Ethics and the Challenge of Right versus Right Decisions
Case

Receiving a Holiday Gift:

A supplier sends a basket of expensive foodstuffs to your home at Thanksgiving with a card: "We hope you and your family enjoy the 'goodies." What action(s) might you take?
Case

References:

A high-ranking leader from an outside organization, with whom you have dreamed about working, gives you a call. The leader is doing business with another part of your organization and is curious about the reputation of one of your directors. One of your long time staffers had a very bad experience with this director so you know a little something! What information do you share?
Case

A Parental Dilemma:

Your two college age daughters are home from school for Thanksgiving. One is age 19, the other is 21. Who gets to drink Chardonnay with their turkey?
Ethics
1. Pursues personal gain at expense of the organization.
2. Hoards information and fails to develop staff.
3. Takes credit for the achievements of others.
4. Punishes and isolates risk takers.
5. Makes decisions without involving those who are legitimate stakeholders.
Ethics in the headlines

Google Workers Fume Over Executives’ Payouts After Sexual Harassment Claims
Should I Stay at a Lab That Makes Animals Suffer?
Fact Check: Did Senator Menendez Hire Underage Prostitutes?
New EPA Chief Is Already Facing 2 Ethical Problems In His First Week, Echoing Scott Pruitt
Al Franken Faces New Accusation
Kellyanne Conway Under Federal Investigation After Ethics Complaint
Tell me about....

An ethical person I know.....
Ethics defined

"Ethics has to do with what my feelings tell me is right or wrong."

"Ethics has to do with my religious beliefs."

"Being ethical is doing what the law requires."

"Ethics consists of the standards of behavior our society accepts."

"I don't know what the word means!"
Integrity defined

*Integrity requires the courage to do what is right even when it is likely to cost more than we want to pay and more than we think is fair.*
Exercise - Paths of Glory
Why we struggle

Fallibility Trust Influence
Fallibility

Human Nature
The neuroscience

- Neurons
- Fire / Wire
- Neuronets
- Neural Pathway
Hamilton and the boys
Do we trust?

“Trust involves the juxtaposition of people’s loftiest hopes and aspirations with their deepest worries and fears.”

J. Simpson
Don't criticize, condemn, or complain

Give honest and sincere appreciation

Arouse in the other person an eager want.
Ethical decision-making
Value clashes

- Truth v Loyalty
- Individual v Community
- Short term v Long term
- Justice v Mercy
Decision making?

Acknowledge ethical ambiguity
Clarify the ethical trade-offs
Ensure role-modeling
Embed ethics in policies and programs
Empower individuals to handle ethical breaches
Embrace a higher cause
Morally Courageous Leaders

Greater confidence in principles than in personalities

High tolerance for ambiguity, public exposure, and personal loss

Willingness to trust

Acceptance of deferred gratification and simple rewards

An independence of thought

Formidable persistence and determination