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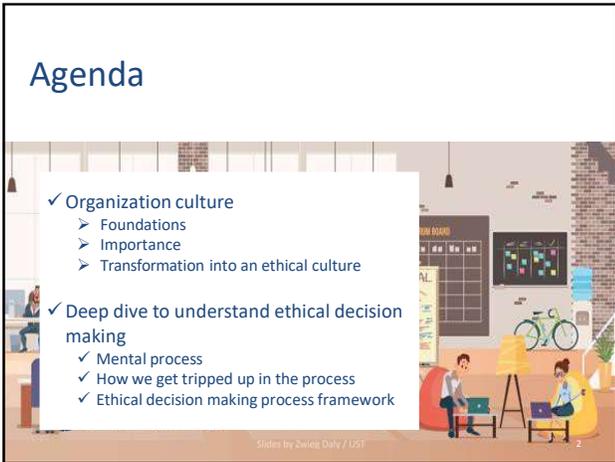
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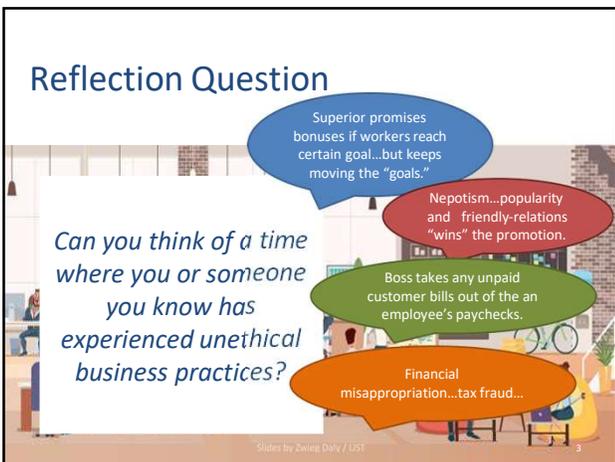
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# Organizational Culture



- ✓ Organization culture
  - Foundations
  - Importance
  - Transformation into an ethical culture

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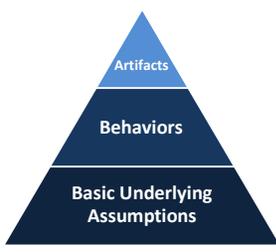
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# Foundations of an Organizational Culture



- Internalization of shared beliefs, values, ideologies, and norms/expectations of behavior shared by organizational members
- Collective consciousness aka values in action: "This is what we do here."

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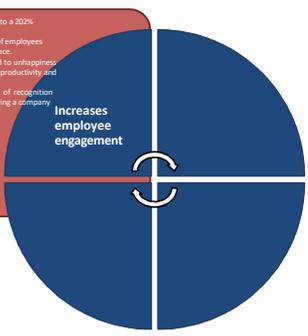
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# Importance of Organizational Culture



Highly engaged employees can lead to a 202% increase in performance.  
•YET... statistics show that only 15% of employees are actively engaged in their workplace.  
•Lack of recognition doesn't just lead to unhappiness and boredom, it inhibits employee productivity and dedication to company goals.  
•Active disengagement and the lack of recognition are the two primary reasons for leaving a company

Increases employee engagement

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## Ethical decision making



- ✓ Deep dive to understand ethical decision making
  - ✓ Mental process
  - ✓ How we get tripped up in the process
  - ✓ Ethical decision making process framework

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## The *simplified* ethical decision making process



Decision Situation   Reason   Make the Decision   Action!

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## The *simplified* ethical decision making process



Between making your decision and acting on it, there is a possibility that we as humans use a cognitive mechanism called moral disengagement.

**I have a decision to make, what should I consider?**  
Moral intensity or strength of the ethical issue itself. I.e. High MI means there are significant consequences or harm to others. AND/OR immediate negative consequences to us! ourselves.

**I need to reason through my options.**  
Individuals reason differently because of unique life experiences; BUT HOW do we reason?  
High locus of control means you believe you can control your life.  
Low locus of control means you believe you have no real control of your life.

**Make the Decision**  
I've made up my mind. This is what I should do.

**Action!**

**\*\*Cognitive barriers (heuristics and biases)**

Slides by Zwieg Daly / UST

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## Milgram Experiment

**Results:**  
65% (two-thirds) of participants (i.e., teachers) continued to the highest level of 450 volts.  
All the participants continued to 300 volts.

**Conclusion:**  
The individual explanation for the behavior of the participants would be that it was something about them as people that caused them to obey, *but a more realistic explanation is that the situation they were in influenced them and caused them to behave in the way that they did.*

**Take-a-ways:**

- We all have the opportunity to morally disengage...and it seems more likely than not (2/3 of us will do so particularly if a supervisor/authority figures asks us to)...
- In an effort to not morally disengage we need to understand an ethical decision making framework

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## Moral disengagement: Social mechanisms we use

- *Displacing or diffusing responsibility* (someone's else told me to do "x")
- *Advantageous comparison* – The comparison of my action is better than another's action.
- *Reducing identification with others*
  - Dehumanization – make someone seem less human; not equals
  - Attribution of blame – "It is really their fault; the system practically made me do it."





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## Ethical Decision-Making Framework



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### Ethical Decision-Making Framework: Interests

**Four Avenues Approach**

**Interest-Based**

Q: Who has an interest in this issue/decision?

A: The decision which meets the interests of the MOST stakeholders.

Challenges to consider: Who determines what interests are the priority? What if the majority interest is indeed the wrong interest?

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### Ethical Decision-Making Framework: Rights

**Four Avenues Approach**

**Interest-Based**

Q: Who has an interest in this issue/decision?

A: The decision which meets the interests of the MOST stakeholders.

Challenges to consider: Who determines what interests are the priority? What if the majority interest is indeed the wrong interest?

**Rights-Based**

Q: Who has a right (i.e. life, voting, freedom, choice, privacy) in this issue/decision?

A: The decision ensuring people's rights are not infringed/taken away.

Challenges to consider: Whose rights are the most important? Who gets to decide whose rights are the priority?

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### Ethical Decision-Making Framework: Duties

**Four Avenues Approach**

**Interest-Based**

Q: Who has an interest in this issue/decision?

A: The decision which meets the interests of the MOST stakeholders.

Challenges to consider: Who determines what interests are the priority? What if the majority interest is indeed the wrong interest?

**Rights-Based**

Q: Who has a right (i.e. life, voting, freedom, choice, privacy) in this issue/decision?

A: The decision ensuring people's rights are not infringed/taken away.

Challenges to consider: Whose rights are the most important? Who gets to decide whose rights are the priority?

**Duty-Based**

Q: Who has a duty (i.e. duty of loyalty, duty to protect others, duty not to harm) in this decision?

A: The decision that fulfills the needs of the larger community. (i.e. A decision to not poison water because it is the org's duty to protect the health of society.)

Challenges to consider: Is this revenue too focused on isolated needs? Who decides which duty is a priority?

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