



# ProActive.

## *The Journal of International Management Assistants*

Digital tools: Use them or lose them!  
ITD Barcelona 2018: Be there!  
Legal versus ethical:  
Know the difference!

# 56





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### Editorial

Our first IMA year is coming to an end. I would like to start with congratulating IMA Netherlands and the Conference Team for the fantastic job they did. Our first IMA conference in The Hague was a real eye-catcher, both in format and content! We have definitely put IMA on the map! You made us very proud.

Looking back on our first IMA year, we can proudly say we successfully went through this challenging transformation that laid ahead of us. It was difficult and hard sometimes, but we did it, you did it, we did it together!

Our unique association has again proven its core values and strengths: networking, development, ambition, teamwork, professionalism, passion, leadership!

A new year is approaching, bringing new challenges but also new opportunities. In this winter edition we pay attention one more time to business ethics, more in particular to the difference between legal and ethical issues.

We also offer a sneak preview of what 2018 will have in store for us: the overall IMA theme of next year will be digitalization. How can

we optimize the use of digital tools not only in our daily jobs, but also in our private lives?

The members of IMA Spain look forward to welcoming us to Barcelona next year for the International Training Day on 28 April 2018. The on-line registration is open. Don't wait any longer and book now!

**It was a pleasure and a privilege to be the proActive Editor in this crucial year for IMA. I wish you and your loved ones a Merry Christmas and health, peace and love for the New Year.**

Frieda Catteeuw,  
Editor proActive

# Yes, we made it!

*2017 is definitely an important milestone for IMA – International Management Assistants – with the successful launch of our new name, branding and website.*



IMA Executive Committee  
in The Hague 2017



IMA team at  
#ExecSecrLIVE  
Washington DC 2017

For the launch, we used a digital tool gamification sponsored by the Green Hat People, in order to engage all our members to spread the word about IMA. We were also very happy that Silvester Productions sponsored [the IMA Trailer](#) which illustrates our concept from idea to creation and which has been very useful both internally and externally, as a tool to present and promote IMA. The change has already shown that we took the right decision. I have said it before that it is we, the members, who are the best ambassadors for our association. If we are satisfied with what our network offers, both on a national and an international level, we will spread the word.

This year **Business Ethics** was the main theme. The two excellently arranged international events: the International Training Day in Antwerp, Belgium and the Conference in The Hague, Netherlands, gave us many thoughts on how we act and support our executives and companies. Primarily, doing business is about value creation, not about financial profit generation. Profit is the result, not the purpose.

The total **IMA membership figures have increased by 11%** compared to December 2016 and the first half of 2017. We are extremely proud of IMA Turkey who increased their membership by over 400%. This is the result of passion, enthusiasm and dedication: "Team work makes the dream work". We have ratified two new groups in 2017: South Africa and Hungary. This means that we now have in total 20 member countries. Sweden, Germany and Finland are the top three largest ones.

**IMA and Executive Secretary have joined forces in an exclusive PR- agreement.** We publicize each other's organisations and we represent our associations at each other's events. In this unique partnership, a huge visibility is created for IMA. This year IMA had Chantal Sneijkers, Executive Vice Chairman, attending Executive Secretary LIVE in London on March 31-April 1, together with Elizabeth Wakeling, IMA UK National Chairman, and myself attending Executive Secretary LIVE in Washington DC on November 10-11, together with Diana Brandl, IMA Germany National PRO, Jannie Osterhoff, IMA Netherlands National Chairman, and Angela Parker, IMA Germany. This was the first time Executive Secretary LIVE was organized in the US. It was amazing to meet management support professionals from all over the US and feel their interest towards our network. IMA rocks!

Today we need to be more confident and be visible in the company/organisation with what we contribute to the business. According to the member survey 2017, we see that more and more of us are working on projects, both as a team member and as a lead - especially for administrative routines. Companies are in a phase of huge change related to the digitisation and that is why our work needs to be visible - otherwise the risk exists that we will be replaced. I would therefore encourage you to read this report from EY: [The Digitisation](#) of everything.

This goes very well with next year's theme for our international events - **The Digital Age**.

2018 will be an exciting IMA year and it is up to all of us in what and how we will succeed.

The Executive Committee and I wish you all a wonderful Holiday Season and a Happy New Year!

Warm regards,  
Else-Britt Lundgren, Executive Chairman

# Thank you, The Hague!

## IMA Annual Conference 2017

*Setting the agenda for Business Ethics and Integrity:  
We claimed our fame!*



IMA is friendship.  
Friendship is IMA.

So tasty and  
healthy!



Sonia Vanular,  
our founder.



An unforgettable  
galadinner in a  
magnificent venue.



# Lyyti - an event management tool

*Mia Frost is enthusiastic about using Lyyti in her daily job.*



**First Mia, the company you work for Fastighets AB L E Lundberg what business do they do?**

The company I work for is one of the major private real estate owners in Sweden. The real estate portfolio consists largely of centrally located residential, office and retail properties.

**Could you say something about your current job?**

I work within the Communication Group that consists of our Director of Communication, our Communicator and me. I also support our Management Team with various tasks. And, as most Assistants would agree, my days never look the same, which still makes the job fun and interesting after the 8 years in the company.

**Why did your company choose to use Lyyti as an event management tool?**

Over a year ago our company started a transformation towards becoming more digitized. It ended up with more than that of course. But the digitalization needed to be accomplished within my daily routine as well. Many of my event tasks were done in Excel with lots of double and triple checking.

A few years ago, I tested Lyyti for an association that I worked with in my spare time. So I thought it might be a good time to try this for our company. I contacted Christoffer Lindroos at Lyyti and was happy that he still worked there. Christoffer gave me tremendous support in the start-up.

My first event was for 150 people, our internal training days. Right now, I have 4 events in the system ongoing at the same time.

**In what way has Lyyti made your work with events easier and more efficient?**

It keeps things simple for both me and the participants in our events, with very modern functions and it keeps all with our graphic images so that one still gets the sense and feeling that we are the sender of the information. This is very important.

**Is there any specific function you like more than others?**

The reports, when you need to share information with others. For instance, to the hotel, the restaurant, the conference venue. You just make your choice from the system and it downloads the files to your computer which are to be shared. No double or triple checks anymore!

I still have several functions that I want to evaluate and test, like the SMS-function to mobile phones and the event page.

**It is always about time and money - how can this digital tool help you with that?**

As mentioned above - I no longer need to double and triple check things. Of course, it saves me the time. There is almost no risk that things will go wrong due to the human factor.

I am very enthusiastic about the event tool, as you can hear.

Mia Frost,  
Executive Assistant at Fastighets AB L E Lundberg  
and member of IMA Sweden

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Finland

[www.Lyyti.com](http://www.Lyyti.com)





Photo: Robert Kneschke

*“If someone offers you an amazing opportunity and you are not sure you can do it, say yes – then learn how to do it later”. Richard Branson*

## International Training Day

28 April 2018

### The Digital Age

Your Online Brand Matters-  
Be Strategic!

Barcelona, Spain

Venue: Hotel Porta Fira

The Registration is now open.  
Early bird rate until 31 January 2018.  
Please visit:

[www.ima-network.org](http://www.ima-network.org)





Anna Hueto,  
National Chairman,  
IMA Spain

# The IMA world - Meet Anna Hueto

*Anna M. Hueto works as Executive Assistant at iVascular in Barcelona, a company producing cardiovascular devices.*

## **Introduce yourself, including a short overview of your IMA career so far.**

I started my career as a management support professional by pure chance, during a stay in the U.K. to improve my level of English. I was granted a scholarship as junior secretary in a multinational and I discovered my hidden vocation. Ever since, I have held the same position but in different sectors: industrial, retail, consultancy, health. In order to be on track in the profession, we have to be adaptable to new realities, we have to embrace change as part of our day to day work, because it is the only constant.

I became an IMA member completely convinced that it was just icing on the cake of a long career and a long membership of a country-based assistant's association. IMA offered me the international dimension by giving me access to a worldwide professional network. With only a one-year membership and with my experience as Secretary General of the local association, I applied to become Association Secretary of IMA.

I made mine Richard's Branson's quote:  
"If someone offers you an amazing opportunity and you are not sure you can do it, say yes - then learn how to do it later". This kind of challenges help all professionals to develop and improve personally and professionally, reinforcing commitment to the evolution of the role.

## **Why did you take on this assignment for IMA?**

My colleagues in IMA Spain asked me to take the chairman role after my 4 years' experience as Association Secretary. Whereas in general, a country based managing position develops into an international role, in my case it was the opposite. In a group as small as ours, it is not a disadvantage, as it helps us to think big. It is a new challenge to develop teamwork, leadership, etc. - qualities that we need to improve to be able to cope with the business world and under equal conditions to our fellow colleagues.

## **How is the business climate in Spain right now?**

The Spanish economy is growing this year thanks to the boost of tourism and consumption, although the economic recovery will not yet be consolidated. The labour market is very active and investments of international companies are increasing. The percentage of unemployment is decreasing, but still more slowly than expected.

## **Is it difficult to find a job as EA/PA in Spain?**

As previously mentioned, the labour market is active, and we are noticing more job offers in our roles, but with sticky or low wages and with a majority of temporary contracts. Nevertheless, in top jobs it seems that it is not the creation of new positions, but people changing companies.

## **What do you see as the biggest assets for IMA Spain in the coming year?**

We are confident that thanks to the effort of organizing the International TD in Barcelona, IMA Spain will gain more visibility and will be able to grow. We will celebrate our 10<sup>th</sup> anniversary and we would like to strengthen the group by establishing and developing 2 regional groups (Barcelona and Madrid have the majority of members). We are starting to use new technologies to keep contact with our members (e.g. webex) and we hope to increase the number of virtual meetings or trainings as distances are a problem for members to participate personally in all events. Another important issue will be to cover the vacant position in the National Committee and to train and/or encourage successors for the near future.

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**We hope that all IMA members will spread the word, especially if they have international branches in their companies. It has been proven that by doing so some countries have gained members.**

**> We look forward to welcoming you all to Barcelona!**

# The history of the WASummit

## Part 3: The WASummit Advisory Council



Eth Lloyd,  
globally recognised  
authority on the role  
of the Assistant.



### About Eth Lloyd

Eth worked for 30 years as a Personal Assistant. She has run her own professional development consultancy, Enderby Associates Ltd, for the last 10 years, which is specifically for Administrative Professionals.

Eth has a Masters in Education where her research looked at the professional development opportunities and career pathways of Administrative Professionals.

Eth is a former National President of the Association of Administrative Professionals New Zealand Inc (AAPNZ), she has been a Director and Chairman of AAPNZ Professional Development Ltd and is a member and Chairman of their Professional Development Sub-committee, which is responsible for AAPNZ's Certification programme.

In 2013/14 she spent a year in Apia, Samoa as a Volunteer Services Abroad (VSA) volunteer and as an Administration Services Advisor.

Eth is currently Chairman of the World Administrators' Summit Advisory Council. She has a passion for the administrative profession and its value in the workplace, shown by her commitment to assisting them to gain a relevant qualification and develop a career pathway.

Eth will be speaking at Executive Secretary LIVE in Auckland in July 2017 and Washington DC in November 2017. For more details please visit [www.executivesecretarylive.com](http://www.executivesecretarylive.com). This third article on the World Administrators' Summit (WASummit) series describes the Advisory Council make-up and the topics that the members of the Advisory Council will be working on, in this between summits period.

### PART 3 - THE WASUMMIT ADVISORY COUNCIL

The WASummit Advisory Council has a Terms of Reference and consists of a single Chairman and representatives from regions throughout the world. These regions are groupings of countries which are confirmed or adjusted at each Summit to reflect the constantly changing nature of the world today. Each country should work with the other countries within its region to nominate two representatives to participate on the Advisory Council.

The Advisory Council is a working group and those who participate must be prepared to work in a team as set out below. These teams will work virtually, so no face-to-face meetings are required.

#### The Advisory Council has two major functions:

1. The first function is to form teams which take the results of discussions at the last Summit and, where required, work through those to advance them so that at the next Summit decisions can be made, where appropriate.
2. The second function is the responsibility for the Agenda and the information required for running this Summit. In this role the two Co-Team Leaders, one each from the previous and the future WASummit, provide support to the Host Country for the next Summit which will manage the logistics.

#### BETWEEN SUMMIT TEAMS:

After each Summit, each designated region in the world, the make-up of which will be reviewed at the Summit, will confirm their representatives on the Advisory Council. Those representatives will then nominate which topic area





they wish to work within and they will work in those teams to further the discussions held at the Summit. This might involve them in researching widely and gathering data through surveys of administrative professionals throughout the world. This is where each individual administrative professional can contribute. The more of you who do contribute, the more representative the information will be, supporting valid discussions and decisions. This is where you can become part of the World Summit, it will be your voices that will be heard and we can then “Speak with one voice”.

#### **SUMMIT AGENDA AND PAPERWORK:**

##### **The Summit Agenda will have three parts:**

Part 1 - Reporting back and, where required, offering final decisions that come out of work undertaken over the previous three years by the Advisory Council into discussions held at the previous Summit - in this case the 2015 WASummit held in Papua New Guinea. The following topics came out of the 2015 Summit for further work and will form the basis of Part 1 of the Agenda in 2018:

- a. International Certification/Qualifications.
- b. Universal position titles.
- c. “Speaking as one voice”  
– the value of international networking.
- d. Gathering Codes of Conduct to place on the website as a resource for all.

Part 2 – updating of Administrate the World Action Plan, if required. During this between period the Advisory Council is going to work on Administrate to make it applicable to both associations and individual administrative professionals. Currently it is focussed primarily on associations.

Part 3 - New discussions based on topics raised by administrative professionals from around the world. These topics will be sought from administrative associations worldwide and through a brief survey to be sent out through social media at the start of 2018. These topics will be sorted into similar subject areas so that the Agenda is manageable.

##### **The subject material for the WASummit has been developed from events since 2003. The information includes:**

1. Delegate credential form – there can be three Delegates who may represent each country and must be legitimate. The form must be completed and accepted by the Advisor Council.
2. Host Country Bid form – must be completed from any country which wishes to put forward a bid. The 2021 Host Country is New Zealand and their bid was accepted at the 2015 WASummit, therefore the next bid to be placed in 2018 will be for 2024.
3. Topic or Paper Submission form - if an administrative professional has completed research into any aspect of the profession and he/she wishes to present the results at the WASummit, then he/she needs to complete a submission form. The Advisory Council can then determine whether it will fit within the subject areas of the Agenda and, of course, approve it for the Agenda. Research will provide credibility for the profession and should be published, when applicable, along with the results of Summit discussions.

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##### **Further detailed reading can be found at the following link:**

[https://www.dropbox.com/sh/vzq0luegstjgw3b/AABHT4LBzI636PZmGLM\\_IM4ca?dl=0](https://www.dropbox.com/sh/vzq0luegstjgw3b/AABHT4LBzI636PZmGLM_IM4ca?dl=0)

# What to look for, and what to try right away

*There's a new era of digital tools. Tools that enable us to be productive, be creative and collaborate on a much deeper level than what we've been used to.*



IMA Sweden invited me for the Autumn seminar series in Stockholm, Gothenburg and Malmö, to talk about these tools, and how they can be used in the role as management assistant.

This is one of my favorite topics.

*“With all the talk about digitization I think it’s important to keep in mind that it all starts with ourselves, as individuals.”*

To work with digitization or to support management in a more digital world, it’s crucial to have an understanding of how digital solutions are evolving, and to be able to relate on a personal level to how this affects our ways of working.

Within these past years we’ve seen a huge amount of new tools and apps for business. To a large extent they’re different from their predecessors and they help forge a much more flexible way of working, where we’re less bound by constraints like geography, time and technology.

It’s not about any tool in particular. It’s more that we’ve reached a tipping point where these tools are starting to be so powerful and work so well together that they are pushing out older technologies. In this article I’ll share my view on what to look for in a new digital tool, and 8 examples of tools I think you should try out.

If you are looking for new tools or evaluating vendors for your company, there are a few things to keep in mind. Look for this, and you’ll make

sure to be one step ahead and avoid picking a tool that’s already seen its best days.

### 1. Built for collaboration.

New tools are made for working together. Features to collaborate, discuss and comment are as central - if not more central - than other features.

This is not the same as having added a commenting feature or a sharing feature to an existing tool. Tools that are built for collaboration have a much more fluid and natural way of working together. Think of it this way: Is this a tool I use on my own to create something, and then share? Or is this a tool that’s intended to help me work with others from beginning to the end?

### 2. Accessed from any device.

Your tools should be accessible from any device you use.

Whether you work from a laptop, a desktop computer or a smartphone, and whether it’s Windows, Mac or any other operating system, you should still be able to use the same tools and access the same data. Most features should be available regardless of platform. Modern tools are built from scratch for use on any device. That’s not the same as offering a “mobile friendly version”, which many legacy systems do.

### 3. Exchange data with other tools.

Modern tools exchange data between each other.

Legacy tools usually don’t; and you end up having to deal with conversions from one file format to another, or data that’s locked in and that you can’t access.

### 4. Easy to get started.

New tools are quick to setup and they usually don’t require involvement from the IT department. You can start for free and if you chose to upgrade they’re still very affordable most of the time.

### 5. Better experience.

Let’s face it: Most old tools are a bit ugly and hard to use. New tools offer a much better and customizable experience.

When you’re looking for a new tool, pay attention to what it feels like when using it. Does it more feel like Uber, Facebook, or AirBNB? Then you’re likely on the right track.

My top 8 tools right now are a combination of tools for communication, scheduling, planning, presentation and much more. Try them out right away and see what they can do for you. Keep using them in your projects or add them to your toolbox and be ready to pick them up again when needed.

If your organization has policies preventing you from using them, see if you can use them in a smaller context or in a specific project.

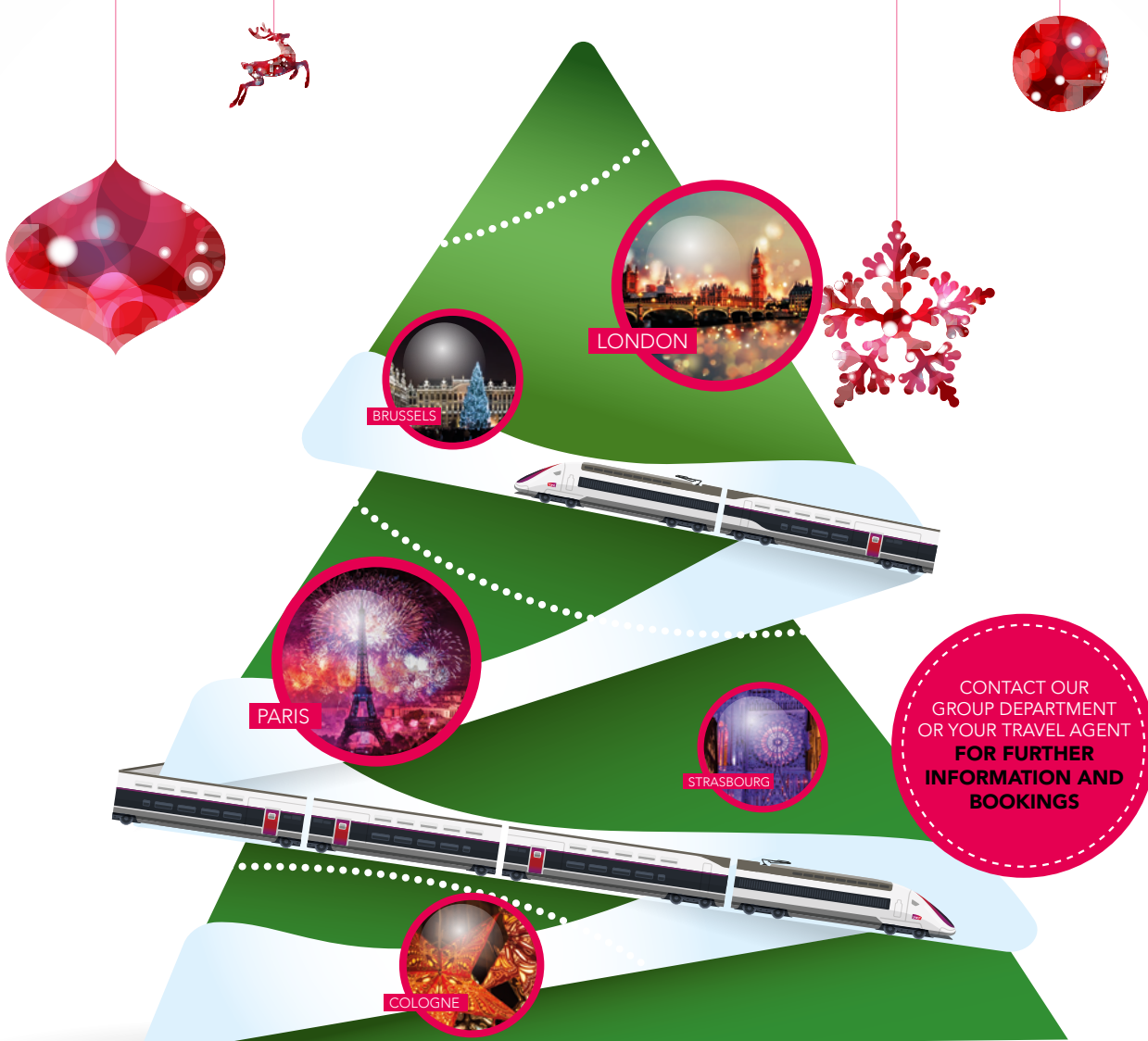


Photos: Sergey Nivens

*“Remember that in the end it’s about understanding and experiencing these new tools - and if you can’t do that at work, then do it in a private setting like your holiday planning or your leisure activities.”*

# YOUR BUSINESS GROUP TRAVELS BY TRAIN

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### About Erik Fors-Andrée

Erik Fors-Andrée is a speaker, business advisor and entrepreneur. With a background as digital strategist and project manager in big organizations, he now runs his own companies. Erik wants to speed up the development toward a more flexible, open and dynamic work life. "I think that even if there will always be big questions that remain unanswered about the future, there is also a lot we actually know. And since we know, why not move there faster? There's no reason to get stuck in the big strategic questions when we can act here and now, toward the future that's already here."



#### 1. Slack

Slack is an instant messaging and collaboration tool for teams of any sizes.

Why try it?

Because instant messaging is the future and Slack does it brilliantly. And because of the ways Slack integrates with all your other favourite services, like Trello or Google Drive. By the way, did you know that Slack is the fastest growing business app of all time?

[www.slack.com](http://www.slack.com)

#### 2. YouCanBook.Me and Doodle.

YouCanBook.Me and Doodle are tools to make it easier to book meetings with people outside of your organization.

Use YouCanBook.Me to quickly setup a booking page where your contacts can find a free slot to meet you for a lunch or a Swedish "fika". Or use Doodle to compare availability and find the best time for everyone to meet.

Why try them?

Because they're so easy to set up, and you'll eliminate the back and forth e-mailing you're most likely used to.

[www.youcanbook.me](http://www.youcanbook.me)  
<https://doodle.com/>

#### 3. Trello

Trello is a productivity and planning tool.

Why try it?

Because classic planning tools have a so much more linear approach that doesn't fit well with today's fast-moving, flexible, and complex projects. Trello makes it easier to work together, keeps track of who's doing what, and constantly re-evaluates your priorities.

<https://trello.com/>

#### 4. Mentimeter

Mentimeter is a tool to facilitate interactive presentations and workshops.

Why give it a try?

Because presentations and workshops can be so much more than just some slides. When you use Mentimeter the audience can engage and contribute to the presentation.

<https://www.mentimeter.com/>

#### 5. IFTTT

IFTTT stands for If This Then That and is a tool to help anyone create simple automations.

Why test it?

Because automation is happening and IFTTT will help you be on the front-line. With IFTTT you can create simple but powerful automation "recipes".

<https://ifttt.com/>

#### 6. 99designs

99designs is basically your design agency online. You'll get any visual design done, from the design of a roll-up to a complete new corporate identity or website.

Why try it?

Because 99designs reduces the time it takes to order visual design, cuts the costs, and gives you more choice on what designer to work with.

<https://99designs.com/>

#### 7. TypeForm

TypeForm is a tool to create beautiful forms.

Why try this?

Because sometimes you need to create a form to collect some information. And because classic forms are so much less exciting than TypeForm.

<https://www.typeform.com/>

#### 8. Tiny Scanner

Tiny Scanner is an app to help you scan all your paper documents.

Why use it?

Because eliminating paper is the right thing to do and because life gets so much easier when you have everything in one place. Scan every paper you receive and send it straight to the recycling. (Get it from AppStore or GooglePlay)

Erik Fors-Andrée,  
CEO Blogg

#### About proActive

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Title picture: Sergey Nivens

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Kunstgeist, page 16  
Lyyti, page 16

# Evaluating Ethics vs. Legality in the Administrative Profession

*Legal versus Ethical: Know the difference!*



Julie Perrine,  
Founder and CEO  
All Things Admin

## About Julie Perrine

Certified Administrative Professional®  
– Organizational Management  
Certified Myers-Briggs Type Indicator®  
Administrator (MBTI® Certified)  
Certified Productivity Pro® Consultant  
Founder and CEO, All Things Admin

Julie Perrine is an administrative expert, author and all-around procedures pro. She is the founder and CEO of All Things Admin, a company dedicated to developing innovative products, training and resources for administrative professionals worldwide. Julie's upbeat, step-by-step approach to handling the opportunities and challenges facing administrative professionals provides proactive strategies for developing a plan, creating forward motion, and achieving great results.

Learn more about Julie's books

The Innovative Admin: Unleash the Power of Innovation In Your Administrative Career, The Organized Admin: Leverage Your Unique Organizing Style to Create Systems, Reduce Overwhelm, and Increase Productivity, and Become a Procedures Pro: The Admin's Guide to Developing Effective Office Systems and Procedures.

Download free templates at [www.AllThingsAdmin.com](http://www.AllThingsAdmin.com).  
Follow Julie on Twitter: [twitter.com/julieperrine](https://twitter.com/julieperrine).  
"Like" All Things Admin on Facebook:  
[www.facebook.com/AllThingsAdmin](https://www.facebook.com/AllThingsAdmin).

The line between "legal" and "ethical" isn't always clear. Something that is technically legal may not be ethical; something that seems ethical at the time may, in fact, be illegal, despite an administrative professional's best intentions.

**To differentiate between the two, we can look at a simple definition of each term.**

- **Ethical practices**  
dictate the rules of conduct we are expected to adhere to and the way we are supposed to behave.
- **Legal practices**  
are the processes and policies that we are obligated to follow to remain in compliance with the law or regulations, and keep our organizations, executives, colleagues, and ultimately ourselves out of trouble.

But these definitions can have multiple interpretations depending on office culture, federal, state, or municipal laws or regulations, and many other considerations.

To illustrate this, let's look at a few different scenarios.

## SCENARIO #1: PERSONAL ETHICS

When I worked corporately, my executive would often instruct me that he was not to be disturbed, but that didn't stop the calls and visits from coming. While he didn't have a problem with me telling people he was "in a meeting," I did. My personal code of ethics would not allow me to lie.



**The Solution:**

Instead of going against my personal code of ethics, I simply told people my executive was “unavailable.” Since this was true, people got the message, and my executive remained undisturbed. Everyone was happy, and I didn’t compromise my integrity.

**SCENARIO #2: PROFESSIONAL ETHICS**

You have been tasked with taking the minutes of a closed-door board meeting in which some bad news is shared. Perhaps a round of layoffs is coming. Maybe bonuses have been suspended because the money just isn’t there. You really feel for your colleagues because you know this news will affect them as much as it affects you.

**The Solution:**

In the admin field, confidentiality includes a level of trust earned over a period of time. But once it is broken, you won’t be trusted any longer. When a colleague asks you, “What happened in that meeting today?” Your response needs to be, “I’m not at liberty to discuss it. You know I can’t tell you anything.” While there may not be anything inherently “illegal” about spreading the news, professional ethics need to take precedence in this case. You don’t have the authorization to share the news.

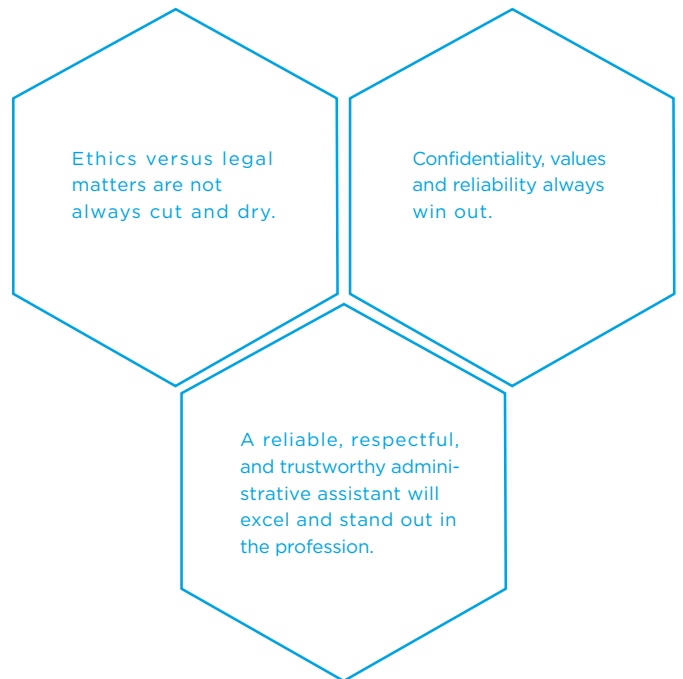
**SCENARIO #3: LEGALITY**

You have concrete evidence that a colleague or superior is falsifying records, double-billing clients, ignoring OSHA laws, or otherwise engaging in unlawful behavior.

**The Solution:**

Speak up! Chances are good that it won’t only be the lawbreaker that becomes entangled in the illegal behavior – by not “blowing the whistle,” you’re risking your own job, as well as the structure of the entire organization.

**The Key Takeaways:**



**The Bottom Line:**

Ethics and legalities both play an important part in our profession. Understanding the differences and similarities between the two and abiding by both can help you make wise and informed choices, regardless of the scenario!

Julie Perrine,  
Founder and CEO, All Things Admin  
IMA Guest Article December 2017

*Did you enjoy reading  
this proActive edition?*

**KUNSTGEIST**

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Merry Christmas and a  
Wonderful New Year 2018



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