

THE ETHICAL TYPE INDICATOR™



A Personal Assessment Tool
That Reveals How You
Resolve Ethical Dilemmas

LOUIE V. LARIMER, J.D.

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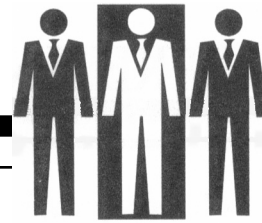
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*How do you resolve
the ethical and moral
dilemmas that arise
in your life?*



The Philosophy

Egoism's central and fundamental principle is that one should undertake that action which is in the best interest of the decision-maker. When confronted with an ethical or moral dilemma, the Egoist seeks to maximize and promote the greatest good for the decision-maker. It is a results-oriented philosophy in which the decision-maker analyzes the possible consequences of undertaking certain actions and consciously chooses to do that which is in the self-interest of the decision-maker, without regard for the consequences to others, how the decision-maker may feel about the decision, the spiritual or religious implications, any duties imposed upon the decision-maker, or how others may feel about the decision-maker's conduct or decision. In business, it is sometimes referred to as the doctrine of "enlightened self-interest."

The key to understanding Egoism is to remember that it requires you to focus on yourself, undertake that action which will result in the greatest positive consequences for you while avoiding or minimizing that which is harmful to your self interest.

Very few people score high on this ethical type. Of the Representative Sample, less than 1% had Egoism as their primary ethical type. This may reflect that the descriptive statements are inherently unattractive to the reader. Therefore, it is important that you compare your Egoism score with the average score of the Representative Sample in order to determine the effect Egoism has on your ethical decision-making. Any score higher than 17 would suggest that Egoism is an influential philosophy in your life.

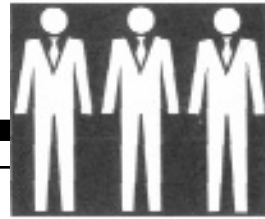
Advantages

Although Egoism has, for many individuals, an initial negative emotional content, it has been the basis of the free enterprise system. Egoism is reflected in the writings of Adam Smith who believed that each person, pursuing his or her own self-interests, would produce an economy that would result in the fairest and most efficient distribution of goods, services, and wealth. Egoists tend to be survivors, analytical, and acutely aware of the consequences and implications of their decisions.

Disadvantages

Egoism is a self-centered philosophy that does not take into account the needs of others. The decisions of the Egoist often result in harsh consequences for the rest of the world. This can make family, business, and societal relationships very difficult to maintain. Egoism requires one to quantify the actual benefits to self in relation to others. This analysis is often imprecise, emotionally biased, and sometimes results in unanticipated consequences that are harmful to the decision-maker.

UTILITARIANISM



The Philosophy

Utilitarianism is associated with the writings of Jeremy Bentham and John Stuart Mill. Its central and fundamental principle is that one should undertake that action which is in the collective best interest of the greatest number of people. Utilitarianism seeks to maximize the greatest good for the greatest number. It is a results-oriented philosophy; but unlike Egoism, the Utilitarian philosopher will consciously choose that action or moral position which will benefit the many rather than the few or the one. This is done without regard for the eventual consequences to the decision maker, how the decision-maker may feel about the decision, spiritual or religious implications, duties imposed upon the decision-maker, or how others feel about the decision.

The key to understanding Utilitarianism is to remember that it requires you to focus on the needs of others and subordinate your interests to their needs.

5% of the Representative Sample had Utilitarianism as their primary ethical type. To gain an understanding of the extent to which you are influenced by Utilitarianism, compare your score to the average Utilitarian score of 26. A score higher than this suggests that Utilitarianism is an influential philosophy in your ethical decision-making.

Advantages

Utilitarianism results in action or conduct that accommodates the needs of as many individuals as possible. This tends to maintain civil harmony in a pluralistic society.

Disadvantages

Like Egoists, Utilitarians may find it hard to quantify the actual benefit to others without emotional bias. Utilitarianism does not accommodate all concerns and it results in harsh and harmful results and consequences for those whose needs and interests do not coincide with the larger group. Thus, the impact of a Utilitarian decision will fall disproportionately upon a certain group of individuals. Sacrifices will therefore be borne by a small group who may not have the power or sophistication to articulate and make known their needs and concerns.

EXISTENTIALISM



The Philosophy

Existentialism was popularized by the writings of Jean-Paul Sartre, Jean-Jacques Rousseau, Albert Camus, and Soren Kierkegaard. It is a philosophy that is unconcerned with the consequences or results of a decision or a course of action. The Existentialist believes that one should always act in accordance with the purity of one's own heart and soul, regardless of the consequences that such action or decision might bring to self or others. The Existentialist believes and follows the maxim: "To thine own self be true." Hence, the Existentialist is driven to act in accordance with the inner voice and internal notions of right and wrong.

For the Existentialist, the discernment of right from wrong results from an intuition, an inner "knowing," a feeling, a consciousness, an inner voice.

The key to understanding Existentialism is to remember that it requires you to act in accordance with the "stainless steel purity of your heart."

53% of the Representative Sample scored Existentialism as their primary ethical preference. The average Existentialist score was 32. A score higher than this suggests that you are primarily influence by your own sense of right and wrong and you are unwilling to compromise your beliefs, even when they result in harm to self or others, spiritual implications, duties or how others may feel about your decision.

Advantages

Existentialism stresses human autonomy and the exercise of free will. It encourages internal, critical thinking or reflective judgment.

Disadvantages

Finding the inner purity of the heart and soul is sometimes difficult due to human prejudices, emotions, and paradigms. If everyone acted according to his/her own individualized notions of right and wrong, chaos would inevitably result and civil harmony would be difficult to maintain.

DIVINE COMMAND



The Philosophy

Divine Command is an ethical philosophy that is grounded upon spiritual or religious teachings. This philosophy encompasses all religious denominations and has as its central and fundamental belief the principle that ethical or moral dilemmas should be resolved by following the word of God, the spiritual principles of one's personal deity, or higher spiritual power. Thus, all spiritual based philosophies are included under this ethical type. Christians, Jews, Taoists, Muslims, Buddhists, Hindus, Catholics, Mormons, etc. who rely upon their own unique religious beliefs in resolving ethical dilemmas are followers of the Divine Command theory of ethics. These individuals act and resolve ethical or moral dilemmas without regard for the results or consequences to self or others, their own internal notions of right and wrong, duty, or what others may think of them.

The key to understanding Divine Command is to remember that it requires you to follow God's will or the spiritual teachings of your deity and subordinates your human desires and temptations to God's will. The knowledge of right from wrong comes from God as revealed in scripture or other sacred writing.

23% of the Representative Sample scored Divine Command as their ethical type. The average Divine Command Score was 25. A higher score than this would suggest that you are influenced by the spiritual beliefs in your ethical decision-making.

Advantages

Divine Command provides clear answers to ethical dilemmas for those people who follow this philosophy. Those who believe in Divine Command accept the word of God and act accordingly. They expect others to do the same.

Disadvantages

There is great diversity in beliefs across the religious spectrum and the word of God is sometimes difficult to interpret or understand. On occasion, it may even be misinterpreted by man. Those who believe in Divine Command are sometimes intolerant of others who do not believe in Divine Command or who have a different interpretation or perception of God's word.

DEONTOLOGY



The Philosophy

Deontology's central and fundamental principle is that ethical and moral dilemmas are best resolved by following certain prescribed duties or obligations that are imposed by virtue of a person's existence as a human being and involvement with a particular profession or business. Deontology requires a person to follow established rules, codes of conduct, and articulated duties. Deontologists do not consider the consequences of fulfilling a duty in relation to self or others, the spiritual or religious implications, their own internal notions of right and wrong, or how others may view the decision. When confronted with an ethical dilemma, a person who is influenced by Deontology will search for an applicable or governing duty or obligation and, once identified, will act in accordance with the prescriptions of the specific duty. For these individuals, ethical behavior is simply a matter of fulfilling one's specific duties or obligations that exist at the time of the ethical decision.

Many professional organizations, industry groups, and businesses have developed elaborate statements of ethical conduct, which are imposed upon members of the profession, association, or business. Some philosophical writers have developed specific duties that they advocate as being core human duties owed to others. These core duties typically include pronouncements such as: Keep Promises. Do No Harm. Help Others. Act Reasonably in Relation to Each Other. Pay For Your Mistakes. Take Care of Your Family.

The key to understanding Deontology is to remember that, when facing an ethical situation, you should understand your duties and responsibilities and act in accordance with applicable rules governing the situation.

8.5% of the Representative Sample scored Deontology as their primary ethical type. The average score for Deontology was 27. A score higher than this suggests that you are influenced by certain duties that you feel must be followed when confronted with an ethical dilemma.

Advantages

Deontology offers clear answers for many ethical dilemmas and situations. There are generally sanctions imposed for violations of the prescribed duties. This notion of personal accountability helps in achieving and maintaining compliance.

Disadvantages

Deontology does not offer much ethical guidance with respect to newly emerging ethical issues. Sometimes, Deontologists are driven by the rule and lose their own personal perspective of right and wrong.

CONFORMISM



The Philosophy

In resolving an ethical or moral dilemma, a person whose primary ethical type is Conformism will look to family, friends, colleagues and/or a relevant social peer group and undertake that action or resolve the dilemma in a manner consistent with the perceived values of the family, friends, colleagues, or peer group. The person who is influenced by Conformism will avoid decisions and actions that conflict with the expectations of the relevant peer group. This ethical theory is based upon peer pressure, the human need to be accepted as a member of a group, and the human tendency to conform to one's relevant societal or family influences. The Conformist is highly concerned about what others think and wants to avoid criticism and ridicule. Concern for the consequences to self and others, spiritual and religious implications, and duties play a minimal role for the Conformist. This person will often compromise his or her own inner beliefs and follow the expectations of an influential peer group. Adolescents are particularly vulnerable to social pressures to conform their behaviors to that of their peers in order to remain socially relevant.

The key to understanding this theory is to remember that it requires you to act in a manner consistent with the expectation of your family, friends, or other relevant social peer group.

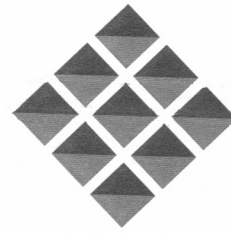
2.6% of the Representative Sample indicated that Conformism was their primary ethical type. The average score was 22. A score higher than this average suggests that you are influenced by what others think and that you compromise your inner beliefs in order to conform to societal pressures.

Advantages

Conformism keeps you close to societal mores if your relevant peer group is sufficiently broad and representative of society at large. You will always have support for your ethical decisions.

Disadvantages

Conformism interferes with individual reflective judgment. It can result in adverse consequences when the relevant peer group's influence is too strong or misaligned with society at large. Gang activity, mob behavior, and hate groups are extreme examples of what can happen when a person is overly reliant on Conformism.



The Philosophy

The Eclectic Philosophy arose out of the initial testing of *The Ethical Type Indicator*. 6.8% of The Representative Sample reported two or more ethical theories with identical high scores. The majority of these responses included Existentialism coupled with one of the following: Divine Command, Utilitarianism, or Deontology. This led to the conclusion that, for these individuals, their ethical type was a combination of equally competing influences. Reports from these subjects indicated that they tended to rely on the best of several theories and were not primarily influenced by a single ethical type. Hence, the formulation of a new ethical type known as “Eclectic.”

The Ethical Type Indicator does not specifically measure for this ethical type, but its existence must be recognized, and those individuals who scored high on two or more ethical types should consider including themselves in this ethical type.

The key to understanding this philosophy is to remember that it results from the competing influences of several ethical types and is, therefore, a blend of ethical types uniquely reflective of the decision-maker’s ethical preferences.

Advantages

Eclectics tend to gather information and deliberate more about an ethical decision. This is natural given the completing influences of several ethical theories. They are reflective in their ethical choices.

Disadvantages

The competing influences of several ethical types may make the decision-making process an agonizing and difficult one for the Eclectic. On occasion, the ethical decision of an Eclectic will appear to be inconsistent with prior decisions or conduct.

*Knowing your
Ethical Type is
just the beginning.*

USING THE ETHICAL TYPES

The Ethical Type Indicator has three primary applications. First, it can be used as a springboard for further self exploration of your ethical and moral values. Second, it can be an effective tool for understanding the ethical and moral diversity of others. Third, it can be a powerful communication device for persuading others to understand and accept your ethical and moral positions.

Self Exploration

The Ethical Type Indicator assesses six ways in which people confront and resolve ethical and moral dilemmas. Your high score is suggestive of the primary and underlying ethical system you rely upon in your decision-making. You can use the knowledge of your high score to begin an exciting process of self exploration and discovery by asking yourself the following questions.

Is your ethical type truly reflective of the way in which you resolve ethical dilemmas?

If not, which of the ethical types is most reflective of the way in which you resolved ethical dilemmas in the past?

If your ethical type is reflective of your ethical decision-making, is this ethical system desirable or worthy of continued use?

Can you articulate the reasons why you hold such a preference?

Do any of the other ethical types have merit or value?

Which ones?

Why do these other ethical types appeal to you?

What, if anything, is wrong with each of the other ethical types?

Are there situations or circumstances where one of the other ethical types might be more preferable?

How did you score in the other ethical types?

To what extent do these other ethical types influence your decision-making?

Why are you influenced by them?

USING THE ETHICAL TYPES

Can you list the ethical types in the order in which they influence your ethical decision-making?

How do you deal with and resolve the competing influences of the different ethical types?

Why did you score high in some and low in others?

If none of the ethical types describe you, what, then, is the basis for your ethical decision-making?

How do your scores compare to the Representative Sample?

Which, if any, of your scores significantly varied from the Representative Sample?

Can you explain why there were variances?

Can you explain why you scored the way you did?

Which, if any, ethical type would you want your spouse, children, or other family members to rely upon in their decision-making?

Why do you have this preference?

What are your core ethical values?

Can you list and articulate them to others?

What ethical dilemmas now confront you?

Can any of the ethical types help you to make a better decision?

Which ones? Why?

Is there room for growth with respect to how you resolve ethical dilemmas?

If so, what are the specific areas of growth?

If not, why is there no room for growth?

USING THE ETHICAL TYPES

What, if anything, does this say about you?

How have you resolved ethical and moral dilemmas in the past?

Do you regret any ethical or unethical choices you made in the past?

If so, why?

What can you learn from these past experiences in relation to your ethical type?

How do you respond when someone disagrees with your ethical positions?

What does this suggest about your ethical constitution?

Are you tolerant of the ethical or moral views of others who disagree with you?

What does this attitude suggest about your ethics?

If you spend quality time in contemplation of these questions and the issues they raise, you will undoubtedly gain a much deeper appreciation of your ethical make-up. It is an exercise that is well worth the effort.

USING THE ETHICAL TYPES

Understanding Others

Once you have achieved an understanding of your own ethical type, you can use the six ethical types to gain an understanding and appreciation of how others resolve, justify, and defend their ethical positions. If you study and remember the six ethical types and, if during an ethical discussion, you listen carefully to what is being said, you will easily recognize the underlying ethical type that the other person relies upon. This recognition and awareness of the influence of the underlying ethical type will give you a deeper understanding of the other person's ethical constitution. Additionally, your knowledge of the six ethical types should help you to understand that human belief systems are as diverse as race, gender, age, and religion. Hopefully, this will result in greater tolerance of opposing views.

You can increase your understanding of others by doing the following.

Share your ethical type scores with others who have taken *The Ethical Type Indicator*.

Ask others to share their ethical type scores with you.

Ask your spouse, children family, friends, and colleagues to characterize how they perceive your ethical type.

Try to detect and characterize the ethical types of those whom you encounter.

Share your ethical core values with others.

Ask others to share their ethical core values with you.

Ask others why they chose their specific ethical core values.

Explain the six ethical types to others during an ethical discussion.

Encourage others to take *The Ethical Type Indicator*.

USING THE ETHICAL TYPES

Communication Device

If you know the ethical type of another person, this awareness allows for powerful and effective application of *The Ethical Type Indicator*. For example, if you are engaged in a discussion in which you are attempting to persuade a colleague to adopt a particular view on the matter, your chances of success are increased and enhanced if you know your colleague's primary ethical type and you develop and present arguments based upon your colleague's ethical belief system.

Too often, we attempt to persuade others to our point of view by bombarding them with facts, figures, analyses, and arguments that are grounded upon our particular ethical belief system. We become frustrated when our logic fails to persuade others to adopt our views. This failure should be understandable when you recognize that a Utilitarian logic (if this is your primary ethical type) is incompatible with an Existential logic (if this is the other's primary ethical type). This is analogous to putting a round peg into a square hole. It is much easier to do when you adapt the circular peg to a square-like object of similar size. This is done simply by presenting arguments based upon the other's ethical type.

You can become skilled at influencing others if you can properly detect the other person's ethical type and you are creative enough to develop arguments based upon this type that will support your ethical view.

The key is to discover the other person's ethical type. This can be done by doing the following.

Always ask the other to explain the underlying rationale for their ethical position.

Listen carefully to what is said and categorize the rationale into one of the six ethical types.

Restate or paraphrase the other person's viewpoint using the language of the ethical type you believe the other is relying upon.

Ask for confirmation that you have correctly understood the other person's point of view.

If you get confirmation, then creatively find facts, figure, analyses, and arguments based upon that ethical type that support your position.

*Can you identify,
articulate, and defend
your core ethical values?*

CORE ETHICAL VALUES

Your moral and ethical decision-making is influenced not only by your ethical type but also by your core ethical values.

Core ethical values are those deeply held beliefs that you hold near and dear to your heart. They are principles that you value and firmly embrace. They are those fundamental convictions that form the basis of your behavior and your view of the world.

Those deeply held beliefs serve as beacons or guideposts in times of ethical or moral uncertainty and confusion. They are the anchors, which if remembered and followed, will keep you on your chosen moral path.

Core ethical values include concepts such as loyalty, truth, respect, friendship, work, family, honesty, kindness, trust, obedience, autonomy, bravery, courage, and humility. The list is endless.

Each of us has our own unique core ethical values. The challenge is to identify, understand, and follow them when confronted with ethical or moral dilemmas.

Can you identify and articulate your core ethical values? Do you know what principles guide your life?

The answers to the following questions will help you to identify your core ethical values.

Where do you spend your time?

What do you spend your money on?

What is truly important to you?

How have you reacted to certain critical incidents in your life?

Do your espoused values align with how you actually behave in your life?

What will others say about you and your core ethical values?

Write the answers to the above questions and then spend time thinking about how your answers reflect your core ethical values?

Make a list of your core ethical values. List them in the order of importance to you.

*Reflective Judgment
begins with understanding yourself
and the way in which you resolve
ethical dilemmas.*

REFLECTIVE JUDGMENT

The process of ethical reasoning begins with understanding yourself and how you resolve ethical or moral dilemmas. *The Ethical Type Indicator* can be the catalyst and the foundation for this process of self-discovery. Once this inward journey is complete, and you have a basis for understanding yourself and your ethical constitution, the challenge becomes one of choosing to either ratify your existing ethical makeup or change it to a more enlightened ethical belief system. This choice is entirely up to you. It is a highly personal experience that can be revealing and rewarding.

Once you have taken this step, you must learn a disciplined process of critical thinking or reflective judgment in order to wisely resolve ethical or moral dilemmas. The process of ethical reasoning requires emotional discipline, intellectual integrity, inner reflection, and the conscious exercise of free will.

Emotional discipline means the ability to recognize that ethical and moral issues stimulate highly emotional human responses, which are often the result of unconscious conditioned reflexes. Those reflexes include certain prejudices, biases, stereotypes, and paradigms that have been handed down to us by our parents, family, churches, schools, peer groups, and business associations. Our own unique human experiences have further shaped and influenced these reflexes. Emotional discipline also refers to the ability to isolate these initial emotional responses so that your intellectual capacities can operate.

Intellectual integrity refers to the human capacity to engage in pure intellectual thought and honest analysis of the facts and issues involved in any ethical or moral controversy.

Inner reflection is the process of pausing, critically thinking about, and contemplating upon the moral and ethical issues and implications presented by the dilemmas.

The conscious exercise of free will means that you must make a deliberate choice as to how to resolve the dilemmas. As humans, we have the ability to control our thoughts, emotions, and behavior. This autonomy is known as “free will.” Ethical and moral dilemmas are best resolved by the conscious and deliberate exercise of free will.

When confronted with an ethical or moral dilemma, the following twelve steps are recommended as an effective process to combine emotional discipline, intellectual integrity, inner reflection, and the conscious exercise of free will.

TWELVE-STEP PROCESS

1. Recognize the Emotional Reflex.

Recognize that emotional reflexes are operating to influence your decision. You must balance these strong emotions so that you can bring to bear your intellectual capacities to reason. This means that you must not jump to a conclusion but consciously remind yourself to reserve final judgment until after you have given rational thought to the dilemma and your options.

2. Identify the Real Ethical or Moral Issues.

Often decisions are made without carefully considering the true underlying issue at hand. Thus, it is important that you identify, characterize, and articulate the specific issues presented by the dilemma.

3. Gather Relevant Facts.

Don't assume that you have all the facts necessary to render a wise and ethical decision. Devote time to the process of confirming the existing facts and obtaining additional relevant information.

4. Consider the Law.

Determine if there are applicable legal requirements that affect the decision. If so, follow the law.

5. Ask Others for Input.

Don't hesitate to seek input from others. Weigh the advice carefully. People see the world differently and have varying perspectives. There is a natural tendency for people to influence and persuade you to adopt their notion of right and wrong.

6. Consider Your Ethical Belief System.

Remember your ethical type is based upon a specific philosophical belief system. If you have answered the questions beginning on page 18 and continuing through page 20, you will have a firm grasp on your ethical type. Analyze and apply your belief system to the dilemma in relation to the facts that you have at your disposal.

7. Consider Your Core Ethical Values.

Your core ethical values are guideposts, which you should consider before making any final decision. Remember these values are those strongly held beliefs that you have chosen as beacons to guide you throughout your life. Make sure your decision reflects these values and is consistent with them.

TWELVE-STEP PROCESS

8. Consciously Exercise Your Free Will

Remember you have “free will,” which is the ability to control your thoughts, emotions, and behavior. This uniquely human quality means that you have the freedom to choose your path. Make a conscious decision based upon your ethical belief system and your core values.

9. Let the Decision Ripen

Give yourself the opportunity to reconsider your decision in light of a new day. Sleep on the decision before finalizing it.

10. Ratify or Change the Decision.

Once time has passed and you have an opportunity to reconsider, either ratify or change the decision.

11. Announce the Decision.

If possible, tell others about the decision. Going public has a tendency to hold you accountable to your decision.

12. Act on the Decision.

Once you have announced the decision, implement it and adapt your behavior accordingly.

This process of ethical reasoning is not complicated. It just requires discipline. If you follow these steps and actually engage in the critical process of ethical reasoning, chances are you will make more enlightened ethical decisions.

TWENTY QUESTIONS

A good way to exercise emotional discipline and engage your rational mind is to develop a set of questions that you ask yourself when confronted with an ethical decision.

Here are twenty questions that might be helpful when you encounter your next ethical dilemma.

1. Will my decision or conduct comply with the law?
2. Will my decision or conduct be consistent with my personal belief system?
3. Will my decision or conduct reflect and promote my core ethical values?
4. What ethical principles or values ought to be the basis of my decision or conduct in this situation?
5. Have I considered the needs and interests of those who might be affected by my decision or conduct?
6. Will my decision be judged fair now and in the future?
7. Will I be proud of my decision?
8. What will my family think of me if they learn of my behavior?
9. Will my decision or conduct create value?
10. Will my decision or conduct move me closer to goodness and virtue?
11. Am I being pressured or unduly influenced by others?
12. Am I being driven by my emotions?
13. Have I filtered out my ego needs and my own self-interest?
14. Will my conduct reflect honesty, integrity, and truthfulness?
15. Are there spiritual insights or principles I ought to consider?
16. What will be the consequences of my behavior?
17. Who will benefit from my decision or conduct?
18. Who will be harmed by my conduct?
19. Will my decision or conduct permit or encourage exploitation of others or greed?
20. Are there other alternatives I should consider?

*The process of reflective judgment
requires emotional discipline,
intellectual integrity, inner
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a noble or just end.*



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Louie V. Larimer is the Founder of Focused Strategies, Inc., the corporate entity which holds the intellectual property used in Mr. Larimer's educational programs.

He holds a bachelor's degree in psychology, a master's degree in business administration, and a juris doctorate.

Mr. Larimer has taught graduate level courses in law, ethics, leadership, negotiations and conflict resolution for Regis University's School for Professional Studies, and The University of Phoenix.

Larimer has been an organizational consultant and corporate educator since 1982.

He has over thirty years experience as an attorney, licensed real estate broker, and corporate educator.

During his business career Larimer created, capitalized, and served as CEO/Principal Partner of several corporate enterprises: Midnight Sun Capital Management, LLC, a real estate private equity company; Hopewell Gas Ventures, LLC, a gas exploration and production company; Southpointe Capital Partners, LLC, a private lending company; and Land Visions, LLC, a land investment and development company.

Larimer is the creator and author of the following publications: *The Ethical Type Indicator: A Personal Assessment Instrument*; *Ethical Virtuosity: Seven Steps To Help You Discover And Do The Right Thing At The Right Time*; *The Psychology of Ethics: What It Takes To Do The Right Thing At The Right Time*; *The Psychology of Personal Transformation and Change*; *The Life Assessment Inventory*; *The Life Planning Guide*; *7 Strategies for Building a Successful Business*; *The Management Audit Matrix*; *The Litigation Prevention Inventory*; *The Integrated Leadership Training Program*; *Becoming a 5 Star Executive: Principles, Assessment and Planning Guide*; and *Don't Poke the Gorilla in the Eye!*

His articles have appeared in several national trade journals such as *Association Magazine*, *Workforce Magazine*, and *HR Focus*. He is a contributing author to *Professional Practices in Association Management*, published by The American Society of Association Executives.

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He is an avid reader, writer, golfer, and ukulele musician.