

The Unavoidable Ethical Dilemmas of Leadership

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Santa Clara University

Santa Clara California USA
Founded 1851

■ Centers of Distinction

- Markkula Center for Applied Ethics (1986)
- Ignatian Center for Jesuit and Catholic Education
- Center for Science, Technology and Society

Role of Centers of Distinction



- Put emphasis on selected university themes
- Promote teaching on theme across campus
- Promote research on theme across campus
- Promote acquisition of expertise in field
- Contribute to the state of knowledge of theme
- Promote interdisciplinary collaboration & work
- Promote collaboration with community on theme
- Provide opportunities for faculty/community collaboration
- Raise community, national, global awareness of SCU

Markkula Center for Applied Ethics



One of the nation's preeminent centers for research and dialogue on ethical issues.

We work

- on campus
- in the community and region
- globally

Mission of the Ethics Center



- Encourage ethical thinking and inquiry in society
- Promote teaching of applied ethics on campus
- Research difficult applied ethical issues
- Serve as the key ethical resource for local and regional organizations and communities (applied)
- Create practical ethics resources on Internet (www.scu.edu/ethics)

People at the Ethics Center



- Staff of 15 – one of largest university-based ethics centers in world
- 52 Ethics Center scholars from all SCU departments and divisions
- Advisory Board of 24 business and community leaders

Program Areas

- Ethics Across the Curriculum
- Extracurricular Campus Programs
- Business Ethics
- Biotechnology and Health Care Ethics
- Government Ethics
- Character Education
- Global Leadership and Ethics
- Emerging Issues in Ethics

In Each Program Area:

- Program Director
- Faculty Group
- Professional Partnership with External Organization or Society
- Funded research
- On-campus events
- Annual or Biennial Conference

Campus Programs

- Faculty Workshops on Teaching Ethics
- Hackworth Grants for Research and Teaching
- Ethics at Noon Presentations
- Regan Distinguished Lectures
- Undergraduate Hackworth Fellows
- Ethics Programs for Students



Business Ethics

- Business and Organizational Ethics Partnership
 - 13 companies and 10 scholars address issues as they emerge in practice
- Biennial business ethics conference
 - More than 100 scholars and practitioners in presentations and panels
- Consultation and public speaking



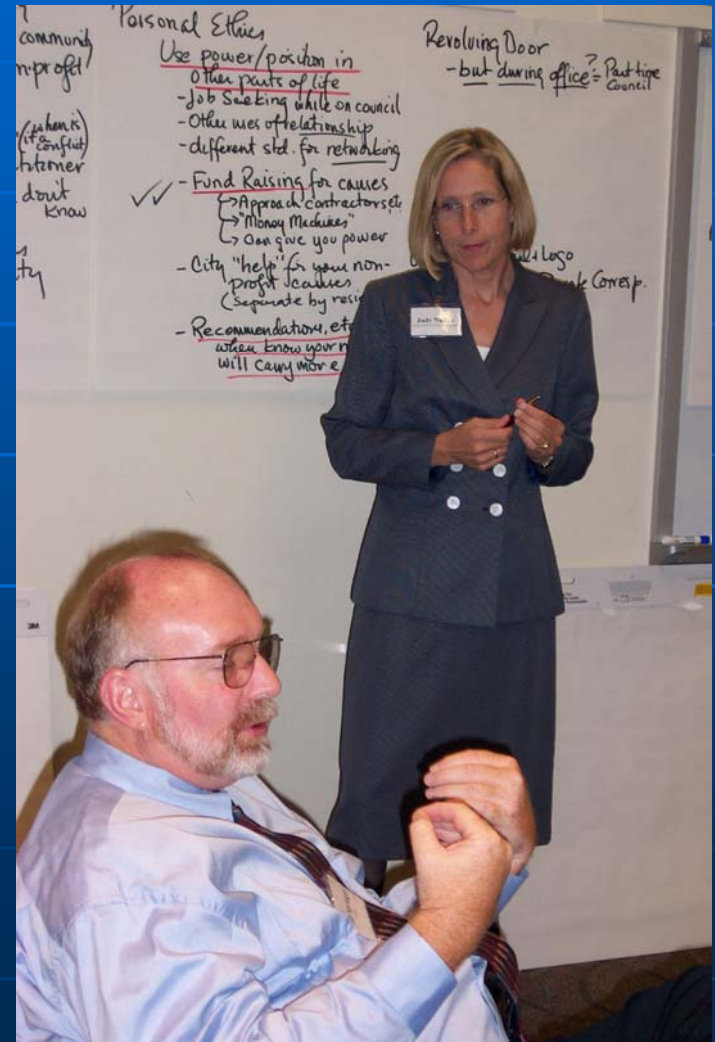
Biotechnology and Health Care Ethics



- Partnership with three hospitals
 - Ethics consultation and education for three hospitals
 - Pre-professional program for undergraduates in Health Care Ethics
- Policy research
 - Surrogate decision makers, pharmacogenomics, cultural differences, pandemic ethics
- Biotech research programs for undergrads
- Organizational Ethics in Healthcare research project

Government Ethics

- Government Ethics Research Roundtable with local elected officials
- Ethics Workshops for newly elected officeholders
- Ethics training for candidates and their supporters
- National ethics "camp" for mayors and city ethics officers
- Public forums and presentations



Character Education in Schools

- Character-Based Literacy, Social Studies, and Science Curriculums
 - Adopted by 28 California counties and hundreds of individual schools and districts
- Character Education curricula for special needs student programs
- “Build, Plant, Grow” Program for religious education and religious schools
- Teacher training in Summer Ethics Camps and in SCU Ed School
- Raising an Ethical Child workshops for parents



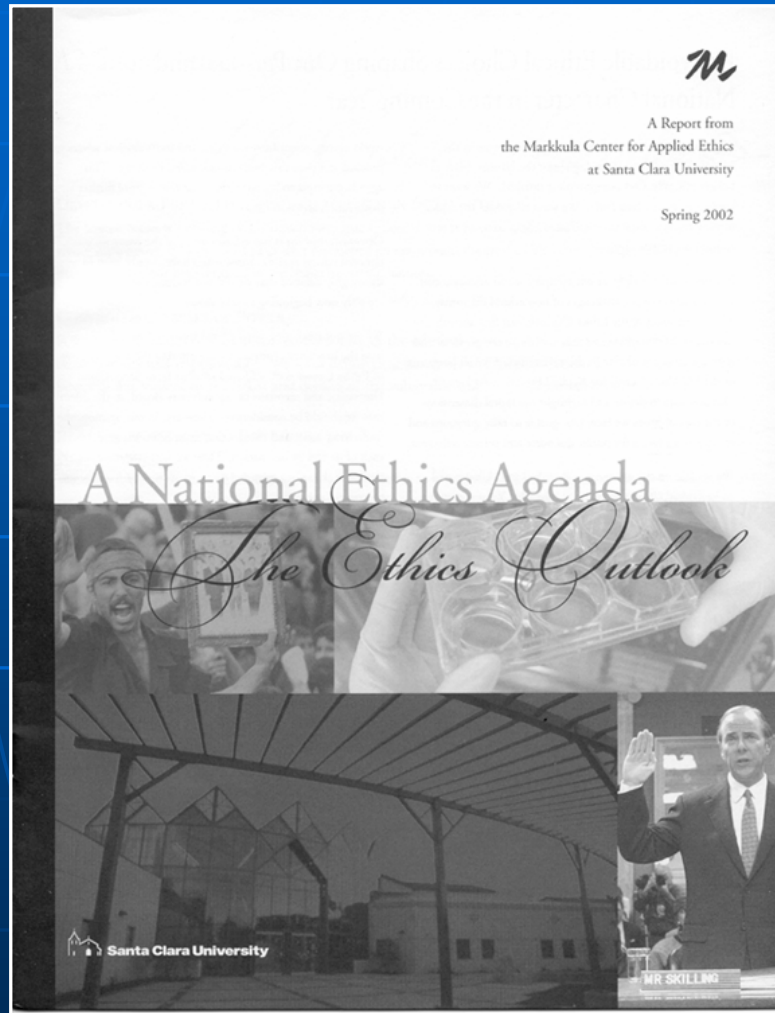
Global Leadership and Ethics

- Research on the role of ethics in international affairs
- Advising groups of world leaders and hosting international meetings
- Hosting lecture series for current and former world leaders
 - Malcolm Fraser, PM Australia
 - Salim Abdul Majali, PM Jordan
 - Jamil Mahuad, President, Ecuador
 - Keitzke Mesire, President, Botswana



- Francois Poncet, Foreign Min, France
- Robert McNamara, Def. Min., USA
- Hans Kung, Swiss Theologian

Emerging Issues in Ethics



- Weekly debate and dialogue on ethics in the news
- Commentary in newspapers, on radio and television
- Creation of top ethics Website in world
- Publication of Newsletter, Journal and Web Materials
- Ethics Outlook: Annual National Ethics Agenda
- Articles in specialized publications and journals

Other areas of interest

- The Internet and Ethics
- Technology and Ethics
- Media and Ethics
- Nonprofits and Ethics
- Law and Ethics
- Church Ethics
- Religious Perspectives on Ethics

Seeking Connections to Other Jesuit Universities

- Ethics centers and ethics faculty at other universities
- Encourage use of Ethics Website
- Collaboration on producing materials for Website
- Visits
- Other forms of collaboration ?????

An Applied Approach to Teaching Business Ethics

■ Core Themes

- Ethical theory and reasoning
- Applying reasoning to applied problems
- Understanding organizational and systemic context
- Identifying “unavoidable ethical dilemmas” in professional and personal roles
- Understanding of creating an ethical culture in organizations, groups

What Are Unavoidable Ethical Dilemmas?

- Most commonly encountered ethical dilemmas – by a person or professional in this role
- Dilemmas inherent to the role – built into the structure of the role

Why Identifying Unavoidable Dilemmas Is Important

- Increases ability to see problems when they arise
- Facilitates development of ethical principles to address recurring problems
- Facilitates building competence in handling recurring problems
- Facilitates creation of systems and structures to improve context of decisions

A Model of Applied Ethics Using Unavoidable Dilemmas

Family

Religion

Reason

Experience

Values
Of
Decision
Maker

Roles

Relationships
And
Obligations
Of Role

Unavoid-
Able
Dilemmas

Ethical
Principles
And
Rules

Routines,
Systems
And
Structures
To Reduce Risk



Identifying Unavoidable Ethical Dilemmas

■ Analytical Process

- What relationships are inherent to role?
- What obligations are inherent to role?
- What conflicts are inherent to role?
- What functions does the role perform?

■ Empirical Process

- What dilemmas do those in role actually encounter?

Empirical Experiment in Identifying Unavoidable Ethical Dilemmas of Leaders

- 18 annual workshops for diverse group of leaders in Silicon Valley, CA
- Exercise requiring identification of one or more difficult actual ethical dilemmas faced
- Identification of common ethical dilemmas present in each dilemma

Unavoidable Ethical Dilemmas of Leaders

1. Whether to install your own team
2. What type of work life balance to establish in organization
3. Whether to honor informal agreement of predecessor
4. Whether to reveal and clean up contaminated decisions of predecessor
5. How to respond to demand from an influential
6. When to suspend the rules to show compassion
7. When institutional interest conflicts with interests of customer or other key stakeholder
8. Conflicts of interest of board and leader

Unavoidable Ethical Dilemmas of Leaders

9. Whose values should guide culture and decisions
10. Honor the spirit or letter of agreements
11. Disclosure of future plans to employees
12. Disclosure of future plans to community/other stakeholders
13. Knowledge of improper behavior by peer/ other company
14. Can a leader "bet the company," assuming extraordinary risk
15. When to resign because disagree with board decision

Unavoidable Ethical Dilemmas of Leaders

16. Whether to use influence on behalf of friends
17. Choosing not to do business with a customer or business partner
18. Change mission to chase donations or funding
19. Suppressing your views/decisions to keep job
20. Judging "personal style" or harassment of subordinates

What to do with unavoidable dilemmas

- Discuss hypothetical cases to prepare to handle actual cases
- Examine how this type of dilemma arises
- Develop principles about how to handle this dilemma
- Develop understanding how to apply ethical reasoning to this type of dilemma
- Create system for heading off dilemma or intervening earlier
- Create system/procedure for handling this type of dilemma