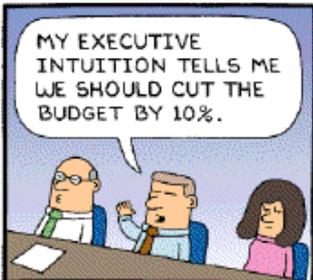
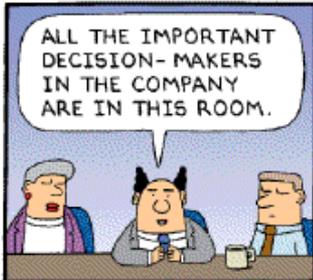
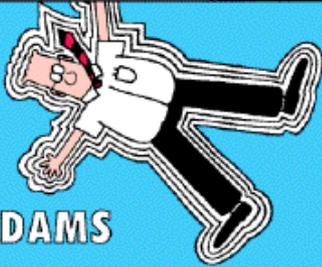




# DILBERT<sup>®</sup>

BY  
SCOTT ADAMS



# Ethical Decision Making

A practical guide for the workplace



VADM Lou Crenshaw USN (Ret.)

## Logistics

Restrooms

Coffee/Water

Breaks

Lunch

Paperwork

# The Rules

- You **must** participate
- **No** texting, e-mailing, phone calls, tweeting, facebooking, web browsing, solitaire, etc.
- You **must** apply what we learn



# Course Outline

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## Session 1

Decisions, Decisions

Four Dilemmas

Resolution Principles

Break

## Session 2

What is Wrong?

Attaining and Maintaining Ethical Fitness

Lunch

Core Values

Wrap Up Session

Nine Checkpoints for Decision Making

# Session ONE



## Hamilton–Jacobi–Bellman (HJB) equation

$$V(x(0), 0) = \min_u \left\{ \int_0^T C[x(t), u(t)] dt + D[x(T)] \right\}$$

# Decision Systems

- Pros and cons
- Prioritization
- Satisficing
- Expert
- Flipism
- Divination
- Political

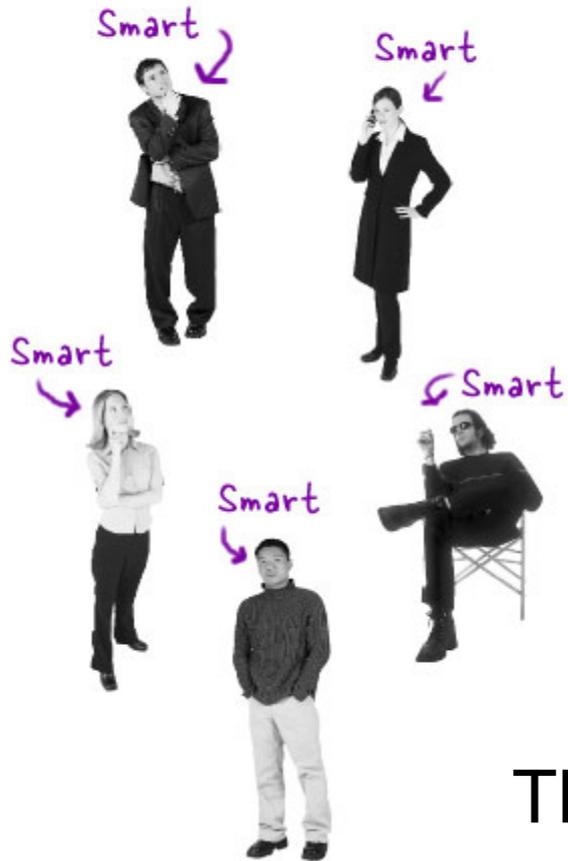


# Decision Types

- Command
- Delegated
- Avoided
- No-Brainers
- Collaborative



## Individuals



## Consensus



The Abilene Paradox

Good



It's been a bad day!



No Accident

BAD

Outcomes

Good



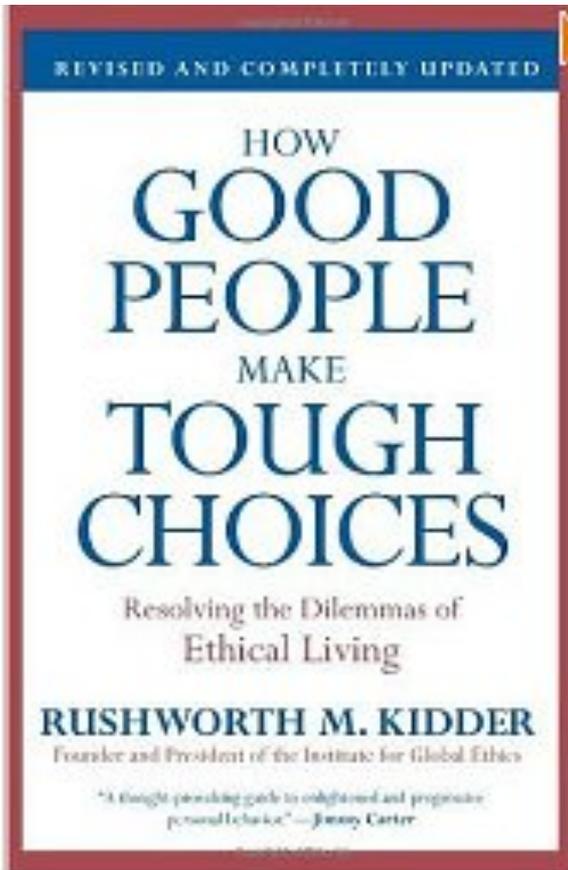
You made it.....!

Decision Quality



You are so lucky!

Bad



- Based on How Good People Make Tough Choices by Rushworth Kidder
- Additional Reading
  - Moral Courage by Kidder
  - Corps Values by Zell Miller
  - Decision Traps by Russo and Schoemaker

# The Four Dilemmas

- Truth vs. Loyalty
- Individual vs. Community
- Short-term vs. Long-term
- Justice vs. Mercy

## EXECUTIVE DECISION MAKING SYSTEM



## Truth vs. Loyalty



You can't  
handle the  
truth!

- Honesty and integrity vs. commitment and promise keeping
- Accuracy, completeness, relevant
- Why are people loyal?
- Is honesty always the best policy?

# Individual vs. Community

- Foundation of US is individual
- Tyranny of the majority
- Freedom vs. liberty
- Suicide



## Short-term vs. Long-term

- Concept of self-denial
- Requires some predictions
- Most common of the four
- Most difficult of the four



# Justice vs. Mercy

- What is justice?
- What is mercy?
- Wrath vs. Pity



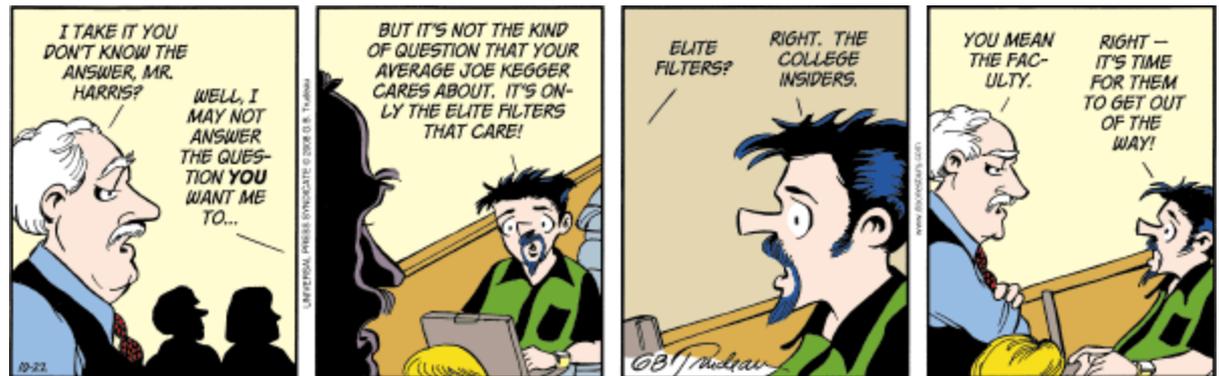
## The Four Dilemmas

- Truth vs. Loyalty
- Individual vs. Community
- Short-term vs. Long term
- Justice vs. Mercy

**ARE THERE MORE?**

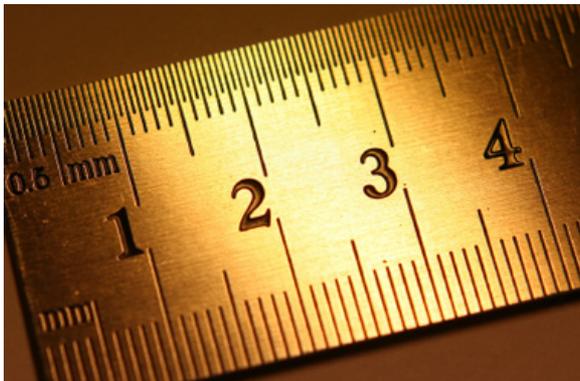
# Groups

- Each group review
- What dilemma is it?
- 10 minutes to discuss
- Brief after the break



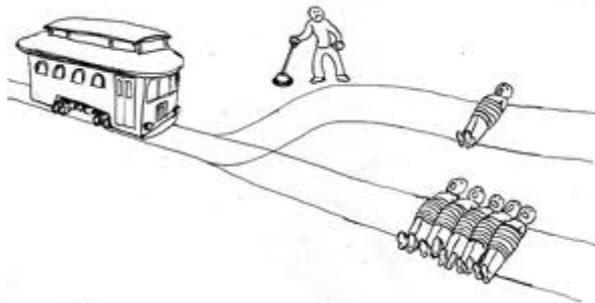
# Three Resolution Principles

- Ends-based
- Rules-based
- Care-based



# Ends-based Thinking

- Do what's best for greatest number
- Utilitarianism
- Focus is on institutions
- Requires predicting the future



## Rules-based Thinking

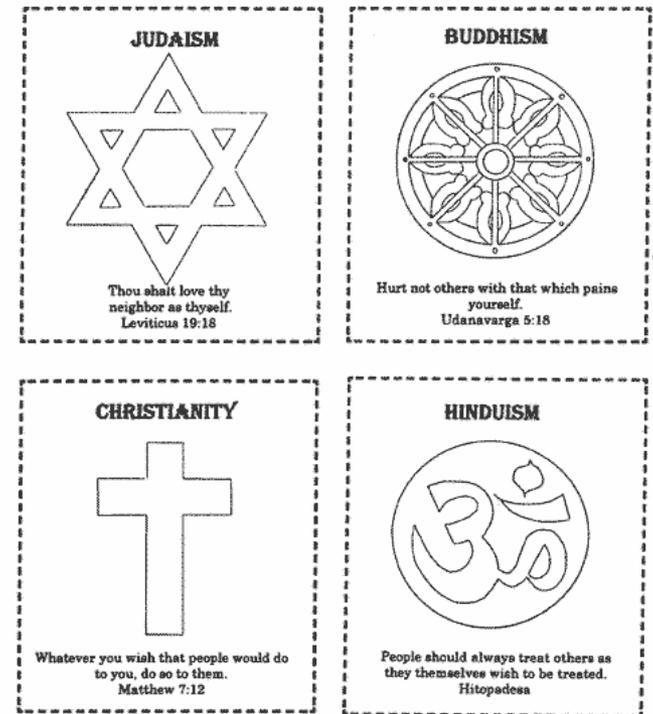
- Follow highest sense of principle
- Kantian
- Establishes a universal standard
- Focus on community
- Not about outcomes, but about obligation



"What's our policy on honesty?"

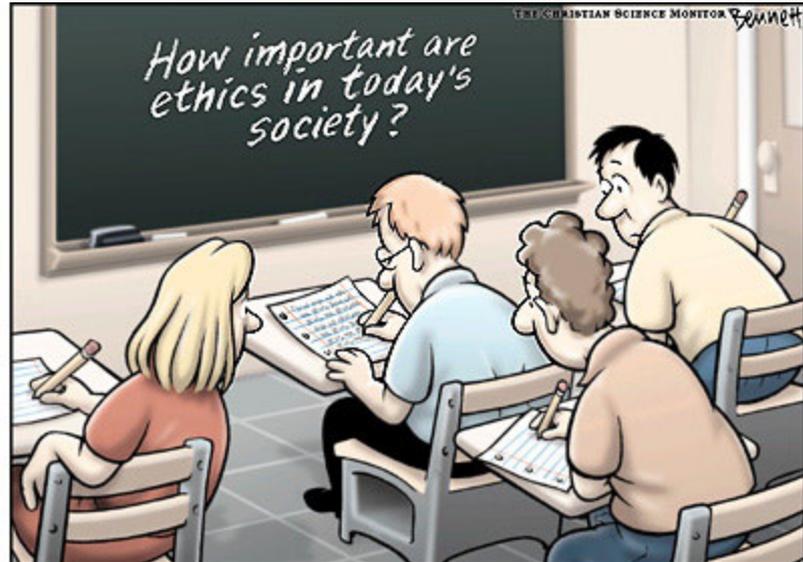
# Care-based Thinking

- Golden Rule
- Reversibility
  - You become the object of action, not the agent of action
- Veil of Ignorance



## Groups

- Each group take a situation
- 10 minutes to discuss
- What resolution principle seems to apply?
- Break



# Recap

## Four dilemmas

- Justice vs. Mercy
- Short-term vs. Long-term
- Individual vs. Community
- Truth vs. Loyalty

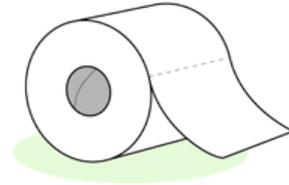
## Resolution Principles

- Ends-Based
- Rules-Based
- Care-Based

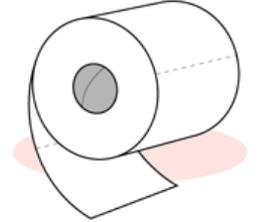
# Session TWO



## What is Wrong?



This is right.  
(good)



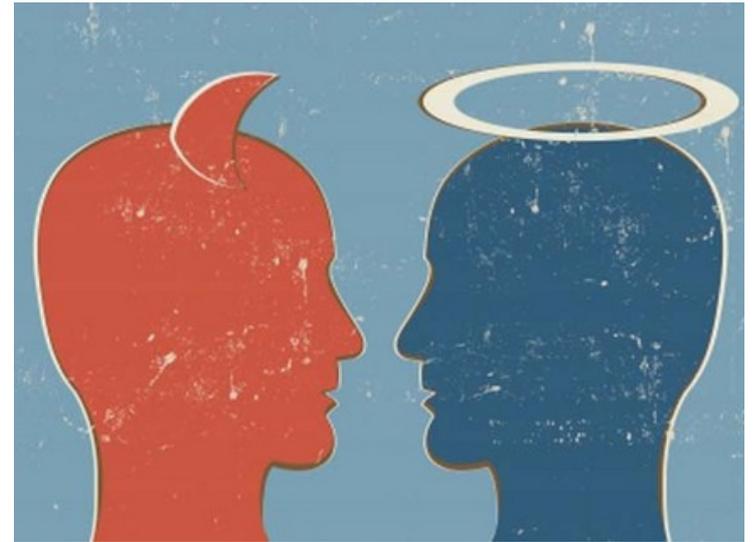
This is wrong.  
(bad)

- Violation of the law
- Departure from the truth
- Deviation from moral standards



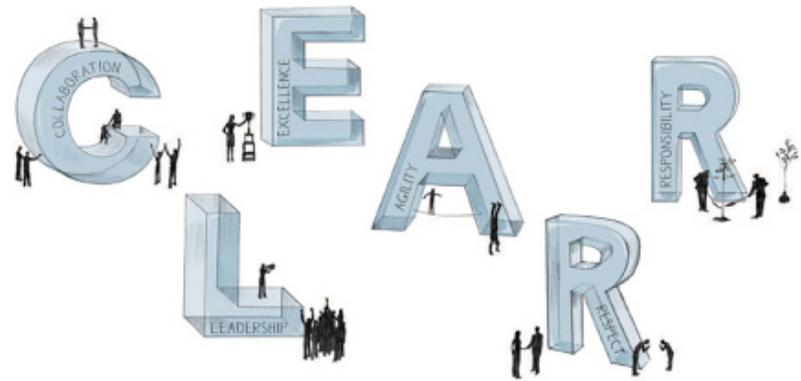
# Attaining and Maintaining Ethical Fitness

- Ethical Fitness is not:
  - Passive
  - Blind
  - Analytical
- Practice, practice, practice
- Ethical reflex
- Obedience to the unenforceable



# Core Values

- May be:
  - Religious
  - Corporate
  - Intrinsic
- Must be considered in decision making
- May change over time



# Nine Checkpoints



1. Recognize the moral issue
2. Determine the actor
3. Gather the relevant facts
4. Test for right vs. wrong (Is the decision really that hard?)
  - a) Is it legal?
  - b) Stench test
  - c) Front page test
  - d) Mom test
5. Test for right vs. right paradigms
6. Apply resolution principles
7. Investigate "Trilemma" options
8. Decide
9. Revisit and reflect



## Group Problem



?

?

?

?

?

# Some Final Thoughts

?

?

?

?

# 10 Decision Traps

1. **Plunging in:** Take time to think
2. **Frame Blindness:** Solving the wrong problem
3. **Lack of Frame Control:** Single definition or influence by others
4. **Overconfidence:** Too sure of assumptions and opinions
5. **Shortsighted Shortcuts:** Using "rules of thumb"
6. **Shooting from the Hip:** Abandoning your decision process
7. **Group Failure:** Assuming smart people make good choices
8. **Fooling Yourself about Feedback:** Rationalization
9. **Not Keeping Track:** Failing to keep records and analyze them
10. **Failure to Audit Your Decision Process:** No reflection on decisions

from Decision Traps: The Ten Barriers to Brilliant Decision-Making and How to Overcome Them by Russo and Schoemaker