

# Building a Positive Ethical Climate



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# Ethical Climate: Does it matter?

- ❖ A *poor* ethical climate is a top reason why top performers leave.
  - ❖ Accountants
  - ❖ Salespeople
  - ❖ University administrators
  - ❖ Healthcare providers



# Ethical Climate: Does it matter?

- ❖ A *positive* ethical climate enhances organizational performance.
  - ❖ Strengthens organizational identification & support for mission
  - ❖ San Antonio Spurs

*But why focus on ethical climate?*



# Ethical Climate

- ❖ Organization's moral atmosphere and level of ethics practiced in an organization
- ❖ Something you affect directly, unlike policy



# Agenda

- ❖ What's your philosophy?
- ❖ Ethical philosophies and organizational practices
- ❖ Identifying & responding to ethical issues
- ❖ Taking the next steps

# What is your ethical philosophy?

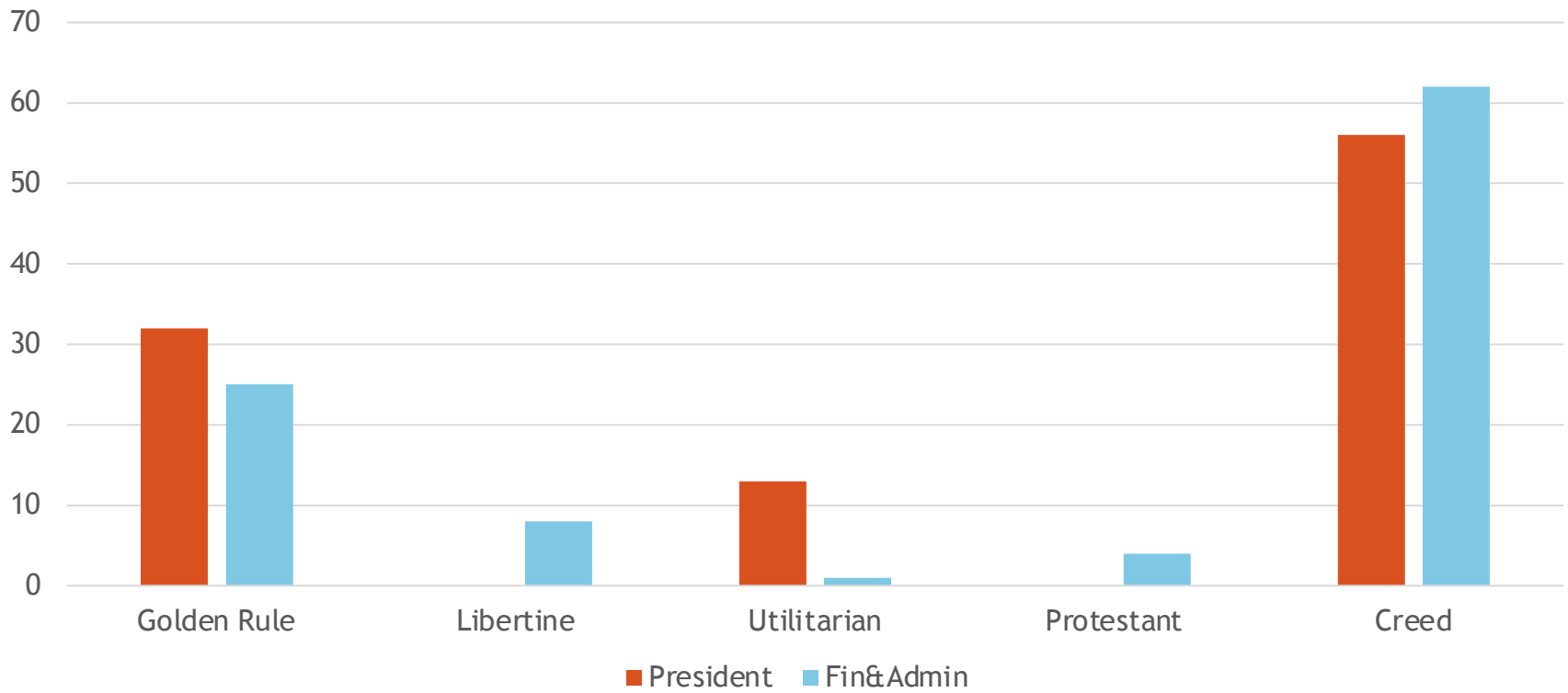
❖ Take a moment and write it down -

# Ethical Philosophies

- ❖ The Golden Rule: Do unto others as you would have them do unto you
- ❖ Libertine: So long as no one is directly hurt, anything is ok
- ❖ Utilitarian: The act must benefit the greatest number of people - ends justify the means
- ❖ Protestant Ethic: The act must be defensible to peers - “What would everyone else do?”
- ❖ Creed-based: A set of governing principles that must always be adhered to (Kant’s categorical imperative)
- ❖ Others?

# Survey Results

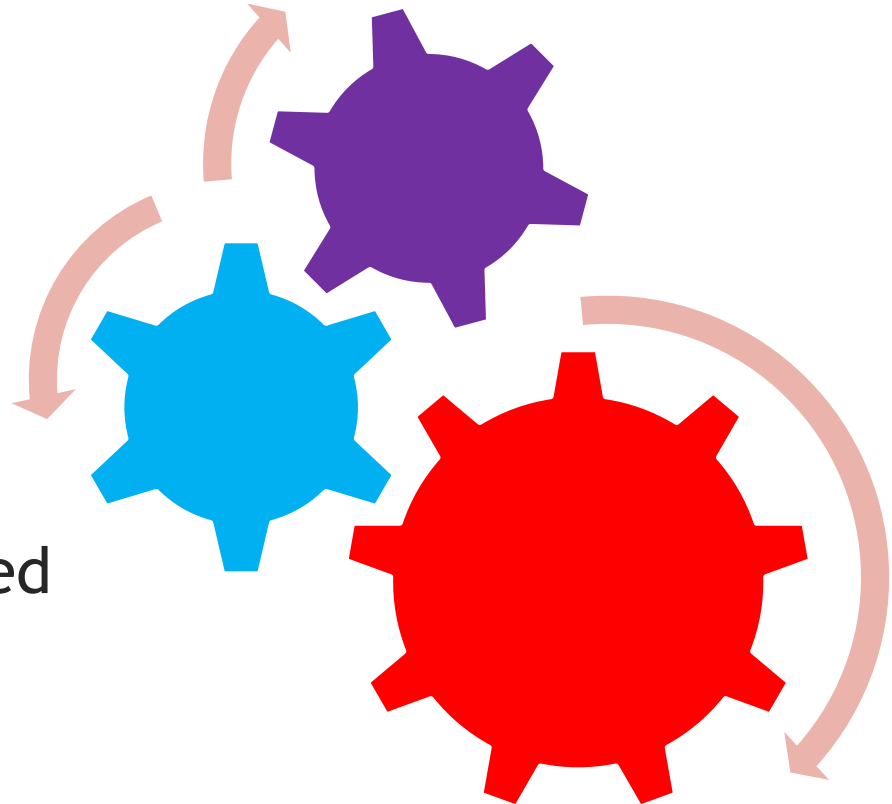
Percentage Responding





# Challenges with Each?

- ❖ Golden Rule
- ❖ Libertine
- ❖ Utilitarian
- ❖ Protestant
- ❖ Religion or creed-based
- ❖ Others

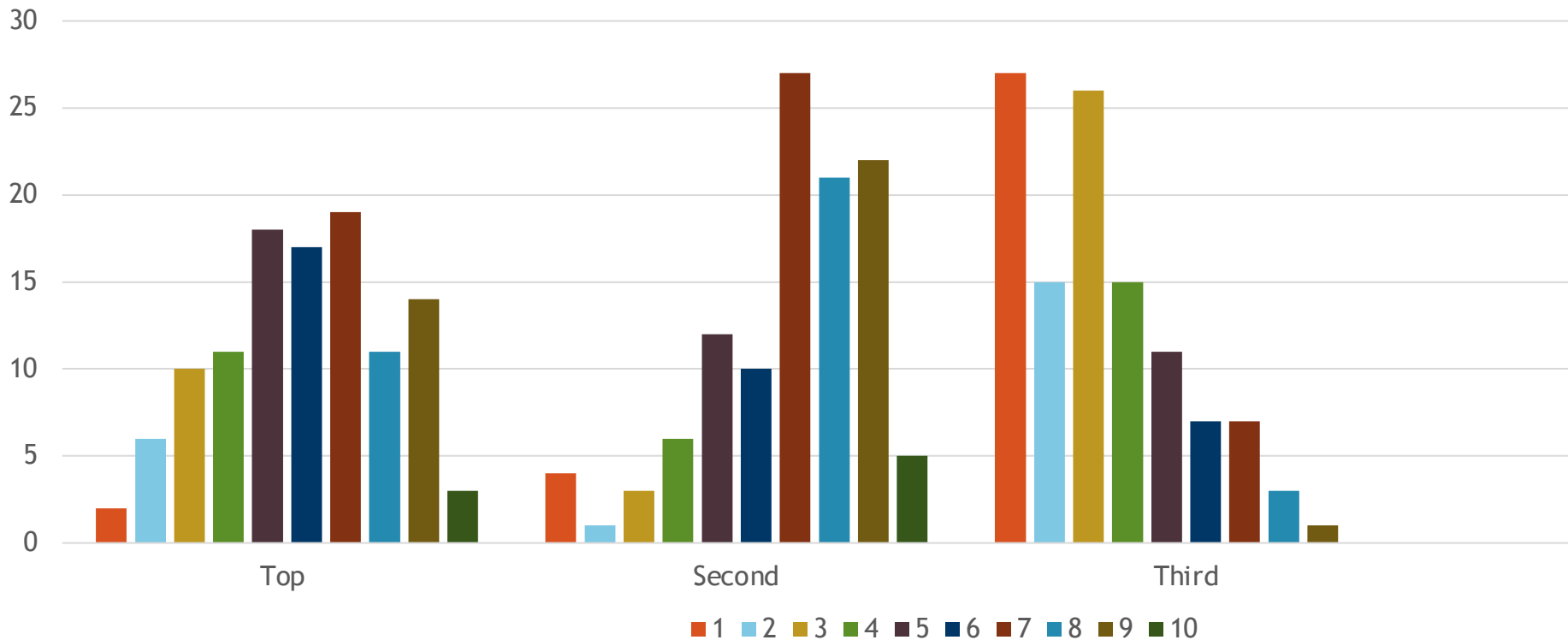


# Why does philosophy matter?

- ❖ Our approach to ethical decision making influences our choices and how we evaluate the choices of others.
- ❖ Mis-matches will occur, and can result in broken relationships. Understanding philosophies can add a sensitivity and avoid breaking relationships.
- ❖ Philosophy guides policy-making and practice.

# How would you evaluate another's act?

Frequency of Rankings



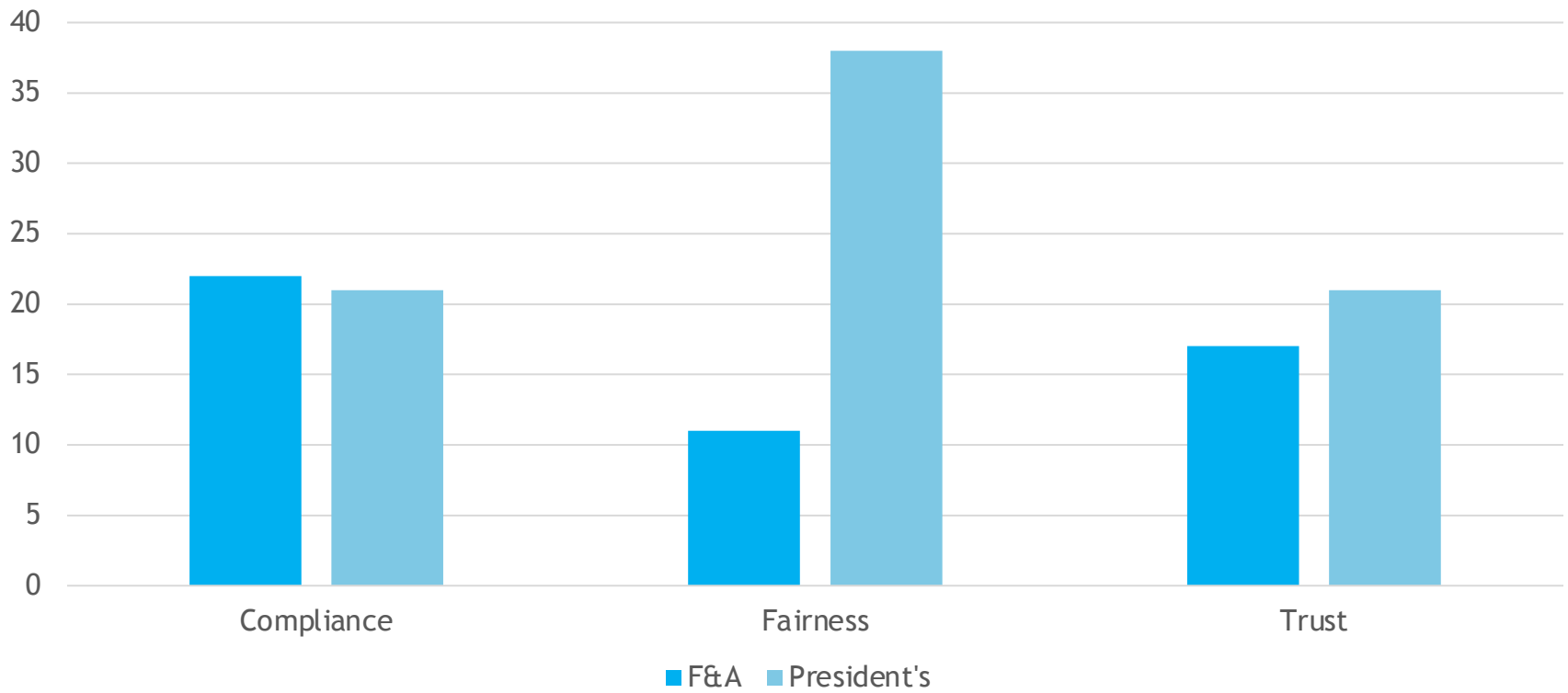
Total Respondents = 114

# Highest & Lowest Frequency Items

- ❖ Did the act (potentially) reduce someone's ability to act for her or himself? (53)
- ❖ Did the act violate policy? (41)
- ❖ Did the act harm anyone? (39)
- ❖ Did the act reflect badly on the university? (37)
- ❖ Did the act benefit someone else? (F&A)
- ❖ Was the person honest? (F&A)
- ❖ Did the act violate someone's rights? (F&A)
  
- ❖ Did the act benefit the university? (24)
- ❖ Would I have done the same, if faced with that situation? (8)

# Issues You Face

Frequency by Category

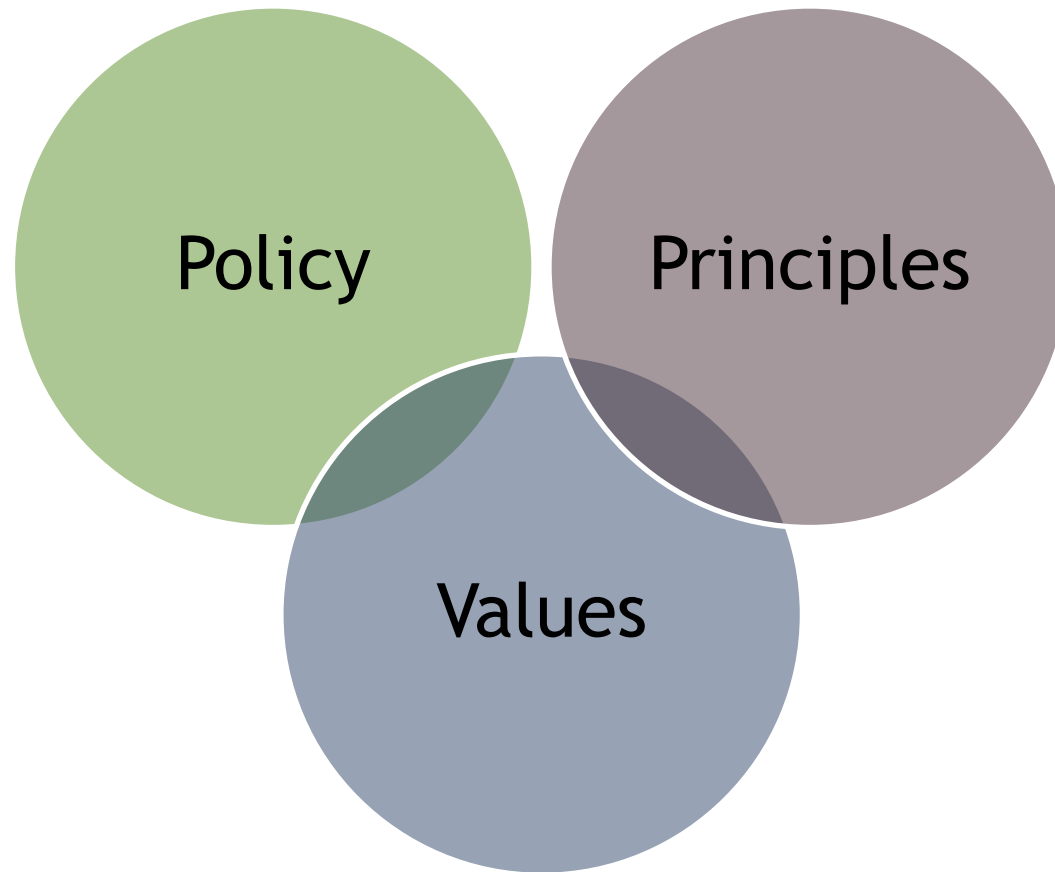


Total Respondents

F&A - 50

President's Retreat - 80

# Compliance, Fairness, & Trust



# So What Do You Do?

- ❖ What are your workgroup's basic values?
- ❖ How do you translate those into operating principles?
- ❖ How do your workgroup's principles engage organizational policies?
- ❖ Can you interpret policies by applying multiple philosophies?
- ❖ What actions will reinforce those values & principles?