

Ethics and Freedom: A Cheat Sheet

- 1) Ethics is the study of moral issues: good and evil, right and wrong. It requires a heart and a brain: evidence (science) and wisdom (history).
- 2) Good people can and do disagree; the challenge is how we live together well.
- 3) Organized religion=Politics=Power=War at the time of the Founders of the United States: a slippery slope.
- 4) The Rule of Law:
 - a) The procedure of the creation of the law was known: Governance
 - i) Who makes decisions
 - ii) What decisions are made
 - iii) How decisions are made
 - iv) The process is Accessible and Ordinary.
 - b) The law is known: Accessible and Ordinary.
 - c) The law applies to everyone equally.
 - d) The law is rational and reasonable: the Common Sense test.
 - e) It is designed to limit the powers of the state or elite against citizens.
 - i) The elite are not the source of law: "The King."
 - ii) The elite should not benefit: "The In-group."
- 5) Contracts are written agreements.
- 6) The Constitution and the Bill of Rights are contracts.
- 7) In a republic that is founded on democratic process, the people vote for representatives. The representatives make laws at the will of the people and serve at the pleasure of the people.
- 8) The republic can become an oligarchy; the democracy can become a mob.
- 9) Sometimes the representatives are wrong, sometimes the people are wrong, sometimes everyone is wrong.
- 10) Checks and balances keep the sloppy mess in order.
- 11) The spirit of the law should be obeyed as is the letter of the law.
- 12) Smugness and self-righteousness are addictive and justify incivility.
- 13) We have exactly the local government we deserve.
- 14) Ethical behavior in politics can be about NOT doing something, even when we can.

Ethical Libraries, Ethical Boards

October 23, 2004 – ALTA/MPLA/CAL conference

Pat Wagner, Pattern Research, Inc., PO Box 9100, Denver CO 80209; 303-778-0880

pat@pattern.com; www.pattern.com

Random ideas about freedom and libraries

There were no publicly funded “public libraries” or “public schools” at the time the Bill of Rights was written.

Truth is not a democracy.

A fact is not always the same as what you think, feel or have experienced in your life. Anecdotal evidence only goes so far.

Looking for those examples only that agree with your point of view is not an honest or accurate way to conduct research. It is called verification, and it has limited uses as a way of finding the truth.

Libraries choose out of simple necessity, within the limits of budget, space, personnel and other finite resources; that is not the same as censorship.

A library filled with books that everyone could agree on would have about ten books.

The dark side of judgment is prejudice.

In twenty years, we will look back on these times and wonder how we could have all been so silly.

We will know how to handle the Internet in 50 years. This is the same thing that happened when the printed book came on the scene to challenge the supremacy of the hand-written manuscript.

Ethical Libraries, Ethical Boards

October 23, 2004 – ALTA/MPLA/CAL conference

Pat Wagner, Pattern Research, Inc., PO Box 9100, Denver CO 80209; 303-778-0880

pat@pattern.com; www.pattern.com

Board, Leadership and Staff Roles

The Governance Model

The Board	The Organization
<p>Board Leadership</p> <p>Risk and the Future Politics and Influence Mission and Vision Strategic planning: + two years Where are we going and why Partner with library director</p>	<p>Director</p> <p>Risk and the Future Politics and Influence Mission and Vision Strategic planning: + two years Where are we going and why Partner with board</p>
<p>Board Management</p> <p>Budget approval Director hiring and evaluation Policy approval Committees and meetings Community relations Board projects and by-laws Board goals and strategies</p>	<p>Admin/Staff Mgt</p> <p>Coach and evaluate staff Organize departments Plan and evaluate projects Create budgets and policies Listen to staff and community Communicate and translate Org goals and strategies</p>
<p>Tasks</p> <p>Active meeting attendance Minutes and legal details Sign checks (as appropriate) Recruitment and training Research and assignments How the board runs itself</p>	<p>Tasks (Examples)</p> <p>Cataloging/ Janitorial YA programs/Tech services Shelving/Reference Literacy/Bookmobile Children's Dept./Web services How the library runs</p>

Remember Your Community!!!!

Ethical Libraries, Ethical Boards

October 23, 2004 – ALTA/MPLA/CAL conference

Pat Wagner, Pattern Research, Inc., PO Box 9100, Denver CO 80209; 303-778-0880

pat@pattern.com; www.pattern.com

Governance Issues – Some questions

- I. What is the decision that has to be made?
 - a. What problem(s) are being addressed?
 - b. What are the criteria for success?
 - c. When and how will success be evaluated?
 - d. How will this be communicated (in a timely fashion)?

- II. Who makes the decision?
 - e. By whose authority?
 - f. How is the “who” communicated to the people affected?

2. How will the decision be made?
 - a. Who has input?
 - b. Who will be affected?
 - c. Who will pay for it?
 - d. Who will implement it?
 - e. Who is responsible?
 - f. What facts need to be verified?

3. What decision-making model will be used?
 - a. Vote?
 - b. Consensus?
 - c. Arbitration?
 - d. Mediation?
 - e. Facilitation?

4. How will all of this be communicated?
 - a. By when does the decision have to be made?
 - b. What resources will need to be allocated?
 - c. How can this decision be modified?
 - d. How will this be communicated?

Ethical Libraries, Ethical Boards

October 23, 2004 – ALTA/MPLA/CAL conference

Pat Wagner, Pattern Research, Inc., PO Box 9100, Denver CO 80209; 303-778-0880

pat@pattern.com; www.pattern.com

Bibliography

These books include works from psychology, management theory, history, sociology, anthropology, political science and economics. The starred books (*) on popular cognitive psychology are interchangeable: Pick the version that sounds the most appealing. The books on political history will be of particular value to directors who work with public boards, such as library university trustees, or who are dealing with the impact of legislation on library policies.

Thanks to Susan Hartman, MLS, for confirming the current bibliographic information and creating this document for this class.

Bailey, Frederick George. *Treasures, stratagems, and spoils: how leaders make practical use of values and beliefs*. Boulder, CO: Westview Press, 2001. (0-8133-3904-9, \$29.00 pbk.) Bailey's books are fascinating discussions from a legendary anthropologist about how humans deal with political issues.

Bolt, Robert. *A man for all seasons: a play in two acts*. NY: Vintage, 1990, 1960. (0-679-72822-8, \$9.50 pbk.) An award-winning play about why the rule of law is important.

Branden, Nathaniel. *How to raise your self-esteem*. NY: Bantam, 1988, 1987. (0-553-26646-2, \$7.50 pbk.) Build self-esteem through integrity, not feel-good platitudes.

*Brooks, Michael. *Instant rapport*. NY: Warner Books, 1990, 1989. (0-446-39133-6, \$13.95 pbk.) A quickie pop book about some fundamentals of cognitive psychology, for when you need the fast read.

Buckingham, Marcus and Coffman, Curt. *First, break all the rules: what the world's greatest managers do differently*. NY: Simon & Schuster, 2001, 1999. (0-684-86542-4, \$26.00) A 25-year study of thousands of managers explain what the best managers do right: an instant classic.

Fisher, Roger and Ury, William. *Getting to yes: negotiating agreements without giving in*. (2nd ed., rev. enl.) NY: Houghton Mifflin, 1992, 1981. (0-395-63124-6, \$30.00) The first in a

Ethical Libraries, Ethical Boards

October 23, 2004 – ALTA/MPLA/CAL conference

Pat Wagner, Pattern Research, Inc., PO Box 9100, Denver CO 80209; 303-778-0880

pat@pattern.com; www.pattern.com

ground-breaking series of books on negotiating: How to get beyond individual's positions in a conflict.

Gall, John. *The systems bible: the beginner's guide to systems large and small, being the third ed. of Systemantics*. Walker, MN: General Systemantics Press, 2002, 1977. (0-96182-517-0, \$27.95) An underground (and very funny) classic about why almost all systems fail. Great for error-proofing decisions.

Gastil, John. *Democracy in small groups: participation, decision making & communication*. St. Paul, MN: New Society, 1993. (0-86571-274-3, \$13.95 pbk.) Great practical advice on how committees and collaborative-decision making groups can make better decisions.

George, John and Wilcox, Laird M. *American extremists: militias, supremacists, klansmen, communists & others*. Amherst, NY: Prometheus Books, 1996, 1992. (1-573-92058-4, \$24.00 pbk.) Wilcox spent years infiltrating extremist groups from the Left and the Right, and came up with thought-provoking insights about why humans are attracted to fringe belief systems.

Greenleaf, Robert K. *Servant leadership: a journey into the nature of legitimate power and greatness*. (25th ann.ed.) NY: Paulist Press, 2002, 1977. (0-8091-0554-3, \$13.95 pbk.) One of the most influential books of the 20th century.

Gross, Ronald and Gelb, Michael J. *Socrates' way: seven master keys to using your mind to the utmost*. NY: Jeremy P. Tarcher/Putnam, 2002. (1-58542-192-8, \$15.95 pbk.) How to improve your ability to reason.

Hill, Linda Annette. *Becoming a manager: how new managers master the challenges of leadership*. (2nd ed.) Boston: Harvard Business School Pub. Corp., 2003, 1992. (1-59139-182-2, \$19.95 pbk.) What happens when you leave the "task" role and begin to learn management and leadership thinking.

Holmes, Oliver Wendell Jr. *The common law*. NY: Dover, 1991, 1881. (0-486-26746-6, \$11.95 pbk.) A popular classic on understanding the interpretation of law from one of our country's leading jurists. Very readable, even if you are not a lawyer.

Ethical Libraries, Ethical Boards

October 23, 2004 – ALTA/MPLA/CAL conference

Pat Wagner, Pattern Research, Inc., PO Box 9100, Denver CO 80209; 303-778-0880

pat@pattern.com; www.pattern.com

Jacobs, Jane. *Systems of survival: a dialogue on the moral foundations of commerce and politics*. NY: Random House, 1994, 1992. (0-679-74816-4, \$13.00 pbk.) What is the difference between how people in the private and public sectors see their work?

Janis, Irving Lester. *Groupthink: psychological studies of policy decisions and fiascoes*. (2nd ed.) Boston: Houghton Mifflin, 1983, 1972. (0-395-31704-5, \$14.95) The seminal book for understanding the power of “false consensus” in decision-making

Johnson, Paul. *A history of Christianity*. NY: Touchstone, 1995, 1976. (0-684-81503-6, OP) A powerful book on how religious institutions shape history. A must-read if you want to understand why the framers of the American Constitution were so concerned about the separation of church and state.

Kolb, Deborah M. *When talk works: profiles of mediators*. San Francisco, CA: Jossey-Bass, 2001, 1994. (0-7879-1090-2, \$38.00 pbk.) What do great mediators have in common? For one thing, they all break the rules.

Kremer, Chuck and Rizzuto, Ron. *Managing by the numbers: a commonsense guide to understanding and using your company's financials*. NY: Perseus Publishing, 2000. (0-7382-0256-8, \$18.00 pbk.) If you have to make budget decisions, read this book.

Leoni, Bruno and Kemp, Arthur. *Freedom and the law*. (3rd ed.) Indianapolis, IN: Liberty Fund, 1991, 1961. (0-86597-097-1, \$20.00 pbk.) A readable scholarly text on the limits of the law.

Lessing, Doris May. *Prisons we choose to live inside*. NY: Perennial, 1987. (0-06039-077-8, \$11.00 pbk.) The ease in which smart people become part of movements that harm others.

Levy, Leonard Williams. *Origins of the Bill of Rights*. New Haven, CT: Yale University Press, 1999. (0-300-07802-1, \$14.95 pbk.) An award-winning mainstream book; must reading for librarians who hold the First Amendment dear.

*Linden, Anne. *Mindworks: unlock the promise within: NLP tools for building a better life*. NY: Berkley Books, 1998, 1997. (0-425-16624-4, OP) An elegant discourse on a popular version of cognitive psychology.

Ethical Libraries, Ethical Boards

October 23, 2004 – ALTA/MPLA/CAL conference

Pat Wagner, Pattern Research, Inc., PO Box 9100, Denver CO 80209; 303-778-0880

pat@pattern.com; www.pattern.com

Magee, Bryan. *Philosophy and the real world: an introduction to Karl Popper*. LaSalle, IL: Open Court Pub. Co., 1985, 1973. (0-87548-436-0, OP) Popper's work on "conjecture and refutation" is a key book for making better decision-making.

Magretta, Joan and Stone, Nan. *What management is: how it works and why it's everyone's business*. NY: Free Press, 2002. (0-7432-0318-6, \$25.00) A recent classic on understanding management and leadership level thinking.

Milgram, Stanley. *Obedience to authority*. NY: Perennial, 1983, 1974. (0-0613-1983-X, \$14.50 pbk.) The controversial study about the average person's willingness to torture a stranger under the orders of an authority figure.

Milosz, Czeslaw. *The captive mind*. NY: Vintage, 1990, 1953. (0-679-72856-2, \$14.00 pbk.) Why intellectuals supported totalitarianism in the 20th century.

Mindell, Arnold. *Sitting in the fire: large group transformation using conflict and diversity*. Portland, OR: Lao Tse Press, 1995. (1-88707-800-2, \$15.95 pbk.) A radical and fearless model for dealing with status and conflict in groups.

Popper, Karl Raimund. *The open society and its enemies*. Princeton, NJ: Princeton University Press, 1963, 1945. (2 vols., OP) Why the Open Society needs to be fostered.

Pryor, Karen. *Don't shoot the dog: the new art of teaching and training*. (Rev. ed.) NY: Bantam, 1999, 1984. (0-553-38039-7, \$14.95 pbk.) The best book we know on understanding and practicing positive reinforcement.

Satir, Virginia. *The new peoplemaking*. (2nd ed., rev., enl.) Palo Alto, CA: Science and Behavior Books, 1988, 1972. (0-8314-0070-6, \$21.95 pbk.) The seminal book on how groups of individuals interact in healthy and unhealthy ways.

Seligman, Martin E.P. *Learned optimism: how to change your mind and your life*. Riverside, NJ: Pocket Books, 2002, 1991. (0-671-01911-2, \$14.00 pbk.) All of Seligman's books explain the differences between negative and positive thinking.

Trevelyan, George Macaulay. *Shortened history of England*. East Rutherford, NJ: Penguin Group, 1988, 1942. (0-14-023323-7, \$15.95 pbk.) The roots of local government in the United States.

Ethical Libraries, Ethical Boards

October 23, 2004 – ALTA/MPLA/CAL conference

Pat Wagner, Pattern Research, Inc., PO Box 9100, Denver CO 80209; 303-778-0880

pat@pattern.com; www.pattern.com