

### Mind more than your own business

- Set, promote and enforce the ethics of excellence
- Anyone whose hands aren't clean can get the place dirty



Source: *The Ethics of Excellence* by Price Pritchett

### Learn to live with shades of grey

- Many ethical issues are fuzzy and blurred
- Often, there are tradeoffs and compromises
- You can't keep everyone happy



Source: *The Ethics of Excellence* by Price Pritchett

### Bear the blame for your behavior

- Ethics is a personal discipline
- You can't delegate character and integrity

"While we tend to judge ourselves by our intent, we tend to judge others by their behavior"  
– Stephen M.R. Covey



Source: *The Ethics of Excellence* by Price Pritchett

### Let pride be your guide

- How would you feel if your actions made the evening news or hometown paper
- What if 20/20, your children or your parents found about it?



Source: *The Ethics of Excellence* by Price Pritchett

### Don't say what you believe; show what you believe

- Talk is cheap
- It is easier to fight for principles than live up to them
- When the heat is on "walk the talk"
- Don't just talk a good game; play a good game



Source: *The Ethics of Excellence* by Price Pritchett

### Where does the buck stop?

- The buck stops here
- We can't blame "they"
- "They" can't fix things, "we" can




Source: *The Ethics of Excellence* by Price Pritchett

### Obey the law...but don't hide behind it

- It is only the first step
- Can step way over the ethical line and be inside the law


"In law, a man is guilty when he violates the rights of another. In ethics, he is guilty if he only thinks of doing so."  
-Immanuel Kant



Source: *The Ethics of Excellence* by Price Pritchett

### Do the right thing when there isn't such a thing


- We all see things differently
- "Right" is not always absolute
- Circumstances can corner you



Source: *The Ethics of Excellence* by Price Pritchett

### Listen to your conscience although you can't always trust it


- People's consciences vary
- When we run into conflicts between ethical "shoulds" and selfish "wants" we figure out how to con our conscience



Source: *The Ethics of Excellence* by Price Pritchett

### Talk it out with others but choose your others carefully


- Discuss it with those whose ethics you admire; those you respect for honesty, fairness and integrity
- Discuss with people who have an opposing or different point of view
- Find people that will tell you what you need (versus want) to hear



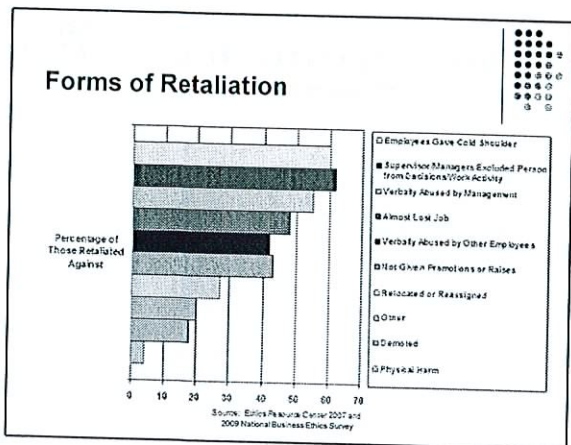
Source: *The Ethics of Excellence* by Price Pritchett

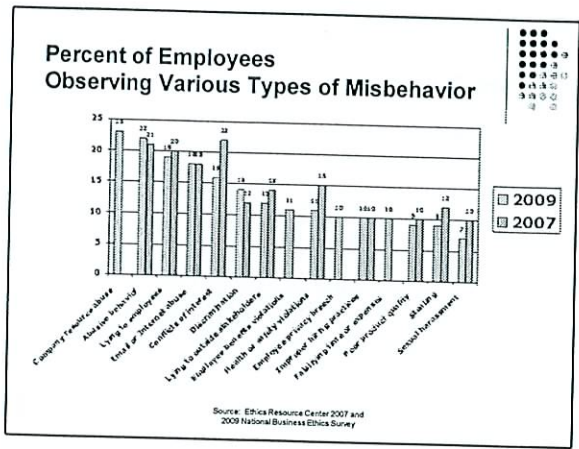
### Prepare to be punished for honesty

- People may respect you but not like you for your honesty
- You will struggle with inner conflict
- You will aggravate people
- The system may not be on your side




Source: *The Ethics of Excellence* by Price Pritchett






- ### Unique Risks in Bad Times
- High pressure to perform
  - More concern with accomplishing objectives than how they are achieved
  - Desire to save one's own job over those of colleagues
  - Pressure to cut costs at all costs
  - Desire to advance or protect careers
  - Hoarding of information to increase job security
  - Outside demands from organizational stakeholders
  - Confusion and uncertainty are the norm
  - People are tentative, cautious and self-protective
  - Employees feel threatened, insecure and vulnerable
- Source: Ethics Resource Center 2007 and 2009 National Business Ethics Survey

- ### Misconduct is More Common in Negative Work Environments
- Lack of satisfaction with information from top management
  - Lack of trust that top management will keep promises and commitments
  - Lack of satisfaction with information from supervisors
  - Lack of trust that supervisors will keep promises and commitments
  - Lack of trust that coworkers will keep promises and commitments
  - Rewards for employees who are successful even if it is through questionable means
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- Source: Ethics Resource Center 2007 and 2009 National Business Ethics Survey

- ### Ethical Challenges
- What ethical challenges might come up in times like these?
    - Communicating appropriately
    - Doing things that put jobs at risk
    - Cutting costs by cutting corners
    - Keeping quiet about misbehavior
    - Stepping over the line to get or keep business
    - Stepping over the line to get or keep a job
    - Breaking agreements
- Source: Ethics Resource Center 2007 and 2009 National Business Ethics Survey

- ### Rationalization Brainstorming
- Given this, what rationalizations might people have in their own minds for behaving unethically?
    - An executive not sharing all of his or her concerns about the business with the marketplace
    - An employee not saying something out of fear that his or her job would be eliminated
    - A supervisor not reengineering processes that could take costs out of the business because some of the operational efficiency would come from a reduction in headcount
    - A commissioned salesperson giving a government customer an expensive personal gift in exchange for renewing his contract with the company
    - A Human Resources Representative telling her sister that her brother-in-law is going to lose his job
- Source: Ethics Resource Center 2007 and 2009 National Business Ethics Survey

- ### Rationalization Brainstorming
- If it's necessary, it's ethical
  - The false necessity trap
  - If it's legal and permissible, it's proper
  - It's just part of the job
  - It's all for a good cause
  - I was just doing it for you
  - I'm just fighting fire with fire
  - It doesn't hurt anyone
  - Everyone is doing it
  - Its OK if I don't gain personally
  - I've got it coming
  - I can still be objective
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- Source: Josephson Institute of Ethics: *Making Ethical Decisions*