

## Exercise: Take Notice–Be Noticed

**FOR YOUR CONSIDERATION:** “The Quiet Professional” is an attribute with positive connotations across the Army and special operations in particular. Many senior leaders may ascribe to this way of operating, choosing to quietly and professionally perform their work out of the limelight and without fanfare. This can be a very effective leadership style, but leaders who ascribe to being a quiet professional may need to ensure their actions related to values and ethical leadership are noted, received, and appropriately interpreted by those in their organization. Take a moment to examine yourself on whether or not your actions, communications, and role modeling are deliberate and explicit enough to be noticed by others.

**EXAMPLE:** In September 2013, reduction in vehicle lanes crossing the George Washington Bridge between New Jersey and New York caused excessive hours of delay. The timing of the lane closures was viewed as retaliation against a city mayor for not supporting then-Governor Chris Christie. Although Christie’s direct knowledge of the lane closures has been subject to debate, subordinates to Governor Christie were found guilty on multiple conspiracy charges. People speculate that Christie allowed a culture where people are expected to get things done regardless of the repercussions. This illustrates the risks when ethical expectations are not clearly communicated or understood.

**INSTRUCTIONS:** How frequently and visibly do you exhibit, express, or speak to your personal values and ethical expectations? Take a moment below to explore whether you need to be more overt and deliberate in your modeling, communication, and reinforcement of personal values and ethical leadership.

How many times in the last two weeks have you verbally spoken of or reinforced with others the importance of personal values and/or ethical leadership?

How many times in the last month has your written correspondence emphasized values and/or ethical leadership?

How long has it been since you recounted or retold to others a story about one of your previous challenges or experiences dealing with a values-based or ethical leadership dilemma?

How long has it been since you taught others (formally or informally) on the subject of personal values and ethical leadership?

If you are experiencing difficulty answering any of the questions above, or if it has been a long time since you have done any of the actions above, you may want to consider incorporating explicit reinforcement of personal values and ethical climate setting in your actions and communications. You may know that your actions speak to your values and ethical leadership, but this point may be lost on those in your organization.