doing so.

The dot-com boom of the 1990s, although ultimately falling victim to hyperventilation, is proof that classrooms, garages, and basement workshops, crammed with doodlings and daydreams, are the petri dishes of the entrepreneurial dream. In many ways, it has never been

easier to make money—or to ignore traditional moral values in doing so.

Throughout this nation's history, a spontaneous and unfettered marketplace has produced thundering examples of virtue and vice—not surprising in that very human heroes and villains populate the business landscape. Yet, a new void in values has produced a level of deception, betrayal, and indecency so brazen as to be breathtaking.

Many of today's executives and employees—I would like to think the majority—are not engaged in improper behavior. Most of the people I have dealt with in four decades of globetrotting are men and women of integrity and decency, dedicated individuals who look askance at the shady conduct of the minority.

I have known enough business executives, though, who, through greed, arrogance, an unhealthy devotion to Wall Street, or a perverted interpretation of capitalism, have chosen the dark side. Their numbers seem to be growing.

The rationale that everyone fudges, or that you have to cheat to stay competitive is a powerful lure, to be sure. The path to perdition is enticing, slippery,

The rationale that everyone fudges, or that you have to cheat to stay competitive is a powerful lure, to be sure. The path to perdition is enticing, slippery, and all downhill.

and all downhill. Moral bankruptcy is the inevitable conclusion.

What's needed is a booster shot of commonly held moral principles from the playgrounds of our youth. We all know the drill: Be fair, don't cheat, play nicely, share and share alike, tell the truth. Although these childhood prescriptions may appear to have been forgotten in the fog of

competition, I believe it is more a matter of values being expediently ignored. Whatever the case, it is time for us to get into ethical shape with a full-scale behavioral workout.

Financial ends never justify unethical means. Success comes to those who possess skill, courage, integrity, decency, and generosity. Men and women who maintain their universally shared values tend to achieve their goals, know happiness in home and work, and find greater purpose in their

lives than simply accumulating wealth.

Nice guys really can and do finish first in life.

Nice guys really can and do finish first in life.



I worked as White House staff secretary and a special assistant to the president during the first term of the Nixon administration. I was the funnel through which passed documents going to and from the president's desk. I also was part of H. R. Haldeman's "super staff." As a member of that team, Haldeman expected me to be unquestioning. It annoyed him that I was not. He proffered blind loyalty to Nixon and demanded the same from his staff. I saw how power was abused, and I didn't buy in. One never *has* to.

I was asked by Haldeman on one occasion to do something "to help" the president. We were there to serve the president, after all. It seems a certain self-righteous congressman was questioning one of Nixon's nominations for agency head. There was some evidence the nominee had employed undocumented workers in her California business.

Haldeman asked me to check out a factory previously owned by this congressman to see whether the report was true. The facility happened to be located close to my own manufacturing plant in Fullerton, California. Haldeman wanted me to place some of our Latino employees on an undercover operation at the plant in question. The information would be used, of course, to embarrass the political adversary.

An amoral atmosphere had penetrated the White House. Meetings with Haldeman were little more than desperate attempts by underlings to be noticed. We were all under the gun to produce solutions. Too many were willing to do just about anything for Haldeman's nod of approval. That was the pressure that had me picking up the phone to call my plant manager.

There are times when we react too quickly to catch the rightness and wrongness of something immediately. We don't think it through. This was one of those times. It took about 15 minutes for my inner moral compass to make itself noticed, to bring me to the point that I recognized this wasn't the right thing to do. Values that had accompanied me since childhood kicked in.

Halfway through my conversation, I paused. “Wait a minute, Jim,” I said deliberately to the general manager of Huntsman Container, “let’s not do this. I don’t want to play this game. Forget I called.”

I instinctively knew it was wrong, but it took a few minutes for the notion to percolate. I informed Haldeman that I would not have my employees spy or do anything like it. To the second most powerful man in America, I was saying no. He didn’t appreciate responses like that. He viewed them as signs of disloyalty. I might as well have been saying farewell.

So be it, and I did leave within six months of that incident. My streaks of independence, it turned out, were an exercise in good judgment. I was about the only West Wing staff member not eventually hauled before the congressional Watergate committee or a grand jury.



Gray is not a substitute for black and white. You don’t bump into people without saying you’re sorry. When you shake hands, it’s supposed to mean something. If someone is in trouble, you reach out.

Winners Never Cheat

Values aren't to be conveniently molded to fit particular situations. They are indelibly etched in our very beings as natural impulses that never go stale or find themselves out of style.

Some will scoff that this view is an oversimplification in a complex, competitive world. It's simple, all right, but that's the point! It's little more than what we learned as kids, what we accepted as correct behavior before today's pressures tempted some to jettison those values in favor of getting ahead or enhancing bottom lines.

Although the values of our youth, at least to some degree, usually are faith-based, they also are encompassed in natural law. Nearly everyone on the planet, for instance, shares a belief in basic human goodness.

Human beings inherently prize honesty over deceit, even in the remotest corners of the globe. In the extreme northeast of India lies the semi-primitive state of Arunachal Pradesh. Few of us even know it exists. Indeed, this area is nearly forgotten by New Delhi. More than 100 tribes have their own cultures, languages, and animistic

religions. Yet, they share several characteristics, including making honesty an absolute value.

How ironic, not to mention shameful, that the most educated and industrialized nations seem to have the most troublesome time with universal values of integrity.

Michael Josephson, who heads the Josephson Institute of Ethics in Marina del Rey, California, says one only has to view popular shows such as *The Apprentice* and *Survivor* to get the notion that life's winners are those who deceive others without getting caught. Nobody seems offended by that. It's not so much that temptations are any greater today, Josephson notes, it's that our defenses have weakened.

Be that as it may, I maintain we all know when we bend or break the rules, when we are approaching a boundary, when we do something untoward. Whatever the expedient rationale or the instant gratification that "justified" it, we don't feel quite right about it because we were taught better.

It is this traditional set of behavioral values that will lead us not into temptation but to long-term

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success. Forget about who finishes first and who finishes last. Decent, honorable people finish races—and their lives—in grand style and with respect.

The twentieth-century explorer Ernest Shackleton, whose legendary, heroic exploits in Antarctica inspired half a dozen books,

looked at life as a game to be played fairly and with honor:

Life to me is the greatest of all games. The danger lies in treating it as a trivial game, a game to be taken lightly, and a game in which the rules don't matter much. The rules matter a great deal. The game has to be played fairly or it is no game at all. And even to win the game is not the chief end. The chief end is to win it honorably and splendidly.

Lessons from the Sandbox



The principles we learned as children were simple and fair. They remain simple and fair. With moral compasses programmed in the sandboxes of long ago, we can navigate career courses with values that guarantee successful lives, a path that is good for one's mental and moral well-being, not to mention long-term material success.

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WHEN YOUNG MEN OR WOMEN ARE BEGINNING LIFE, THE MOST IMPORTANT PERIOD, IT IS OFTEN SAID, IS THAT IN WHICH THEIR HABITS ARE FORMED. THAT IS A VERY IMPORTANT PERIOD. BUT THE PERIOD IN WHICH THE IDEALS OF THE YOUNG ARE FORMED AND ADOPTED IS MORE IMPORTANT STILL. FOR THE IDEAL WITH WHICH YOU GO FORWARD TO MEASURE THINGS DETERMINES THE NATURE, SO FAR AS YOU ARE CONCERNED, OF EVERYTHING YOU MEET.

—HENRY WARD BEECHER

IT IS NOT OUR AFFLUENCE, OR OUR PLUMBING, OR OUR CLOGGED FREEWAYS THAT GRIP THE IMAGINATION OF OTHERS. RATHER, IT IS THE VALUES UPON WHICH OUR SYSTEM IS BUILT.

—SEN. J. WILLIAM FULBRIGHT