

Prepared for: *Ethics in Organizations Symposium*, October 18, 2013, University of Northern Iowa & Allen College sites  
 Symposium organizers: Allen College, Character Counts, Hawkeye Community College, University of Northern Iowa

# *SOME ETHICS REFERENCES*

ANNOTATED

("Some," because these are ones we have found useful. – Gerri Perreault, Judy Ruud, Laura Terlip, Craig VanSandt)

## **GENERAL ETHICS RESOURCES**

Character Counts: National: <http://www.charactercountsiniowa.org/> Iowa: <http://charactercounts.org/>

Ethics Resource Center (ERC):

"Ethics Toolkit" – excellent source of information, including codes of ethics.

Business Ethics Survey - Reports from ERC (free download):

(ERC does a business ethics survey every two years, and 2013 survey report will be available end of 2013.)

- o "2011 National Business Ethics Survey 2011: Workplace Ethics in Transition"
  - o "NBES of Social Networkers: Risks and Opportunities at Work"
  - o "Generational Differences in Workplace Ethics"
  - o "Retaliation: When Whistleblowers Become Victims"
  - o "Inside the Mind of a Whistleblower"
  - o "Blowing the Whistle on Workplace Misconduct"
- Examines corporate strategies that promote internal reporting when employees observe wrongdoing.

Note: Some may view the term "whistleblower" narrowly. What ERC is getting at is the need for people to observe and report misconduct (people observe more than they report) to hold organizations accountable.

Tugend, Alina. "Opting to Blow the Whistle or Choosing to Walk Away." [nytimes.com](http://www.nytimes.com), September 20, 2013. (print ed.: September 21, 2013, p. B5) This is an article about the ERC 2011 business ethics survey results.

Ethics Resources Online - Vanderbilt University Center for Ethics

<http://www.vanderbilt.edu/CenterforEthics/resources.html> Site has loads of information and is organized according to profession/occupation (business, education, engineering, environmental, legal, medical, nursing, science). Good resources for teaching, including sample codes of ethics, ethics readers, etc.

TEdTalks: Has several talks dealing with communication ethics, ethics, and business ethics. For ex., in communication ethics course Ruud uses "Stroke of Insight" (Jill Bolte Taylor, 2009) to discuss issues about the brain relative to communication ethics. Website:

<http://www.ted.com/conversations/topics/business%20ethics>

Covey, Stephen R. *The 8<sup>th</sup> Habit: From Effectiveness to Greatness*. Free Press/division of Simon & Schuster, Inc., 2004. Excellent on leadership and on integrity.

"10 States Where Employees Are More Likely to Embezzle And Who They Are." [Forbes](http://www.forbes.com), Jan. 17, 2013.

Iowa is in top 10!

<http://www.forbes.com/sites/erikamorphy/2012/01/17/10-states-where-employees-are-more-likely-to-embezzle-and-who-they-are/>

## **INSPIRATIONAL/GOOD EXAMPLES**

(Consider also John Deere, North Star, Target, Veridian represented at our Symposium.)

Business Ethics: Profiles in Civic Virtue

by James E. Liebig, Fulcrum Publishing, Golden, Colorado, 1990

Although an older book (better than his newer one), he argues that business leaders should practice civic virtue, that one can serve society and in the process make a profit. He classifies the leaders into 3 groups: traditionalists, transitionalists, and transformers. Has numerous and specific examples of virtuous leaders.

The Giraffe Heroes Project -- <http://www.giraffe.org/> a nonprofit that honors people who stick their neck out for the common good. UNI and Allen College's Endeavor Project was inspired by this project.

The Heart of Altruism: Perceptions of a Common Humanity by Kristen Renwick Monroe, Princeton University Press, 1996 Book has numerous examples of people able to perceive our common humanity. Monroe explains her inspiring definition of the heart of altruism as follows:

*"Most social and political theory since Hobbes is constructed on the norm of self-interest. . . . I will argue that altruists simply have a different way of seeing things. **While the rest of us see a stranger, altruists see a fellow human being.** . . . it is the perspective itself that constitutes the heart of altruism"* (from Introduction, p. 3. See also discussion on p. 234). [Bold added to original.] For an interesting and disturbing discussion of the lack of the altruist's view, that is, **not** seeing a fellow human being, see Katrin Bennhold, "Behind Flurry of Killing, Potency of Hate," New York Times, Sunday, October 13, 2013, International section, pp. 6 and 13.

Some Do Care: Contemporary Lives of Moral Commitment

by Anne Colby and William Damon, The Free Press/Div. of Macmillan, New York, 1992.

The people discussed in Some Do Care are called "moral exemplars" by the authors. The authors used the following five criteria for their selection (from p. 29):

1. *a sustained commitment to moral ideals or principles that include a generalized respect for humanity; or a sustained evidence of moral virtue*
2. *a disposition to act in accord with one's moral ideals or principles, implying also a consistency between one's actions and intentions and between the means and ends of one's actions.*
3. *a willingness to risk one's self-interest for the sake of one's moral values.*
4. *a tendency to be inspiring to others and thereby to move them to moral action.*
5. *a sense of realistic humility about one's own importance relative to the world at large, implying a relative lack of concern for one's own ego*

The Moral Architecture of World Peace: Nobel Laureates Discuss Our Global Future

by Helena Cobban, Charlottesville: University Press of Virginia, 2000.

Inspiring stories and views for the future by winners of the Nobel Peace Prize. Includes the Dalai Lama, Aung San Suu Kyi, Betty Williams, Desmond Tutu, Rigoberta Menchu Tum, Jose Ramos-Horta, Oscar Arias Sanchez, Bobby Muller, and Jody Williams.

Kristof, Nicholas. "The Healers of 9/11." New York Times, September 8, 2010.

Inspiring story about Susan Retik who, widowed by 9/11, turned her grief into doing a project for the widows of Afghanistan. The documentary, Beyond Belief, tells her story and that of Patti Quigley, also a 9/11 widow.

Stone, Brad. "Costco CEO Craig Jelinek Leads the Cheapest, Happiest Company in the World." June 14, 2013. Print ed.: Bloomberg Businessweek, June 10-June 16, 2013 edition.) Downloaded June 6, 2013 <http://www.businessweek.com/printer/articles/123856-costco-ceo-craig-jelinek-leads-the-cheapest-happiest-company-in-the-world> Inspiring story of how Costco tries to do the right thing for its stakeholders, including its employees.

Excerpt: *As the economic downturn worsened in the fall of 2009, Costco, like every other retailer, started seeing declines in same-store sales. Macy's (M), Best Buy (BBY), Home Depot (HD), and Office Depot (ODP) were resorting to layoffs and wage cuts, but **Sinegal approved a \$1.50-an-hour wage increase for hourly employees, spread out over three years.** "The first thing out of Jim's mouth was, 'This economy is bad. We should be figuring out how to give them more, not less,'" says CFO Galanti, who adds that Sinegal's decision to parcel out the raise in three annual 50-cent increments, instead of more gradually, cost an extra \$20 million. The founder's stubborn resolve remains a point of pride. **"Could Costco make more money if the average wage was two or three dollars lower?" asks Galanti. "The answer is yes. But we're not going to do it."** [Bold added to original.]*

## ETHICS THEORIES

Cavalier, R. 2002. "Online Guide to Ethics and Moral Philosophy."

<http://www.phil.cmu.edu/cavalier/80130/>.

Brief summaries of the various moral theories, along with relevant critiques.

Pinker, S. 2008. "The Moral Instinct." The New York Times Magazine. January 13.

<http://www.nytimes.com/2008/01/13/magazine/13Psychology-t.html?pagewanted=all>.

Popular author Steven Pinker reviews much of the new science of the moral sense, providing readers with a new perspective on how we make moral judgments.

Rainbow, C. 2002. "Descriptions of Ethical Theories and Principles." Davidson College Biology 372.

<http://www.bio.davidson.edu/people/kabernd/indep/carainbow/Theories.htm>.

Summaries of ethical principles underlying the most commonly accepted ethical theories.

## ETHICS DECISION-MAKING MODELS

Trevino, L. K. 1986. "Ethical Decision Making in Organizations: A Person-Situation Interactionist Model." Academy of Management Review, 11(3). 601-617.

<http://worldroom.tamu.edu/Workshops/CommOfRespect07/MoralDilemmas/Ethical%20Decision%20Making%20in%20Organizations.pdf> A model combining individual and situational variables to predict and explain the ethical decision-making behavior of persons in organizations.

Nash, L. 1981. Ethics without the Sermon. Harvard Business Review, 59. 79-90.

[http://www.ryerson.ca/content/dam/ethicsnetwork/downloads/model\\_B.pdf](http://www.ryerson.ca/content/dam/ethicsnetwork/downloads/model_B.pdf)

Twelve questions to ask yourself when making an ethical decision.

Kidder, R. M. 2009. How Good People Make Tough Choices: Resolving the Dilemmas of Ethical Living. HarperCollins.

<http://ssbea.mercer.edu/blanke/Summary%20of%20How%20Good%20People%20Make%20Tough%20Choices.pdf>

Kidder, President of the Institute for Global Ethics, provides several ways of viewing moral temptations (right vs. wrong) and ethical dilemmas (right vs. right) and a nine-point checklist for making ethical decisions. The website shown above is a summary of the major concepts in the book.

"Moral Psychology for the 21st Century" by Jonathon Haidt in the Journal of Moral Education (July 2013).

<http://www.tandfonline.com/doi/full/10.1080/03057240.2013.817327>

Haidt's argument: (1) Intuitions come first, strategic reasoning second, (2) There's more to morality than harm and fairness and (3) Morality binds and blinds. This journal has a number of interesting articles.

### FOUR COMPONENTS OF AN ETHICAL ACT

James Rest conceptualized the four components of an ethical act: Ethical Sensitivity, Ethical Reasoning, Ethical Motivation, and Action. Below are representative samples of this important work.

Rest, James R., and Darcia Narvaez (eds.) Moral Development in the Professions. Lawrence Erlbaum Associates, Publishers, Hillsdale, N.J. 1994. Has chapters on college teaching, nursing, counseling, accounting, dentistry, veterinary medicine, sports, and journalism.

Thoma, S.J., and Bebeau, M.J. "Moral Motivation and Rest's Four Component Model." In: Heinrichs, K., Oser, F., and Lovat, T. (Eds.) Handbook of Moral Motivation. Sense Publishers, 2012, pp. 29-45

Bebeau, M.J., and Thoma, S.J. "Moral Motivation in Different Professions". In Heinrichs, K., Oser, F., and Lovat, T. (Eds.), Handbook of Moral Motivation. Sense Publishers, 2012, pp. 436-460

Bebeau, M.J. and Monson, V.E. "New Developments in Professional Ethics Education." In Nucci, L. and Narvaez, D. (Eds.), Handbook of Moral and Character Education. New York: Routledge, Revised edition. (In preparation) 2013.

### LIES, SECRETS, SELF-DECEPTION

Bok, Sissela. Lying: Moral Choice in Public and Private Life, Vintage/Random House, New York, 1999.

(First published in 1978 by Pantheon/Random House. Preface is new; rest of book is same.)

This book and her book on Secrets are the best available for an indepth conceptualization and analysis of lies and secrets. Includes self-deception.

Bok, Sissela. Secrets: On the Ethics of Concealment and Revelation, Vintage Books/Random House, New York, 1989. (First published 1983. Minor revisions to 1989 edition; new preface.)

Brooks, David. "Let's All Feel Superior." The New York Times (nytimes.com)

November 14, 2011 (In print edition: November 15, 2011, p. A25.)

Reflecting on the Paterno/Penn State tragedies, Brooks asked us to consider if we would have behaved differently than Paterno and the others who did little. Brooks points out the pattern that emerges in many egregious cases throughout history: "**Many people do not intervene. Very often they see but they don't see.**" [Bold added to original.]

Ekman, Paul. Telling Lies: Clues to Deceit in the Marketplace, Politics, and Marriage (Revised and Updated Edition), W. W. Norton & Company, New York, 2001.

Ekman is the expert on analyzing behavior indicators of lies but this very readable book provides, like Bok, a broad perspective on lies and deceit. Includes self-deception.

Goleman, Daniel. Vital Lies, Simple Truths: The Psychology of Self-Deception. Simon and Schuster, 1985. Self-deception plays an enormous role in unethical behavior (rationalizations for example), yet has not had the attention it deserves. Book is older yet still cited in work on self-deception.

Paul, Richard, and Linda Elder, The Thinker's Guide to Fallacies: The Art of Mental Trickery and Manipulation, The Foundation for Critical Thinking, [www.criticalthinking.org](http://www.criticalthinking.org)  
A booklet which contains 41 ways that people can manipulate others, such as red herring, ad hominem, double standard, questionable comparison, glittering generalities.

Perreault, Gerri. "Deception" in Leadership: Political and Civic Leadership. Richard Couto, ed., SAGE, 2010.

### **FACTORS INVOLVED IN UNETHICAL BEHAVIOR**

Barbara Kellerman. Bad Leadership. Harvard Business School Publishing, 2004.

Describes seven types of "bad leadership" – incompetent, rigid, intemperate, callous, corrupt, insular, and evil. The word "leadership" in the title indicates that it is not only the leaders who are involved in the bad behavior but also followers and others around them. She has excellent tips for what people can do to avoid going along with or even encouraging bad leaders/leadership.

Carrie Johnson. "Fraud's Many Helpers," Washingtonpost.com, Sunday, March 20, 2005; Page B01. Having followed corporate fraud trials for two years, Johnson argues for attention to the role of subordinates/"footsoldiers" in these frauds, and the need to understand the pressures that led them to be involved in the crimes. As she notes, it was not just a small group: "dozens of people colluded to hide misdeeds from auditors and investors." And pointedly: Without their help, the frauds probably could not have taken place. The argument is similar to Kellerman in Bad Leadership.

Kroll, Mark J. and Leslie A. Toombs and Peter Wright. "Napoleon's Tragic March Home from Moscow, in William E. Rosenbach and Robert L. Taylor, Contemporary Issues in Leadership, Fifth Edition, Cambridge, Massachusetts, Westview Press/Perseus Books Group, 2001, pp. 209-228. Focused on hubris, the excessive pride that often leads to one's downfall, authors present seven sources of hubris found in Napoleon's march and shows how these factors turn up in today's executives. For ex., sense of exemption from rules, confidence turning to arrogance, blinded by exaggerated accolades of others.

Tavris, Carol, and Elliott Aronson. Mistakes Were Made (but not by me): Why We Justify Foolish Beliefs, Bad Decisions, and Hurtful Acts. Harcourt, Inc., 2007.  
Title summarizes the book. Very readable; both for scholars and for a lay audience.

Bazerman, Max H., and Ann E. Tenbrunsel. Blind Spots: Why We Fail to Do What's Right and What We Can Do about It. Princeton University Press. Hardcover 2011. Paperback 2012  
Answers the question: Why didn't someone do something?!!!

### **CONVERGED MEDIA ETHICS**

<http://convergedmediaethics.com/> -- Information on communication theories, ethical perspectives, and a number of educational resources. Site focuses on ethical challenges that arise as a result of converging media (cases on twitter, use of cell phone cameras, etc.)

### **BUSINESS ETHICS**

(See other categories also, including Inspirational section for COSTCO example.)

Institute for Business and Professional Ethics - DePaul University Driehaus College of Business

Has lots of good white papers on ethics in business

<http://driehaus.depaul.edu/about/centers-and-institutes/institute-for-business-and-professional-ethics/research-and-teaching/Pages/White-Papers.aspx>

Business Ethics: The Magazine of Corporate Responsibility <http://business-ethics.com/> (online)

Ethisphere: Annually selects world's most ethical companies. Target and Deere & Company, represented at our Symposium, are on the 2013 list. From web site:

*The World's Most Ethical (WME) Companies designation recognizes companies that truly go beyond making statements about doing business "ethically" and translate those words into action. WME honorees not only promote ethical business standards and practices internally, they exceed legal compliance minimums and shape future industry standards by introducing best practices today. - See more at: <http://ethisphere.com/worlds-most-ethical/#sthash.vdTVT581.dpuf>*

Using "The Office" to Teach Business Ethics.

Google that title or obtain this article: DelCampo, R.G., Rogers, K.M. & Van Buren, H.J. (2010). "A Mockumentary as a Mock-experience: Using 'The Office' to Solidify Understanding of Organizational Behavior Topics." Journal of Organizational Behavior Education. Vol. 3, No.1, pp. 25-40.

Books on the 2007 financial crisis: <http://hereisthecity.com/2013/04/18/the-9-best-books-about-the-financial-crisis/>

Schneier, Bruce, 2012, Wiley Publishers; same with Traversing the Ethical Minefield: Problems, Law and Professional Responsibility, Susan R. Martyn and Lawrence J. Fox, Aspen Pub 2012 (legal ethics)

Morris, Tom . If Aristotle Ran General Motors. Henry Holt & Company Inc. Publishers, New York, 1997

Huntsman, Jon M. Winners Never Cheat. Pearson Prentice Hall, 1 edition (Nov. 8, 2008)

Johnson, Spencer. Who Moved My Cheese, An Amazing Way to Deal with Change in Your Work and in Your Life, Spencer Johnson, G.P. Putnam's Sons, 1 edition (Sept. 8, 1998).

McAdams, Tony. Law, Business and Society, Tony McAdams, Jan. 2012 (Business Ethics Textbook/Business & Society). McAdam teaches at UNI.

### **TEACHING/EDUCATION**

(See other categories also.)

Assessment instruments: Links to Instruments to measure character, school culture, etc., can be found at: <http://www2.cortland.edu/centers/character/assessment-instruments.dot>

Texas Instruments Ethics Quick Test; Texas Instruments website <http://www.ti.com/corp/docs/company/citizen/ethics/quicktest.shtml>, last accessed Oct. 7, 2013 (Business Ethics and Communication Ethics Courses, use this as example).

Arnett, Ronald C., and Janie M. Harden Fritz and Leeanne M. Bell. Communication Ethics Literacy: Dialogue and Difference, SAGE Publications, Inc., August 4, 2008 (Dialogic Ethics/Classroom Textbook)

Business Ethics, Ethical Decision Making and Cases, Ferrell, Fraedrich, and Ferrell, South-Western Cengage Learning, 2008 (Business Ethics Textbook)

The Markkula Center for Applied Ethics -- <http://www.scu.edu/ethics/>

A goldmine of cases, codes, and other resources. Site is indexed by areas and also allows you to search for cases by topic or by issue. If you go to <http://www.scu.edu/ethics/articles/articles.cfm> you will find cases, video interviews, and other materials that focus on building an ethical culture in organizations. They are offering a new and free online course Nov. 1, 2013 to Feb. 28, 2014, on Business Ethics for the Real World.

"Ethics in America II" (video series) <http://www.learner.org/series/ethics2/>

This link will take you to a page with descriptions of all six videos that are available on line as well as a wealth of material including an ethics reader and a discussion guide. Terlip uses the entire "My Brother's Keeper" video on personal ethics in her class along with parts of the other videos found in the series.

Movies for teaching business ethics and communication ethics include:

- "Les Miserables" (original version)-used in Communication Ethics Course
- "October Sky." Joe Johnston, Director, Feb. 19, 1999 (used in teaching Communication Ethics)
- "Enron: The Smartest Guys in the Room," 2005, Director Alex Gibney. Used in teaching Business and Communication Ethics
- "The Corporation," Director Mark Achbar, Jennifer Abbott, June 2004

Ethics Simulation Games:

[http://www.academia.edu/3567938/Business\\_Ethics\\_Simulations\\_The\\_Role\\_of\\_Reflection\\_Intentionality\\_and\\_Assessment](http://www.academia.edu/3567938/Business_Ethics_Simulations_The_Role_of_Reflection_Intentionality_and_Assessment)  
Summaries of a number of games; however, the reference list contributors don't have personal experience with these yet.

### **CODES OF ETHICS**

Sample codes of ethics can be found at <http://ethics.iit.edu/research/codes-ethics-collection>

See also "Ethics Toolkit" from the Ethics Resource Center.