

# THE ETHICAL TYPE INDICATOR



## PROFILE REPORT

**A Report of Your Assessment Results  
That Reveals How You  
Resolve Ethical Dilemmas**

**Personalized Report For: Sample Report  
2/24/2017**



# INTERPRETING YOUR RESULTS

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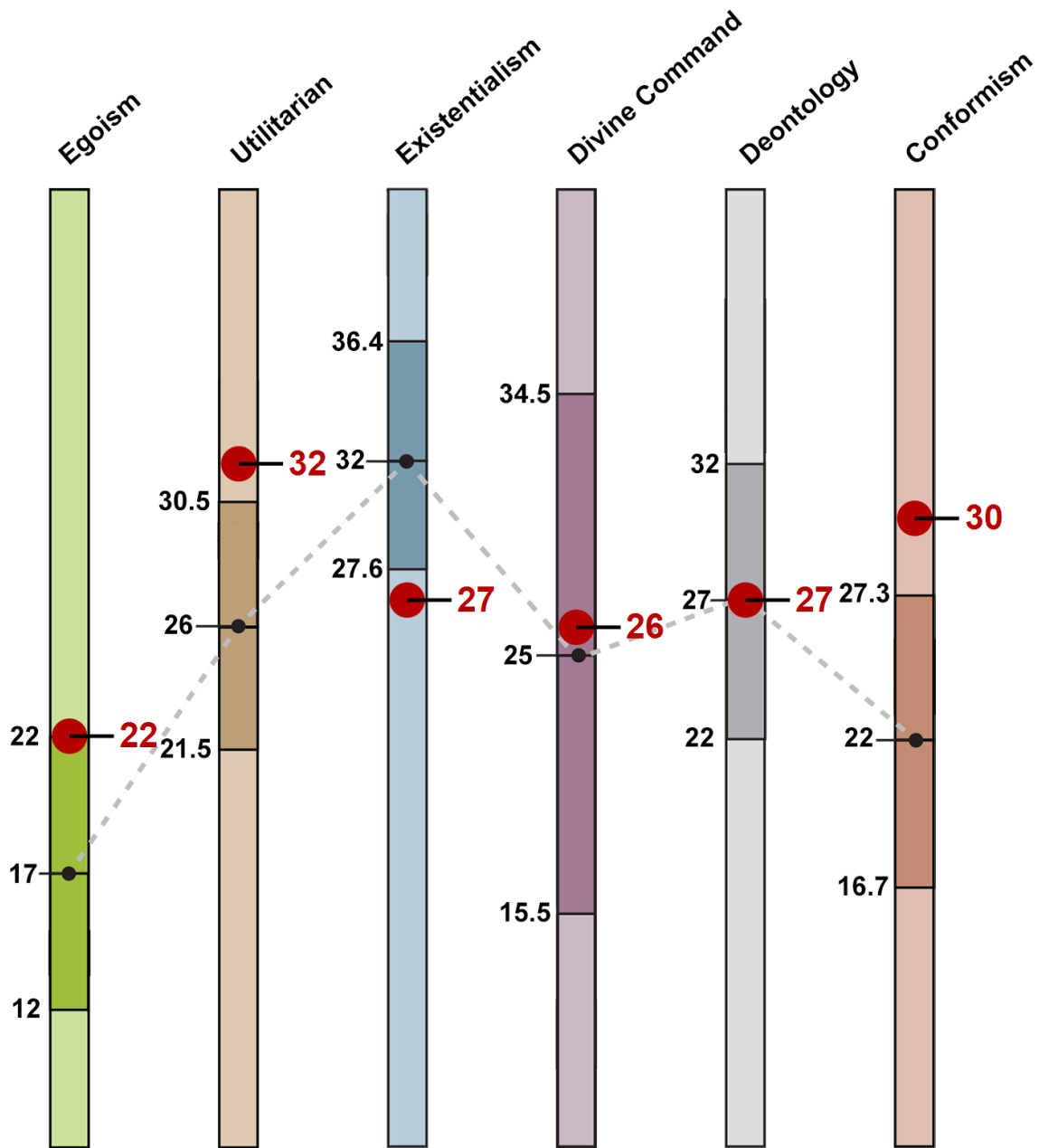
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# ETHICAL TYPE INDICATOR SCORING SUMMARY



## KEY

YOUR SCORE ●

MEAN SCORE ●

68% SCORE IN THIS RANGE

(DARK COLOR WITHIN BARS)





## INTERPRETING YOUR SCORES

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**The Ethical Type Indicator** measures the extent to which you prefer and use six ethical philosophies. These ethical philosophies are Egoism, Utilitarianism, Existentialism, Divine Command, Deontology, and Conformism. Each ethical philosophy is explained in greater detail beginning on page 5.

Your results below show your ethical philosophy preferences in order from most preferred to least preferred. Your highest score in an ethical philosophy suggests that you prefer this particular philosophy and use it the most when making ethical decisions.

You may find that you scored high in several areas or that your scores are closely clustered together. This suggests that you prefer to rely on several of the ethical philosophies, rather than having a predominant ethical type. This is not unusual since ethical dilemmas frequently involve competing interests and conflicting values that you may find hard to separate. It may also suggest that you take a more eclectic approach to your ethical decision making. See page 12 for a description of this particular ethical type.

Although many disagree, there is no absolute right or wrong ethical type. Each philosophy has been, and is now, embraced by many intelligent and ethical people. The challenge for you is to examine your own preference or preferences and to make a conscious decision as to whether or not your ethical type, as revealed by The Ethical Type Indicator, is truly reflective of your internal ethical makeup or inner ethical constitution.

**The chart below** reveals your score for each ethical type from most preferred to least preferred. The mean or average score for each ethical type is also provided. The explanation provides a suggestion for how you can interpret your score relative to the mean score for each ethical type.

ETHICAL TYPE	YOUR SCORE	MEAN	INTERPRETATION
Utilitarianism	32	26	Well above the average score
Conformism	30	22	Well above the average score
Existentialism	27	32	Well below the average score
Deontology	27	27	Average score
Divine Command	26	25	Slightly above the average score
Egoism	22	17	Slightly above the average score



## INTERPRETING YOUR SCORES

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When you score higher than the mean and within the darkened range, this suggests that you score like most people but are slightly more likely than average to identify with that ethical type.

When you score lower than the mean and within the darkened range, this suggests that you score like most people but are slightly less likely than average to identify with that ethical type.

When you score above the mean and above the darkened range, this suggests that you score well above most people on this ethical type and it plays a more important part in your ethical decision making than it does for the average person.

When you score below the mean and below the darkened range, this suggests that you score well below most people and you identify less with this ethical type and it plays a less significant role in your ethical decision making than it does for the average person. Recognize that while you may use an ethical type much more (or less) than the average person, this does not necessarily mean that it is your preferred ethical type. Your preferences for ethical types are best identified by the order of your absolute scores as displayed on the previous page.

When your score is above the mean score for an ethical type, then this ethical philosophy may have a greater influence on your ethical decision making than it does for the average person.



# EGOISM

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**YOUR SCORE: 22**

**MEAN SCORE: 17**

**PREFERENCE ORDER: 6th**

## **The Philosophy**

Egoism's central and fundamental principle is that one should undertake the action that is in the best interest of the decision maker. When confronted with an ethical or moral dilemma, the Egoist seeks to maximize and promote the greatest good for him- or herself. It is a results-oriented philosophy in which the decision maker analyzes the possible consequences of undertaking certain action and consciously chooses to do that which is in the self-interest of the decision maker, without regard for the consequences to others, how the decision maker may feel about the decision, spiritual or religious implications, any duties imposed upon the decision maker, or how others may feel about the decision maker's conduct or decision. In business, it is sometimes referred to as the "doctrine of enlightened self-interest."

The key to understanding Egoism is to remember that it requires you to focus on yourself, to undertake the action that will result in the greatest positive consequences for you, and to avoid or minimize that which is harmful to your self-interest.

Very few people score high on this ethical type. Of the representative sample, less than 1 percent had Egoism as their primary ethical type. This may reflect that the descriptive statements are inherently unattractive to readers. Therefore, it is important that you compare your Egoism score with the average score of the representative sample in order to determine the effect Egoism has on your ethical decision making. Any score higher than 17 would suggest that Egoism is an influential philosophy in your life.

## **Advantages**

Although Egoism has, for many individuals, an initial negative emotional content, it has been the basis of the free enterprise system. Egoism is reflected in the writings of Adam Smith who believed that each person, pursuing his or her own self-interests, would produce an economy that would result in the fairest and most efficient distribution of goods, services, and wealth. Egoists tend to be survivors, analytical, and acutely aware of the consequences and implications of their decisions.

## **Disadvantages**

Egoism is a self-centered philosophy that does not take into account the needs of others. The decisions of the Egoist often result in harsh consequences for the rest of the world. This can make family, business, and societal relationships very difficult to maintain. Egoism requires one to quantify the actual benefits to self in relation to others. This analysis is often imprecise, is emotionally biased, and sometimes results in unanticipated consequences that are harmful to the decision maker.



# UTILITARIANISM

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**YOUR SCORE: 32**

**MEAN SCORE: 26**

**PREFERENCE ORDER: 1st**

## **The Philosophy**

Utilitarianism is associated with the writings of Jeremy Bentham and John Stuart Mill. Its central and fundamental principle is that one should undertake the action that is in the collective best interest of the greatest number of people. Utilitarianism seeks to maximize the greatest good for the greatest number. It is a results-oriented philosophy, but unlike the Egoist, the Utilitarian philosopher will consciously choose the action or moral position that will benefit many rather than the few or the one. This is done without regard for the eventual consequences to the decision maker, how the decision maker may feel about the decision, spiritual or religious implications, any duties imposed upon the decision maker, or how others may feel about the decision.

The key to understanding Utilitarianism is to remember that it requires you to focus on the needs of others and subordinate your interests to their needs.

Of the representative sample, 5 percent had Utilitarianism as their primary ethical type. To gain an understanding of the extent to which you are influenced by Utilitarianism, compare your score to the average Utilitarian score of 26. A score higher than this suggests that Utilitarianism is an influential philosophy in your ethical decision making.

## **Advantages**

Utilitarianism results in action or conduct that accommodates the needs of as many individuals as possible. This tends to maintain civil harmony in a pluralistic society.

## **Disadvantages**

Like Egoists, Utilitarians may find it hard to quantify the actual benefit to others without emotional bias. Utilitarianism does not accommodate all concerns, and it results in harsh and harmful results and consequences for those whose needs and interests do not coincide with the larger group. Thus, the impact of a Utilitarian decision will fall disproportionately upon a certain group of individuals. Sacrifices will therefore be borne by a small group who may not have the power or sophistication to articulate and make known their needs and concerns.





# EXISTENTIALISM

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**YOUR SCORE: 27**

**MEAN SCORE: 32**

**PREFERENCE ORDER: 3rd**

## **The Philosophy**

Existentialism was popularized by the writings of Jean Paul Sartre and Soren Kiekegaard. It is a philosophy that is unconcerned with the consequences or results of a decision or a course of action. The Existentialist believes that one should always act in accordance with the inner voice and internal notions of right and wrong.

The key to understanding Existentialism is to remember that it requires you to act in accordance with the "stainless steel purity of your heart."

Of the representative sample, 53 percent scored Existentialism as their primary ethical preference. The average Existentialist score was 32. A score higher than this suggests that you are primarily influenced by your own sense of right and wrong and you are unwilling to compromise your beliefs, even when they result in harm to self or others, have spiritual implications, impose duties, or disregard how others may feel about your decision.

## **Advantages**

Existentialism stresses human autonomy and the exercise of free will. It encourages internal critical thinking or reflective judgment.

## **Disadvantages**

Finding the inner purity of the heart and soul is sometimes difficult due to human prejudices, emotion, and paradigms. If everyone acted according to his or her own individualized notions of right and wrong, chaos would inevitably result and civil harmony would be difficult to maintain.



# DIVINE COMMAND

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**YOUR SCORE: 26**

**MEAN SCORE: 25**

**PREFERENCE ORDER: 5th**

## **The Philosophy**

Divine Command is an ethical philosophy that is grounded upon spiritual or religious teachings. This philosophy encompasses all religious denominations and has as its central and fundamental belief the principle that ethical or moral dilemmas should be resolved by following the word of God, the spiritual principles of one's personal deity, or a higher spiritual power. Thus, all spiritual-based philosophies are included under this ethical type. Christians, Jews, Taoists, Muslims, Buddhists, Hindus, Mormons, etc., who rely on their own unique religious beliefs in resolving ethical dilemmas are followers of the Divine Command theory of ethics. These individuals act and resolve ethical or moral dilemmas without regard for the results or consequences to self or others, their own internal notions of right and wrong, any duties imposed upon them, or what others may think of them.

The key to understanding Divine Command is to remember that it requires you to follow God's will or the spiritual teachings of one's deity, and subordinate your human desires and temptations to God's will.

Of the representative sample, 23 percent scored Divine Command as their primary ethical type. The average Divine Command Score was 25. A score higher than this would suggest that you are influenced by spiritual beliefs in your ethical decision making.

## **Advantages**

Divine Command provides clear answers to ethical dilemmas for those people who follow this philosophy. Those who believe in Divine Command accept the word of God and act accordingly. They expect others to do the same.

## **Disadvantages**

There is great diversity in beliefs across the religious spectrum, and the word of God is sometimes difficult to interpret or understand. On occasion, it may even be misinterpreted by man. Those who believe in Divine Command are sometimes intolerant of others who do not believe in Divine Command or who have a different interpretation or perception of God's word.



# DEONTOLOGY

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**YOUR SCORE: 27**

**MEAN SCORE: 27**

**PREFERENCE ORDER: 3rd**

## **The Philosophy**

Deontology's central and fundamental principle is that ethical and moral dilemmas are best resolved by following certain prescribed duties or obligations that are imposed by virtue of a person's existence as a human being and involvement with a particular profession or business. Deontology requires a person to follow established rules, codes of conduct, and articulated duties when resolving an ethical dilemma. Deontologists do not consider the consequences of fulfilling a duty in relation to self or others, spiritual or religious implications, their own internal notions of right and wrong, or how others may view the decision. When confronted with an ethical dilemma, a person who is influenced by Deontology will search for an applicable or governing duty or obligation, and once identified, act in accordance with the prescriptions of the specific duty. For these individuals, ethical behavior is simply a matter of fulfilling one's specific duties or obligations that exist at the time of the ethical decision.

Many professional organizations, industry groups, and businesses have developed elaborate statements of ethical conduct that are imposed upon members of the profession, association, or business. Some philosophical writers have developed specific duties that they advocate as being core human duties owed to others. These core duties typically include pronouncements such as: Keep promises. Do no harm. Help others. Act reasonably in relation to others. Pay for your mistakes. Take care of your family.

The key to understanding Deontology is to simply remember that you are obligated to see your duty and to do it.

Of the representative sample, 8.5 percent scored Deontology as their primary ethical type. The average score for Deontology is 27. A score higher than this suggests that you are influenced by certain duties that you feel must be followed when confronted with an ethical dilemma.

## **Advantages**

Deontology offers clear answers for many ethical dilemmas and situations. There are generally sanctions imposed for violations of the prescribed duties. This notion of personal accountability helps in achieving and maintaining compliance.

## **Disadvantages**

Deontology does not offer much ethical guidance with respect to newly emerging ethical issues. Sometimes, Deontologists are driven by the rule and lose their own personal perspective of right and wrong.



# CONFORMISM

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**YOUR SCORE: 30**

**MEAN SCORE: 22**

**PREFERENCE ORDER: 2nd**

## **The Philosophy**

In resolving an ethical or moral dilemma, a person whose primary ethical type is Conformism will look to family, friends, colleagues, and/or a relevant social peer group and undertake that action or resolve the dilemma in a manner consistent with the perceived values of the family, friends, colleagues, or peer group. The person who is influenced by Conformism will avoid decisions and actions that conflict with the expectations of the relevant peer group. This ethical theory is based on peer pressure, the human desire to be accepted as a member of a group, and the human tendency to conform to one's relevant societal or family influences. The Conformist is highly concerned about what others think and wants to avoid criticism and ridicule. Concern for the consequences to self and others, spiritual and religious implications, and duties that may be imposed play a minimal role for the Conformist. This person will compromise his or her own inner beliefs and follow the expectations of an influential peer group. Adolescents are particularly vulnerable to this theory.

The key to understanding this theory is to remember that it requires you to act in a manner consistent with the expectations of your family, friends, or other relevant social peer group.

Of the representative sample, 2.6 percent indicated that Conformism was their primary ethical type. The average score was 22. A score higher than this average suggests that you are influenced by what others think and compromise your inner beliefs in order to conform to societal pressures.

## **Advantages**

Conformism keeps you close to societal mores if your relevant peer group is sufficiently broad and representative of society at large. You will always have support for your ethical decisions.

## **Disadvantages**

Conformism interferes with individual reflective judgment. It can result in adverse consequences when the relevant peer group's influence is too strong or misaligned with society at large. Gang activity, mob behavior, and hate groups are extreme examples of what can happen with this ethical type.



# ECLECTIC

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## **The Philosophy**

The Eclectic philosophy arose out of the initial testing of The Ethical Type Indicator. Of the representative sample, 6.8 percent reported two or more ethical theories with identical high scores. The majority of these responses included Existentialism coupled with one of the following: Divine Command, Utilitarianism, or Deontology. This led to the conclusion that for these individuals, their ethical type was a combination of equally competing influences. Reports from these subjects indicated that they tended to rely on the best of several theories and were not primarily influenced by a single ethical type - hence the formulation of a new ethical type known as "Eclectic."

The Ethical Type Indicator does not specifically measure for this ethical type, but its existence must be recognized and those individuals who scored high on two or more ethical types should consider including themselves in this ethical type.

The key to understanding this philosophy is to remember that it results from the competing influences of several ethical types and is therefore a blend of ethical types uniquely reflective of the decision maker's ethical preferences.

## **Advantages**

Eclectics tend to gather information and deliberate more about an ethical decision. This is natural given the competing influences of several ethical theories. They are reflective in their ethical choices.

## **Disadvantages**

The competing influences of several ethical types may make the decision-making process an agonizing and difficult one for the Eclectic. On occasion, the ethical decision of an Eclectic will appear to be inconsistent with prior decisions or conduct.



## USING THE ETHICAL TYPES

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Your facilitator may select one or more questions from the list below as the basis for a structured activity that will show the pivotal role ethical thinking can play in business or your life.

The Ethical Type Indicator has three primary applications. First, it can be used as a springboard for further self-exploration of your ethical and moral values. Second, it can be an effective tool for understanding the ethical and moral diversity of others. Third, it can be a powerful communication device for persuading others to understand and accept your ethical and moral positions.

### **Self-Exploration**

The Ethical Type Indicator assesses six ways in which people confront and resolve ethical and moral dilemmas. Your high score is suggestive of the primary and underlying ethical system that you rely on in your decision making. You can use the knowledge of your high score to begin an exciting process of self-exploration and discovery by asking yourself the following questions:

- Is your ethical type truly reflective of the way in which you resolve ethical dilemmas?
- If not, which of the ethical types is most reflective of the way in which you resolved ethical or moral questions in the past?
- If your ethical type is reflective of your ethical decision making, is this ethical system desirable or worthy of continued use?
- Can you articulate the reasons why you hold such a preference?
- Can you articulate why your primary ethical type is superior to the others?
- Do any of the other ethical types have merit or value? Which ones?
- Why do these other ethical types appeal to you?
- What, if anything, is wrong with each of the other ethical types?
- Are there situations or circumstances where one of the other ethical types might be more preferable?
- How did you score in the other ethical types?
- To what extent do these other ethical types influence your decision making?
- Why are you influenced by them?
- Do any of the other ethical types have potential application for you? Why?
- Can you list the ethical types in the order in which they influence your ethical decision making?
- How do you deal with and resolve the competing influences of the different ethical types?
- Why did you score high in some and low in others?





## USING THE ETHICAL TYPES

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- If none of the ethical types describe you, what, then, is the basis for your ethical decision making?
- How do your scores compare to the representative sample?
- Which, if any, scores significantly varied from the representative sample?
- Can you explain why there were variances?
- Can you explain why you scored the way you did?
- Which, if any, ethical type would you want your spouse, children, or other family members to rely on in their decision making?
- Why do you have this preference?
- What are your core ethical values?
- Can you list and articulate them to others?
- What ethical dilemmas now confront you?
- Can any of the ethical types help you make a better decision?
- Which ones? Why?
- Is there room for growth with respect to how you resolve ethical dilemmas?
- If so, what are the specific areas of growth?
- If not, why is there no room for growth?
- What, if anything, does this say about you?
- How have you resolved ethical and moral dilemmas in the past?
- Do you regret any ethical choices that you have made? If so, why?
- What can you learn from these past experiences in relation to your ethical type?
- How do you respond when someone disagrees with your ethical positions?
- What does this suggest about your ethical constitution?
- Are you tolerant of other ethical views?
- What does this attitude suggest about your ethics?





## USING THE ETHICAL TYPES

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If you spend quality time in contemplation of these questions and the issues they raise, you will undoubtedly gain a much deeper appreciation of your ethical makeup. It is an exercise that is well worth the effort.

Your facilitator may conduct a group exercise, or role play to illustrate the importance of recognizing differing ethical views or types.

### **Understanding Others**

Once you have achieved an understanding of your own ethical type, you can use the six ethical types to gain an understanding and appreciation of how others resolve, justify, and defend their ethical positions. If you study and remember the six ethical types, and if during an ethical discussion you listen carefully to what is being said, you will easily recognize the underlying ethical type that the other person relies on. This recognition and awareness of the influence of the underlying ethical type will give you a deeper understanding of the other person's ethical constitution. Additionally, your knowledge of the six ethical types should help you understand that human belief systems are as diverse as race, gender, age, and religion. Hopefully this will result in greater tolerance of opposing views.

You can increase your understanding of others by doing the following:

- Share your ethical type scores with others who have taken The Ethical Type Indicator.
- Ask others to share their ethical type scores with you.
- Ask your spouse, children, family, friends, and colleagues to characterize how they perceive your ethical type.
- Try to detect and characterize the ethical types of those you encounter.
- Share your ethical core values with others.
- Ask others to share their ethical core values with you.
- Ask others why they chose their specific ethical core values.
- Explain the six ethical types to others during an ethical discussion.
- Encourage others to take The Ethical Type Indicator.

Your facilitator may ask your class to break into groups of four to role play an ethical dilemma in business and adopt a position consistent with one ethical type. You may be paired with another group who was asked to react to the same case circumstances from a different ethical type. One group will be tasked with persuading the other obtain basic agreement.



## USING THE ETHICAL TYPES

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### **Communication Device**

If you know the ethical type of another person, this awareness allows for a powerful and effective application of The Ethical Type Indicator. For example, if you are engaged in a discussion in which you are attempting to persuade a colleague to adopt a particular view on a matter, your chances of success are increased and enhanced if you know your colleague's primary ethical type and you develop and present arguments based on your colleague's ethical belief system.

Too often we attempt to persuade others to our point of view by bombarding them with facts, figures, analysis, and arguments that support our particular ethical belief system. We become frustrated when our logic fails to persuade others to adopt our views. This failure should be understandable when you recognize that a Utilitarian logic (if this is your primary ethical type) is incompatible with an Existential philosophy (if this is the other's primary ethical type). This is analogous to putting a round peg into a square hole. It is much easier to do when you adapt the circular peg to a square-like object of similar size. This is done by simply presenting arguments based on the other person's ethical type.

The results can be remarkable if you can properly detect the other person's ethical type and you are creative enough to develop arguments based on this type that will support your ethical view.

The key is to discover the other person's ethical type. This can be done by doing the following:

- Always ask the other person to explain the underlying rationale for an ethical position.
- Listen carefully to what is said and categorize the rationale into one of the six ethical types.
- Restate or paraphrase the other person's viewpoint using the language of the ethical type you believe the other is relying on.
- Ask for confirmation that you have correctly understood the other person's point of view.
- If you get confirmation, then creatively find facts, figures, analysis, and arguments based on that ethical type which support your position.

As you become more at ease with the technique, you will find it to be much more successful than a head-on attack based on your own ethical preference.



## CORE ETHICAL VALUES

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Your moral and ethical decision making is influenced not only by your ethical type, but also by your core ethical values.

Core ethical values are those deeply held beliefs that you hold near and dear to your heart. They are those fundamental convictions that form the basis of your behavior and your view of the world.

These deeply held beliefs serve as beacons or guideposts in times of ethical or moral uncertainty and confusion. They are the anchors that, if remembered and followed, will keep you on your chosen moral path.

Core ethical values include concepts such as loyalty, truth, respect, friendship, work, family, honesty, kindness, trust, obedience, autonomy, bravery, courage, humility, etc. The list is endless.

Each of us has our own unique core ethical values. The challenge is to identify, understand, and follow them when confronted with ethical or moral dilemmas.

Can you identify and articulate your core ethical values? Do you know what principles guide your life?

The answers to the following questions will help you identify your core ethical values:

- Where do you spend your time?
- What do you spend your money on?
- What is truly important to you?
- How have you reacted to certain critical incidents in your life?
- Do your espoused values align with how you actually behave in your life?
- What will others say about you and your core ethical values?

Write the answers to the above questions and then spend time thinking about how your answers reflect your core ethical values.

Make a list of your core ethical values. List them in the order of importance to you.



## REFLECTIVE JUDGMENT

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The process of ethical reasoning begins with understanding yourself and how you resolve ethical or moral dilemmas. The Ethical Type Indicator can be the catalyst and the foundation for this process of self-discovery. Once this inward journey is complete and you have a basis for understanding yourself and your ethical constitution, the challenge becomes one of choosing to either ratify your existing ethical makeup or change it to a more enlightened ethical belief system. This choice is entirely up to you. It is a highly personal experience that can be revealing and rewarding.

Once you have taken this step, you must learn a disciplined process of critical thinking or reflective judgment in order to wisely resolve ethical or moral dilemmas. This process of ethical reasoning requires emotional discipline, intellectual integrity, inner reflection, and the conscious exercise of free will.

**Emotional discipline** means the ability to recognize that ethical and moral issues stimulate highly emotional human responses that are often the result of unconscious conditioned reflexes. These reflexes contain prejudices, biases, stereotypes, and paradigms that have been handed down to us by our parents, family, churches, schools, peer groups, and business associations. Our own unique human experiences have further shaped and influenced these reflexes. Emotional discipline also refers to the ability to isolate these initial emotional responses so that your intellectual capacities can operate.

**Intellectual integrity** refers to the human capacity to engage in pure intellectual thought and honest analysis of the facts and issues involved in any ethical or moral controversy.

**Inner reflection** is the process of pausing, critically thinking about, and contemplating on the moral and ethical issues and implications presented by the dilemma.

**The conscious exercise of free will** means that you must make a deliberate choice as to how to resolve the dilemma. As humans, we have the ability to control our thoughts, emotions, and behavior. This autonomy is known as "free will." Ethical and moral dilemmas are best resolved by the conscious and deliberate exercise of free will.

When confronted with an ethical or a moral dilemma, the following 12 steps are recommended as an effective process to combine emotional discipline, intellectual integrity, inner reflection, and the conscious exercise of free will.

Your facilitator may provide a case with ethical considerations and divide the class into groups, which would be asked to describe their handling of 1 or more of the steps below. Each group will present a summary of its step results to the class for discussion.



# 12-STEP PROCESS

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## **1. Recognize the emotional reflex.**

Recognize that emotional reflexes are operating to influence your decision. You must balance these strong emotions so that you can bring to bear your intellectual capacities to reason. This means that you must not jump to a conclusion, but consciously remind yourself to reserve final judgment until after you have given rational thought to the dilemma and your options.

## **2. Identify the real ethical or moral issues.**

Often, decisions are made without carefully considering the true underlying issue at hand. Thus, it is important that you identify, characterize, and articulate the specific issues presented by the dilemma.

## **3. Gather relevant facts.**

Don't assume that you have all the facts necessary to render a wise and ethical decision. Devote time to the process of confirming the existing facts and obtaining additional relevant information.

## **4. Consider the law.**

Determine if there are applicable legal requirements that affect the decision. If so, follow the law.

## **5. Ask others for input.**

Don't hesitate to seek input from others. Weigh the advice carefully. People see the world differently and have various perspectives. There is a natural tendency for people to influence and persuade you into adopting their notion of right and wrong.

## **6. Consider your ethical belief system.**

Remember that your ethical type is based on a specific philosophical belief system. If you have answered the questions on pages 18 through 20, you will have a firm grasp on your ethical type. Analyze and apply your belief system to the dilemma in relation to the facts that you have at your disposal.

## **7. Consider your core ethical values.**

Your core ethical values are guideposts that you should consider before making any final decision. Remember these values are those strongly held beliefs that you have chosen as beacons to guide you throughout your life. Make sure your decision reflects these values and is consistent with them.

## **8. Consciously exercise your free will.**

Remember that you have "free will," which is the ability to control your thoughts, emotions, and behavior. This uniquely human quality means that you have the freedom to choose your path. Make a conscious decision based on your belief system and core ethical values.

## **9. Let the decision ripen.**

Give yourself the opportunity to reconsider your decision in the light of a new day. Sleep on the decision before finalizing it.

## **10. Ratify or change the decision.**

Once time has passed and you have had an opportunity to reconsider, either ratify or change the decision.

## **11. Announce the decision.**

If possible, tell others about the decision. Going public has a tendency to hold you accountable to your decision.

## **12. Act on the decision.**

Once you have announced the decision, implement it and adapt your behavior accordingly.

This process of ethical reasoning is not complicated. It just requires discipline. If you follow these steps and actually engage in this critical process of ethical reasoning, chances are you will make more enlightened ethical decisions.





## 20 QUESTIONS

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Your facilitator may ask you to select the five most important questions from the list below in regards to considering an ethical question in business. After charting which five questions receive the most votes, the group can discuss the some of the differences between their own most important questions and the average for the group.

A good way to exercise emotional discipline and engage your rational mind is to develop a set of questions that you ask yourself when confronted with an ethical decision.

Here are 20 questions that might be helpful when you encounter your next ethical dilemma:

1. Will my decision or conduct comply with the law?
2. Will my decision or conduct be consistent with my personal ethical belief system?
3. Will my decision or conduct reflect and promote my core ethical values?
4. What ethical principles or values ought to be the basis of my decision or conduct in this situation?
5. Have I considered the needs and interests of those who might be affected by my decision or conduct?
6. Will my decision be judged fair now and in the future?
7. Will I be proud of my decision?
8. What will my family think of me if they know or learn of my behavior?
9. Will my decision or conduct create value?
10. Will my decision or conduct move me closer to goodness and virtue?
11. Am I being pressured or unduly influenced by others?
12. Am I being driven by my emotions?
13. Have I filtered out my ego needs and my own self-interests?
14. Will my conduct reflect honesty, integrity, and truthfulness?
15. Are there spiritual insights or principles I ought to consider?
16. What will be the consequences of my behavior?
17. Who will benefit from my decision or conduct?
18. Who will be harmed by my conduct?
19. Will my decision or conduct permit or encourage exploitation of others or greed?
20. Are there other alternatives I should consider?