"Ethics: Figuring Out the Right Thing to Do - Then Having What It Takes to Do It!"

A Webinar Presentation for AGA CGFM

Material from: The Institute for Global Ethics (www.GlobalEthics.org)

Alan Goodman, Presenter
Proposition – Ethical Fitness® and Moral Courage are NOT Luxury Items…

- Public confidence in the integrity of the government is indispensable to faith in democracy…
- And, when we lose faith in the system, we have lost faith in everything we fight and spend for…
- Adlai E. Stevenson Jr. (US diplomat and politician 1900-1965)
The Framework

- Ethical Fitness®
- Dr. Rushworth M. Kidder
- Institute for Global Ethics
- IGE Mission:
  - Providing practical tools to build ethical fitness and cultures of integrity at home, at school, in the workplace, and in society.
- www.GlobalEthics.org
- HQ – Madison, Wisconsin
The Framework

- Ethical Fitness® analogous to physical fitness... and martial arts...
- Practice the form to develop a reflexive response to the challenges that may come your way in the course of work and daily living
Goals for this Webcast

At the end of this webcast you will have the awareness to begin to develop Ethical Fitness®:

• **Describe** a wider range of the ethical dilemmas that you face daily;

• **Analyze** those dilemmas using a values-based framework; and

• **Resolve** dilemmas using traditional ethical principles
Additional Goals for Auditors, Managers & Supervisors

You will be able to:

- **Describe** how to develop a positive, ethical control system in your workplace;
- **Describe** how to supplement a compliance orientation with a values orientation in your management approach
Description of the Seminar

- We will explore reasons to be ethical
- We will review the checkpoints in the Ethical Fitness® process
- We will talk about how to analysis and resolve your own dilemmas

FOR MORE INFO...

Contact the Institute for Global Ethics (Madison, WI) at 800 729-2615 or on the web at www.globalethics.org
1. In what way does advancing technology effect our ethical decision-making?
What Are Some Reasons to Be Ethical?

- How does technology advance over time?

  1900 1920 1940 1960 1980 2000 2010

- Exponentially! So what?
Moral Awareness

1. Advancing Technology leverages ethical decision-making
   - Chernobyl Nuclear Reactor
   - Exxon Valdez
   - Recent corporate scandals
   - Social Media
   - Google Glass
   - The growing threats involving data mining, cyber warfare, identify theft
2. When can intelligent person working in an environment of rapidly moving events, whose actions affect many people, has an ethical lapse –

3. What is the likely result for that person?
Reasons to be Ethical: The C.E.M.

- Take one INTELLIGENT person whose actions AFFECT MANY OTHERS
- Put him or her in an environment of RAPIDLY MOVING EVENTS
- Stir in an ETHICAL LAPSE
- Bake briefly and you have
- A CAREER ENDING MOVE!
Reasons to be Ethical: The C.E.M.

- What do you think this is?
- **A VICARIOUS CAREER ENDING MOVE?**
Food for Thought Questions

3. When government personnel are perceived as not “doing the right thing,” what is the likely response of the government?
Lord John Moulton’s 3 Domains of Behavior

**“Positive Law”**
People do what they do or refrain from doing because they will be sanctioned for breaking the law.

**“Obedience to the Unenforceable”**
People do the “right thing” because it’s the right thing to do!

**“Free Choice”**
On Impulse
People do what they do on impulse..., anything they choose to do is right.
Can you think of any examples of Lord Moulten’s framework in action?

According to Lord Moulton, how can you assess the “greatness” of an organization?
4. What is it about ethical dilemmas that makes them so difficult?
The Dilemma

- What is a dilemma?
- Di = 2
- Lemma = theories, assumptions, values
- An ethical dilemma is...
- A conflict between two “values”
- On one hand I would be right to ... because I have the value of...
- On the other hand I would be right to do the opposite
Food for Thought Questions

5. How many categories or types of ethical dilemmas can you describe?
Right vs. Right Paradigms

- Truth vs. Loyalty
- Individual vs. Community
- Short-Term vs. Long-Term
- Justice vs. Mercy
- What is the point?
Food for Thought Questions

6. What ethical principles can be used in resolving dilemmas?
Resolution Principles

- How do we choose the higher right?
- We consider 3 principles of ethical decision-making:
  - **ENDS-BASED THINKING** (Utilitarianism)
  - **RULE-BASED THINKING** (Duty or obligation)
  - **CARE-BASED THINKING** (Golden rule)
8. What is **moral courage** and what gets in its way?
Decision and Moral Courage

- What is MORAL COURAGE?
- What does it require?
- Strength of CHARACTER
- Awareness of the RISKS
- Willingness to endure the CONSEQUENCES
- What gets in the way of moral courage?
Food for Thought Questions

9. When faced with an ethical dilemma now, how do you figure out what to do?
10. What is the **mission** of your office?

- What do you do?
- Who do you do it for?
- Why is it important?
- How do you go about doing it?
Food for Thought Questions

- What kinds of tough choices or ethical dilemmas come just from your mission?
The Nine Checkpoints for Ethical Fitness

1. Recognize **MORAL or ETHICAL ISSUES** are involved in a situation
2. Determine the **ACTOR**
3. Get the **FACTS (Investigate)**
4. Test for **RIGHT VS. WRONG**
5. Test for **RIGHT VS. RIGHT**
6. Apply three **RESOLUTION PRINCIPLES**
7. Investigate the **TRILEMMA** Options
8. **DECIDE AND ACT** with Moral Courage
9. **REFLECT** on decisions later on
Checkpoint 1 – Recognizing Ethical Issues

- Where is your code of ethics?
- What is the best way to ensure that the people who work with you and for you act ethically?
- Answer – Help them…
- Develop ETHICAL FITNESS!
Why Do We Act Dishonestly?
Ask Dan Ariely, Duke University

“The Honest Truth About Dishonesty”

Common notion - dishonesty is based on our analysis of the cost/benefit of cheating or the crime, the probability of getting caught, and the expected punishment... is completely bogus

Arieley says there is a “fudge factor” that we have the leads us to “bend” the rules up to the point where we can still think of ourselves as honest and ethical
Why Do We Act Dishonestly?
Ask Dan Ariely, Duke University

- The more distanced from real money (tokens vs. actual $), more likely people were to cheat.
- People more likely to steal $1 of pens (office supplies) than an actual $1 bill.
- Getting people to recite an honor code (thou shalt not steal) makes them less likely to steal.
- Signing an honesty declaration *before* they fill out a form (like a tax form). Signing after does not have this effect.
Why Do We Act Dishonestly?
Ask Dan Ariely, Duke University

- The more distanced from the act, the more likely you are to cheat
- Moving the golf ball with the club or feet is less likely to be considered cheating than if moved by hands
- Resisting temptation somehow wears down our moral resistance, and after enough resistance we are apt to give up (run out of steam) and give in
Wearing (known) fake products (sunglasses, bags) makes us more likely to cheat on tests.

Being supervised decreases dishonesty.

Even a picture of somebody watching you decreased the likelihood that somebody would cheat on putting the correct change in a box to pay for a snack.

People are more likely to cheat in an altruistic situation where they rationalize that they are helping somebody else.
Forces that shape dishonesty:

- Ability to rationalize the situation
  - Conflicts of interest
  - Being creative
  - One immoral act spawning another
  - Being tired
  - Altruistic benefit
  - Watching others cheating
Why Do We Act Dishonestly?
Ask Dan Ariely, Duke University

- Forces that have no effect
- Amount of money to gain
- Probability of being caught
Forces that decrease dishonesty or increase the likelihood of ethical conduct are:

- Pledging honesty
- Signing something
- Being reminded of a moral code or ethical values*
- Being supervised

*This is where having an internalized method for reminding you of your values and a way to manage ethical dilemmas comes in
Exercise: The Ethical Barometer

- What does a barometer do?
  - Measures change

- What evidence is there that the moral/ethical barometer in our government is falling?

- What evidence is there that the barometer is rising?

- What can YOU do about it?
What is a **MORAL VALUE**?
- Intrinsically good or right

What is the test for a moral value?
- If Smith does not have the value of ________ can he/she still be ethical?
- If Smith has the value of ________ does that lead to him/her being ethical?
Codes of Ethics - Attributes

1. Brief, easily memorized
2. General, not detailed (in most cases)
3. Stated as shoulds and should nots
   - Gandhi's List of Evils to Remember
   - Examples: Boy Scouts
   - Cowboy Code
   - Code of the Warrior
Ghandi’s **List of Evils**

- Wealth without work
- **Commerce without morality**
- Science without humanity
- **Pleasure without conscience**
- Politics without principles
- Knowledge without character
Cowboy Code Of Ethics  1939

1. **Never** shoot 1st, hit smaller man, take advantage
2. **Never** go back on your word or a trust confided
3. **Always** tell the truth
4. **Always** be gentle with children, elderly, animals
5. **Must not** advocate or possess racially or religiously intolerant ideas
6. **Must** help people in distress
7. **Must** be a good worker
8. **Must** keep clean in thought, speech, action, and personal habits
9. **Must** respect women, parents and nation’s laws
10. The cowboy is a patriot
Code of the Warrior

1. **Gi** – Right decision, based on truth
2. **Gu** – Bravery
3. **Jin** – Benevolence, compassion
4. **Rei** – Right action. Reishiki etiquette - It is better to die than to be impolite
5. **Mokoto** – Sincerity, truth of heart
6. **Meigo** – Glory without ego
7. **Chugo** – loyalty and devotion to the one who will teach you
Codes of Ethics - Purposes

- Establishes a **CONSENSUS, a BASELINE or a REFERENCE POINT** ...
- Gets people to **TALK ABOUT VALUES** and helps to hold people accountable
- Establishes an **ENVIRONMENT** within which we carry out the mission ...
- Provides a **BASIS TO EVALUATE** and analyze policies
- Helps **CREATE SUPPORT FOR GOALS**, plans and tactics
The Office Code of Ethics

- What values should be carved in stone above the Door of your Unit/Office?
- List all the moral values you can think of
- Select your individual top 8 from the master list
- In your groups, compare and select the team’s top 8 values (consensus)
- As a class, let’s compare and develop a class consensus of 8
Compared to other lists:

- IGE around the world research:
  1. LOVE
  2. TRUTH
  3. FAIRNESS
  4. FREEDOM
  5. UNITY
  6. TOLERANCE
  7. RESPONSIBILITY
  8. RESPECT FOR LIFE
Compared to other lists:

State of the World Forum

1. TRUTH
2. COMPASSION
3. RESPONSIBILITY
4. FREEDOM
5. REVERANCE FOR LIFE
6. FAIRNESS
7. SELF-RESPECT
8. PRESERVATION OF NATURE
9. TOLERANCE
Compared to other lists:

Ethical Fitness Seminar - Tokyo

1. HONESTY
2. FREEDOM
3. RESPONSIBILITY
4. FAIRNESS
5. LOVE
Checkpoint 2
Determining the Actor

- Whose dilemma is it?
- Am I involved?
- Am I responsible?
- Am I morally obligated?
- Am I empowered to do anything?
- Does the situation involve my core values?
Checkpoint 3 Gathering the Facts

- Why do we need the details of the situation? It helps us in...
- Determining the motives of the people involved, and in
- Determining the fuller context
- Assessing the potential consequences
Issues that are “obviously” wrong stand out and are easier to resolve

- **Legal Test** – Does it violate a statute?
- **Professional Standards Test**
- **Gut Level or Stench Test**
- **Front-Page Test**
- **Mom & Dad** (ethical role model test)
An ethical dilemma is a conflict of core moral values (di means two and lemma means principle).

The IGE research has developed FOUR categories or paradigms of ethical dilemmas.
Checkpoint 5 – Right vs. Right

- TRUTH VS. LOYALTY
- INDIVIDUAL VS. COMMUNITY
- SHORT-TERM VS. LONG-TERM
- JUSTICE VS. MERCY
- What is the point?
Checkpoint 5 Dilemma Analysis

Benefits

- Cuts through the mystery, complexity and confusion
- Strips away extraneous details, gets to the heart of the matter
- Helps separate right vs. wrong from right vs. right
- Helps us to see if we have a bias towards one side of a paradigm
Right vs. Right Paradigms

- **TRUTH VS. LOYALTY** -- Other variations could be:
  - Why is LOYALTY problematic?

- Some loyal people may suspend their judgments about right and wrong...

- **3 types of loyalty**
  - **Personal loyalty to superiors**
    - My job is to make the boss look good at all costs
    - Lasts as long as I work for this boss
Why is Loyalty Problematic?

- **Institutional loyalty** – to the mission, goals, values
- Lasts as long as I work here
Why is Loyalty Problematic?

- Integrated loyalty – genuine concern for the values and ideals of a profession
- Lasts as long as I consider myself a professional...
Right vs. Right Paradigms

- **INDIVIDUAL VS. COMMUNITY** -- Other variations could be:

- **SHORT-TERM VS. LONG-TERM** -- Other variations could be:

- **JUSTICE VS. MERCY** -- Other variations could be:
Analyzing Your Dilemmas

In groups, each person will:

Tell a story up to the point of defining possible actions (DO NOT TELL WHAT YOU DID OR WHAT HAPPENED AT THIS POINT!)

Listen carefully to each other and ask:

- Is this an ethical issue?
- Who is the actor?
- What are the facts?
- Is it Right vs. Wrong?
- What type of Right vs. Right is it?
How do we choose the higher right?

We consider 3 principles of ethical decision-making:

- **ENDS-BASED** THINKING (Utilitarianism)
- **RULE-BASED** THINKING (Duty or obligation)
- **CARE-BASED** THINKING (Golden rule)
Resolution Principles

- **ENDS-BASED THINKING** (Utilitarianism)
  - A one-time decision – criterion is:
    - Which choice will produce **THE GREATEST GOOD FOR THE GREATEST NUMBER** of people
    - (or the least harm to the fewest)
  - What are the problems with this approach?
Resolution Principles

- **RULE-BASED THINKING** (Immanuel Kant)
- An “always” decision - criterion is:
- Which choice coincides with a moral or ethical rule that applies universally? “If everyone followed the rule of action I am considering, is that the kind of ethical world I want to live in?”
- What are the problems with this approach?
Resolution Principles

- **CARE-BASED THINKING (Golden Rule)**
  - *Do unto others as you would have them do unto you*
  - Apply the rule of reversibility.
  - What are the problems with this approach?
Checkpoint 6: Applying the Resolution Principles

- Recall your dilemma and determine the “higher” right by applying each principle to your dilemma choices
  - **Ends-based** (greatest good)
  - **Rule-based** (principle only)
  - **Care-based** (do unto others…)
Checkpoint 7: Investigating Trilemma Option

- In the course of dilemma analysis and resolution a THIRD WAY OUT may develop
- Check it against your values to make sure it is ethically valid
- If time permits, try brainstorming
Checkpoint 8:
Decision and Moral Courage

- What is MORAL COURAGE?
- What does it require?
  - Strength of CHARACTER
  - Awareness of the RISKS
  - Willingness to endure the CONSEQUENCES
- What gets in the way of moral courage?
Checkpoint 8 – What Gets in the Way of Moral Courage?

- Three latent or internal fears
- **Confusion** – Issues are becoming more complex and we can rarely be “sure”
Checkpoint 8 – What Gets in the Way of Moral Courage?

- Three latent fears
- **Exposure** – Nature leads us to want to shrink from prominence, to find hiding places and to avoid leadership roles
Checkpoint 8 – What Gets in the Way of Moral Courage?

- **Three latent fears**

- **Discomfort** – the greatest threat comes from complacency. Moral courage can be messy, uncomfortable, and disturbing. We may have to challenge our own fundamental beliefs.
What Can Give Us The Capacity To Endure?

Trust
Five reasons we trust

1. *Experience*, through which we rely on what we’ve done and, by extension, what we can do

*MC*, p. 151
2. **Character**, encouraging us to trust in who we are rather than what we’ve done, and giving us comfort that the values and virtues we’ve always expressed will be there in the future.
3. **Faith**, which causes us to trust that whatever we worship as an authority beyond ourselves will sustain us as we move forward
4. **Intuition**, leading us to act according to a gut feeling, with the confidence that if our instincts have been right in the past they will probably be right in the future.
5. A supportive context, in which moral courage is admired by our closest friends and family, and where the ethical culture of our organization—“the way we do things around here”—condones moral courage and encourages its expression
What do we think was the source of trust?

**Experience:** “What’s back there.”

**Character:** “What’s in here.”

**Faith:** “What’s up there.”

**Intuition:** “What’s gotta be.”

**Context:** “What’s all around”
Trust vs. cynicism

Cynicism defined:

- A contemptuous dismissal of good
- “Given to sneering at rectitude and the conduct of life by moral principles”

—Webster’s New International, 1909
A Five-Point Moral Courage Assessment

1. **Who is the actor?**

2. **Is this physical or moral courage?**

3. **What key value is most at stake?**
   - Honesty ♦ Fairness ♦ Responsibility ♦ Respect ♦ Compassion

4. **What REAL external dangers and inner fears challenge those trusts**
   - Fear of ambiguity ♦ Fear of public exposure ♦ Discomfort

5. **What trusts allow the actor to endure?**
   - Experience ♦ Character ♦ Faith ♦ Intuition ♦ Supportive context
Checkpoint 9:
Reflecting on Past Dilemma Decisions

- This is not about second-guessing ourselves
- What are the possibilities and insights?
- What does my pattern of decision-making tell me about myself?
- If I always come down on the side of ______ what does that tell me?
Action Plan

- What will I do differently starting tomorrow?
- What dilemmas or tough choices do I expect to be facing at work?
- What dilemmas or tough choices do I expect to be facing at home?
The Nine-Step Process

1. Recognize moral/ethical issues
2. Determine the Actor
3. Gather the Facts
4. Test for Right vs. Wrong
5. Use Right vs. Right Analysis
6. Apply Resolution Principles
7. Investigate Trilemma Options
8. Make the Decision and Act
9. Revisit and Reflect to Learn
Thank Your for Your Participation

- Please feel free to contact me with any questions or comments:
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