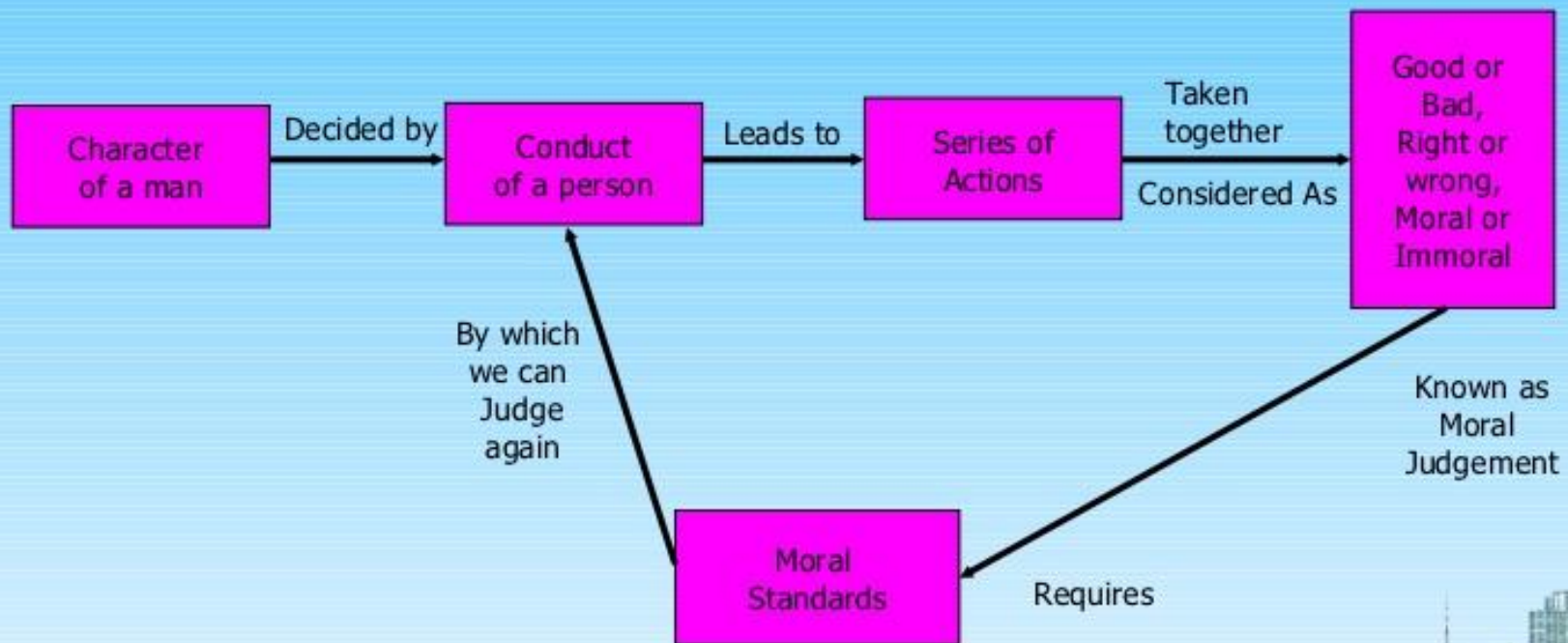# ETHICS   FOR EXELLENCE

Dr . KANDUKURI USHA RANI

Sr.Faculty, CTS,Dr MCR HRDI

Ethics

- Ethics
  - A code of moral standards of conduct for what is "good" and "right" as opposed to what is "bad" or "wrong".

- Ethical Behavior
  - That which is "right" or "good" in the context of governing moral code.
  - Ethical behavior is value driven

Meaning of Ethics

Ethics

MODULE GUIDE 4.1

- Ethical behavior is values driven.
- What is considered ethical varies among moral reasoning approaches.
- What is considered ethical can vary across cultures.
- Ethical dilemmas arise as tests of personal ethics and values.
- People have tendencies to rationalize unethical behaviors.

What is ethical behavior?

Study Question 1: What is ethical behavior?

How international businesses can respect core or universal values:

Respect for human dignity

- Create culture that values employees, customers, and suppliers.

- Keep a safe workplace.

- Produce safe products and services.

Respect for basic rights

- Protect rights of employees, customers, and communities.

- Avoid anything that threatening safety, health, education, and living standards.

Be good citizens

- Support social institutions, including economic and educational systems.

- Work with local government and institutions to protect environment.

Values

- Values
  - Broad beliefs about what is appropriate behavior
- Terminal Values
  - Preferences about desired end states
- Instrumental Values
  - Preferences regarding the means to desired ends

Value Attributes

- Values have both content and intensity attributes.

  - The content attribute says that a mode of conduct is important.

  - The intensity attribute specifies how important it is.

Types of Values

VALUES

Terminal Values

Instrumental Values
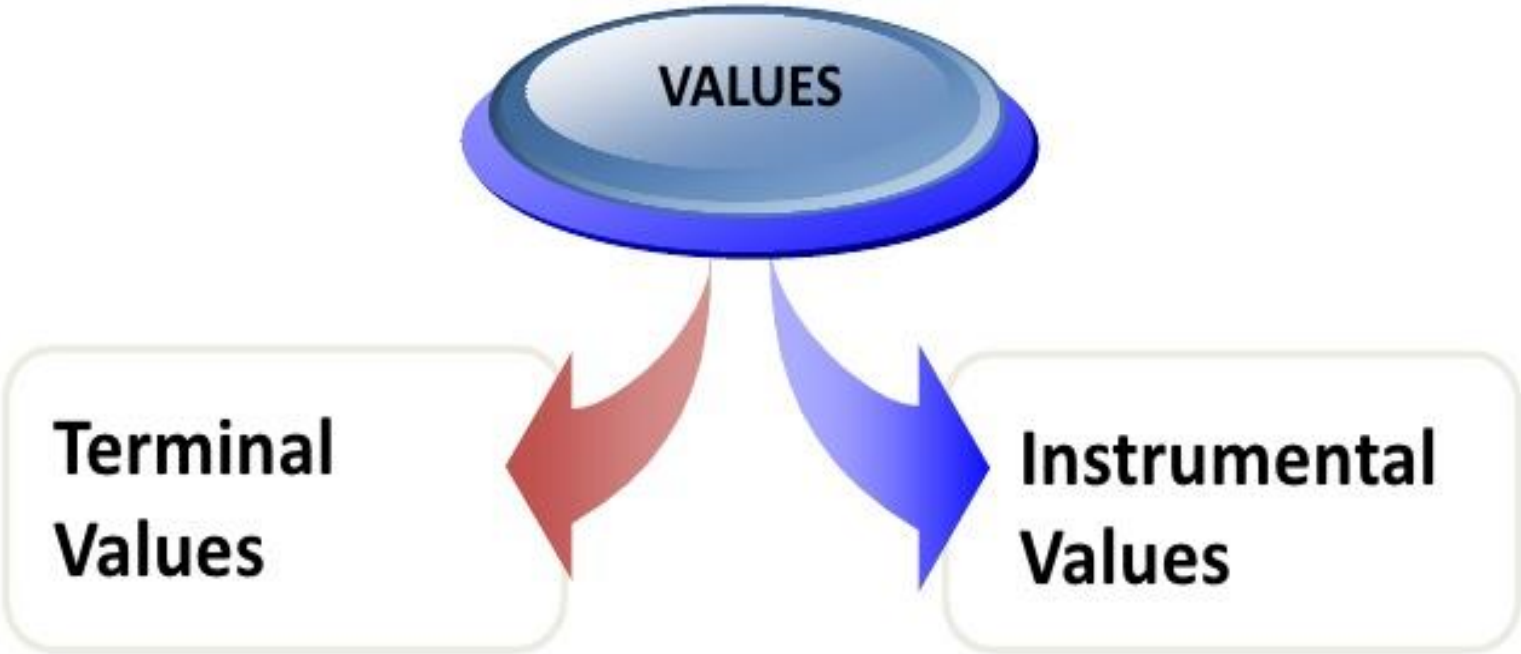
Terminal Values

Desirable end-states of existence; the goals that a person would like to achieve during his or her lifetime.

Terminal Values

A comfortable life (a prosperous life)
An exciting life (a stimulating, active life)
A sense of accomplishment (lasting contribution)
A world at peace (free of war and conflict)
A world of beauty (beauty of nature and the arts)
Equality (brotherhood, equal opportunity for all)
Family security (taking care of loved ones)
Freedom (independence, free choice)
Happiness (contentedness)
Inner harmony (freedom from inner conflict)
Mature love (sexual and spiritual intimacy)
National security (protection from attack)
Pleasure (an enjoyable, leisurely life)
Salvation (saved, eternal life)
Self-respect (self-esteem)
Social recognition (respect, admiration)
True friendship (close companionship)
Wisdom (a mature understanding of life)

Instrumental Values

Preferable modes of behavior or means of achieving one's terminal values.

Instrumental Values

Ambitious (hardworking, aspiring)
Broad-minded (open-minded)
Capable (competent, effective)
Cheerful (lighthearted, joyful)
Clean (neat, tidy)
Courageous (standing up for your beliefs)
Forgiving (willing to pardon others)
Helpful (working for the welfare of others)
Honest (sincere, truthful)
Imaginative (daring, creative)
Independent (self-reliant, self-sufficient)
Intellectual (intelligent, reflective)
Logical (consistent, rational)
Loving (affectionate, tender)
Obedient (dutiful, respectful)
Polite (courteous, well-mannered)
Responsible (dependable, reliable)
Self-controlled (restrained, self-disciplined)

Value System

- Values are considered subjective and vary across people and cultures.

- Value System can be defined as a hierarchy based on a ranking of an individual's values in terms of their intensity.

Importance of Values

1 Values lay the foundation for the understanding of attitudes and motivation because they influence our perceptions.

2 Individuals enter organizations with notions of what is right and wrong with which they interpret behaviors or outcomes

3 Values generally influence attitudes and behavior.

Stages of Moral Development

Level	Description of Stage
Principled	6. Following self-chosen ethical principles even if they violate the law
	5. Valuing rights of others and upholding absolute values and rights regardless of the majority's opinion
Conventional	4. Maintaining conventional order by fulfilling obligations to which you have agreed
	3. Living up to what is expected by people close to you
Preconventional	2. Following rules only when doing so is in your immediate interest
	1. Sticking to rules to avoid physical punishment

Exhibit 5.8

WHAT IS A PROFESSION?

- A profession as a vocation requiring advanced education and training.
- A profession is a job that requires specific training and is regulated by certain standards.
- According to **Roscoe Pound** he defined profession as a group pursuing a learned art as a common calling in the spirit of public service.

PROFESSIONAL ETHICS

- A profession is a vocation founded upon specialized high educational training, the purpose of which is to supply objective counsel and service to others, for a direct and definite compensation.

- Professional ethics encompass the personal and corporate standards of behavior expected of professionals.

- Professional Ethics is concerned with one's behavior and conduct when carrying out professional work. It is codified and varies across different cultures.

- Professional ethics the ethical norms, values, and principles that guide a profession and the ethics of decisions made within the profession.

Factors That Affect Employee Ethics

- Moral Development
  - A measure of independence from outside influences
    - Levels of Individual Moral Development
      - Preconventional level
      - Conventional level
      - Principled level
  - Stage of moral development interacts with:
    - Individual characteristics
    - The organization's structural design
    - The organization's culture
    - The intensity of the ethical issue

Why do we need ethics?

➢ Creating Credibility

Giving leadership

Securing the society

ETHICS   FOR EXELLENCE

Act as Ethical Leader For   Excellence

Components / Qualities of Ethical leader

COMMITMENT TO EXCELLENCE. Ethical leader pursue excellence in performing their duties, are well informed and prepared, and constantly endeavor to increase their proficiency in all areas of responsibility.

LEADERSHIP. Ethical leader are conscious of the responsibilities and opportunities of their position of leadership and seek to be positive ethical role models by their own conduct and by helping to create an environment in which principled reasoning and ethical decision making are highly prized

.(evolve with own values and ethics for benefit the org)

REPUTATION AND MORALE. Ethical leader seek to protect and build the company's good reputation and the morale of its employees by engaging in no conduct that might undermine respect and by taking whatever actions are necessary to correct or prevent inappropriate conduct of others.

LOYALTY. Ethical executives are worthy of trust, demonstrate fidelity and loyalty to persons and institutions by friendship in adversity, support and devotion to duty; they do not use or disclose information learned in confidence for personal advantage

COMPONENTS/QUALITIES

- Honesty
- Integrity
- Transparency
- Accountability
- Confidentiality
- Objectivity
- Respectfulness
- Obedience to the Law

...ud mo
conduct as acce
cal·ly *adv.* — e
eth·ics (eth'iks)
The study and ph
on the determinat
of right conduc
of life

HONESTY

Honesty refers to a facet of moral character and denotes positive, virtuous attributes such as integrity, truthfulness, and straightforwardness along with the absence of lying, cheating, or theft.

"Honesty is the best policy. If I lose mine honor, I lose myself."

-William Shakespeare

INTEGRITY

INTEGRITY

- Integrity is a concept of consistency of actions, values, methods, measures, principles, expectations, and outcomes.

- Integrity can be regarded as the opposite of hypocrisy, that it regards internal consistency as a virtue.

- The word "**integrity**" derived from the Latin adjective **integer** that means **"wholeness"**.

"Integrity without knowledge is weak and useless, and knowledge without integrity is dangerous and dreadful."   - **Samuel Johnson**

TRANSPARENCY

OBEDIENCE TO LAW

Law is the set of enforced rules under which a society is governed. Law is one of the most basic social institutions- and one of the most necessary. The law thus establishes the rules that define a person's rights and obligations. The law also sets penalties for people who violate these rules. In fact, laws frequently are changed to reflect changes in a society's needs and attitudes. Law is a system of rules and guidelines which are enforced through social institutions to govern behavior.

"An unjust law is itself a species of violence. Arrest for its breach is more so."

-Mahatma Gandhi

CONFIDENTIALITY

- Confidentiality is an ethical principle of discretion associated with the professions, such as medicine, law, psychotherapy. In business, the confidentiality of information, a mainstream adaptation of the "need to know".
- Confidentiality regarding: 1. Whose interests 2. Which interests
- Confidential information of: 1. Worker 2. Employer 3. Colleague 4. Competitor

"In intelligence work, there are limits to the amount of information one can share. Confidentiality is essential."
-Gijs de Vries

OBJECTIVITY

- Objectivity is a principle of journalistic professionalism. Objectivity in journalism enables highly accelerated news reporting and delivery, which sometimes is at tension with standards of objectivity.

"The belief in objectivity is a faith in 'facts,' a distrust in 'values,' and a commitment to their segregation."

-Michael Schudson

CONFIDENTIALITY

- Confidentiality is an ethical principle of discretion associated with the professions, such as medicine, law, psychotherapy. In business, the confidentiality of information, a mainstream adaptation of the "need to know".

- Confidentiality regarding: 1. Whose interests 2. Which interests

- Confidential information of: 1. Worker 2. Employer 3. Colleague 4. Competitor

"In intelligence work, there are limits to the amount of information one can share. Confidentiality is essential."

-Gijs de Vries

RESPECTFULNESS

* Respect gives a positive feeling of esteem for a person and conduct representative of that esteem. Respect can be a specific feeling of regard for the actual qualities of the one respected. Rude conduct is usually considered to indicate a lack of respect, disrespect, whereas actions that honor somebody or something indicate respect. The opposite of respect is contempt.

"I speak to everyone in the same way, whether he is the garbage man or the president of the university."

-Albert Einstein

TRANSPARENCY

- Transparency is a general quality. It is implemented by a set of policies, practices and procedures. It allow citizens to have accessibility, usability, utility, understandability, in formativeness and auditability of information and process held by centers of authority (society or organizations).

"A lack of transparency results in distrust and a deep sense of insecurity."

-Dalai Lama

ACCOUNTABILITY

- Accountability is often used synonymously with such concepts as answerability, blameworthiness, liability. It is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies and be answerable for resulting consequences. It cannot exist without proper accounting practices.

"When a man points a finger at someone else, he should remember that four of his fingers are pointing at himself."

— Louis Nizer

Ethical Leadership

- Managers must provide a *good role model* by:
  - Being ethical and honest at all times.
  - Telling the truth; don't hide or manipulate information.
  - Admitting failure and not trying to cover it up.
  - Communicating shared ethical values to employees through symbols, stories, and slogans.
  - Rewarding employees who behave ethically and punish those who do not.
  - Protecting employees (**whistleblowers**) who bring to light unethical behaviors or raise ethical issues.

Ethical leader should deal with Ethical dilemma in an effective manner to achieve excellence

What is Ethical dilemma?

Ethical dilemma

A situation in which a difficult choice has to be made between two courses of action, either of which entails transgressing a moral principle.

Ex: A person is faced with an ethical dilemma: leave his post to help save his father's life, or follow his sense of duty"

Some examples of ethical dilemma

➤ Taking credit for others' work

➤ Offering a client a worse product for your own profit

➤ Utilizing inside knowledge for your own profit

➢ An ethical dilemma (ethical paradox or moral dilemma) is a problem in the decision-making process between two possible options, neither of which is absolutely acceptable from an ethical perspective.

➢ Although we face many ethical and moral problems in our lives, most of them come with relatively straightforward solutions.

Approaches to solve the Ethical dilemma

➢Refute the paradox (dilemma): The situation must be carefully analyzed. In some cases, the existence of the dilemma can be logically refuted.

➢Value theory approach: Choose the alternative that offers the greater good or the lesser evil.

➢Find alternative solutions: In some cases, the problem can be reconsidered, and new alternative solutions may arise.

Study Question 2: How do ethical dilemmas complicate the workplace?

➢ An ethical dilemma occurs when choices, although having potential for personal and/or organizational benefit, may be considered unethical.

➢ Ethical dilemmas include:
  – Discrimination
  – Sexual harassment
  – Conflicts of interest
  – Customer confidence
  – Organizational resources

Study Question 2: How do ethical dilemmas complicate the workplace?

➢ Ethical behavior can be rationalized by convincing yourself that:

- Behavior is not really illegal.

- Behavior is really in everyone's best interests.

- Nobody will ever find out.

- The organization will "protect" you.

Study Question 2: How do ethical dilemmas complicate the workplace?

➢ Factors influencing ethical behavior include:

- The person

  • Family influences, religious values, personal standards, and personal needs.

- The organization

  • Supervisory behavior, peer group norms and behavior, and policy statements and written rules.

- The environment

  • Government laws and regulations, societal norms and values, and competitive climate in an industry.

Factors that Determine How You Decide Ethical Issues

- Actions in ethical dilemmas are determined by:
  - Your basic ethical structure
  - The circumstances of the situation
- Your basic ethical structure determines what you consider to be:
  - Minor ethical violations
  - Serious ethical violations
  - Very serious ethical violations

Study Question 3: How can high ethical standards be maintained?

> Checklist for dealing with ethical dilemmas:

- Recognize the ethical dilemma
- Get the facts
- Identify your options
- Test each option: Is it legal? Is it right? Is it beneficial?
- Decide which option to follow
- Double-check decision by asking "spotlight" questions:
  - "How would I feel if my family found out about my decision?"
  - "How would I feel about this if my decision were in the local news?"
- Take action

Step by Step Approach to Resolving Ethical Dilemmas applied within the FACt Approach.

A. **Frame**
1. Identify the ethical issue.
2. Gather the relevant facts surrounding the issue.
3. Determine which parties are affected.

B. **Analyze**
4. Identify the solutions to the issue.
5. Identify the likely consequence of each potential solution.
6. Analyze and question the various solutions and consequences, seek advice (Socratic Method).

A. **Communicate**
7. Decide and take the appropriate action on the solutions selected.
8. Reflect on the results to improve future ethical decision making.

Source: Brickley and Posavac, 2005.

Study Question 3: How can high ethical standards be maintained?

➤ Ethical role models:

– Top managers serve as ethical role models.

– All managers can influence the ethical behavior of people who work for and with them.

– Excessive pressure can foster unethical behavior.

– Managers should be realistic in setting performance goals for others.

Study Question 3: How can high ethical standards be maintained?

➢ Codes of ethics:

– Formal statement of an organization's values and ethical principles regarding how to behave in situations susceptible to the creation of ethical dilemmas.

➢ Areas often covered by codes of ethics:

– Bribes and kickbacks
– Political contributions
– Honesty of books or records
– Customer/supplier relationships
– Confidentiality of corporate information

The Second Administrative reforms commission has suggested the following methods

➢ Codification of ethics will ensure the minimum standards that public servants must follow.

➢ Strong vigilance systems to ensure that corruption is eliminated at the root. Example: whistleblowers act,

➢ Social audit mechanisms must be strengthened and be made a norm.(social auditing is defined as review of the public-interest, nonprofit, and social activities of a Org.)

➢ Digitization and e-governance is the way forward to ensure citizen-centric governance. Example: UMANG- one-stop for customers to pay all their bills.

(The Unified Mobile Application for New-age Governance (UMANG), is a Government of India all-in-one single unified secure multi-channel multi-platform multi-lingual multi-service freeware mobile app for accessing over 841 services through 127 department central and state government services in multiple Indian languages .)..

➢ Values such as selflessness, honesty, integrity and objectivity if inculcated at an early age through education will lead to Ethical leadership in the future.

➢ Sensitivity training, Value-oriented training of public servants.

➢ Ethical auditing should be done.(Ethics audit refers to an audit conducted in order to adjudge whether the organization is following the code of conduct goals and values that it has set for itself in the social sphere)

➢ Delegation of work and responsibility in every organization should be ensured

➢ similarly the standard protocols must be codified vide citizen charters.

➢ Strengthening ethical and moral values in Governance is imperative to ensure the best service delivery and citizen-centric administration

Thank you