

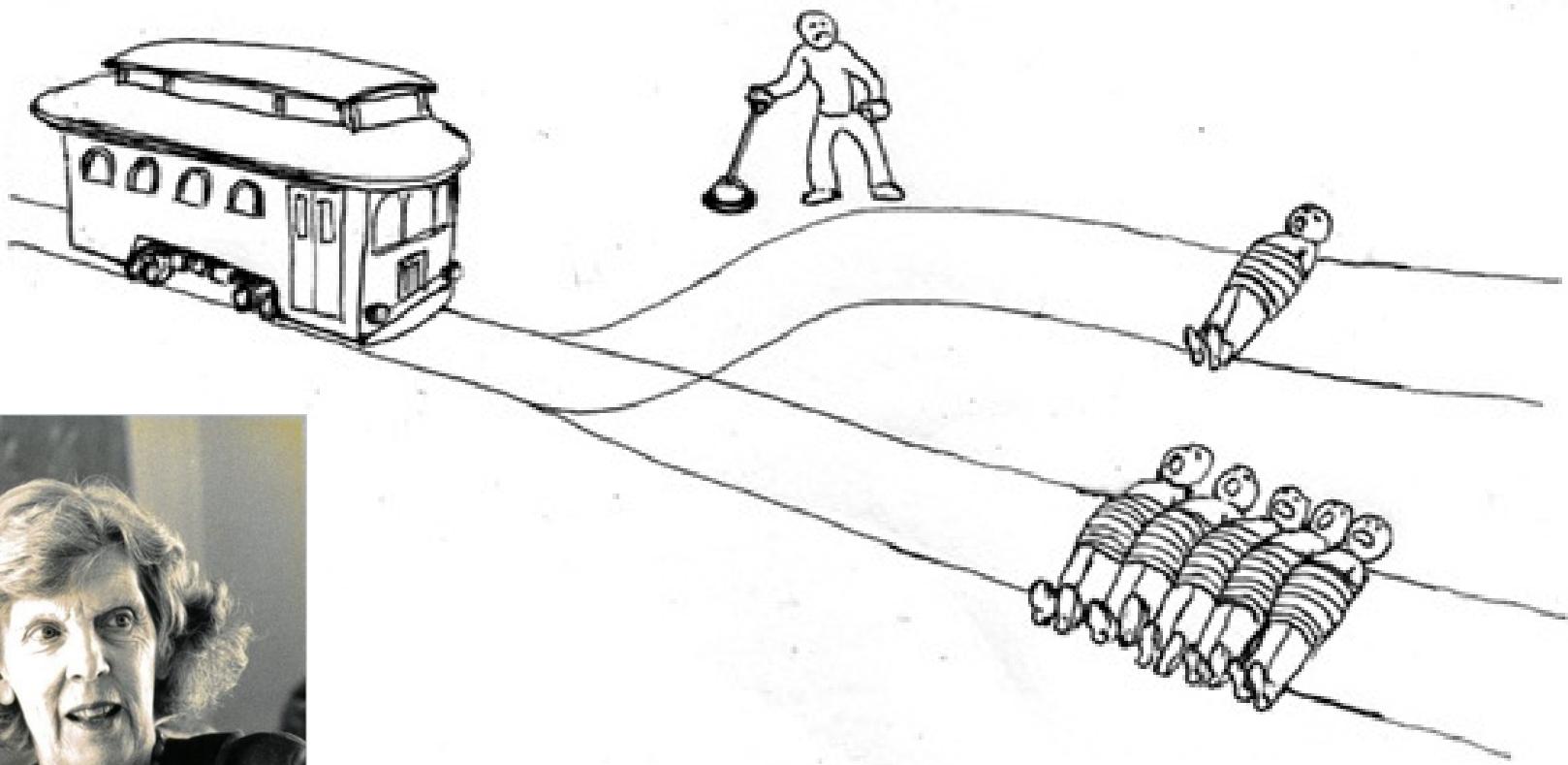
Five Moral Theories: Ethics for Work . . . and Life

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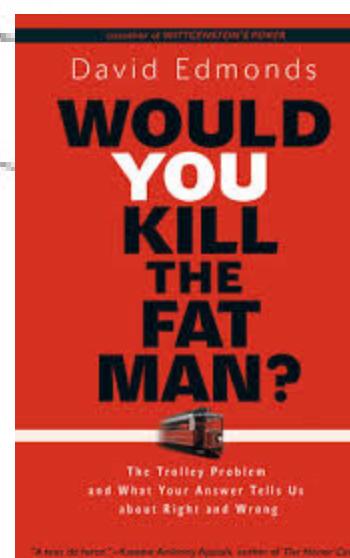
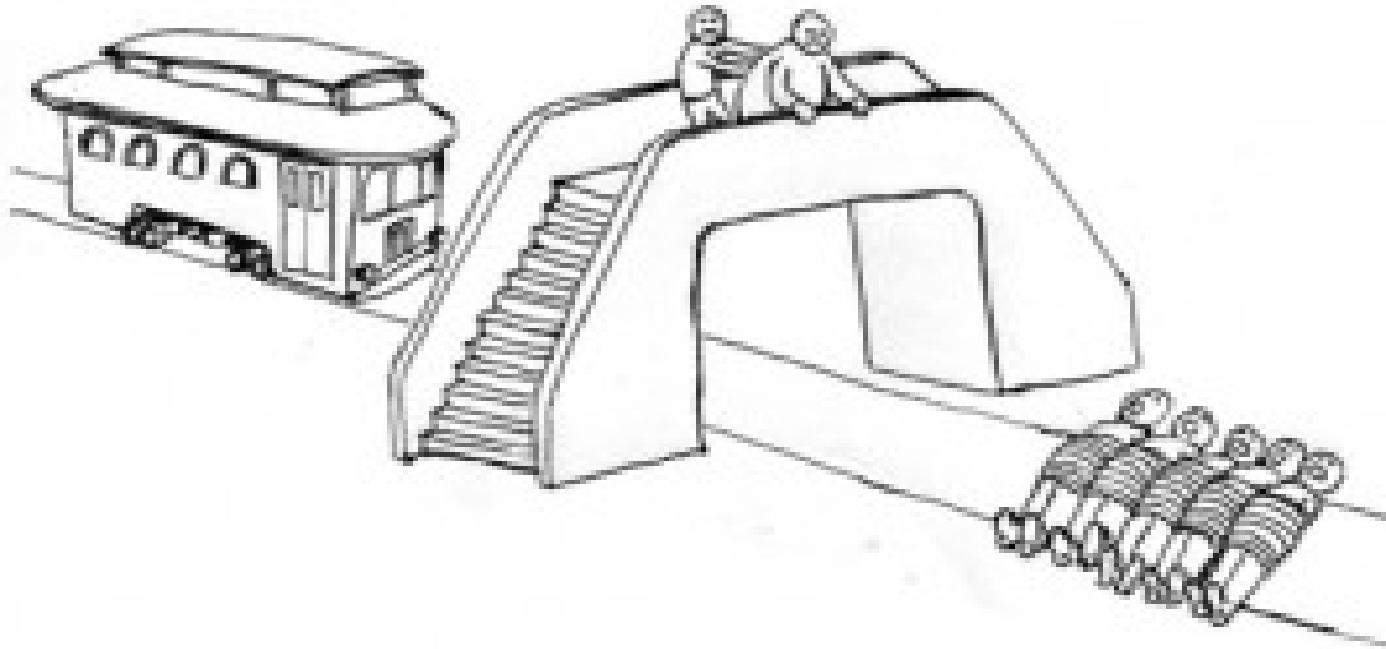
Objectives

- To understand how ethics affects our work and everyday lives
- To address the misinformation and ethical traps that affect our decision-making
- To learn to overcome the temptation to make bad decisions
- To learn a simple method for making “good” decisions at work and in life

How Philosophers See Ethics?



It Gets Pretty Weird?



How Businesses See Ethics?



How the Rest of Us See Ethics?

You are taking your young child to the dentist for dental work you know will cause your child discomfort and pain. On your way to the dentist's office, your child looks up at you and asks, "Will this hurt?" What do you say to your child?





Frequent Ethical Lapses: At Home and Work

- Sexual misconduct
- Misuse of money or resources
- Dishonesty or giving false information
- Misuse or abuse of alcohol/drugs
- Abuse or mistreatment of another
- Disobedience of rules

Ethics is Prudent Risk Management

- There are myriad competing interests at work
 - Personal values vs. organizational culture
 - Laws, rules and guidelines vs. Differing interpretations
 - Cultural/social values vs. individual free choice
 - Uses/abuses of power vs. opportunity knocking
- Laws, rules and ethics codes don't cover everything
- The free market doesn't always provide the best answer to complex ethical issues
- Instead, complex problems often require a concern for the “big picture:” What is fair? Just? What process is due? What is the impact on all stakeholders?
- **Ethics is the responsibility of every human being!**

Ethics Matter

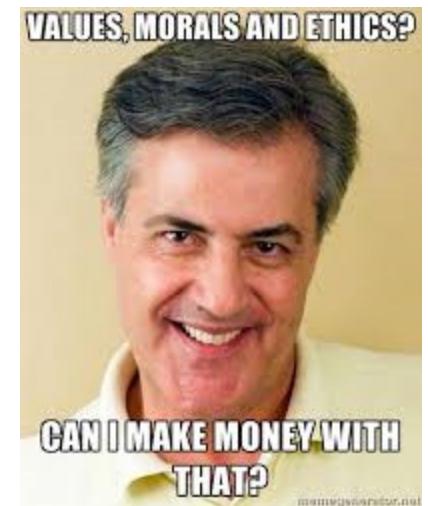
- IIA has more than 180,000 members worldwide
- **IIA has a Code of Ethics demanding integrity, objectivity, confidentiality and competency**
- Effective ethics programs in organizations:
 - Strengthen reputations, your business and its public image
 - Increase employee loyalty and commitment
 - Build strong teamwork, productivity and foster communication
 - Aid employee morale
 - Support management's philosophy, long-range planning and even workplace diversity efforts
 - **Limit government oversight and lawsuits; an insurance policy against bad acts and mayhem**



"WE'RE FORCED TO BE MORE ETHICAL SINCE WE
CAN'T AFFORD THE BEST LAWYERS."

Ethics, Values, Laws, Morals: Where to Start?

- **Values** are our **fundamental beliefs**. They are the principles we use to define that which is right, good and just.
- **Morals** are values we attribute to a **system of beliefs**, for example, a religious system, political system or other set of beliefs. Morals often derive from a higher authority than one's self.
- **Laws** are rules established in a **community** by some **authority**, applicable to its people and recognized and enforced by judicial decision.



Doing the Right Thing

In a staff meeting one day, your boss takes credit for some excellent work of your friend and co-worker who is absent that day. **What do you do?**

- A. Nothing, it's your co-worker's problem.
- B. After the meeting, pass the word to your colleagues about who "really" did the work on the project.
- C. Speak to the boss in private in order to make sure the absent colleague gets proper credit.
- D. Inform your colleague who did not get proper credit what took place and let him/her take whatever action he/she desires.

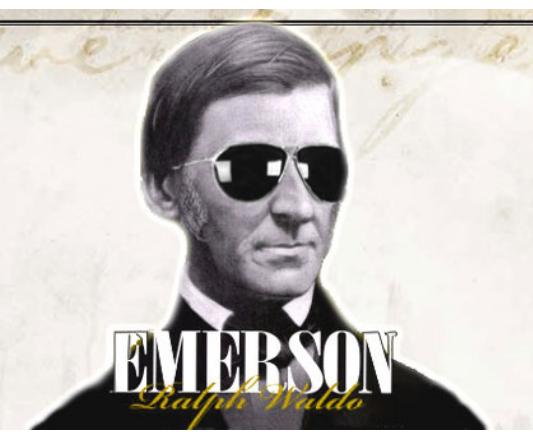
Ethics is . . .

- The study of right and wrong behavior: Aligning our actions with our values and the values of our community
- Not necessarily the law. Laws are a set of rules to govern behavior. Laws may be based on standards of morality, values, and ethics within a society and serve as a guide for citizens, regardless of their personal beliefs
- Knowing that even the “best” people have ethical problems or can make mistakes.
- The responsibility of every leader. Leaders are the ethics teachers of the workplace. They must *be above reproach (**moral**)* and, further, must *be perceived as above reproach (**a moral leader**)* at work

Whatever you do, you need courage.

Whatever course you decide upon, there is always someone to tell you that you are wrong. There are always difficulties arising that tempt you to believe your critics are right. To map out a course of action and follow it to an end requires some of the same courage that a soldier needs. **Peace has its victories, but it takes brave men and women to win them.**

Ralph Waldo Emerson



To see what is right and not to do
it is want of courage.

Confucius



Common Myths Impede Growth

- You cannot teach people to be ethical
- People apply the same ethics at home and work
- I am/we are already ethical enough
- Ethics is just “religion at work”
- Ethics is a passing “fad”
- Ethics is simply restating the obvious – “Be Good”
- No one can “manage” another person’s ethics
- We follow the law; therefore, we are an ethical organization

Why the Ethical Decay of Good People?

- We follow “**scripts**” stored in our memories of rote or familiar situations: Our personal “autopilot” can create the appearance of indifference
- Our mindless treatment of “**distractions**:” The more focused/driven we are, the less we see on the periphery . . . including wrongs or injustices
- We have a human tendency to “**morally exclude**” or discount others, e.g., fundamental attribution error; malicious gossip; and rumor-mongering as a form of entertainment



Beware the Ethics Traps (Lack of Accountability)

- It was only a little
- It didn't really hurt anybody
- They deserved it
- **Everybody else is doing it**
- Others who did the same thing are still here
- I wanted to be a team player
- That's how the “game” is played
- Business is war or combat
- Had to do what it takes to win



'That's it agreed then - the company's new motto
is going to be "*We didn't do anything illegal*".'

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Beware the Ethics Traps (Greed)

- I deserved it
- They don't pay me enough
- I thought it would be good for my career
- It's the only way to make the numbers
- The only way I can get my job done is to cut corners sometimes
- **Nobody will ever find out**

Beware the Ethics Traps (Misplaced Loyalty)

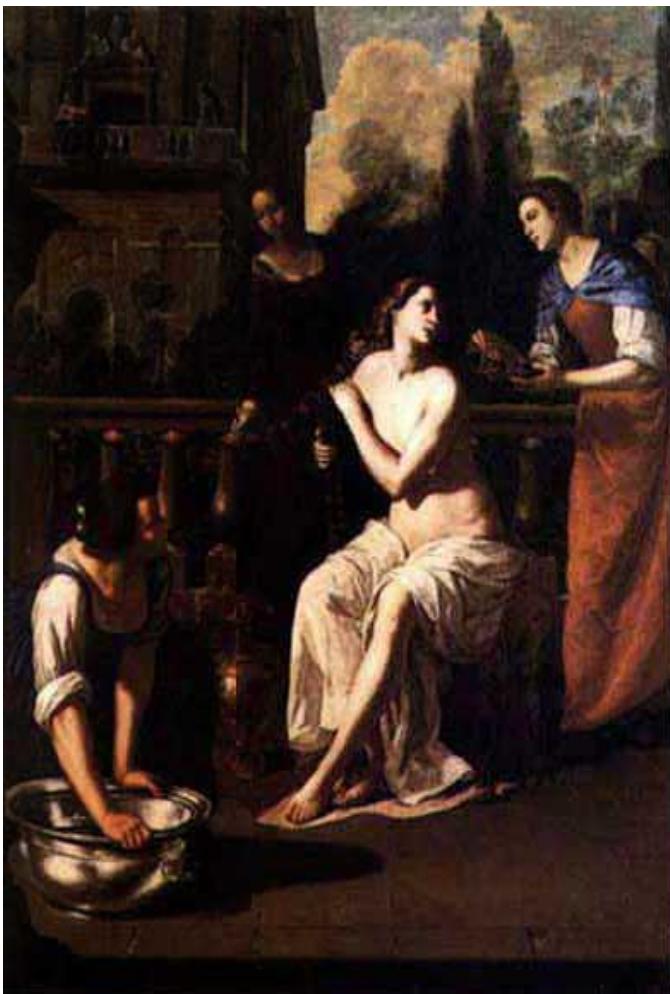
- **My boss made me/pressured me.**
- I'm sure my manager wanted me to.
- It would be good for the organization.
- I was just trying to save money.
- We've always done it this way.
- It would have cost a lot of (time/money) if we had . . .
- We have to do it in order to compete.
- Everybody just wanted to get things done.

Beware the Ethics Traps

(Ignorance)

- I didn't know . . . I didn't think . . .
- I was only doing my job.
- It wasn't my job to . . .
- I didn't have enough time.
- Nobody told me not to.
- It's impossible to keep track of all the rules/regulations/policies.
- The rules are stupid and I've been here a long time.
- The organization doesn't really mean it when leaders talk about all that ethics stuff.

Managing Distractions: Bathsheba Syndrome



- Every human being faces temptations he or she must overcome to remain successful
- The higher you rise in any organization, the more exposure to temptations you will face AND the farther you may fall.

Drawing a Temptation Map

What are the moral and ethical challenges **you** face in your current station in life?

What challenges does your **organization** face?

How Can We Avoid Bad Acts?

- Create a personalized Code of Conduct by answering these questions
 - What is your personal mantra?
 - **What do you stand for?**
 - What is your greater purpose in life?
 - If you are a leader, what reminds you of your higher calling as a leader?

Further, we must develop “guard rails” that prevent us from going “over the edge” and making poor decisions.



What are your Guard Rails?

- A plan or a policy to avoid harm
- Have people who hold you accountable
- Self-respect: You lead by example
- Faith or personal values as guides
- Good situational awareness of temptations
- Accepting feedback and listening
- Employ consequence management to minimize or repair harm or damage
- Training on managing threats/rehearsing your response to threats

How We Learn to be Good: Kohlberg Moral Development Scale

I. Deference to Power/Authority

“x told me to do it or I will be punished.”

II. Satisfaction of Own Needs

“I wanted to do it.”

III. Seeking approval

“x will like me if I do it.”

IV. Respect for law and order

“The book says to do it this way.”

V. Societal need

“What is greatest good for greatest number”

VI. Universal Ethical Principles

“This is a decision based on a standard of moral integrity.”

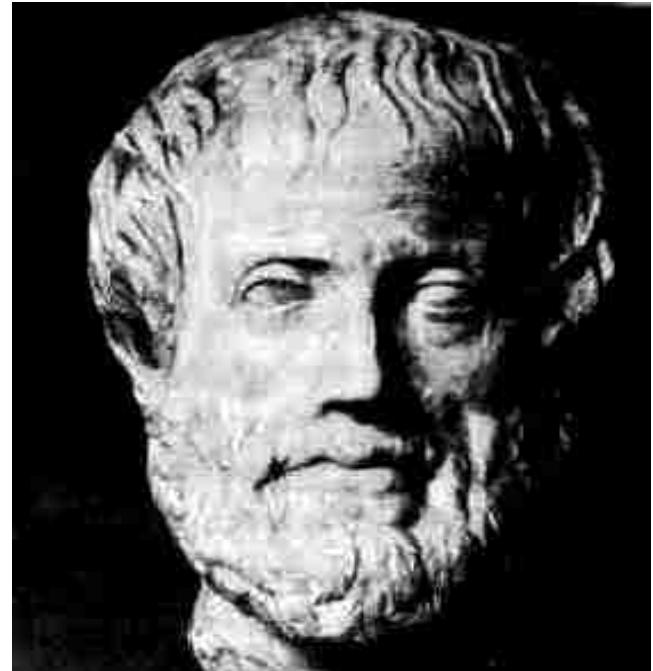
Five Moral Questions

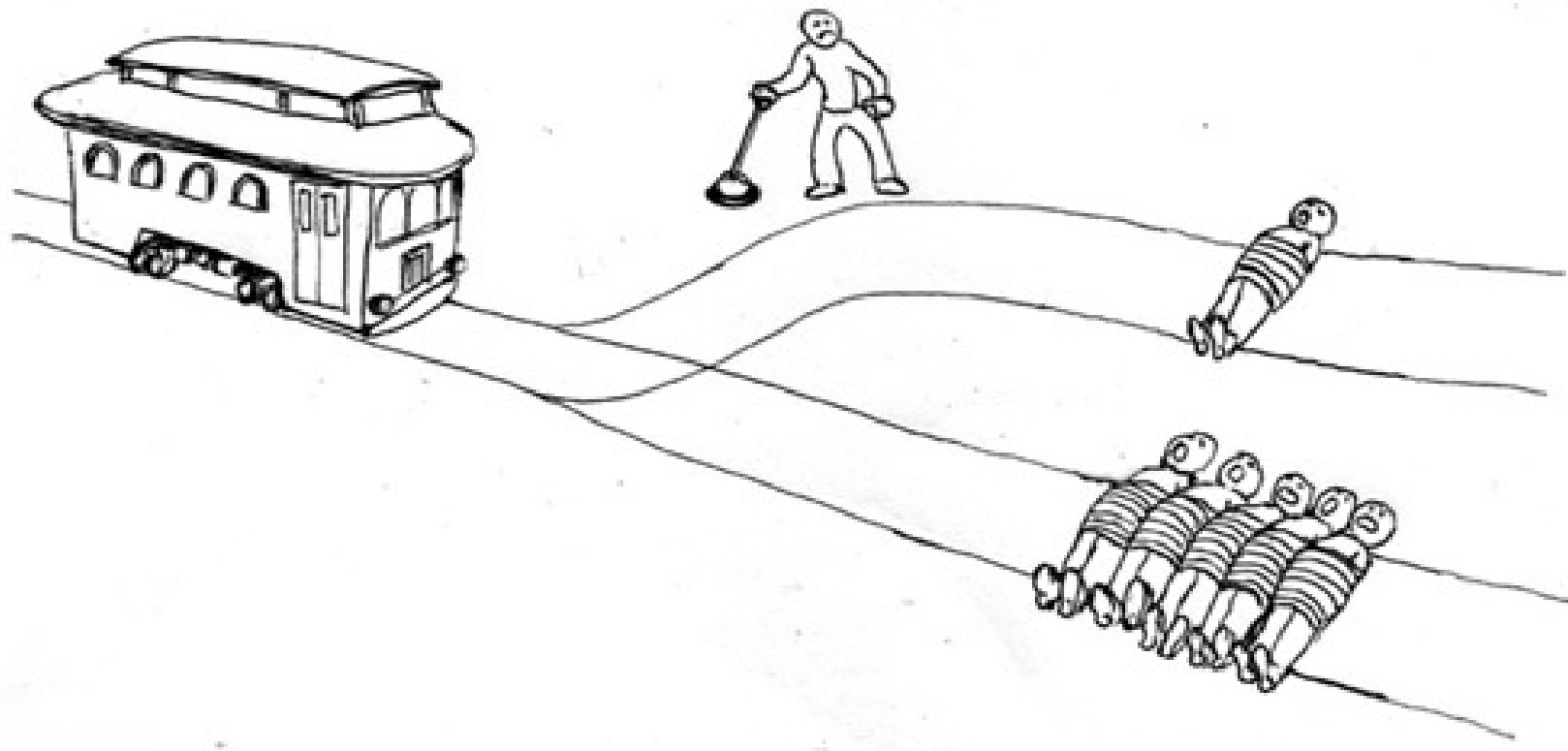
- Principles or rules that people use to decide what is right or wrong
 - Teleology “**Does the end justify the means?**”
 - Egoism, i.e., what is the greatest good for **me**?
 - Utilitarianism, i.e., what is the greatest good for the **greatest number**?
 - Deontology “**Do the means justify the end?**”
 - Justice “**How fair is the action?**”
 - Relativism “**What does the group think?**”
 - Virtue ethics “**What kind of person should I be?**”

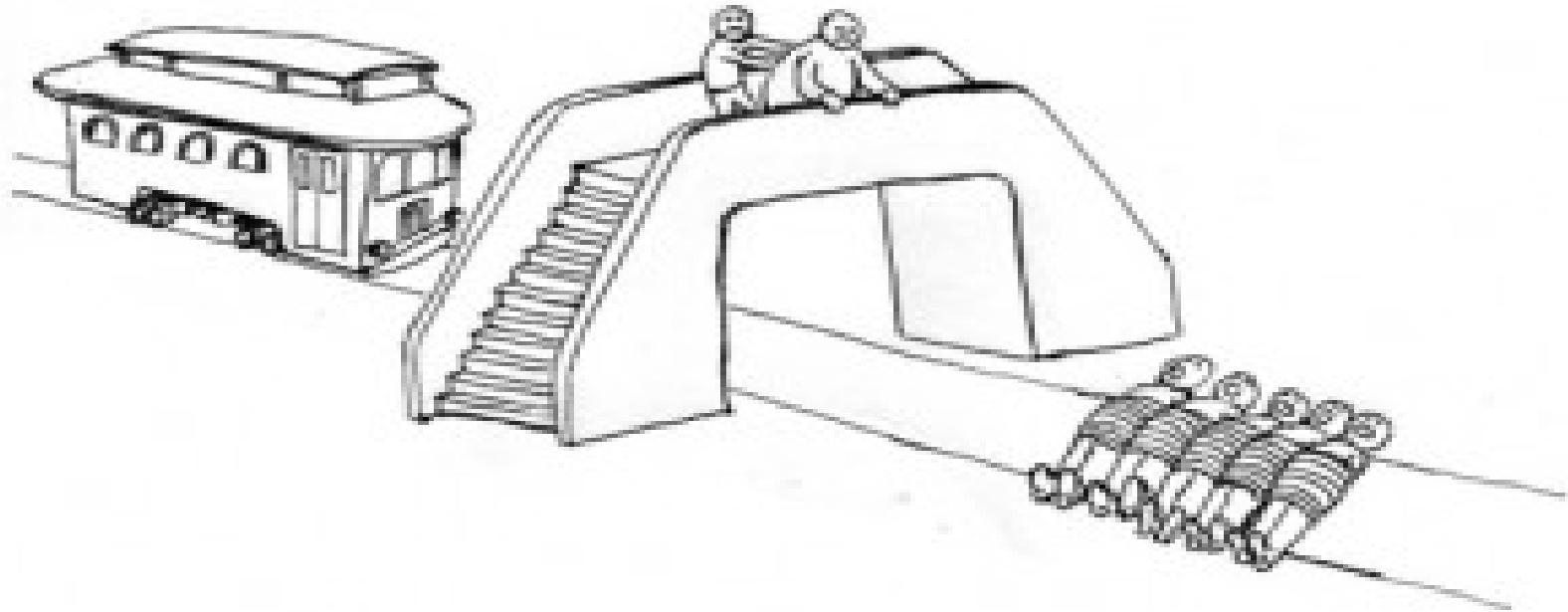
Virtue is the “Habit” of Choosing the Mean between the Extremes

**The virtuous person
“would prefer an hour
of rapture to a long
period of mild
enjoyment, a year of a
beautiful life to many
years of ordinary
existence, one great
and glorious exploit to
many small successes.”**

Aristotle, *Nicomachean Ethics*, Book IX







Doing the Right Thing

You discover that a very good friend and co-worker uses cocaine off the job and likely has been using it on the job. Another friend encourages you to confront the person instead of “narcing” to management so your friend doesn’t get fired. **What do you do?**

- A. Nothing, sounds like a personal problem.
- B. Good cop: You speak to your friend, the alleged drug abuser, and encourage him to get help.
- C. Bad cop: You confront the drug abuser and tell him to quit using drugs or you will “turn him in.”
- D. You report the matter immediately to your supervisor or Human Resources.

Keys to Ethical Decisionmaking

- Stop, think, ask yourself: What is the imagined best outcome?
- Network with the “sages:” Has anyone else “weathered this storm?” Seek their wise counsel
- Don’t rush to judgment: Do I have all the facts I need on which to base my decision?

Practical Decisionmaking

- What are the best and worst case scenarios?
 - “Essentials” vs. “Desirables”
- Who are the stakeholders in my decision?
 - Internal
 - External

Practical Decisionmaking

- Are there guides/constraints on my decisionmaking:
 - Law or regulation?
 - Organizational policies, guidelines, IIA Code of Ethics?
 - Community standards of morality?
 - **Personal values?**



Practical Decisionmaking

- Make a decision – not always perfect
-- and carry it forward!
Are you still making a decision even if you do nothing?
- Follow-up. What are the consequences of the choice?
- Take accountability for the decision

The Right Decision

- When making a decision about something you consider to be “gray,” “questionable,” or even “knowingly wrong,” ask yourself: What are the **long-term consequences** of this decision to my **character**, my **professional career** and my **family** when others find out?
- Stay **focused** and **humble** by being a servant leader – sacrificing personal gains or wants, lending a helping hand, doing the “lowliest” jobs in your operation -- to send the message to those around you that your feet are firmly planted on the ground!

Summary: Our Ethical Decisionmaking Model

- **Overcome the Traps and Recognize a Moral Issue Exists**
 - Is there something wrong personally, interpersonally, or socially? Is there a conflict?
 - Does the issue go deeper than legal or institutional concerns?
- **Get the Facts**
 - What are the relevant facts of the issue?
 - What individuals and groups have an important stake in the outcome?
 - What are the options for acting? Have all the relevant persons and groups been considered?
If you showed your list of options to someone you respect, what would that person say?
- **Evaluate the Alternative Actions from Various Moral Perspectives**
 - Do we have a rule or standard that applies?
 - Which option will produce the most good and do the least harm?
 - Which option respects the rights of all stakeholders? Will others be treated fairly?
 - Which option would reinforce the virtues or character traits that we value as individuals? As a
an organization? As a profession? As a society?
- **Seek Advice! Say Something!**
- **Act, then Follow Up Later**
- **Doing Nothing is to Act, but rarely is the Right Decision**

Questions Leaders Should Ask

- Is this conduct consistent with our culture and values?
- Is the conduct consistent with our Code of Ethics?
- Is the action legal?
- Would I be comfortable if this decision or action was made public?
- Would I want the action to be done to me?
- Would the actions be perceived positively by my family, peers or senior management?
- **If “NO” to any question, SPEAK UP and ASK FOR HELP!**

Conclusion: Preventive Ethics

- We can become more virtuous through **practice**
- Train in the habits that enable you to **flourish**, e.g., exercise, sharing, being friendly, moral courage
- Teach persons around you why we ought to be good

OUR LIVES BEGIN TO END
THE DAY WE BECOME
SILENT ABOUT
THINGS THAT MATTER

Martin Luther King Jr.



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QUESTIONS?