



Values Exercise #1

Values are fundamental to an understanding of why people behave the way they do. To a great extent, they determine what our society considers ethical/unethical, and also form the basis of our laws.

This exercise will help you to better understand values by assisting you to identify your own. Unless you have used a similar exercise, it can be difficult to simply state your own values. This exercise is an indirect way to evoke a more meaningful set of values that truly represent what motivates your thoughts and actions.

Answer the questions on this page on your own, forgetting about values for the time being. We'll get to that later. Take time to reflect if necessary.

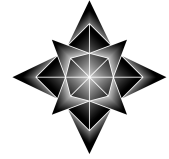
Individual Questions:

1. What gives you the most satisfaction in your work? (Or, note something you did that gave you the greatest sense of fulfilling your potential)

 2. What frustrates you the most in your work, or other activities?

 3. What kind of issue do you consider to be *non-negotiable*, i.e. it would force you to take a stand on principle; not compromise; 'draw the line'; or 'fight back'?

 4. Describe something that someone else did that touched you deeply, inspired you, and represented an ideal that you would aspire to. Why was it meaningful?
- Do the answers above have any common threads?



Values Exercise #1 (continued)

For discussion with your partner or discussion group:

What underlying values do your answers represent? (State each value as a positive attribute, in 4 words or less. Your answers to questions 2 and 3 will reflect the opposite of your value, e.g.: if you are frustrated by *inefficiency*, you value *efficiency*.)

How do these values relate to:

- values of others in the class?

- your professional association's code of ethics? (if applicable)

- your company's stated Core Values? (if applicable)

Values Exercise #2

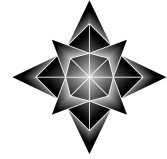
From a speech by Norman Augustine, CEO of Martin Marietta Corporation:

“Ethical behaviour goes beyond merely complying with the law. Ethics requires some degree of voluntary compliance. Ethics is not simple. Not only does one have to know the right thing to do - but one must also have the moral fortitude to do it. It is not always easy. Ethical people, of course, believe in honouring their word, respecting the law, acting honestly, respecting other people's property, exhibiting loyalty, and working hard.”

What parts of the above do you agree with?

What do you disagree with? Why?

Which parts might be objectionable to people from other cultures with a different set of values?



Colero's Eclectic Decision Model:

1. **IDENTIFY THE PROBLEM(S)**
 - why is this an ethical issue? (what principles or values are involved?)
2. **COLLECT THE RELEVANT FACTS**
 - consider the context, and historical factors
 - account for systemic/ cultural influences on data, e.g. duress or denial
3. a) **IDENTIFY THE STAKEHOLDERS** and the impact on, or from them
b) Decide which stakeholders to consult or include in decision making
c) Assess their rights, duties and obligations
4. **IDENTIFY THE ETHICAL ISSUES**
 - consult policy statements and laws
 - consult counsellors/ experts - in the field of ethics and/ or in the subject matter
 - consult your conscience and general guiding principles
 - identify which values or principles are in conflict
5. **CONSIDER A VARIETY OF OPTIONS (ALTERNATIVE SOLUTIONS)**
6. **CONSIDER THE FEASIBILITY OF OPTIONS**
 - assess their impact, and probability of success against a common set of criteria
(impact includes magnitude of risk, probability, reversibility, and so on)
 - is it legal? is it ethical? is it the most responsible thing to do?
 - does it make sense in terms of cost, time, etc.? - revise/ adjust as necessary
7. **REACH A TENTATIVE DECISION** for review, consultation or approval
 - check in with your conscience, e.g. use the newspaper headline test
 - test against analagous situations and precedents: what were the outcomes?
8. **REACH A FIRM DECISION**
9. **DECIDE WHO TO INFORM**
10. **MONITOR THE RESULTS**

REPEAT any of the above steps as necessary, in any order



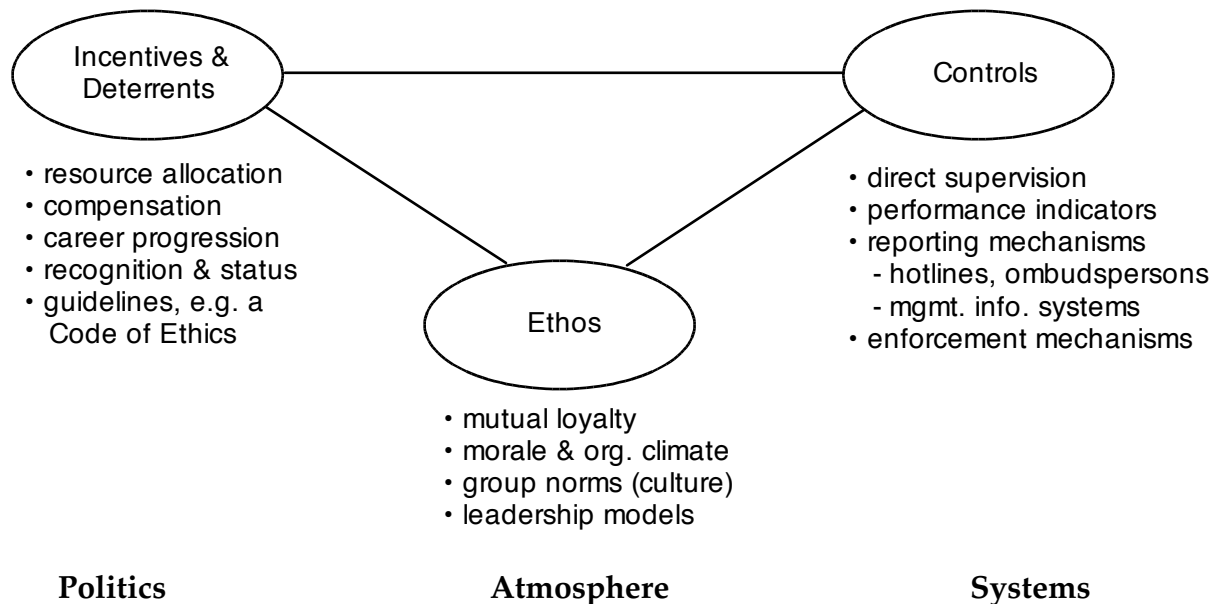
Systemic Factors

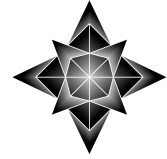
You can't say to employees "We expect everyone here to be highly ethical" or "This is the policy." Even with official policies such as your company's Code of Business Conduct, you are up against powerful forces influencing the way people actually behave. Codes and policies are important, but they can provide a false sense of security!

Dr. W. Edwards Deming, father of the Total Quality movement, insisted that most problems are not caused by a company's people, but by its systems.

An organization's systems influence ethical behaviour, and you as a leader have greatest responsibility for systemic factors. The major factors can be described as incentives/deterrents, controls and ethos.

Factors that Influence Organizational Misbehaviour





Mixed Messages

Mixed messages are common occurrences that can seriously undermine the company's ethical integrity. They create discrepancies between what is stated and what is actually done. The great movie producer, Samuel Goldwyn is credited with this classic mixed message:

“I don’t want any yes-men around me. I want everybody to tell me the truth, even if it costs them their job.”

Stated messages are the ones typically discussed in meetings or written in memos. Implied messages are not officially stated – but they convey a powerful meaning nonetheless. Take for example the implied threat of losing a job, specific orders that conflict with stated philosophy, or facial expressions that signal what not to say in a meeting. No words, but a clear message.

In a contest between stated and implied messages, which do you think wins out? Right! Unless you ‘walk the talk’ and ‘put your money where your mouth is’ you'll be signalling a lack of integrity, and providing an easy justification for misconduct.

Here are some typical vehicles for mixed messages.

Vehicles for <i>Stated</i> Messages:	Vehicles for <i>Implied</i> Messages:
<ul style="list-style-type: none"> • policy and procedures manuals • codes of conduct • wall plaques and posters • annual reports • employee handbooks • performance appraisals • company newsletter and intranet site • press releases and company website • etc. 	<ul style="list-style-type: none"> • role models, face-to-face influence • financial and career incentives • budget/resource allocation • personal agendas • low accountability (weak controls) • emphasis on conformity (excessive controls) • etc.