

# Ethical BlindSpots and Decision Making



# Objectives

1. Understand why good people do bad things
2. Learn about psychological BlindSpots
3. Practice decision making by using an ethical decision making model to work through real-life business ethics scenarios





=





# Four Realms of Ethics (Morals)



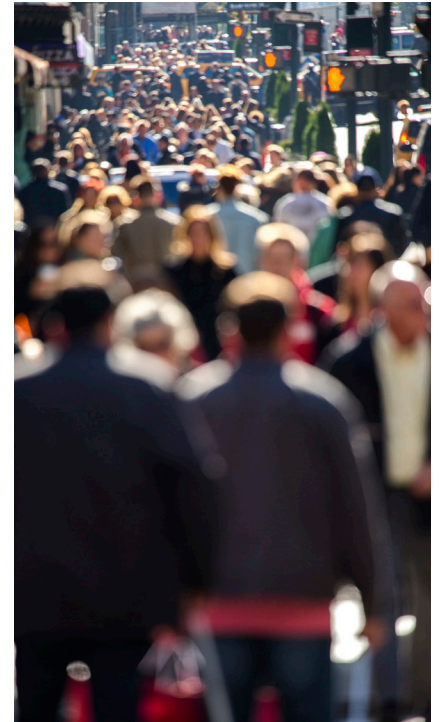
Personal



Professional



Organizational

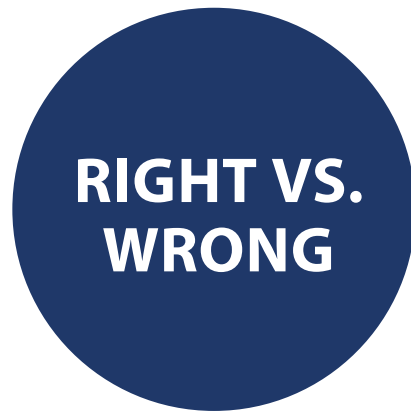


Societal

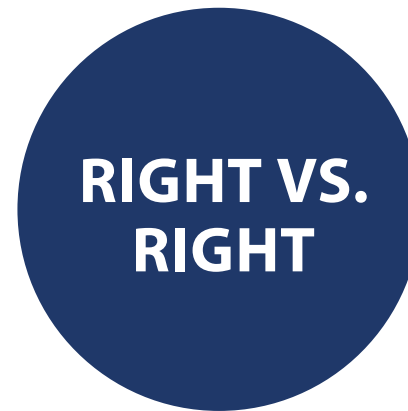


# Two Reasons Good People Do Unethical Things

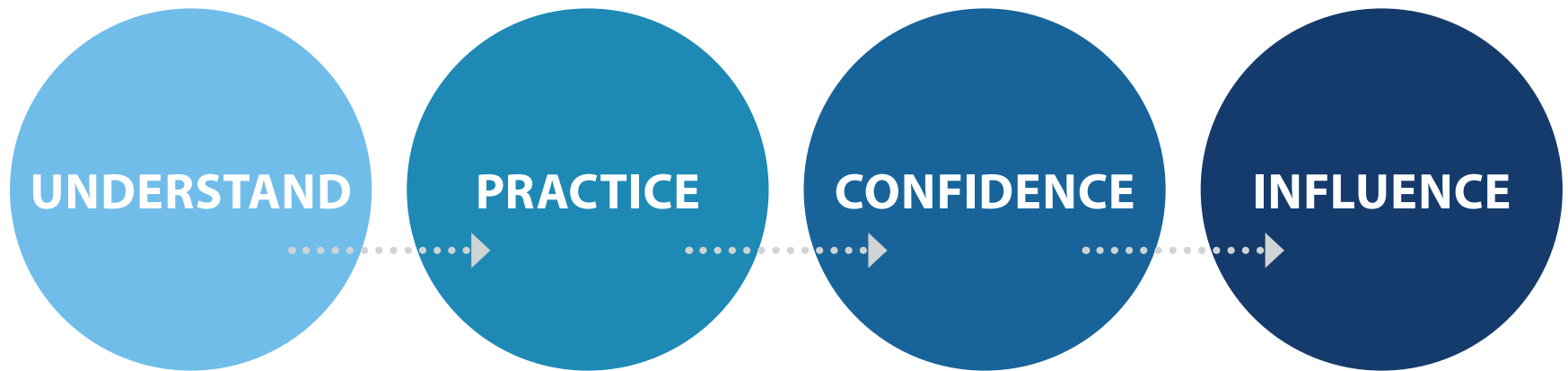
*Ethical Commitment*



*Ethical Dilemma*



# Busting BlindSpots



# Grocery Store

**You are at the grocery store. It's not too busy. You turn the corner to shop down another aisle. A cart is there, full of groceries. A woman's purse is in the cart. A full billfold is sticking out of it. You look around, and no one is there. Do you take the wallet?**

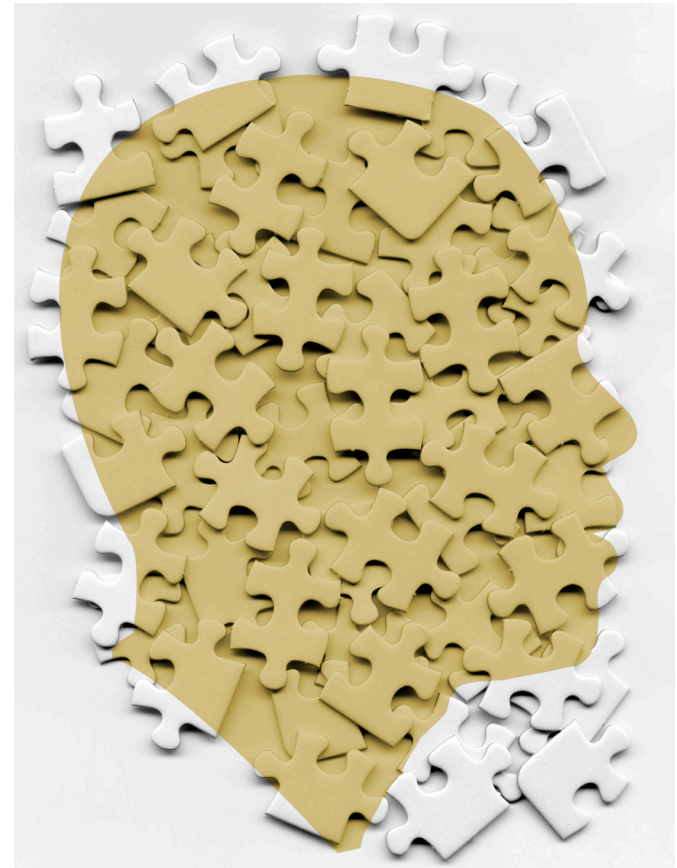


# BlindSpots



# Behavioral Ethics and BlindSpots

**Behavioral ethics is a body of knowledge that helps us understand the psychological tendencies that blind us to ethical decisions and ethical actions.**



# Five “Deadly” Blindspots

**Overconfidence Bias**

**Moral Myopia**

**Self-Serving Bias**

**Conformity Bias**

**Myth of Invisibility**





# Overconfidence Bias



**Overconfidence in the process, system, and ourselves.**





# Moral Myopia



**We have moral blinders on; sometimes we aren't even aware when there is an ethical aspect to a situation. Since we are goal oriented, we miss red flags or purposefully overlook them.**



# Self-Serving Bias



**We are selfish beings. We see things in ways that support our self-interest or view of ourselves. We explain things away because they serve our interest.**



# Conformity Bias



Falling into the trap of doing what others are doing, thinking what others are thinking, and thinking that this conformity is appropriate, right, and good.



# Myth of Invisibility



**We think others won't find out what we are doing, and so we tend to do what we think we shouldn't do (or what might benefit someone), but it's still the unethical thing to do.**



# Have you experienced these five BlindSpots?

**Overconfidence Bias**

**Moral Myopia**

**Self-Serving Bias**

**Conformity Bias**

**Myth of Invisibility**



# Personal Process

- **What are my personal values?**
- **What am I leaving out?**
- **What are the long term consequences?**
- **How does my behavior affect others?**
- **Am I fulfilling my role?**
- **Would I want my action to be public?**



# Solving a Dilemma: Decision Making Model

## STEP 1: UNDERSTAND THE DILEMMA

### ETHICAL ISSUE

What is the issue?  
What are the conflicting  
ethical values?

### SITUATIONAL FACTS

What are the facts of the  
situation?

### STAKEHOLDERS

Who is involved and/or  
affected by the situation?

## STEP 2: IMAGINE THE OPTIONS

### AT FIRST GLANCE

What are the “black” and  
“white” obvious solutions?

### ON SECOND THOUGHT

What are some “outside-the-  
box” solutions?



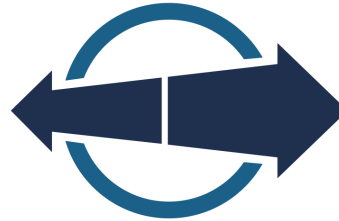
# Solving a Dilemma: Decision Making Model

## STEP 3: THINK THROUGH THE OPTIONS



**Think Far**

1. What's in it for me/us?
2. Which option produces the greatest good for all concerned?



**Think Wide**

1. What do legal, professional, organizational, and human rights, duties, and responsibilities require?
2. What is fair?



**Think High**

1. What are the aspirations of the people and/or organizations involved?
2. Of which option would people you respect be proud? Embarrassed?

## STEP 4: DECIDE THE ETHICAL THING TO DO AND WHY





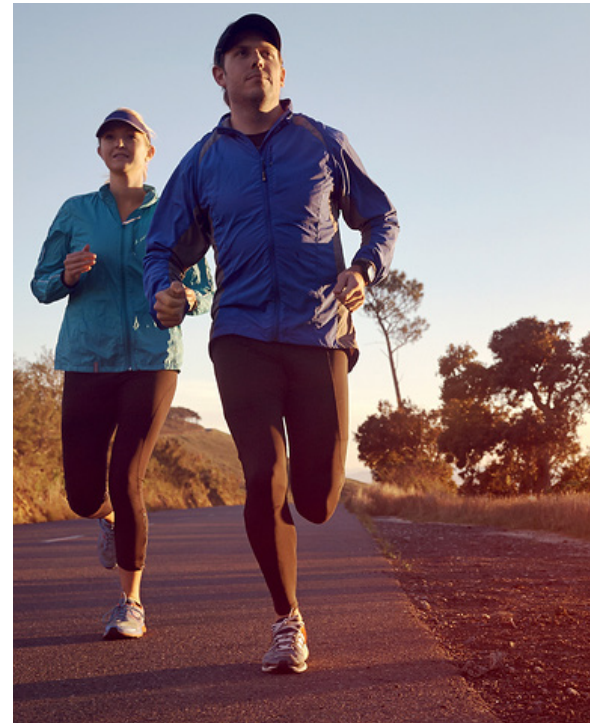
# Practice, Practice, Practice



Practice



Practice



Practice



# Scenarios

- **Identify someone to report to the whole group**
- **Read a scenario in you packet**
- **Identify BlindSpots, explain how they are occurring, and what you would do about it using the Decision Making model**
- **Report to the whole group**

