Having Purpose: Ethical Decision Making, Leadership & Community

March 13th/ 1-4 PM

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TODAY’S OUTLINE

- Introductions and ground rules
- Learning outcomes
- Identifying ethical lenses
- Baird Decision Model™
- Ethical leadership
- Building an ethical community
- Thoughts, questions, reactions
GROUND RULES

- Maintain a respectful environment
- Actively participate
- Challenge by choice
- Uphold confidentiality
- Monitor yourself
- Agree to disagree
- Value the process of this workshop
- Unlearning is a process
- Have fun throughout this process
- Anything to add?
LEARNING OUTCOMES – BE ABLE TO

- Describe 3 - 5 values for each of the four ethical lenses
- Articulate the five steps in the Baird Decision Model
- Describe the 3 - 5 tenets of moral courage, 3 - 5 tenets of ethical agility, and how each are related to student leadership positions
- Describe the importance of viewing situations, decisions, and conflicts through multiple lenses
- Describe the process for building a culture of ethical student leadership on college campuses
- Describe the process for building an ethical community (and/or organization) on college campuses
What tools help you identify your perspectives?

- True Colors™
- Myers-Briggs™
- Strengths Quest™
- Ethical Awareness Inventory™
- Ethical Lenses Inventory™
FOUR ETHICAL LENSES™
Determining your Ethical Lens

Your preferred ethical lens is just a starting place. The goal of ethical exploration is to appropriately use all four lenses when analyzing and addressing situations & relationships.

Now is your opportunity to explore from your perspectives and values, through what ethical lens you primarily view the world.

Reading the handout:

- With which descriptions do you resonate?
- Which descriptions make no sense to you – you can’t imagine people believing that particular way?
- Being as honest as you can, as the various aspects of the lenses are described, what values are the most important to you?
BUILDING BLOCKS OF THE FOUR LENSES

RATIONALITY
(reason/head)

SENSIBILITY
(intuition/heart)

AUTONOMY

EQUALITY
Rights/Responsibility Lens
- Telescopes look for the permanent ideals of life
- Take the long view and do what is right, even if no-one is looking

Relationship Lens
- Binoculars look at the organization or community
- Take the middle view and live in harmony with all people

Results Lens
- Microscopes look at the immediate situation
- Take the short view and do not substitute expedience for excellence

Reputation Lens
- Cameras look at the requirements of the role
- Take a focused view and seek joyous living and the greatest good
### OVERVIEW OF VALUES

<table>
<thead>
<tr>
<th>Rights/Responsibility Lens</th>
<th>Relationship Lens</th>
<th>Results Lens</th>
<th>Reputation Lens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Truthfulness and transparency</td>
<td>Fair treatment</td>
<td>Maximizing satisfaction</td>
<td>Embody integrity</td>
</tr>
<tr>
<td>Privacy</td>
<td>Fair administration of rules</td>
<td>Be effective</td>
<td>Seek justice</td>
</tr>
<tr>
<td>Freedom of conscience</td>
<td>Appropriate blame</td>
<td>Be loyal</td>
<td>Be a servant leader</td>
</tr>
<tr>
<td>Free speech</td>
<td>Fair compensation</td>
<td>Avoid conflict of interest</td>
<td>Embrace civility</td>
</tr>
<tr>
<td>Enhance life and safety</td>
<td>Avoid bullying</td>
<td>Make responsible choices</td>
<td>Be courageous</td>
</tr>
</tbody>
</table>
Reflection and Sharing Out

Get in groups by icon

- What do you see as positive characteristics from viewing the world from this ethical lens?
- What are challenges you face when viewing the world from this lens?
- For others who may view the world from a different ethical lens, what do you want them to know about the best way to interact with you? What should they know?
DECISION MAKING MODELS

“A peacefulness follows any decision, even the wrong one.”
-Rita Mae Brown

“When you have to make a choice and don't make it, that is in itself a choice.”
-William James

“It's not hard to make decisions when you know what your values are.”
-Roy Disney
CHOOSING VALUES-BASED ACTION

Context
- What is the situation in which we find ourselves?
- What kind of problem do we have?

Content
- What ethical norms should we apply in the decision-making?
- What is “true” and “good” in this situation?

Commitment
- What are our core values and commitments as persons-in-community
DECISION MAKING MODELS

- Kolb’s Model of Experiential Learning
- Five Steps of Principled Reasoning – Josephson Institute of Ethics
- The Plus Decision Making Model – Ethics Resource Center
- Decision Making Model – Forrester-Miller & Davis
- Baird Decision Model
BAIRD DECISION MAKING MODEL

1. Be attentive
2. Be intelligent
3. Be reasonable
4. Be responsible

Return to awareness
CASE OF THE INAPPROPRIATE T-SHIRTS

Decision model exercise:

- Step 1 - Get in groups by lens, count off by 4
- Step 2 - Get in groups by number
- Step 3 - Pass out the sheets with the dilemma
- Step 4 - Choose which lens each person will represent
- Step 5 - Select a note taker and spokesperson
STEP 1 – BE ATTENTIVE

1. Be attentive
   - Gather information
   - Identify decision makers & stakeholders

2. Be intelligent

3. Be reasonable

4. Be responsible

Return to awareness
STEP 2 – BE INTELLIGENT

2 Be intelligent
   • Pinpoint issues
   • Explore values in tension
   • Identify Options

1 Be attentive

3 Be reasonable

4 Be responsible

Return to awareness
STEP 3 – BE REASONABLE

1. Be attentive

2. Be intelligent

3. Be reasonable
   - Analyze information
   - Use criteria of four lenses
   - Evaluate options for action

4. Be responsible

Return to awareness
STEP 3 – REVIEW OPTIONS

Rights/Responsibility Lens
- What are my responsibilities and rights in this situation?
- What is my reason for acting?
- Would I accept that reason as justification for someone else’s act?

Relationship Lens
- What relationships are important to me?
- What is fair?
- Have I given everyone an equal opportunity to succeed?

Results Lens
- What results will make me happy?
- What consequences am I willing to tolerate?
- What are my ideal goals?

Reputation Lens
- What do I want my reputation to be?
- How do I live into the values my community expects of a person in my role?
- What virtues should I cultivate?
STEP 4 – BE RESPONSIBLE

1. Be attentive

2. Be intelligent

3. Be reasonable

4. Be responsible
   - Correct for bias
   - Attend to the common good
   - Act with courage

Return to awareness
4 + 1 – BE REFLECTIVE

1. Be attentive
   - Return to awareness
     - Reflect on your response to the action
     - Consider the response of others
     - Recalibrate for future behavior

2. Be intelligent
3. Be reasonable
4. Be responsible
**AN ACTION IS ETHICAL IF IT ...**

<table>
<thead>
<tr>
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<th>Relationship Lens</th>
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<tbody>
<tr>
<td>▪ Fulfills responsibilities and rights of ethical actor</td>
<td>▪ Creates a fair system</td>
</tr>
<tr>
<td>▪ Is done with care and concern for others</td>
<td>▪ Includes all members and community institutions</td>
</tr>
<tr>
<td>▪ Allows you to delight in your work</td>
<td>▪ Creates awareness that they are part of “all that is”</td>
</tr>
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<tr>
<td>▪ Results in good consequences</td>
<td>▪ Is consistent with a good character</td>
</tr>
<tr>
<td>▪ Creates greatest happiness for greatest number</td>
<td>▪ Is made with awareness of Interplay of emotions and mind</td>
</tr>
<tr>
<td>▪ Serves the greater good resulting in harmony</td>
<td>▪ Supports and enhance meaning you have given to your life</td>
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BAIRD DECISION MODEL – REFLECTION

- How did this model help/not help in this case study?
- What have you learned about yourself and how you make decisions?
- What have you learned about group decision making with individuals see the world through different lenses?
- If you could change 1 thing about this situation or model, what would it be?
GOAL – ETHICAL DIVERSITY

• Become aware of other ethical lenses
• Appreciate different value priorities
• Recognize other decision-making strategies
• Learn to value ethical plurality
• Learn to work with others more effectively
ETHICAL LEADERSHIP

What does Ethical Leadership mean to you?
10 Minute Break!
“No one is born hating another person because of the color of his skin, or his background, or his religion. People must learn to hate, and if they can learn to hate, they can be taught to love, for love comes more naturally to the human heart than its opposite.”

-Nelson Mandela

“Although i speak from my own experience, i feel that no one has the right to impose his or her beliefs on another person.”

-Dalai Lama
MCCAIG’S FRAMEWORK FOR SUCCESS

CRITICAL THINKING AND REFLECTION

Development and Empowerment

Support

Challenge

Structure

Personal Responsibility

Choices

Problem Solving

Contract Negotiation

Consequences and Accountability
PLACES OF TENSION IN COMMUNITY

Positional/Technical Expectations
- What are the professional/technical competencies of the organization and individuals

Personal Awareness and Maturity
- What is the ethical awareness/maturity of the people involved
- What aspects of the personal awareness impact the organization

Ethics and Culture
- What are the core values of the organization
- What is the ethical profile of the parties involved
UNETHICAL BEHAVIORS

Positional/Technical

- Cutting corners in getting results
- Dishonesty in the organization
- Playing the edges of the law, University Code of Conduct; and/or Student Housing & Residential Life Community Standards

Personal

- Thoughtless, rude behavior
- Inability to keep agreements
- Isolation and cliques
- Inappropriate use of power
- Failure to respect self – abuse of alcohol, drugs, etc.
In dyads, discuss with your partner a time when you exercised your leadership skills to effectively turn a situation around from unethical to ethical (either in behavior or culture) through providing:

- Challenge
- Structure
- Support
“Never doubt that a small, group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

-Margaret Mead

“The challenge of social justice is to evoke a sense of community that we need to make our nation a better place, just as we make it a safer place.”

-Marian Wright Edelman
ETHICAL LEADERSHIP

What does having an ethical community mean to you?
KNOW YOURSELF AND YOUR ORGANIZATION

Personal core values
- What are my core commitments?
- What behaviors reflect those values?
- What keeps me from developing into my best self?

Organization core values
- What are organizational members committed to?
- What behaviors are essential to demonstrate?
- What challenges prevent acting on core values?

What are similarities and differences
- Which values should take priority?
- How do I resolve differences of value priority?
USING DIFFERENCES CONSTRUCTIVELY

- Learn to listen to others – what are their perspectives, values, experiences, and commitments?
- Respect yourself and others – even when disagreements occur.
- Know your own ethical values and non-negotiables.
- Always strive to reach the highest expression of what is ‘good’ and ‘true’.
- Continue to develop your ethical skills.
CASE OF THE CYBER-BULLY

Resolve the following ethical dilemma using the tools discussed today:

- **Step 1 - Get in groups by lens, count off by 4**

- **Step 2 - Get in groups by number**

- **Step 3 - Pass out the sheets with the dilemma**

- **Step 4 - Choose which lens each person will represent**

- **Step 5 - Select a note taker and spokesperson**
DEVELOPING MORAL COURAGE

Exercise discernment and wisdom
- Ask the best questions
- Don’t assume the right answer
- Seek to find what is “good” and “true”

Balance among the four core values
- Rationality, Sensibility, Equality, & Autonomy

Reduce organizational anxiety
Speak up when you see/experience unethical action
Introduce concepts through training, supervision, and developmental opportunities.

Reinforce core values, commitments, and decision making process in on-going conversations and meetings.

When making organizational decisions, use the structure of a specific decision making model.

In 1-1 conversations, walk student leaders through a decision making model.
BUILDING AN ETHICAL COMMUNITY

Create an Action Strategy
- Characteristics of an ethical community
- Core values, commitments, hopes, fears

Role of the leader and leadership team
Expectations for community members
Strategies for addressing conflict
Systems for recognition and reward
Are we willing to choose …

- To grow ethically – both personally and interpersonally as an organization/community?
- To grow academically, professionally, with purpose?
- To mindfully live our very best values and commitments?
- Support each other on the journey?

… welcome to the world of choice!
CLOSING REMARKS

- Thoughts?
- Questions?
- Reactions?
References will be provided at the workshop.