



Ethics & Decision Making Workbook

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This workbook will serve as an introduction to the Ethics and Decision Making (EDM) workshop. The workbook should be completed before arriving to the workshop, so during the workshop you and your peers can continue reflecting these concepts in activities and discussions. Bring the workbook with you to the workshop.

- This workshop is an opportunity to learn different ways of making decisions.
- This workshop is an opportunity to reflect on your own decision-making.
- This workshop is an opportunity to identify and prioritize values.
- This workshop is an opportunity to think about how you could use those values to make decisions in the future.
- This workshop is an opportunity to visualize the person that you want to be and reflect on how you can become that person.

Information within this workbook was gathered from “Meeting the Ethical Challenges of Leadership” by Craig E. Johnson (2009), specifically chapters 5 and 7. Additionally, Randi Korn & Associate’s website.

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Ethical Perspectives Theories

When considering ethical perspectives, there are a few things to keep in mind:

- Don't expect perfection from any ethical perspective. Ethical approaches, like leaders themselves, have their strengths and weaknesses.
- Two well-meaning leaders can use the same ethical theory and reach different conclusions.
- Whenever possible, you should practice ethical pluralism by applying more than one perspective to the same problem.

Ethical Perspectives	Pros	Cons
Utilitarianism: Do the greatest good for the greatest number of people	• Easy to understand • Is frequently used • Forces us to examine the outcomes of our decisions	• Is difficult to identify and evaluate consequences • May have unanticipated outcomes • May result in decision makers reaching different conclusions
Kant's Categorical Imperative: Do what's right no matter the cost	• Promotes persistence and consistency • Is highly motivational • Demonstrates respect for others	• Exceptions exist to nearly every "universal law" • Actors may have warped consciences • Is demonstrated through unrealistic examples • Is hard to apply, particularly under stress
Justice as Fairness: Guaranteeing equal rights and opportunities behind the veil of ignorance	• Nurtures both individual freedom and the good of the community • Highlights important democratic values and concerns for those less fortunate • Encourages leaders to treat followers fairly • Provides a useful decision making guide	• Principles can be applied only to democratic societies • Groups disagree about the meaning of justice and fairness • Lack of consensus about most important rights
Communitarianism: Shoulder your responsibilities and seek the common good	• Discourages selfish individualism • Foster dispersed leadership and ethical dialogue • Encourages collaborative leadership strategies • Promotes character development	• Evangelistic fervor of its proponents • Promotes one set of values in a pluralistic society • May erode individual rights • Fails to resolve competing community standards
Altruism: Love your neighbor	• Ancient yet contemporary • Important to society and leaders • Powerful and inspiring	• Failure of many who profess to love their neighbor to act as if they do • Many different, sometimes conflicting forms



Definitions

Integrity: Wholeness in the quality of being honest and morally upright.

Ethics: A set of moral principles and patterns of choice that guide behavior.

Morals: Principles that guide the understanding right and wrong.

Values: A set of standards that influence behavior.

WHAT DO YOU VALUE?

From the lists below, select 20 values you deem most important.

- | | | | |
|--|--|--|---|
| ☐ truth | ☐ security | ☐ cooperation | ☐ hard work |
| ☐ curiosity | ☐ love | ☐ humor | ☐ responsiveness |
| ☐ efficiency | ☐ intelligence | ☐ collaboration | ☐ authenticity |
| ☐ initiative | ☐ hope | ☐ empathy | ☐ purposefulness |
| ☐ environment | ☐ persistence | ☐ family | ☐ diversity |
| ☐ communication | ☐ sincerity | ☐ open-mindedness | ☐ strength |
| ☐ power | ☐ fun | ☐ resources | ☐ self-control |
| ☐ control | ☐ relationships | ☐ autonomy | ☐ cleverness |
| ☐ courage | ☐ wisdom | ☐ dependability | ☐ success |
| ☐ competition | ☐ flexibility | ☐ trust | ☐ stewardship |
| ☐ excitement | ☐ perspective | ☐ beauty | ☐ support |
| ☐ creativity | ☐ commitment | ☐ excellence | ☐ equality |
| ☐ happiness | ☐ recognition | ☐ teamwork | ☐ harmony |
| ☐ honor | ☐ learning | ☐ service | ☐ growth |
| ☐ innovation | ☐ honesty | ☐ challenge | ☐ variety |
| ☐ obedience | ☐ originality | ☐ profitability | ☐ productivity |
| ☐ financial growth | ☐ candor | ☐ freedom | ☐ competence |
| ☐ community support | ☐ prosperity | ☐ friendship | ☐ health |
| ☐ effectiveness | ☐ discipline | ☐ influence | ☐ risk-taking |
| ☐ integrity | ☐ respect | ☐ candor | ☐ independence |
| ☐ peace | ☐ fairness | ☐ prosperity | ☐ patience |
| ☐ loyalty | ☐ order | ☐ decisiveness | ☐ simplicity |
| ☐ clarity | ☐ spirituality | ☐ justice | |
| | ☐ adventure | ☐ quality | |

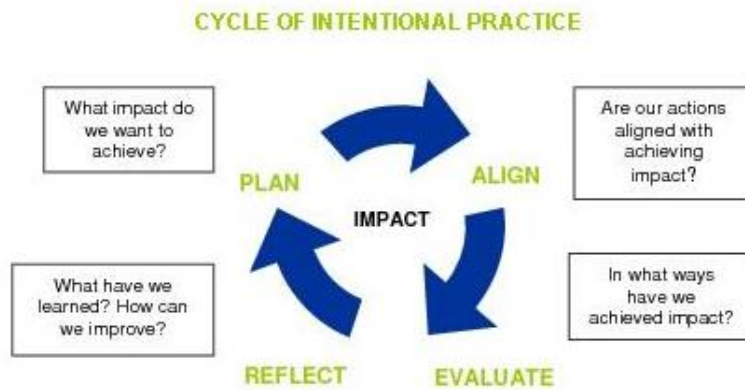
Practicing Intentionality

The act of self-awareness without being judgmental. The act of being in the present moment. The act of being deliberate or purposeful.

In many cases, we engage in mindless activity, whether it is driving a car, sitting in a lecture, or participating in some illicit behavior (vandalism, theft, fights, or just a mean-spirited comment). Upon reflection, we realize that we were acting without thinking, or being aware of what we were doing. In some cases, this mindlessness is harmless, but in others, it results in our doing something that we regret and is inconsistent of how we think of ourselves and what we want from life.

3 Steps to Living Intentionally:

1. Evaluating reality clearly, to
2. Make effective decisions, that
3. Achieve your goals.



Thinking about the situation that lead you to taking the Ethics and Decision Making workshop, did you perform each step to the cycle of intentional practice?

What step(s) did you forget or skip and why?

How would the incident have changed had you completed the whole cycle?

List the following steps in the correct order for decision making.

- | | | | |
|---|-----------------------------------|---|---|
| 1 | Implement the best ethical option | 1 | Define the ethical problem when it arises |
| 1 | Evaluate the options | 1 | Monitor and assess the outcome |
| 1 | Seek additional assistance/advice | 1 | Identify the options |
| 1 | Choose the best ethical option | | |

The rest of the workbook will be completed during the workshop, so be sure to bring it with you.

Value		Value		Value	
Behaviors:		Behaviors:		Behaviors:	
1.		1.		1.	
2.		2.		2.	

Applied Learning:

1. What is the ethical problem?

2. What are the options?

3. What factors should be considered in weighing the options to select the best choice?



4. Who should he seek assistance/advice from?

5. What is the most ethical decision?

6. How should he approach implementing the choice?

7. How should he monitor the outcome?

NOTES: