



Some Ethical Dilemmas

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Credit Where Credit is Due

- Gary Kent suggestion
- The Business Ethics Field Guide,
by Agle, Miller, O'Rourke



1. Standing Up to Power

- What do you do when someone in power [*Client/Superior/Approval Agency*] asks you to do something unethical [*Ignore professional standards*]



2. Made a Promise

- Conflicting commitments force you to choose [*Perform adequate due diligence vs meet submittal deadline for approval hearing*]



What's the Problem?

- Clients have a legitimate expectation when they bet their business needs on you based on an agreement to do something in a certain timeframe, and for a agreed upon price, but circumstances prevent you from coming through

Resolution?

- Own up immediately (in person?)
- Assess reasons:
 - Conflicting interests (clients)
 - Approval process
 - Unanticipated expectations/demands

On the Business Side

- What can you do to not lose them as client's after this disastrous scenario?
- Identify whether internal problems allowed this to happen? [You, your people, dependency on others, etc.- just don't say "I dunno"]

3. Intervention

- How do you proceed?
 - Honesty (always)
 - Work it out
 - Arbitrator/Mediator?
 - Limited License Legal Technician?



4. Conflicts of Interest

- Multiple roles put you at cross-purposes
 - Competing Clients
 - Member of approval entity



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Additional Circumstances

Suspicious Without Enough Evidence

You believe something is going on, but you're not sure

Playing Dirty

Achieving justice, but by doing something unethical

Skirting the Rules

Bending a rule for a better outcome



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- Cont'd

- **Misrepresentation**
 - Distorting the truth for a better outcome
- **Loyalty**
 - Giving up an ethical stance to protect a valued relationship
- **Sacrificing Personal Values**
 - Living ethically might put a burden on others
- **Unfair Advantage**
 - When an opportunity exists to wield an unfair upper hand



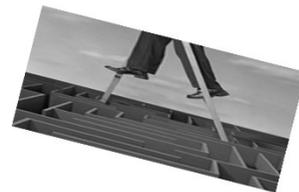
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- **Repair**
 - When you are responsible for a mistake
- **Showing Mercy**
 - You could grant forgiveness, but you don't know if you should



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What Does it Mean to be Ethical?

- Is your conscience warning you?
- Do you “cut corners” but you do it below the radar
- Does it violate the golden rule?
- Do you think about what is fair?

Thank you