



Why Good People Do Bad Things...And What To Do About It

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Disclosures to Participants

Notice of Requirements for Successful Completion:

Learners must participate in the full activity and complete the evaluation in order to claim continuing education credit/hours.

Presenter has No - Conflicts of Interest/Financial Relationships Disclosures:

Chase Thiel

Disclosure of Relevant Financial Relationships and Mechanism to Identify and Mitigate

Conflicts of Interest: No conflicts of interest

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Learning Objectives/Program Overview

During this presentation learners will be able to:

- a. To discuss the challenges the traditional theories of ethical decision making.
- b. Identify the foundational theories and concepts of behavioral ethics.

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Organizational Ethics Is a Mature Field

INNOVATION

Rise Of The Chief Ethics Officer

Forbes Insights

Intel AI FORBES INSIGHTS | Paid Program

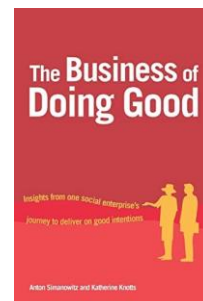
60%

Of the companies on Ethisphere's "Most Ethical" List have Chief compliance or ethics officers

ETHISPHERE, 2020

FORBES > LEADERSHIP > LEADERSHIP STRATEGY

Why Good Ethics Are Now Big Business—And How To Embrace Them



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Is It Working?

#3

Global ethics trend is that observed misconduct is increasing

ETHICS & COMPLIANCE INITIATIVE, 2022

“Financial firms paid out more than \$400 billion in fines (between 2009 and 2020)”

SOURCE: SCHOLTEN, DE VRIES, & BESIEUX, HBR, 2022

21%

Of employees say they're in a workplace with a strong ethical culture

ETHICS & COMPLIANCE INITIATIVE, 2022

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Are Most People Bad?

Much of the world shares the values of family, care, personal growth, belonging, loyalty, security, responsibility, respect, compassion, honesty

SOURCE: ValueGraphics Survey, 2020



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Are Most People Bad?

“The locksmith told him that locks are on doors only to keep honest people honest. One percent of people will always be honest and never steal. Another 1% will always be dishonest and always try to pick your lock and steal your television; locks won’t do much to protect you from the hardened thieves, who can get into your house if they really want to.

The purpose of locks, the locksmith said, is to protect you from the 98% of mostly honest people who might be tempted to try your door if it had no lock.”

SOURCE: Ariely, The Honest Truth About Dishonesty




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Are Most People Bad?

Jean-Jacques Rousseau



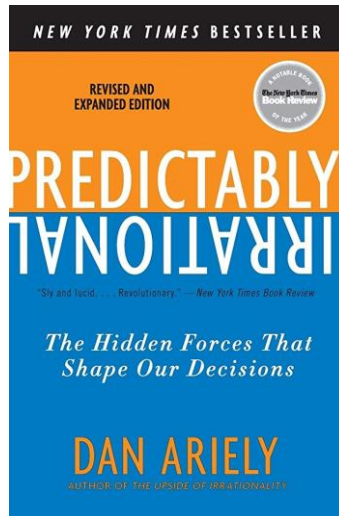
People in their natural state are basically good. But this natural innocence, however, is corrupted by the evils of society.

AZ QUOTES

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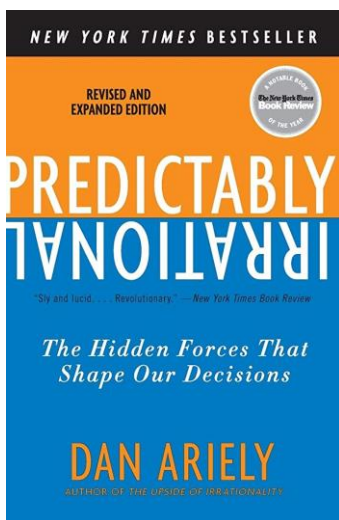
Why The Disconnect?



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Why The Disconnect?



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Why The Disconnect?



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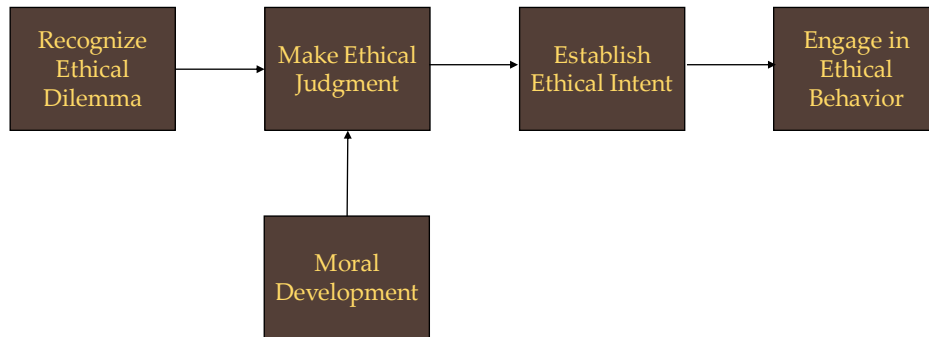


Why Good People Do Bad Things

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How We Think Ethical Behavior Occurs

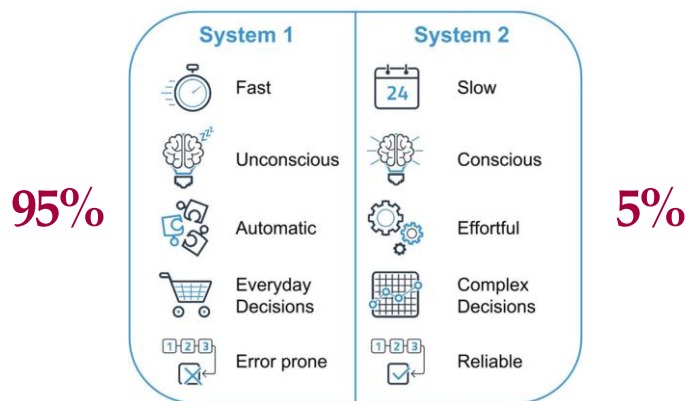


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Why Not?

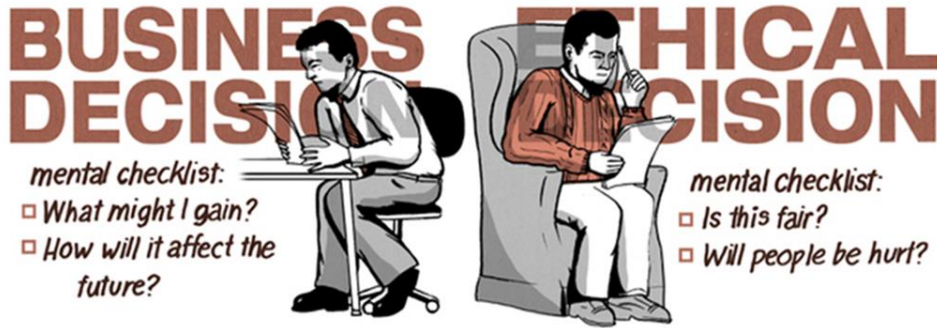
- People aren't all that rational...they are instinctual



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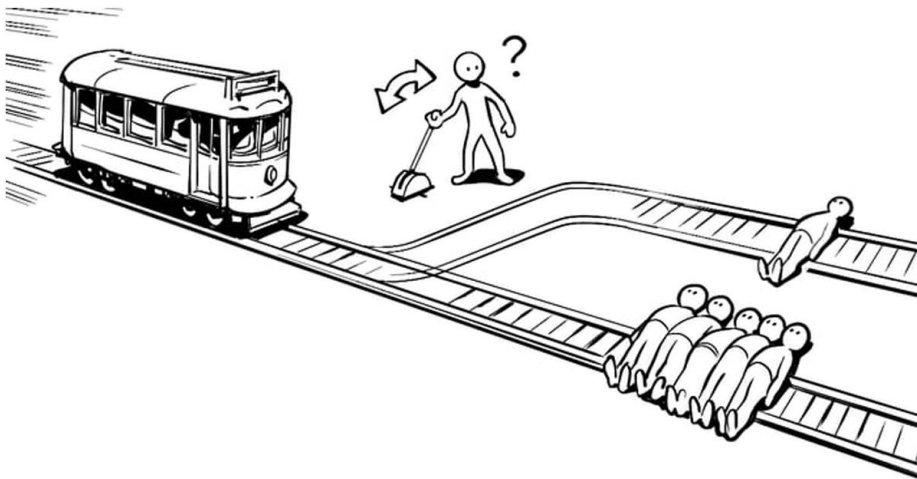
We Overlook Ethical Dilemmas



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We Change Our Moral Foundations



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A black and white cartoon illustration. On the left, a trolley is moving along a track towards the right. In the center, a large, round person is pushing a smaller, stick-figure person off the trolley. The smaller person has a question mark above their head, indicating confusion. The trolley is moving towards a group of people lying face down on the tracks on the right. The scene is set on a track with a simple horizon line in the background.

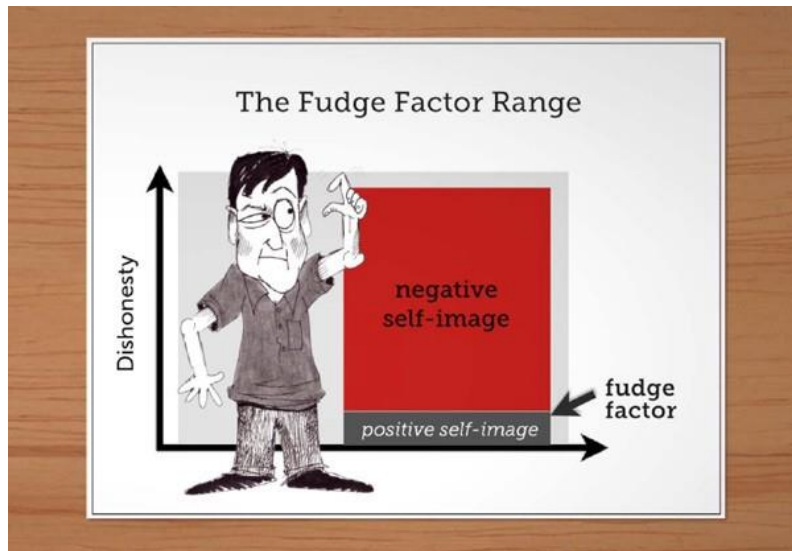


188	1.83	2.81	1.83	2.81	1.83	668	674	117	367	456	557
4.81						312	320	122	315	381	439
5.82	1.88	1.82	2.81			515	522	127	484	582	588
8.38	4.87	4.81	3.05			8.83	8.37	779	2.85	4.88	154
						817	248	244	388	1.88	2.38
						813	833	2.83	568	178	1.68
						835	831	588	158	1.88	558
						833	818	254	151	338	2.84
8.88	8.87	578	8.88	1.82	1.83	815	8.88	1.81	8.81	2.85	1.82
121	655	838	838	583	1.85	838	2.83	2.88	2.84	2.54	317
3.13	4.88	882	8.32	501	128	838	872	287	2.88	538	8.88
455	4.85	882	838	318	1.81	825	8.85	817	888	337	835
814	815	353	8.84	1.54	2.88	827	8.87	1.88	8.81	824	2.23
5.57	5.88	253	4.82	534	218	3.58	317	2.28	8.85	888	821
5.88	815	2.88	534	878	5.81	1.82	8.81	5.88	817	2.85	8.81
5.88	3.51	1117	8.88	8.85	8.81	1.88	2.85	2.81	8.85	8.88	5.28
817	821	824	428	1.83	278	814	8.87	2.23	8.28	2.54	2.8
4.27	3.67	2.21	1.24	503	814	5.88	5.58	5.22	1.85	2.78	2.88
3.28	578	882	1171	818	8.8	784	1.78	818	1.88	1.28	1.88
8.81	813	8.82	8.38	818	8.88	817	8.83	8.81	1.73	218	2.81





How Much We Can “Fudge”

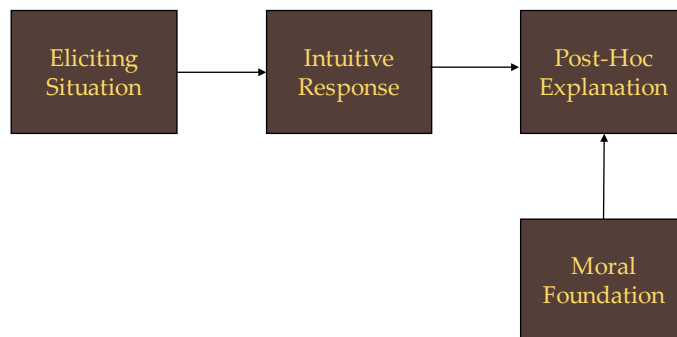


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How Ethical Behavior Actually Occurs

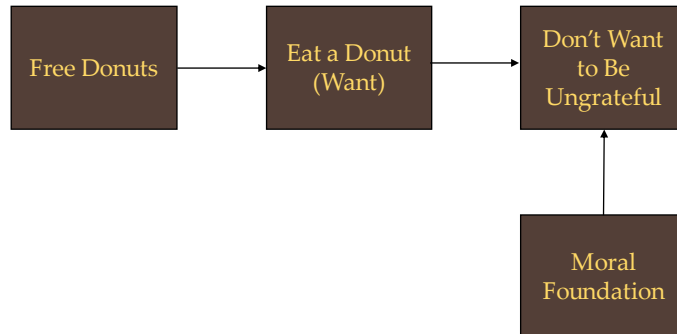
“Emotional dog wags its rational tail”
~Jonathan Haidt



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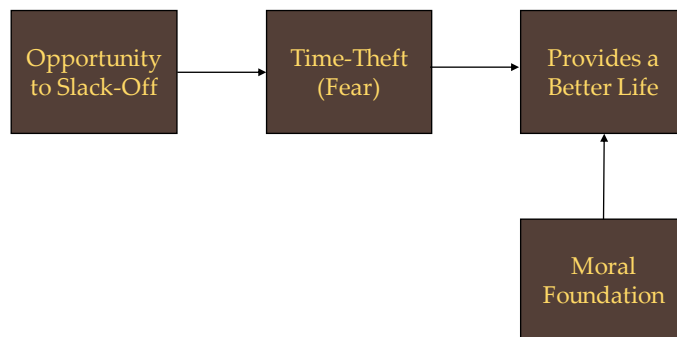
How Ethical Behavior Actually Occurs



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How Ethical Behavior Actually Occurs



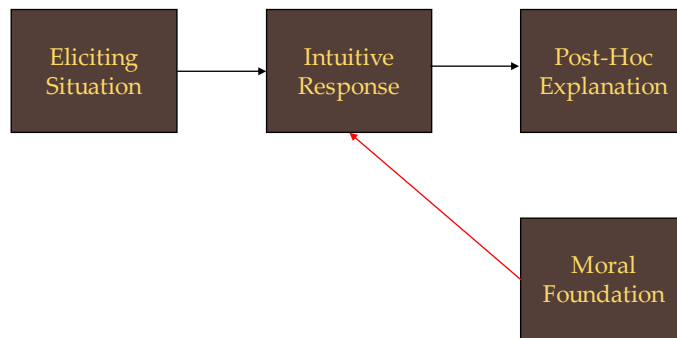
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Intuitions Are Often Wrong



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Our Morals Need to Be Top of Mind (Instinctive)



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What To Do About It

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Bottom Up to Top-Down Ethics



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Bottom Up to Top-Down Ethics



75% of employees rate integrity as the most important attribute their manager possess

SOURCE: HBR, 2021



Yet, only 21% believe their company leadership is highly ethical

SOURCE: GLOBAL BUSINESS ETHICS SURVEY, 2021

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Compliance to Enrichment

Over 85% of large organizations and 66% of midsize companies now monitor their employees

HARVARD BUSINESS REVIEW, 2022 & WALL STREET JOURNAL, 2022



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Compliance to Enrichment

ABR 104 (U.S. No. 2-4) (Autumn/Winter 2002)

Just Crym & Veronica Ljander

To Cheat or Not to Cheat? The Effect of a Moral Reminder on Cheating

Just Crym & Veronica Ljander

Abstract

Results of studies show that most students cheat at some point in their academic career. This has mostly been dealt with by surveillance and technical solutions. This paper shows that by signaling a reminder of moral conduct universities can create norms that lower the chance of unethical behavior in class. An experiment was conducted in a Finnish business school where 99 students were tested with a mathematical quiz. All participants were given the opportunity to cheat by self-reporting the scores. Half of them received a reminder of moral conduct which decreased the reported quiz scores, thus reducing test cheating. The results indicate that moral students cheat more than business. The findings suggest the use of primes to mitigate cheating. It is argued that reducing cheating in business schools has implications for graduates' future ethical business behavior.

Just Crym, MSc (Econ), is a journalist and a secretary based in Helsinki, Finland.
Veronica Ljander is a Professor of Marketing at Hanken School of Economics, Finland.

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Compliance to Enrichment

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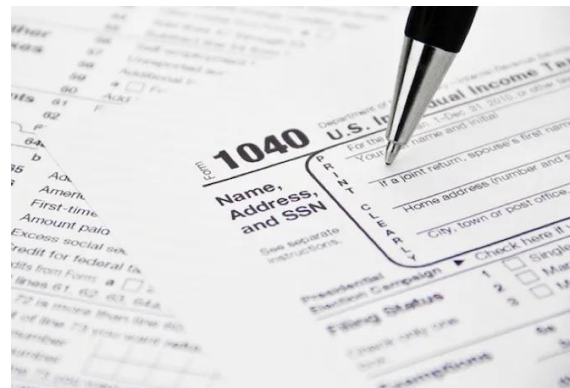
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Compliance to Enrichment

Appl. Behav. Sci. 2023, 12, 242 (Autumn/Winter 2023)

Jari Grön & Venetia Liliander

To Cheat or Not to Cheat? The Effect of a Moral Reminder on Cheating

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Abstract

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Venetia Liliander is a Professor of Marketing at Hanken School of Economics, Finland.

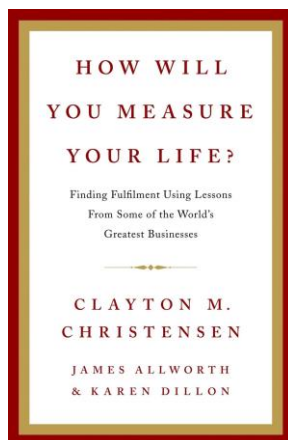
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Compliance to Enrichment



Your decisions about allocating your personal time, energy, and talent ultimately shape your life's strategy.

I have a bunch of "businesses" that compete for my resources:

I'm trying to have a rewarding relationship with my wife, raise great kids, contribute to my community, succeed in my career, contribute to my church, and so on. And I have exactly the same problem that problem that a corporation does. I have limited amount of time and energy and talent. How much do I devote to each of these pursuits?

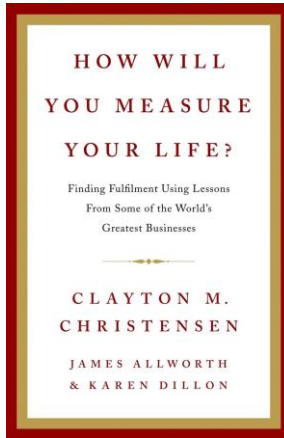
Allocation choices can make your life turn out to be different from what you intended. Sometimes that's good:

Opportunities that you never planned for emerge. But if you misinvest your resources, the outcome can be bad.

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Compliance to Enrichment

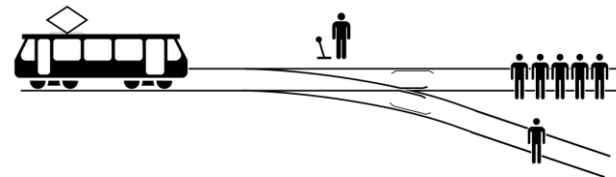


- How can I be sure that I will be happy in my life?
- How can I be sure that my relationship with my spouse and family become an enduring source of happiness?
- How can I be sure I will stay out of jail?

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Passive to Proactive Education

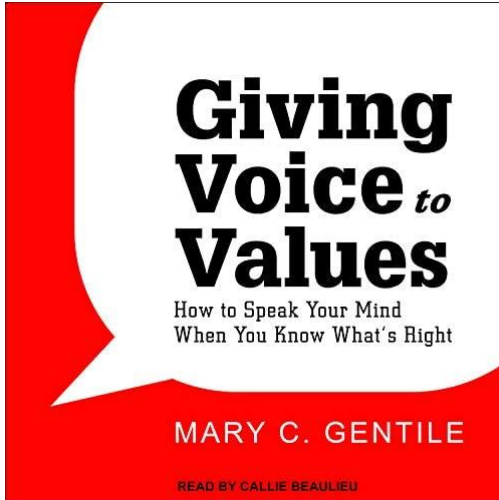


“What is the right thing to do?”

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Passive to Proactive Education

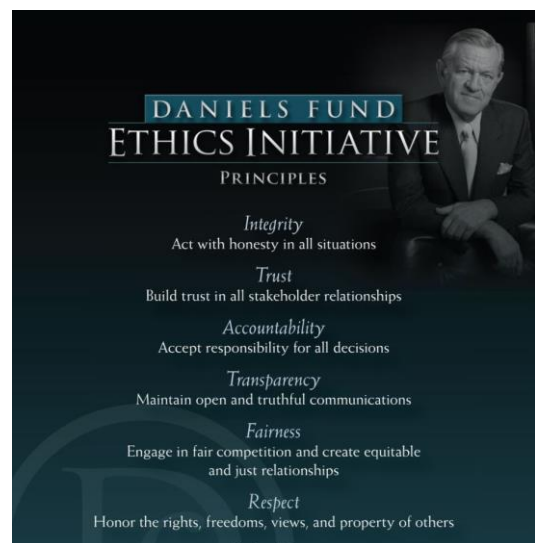


“What would prevent you from doing what you know to be right?”

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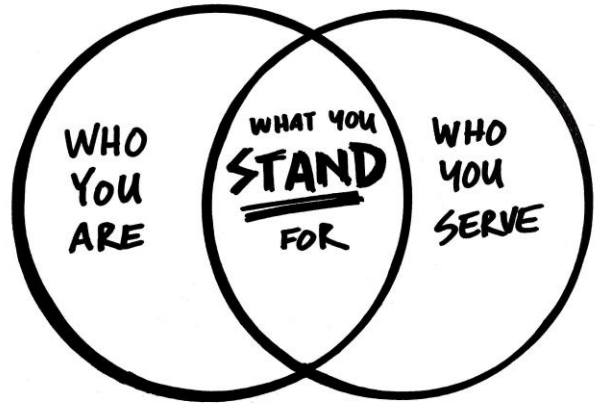
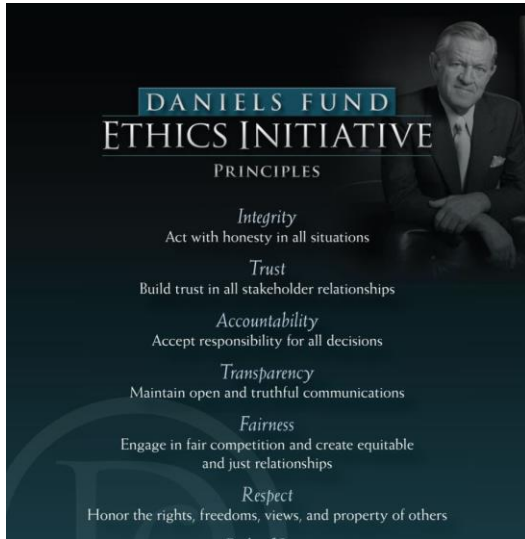
Externalize to Internalize Standards



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Externalize to Internalize Standards



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Peace of mind comes when your life
is in harmony with true principles
and values and in no other way.

Stephen R. Covey

Good People Do Good Things
When They Learn That Doing Good Brings the Greatest Rewards

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Thank You!

- Let's continue the conversation over email (cthiel1@uwyo.edu) or LinkedIn