

Ensuring Integrity Conference Asks Auditors to Understand the Big Picture

Held in New York City on December 2, 2010, the Fifth Annual Ensuring Integrity in Auditing Conference asked auditors to understand the big picture, and seek a culture of consultation because the public expects it. Co-sponsored by the NASBA Center for the Public Trust and the Baruch College Robert Zicklin Center for Corporate Integrity, the conference featured big name speakers such as Brian Croteau, SEC Office of the Chief Accountant; Martin Baumann, Chief Auditor of the PCAOB; and Darrell Schubert, Chair of the AICPA Auditing Standards Board.

Conference attendees heard and participated in many dynamic discussions during panel sessions addressing topics such as “Preparing for the Perfect Storm,” “Audit Risk Alert,” and “Liability Hot Buttons.” Panelist Robert Schirling of Ernst & Young noted that “...compromising audit quality for fees is like cutting off your nose to spite your face.” However, Mr. Schirling also noted that “...part of his role as an auditor is to drive healthy tension so audits are more efficient and innovative.” Attorney Michael Young, of Wilkie Farr & Gallagher, cautioned that lawyers have noticed that auditors are auditing “by checklist” and by not adding any judgment to their work, they are actually helping lawyers win their cases. Mr. Young also stated that when auditors are consultative, they show their hearts are in the right place and that deprives attorneys of valuable evidence.

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Good News

Helping Haiti

Last year’s devastating earthquake in Haiti gave multimillionaire philanthropist, James Ansara, of Essex, MA, a chance to do more than just write a check. While he wrote some checks, and large ones at that, Mr. Ansara did much more. Days after the quake hit, he was up to his elbows in rubble, repairing generators with his own hands and restoring power in Port-au-Prince, Haiti’s capital. He keeps going back, week after week, in a bid to bring world-class health care to one of the world’s poorest countries. “I think it’s really one in a million who are personally invested” as Ansara is, says Bill Shore, executive director of Share our Strength, a Boston-based antipoverty organization with projects in Haiti. “Generally, we might be successful in getting [donors] to make a trip or two to a place like Haiti ... or New Orleans, after Katrina. But for someone to go down there on a weekly basis since January [2010, as Ansara has] is remarkable.” Ansara, a construction magnate who retired early, brings a rare combination of personal wealth, practical skills, deep experience and – perhaps rarest of all – a willingness to provide hands on help.

Aussie Soccerroos Aid Flood Victims

Australian football star Tim Cahill and his Everton teammates have led the sports community in fundraising for victims of the Queensland floods. Everton midfielder Cahill dedicated his two-goal

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Vice President's Voice



I Work Hard; I Get Lucky. I Should've Listened to My Mother. Always, Always Do the Right Thing. Three odd, badly written sentences? No, these are the six word memoirs that came to me after reading *Not Quite What I Was Planning: Six-Word Memoirs by Writers Famous & Obscure*. Sounds like a silly idea for a book, but it's a truly enjoyable read and strangely addictive. Here are a few of my favorite memoirs from the book: "Outcast. Picked last. Surprised them all." "Occasionally wrong, but never in doubt." "Found true love after nine months." Now I find myself writing memoirs for other people. For Abraham Lincoln: Too tall and homely to lie. For Eli Manning: I throw better than my brother. For my mother: I should write an advice column.

I'm writing about this book in order to introduce you to a new column we've added to Ethics Matters called "Good Reads." We do a lot of reading at the CPT, so we decided to add a book review column to share some of that knowledge with you. New and older books, business, leadership and ethics-related works and fun reads like *Not Quite What I Was Planning* will be featured in upcoming issues.

I'm sure many of you will relate to the topic in this issue's reprint article entitled, "The Ethics of Multitasking." Contributor Dr. Bruce Weinstein, *The Ethics Guy*, is one of my favorites and this particular article really resonated with me. I am often dumbfounded during a meeting or conversation, when someone just starts typing or texting, completely oblivious to the unfathomable rude behavior he/she has just displayed. Weinstein's article closely examines the pros and cons of multitasking as it relates to focus and productivity.

"I am often dumbfounded during a meeting or conversation, when someone just starts typing or texting, completely oblivious to the unfathomable rude behavior he/she has just displayed."

Several new and exciting initiatives are on the horizon for the CPT. We're excited about this year's Student Center for the Public Trust (SCPT) – Ethics in Action video competition as it has evolved from a local to a national competition. Know some clever college students? If so, help us spread the word and encourage them to apply.

It's snowy and cold in New York. Hope you're keeping warm. As always, the CPT is grateful for your continued support.

Lisa Axisa

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Ensuring Integrity Conference Asks Auditors to Understand the Big Picture

Luncheon speaker, Larry Bridgesmith, Founding Executive Director of the Institute for Conflict Management at Lipscomb University and the President of Creative Collaborations LLC, spoke about the art of the difficult conversation and how creating a culture of only good news is not healthy. Instead, a culture where individuals can acknowledge and be accountable for mistakes is necessary for trust and a healthy work environment.

The CPT looks forward to co-sponsoring the Sixth Annual Ensuring Integrity Conference in December 2011. Additional conference details will be shared at a later date.

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The Ethics of Multitasking

Stop the multitasking madness: Put down the iPod and your BlackBerry, and pay attention to the task at hand
By Bruce Weinstein, PhD



I'll never forget how great I thought it was when I first discovered multitasking on my computer. Suddenly it was possible to switch between tasks seamlessly; with multiple windows, tabs, and programs open simultaneously. I could write articles, check e-mail, do research, and build spreadsheets—barely pausing between activities. I felt as if I were doing everything at once. It seems like ancient history now, but being able to move quickly and smoothly from one activity to another on a PC was nothing short of a revelation.

But then a funny thing happened: I noticed that the more things I could do with ease on my computer, the harder

it was to focus on any one activity. My natural inclination to jump from one thing to another prematurely was now aided and abetted by technology—the very thing that was supposed to be helping me. Then, after the PDA and cell phone became a part of my daily life, I found myself, like millions of others, faced with even more interruptions, and it became increasingly difficult to concentrate. The technological advances that once seemed so liberating had become oppressive. I came to realize that multitasking isn't something to be proud of. In fact, it's unethical, and good managers won't do it themselves and will not require it of those they manage.

Here's why multitasking is unethical.

When you multitask, you're doing a lot of work, but you're not doing most (or any) of it well. A new study published in the *Proceedings of the National Academy of Sciences* revealed that people who fired off e-mails while talking on the phone and watching YouTube videos did each activity less well than those who focused on one thing at a time. Psychiatrist Edward M. Hallowell, author of *CrazyBusy: Overstretched, Overbooked, and About to Snap!* (Ballantine, 2006), puts it this way: "Multitasking is shifting focus from one task to another in rapid succession. It gives the illusion that we're simultaneously tasking, but we're really not. It's like playing tennis with three balls."

Truck Crashes

We're in the early phases of understanding fully what multitasking involves at the neurophysiological level, but the emerging research suggests that multitasking reduces rather than enhances the quality of our work—and our lives.

A multitasker behind a desk is unproductive. A multitasker behind the wheel of a car is a potential killer. A study from the Virginia Tech Transportation Institute found that when truck drivers texted, their collision risk was 23 times as great as when not texting, according to a report in *The New York Times*. The *Times* also reported that University of Utah researchers showed that talking on a cell phone while driving quadruples the rate of crashing, a statistic equal to what happens when people drive drunk. These studies led the U.S. Senate to propose legislation last month that would prohibit texting or e-mailing while driving. (Texting behind the wheel is illegal in 14 states now.) The number of businesses and advocacy groups that endorse such a policy is growing rapidly; the Governors Highway Safety Assn. signed on this week.

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Good News

performance in Australia's 4-0 Asian Cup win over India in Doha to families affected by the floods. Cahill used his goal celebrations to mime a phone call and said it was to show his compassion and to encourage donations to those hard hit by the deluge.

Cahill has helped set up an online auction on eBay to raise money for the cause, offering a "Tim Cahill experience" to the winning bidder. The Tim Cahill Everton Experience includes:

- ♦ two (2) Business Class airfares to the UK from any port in Australia, donated by Emirates Airlines
- ♦ two (2) seats in Cahill's private box, to watch any Everton home match this season (includes dinner and drinks)
- ♦ an invitation to watch an Everton TC training session and meet the team
- ♦ a Tim Cahill Everton jersey signed by the whole Everton team
- ♦ a pair of signed Tim Cahill boots from the game that the winning bidder watched

As of this writing, the high bid was \$60,1000 AU (approximately \$ 602,983.68 US)

Lighting the Way

Women living in distressed areas around the world are being given the tools they need to start their own companies making and selling beautiful candles. Prosperity Candles developed a business model to benefit struggling women that can be used in any part of the world. The Massachusetts-based company launched their pilot project in Baghdad, in the midst of war and exploding bombs. Co-founder Amber Chand, whose Indian family was ejected from Uganda in 1972, chose the candle-making trade as the perfect metaphor for bringing light to families displaced by conflict or poverty. "Wherever there is darkness on the planet, that is where I seek to go, reminding women there is always light," says Chand. By partnering with Women for Women International—an organization helping women survivors of war rebuild their lives, Chand trained their staff, who subsequently taught four Iraqi women in Baghdad how to make high-quality candles using Prosperity Candle equipment. These women eventually trained 50 more women entrepreneurs.

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The Ethics of Multitasking

A bank executive I know frequently complains about how distracted her boss is during staff meetings. The boss—I'll call him Eric—reads and writes e-mail and makes calls while briefing the staff. "I'll ask Eric a question about an assignment he's given us," my friend complains, "but he's so immersed in what he's doing that I have to repeat my question a couple of times. It ends up taking me three times as long to communicate with him." Eric isn't a bad person. But he's not a good manager, either. Since multitasking interferes with the ability to do one's job well, the good manager sets an example by focusing on one task at a time. You can't expect the people you lead to resist the urge to multitask if you can't do so yourself. You've probably been annoyed when a clerk is more interested in his or her phone conversation than in assisting you. Why, then, is it O.K. to do the same thing when you're working with your team?



In Control? Or Being Controlled?

Yes, I know it's hard to put those devices away, even for a few moments. I'm not sure whether BlackBerrys and iPhones cause attention problems or simply make those who are susceptible more prone to them. It doesn't help that everywhere we go, we're surrounded by people who are absorbed in their electronic gadgets. What it comes down to is this: Are you controlling the technology, or is the technology controlling you?

An actor I once knew had a catchy slogan on his business card: "Always there. Always ON!" It was a memorable way to let casting directors know of his commitment to his work. It seems as though employers too expect their employees to be "always on"—online, on e-mail, or on call. But this simply isn't fair. Employees deserve to have time away from work, and managers should respect their down time. This makes sense from a business perspective,

also: Employees who can recharge their batteries and don't feel pressured to be "always there, always on" are more likely to do good work when they're on the job.

For the past three years in this column, I've tried to show how doing the right thing makes good business sense. Respecting an employee's right to be left alone for a portion of the day is a shining example of this. Technology is morally neutral; it can be put to good or bad use. Managers who want to make the best possible use of technology will take the following guidelines seriously:

1. DO ONE THING AT A TIME.

Focusing on the task at hand is the best way to get the job done. Multitasking may feel effective, but it isn't. "Monotasking" maximizes your own productivity and serves as a positive example to others.

2. RESPECT THE PERSONAL LIVES OF THOSE YOU MANAGE.

Boundaries are good, and good managers honor them.

3. DON'T ALLOW YOUR TEAM MEMBERS TO MULTITASK WHILE DRIVING.

When you're on the phone with a guy who tells you he's behind the wheel, tell him to hang up immediately and get back to you when he's out of harm's way.

4. GIVE YOURSELF A BREAK.

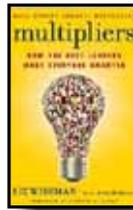
The ethical principle of love and compassion applies not just to how you treat others but how you treat yourself, too. You're entitled to watch a movie all the way through or to have a nice meal without looking at your e-mail. And let's face it: There aren't many e-mails so urgent they can't wait a few hours.

5. REMEMBER WHY THEY'RE CALLED "SICK DAYS" AND "VACATION."

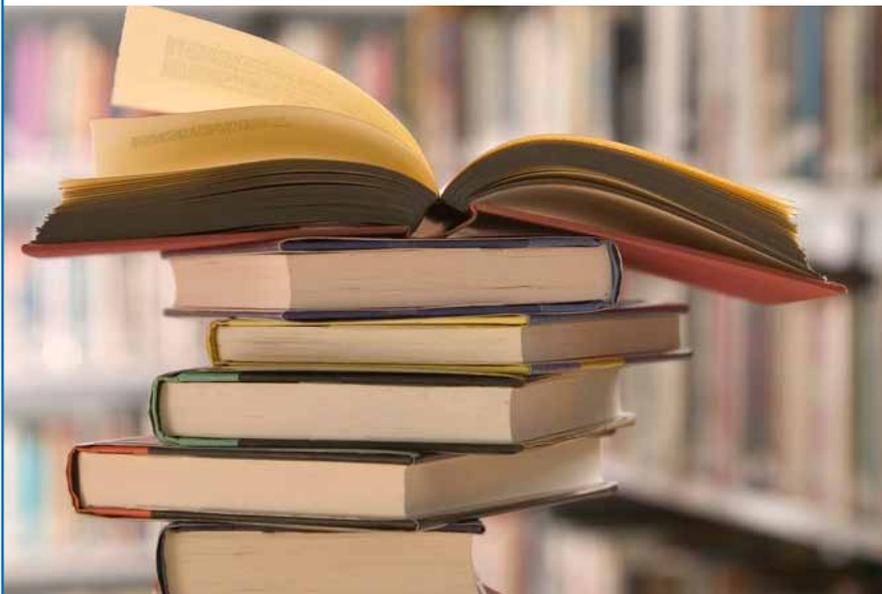
A person too sick to come to the office is entitled to convalesce without feeling pressured to work at home. This applies to management and labor alike. The same is true for those on vacation. And as for those who have lost a family member or who have just gotten married: If ever there were a time when someone ought to be free from multitasking, surely it's this. ☆

Good Reads

Featuring an appealing foreword by Stephen R. Covey, *Multipliers, How the Best Leaders Make Everyone Smarter*, by Liz Wiseman with Greg McKeown, seemed sure to be a good bet, and it was. *Multipliers* is a very practical, well written leadership book that describes two types of high-level managers that are on opposite ends of the spectrum. Diminishers, drain intelligence by overwhelming everyone with their own sense of greatness and diminishing everyone else's talent; while Multipliers look for talent and genius, and utilize people to their fullest. By analyzing data from more than 150 leaders, the authors identified and developed five disciplines that distinguish Multipliers. The case studies and real-life examples in the book are fascinating and make for a good read. Most importantly, the book lays out a path for readers to become Multipliers, even if they possess Diminisher tendencies. Their research indicates that employees give two times more to Multipliers than they give to Diminishers. And, when employees give more, they get a more richly satisfying experience.



Slightly reminiscent of Malcolm Gladwell (which to me is a good thing), *Cognitive Surplus Creativity and Generosity in a Connected Age* by Clay Shirky is an interesting commentary and analysis on the confluence of the Internet and society. Our "cognitive surplus," a wonderfully optimistic term for the free time we use on new media instead of watching *Desperate Housewives* explores the novel resource and how society can take advantage of it. Sites like *CouchSurfing.org* and *PickupPal.com* are innovative, even to a keyboarder like me, who thinks she's seen almost everything the Internet has to offer, and who thinks a good time is to spend Friday night at an App Party. ☆



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Good News

Fourth-Grader to the Rescue

Tyler Hudson didn't exactly know what to call the technique he used to save a classmate's life, but that didn't matter. It worked. Tyler, a fourth-grader in Houston, TX, noticed a classmate choking during lunch. While other students thought the girl was just laughing, Tyler knew something was wrong. "I put my hands around her under her arms," he said. "It was just instincts." Tyler said he squeezed her abdomen three times, and the Cheeto that was stuck in her throat dislodged. Tyler had saved her life—even though he wasn't sure about the name of his maneuver. "The hammer," he said, when asked about the life-saving technique. Call it the hammer or the Heimlich Maneuver. The important thing about this story is, you can call one fourth-grader a survivor, and another a hero.

Hero the Hero

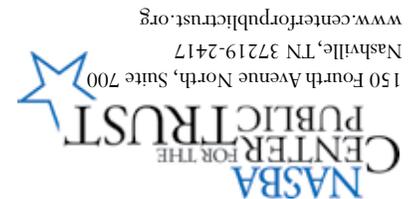
A four-legged friend named Hero is helping bring a smile to some young faces that may not have much else to smile about right now. Hero, a large black Rottweiler, doesn't seem like a therapy dog. But his looks are deceiving, and the kids fighting serious illness at the Ronald McDonald House say that they appreciate Hero's sweet eyes and calm spirit. For 13-year-old Chelsea Zubia from New Mexico, who is staying at the house while she battles a blood infection, it was love at first sight. "I get to hang out with him, love him and talk to him and he's a really good comfort, too," said Zubia. Although Zubia admits that, at first, she was reluctant to get close to Hero.

"In fact, she wouldn't come see the therapy dogs at first because she missed her dogs too much," said Heddie Leger, Hero's owner. Leger says that she can see a difference in people when therapy dogs come by for a visit.

"Medically and scientifically, they've proven it lowers blood pressure and heart rate (and) calms people down," said Leger.

Zubia says that she and many of the other patients staying at the Ronald McDonald House share a special bond with Hero, who has been through several surgeries and chemotherapy himself.

Leger says she thinks the therapeutic visits helped Hero's recovery as much as it helps the kids.



Calling all College Students

NASBA CPT Announces 2011 Ethics in Action Student Video Competition

College students across the U.S. have a chance to showcase their creativity in the CPT's national video competition. This month, the CPT launches "Ethics in Action," its student video competition, an opportunity for college and university students to unleash their creativity while focusing on ethics.

CPT realized, with the prevalence of ethical dilemmas in the last few years and Wall Street's impact on the economic crisis, that there is an opportunity to influence future leaders by educating today's student on ethics, accountability and integrity. The video competition is designed to do just that - foster interest and dialog among colleges and universities in the U.S. by asking students to create a 1-3 minute video centered on "Ethics in Action."

Facebook fans have a chance to join in the judging action. The creator(s) of the video with the most "likes" will be named winner of the Viewers' Choice award and will win a total of \$100 in amazon.com gift cards. Judged entries will be announced via Facebook on March 29, 2011.

Interested students are encouraged to visit: www.centerforpublictrust.org/videocompetition to learn more about the contest, register their team, and complete preliminary forms. Video submissions are due by March 11, 2011.

To view the inspiring "Ethics in Action" winning videos from the 2010 competition, visit www.centerforpublictrust.org/videocompetition.

For more information, contact Jenn Bouchard at 615-564-2129 or jbouchard@nasba.org.

