

ETHICAL DECISION MAKING

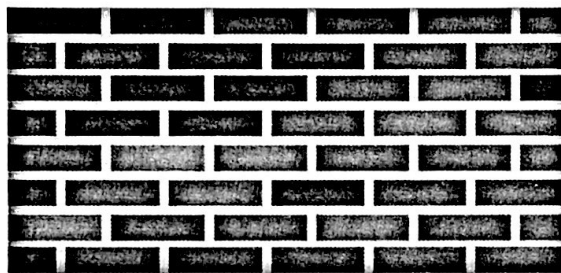
Reference Sheet

Values: Beliefs, customs or ideals a person or organization feels are important.
Values can vary by country, background, age. **Values** are the **foundation** of **ethics**.

Ethics: Embodiment of values leading to proper conduct and appropriate actions. In other words, ethics is how we use values to make decisions that result in proper conduct

Ethical Dilemma: Conflict between competing values and obligations

Barriers to Ethical Behavior:



Greed
Expediency
Moral Insensitivity
Immaturity
Value Conflict-Ethical Dilemma
Self Interest
Failure to Consider Consequences
Fear

Step-by-Step Approach to Managing an Ethical Dilemma:

1. Gather information about the situation. Do we have an ethical dilemma? (If we know what to do, it may be a tough situation, but it's not an ethical dilemma)
2. Interpret and weigh the information you gathered
3. Identify alternatives / options
4. List the pros and cons of each alternative. How important is each pro and con?
5. Examine your own biases about the situation
6. Use this information to make a **preliminary best decision**

Now **Quality Check** Your Decision:

Goals — Does your decision support the right goals for your company, team, or group?

Rules — Is my decision consistent with any applicable rules, regulations, policies, etc.?

Issues — Have I considered all the relevant issues?

Bias — Have I allowed my or others' biases to prejudice my decision?

People — Have I considered the rights and interests of all who will be affected by the decision?

Alternatives — Have I considered all viable alternatives? Have any alternatives become obvious since beginning consideration of the ethical dilemma?

Sleep on it, then quality check again — you have done all of the right things. You think your decision meets the quality criteria above. Now sleep on it, if you have time, and run through the above steps one last time. When you think this is the "best" ethical decision, do the "**Light of Day**" test.

"Light of Day" Test — Would you be able to defend your decision if the ethical dilemma you were facing and your approach for dealing with it was the lead story on *60 Minutes* this Sunday or splashed all over the internet. If you could, you probably made an ethical decision. Some may disagree with your decision, but you are in a position to defend it.

Thank you for your attention. If you have any questions after this session, feel free to contact me.

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