

Ethical Decision-Making

Meeting the little angels and
little devils on our shoulders

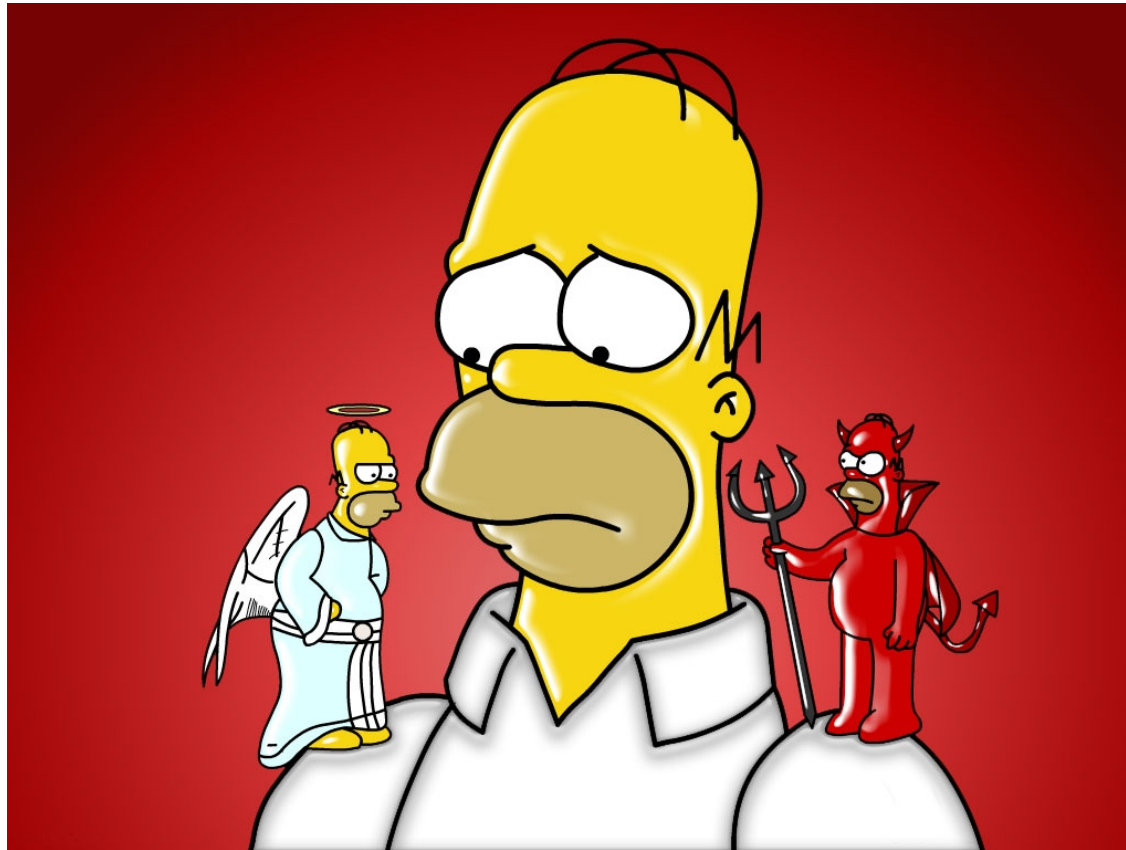
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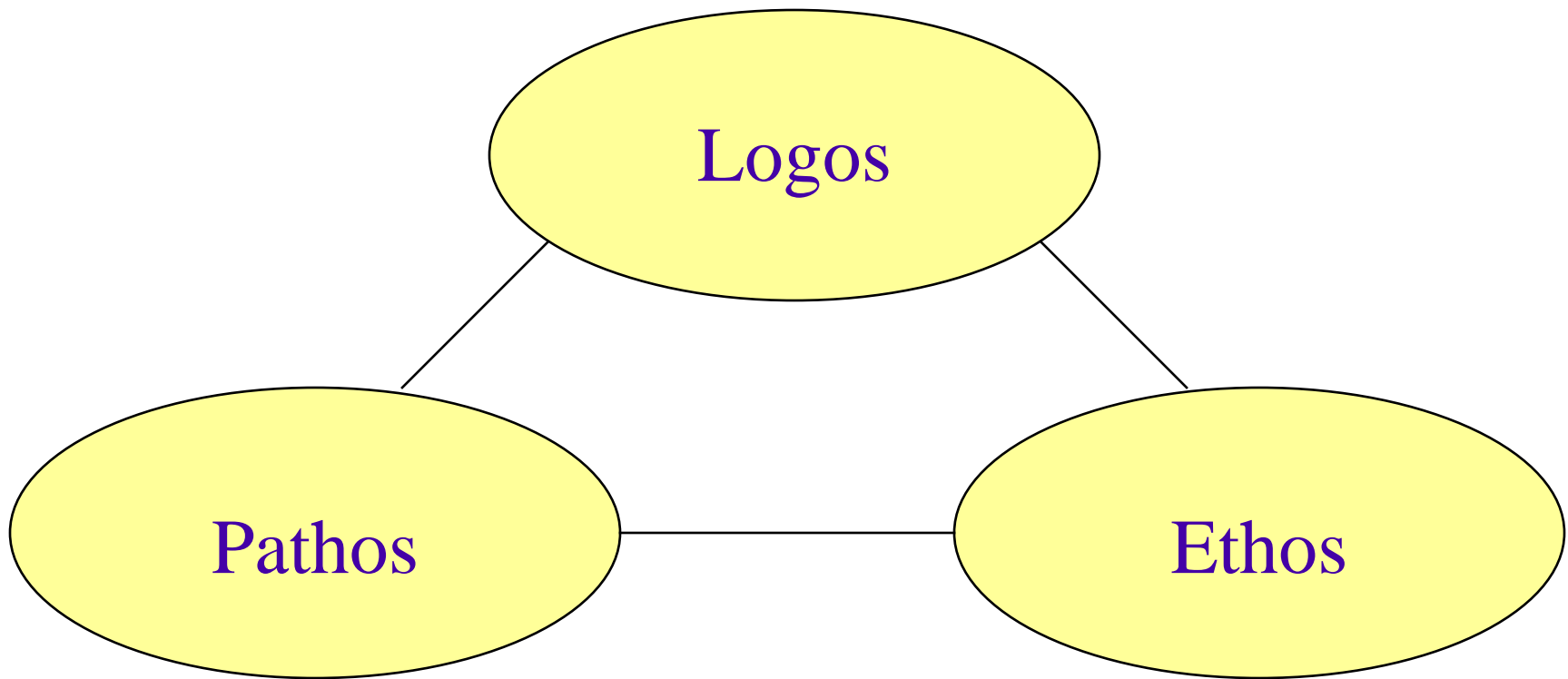
The dilemma

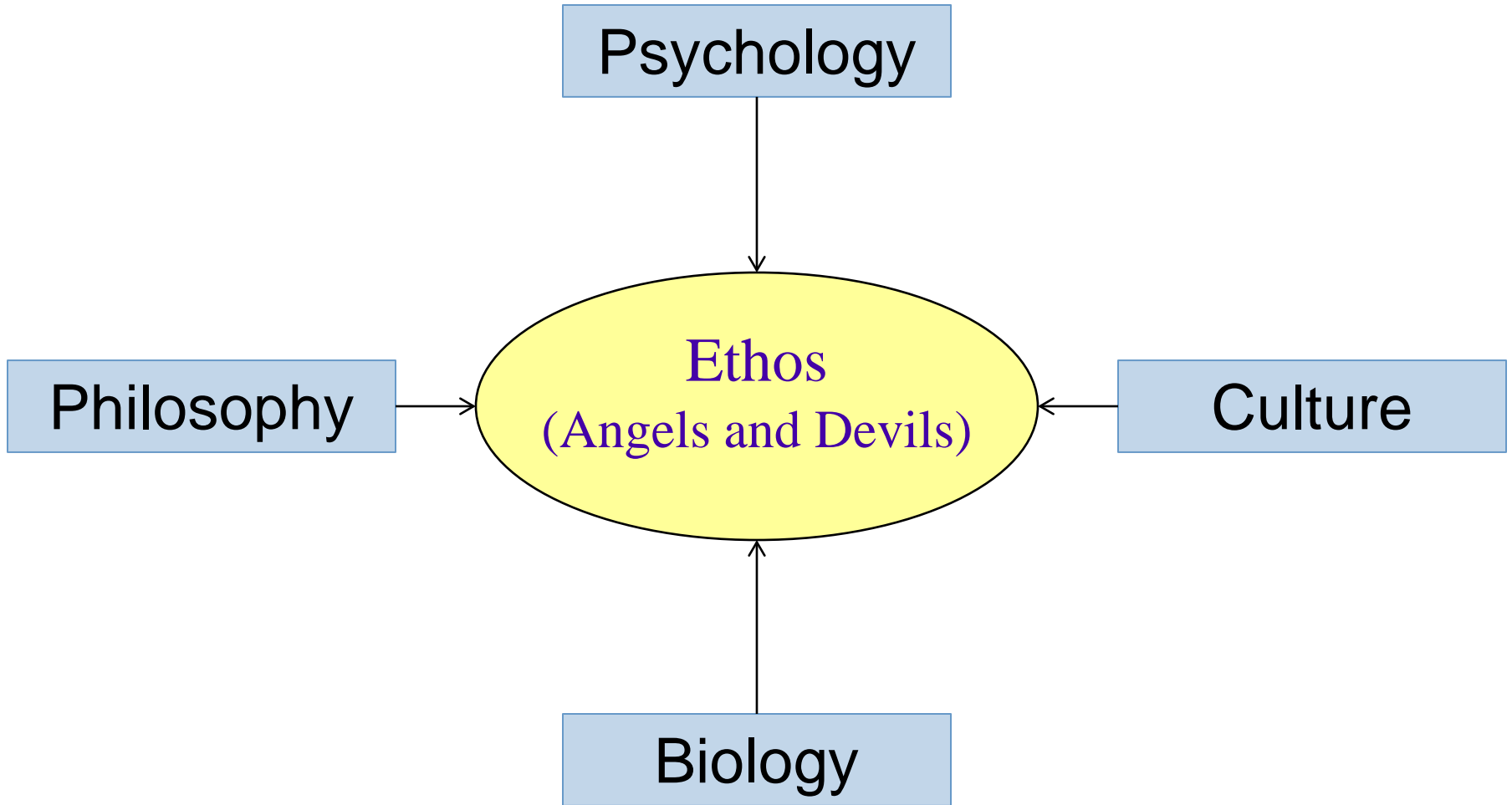


The dilemma



Aristotle's Means of Persuasion





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

Teleology

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

Teleology: Utilitarianism

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

Teleology: Utilitarianism

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

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,...)

Deontology: Formalism

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

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.

Deontology: Formalism

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

Philosophy: A Fundamental Tension

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

The Four Corners of Ethics

Teleology
(Mill/Utilitarianism)

Deontology
(Kant/Formalism)

Do It!	??	??
Don't Do It!	??	??

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)

Culture: Traditions and Values

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

Biology: Fruits and Vegetables

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

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>

Thank you

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