


**Ethical Decision-Making**  
Meeting the little angels and little devils on our shoulders

Scott J. Reynolds, Ph.D.  
Associate Professor of Business Ethics  
Weyerhaeuser Faculty Fellow



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Foster

The dilemma



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Foster

The dilemma



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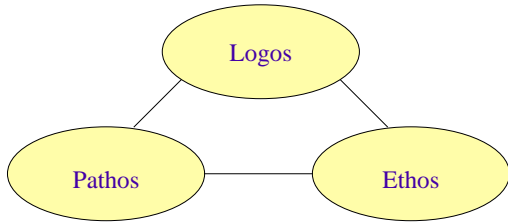
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### Aristotle's Means of Persuasion



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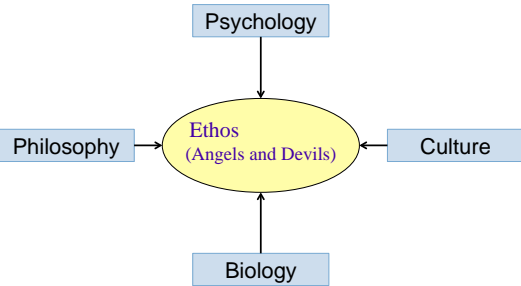
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### Philosophy: Ends and means

- Teleology (the study of the ends)
  - The ends
  - The consequences
  - The good
- Deontology (the study of duty or obligation)
  - The means
  - The standards
  - The right

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### Teleology

- “What is moral is that which is good”
- Good vs. bad, benefits vs. costs
- Egoism
- Consequentialism
- Utilitarianism

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### Teleology: Utilitarianism

- John Stuart Mill (1863)
  - The moral act creates...  
“The greatest good for the greatest number”
  - Costs/Benefits Analysis

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### Teleology: Utilitarianism

- Advantages
  - Maximization of the good
  - “Easy” decision process
  - Popular
- Disadvantages
  - Measurement
  - The means
  - Individual rights

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### Deontology

- “What is moral is that which meets a standard”
- Right and wrong
- Standards of behavior: rules, principles, guidelines, laws, mores, norms, codes, policies, procedures...
- Common Morality
  - Rules of thumb or simple moral codes (Golden Rule, Ten Commandments, Kindergarten Files, maxims, Confucius sayings, proverbs,...)

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### Deontology: Formalism

- Immanuel Kant (1763)
- Good will (motives)
- Rationality
- Categorical Imperative

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### Deontology: Categorical Imperative(s)

- Act only according to that maxim whereby you can at the same time will that it should become universal law.
- Act in such a way that you treat humanity always at the same time as an end and never merely as a means.

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### Deontology: Formalism

- Advantages
  - Protects the means
  - Protects individual rights
  - Morally more appealing (more noble)
- Disadvantages
  - Requires prioritization
  - Requires interpretation
  - Inflexible
  - Impractical

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### Philosophy: A Fundamental Tension

- Means vs. ends
- Deontology vs. teleology
- The right vs. the good
- Rules vs. results
- Principle vs. practicality

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### The Four Corners of Ethics

|              | Teleology<br>(Mil/Utilitarianism) | Deontology<br>(Kant/Formalism) |
|--------------|-----------------------------------|--------------------------------|
| Do It!       | ??                                | ??                             |
| Don't Do It! | ??                                | ??                             |

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### Psychology: Perceptions and Priming

- Perceptions
  - About the World
  - About Others
  - About Ourselves
- Priming
  - Considering rudeness or politeness ... (Bargh, Chen, and Burrows, 1996)
  - Considering the elderly and young... (Bargh, Chen, and Burrows, 1996)
  - Playing The Wall Street Game... (Kay & Ross, 2003)
  - Seeing Business Objects... (Kay Wheeler Bargh Ross 2004)
  - Seeing Swiss Cheese and Owls... (Gino and Margolis, 2011)

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### Culture: Traditions and Values

- Our ethical decisions are influenced by...
  - Nationality/ethnicity (Hofstede, 1980)
  - Political ideologies (Graham, Haic & Nosek, 2009)
  - Language (Chomsky, 1968; Hauser, 2006; Bird & Waters, 1988)
  - Organizations (Reynolds, 2014)

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### Biology: Fruits and Vegetables

- We make poor decisions when we are...
  - Sleepy (Larsa, Barnes & Johnson, 2014)
  - Tired (Yam, Chen & Reynolds, 2014)
  - Hungry (Yam, Reynolds & Hirsch, 2014)
  - Thirsty (Yam, Reynolds & Hirsch, 2014)

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### What to do next?

- Today...
  - Discover a little bit about your philosophy at <http://faculty.washington.edu/heyscott/survey.htm>
- When you face your next dilemma, ask...
  - Am I set to make the best decision possible? (*physical*)
  - How does my personal *philosophy* affect my decision?
  - Am I being honest with myself? (*psychology* and *culture*)
- Ongoing
  - Continue to Explore...
  - <http://faculty.washington.edu/heyscott/AdditionalReadings.pdf>

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### Thank you

Scott J. Reynolds, Ph.D.  
Associate Professor of Business Ethics  
Weyerhaeuser Faculty Fellow  
Foster School of Business  
University of Washington  
Box 353226  
Seattle, WA 98028  
206.543.4452  
[heyscott@u.washington.edu](mailto:heyscott@u.washington.edu)

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