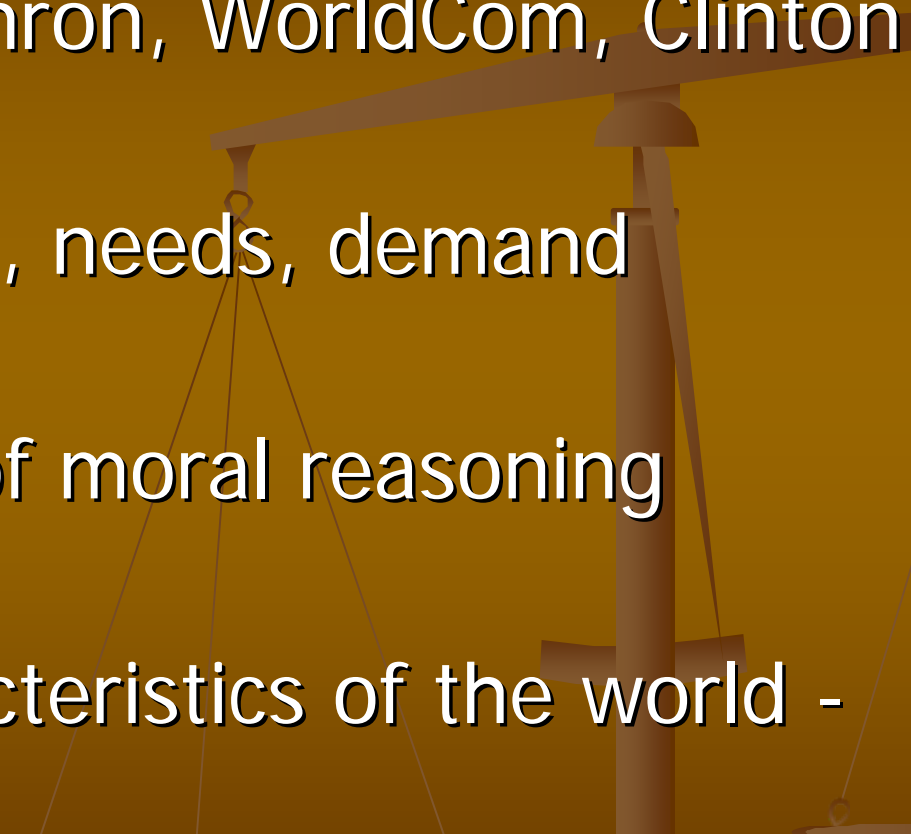




ETHICS IN THE WORKPLACE:

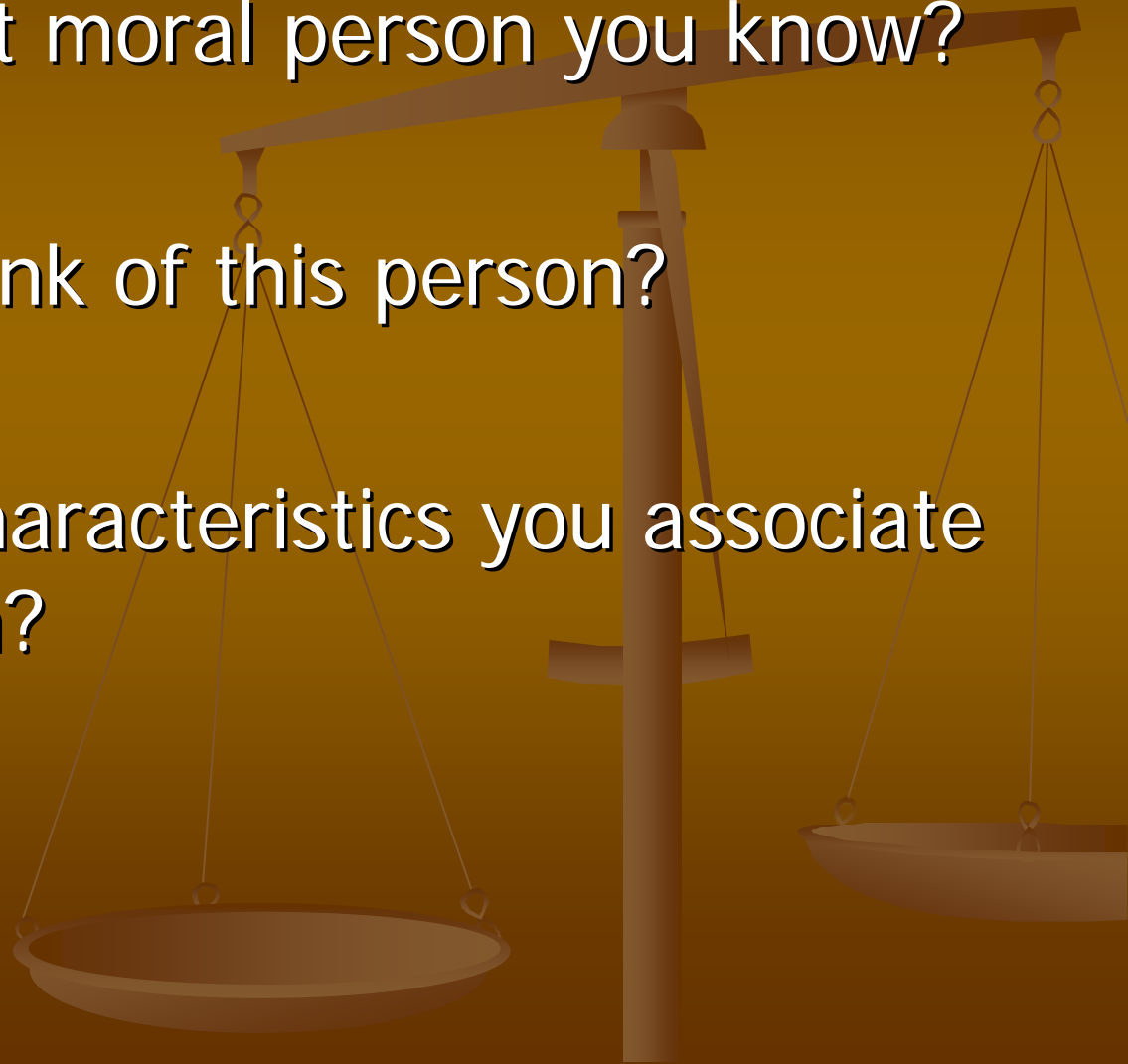
AN OXYMORON
OR
EXPECTATON?

Why Ethics? Why Now?

- In the news - Enron, WorldCom, Clinton
 - Individual rights, needs, demand
 - Science ahead of moral reasoning
 - Changing characteristics of the world - globalization
- 

What are ethics?

- Who is the most moral person you know?
- Why did you think of this person?
- What are the characteristics you associate with this person?



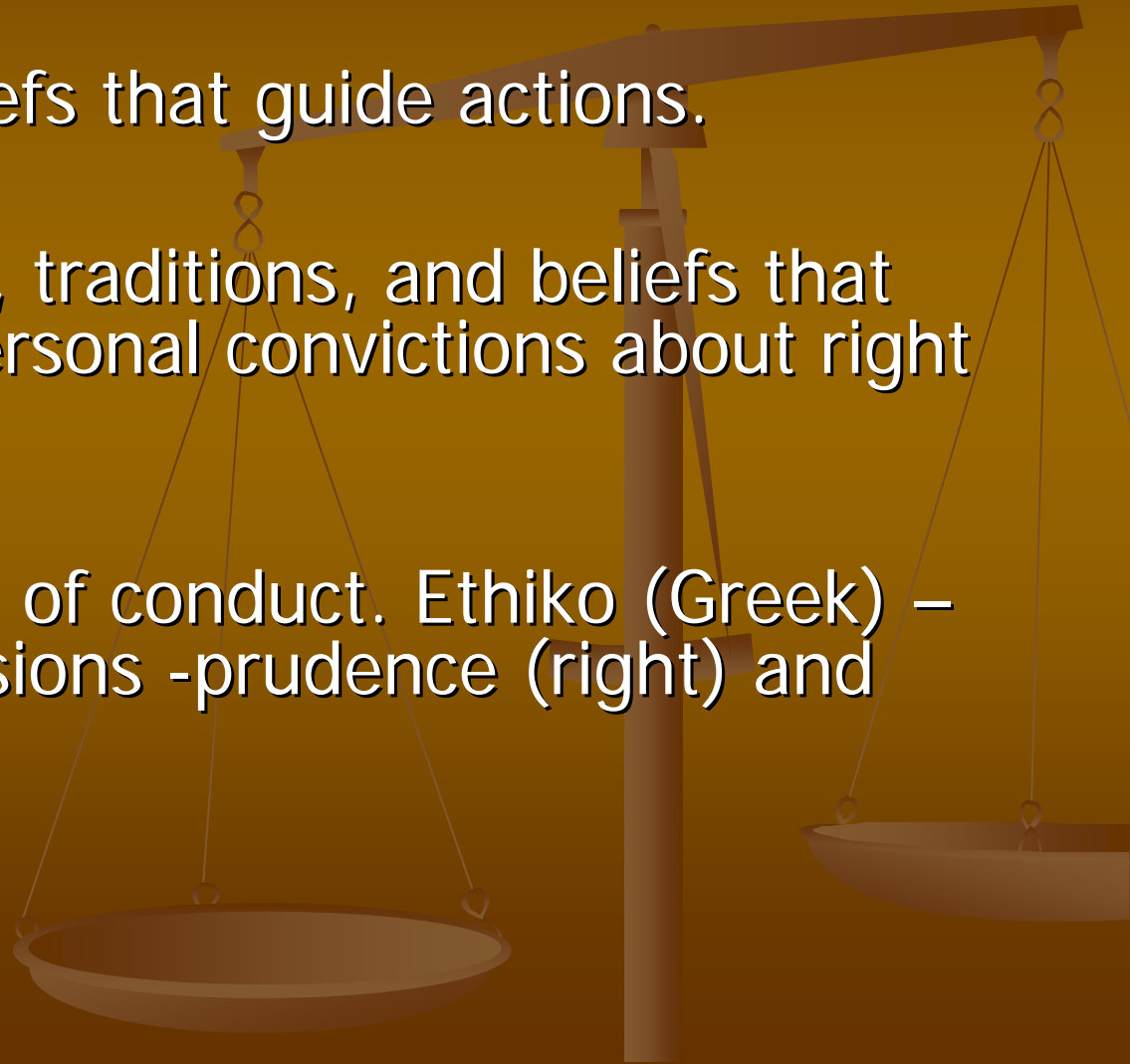
Some Definitions

- Values
- Morals
- Ethics



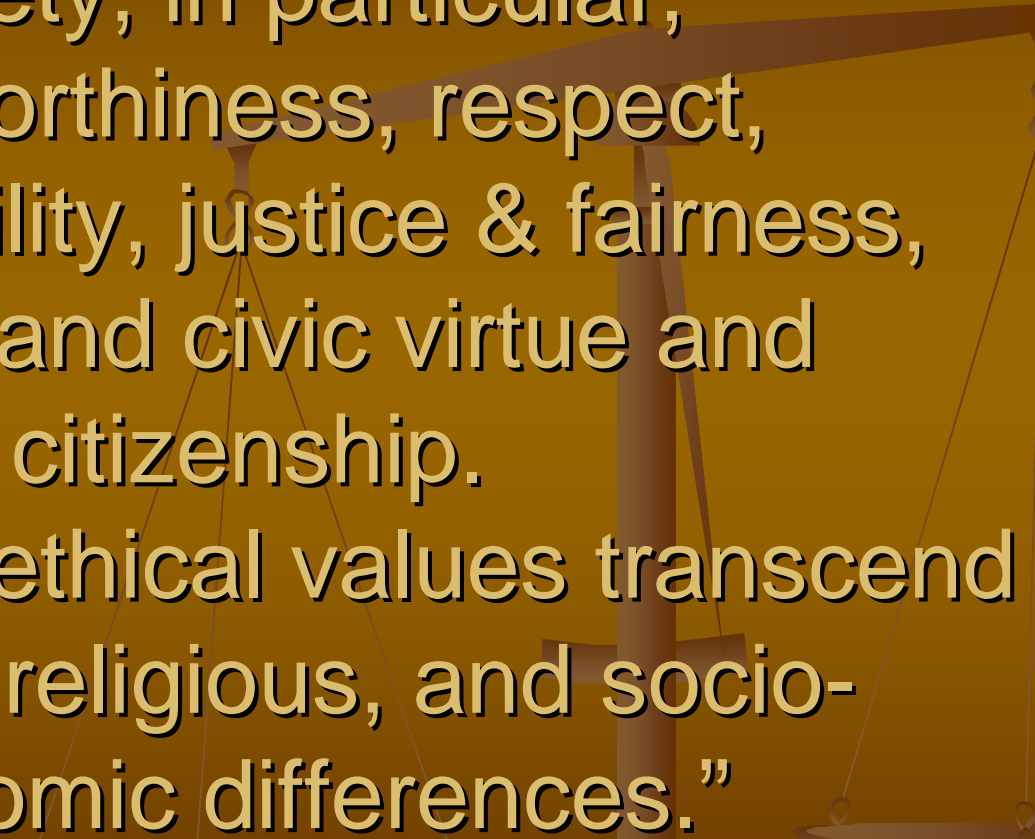
Some Definitions

- Values - Core beliefs that guide actions.
- Morals – Customs, traditions, and beliefs that are reflected in personal convictions about right and wrong.
- Ethics - Standards of conduct. Ethiko (Greek) – habit. Two dimensions -prudence (right) and virtue (good).



- Values – Motivators
- Morals - Inner Compass
- Ethics – Foundation



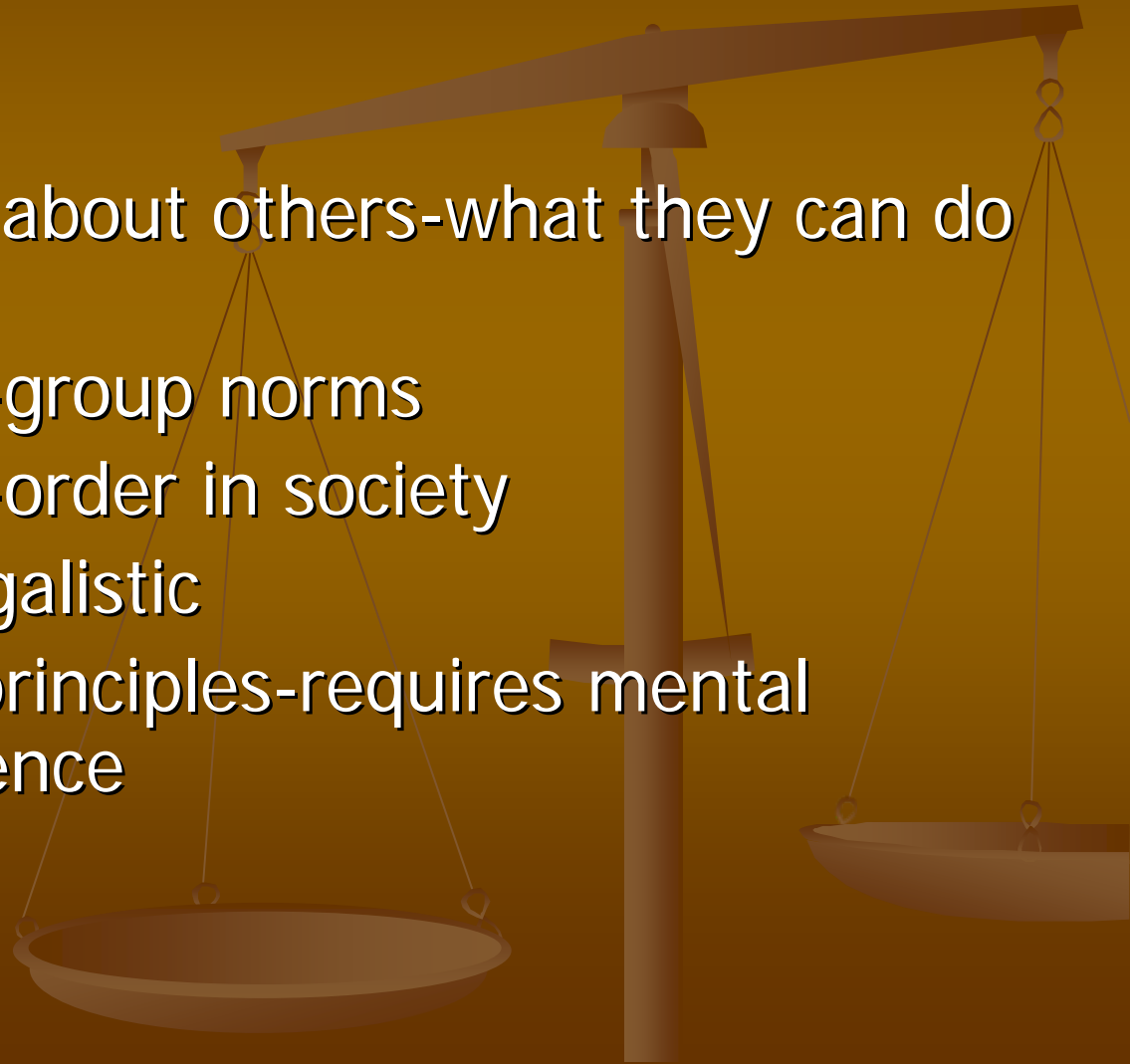


“Certain core ethical values...form the foundation of a democratic society, in particular, trustworthiness, respect, responsibility, justice & fairness, caring, and civic virtue and citizenship. These core ethical values transcend cultural, religious, and socio-economic differences.”

Aspen Declaration, July 1992

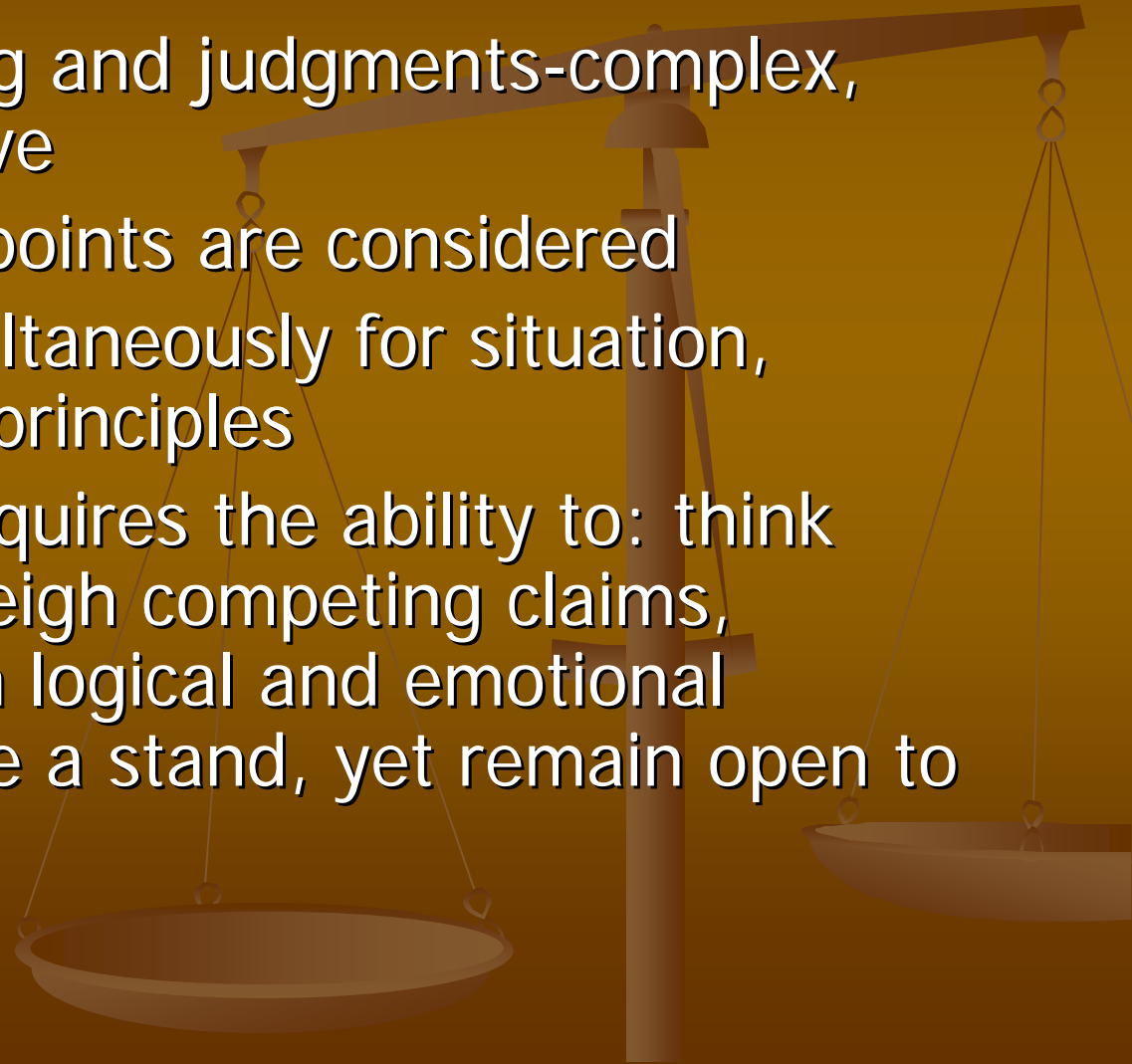
Kohlberg's Theory of Moral Development

- Concern for self
- One-way concern about others-what they can do for you
- Social Conformity-group norms
- Social Conformity-order in society
- Social Contract-legalistic
- Universal ethical principles-requires mental reasoning, experience



Adult Stages

- Moral thinking and judgments-complex, comprehensive
- Diverse viewpoints are considered
- Account simultaneously for situation, motivations, principles
- Reasoning requires the ability to: think abstractly, weigh competing claims, consider both logical and emotional domains, take a stand, yet remain open to the future



Philosophical Models of Decision Making

- The Golden Rule
- Immanuel Kant -
 - Absolute External moral principles
 - Rule of Respect-well being of each
 - Rule of Universality-universal standards
- John Stuart Mill-
 - Consequentialism/Utilitarianism



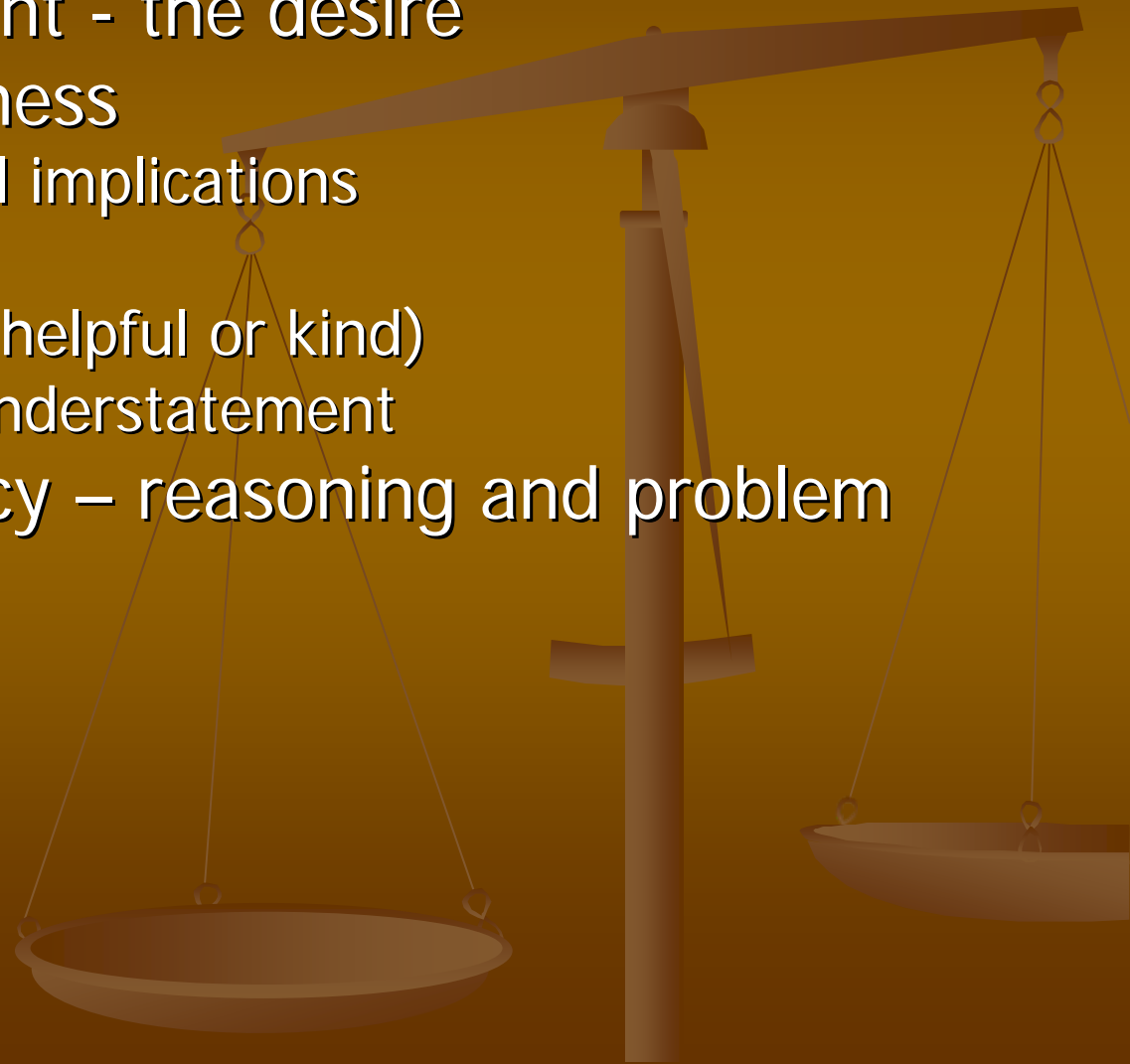
Josephson Model

- Golden Kantian Consequentialism (concerns for ALL stakeholders-cost/benefit)
 - Trustworthiness
 - Respect
 - Responsibility
 - Fairness
 - Caring
 - Citizenship



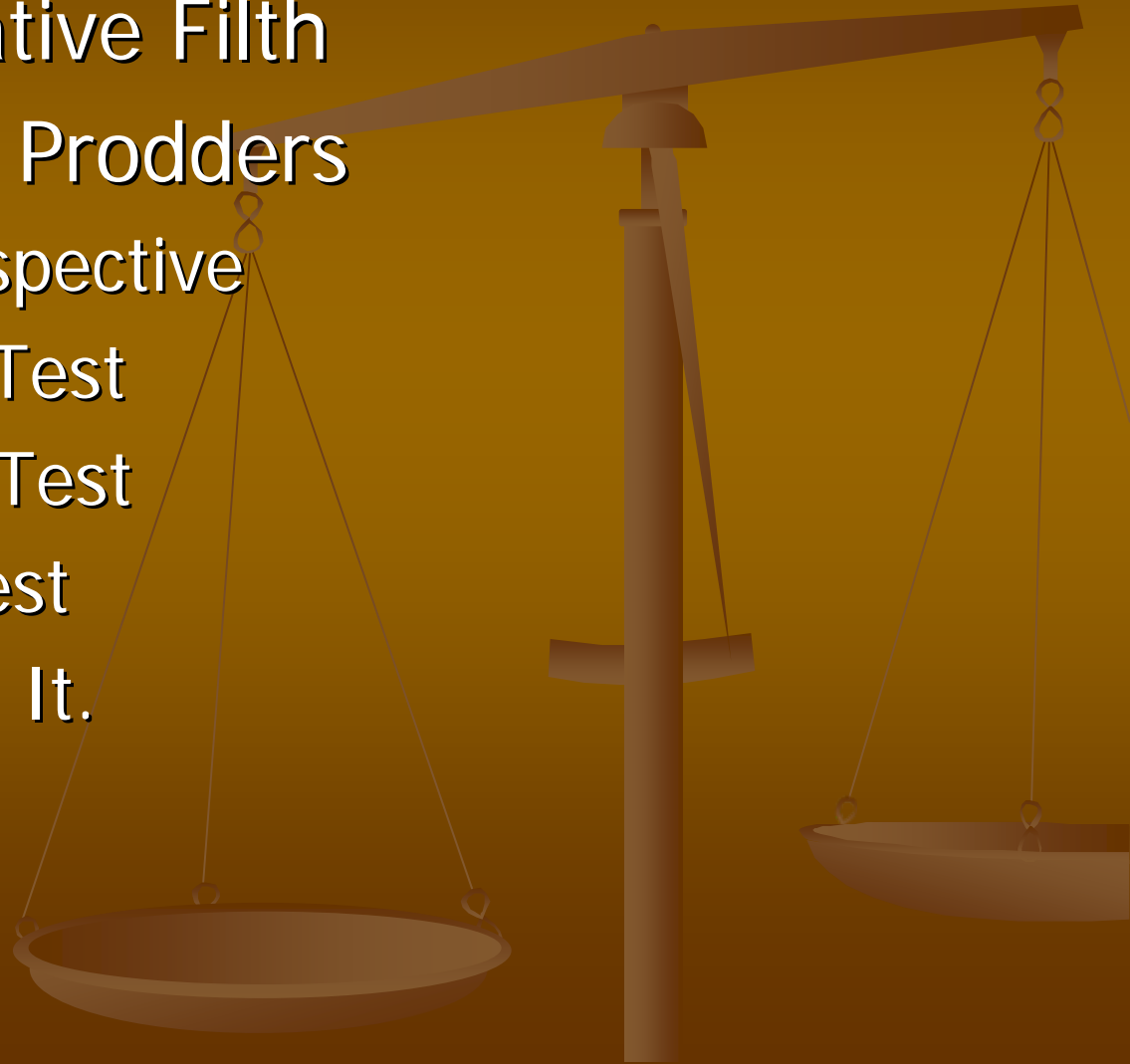
Ethical Decision Making

- Ethical Commitment - the desire
- Ethical Consciousness
 - unaware of ethical implications
 - ethical legalism
 - 'white' lies (being helpful or kind)
 - exaggeration or understatement
- Ethical Competency – reasoning and problem solving skills
 - Evaluation
 - Creativity
 - Prediction



Models of Ethical Decision Making

- Doctrine of Relative Filth
- The Conscience Prodders
 - The Parent Perspective
 - Special Person Test
 - The Superman Test
 - The Publicity Test
 - If Everyone Did It.
 - WWJD



Exercise - Ethical Priorities

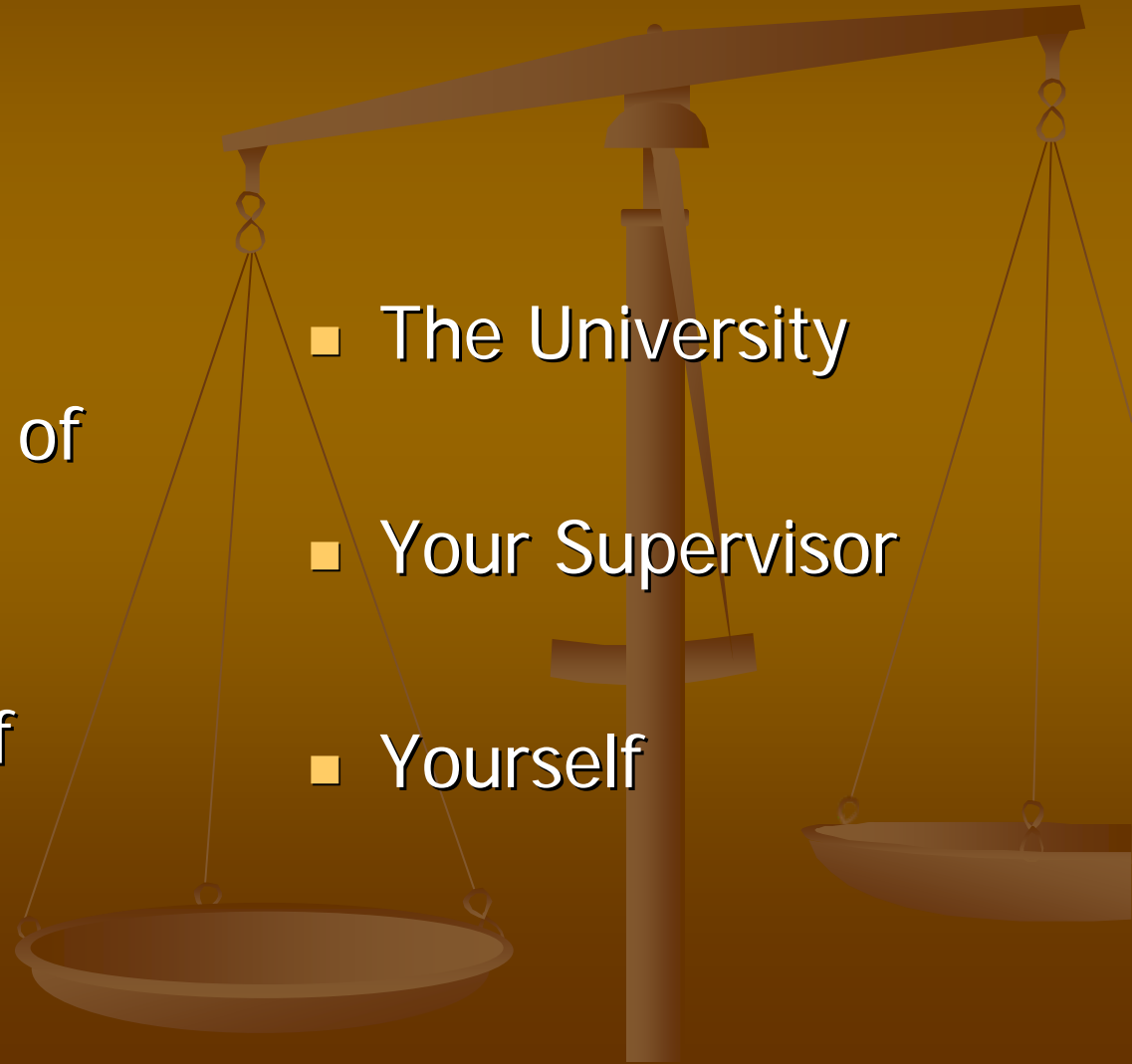
(Fill in the blanks)

- First, take care of

- Second, take care of

- Third, take care of

- The University
- Your Supervisor
- Yourself



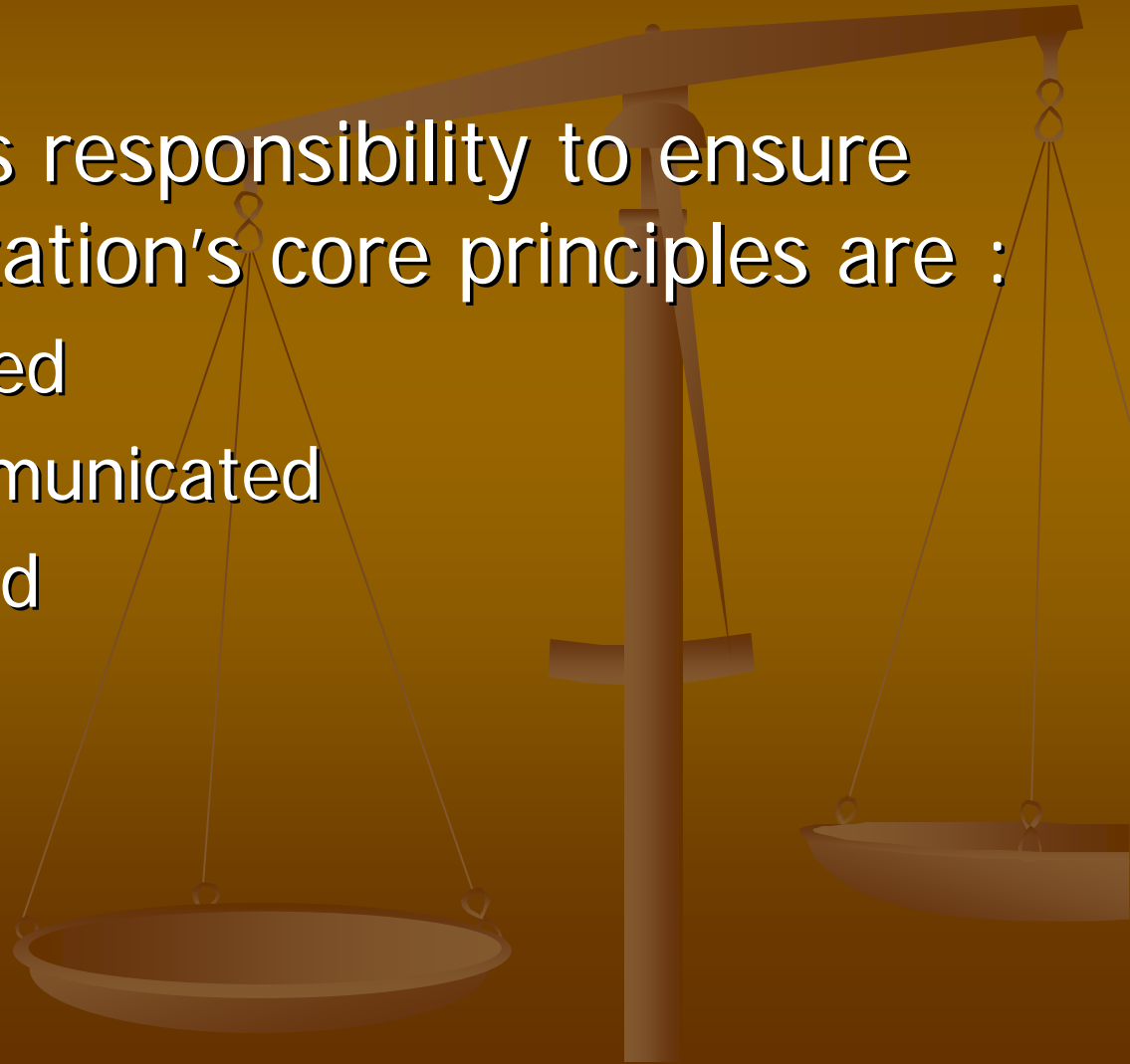
Leadership's Roles and Responsibilities

- Legitimize the principles-based conversation
- Provide the tools for principles-based decision-making
- Model the behavior
- Encourage the behaviors



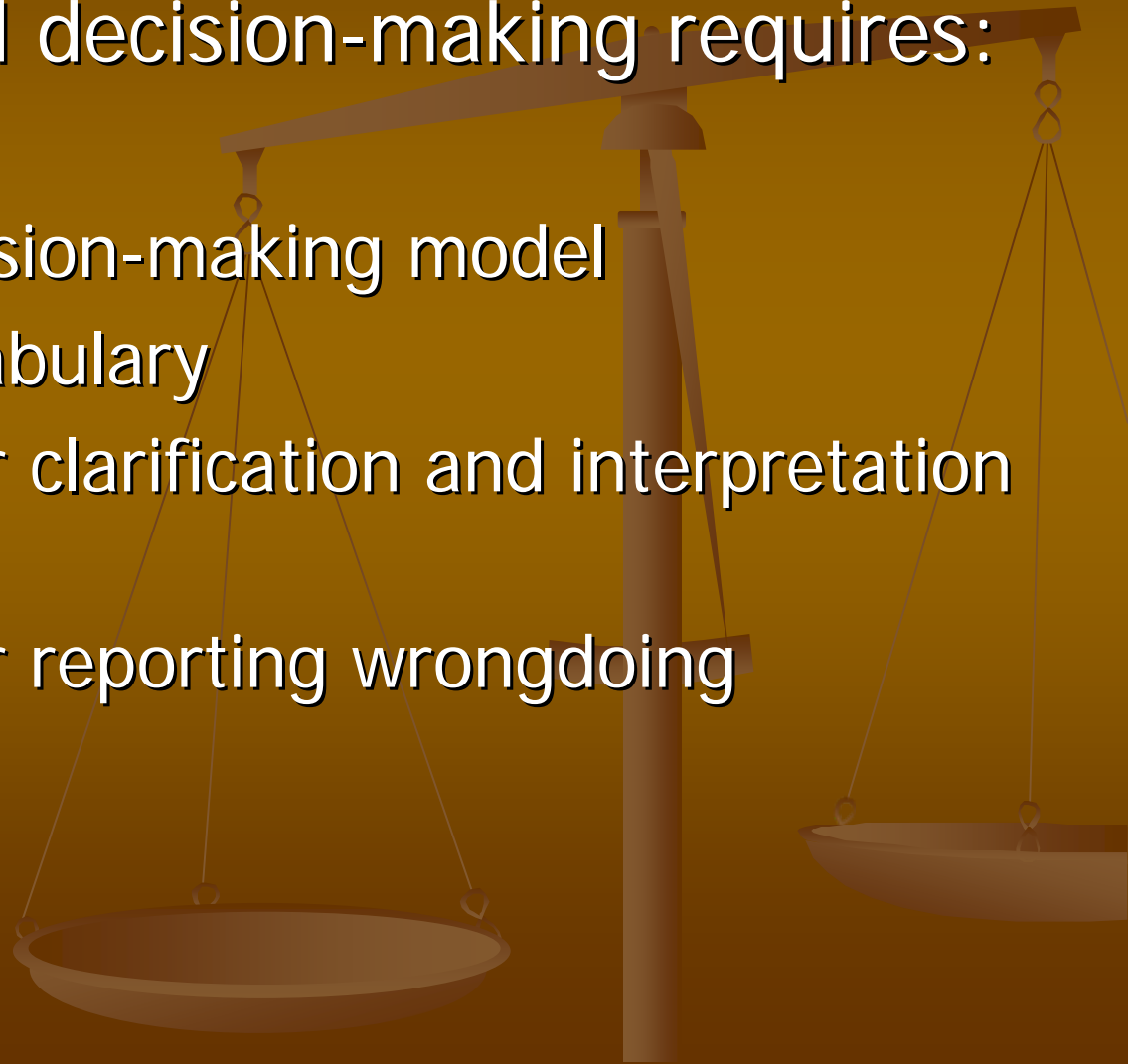
Legitimizing the Conversation

- It is leadership's responsibility to ensure that the organization's core principles are :
 - clearly articulated
 - effectively communicated
 - uniformly upheld

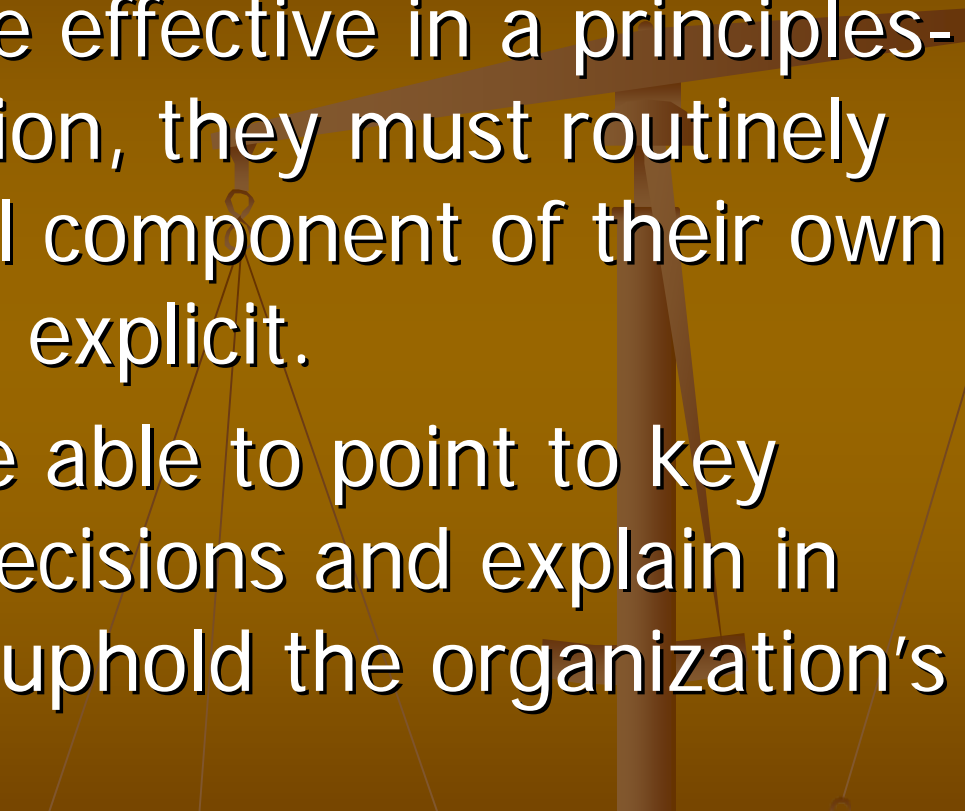


Providing the Tools

- Principles-based decision-making requires:
 - clear standards
 - a common decision-making model
 - a common vocabulary
 - mechanisms for clarification and interpretation of principles
 - mechanisms for reporting wrongdoing

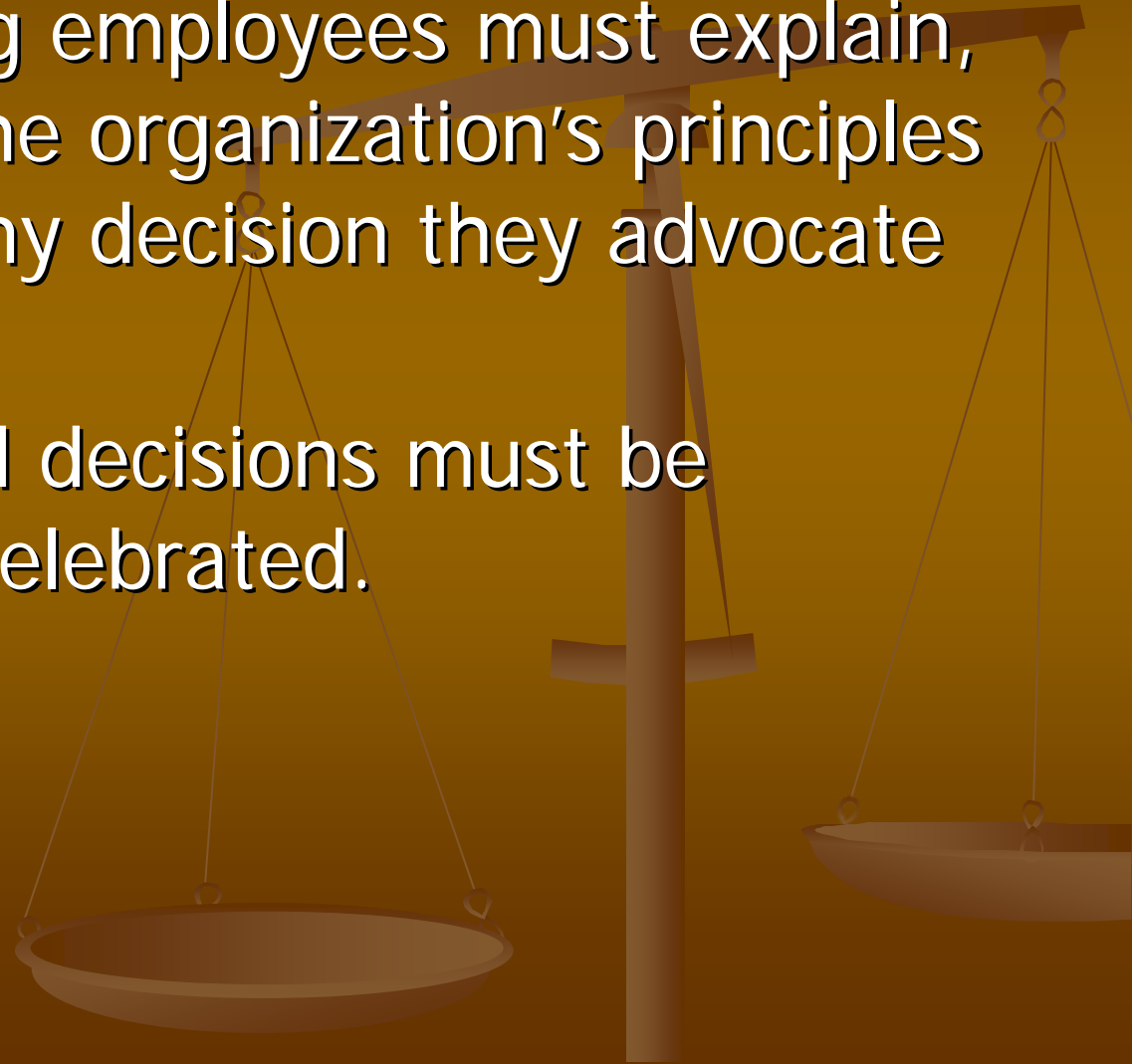


Modeling the Behaviors

- For leaders to be effective in a principles-based organization, they must routinely make the ethical component of their own decision-making explicit.
 - Leaders must be able to point to key organizational decisions and explain in detail how they uphold the organization's principles.
- 

Encouraging the Behaviors

- Decision-making employees must explain, in detail, how the organization's principles are upheld in any decision they advocate or present.
- Principles-based decisions must be discussed and celebrated.



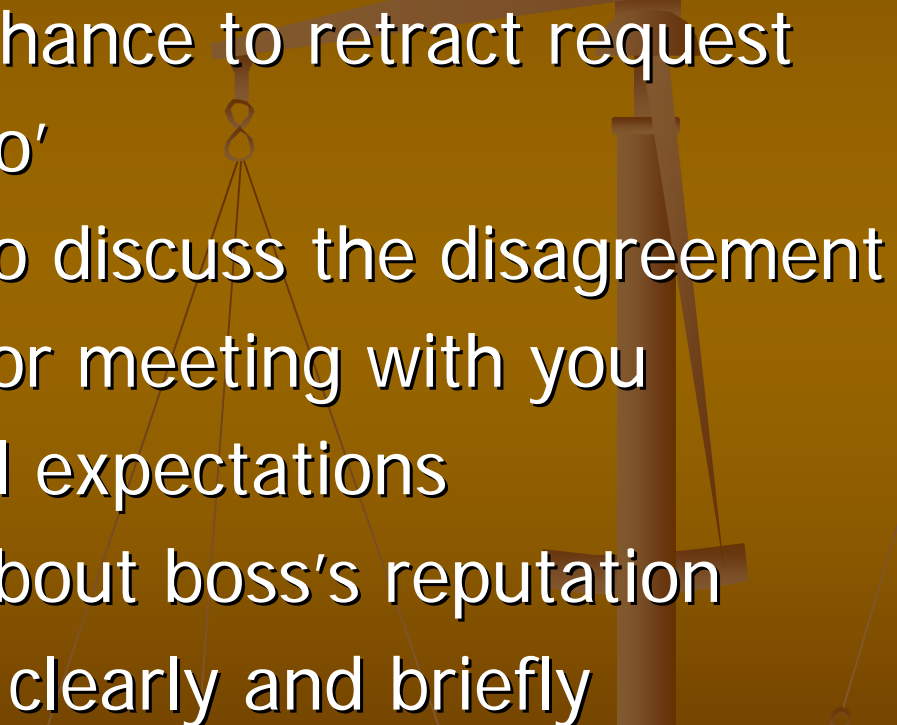
Exercise – practice
makes perfect!

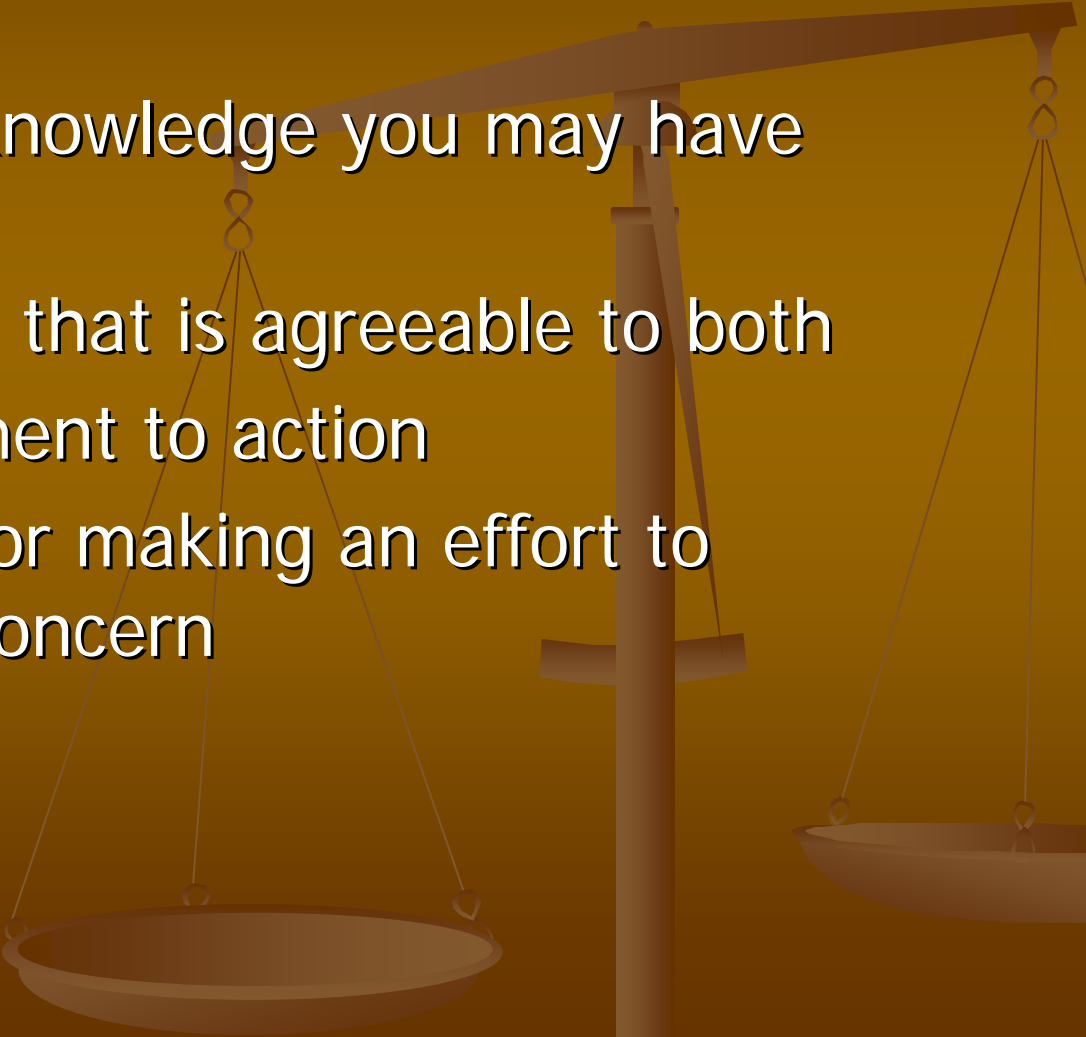


The End!



When It's Your Boss

- Give your boss a chance to retract request
 - Begin by saying 'no'
 - Pick a good time to discuss the disagreement
 - Thank your boss for meeting with you
 - Define your ethical expectations
 - Express concern about boss's reputation
 - State the problem clearly and briefly
- 

- 
- Ask questions, acknowledge you may have misunderstood
 - Suggest a solution that is agreeable to both
 - Ask for a commitment to action
 - Thank your boss for making an effort to understand your concern