



**OBTC 2015 at University of La Verne
June 17th – 20th, 2015**

Submission Template

SUBMISSION GUIDANCE

- * Remove all identifying properties from this document **
- * All files must be saved in PDF format **
- *Please include ALL supplementary text at the end of this document**
- *Only one document should be submitted**

Submission Template for the 2015 OBTC Teaching Conference for Management Educators

1) Title of Proposal:

Collegial Development of Ethics in Management

2) Abstract:

Please include a brief session description (not to exceed 100 words). If your proposal is accepted, this description will be printed in the conference program.

This experiential classroom activity can be embedded in any course addressing ethics in business management. The content is short ethics scenarios based on real issues faced by managers in the U.S. Participants draw scenario cards and challenge each other to find ethical best answers. The demonstration runs about 30 minutes, followed by conference participants' discussion and exploration of the exercise's process, outcomes, and benefits. Enjoyable, high energy learning that creates a culture of open communication about business ethics issues.

3) Keywords:

Use three or four keywords to describe your session.

business ethics, experiential learning

4) Format

- Activity or exercise
- Discussion roundtable (60 minute only)
- General discussion session

5) Time Requested:

- 30 Minutes
- 60 Minutes (*Roundtables must select 60 minutes*)
- 90 Minutes

6) Planning Details:

Does your session have any special requirements for space or materials?

Session works best when participants are seated around tables in groups of four to eight, or in classrooms with movable chairs that can be grouped in sets of four to eight.

7) Learning Objectives or Goals for the Session:

What are 2-4 specific learning outcomes that participants will get from your session?

Experience real ethics issues faced by managers in U.S. business and apply the ethics dynamics model to resolve them.

Experience a highly effective, collegial, low-cost, and fast process to teach business ethics to managers and employees even if you are not an ethics subject matter expert.

Learn how to create a collegial community culture of high ethics and safe, open communication in a business.

8) Management or Teaching Topics:

Describe what management and/or teaching topics are relevant to your session, and why. Please include theoretical, disciplinary, or theoretical foundations that will help reviewers understand how your ideas fit within the broader field of management.

Management Education. I use this activity in every business ethics course I teach (sections totaling about 500 students per year). The experience gives current and future managers a practical framework for collegially teaching ethics to their employee community. It has been used for multiple years by a *Fortune* 100 company.

Business Ethics. This activity applies the ethics dynamic, an empirical model observed in business, to resolve ethics situations. (The ethics dynamic is consistent with, and helps explain, philosophical models such as utilitarianism, deontology, and virtue ethics.)

Teaching Methods. This is an experiential exercise. People encounter real-world business ethics issues. They enjoy small group discussions that evoke diverse ideas and resolve issues. Everyone becomes involved. Because groups are small, social loafing is discouraged. "Outliers," people who see ethics through a distorted lens, tend to be pulled toward community norms.

Organizational Behavior. Accepted research indicates small groups tend to reach better decisions than individuals in the group. This exercise applies that principle to experientially highlight the benefit of involving other people and their diverse experiences and ideas--the community--when making an ethics decision instead of trying to solve problems alone.

9) Session Description and Plan:

What will you actually do in this session? What activities will you facilitate, how long will they take, and how will participants be involved? Reviewers will be evaluating how well the time request matches the activities you'd like to do, and the extent you can reasonably accomplish the session's goals. Reviewers will also be looking for how you are engaging the participants in the session. Include a timeline for your session.

0-10 min. Topic introduction, ethics dynamic model, and overall vision. Distribute scenario packets to participant tables, organize each group into A and B teams, describe procedure to use.

10-40 min. Groups use procedure to work scenarios. They work at their own pace. Experience shows that in 30 minutes groups have worked as few as one scenario (senior corporate training managers still avidly exploring variations on the issue when I cut them off) and as many as 32 scenarios.

40-60 min. Hear from the participants: their thoughts, feelings, and ideas during the experience. Walk through a dozen favorable characteristics of the activity, how to tailor scenarios to an audience, and changes potentially observable and measurable in a corporate setting.

10) For Activities and Exercises:

Attach any materials needed to run the activity and debriefing questions. Evidence for effectiveness may also be included.

Three attachments:

1. Better Angels packet cover
2. Better Angels scenario cards
3. Lesson plan outline (programmed note)

Lest there be any confusion, the attached materials are not a commercial package offered for sale. The materials are freely available, not protected by copyright, and thus far I have been able to provide a scenario packet to each demonstration participant.

Evidence for Effectiveness: Feedback from undergraduate student participants (including international students):

"Another activity I enjoyed was when the groups would go against each other for points by having to come up with the right answers to ethical dilemmas. It really put us in the situation and allowed us to actually think about how we would react. Knowing how to respond to situations that can appear to be in the grey is important. Understanding the proper steps of action can make the difference between an alright manager and a responsible, ethical manager who takes the right steps in ensuring quality service and supporting both their customers and employees."

"At first when I was reading this in the book I did not have a firm grasp of what exactly it was trying to say. Then the next class we did those cards that were scenarios of actual ethical decisions and we had to determine whether it was ethical or not. The cards really helped since we were in small groups and were able to converse with one another about what we thought of the real life situation. It allowed us to apply the flow chart model that is in the book to an actual situation making it easier for me to understand the flow chart. I thought it was a great exercise and one that every company should do often with their employees."

"I recall we played a fun game when we were divided into groups of four and were provided a deck of cards with "what would you do?" questions of real life situations dealing with ethics. I was challenged as I need to visualize and imagine myself in that position and really think of a way in dealing with the situation."

"The most recent activity we've done was we were given a deck of realistic situation cards; we needed to figure out what's the right thing to do to perform a moral and ethical conduct. This was when my friend asked me to give him my quiz answers last week, and I courage myself to say no to him properly. This is important to give knowledge for us what we need to do when one day we're faced with these kinds of situations."

"Out of all the different class activities I really liked the ethical kits the best. The ethical kit gives you real life ethical dilemmas in which you are asked to solve. What makes the activity fascinating is that it challenges you to think hard about how to handle a specific ethical issue. For example, if you know that someone is taking money from the firm you work for should you tell you boss? During the activity I stated that I would not

tell upper management because it is not my problem. My fellow group members convinced me that I must tell my boss about the problem because it is the ethical (right) thing to do. The activity can change your perspective on how you should deal with ethics in everyday life."

"The class activity that stuck out recently was the different ethical dilemmas and connecting them to real life situations. From a theoretical standpoint, it is easy to remember the different definitions but to actually apply them in real life cases proved to be a lot harder. It also showed how important it is to have these different activities within the work place for employees to get a better understanding of what it takes to make ethical decisions."

"Last week, we did an activity called 'Better Angels', and we split into groups of four and were given different ethical scenarios to discuss about what we would do if we were placed in various situations. This game really opened my mind. Through this, I was not only able to identify and address ethical issues in business situations, but also identify and defend the appropriate approach (procedural models) and decision to every situation, before reflecting the outcome. Overall, I really appreciate these team problem sets and I wish that all my college classes were based on such real-world situations. This is because I know these are situations that could actually occur in the business world, and knowing how to assess and address these problems will really prepare and help me in the future working world. In my opinion, one can study a lot and be very intelligent in a field, but if one does not know how to apply what they have learnt to their daily lives, then they simply did not learn at all."

"I understand that promoting ethics requires more than just establishing and teaching rules, as exemplified in the reading and class activities. For example, when we played the "angels" game, the ability to make good moral and ethical decisions stemmed from having an understanding of what is right and what is best for everyone. In some situations, we often had to consider legal circumstances. This in itself was not truly in the forefront of my mind so sometimes I overlooked this aspect and was surprised when the card noted that the individual should do something to avoid legal consequences. So, asking what is legal often helps to make a good decision in the corporate world. One card that I remember in particular was regarding taking a short cut on establishing a new office by using government connections. While this was not legal, it also was not right. Or another card mentioned a customer recommending a new procedure or method that would make the company more efficient. In that situation, you have to consider why the company currently is using the method they are using and also be sure not to offend the customer since they are only trying to help. So, what is best for everyone is to assure the customer that you will look into utilizing that method but also check with the company to see if this is problematic or unethical."

"Our most recent activity, the ethical problem set cards, brought to light a completely different concept for me. By going through this exercise I began to realize that once you begin diagnosing and understanding how to approach various ethical dilemmas, you begin to grasp a basic understanding of how to always act ethically. When I first began attempting to respond with what I would do in the situation, often times my answers were not completely correct, because I was factoring in my own past thoughts and experiences. However, once I began to gain a general sense of what the ethical solutions were for several, I was able to take that same mind set and apply it to figure out most of the solutions for the other cards."

11) Implications for Teaching or for Teachers:

What is the contribution of your session?

Share an experiential, collegial exercise usable in any business ethics course classroom, even by a leader who is not an ethics subject matter expert.

12) Application to Conference theme:

How does your session fit with the overall OBTC theme of Learning in Community?

This shows managers how to lead their employee community in effective ethics training and how to create a high ethics community culture in their organization.

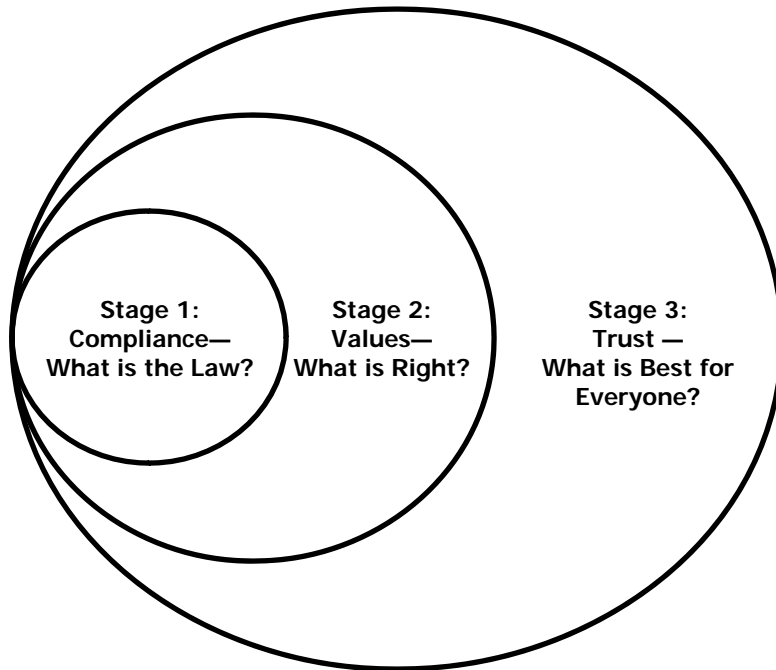
13) Unique Contribution to OBTC:

Have you presented the work in this proposal before? If so, how will it be different? Is this proposal under current review somewhere else? If so, please explain. How will your proposal be different for the OBTC conference?

In addition to presentations in my business ethics classes, I have demonstrated this method in the corporate training, corporate ethics, and academic business ethics communities--at a meeting of the Los Angeles South Bay Special Division of ATD (the Association for Talent Development (Formerly ASTD--the American Society for Training and Development), at the annual conference of the ECOA (Ethics and Compliance Officer Association), and at the annual conference of the SBE (Society for Business Ethics). The concept has been published in a book I co-authored. I have not previously presented this information to the general management education community.

<h3>14) References and/or Additional Materials:</h3>

Better Angels



The Ethics Dynamic

Professional Development for Ethics Officers and Managers

Frank Daly and Carl Oliver

Authors of *Business Ethics: The Path to Certainty*

Better Angels

Background

A small survey of full-time corporate ethics officers determined

- We DO NOT need to learn compliance—our company already understands compliance
- We DO need to learn more about values and trust
 - How to encourage employees to speak up about ethics concerns
 - How to ensure an employee who speaks up will not experience retaliation
 - The Ethics Dynamic
 - How to build an ethical corporate culture
 - How to improve executives' ethics training/competence
 - How to improve the training/competence of managers with corporate ethics responsibilities

Leader's Role

Your objective when leading this training session is to encourage participants to discuss and understand each major component of business ethics—compliance, values, and trust. And moreover to explore how those components apply to business situations. Participants should strive to affirm current company processes or suggest possible changes that might enhance company ethics.

Use this Leaders' Guide in departmental staff meetings or other meetings led by the manager. This allows the manager to demonstrate support for a high ethics work climate and culture that empowers employees to raise issues early, constructively, and without fear of retaliation.

This approach opens channels of communication on ethics between employees and their managers. The manager need not be an expert on business ethics; if any participant raises a question about a scenario or ethics principle, the manager may answer it or—if trying to answer feels risky—simply make note of the question and refer it to a corporate ethics officer or other appropriate professional who, as a subject-matter-expert, can directly address the issue.

Leader's Guide

Use one set of cards for each pair of teams.
Shuffle cards so adjacent tables are working different situations.

Process

1. Seat employees in teams of about two to four people that face each other. Place a set of Situation cards face down between the teams.
 - Team A draws the top card and reads the Situation aloud to Team B.
 - Team B discusses the Situation, reaches an answer, and states its "final answer" to Team A.
 - Team A uses the book answer printed at the bottom of the Situation card to score Team B "right" or "wrong."
 - Team B draws the next card, reads the Situation to Team A, and the process continues until the time allocated by the manager has elapsed (suggested: 20 minutes).
2. Listen to reaction to the Situations and wrap up this session of the exercise by reviewing The Ethics Dynamic (back of this guide). Find out what employees think:
 - What examples do they see in real life that show this company is serious about Stage 1 Compliance?
 - What examples do they see in real life that show company employees applying Stage 2 Values to accomplish their work?
 - What examples do they see in real life that show the company and its employees are working to build Stage 3 Trust?

You may want to use the Situation cards at several meetings throughout the year so everyone has an opportunity to explore all of the Situations.

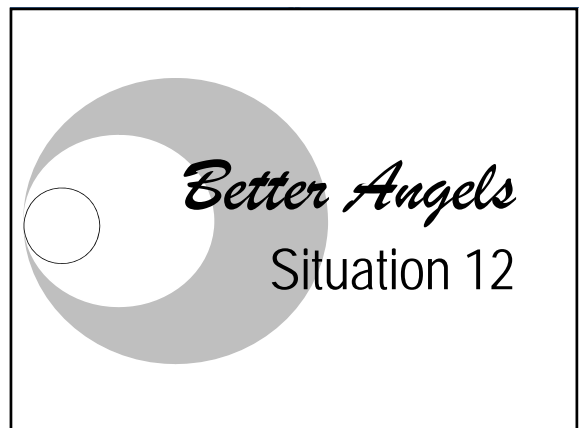


Situation 3
When you worked for a competing company, you learned a nifty technique. Using it would solve a stubborn problem our company is trying to address right now. What do you do and why?

BOOK ANSWER
Compliance is a major driver for this decision. Before you even appear to disclose the other company's technique, consult our company's attorney. The technique may be proprietary, and improper disclosure of it might violate the Economic Espionage Act of 1996, designed to protect intellectual property and trade secrets.

Situation 6
At the opening of your company's first facility abroad it looks like the local manager is on top of everything. "Seemed to take twice as long at first, to get permits, inspections, and such. We were behind. But a local tipped me off—a little extra cash and government offices give us priority." What do you do and why?

BOOK ANSWER
Notify company attorneys immediately. This potentially violates the Foreign Corrupt Practices Act. All payments must be clearly documented in the company's accounting records. If they total \$5, they may be "facilitating payments" authorized by the law; if they total \$24 million, they may look like bribes prohibited by the law.



Situation 8

A man who works for you confides that a female employee invited him to "rub up against me if you want to." He told her "No." She laughed and almost every time she encounters him now she says, "If you want to . . ." What do you do and why?

BOOK ANSWER

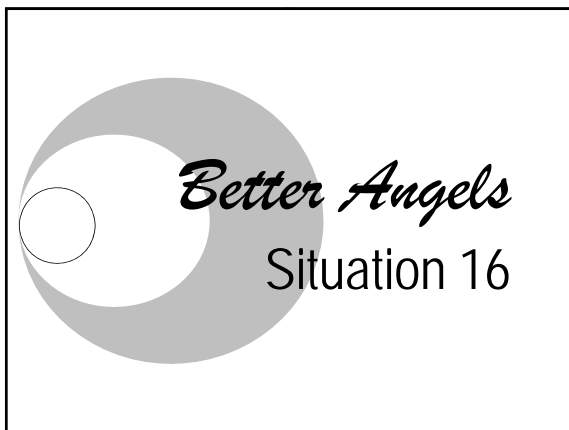
Compliance is a major driver for this decision. An employee who tells a supervisor about a sexual harassment situation has in the eyes of the law informed the company. The company has a legal duty to investigate and address the issue. You have no choice: Report the matter to Human Resources without delay.

Situation 12

At a meeting, a representative of another company offers to give you some technical drawings from a mutual supplier that are marked with the supplier's proprietary legend. What do you do and why?

BOOK ANSWER

Compliance is a major driver for this decision. The proprietary legend is notice of restrictions on dissemination. Politely decline. Accepting or using the information might violate the Economic Espionage Act of 1996 or other laws. Ask your manager to properly contact the company that issued the drawings to get them directly.



Situation 16

Our new employee, Ben, used to work for a company now competing against us for a U.S. government contract. He knows all about their proposal. What do we do and why?

BOOK ANSWER

Notify our company's attorneys. Compliance drives this decision. Soliciting proprietary information during a federal agency procurement may violate the Procurement Integrity Act.

Situation 19

A pilot employed by your company recently increased dramatically the number of mechanical problems he reported after flights. Your company fired the pilot. What do you do and why?

BOOK ANSWER

Rehire the pilot. This issue involves both compliance and trust. In a similar case, OSHA ruled the employer violated whistleblower protection laws and required reinstatement of the pilot and payment of more than \$1 million in back wages, interest, and compensatory damages. To build trust, the company should foster open communication without fear of retaliation. Managers have a duty to listen to even "whiners and complainers" and winnow the wheat from the chaff.



Situation 21
Some European countries are interested in our new radar. We do not have a license to export it outside the U.S. They are willing to send their people here at their own expense, so they asked when we could show it to their representatives at our U.S. development center. What do we do and why?

BOOK ANSWER
Compliance drives this decision. Disclosing this technical information to representatives from other nations, even if done in the U.S. and even if their representatives are U.S. citizens, is an export requiring a license from the U.S. government. Until we have that license, do not show them the radar anywhere.

Situation 24
You are representing your company at a large industry-wide conference when participants begin to discuss setting prices, fees, and surcharges to increase revenue enough to compensate for declining business volume and increased raw material costs. What do you do and why?

BOOK ANSWER
Leave the meeting immediately. Notify company attorneys. In a similar situation, several companies conspired to fix prices in violation of the Sherman Antitrust Act and other laws. At least 4 executives went to jail and 21 companies paid more than \$1.7 billion in fines.



Situation 2

At team meetings, a few "live wires" dominate the discussion and you don't have opportunity to get a word in edgewise. Your good ideas are not being heard. You are not the leader, the team is doing fine, and everyone is satisfied with the contribution you already make, but you think the team might do better if it would give your ideas a try. What do you do and why?

BOOK ANSWER

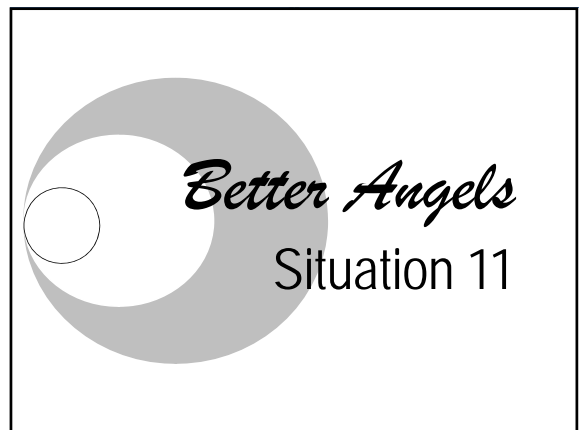
Accomplishing our company's mission and respecting and valuing each other's ideas are values of ours. Ask the team leader to include a "round table" in each meeting to give all the "quiet ones" opportunity to share ideas without need to fight for speaking time.

Situation 5

A visitor representing a major customer shows you another way to do your work that will get the same high quality faster and cheaper. What do you do and why?

BOOK ANSWER

Customer satisfaction, quality, and integrity are all values of ours. Notify the customer's representative that you will seek permission right away to use the new method. Report the proposed method change and who suggested it to your supervisor so the procedure can be properly evaluated and approved before use. The customer may be right or may have overlooked a reason we chose a different method.



Situation 9

How do we handle gifts from companies that supply goods and services to our company? Can I accept a two-week cruise? A day of sailing? Dinner at a fine restaurant? A T-shirt with their company's logo? A cup of coffee? A ride to the airport? What do you say and why?

BOOK ANSWER

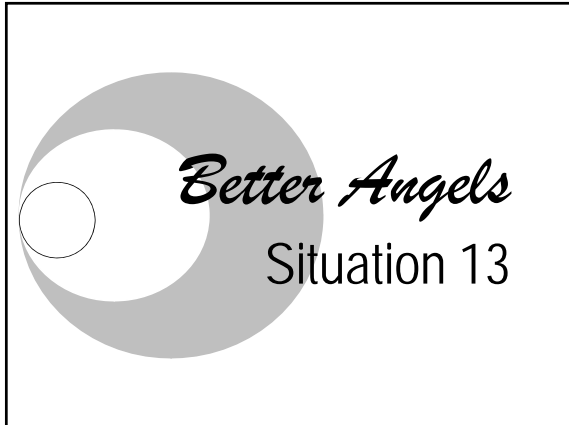
Integrity is a value of ours; we avoid even the appearance of conflict of interest. Standards vary, but we accept only gifts of "nominal value"—original and current retail value of not more than \$10. Even then, consider whether wearing at work a cap or T-shirt bearing the other company's logo could be perceived as endorsement of that company by you or our company.

Situation 11

A supplier is throwing a holiday party and apparently has invited people from all of its customer companies. It will be a 5-hour barbeque. Food and beverages will be free. Attendees will have the option to submit their names for drawings that award gifts. What do you do and why?

BOOK ANSWER

Integrity is a value of ours; we avoid even the appearance of conflict of interest. The party with free food and beverages is a gift from a supplier that creates a potential conflict of interest. The drawings might be perceived as rigged to award gifts to specific attendees. Politely decline to attend.

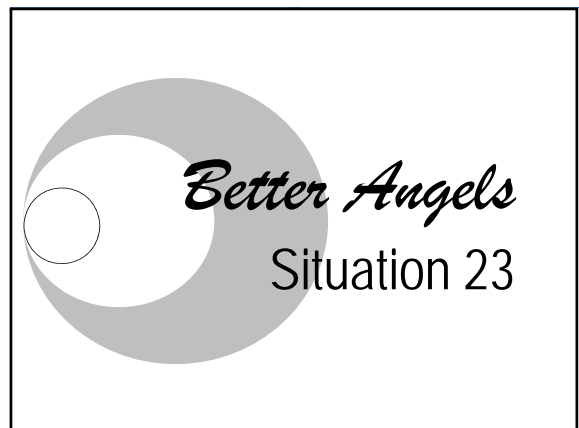


Situation 13
You are invited to join the board of directors of another company. What do you do and why?

BOOK ANSWER
Integrity is a value of ours. To avoid even the appearance of conflict of interest, our policy is that before any employee may serve as director of another company—especially a supplier—that employee must obtain our company management's written approval. If you serve on that board of directors, then our management will ensure your job responsibilities present no actual conflict of interest and no appearance of conflict of interest.

Situation 15
You want to attend a computer conference sponsored by another company. The other company will pay your airline fare and hotel tab. What do you do and why?

BOOK ANSWER
Integrity is a value of ours. To avoid even the appearance of conflict of interest, our policy is that our company will reimburse employees for reasonable expenses justified by their work. You may attend but must not allow the other company to pay your airline fare or hotel bill.



Situation 17

Another company offered you a moonlight job. You would do for them exactly what you do for our company. The money they offer looks really good. What do you do and why?

BOOK ANSWER

Integrity is a value of ours. Discuss this moonlight opportunity with your manager before accepting it. Avoid it if it will interfere with your responsibilities at our company or if it uses our company's tools, materials, or information, or could even create the perception that it does.

Situation 23

To meet production targets, some employees are working mandatory 10-hour-days 7-days-a-week. They are tired, sick, and making mistakes. The rework bins are full, and inspectors are not spotting all of the product defects. What do you do and why?

BOOK ANSWER

Customer satisfaction, quality, and respect for people are values of ours. We need to respect the balance people need in their lives, fix processes to prevent manufacturing defects, and deliver good products that satisfy our customers. Open communication with management. Challenge up if you can; notify the ethics officer or call the ethics telephone line if you must.



Situation 1

Your company has two lawsuits against its competitor over competing patents. Today your company received a letter offering to sell for \$150,000 documents containing the competitor's financial information, research data, and its process for making a new wonder drug. What do you do and why?

BOOK ANSWER

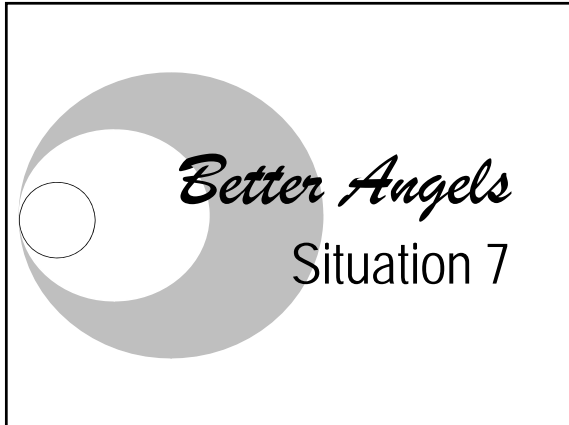
Trust building is a major driver for this decision, although values or compliance could apply. In a similar case, the company notified the competitor of the letter and its contents. The competitor notified the FBI, whose agents did a controlled-buy of the documents; the culprit pled guilty.

Situation 4

Consumer demand for environmentally friendly hotels is increasing and you are assigned to make your hotel "green." But there is no single "green" standard and every choice seems mixed—okay on this end but less great in this other way. What do you do and why?

BOOK ANSWER

Trust building is the driver. In a similar case, the company established a "green council" and tasked suppliers to prove their product or service is green. Taking suppliers' word is not an option; many products or services don't achieve environmental goals. Transparency is important—showing customers what decisions were made and why.

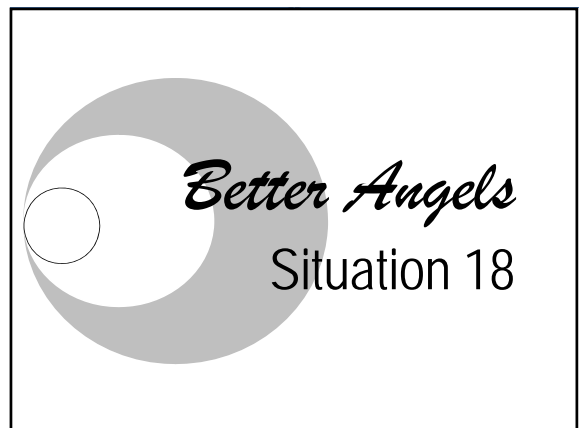


Situation 7
Our company qualified some of its products for certification by an environmental integrity organization. But design improvements mean some of our products will no longer be certifiable because the certifier's rating system is not "evolving." What do you do and why?

BOOK ANSWER
Our company builds trust. In a similar situation, a company dropped certification and its customers perceived its products as environmentally untrustworthy. So our choices are to build our products to "obsolete" standards, or switch to a certifier with advanced standards (we don't know of one) . . . or can we work with our certifier to develop an "evolved" rating system?

Situation 10
You have been asked to book one transaction that normally is "expense" as "capital expenditure" instead. The amount involved clearly is immaterial in a financial reporting sense. What do you do and why?

BOOK ANSWER
Our company builds trust. Get other appropriate managers involved in this decision to ensure what you do and why you do it are documented, transparent, and appropriate. Experience indicates such a request can signal untrustworthy choices.



Situation 14
 While opening a new facility, our company gave Human Resources a budget of \$550,000 to pay relocation expenses to encourage skilled employees to transfer from other facilities and to attract new hires qualified to fill key positions. Job offers have been made and accepted, people are preparing to move to their new town and new jobs, and accounting has discovered the 108 relocation expense offers total \$1.3 million. What should the company do and why?


BOOK ANSWER
 Our company builds trust. Fulfill all relocation expense promises. Investigate and fix the relocation expense offer process to prevent recurrence of the problem.

Situation 18
 The Fair Labor Association monitors report your major supplier, a Chinese company, violated Chinese law and industry norms by having employees work more than 60 hours a week, sometimes for 11 or more days in a row, paid them too little, and provided no health care. They are not your company's employees. What do you do and why?

BOOK ANSWER
 This company builds trust, but this issue emerged as a distrust issue for U.S. companies buying from overseas suppliers. U.S. companies now contract for suppliers to meet specific workplace standards and inspect to enforce those standards.



Better Angels
 Situation 20



Better Angels
 Situation 22

Situation 20
 A survey of your employees found 49% witnessed unethical behavior at work last year. They saw misuse of company resources, abusive behavior, lying to employees, e-mail and Internet abuse, conflicts of interest, and discrimination. What do you do and why?

BOOK ANSWER
 Our company fosters trust. Results like this were reported by the 2009 National Business Ethics Survey, so our company may not be unusual—but it could be better. Open safe communications so employees can make potentially unethical behavior visible early, when company resources can quickly correct and minimize problems.

Situation 22
 Your manager asked you to do something discreetly, so no one else will be aware of it and the department can meet expected quarterly numbers. His bonus is on the line. What should you do and why?

BOOK ANSWER
 Our company builds trust. Get other appropriate managers involved in this decision to ensure what you do and why you do it are documented, transparent, and appropriate. Secretive actions can signal untrustworthy choices.

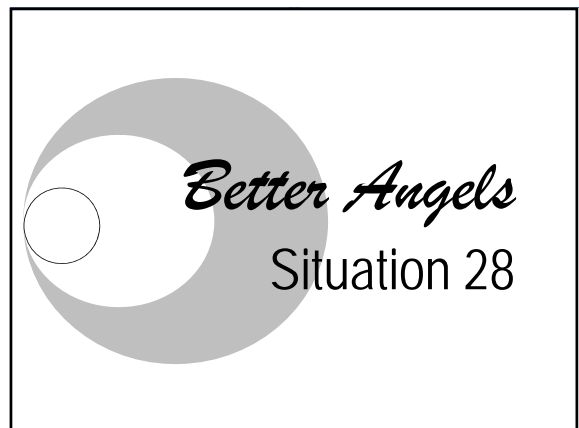


Situation 25
To promote a college radio station, if a person "liked" the station on Facebook they were entered to win two tickets to a new dine-in movie theater. After the promotion began, event coordinator Tracy learned the theater is 21+ because it serves alcohol. Most students on campus are not yet 21. Rig the event to choose a winner over 21? Choose a real winner? What should Tracy do and why?

BOOK ANSWER
We act with integrity. Choose a real winner. Say Tracy learned after the event began that the tickets were 21+. Apologize, but offer them. If the winner "passes," draw another winner. People receive what they were promised: a chance at dinner and a movie.

Situation 26
During Howard's first week on the job at a large engineering and construction company, he noticed that male construction workers treated women as inadequate construction workers. Howard felt those women should not be discriminated against, feel bullied, or feel inadequate in the workplace. What should Howard do and why?

BOOK ANSWER
We value people. The company must stop this discrimination. Howard recommends all managers personally and strongly address the issue to stop the problem by educating employees.



Situation 27

Each month employees vote on an organization for our company to donate to. This month, two organizations asked for generous donations. Fran has friends who work at the first organization; they phone daily to ask Fran to vote for them and tell co-workers to vote for them. Fran believes the second organization is more deserving. What should Fran do and why?

BOOK ANSWER

We act with integrity. Vote for the second organization. If this decision becomes public, Fran will feel good about people knowing that vote. It shows maturity and responsibility and supports the good reputation of the company Fran works for.

Situation 28

A company pays Adrian \$13 an hour, full-time, to maintain apartment complexes and properties around town. Each Thursday, Adrian drives out to maintain a house owner's lawn, but for that work he is paid "off the books" in cash. What should Adrian do and why?

BOOK ANSWER

We act with integrity. What consequences would Adrian and the boss face if a third party discovers the "off the books" situation? Adrian should ask the boss why that work is paid under the table and if company insurance will cover any injury incurred on that job.



Situation 29

Sandy works at a retail store. When Sandy's boss does not like a customer, she encourages Sandy to be rude and not help them. Also, the boss racially profiles customers, assuming some will steal merchandise, and then orders Sandy to supervise them closely. What should Sandy do and why?

BOOK ANSWER

We value people. Sandy chose to behave in a professional manner at all times, acting respectful and treating customers politely and considerately. Although Sandy's boss disagreed, Sandy lived up to personal ethical standards and believed that helped alleviate discomfort customers felt from the boss's behavior.

Situation 30

Your company is a juice supplier expecting to lose much money because an excessive amount of orange juice is unsalable because of its expiration date. During a team meeting, one suggestion is to change the expiration date because an outside source said the juice is still "good" two weeks after the date on the label. What should you do and why?

BOOK ANSWER

Our company builds trust. To risk health problems for any consumer is not ethical. Eat the cost of the excess orange juice and reevaluate the company's process for setting production numbers to prevent future mistakes.



Situation 31

Company A has been a long-time, profitable client of your advertising agency. Recently it received flak about its "unhealthy" products for children—cookies and pies with high amounts of sugar. Company B is a non-profit with funds to hire you to promote their campaign against obesity and diabetes—something you believe in. The opposing ideals raise a conflict of interest issue if you represent both companies. What do you do and why?

BOOK ANSWER

We act with integrity. Tell Company A you want to serve Company B and propose changes to make Company A products healthier and benefit them in the long run. If Company A does not agree, terminate their contract and accept Company B.

Situation 32

A small retail store has a revenue target its chain sets for it each day. One night, employees gather around the manager and learn the store is \$50 short of making plan. Employees might buy \$50 of merchandise or just close the register. What should they do and why?

BOOK ANSWER

Our company builds trust. If employees spend \$50 they would be lying to the company. It is more fair to show the store did not make plan than to falsely make plan and have the chain believe it earns more revenue than it does.

Building Better Angels

Carl R. Oliver

Introduction

Building Better Angels is about improving organizational culture by using a training intervention.

The specific intervention is business ethics training.

Overview

Experience the training exercise.

Explore the exercise process.

Explore the content data sources.

Explore and understand potential changes to organizational culture and ways to measure them.

Experience the Training

Topic and roles: Discuss some business ethics scenarios/be direct reports

Apply the ethics dynamic: 3 elements: compliance, values, trust

Exercise for about 30 minutes.

Explore the Exercise Process

1. Opens channels of communication (e. to e. / e. to mgr.)
2. Gives manager image of supporting business ethics (Boeing/Rudman)
3. People learn best what need for job, esp. if mgr teaches
4. Materials low cost
5. Instructor low cost—Any manager (or aide)
6. Fast to deploy (cascade)
7. Instructor need not know “right answers”

Explore the Exercise (Cont'd)

8. Participants proceed at own pace
9. Uses small-group-decisions-wiser research
10. People enjoy small group discussions
11. Employees cannot hide when in small group
12. Tends to pull outliers toward norm (Asche)

Explore the Exercise Content

1. Other companies (DII); (problem: tailor to co. & site & dept.)
2. Employee Relations
3. Law Department
4. Internal Auditors
5. Ethics contact line staff / Ombuds staff
6. Values / Code of Ethics / Compliance
7. Focus groups (pilots) / Interviews

Potential Changes

1. Open communication (interviews, focus groups, surveys)
2. Ethics contact line call frequency (data)
3. Ethics contact line call content (category 1, 2, 3) (data)
4. Ethics raised in meetings (monitoring (systematic / open)
5. Attitude changes (Training session feedback over time)
6. _____

Close

The desired end-state is: Open employee-manager communications, create safe climate encouraging asking questions and reporting bad news, prevent problems or detect and fix them while they are small