

TBG'S CODE OF ETHICS & PROFESSIONAL CONDUCT¹

	Expectations	Actions
CLIENTS	1. Serving Clients	
	I will serve our clients with integrity, competence, independence, objectivity, and professionalism	<ul style="list-style-type: none"> I will remain current in all areas of practice and work to anticipate client needs.
	2. Expectations	
	I will mutually establish with our clients realistic expectations of the benefits and results of our services.	<ul style="list-style-type: none"> I will review deliverables and expectations with the Client at the beginning of an assignment and periodically as work is underway.
	3. Accepting Assignments	
	I will only accept assignments for which we possess the requisite experience and competence to perform and will only assign staff or engage colleagues with the knowledge and expertise needed to serve our clients effectively.	<ul style="list-style-type: none"> I will truthfully present the qualifications and experience of participating team members to the Client, accurately depicting their capabilities.
	4. Mutual Understanding	
	Before accepting any engagement, I will ensure that we have worked with our clients to establish a mutual understanding of the objectives, scope, work plan, and fee arrangements.	<ul style="list-style-type: none"> I will fully present the details of the assignment, and begin work only with the agreement of the Client. I will disclose any potential problems to the Client as soon as possible after discovery. The Client should not be negatively "surprised" during the assignment. I will write a change order (modification) to reflect (either as a result of the client's desire or TBG's) revised objectives, scope, and/or estimated fees, as appropriate.
	5. Confidentiality	
	I will treat appropriately all confidential client information that is not public knowledge, take reasonable steps to prevent it from access by unauthorized people, and will not take advantage of proprietary or privileged information, either for use by us, the client's personnel, or another client, without the client's permission.	<ul style="list-style-type: none"> I will not take advantage of proprietary or privileged information without proper authorization. All TBG personnel will have signed confidentiality agreements, and will have agreed to abide by this Code of Ethics & Professional Conduct.
6. Conflicts of Interest		
I will avoid conflicts of interest or the appearance of such and will immediately disclose to the client circumstances or interests that we believe may influence our judgment or objectivity.	<ul style="list-style-type: none"> I will disclose to the Client any situation that arises or may appear to be a conflict of interest. 	
7. Withdraw from Assignment		
I will offer to withdraw from an engagement if or when our objectivity or integrity may be impaired.	<ul style="list-style-type: none"> I will immediately rectify any conflicts of interest, or withdraw from the assignment. I will offer to find and brief a replacement, if desired by the Client 	
8. Recruiting Client's Staff		
I will refrain from inviting an employee of an	<ul style="list-style-type: none"> I will not recruit or unprofessionally "network" 	

¹ Adapted from the Institute of Management Consultants USA (www.imcusa.org)

	active or inactive Client to consider alternative employment without prior discussion with the Client.	with a Client's employees without express permission.
FISCAL INTEGRITY	9. Basis for Fees	
	I will agree in advance with a Client on the basis for fees and expenses, and will charge fees that are reasonable and commensurate with the services delivered and the responsibility accepted.	<ul style="list-style-type: none"> I will adhere to the agreed fee schedule, and will give the Client the greatest value for our time and resources. I will never charge the Client for any time spent on internal company work, or for time spent working for other clients.
	10. Disclosure	
	I will not accept commissions, remuneration, or other benefits from a third party in connection with recommendations to a client without that client's prior knowledge and consent, and we will disclose in advance any financial interests in goods or services that form part of such recommendations.	<ul style="list-style-type: none"> I will not accept extra benefits or "kickbacks." I will not charge undisclosed fees.
PUBLIC & PROFESSION	11. Observing Malfeasance	
	If within the scope of our engagement I observe any occurrences of malfeasance, dangerous behavior, or illegal activities, I will report it to the appropriate authorities within or external to the client organization.	<ul style="list-style-type: none"> As part of our Code of Ethics and Professional Conduct, I will inform the client of any malfeasance observed or discovered in the performance of the work.
	12. Respect for Rights of Others	
	I will respect the individual and corporate rights of clients and colleagues, and will not use proprietary information or methodologies without permission.	<ul style="list-style-type: none"> I will always seek permission to use others' methodologies and materials, and give credit where credit is due when others have contributed to our work.
	13. Professionalism	
	I will represent the profession with integrity and professionalism in our relations with our clients, colleagues, and the general public.	<ul style="list-style-type: none"> I will uphold the law, the Code of Ethics, and never cause detriment to the profession, and always act in the best interests of the Client and also of the profession.
	14. Non-Deceptive Advertisement	
	I will not advertise our services in a deceptive manner nor misrepresent or denigrate individual consulting practitioners, consulting firms, or the consulting profession.	<ul style="list-style-type: none"> I will maintain high ethical standards in our work with clients and other professionals.
15. Reporting Violations of the Code		
If I perceive a violation of the Code, I will report it to TBG's President to take appropriate action, as all persons (W2 or 1099) working on behalf of TBG will have agreed to adhere to this Code.	<ul style="list-style-type: none"> I will provide this Code to the Client, and ask the Client to contact TBG if anyone of us behaves unethically. 	

*Revised 20 April 2011