



Ethical Decision Making

A practical guide for the workplace



VADM Lou Crenshaw USN (Ret.)

Logistics

Restrooms

Coffee/Water

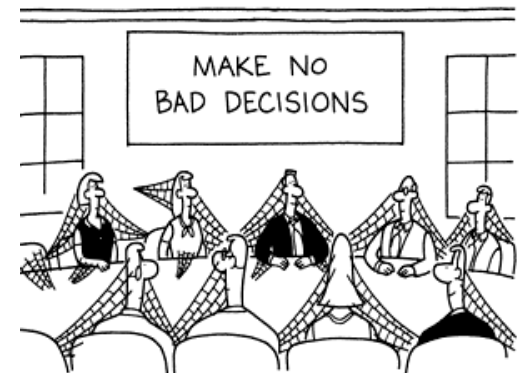
Breaks

Lunch

Paperwork

The Rules

- You **must** participate
- **No** texting, e-mailing, phone calls, tweeting, facebooking, web browsing, solitaire, etc.
- You **must** apply what we learn



Course Outline

Session 1

Decisions, Decisions

Four Dilemmas

Resolution Principles

Break

Session 2

What is Wrong?

Attaining and Maintaining Ethical Fitness

Lunch

Core Values

Wrap Up Session

Nine Checkpoints for Decision Making

Session ONE



Hamilton–Jacobi–Bellman (HJB) equation

$$V(x(0), 0) = \min_u \left\{ \int_0^T C[x(t), u(t)] dt + D[x(T)] \right\}$$

Decision Systems

- Pros and cons
- Prioritization
- Satisficing
- Expert
- Flipism
- Divination
- Political

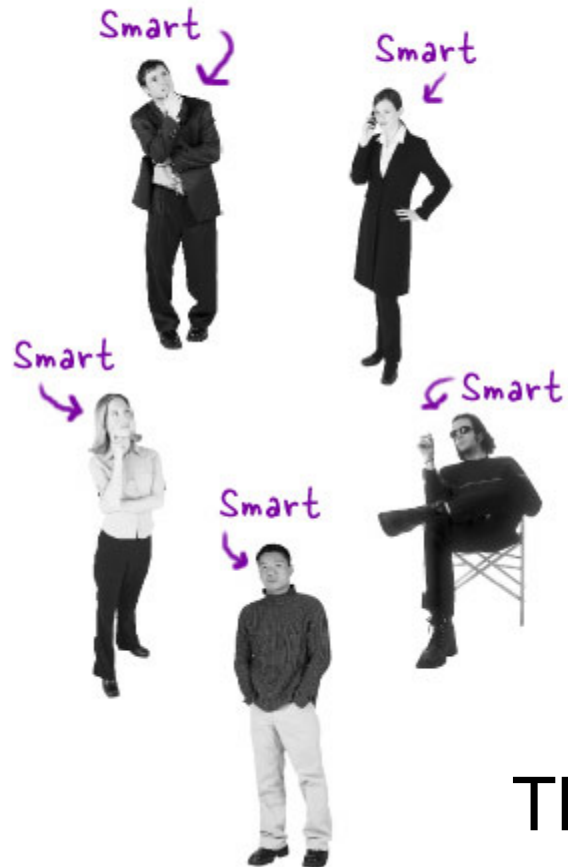


Decision Types

- Command
- Delegated
- Avoided
- No-Brainers
- Collaborative



Individuals



Consensus



The Abilene Paradox

Good



It's been a bad day!



No Accident

BAD

Outcomes

Good



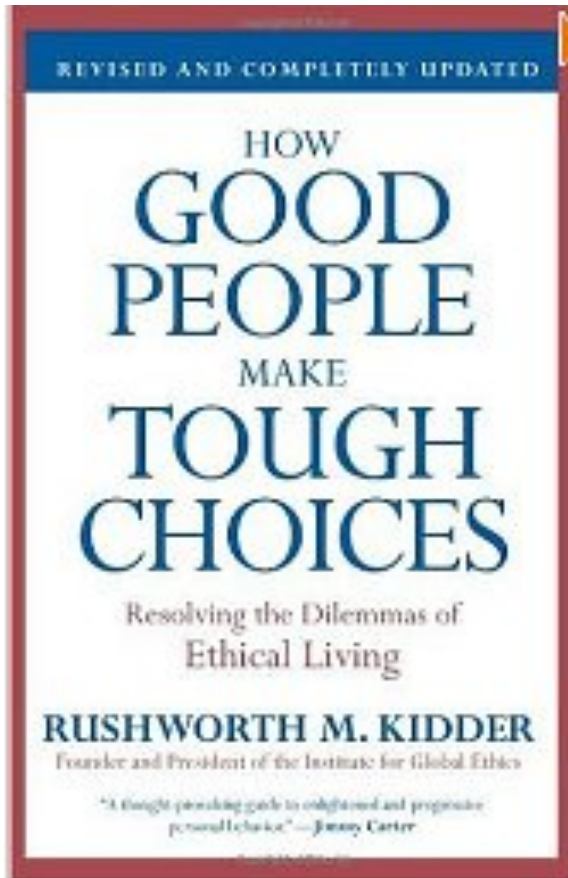
You made it.....!

Decision Quality

Bad



You are so lucky!



- Based on How Good People Make Tough Choices by Rushworth Kidder
- Additional Reading
 - Moral Courage by Kidder
 - Corps Values by Zell Miller
 - Decision Traps by Russo and Schoemaker

The Four Dilemmas

- Truth vs. Loyalty
- Individual vs. Community
- Short-term vs. Long-term
- Justice vs. Mercy

**EXECUTIVE DECISION
MAKING SYSTEM**



Truth vs. Loyalty



- Honesty and integrity vs. commitment and promise keeping
- Accuracy, completeness, relevant
- Why are people loyal?
- Is honesty always the best policy?

Individual vs. Community

- Foundation of US is individual
- Tyranny of the majority
- Freedom vs. liberty
- Suicide



Short-term vs. Long-term

- Concept of self-denial
- Requires some predictions
- Most common of the four
- Most difficult of the four



Justice vs. Mercy

- What is justice?
- What is mercy?
- Wrath vs. Pity



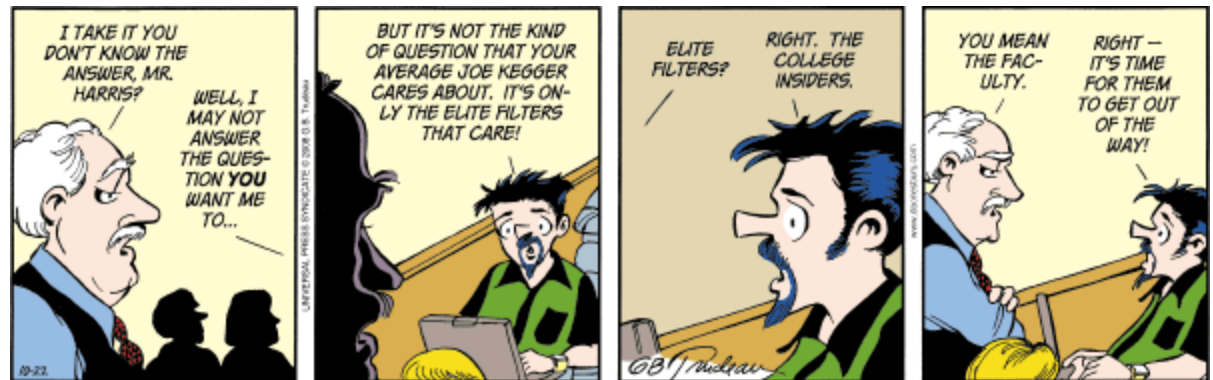
The Four Dilemmas

- Truth vs. Loyalty
- Individual vs. Community
- Short-term vs. Long term
- Justice vs. Mercy

ARE THERE MORE?

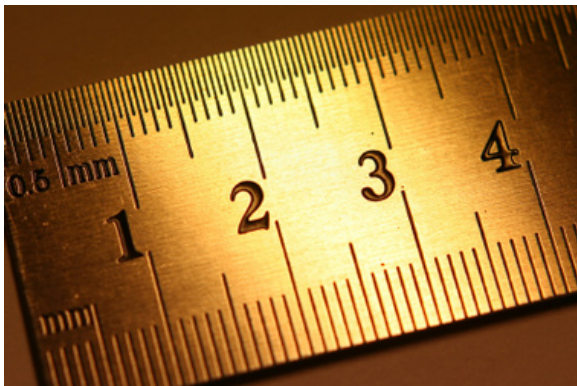
Groups

- Each group review
- What dilemma is it?
- 10 minutes to discuss
- Brief after the break



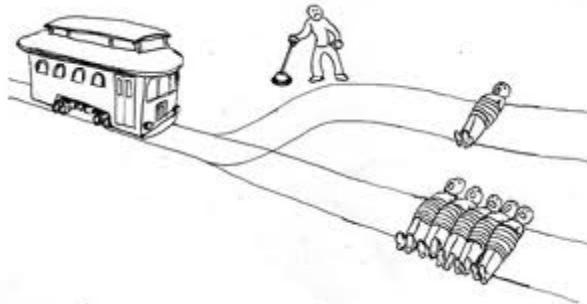
Three Resolution Principles

- Ends-based
- Rules-based
- Care-based



Ends-based Thinking

- Do what's best for greatest number
- Utilitarianism
- Focus is on institutions
- Requires predicting the future



Rules-based Thinking

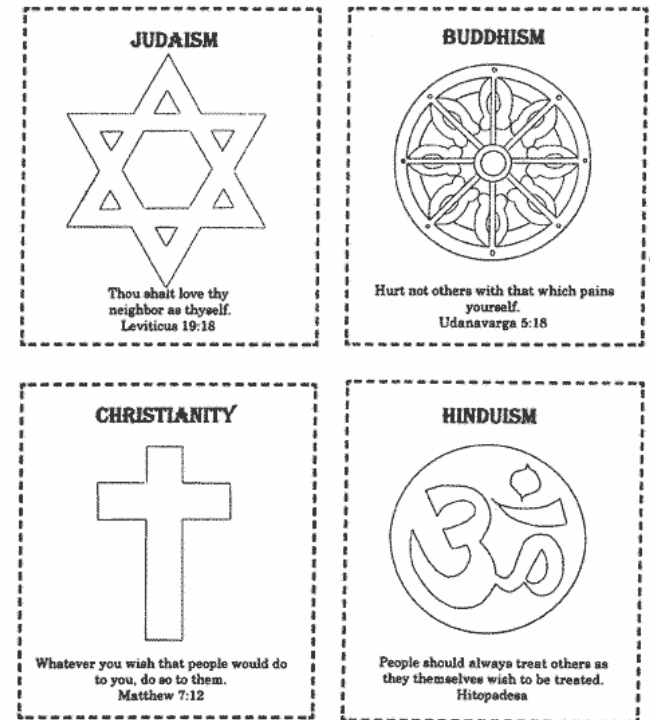
- Follow highest sense of principle
- Kantian
- Establishes a universal standard
- Focus on community
- Not about outcomes, but about obligation



"What's our policy on honesty?"

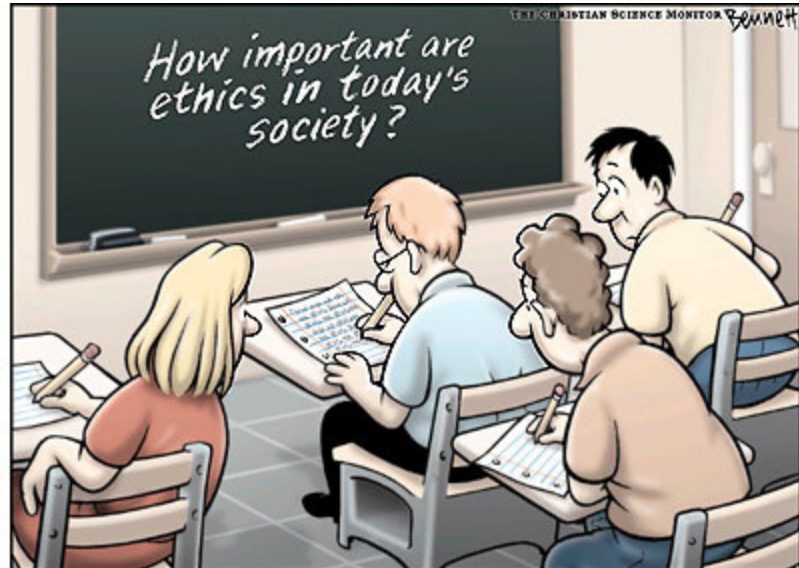
Care-based Thinking

- Golden Rule
- Reversibility
 - You become the object of action, not the agent of action
- Veil of Ignorance



Groups

- Each group take a situation
- 10 minutes to discuss
- What resolution principle seems to apply?
- Break



Recap

Four dilemmas

- Justice vs. Mercy
- Short-term vs. Long-term
- Individual vs. Community
- Truth vs. Loyalty

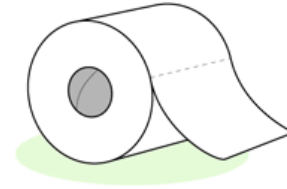
Resolution Principles

- Ends-Based
- Rules-Based
- Care-Based

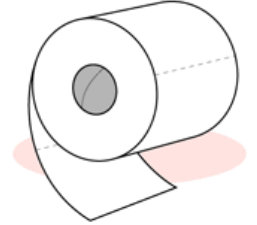
Session TWO



What is Wrong?



This is right.
(good)



This is wrong.
(bad)

- Violation of the law
- Departure from the truth
- Deviation from moral standards

**WRONG
WAY**

Attaining and Maintaining Ethical Fitness

- Ethical Fitness is not:
 - Passive
 - Blind
 - Analytical
- Practice, practice, practice
- Ethical reflex
- Obedience to the unenforceable



Core Values

- May be:
 - Religious
 - Corporate
 - Intrinsic
- Must be considered in decision making
- May change over time



Nine Checkpoints



1. Recognize the moral issue
2. Determine the actor
3. Gather the relevant facts
4. Test for right vs. wrong (Is the decision really that hard?)
 - a) Is it legal?
 - b) Stench test
 - c) Front page test
 - d) Mom test
5. Test for right vs. right paradigms
6. Apply resolution principles
7. Investigate "Trilemma" options
8. Decide
9. Revisit and reflect



Group Problem



?

?

?

?

?

Some Final Thoughts

?

?

?

?

10 Decision Traps

1. **Plunging in:** Take time to think
2. **Frame Blindness:** Solving the wrong problem
3. **Lack of Frame Control:** Single definition or influence by others
4. **Overconfidence:** Too sure of assumptions and opinions
5. **Shortsighted Shortcuts:** Using "rules of thumb"
6. **Shooting from the Hip:** Abandoning your decision process
7. **Group Failure:** Assuming smart people make good choices
8. **Fooling Yourself about Feedback:** Rationalization
9. **Not Keeping Track:** Failing to keep records and analyze them
10. **Failure to Audit Your Decision Process:** No reflection on decisions

from Decision Traps: The Ten Barriers to Brilliant Decision-Making and How to Overcome Them by Russo and Schoemaker