

Living Ethically in an Unethical World

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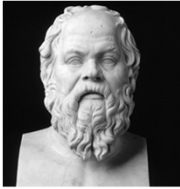
2



Illusory _____

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Why do people behave unethically?



Socrates 469–399 BC

"...people will naturally do what is good, if they know what is right. Evil or bad actions are the result of ignorance. If a criminal was truly aware of the intellectual and spiritual consequences of his actions, he would neither commit nor even consider committing those actions. Any person who knows what is truly right will automatically do it..."

Ethics. (2016, April 30). In Wikipedia, The Free Encyclopedia. Retrieved 19:25, May 22, 2016, from <https://en.wikipedia.org/w/index.php?title=Ethics&oldid=717883220>

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Why do people behave unethically?

They have a bad _____

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Why do people behave unethically?

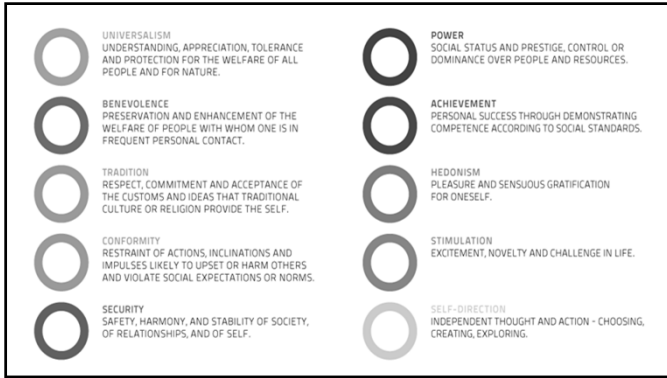
They were _____

They were _____

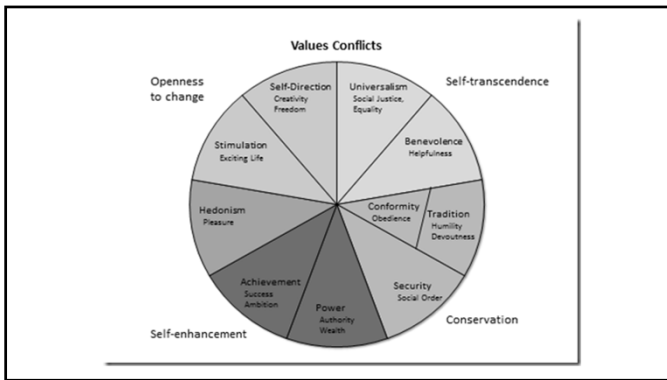
They were _____

They _____

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Philip Zimbardo "The Lucifer Effect"

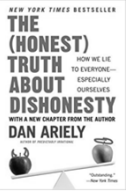


Seven social processes "that grease the slippery slope of evil"

- Mindlessly taking the first small step
- Blind obedience to authority
- Diffusion of personal responsibility
- Dehumanization of others
- Uncritical conformity to group norms
- De-individuation of self (Anonymity)
- Passive tolerance of evil through inaction or indifference

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Mindlessly taking the first small step


Dan Ariely "The (Honest) Truth About Dishonesty" (2012)

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The "_____"

"it is the delicate balance between the contradictory desires to maintain a positive self- image and the desire to benefit from cheating"



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Mindlessly taking the first small step

The "Fudge Factor"- Ariely

Small unethical behaviors lead to increased unethical behaviors



Welsh, D. T., Ordóñez, L. D., Snyder, D. G., & Christian, M. S. (2014, May 26). The Slippery Slope: How Small Ethical Transgressions Pave the Way for Larger Future Transgressions. *Journal of Applied Psychology*.

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Male teachers are more likely to commit offenses with _____

Female teachers are more likely to commit offenses _____

Ratliff, L., & Watson, J. (2014). A Descriptive Analysis of Public School Educators Arrested for Sex Offenses. *Journal of Child Sexual Abuse, 23*(2), 217–228.

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_____ of female students reported their abuse compared to _____ of male students

Ratliff, L., & Watson, J. (2014). A Descriptive Analysis of Public School Educators Arrested for Sex Offenses. *Journal of Child Sexual Abuse, 23*(2), 217–228.

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Male teachers were more likely to be caught by _____

Female teachers were more likely to be caught by _____

Ratliff, L., & Watson, J. (2014). A Descriptive Analysis of Public School Educators Arrested for Sex Offenses. *Journal of Child Sexual Abuse, 23*(2), 217–228.

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Teachers targeting elementary school children are often

Teachers who target middle and high school

Knoll James (2010). Teacher Sexual Misconduct: Grooming Patterns and Female Offenders. *Journal of Child Sexual Abuse*, 19, 371-386.

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Potential Warning Signs of Educator Sexual Misconduct

- Preferential treatment of a student
- Acting as a “confidante”
- Excessive time spent alone with a student in private places
- Giving small gifts or letters to the student
- Calls or emails to the student
- Overly affectionate or off-color remarks around the student
- Other students suspect, make jokes or references.

Knoll James (2010). Teacher Sexual Misconduct: Grooming Patterns and Female Offenders. *Journal of Child Sexual Abuse*, 19, 371-386.

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Milgram’s Experiment (1963)

_____ of the Subjects who participated continued to administer shocks up to the highest level

“Stanley Milgram concluded that obedience is an “impulse overriding training in ethics, sympathy, and moral conduct”

The Ethical Executive: Becoming Aware of the Root Causes of Unethical Behavior: 45 Psychological Traps that Every One of Us Falls Prey To, Stanford University Press 2006, Robert Hoyk and Paul Hersey

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Dehumanization

1975 Experiment by Albert Bandura

"Dehumanized performers were treated more than _____ as punitively than humanized performers and considerably more than the neutral group".

A. Bandura, B. Underwood, and M.E. Fromson, "Disinhibition of Aggression through Diffusion of Responsibility and Dehumanization of Victims", *Journal of Research in Personality*, Vol 9, 1975, 253- 269

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Burnout

"Cumulative process marked by emotional exhaustion and withdrawal associated with increased workload and institutional stress, NOT trauma-related".

American Institute of Stress

<https://www.stress.org/military/forpractitionersleaders/compassion-fatigue/>

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Effects of Burn out

- job withdrawal
- job dissatisfaction
- low organizational commitment
- Absenteeism

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103–111. <http://doi.org/10.1002/wps.20311>

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Characteristics of Burn out

- intention to leave the job, and turnover
 - Cynicism
 - “Contagious” both by causing greater personal conflict and by disrupting job tasks.
- “Such findings suggest that burnout should be considered as a characteristic of workgroups rather than simply an individual syndrome”.

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World Psychiatry, 15*(2), 103–111. <http://doi.org/10.1002/wps.20311>

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Burn Out Results From...

- Six factors
 - Workload
 - Control/ Autonomy
 - Reward/ Recognition
 - Community/ Supportive Relationships at work
 - Fairness
 - Values

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World Psychiatry, 15*(2), 103–111. <http://doi.org/10.1002/wps.20311>

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Characteristics of Burn out

A.P.G.A.R.

- **A** for _____
- **P** for _____
- **G** for _____
- **A** for _____
- **R** for _____

An Early Warning System for Your Team's Stress Level
Thomas Hellwig Caroline Rook Elizabeth Florent-Treacy Manfred F. R. Kets de Vries
<https://hbr.org/2017/04/an-early-warning-system-for-your-teams-stress-level>

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**Responses that require self-regulation
and which contribute to Ego Depletion**

Controlling Thoughts Making many choices

Managing Emotions

Guiding Behavior Fixing attention

Overcoming unwanted impulses
(e.g. not eating tempting candies because of being on a diet))

The Strength Model of Self-Control
Roy F. Baumeister, Kathleen D. Vohs, and Dianne M. Tice
CURRENT DIRECTIONS IN PSYCHOLOGICAL SCIENCE, Volume 16—Number 6,
2007 Association for Psychological Science

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**Behaviors that are sensitive to depletion of self-regulatory
resources include:**

The Strength Model of Self-Control
Roy F. Baumeister, Kathleen D. Vohs, and Dianne M. Tice
CURRENT DIRECTIONS IN PSYCHOLOGICAL SCIENCE, Volume 16—Number 6,
2007 Association for Psychological Science

Over eating among dieters
Overspending
Aggression after being provoked
Sexual impulses
Intelligent and logical decision making
Self-presentation or impression management
Kindness in response to a partner's bad behavior
Dealing with demanding, difficult partners
Interracial interactions

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**Harmful effects of depletion may be
counteracted through :**

The Strength Model of Self-Control
Roy F. Baumeister, Kathleen D. Vohs, and Dianne M. Tice
CURRENT DIRECTIONS IN PSYCHOLOGICAL SCIENCE, Volume 16—Number 6,
2007 Association for Psychological Science

Increasing blood glucose level
Sleep
Humor and laughter or other positive emotions
Cash incentives
Implementation intentions ("if ... then" plans)
Reconnecting with Values (e.g., wanting to help people;
wanting to be in a good relationship with partner)

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We replicated the finding in four experiments. It was clear: People were 20% to 50% more likely to be dishonest in the afternoon—we chose 3 to 6 PM for our afternoon sessions—because they were depleted of the resources they needed for self-control. Gradually increasing fatigue from unremarkable activities can lead to systemic moral failure. Even ethical people can't avoid it. In fact, the effect was strongest for people with a lower propensity for moral disengagement. That is, people who usually behave more ethically were the most susceptible to the negative consequences."

Maryam Kouchaki & Isaac H. Smith
May 2014, Harvard Business Review
"In the Afternoon, the Moral Slope Gets Slipperier"

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Top Ten Strategies for Maintaining Ethical Behavior:

1. Regularly review _____
2. Respectfully question beliefs/standard practices/ authority in your organization (Devils advocate) and seek out work settings that are in alignment with your values.
3. _____
4. Consult with other professionals (alternate view points), don't automatically follow the group.
5. _____
6. Get adequate rest
7. Eat low glycemic foods throughout the day (take your lunch break)
8. Pay attention to your boundaries, don't start slipping
9. Intentionally seek out positive emotional experiences
10. Exercise and Meditate to relieve stress

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