

What are ethics?

Ethics:

Standards of conduct that guide our behavior



Challenge #1

Challenge #2



Challenge #3



Challenge #4



Ethical dilemma:

Choice between two seemingly acceptable
courses of action

Common Ethical Dilemmas Faced by Managers



- **Assigning work**
- **Evaluating performance**
- **Administering punishment**
- **Supporting work/life balance**



**How can we
determine what
is ethical?**



**Virtue
Ethics**

Character

**Deontological
Theories**

Standards

**Teleological
Theories**

Outcomes

Virtue ethics:

Focused on the moral character associated
with an action

Confidence

Determination

Respect

Service

Humility

Kindness

Helpfulness

Trustworthiness

Perseverance

Generosity

Responsibility

Curiosity

Wisdom

Justice

Liberty

Humanity

Compassion

Discipline

Patience

Growth

Excellence

Courage

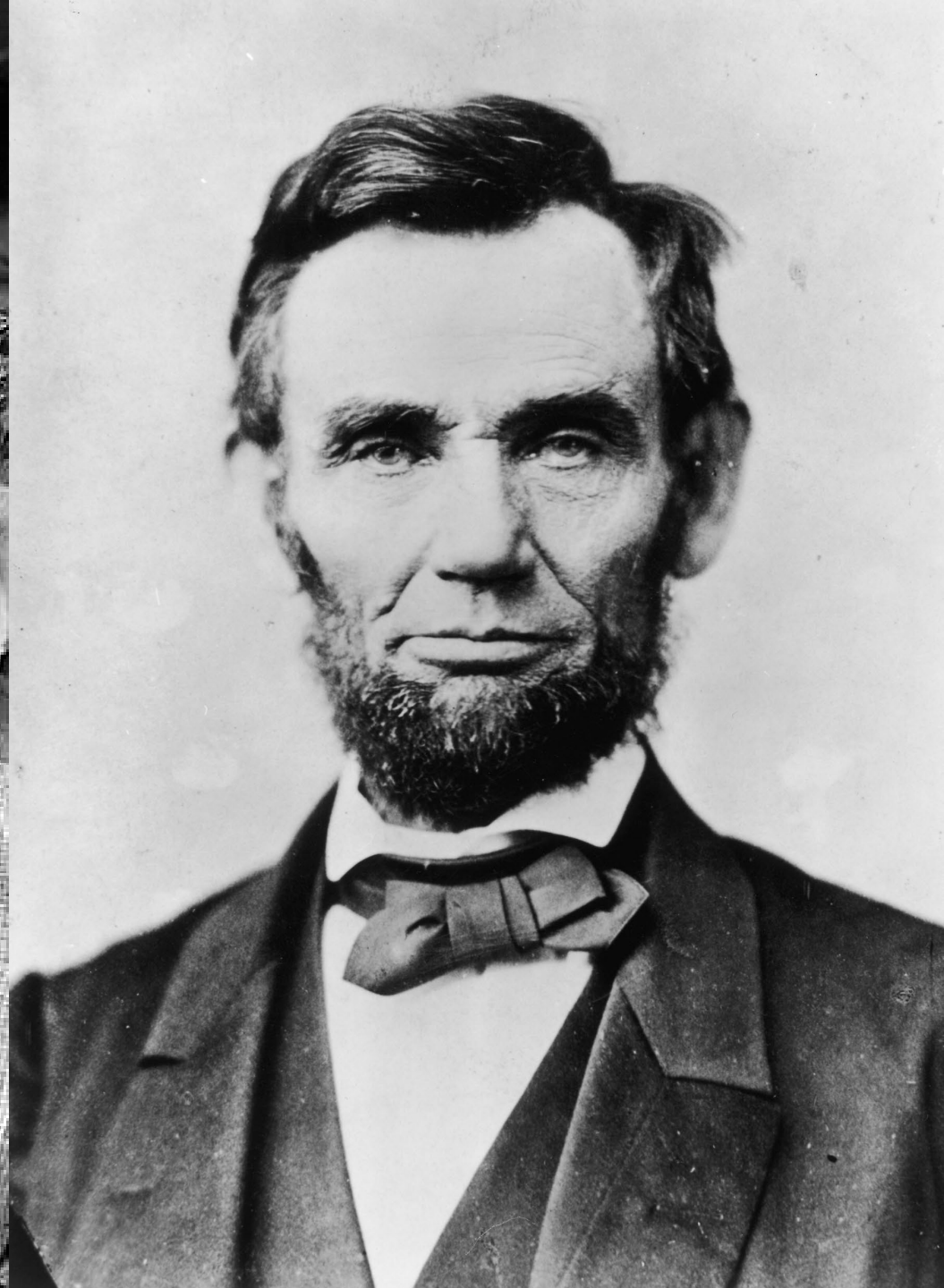
Honesty

Commitment

Unity

Honor

Reliability



Deontological theories:

Focused in the universal standards or rules
associated with the action

Universalism

**Treat others how you
wish to be treated.**

**Do what you say you are
going to do.**

Do not harm others.

Set a good example.

Tell the truth.

Take care of your health.

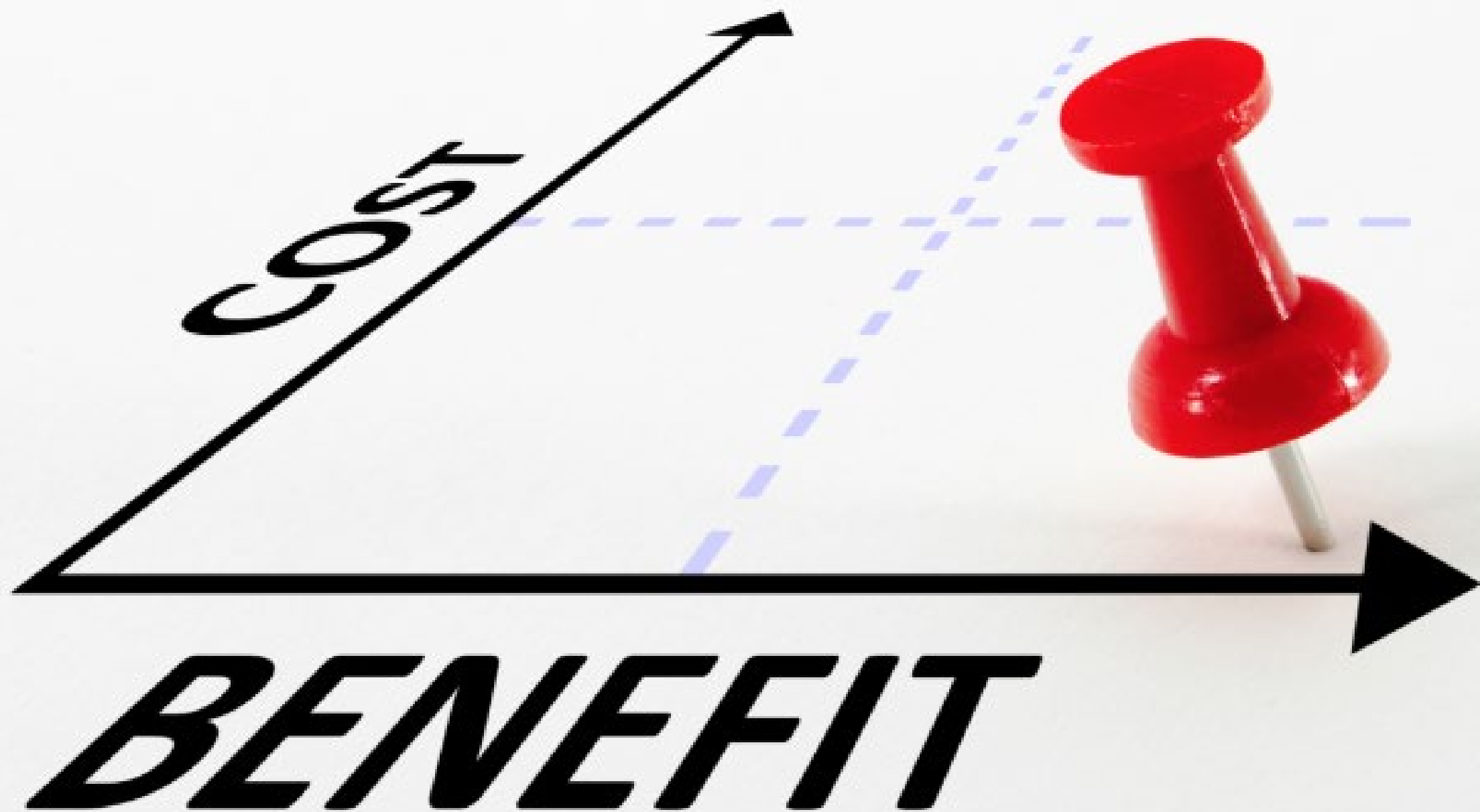


Teleological theories:

Focused on the consequences of an action

**The action itself is not right
or wrong; it depends on the
outcomes of the action.**





Utilitarianism





**Virtue
Ethics**

Character

**Deontological
Theories**

Standards

**Teleological
Theories**

Outcomes

**How do
perceptions
of justice
impact
work
behavior?**





The diagram features a central white cloud with the text "Perceptions of Fairness" inside. Three yellow lightning bolts originate from the bottom of this cloud and point towards the words "Satisfaction", "Commitment", and "Performance" at the bottom of the image. The background is a solid blue color with several smaller white clouds scattered around the main cloud.

Perceptions of Fairness

Satisfaction

Commitment

Performance

```
graph TD; Fairness[Fairness] --> Justice[Justice]; Fairness --> Equality[Equality]; Fairness --> Economics[Economics];
```

Fairness

Justice

Equality

Economics

Organizational justice:

Beliefs about the fairness of an organization
or manager

Forms of Organizational Justice

**Interactional
Justice**

**Procedural
Justice**

**Distributive
Justice**

Interactional justice:

Beliefs about the fairness of how we are
treated and communicated with

```
graph TD; A[Interactional Justice] --> B[Interpersonal Treatment]; A --> C[Information Adequacy]
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**Interactional
Justice**

**Interpersonal
Treatment**

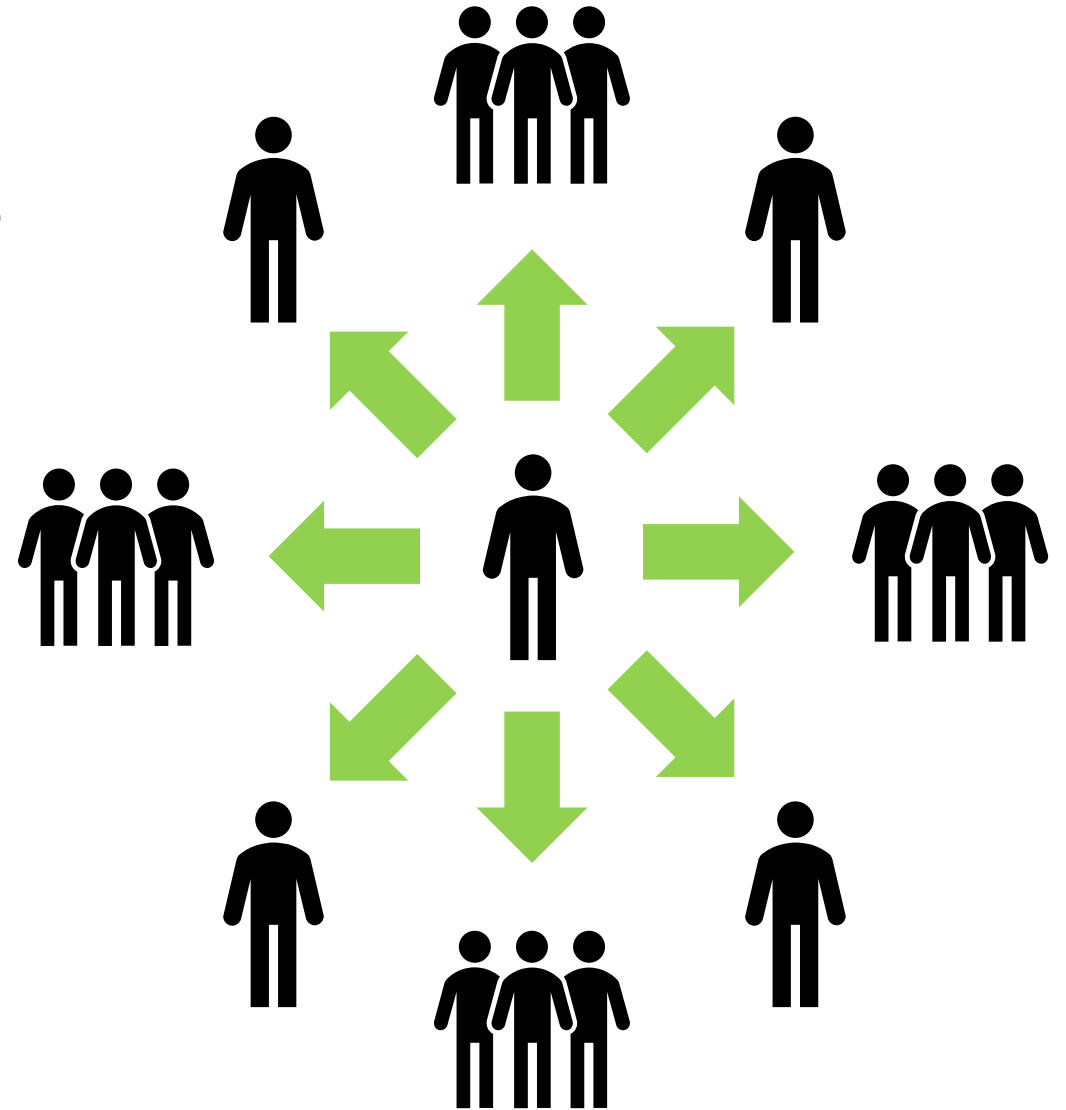
**Information
Adequacy**





Enhance Interactional Justice

- Treat others with respect
- Minimize bias
- Communicate consistently and frequently



Forms of Organizational Justice

**Interactional
Justice**

**Procedural
Justice**

**Distributive
Justice**

Procedural justice:

Beliefs about the fairness of the process used
to determine outcomes



The image shows two stacked folders. The top folder is lime green and has a white label with the word 'PROCEDURE' in bold, dark green capital letters. The bottom folder is light blue and has a white label with the word 'POLICIES' in bold, dark blue capital letters. Both folders are resting on a surface covered with various flowcharts. A black pen with a silver clip is lying on the flowcharts to the left of the folders. The flowcharts contain boxes labeled 'PROCESS', 'DOCUMENT', 'DECISION', 'MANUAL OPERATION', 'DATA', and 'TERMINATION', connected by arrows.

PROCEDURE

POLICIES



Enhance Procedural Justice

- **Be consistent**
- **Create an appeals process**
- **Encourage participation in the decision-making process**

Forms of Organizational Justice

**Interactional
Justice**

**Procedural
Justice**

**Distributive
Justice**

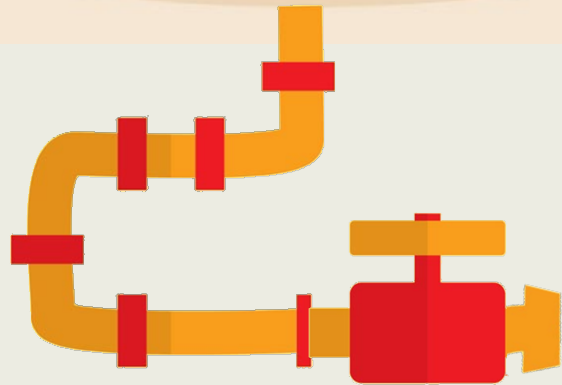
Distributive justice:

Beliefs about the fairness of a particular
outcome



Enhance Distributive Justice

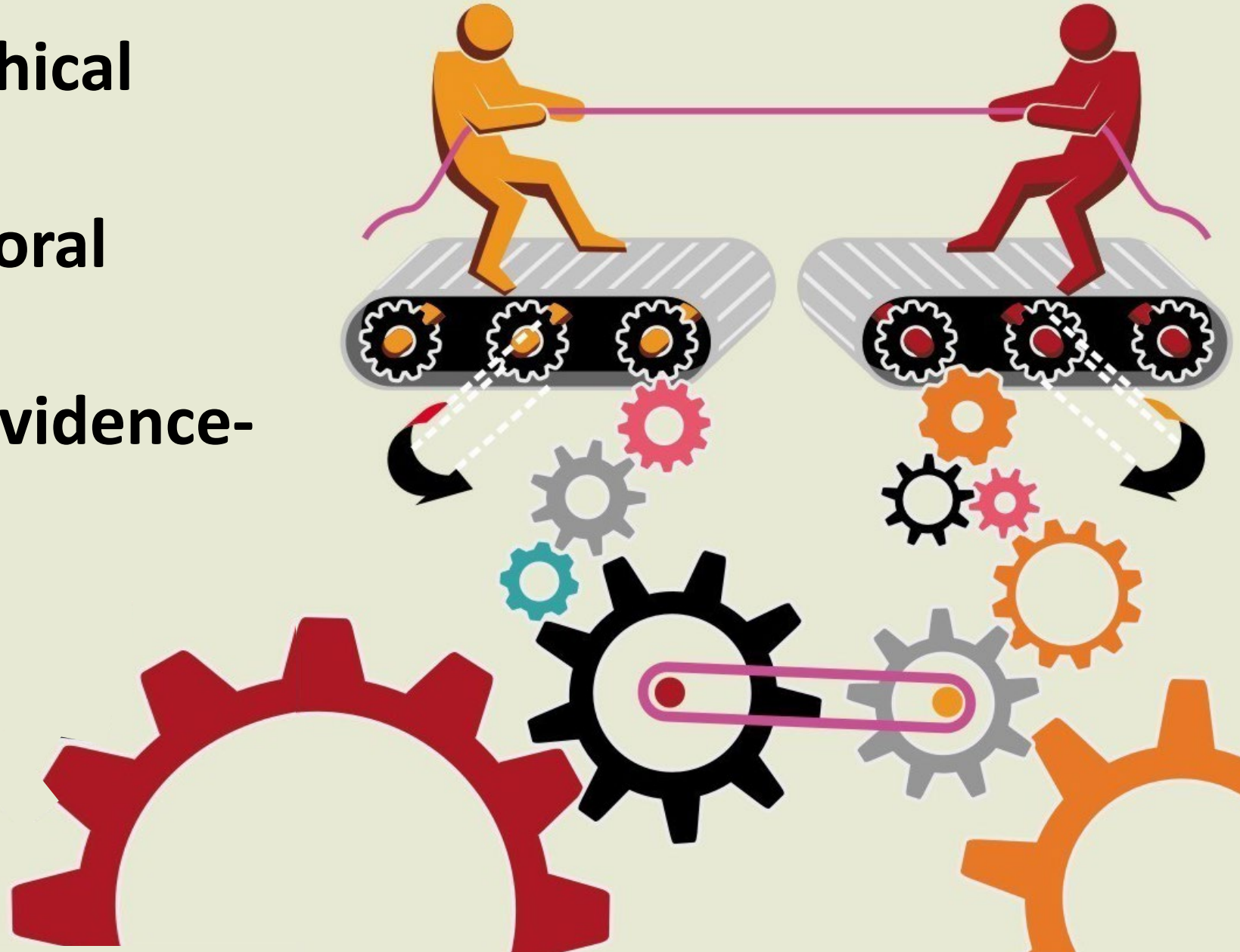
- **Clearly communicate the link between performance and rewards**



How can we make fair and ethical decisions?



- A. Identify the ethical themes**
- B. Identify the moral intensity**
- C. Use multiple evidence-based models**

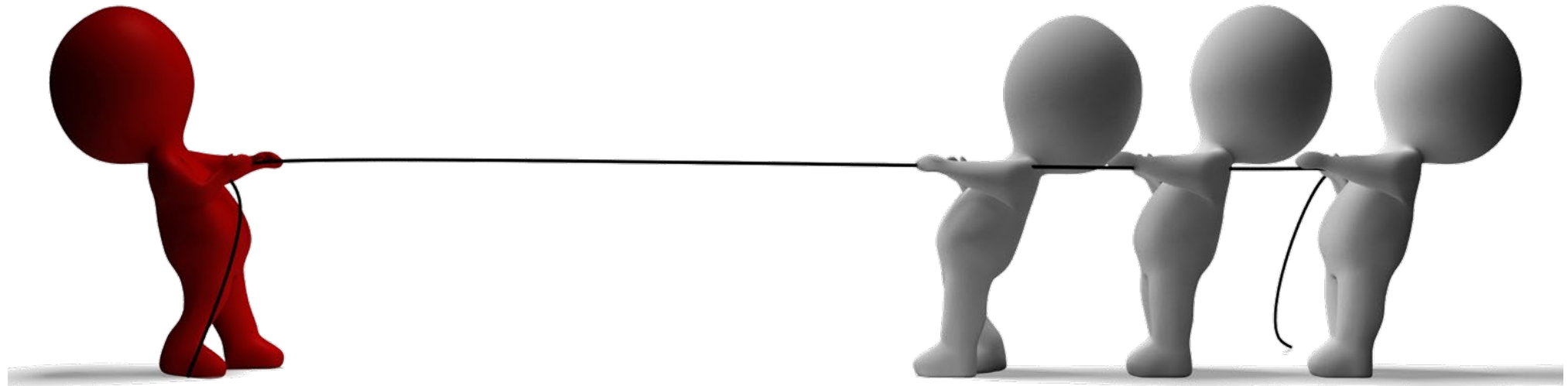


A. Identify the ethical themes

Truth vs. loyalty



Individual vs. group



**Short-term vs.
long-term**

LONG-TERM



SHORT-TERM



Discipline vs. compassion



B. Identify the moral intensity

Total Value

Time Lag

Total Impact

Social Agreement

Outcome Probability

Proximity

Moral intensity:

The degree to which an issue is perceived by others to be an ethical one

B. Identify the moral intensity

Total Value

Time Lag

Total Impact

Social Agreement

Outcome Probability

Proximity

B. Identify the moral intensity

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C. Use multiple evidence-based models to guide the decision-making process

1

**Define
Problem**

2

**Generate
Alternatives**

3

**Evaluate
Alternatives
and Choose
Solution**

4

**Implement
and
Evaluation
Solution**

**1. Define
the ethical
issues**



- **Identify intended and unintended consequences**
- **Identify and eliminate obstacles**





2. Generate alternatives to address the ethical issues

- **Use your moral imagination**
- **Ask open-ended questions**

Moral imagination:

The ability to perceive ethical issues, and
imagine and evaluate alternatives

3. Evaluate the alternatives to make a choice

- 
- ☐ Is it legal?
 - ☐ Is it universally acceptable?
 - ☐ Will it harm others?
 - ☐ Am I proud of it?
 - ☐ Are my motives selfish?

3. Evaluate the alternatives to make a choice

- 
- ☒ Is it legal?
 - ☐ Is it universally acceptable?
 - ☐ Will it harm others?
 - ☐ Am I proud of it?
 - ☐ Are my motives selfish?

3. Evaluate the alternatives to make a choice

- 
- ☒ **Is it legal?**
 - ☒ **Is it universally acceptable?**
 - ☐ **Will it harm others?**
 - ☐ **Am I proud of it?**
 - ☐ **Are my motives selfish?**

3. Evaluate the alternatives to make a choice



Is it legal?



Is it universally acceptable?



Will it harm others?



Am I proud of it?



Are my motives selfish?

3. Evaluate the alternatives to make a choice

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- ☒ Is it legal?
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