

Who Are You In The Dark?

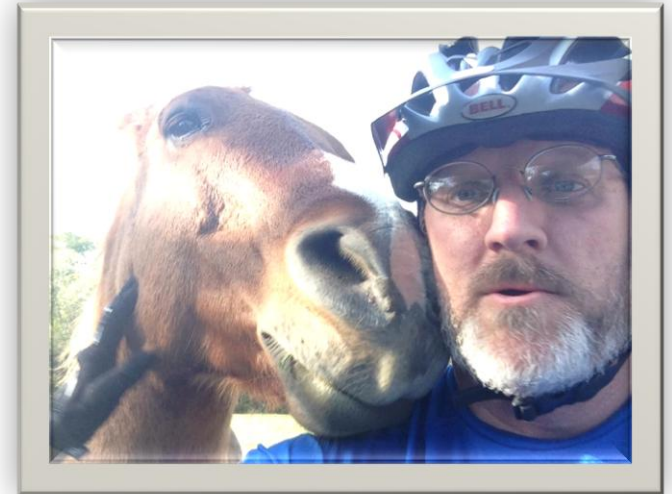
Exploring A Plan For Ethical Decision Making



Presented by

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Who Are You In The Dark?

Exploring A Plan For Ethical Decision Making

Learning Outcomes

By the completion of the presentation, participants will be able to, when asked by the presenters:

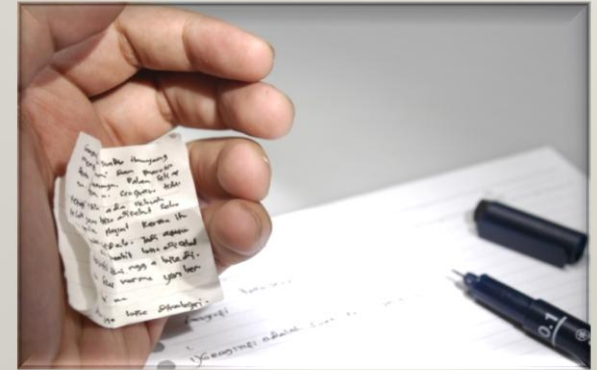
- Understand the elements of an ethical decision making when supervising full-time staff.
- Identify and explain situations where ethic decisions making would apply.
- Effectively apply a sample ethical decision making system to case situations.



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Why We Need to Pay Attention



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TIMELY WARNING NOTIFICATION

An institution must, in a manner that is timely and will aid in the prevention of similar crimes, report to the campus community on crimes that are (1) Clery reportable; (2) Reported to campus security authorities as identified under the institution's statement of current campus policies or local police agencies; and (3) Considered by the institution to represent a threat to students and/or employees.



Corporations and Universities



'Cane Watch
ENSURE AN OPEN & ETHICAL U

The University of Miami is committed to the highest standards of ethics and integrity. Play a key role in this mission by speaking up through 'Cane Watch.

- 'Cane Watch is a new anonymous and confidential Web and telephone tool for reporting violations of policies or regulations at any of the UM campuses. Turn your watchful eye into responsible action that benefits all of us.
- Anyone can use 'Cane Watch to express a concern or report a problem, such as fraud, waste, and abuse; employment policy violations; safety concerns; research misconduct; misuse of computing resources; NCAA violations; etc.

To make a report, visit the 'Cane Watch website at
www.canewatch.ethicspoint.com
or call toll free **877-415-4357** (24 hours a day, seven days a week).

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Ethics

The study of moral standards and how they affect conduct (moral philosophy)

A system of moral principles governing the appropriate conduct for an individual or group



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Values

Those things that are important to an individual or group



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Values determine what is right or wrong

Ethics is acting on your values



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What are the sources of values?

Religions

Cultural

Family

Personal

Law

Organizational

Professional

Political



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So what are your values?



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Choose Wisely!

Authenticity

Wealth

Happiness

Recognition

Friendship

Peace

Integrity

Joy

Love

Status

Family

Success

Justice

Influence

Power

Fame

Truth

Wisdom



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Ethical Decision Making Process

What are the key questions used to evaluate the ethical dimensions of a problem?

Madison Collaborative QEP Proposal
<http://www.jmu.edu/qep/proposal.shtm>



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Empathy

How would I respond if I cared deeply about those involved?

Fairness

How can I act equitably and balance all interests?

Character

What actions will help me become my ideal self?

Liberty

What principles of freedom and personal autonomy apply?

Rights

What rights (e.g., innate, legal, social) apply?

Responsibilities

What duties and obligations apply?

Outcomes

What are the short-term and long-term outcomes of possible actions?

Authority

What do legitimate authorities (ex. experts, law, my god[s]) expect?



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Decision Making Pathway

1. Stop and think
2. Clarify your goals
3. Determine facts
4. Develop options
5. Consider consequences
6. Choose
7. Monitor and modify



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Ethical Decisions Making Scenarios



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Ethical Decision Making Process

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Empathy - how would I respond if I cared deeply about those involved?

Fairness - how can I act equitably and balance all interests?

Character - what actions will help me become my ideal self?

Liberty - what principles of freedom and personal autonomy apply?

Rights - what rights (e.g., innate, legal, social) apply?

Responsibilities - what duties and obligations apply?

Outcomes - what are the short-term and long-term outcomes of possible actions?

Authority - what do legitimate authorities (e.g., experts, law, my god[s]) expect of me?

*Taken from JMU
Madison Collaborative
QEP Proposal
<http://www.jmu.edu/qep/proposal.shtml>*



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Case Study #1

You have just been hired as a Coordinator and are required to attend seminars and conferences. Joe, a veteran Coordinator, is attending a Regional Conference with you and going through the travel forms with you. He tells you to gain compensation for the extra time you are spending over the weekend, to sign up for a single room and then get a couple of roommates to split the costs. Then when you return, turn in the receipt as if you had stayed in the room alone. Joe goes on to tell you that you are also given a per diem allowance for meals and many of the meals are provided by the conference. He says it is the norm at your school.



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Case Study # 2

One of the professional employees on your staff has a good relationship with his student employees. He begins to socialize more and more with the students and soon they are going to the bars and drinking together. You have reason to believe that this may include more than one instance of binge drinking. The Director does not know about this situation.



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Case Study # 3

A vendor your department uses to purchase T-shirts and apparel for your pro-shop has given you a \$300 warm-up in your school colors as a thank you for using his company for your departmental purchase. This was a thank you gift. Nobody else including your supervisor in the department received anything.



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Case Study # 4

A colleague at another university calls you and asks about a certain fitness equipment manufacturer and sales manager's reputation. You personally liked the sales manager and your department had excellent service from the sales manager. One of your long time friends at another university told you they had a very bad experience with this company's sales manager and servicing of equipment repairs at their campus.



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Case Study # 5

As the associate director, you are responsible for hosting an informal celebration in the office. The food budget is \$200 for 50 students that are expected to attend. Your next door neighbor has just started her own catering business offers to supply the food. Since she is just starting out, she'll do it at cost of \$200 and provide extra items at no charge.



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Case Study # 6

Tammy is the Associate Director for budget and personnel and by virtue of her position, she is privy to confidential information. Mr. Smith, the Director, wishes her to be on a friendly basis with everyone, and also be his “eyes and ears” to keep him appraised of anything he should know about. At the same time, other staff members have asked her about the amount of sick leave time one staff member has been taken.



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Case Study # 7

As the Intramural Director at your university, you are given a Nike sponsorship for apparel to be handed out to student participants in your program. Other professional staff have seen this new gear and have asked if they can received some for their use.



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Case Study #8

At your university, increasing diversity of students and faculty is a priority. You have been asked to be a search chair for a position and directed by the department director to consider this in screening. In your orientation meeting with the search committee, you discuss this goal as part of the process. Several of your committee members believe that the committee should only interview the top rated candidates that match with the job description even if diverse candidates meet the qualifications.



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Case Study # 9

As the Assistant Director for Intramurals you are walking past the Intramural Soccer games on the field. You overhear your male intramural supervisor's telling stories about the female official who is officiating games on the field. They continue to describe her in a degrading way and using sexually explicit language while observing her officiating the soccer game. You don't have time to deal with the situation because you want to get home early because you have been at the office all day. So you choose to do nothing at the time you overheard the incident. You have received feedback from other female officials that they feel uncomfortable in the workplace. What action(s) might you want to take?



Making Ethical Decisions Requires

- Understanding the implications of choices
- Ability to evaluate complex, ambiguous and incomplete facts
- Skill to implement ethical decisions effectively
- A structure of principles that are reliable
- A procedure for applying the principles to problems

Challenges to Making Ethical Decisions

- Values conflicts
- No consistent system of decision making
- It cost too much to do the right thing
- Underestimate the cost of failing to do the right thing
- Protecting others from the truth
- It's part of the job
- It's for a good cause
- It's legal and permissible so it must be proper
- Everyone is doing it
- It doesn't hurt anyone
- Fighting fire with fire
- I've got it coming



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References

- Business Ethics Case Studies DePaul Institute for Business and Professional Ethics <http://commerce.depaul.edu/ethics>
- Edmond J. Safra Foundation Center for Ethics <http://www.ethics.harvard.edu>
- Ethics Resource Center: What We Believe, <http://www.ethics.org/about-erc>
- Geometry of Bridge Construction, <http://www.faculty.fairfield.edu/jmac/rs/bridges.htm>
- George S. May International Company, <http://ethics.georgesmay.com>
- Governance, Ethics and Compliance Applications and Services – LRN, <http://www.lrn.com>
- Josephson Institute of Ethics, <http://www.josephsoninstitute.org>
- James Madison University Q.E.P. , <http://www.jmu.edu/gep>



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RECOMMENDED READING LIST

You Want Me To Do WHAT? By Nan DeMars

When, where, and how to draw the line at work. This book is a good resource for myths, dilemma, case studies and situations in the office. It gives examples of the “human element” in the workplace with eye opening situations.

Good Intentions Aside: A Manager’s Guide to Resolving Ethical Problems by Laura L. Nash

The book provided an unusually insightful, down-to-earth resource to guide managers at all levels, as well as CEO’s, who wrestle with moral and ethical dilemmas on the playing field of business decisions making everyday.

Decent People, Decent Company by Robert L Turknett and Carolyn N. Turknett

From the Authors We wrote DECENT PEOPLE, DECENT COMPANY because we want to help people grow.

We believe that developing the character necessary for leadership can be the most rewarding and profound thing you've ever done. It allows you to accomplish more, to genuinely like your job more, to commit more fully to whatever you're doing--whether that's running a Fortune 500 company, organizing a PTA fundraiser, or managing a major project at work--and to simply enjoy life more.

The Samurai Leader by Bill Diffenderffer

In the wake of Enron and the rash of corporate scandals, ethics, and integrity are two of the biggest topics in business. Can you be ethical and aggressive, honorable and accomplished? You can. The Samurai Leader provides business managers with the lessons of courage, honor, and integrity from one of the most ancient, respected and successful sources: the samurai code.



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RECOMMENDED READING LIST

***The Right Thing* by Jeffrey Seglin**

This engaging and provocative new book brings the issues of corporate and personal responsibility in a profit driven world down to the kind of everyday decisions we all have to make. "Seglin's mini-essays are gems of practical wisdom." Joseph Badaracco, Professor of Business Ethics, Harvard Business School, author of *Defining Moments* and *Leading Quietly*.

***Your Leadership Legacy* by Robert Galford and Regina Maruca**

You should worry about your legacy later in your career, at the edge of retirement—right? Not according to Robert Galford and Regina Maruca. In *Your Leadership Legacy*, these authors argue that thinking about your legacy now makes you a better leader today. Based on stories of top leaders who have shaped successful careers, the book explores the art of "legacy thinking," helping you to formulate a legacy that will exert a positive effect on your work immediately. The authors provide a disciplined approach to framing your legacy, as well as shaping it over time.

***The Responsible Manager* by Michael Rion**

In no-nonsense fashion, Rion provides busy executives, managers at all levels and everyone in business with the practical tools and perspectives they need to make responsible decisions in difficult situations. Rion uses case studies to illustrate principles of responsible management. He presents a six-question framework for resolving such ethical issues as truth telling in business deals, handling difficult employees, trading with repressive governments, and more.



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***Good Intentions Aside* by Laura L. Nash**

Good Intentions Aside addresses the theoretical and practical issues of recognizing and responding to ethical dilemmas. By looking at numerous instances in which individuals face tough moral choices at work, Laura Nash provides managers with real-world problems that make clear the link between good ethics and good business.

***On Killing: The Psychological Cost of Learning to Kill in War and Society* by Dave Grossman**

Upon its initial publication, ON KILLING was hailed as a landmark study of the techniques the military uses to overcome the powerful reluctance to kill, of how killing affects soldiers, and of the societal implications of escalating violence. Now, Grossman has updated this classic work to include information on 21st-century military conflicts, recent trends in crime, suicide bombings, school shootings, and more. The result is a work certain to be relevant and important for decades to come.



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Conclusion

Learning Outcomes:

By the completion of the presentation, participants will be able to, when asked by the presenters:

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