



Department of
Taxation and Finance

Doing the Right Thing

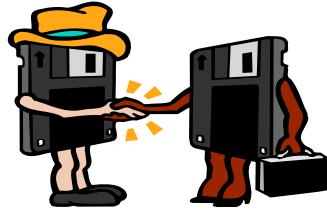
Management Development Series
New York State Department of Taxation and Finance

Instructors: The Doing the Right Thing Team

2017

Ground Rules

- Be respectful to others opinion



- Start/Stop on time

- Respect confidentiality
- No Names



- Silence phones and other electronic devices

Management Development Program - Course Curriculum

Course Title	Key Learnings
Navigating Transitions in the Workplace - A Guide for Managers/ Supervisors	<ul style="list-style-type: none">• How we react to change• How to communicate through change
Leading Effective Teams and Meetings	<ul style="list-style-type: none">• Building successful teams• Elements of a successful meeting
Stepping Into Leadership	<ul style="list-style-type: none">• Learning about the difference between managing and leading• Learning about to seize the opportunities to lead and develop our staff into tomorrows leaders.
Tuning In	<ul style="list-style-type: none">• Learn about your preferences regarding: energy, information, organization and how they impact communication• Tools to help provide feedback to staff

Management Development Program - Course Curriculum

Course Title	Key Learnings
Building and Coaching Engaged Work Groups	<ul style="list-style-type: none">• Ways to create a positive work environment• Discussion of leader and follower behaviors
Doing the Right Thing	<ul style="list-style-type: none">• Making the right decision when faced with competing values, both of which may be right• Provide ideas and feedback to staff, especially in challenging situations
Getting Below the Surface	<ul style="list-style-type: none">• Increase our self-awareness of how individual beliefs, values and viewpoints affect others in the workplace.• Identify what our responsibilities are as managers to lead a diverse workforce
Leading Quality Process	<ul style="list-style-type: none">• Understanding the importance of process management and process analysis• Tools to help you find changes necessary to improve quality of your products/services

Table Go Around - Exercise

- At your table discuss:
 - Experiences where you considered and tried to Do the Right Thing.
 - What were your concerns about Doing the Right Thing?

Class Objectives

- Recognize Management's role and responsibility for creating and maintaining an ethical environment in the Department of Taxation and Finance
- Provide tools for working through ethical dilemmas
- Beware of group think and learn how to avoid it



LEO

- When presented with a dilemma, LEO can guide you. Just ask yourself:

Legal – does it violate the law

Ethics – is it ethical

Optics – how would it look in the news



NYS Code of Ethics

- ***Don't use your state position to obtain anything to which you are not entitled.***
- ***Don't allow any outside interests to improperly influence your official actions.***
- ***Don't do anything that could make it look as if you are doing one of the first two things.***



Potential Conflicts of Interest

Previous Employment

Outside Employment

Business Interest

Outside Activities



Post-Employment

Tax Secrecy

Friends & Family

Job Offers

Gifts

Tax & Finance Mission

To efficiently collect tax revenues in support of State services and programs while acting with integrity and fairness in the administration of the tax laws of New York State.



Ethical Principles

- Honesty
- Integrity
- Promise keeping
- Loyalty
- Fairness
- Caring and Concern for others
- Respect for others
- Civic Duty
- Pursuit of excellence
- Personal accountability

Real integrity is doing the right thing, knowing that nobody's going to know whether you did it or not.
-Oprah Winfrey



Right vs. Right Dilemmas

Truth vs. Loyalty

Individual vs. Community

Short Term vs. Long Term

Justice vs. Mercy



Resolving Right vs. Right Dilemmas

- **Ends-based principle**
- **Rules-based principle**
- **Care-based principle**

Dilemma Exercises



GROUPTHINK

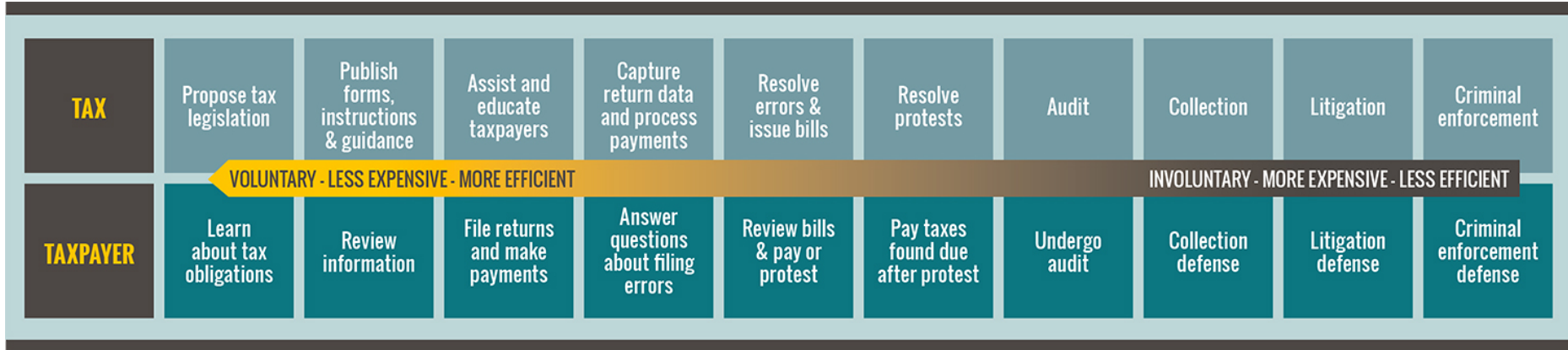
Groupthink is a process used by groups of people to make and justify decisions.

These decisions are often faulty and lead to fiascoes.

Eight Symptoms of Groupthink

1. Illusion of Invulnerability
2. Collective Rationalization
3. Illusion of Morality
4. Excessive Stereotyping
5. Pressure for Conformity
6. Self-Censorship
7. Illusion of Unanimity
8. Mindguards

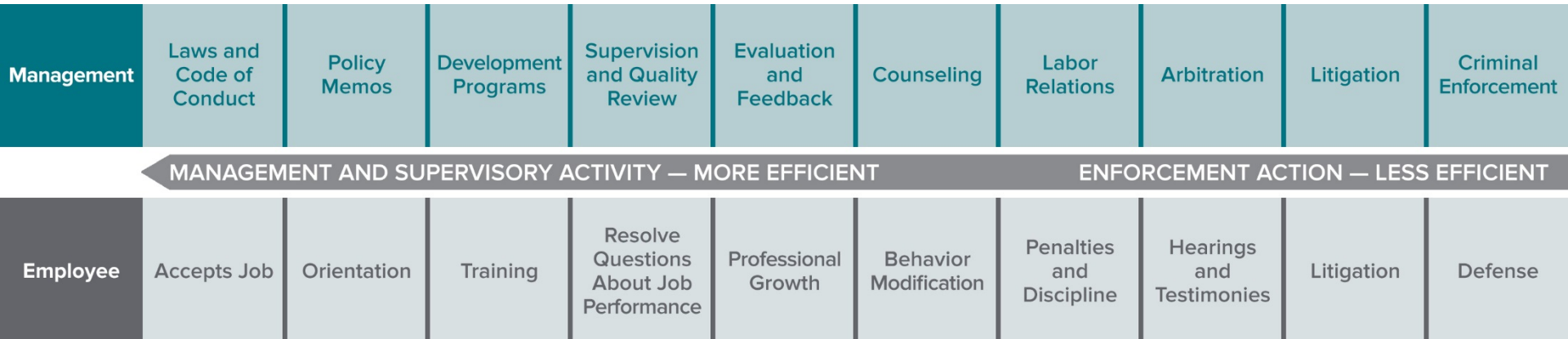
The Compliance Continuum



Our Mission:

To efficiently collect tax revenues in support of State services and programs while acting with integrity and fairness in the administration of the tax laws of New York State.

The Management Continuum



The same considerations apply: providing employees with the information, tools and support to be successful.

Final Thoughts and Action Plan

- **Legal** – does it violate the law
- **Ethical** – is it ethical
- **Optics** – how would it look in the news

Recognize that everyone has a role and a responsibility for creating and maintaining an ethical environment at the Department of Taxation and Finance

Apply ethical principles when reasoning through dilemmas

Provide ideas and feedback to staff, especially in challenging situations