Teaching values |
Learning from practice

Agenda
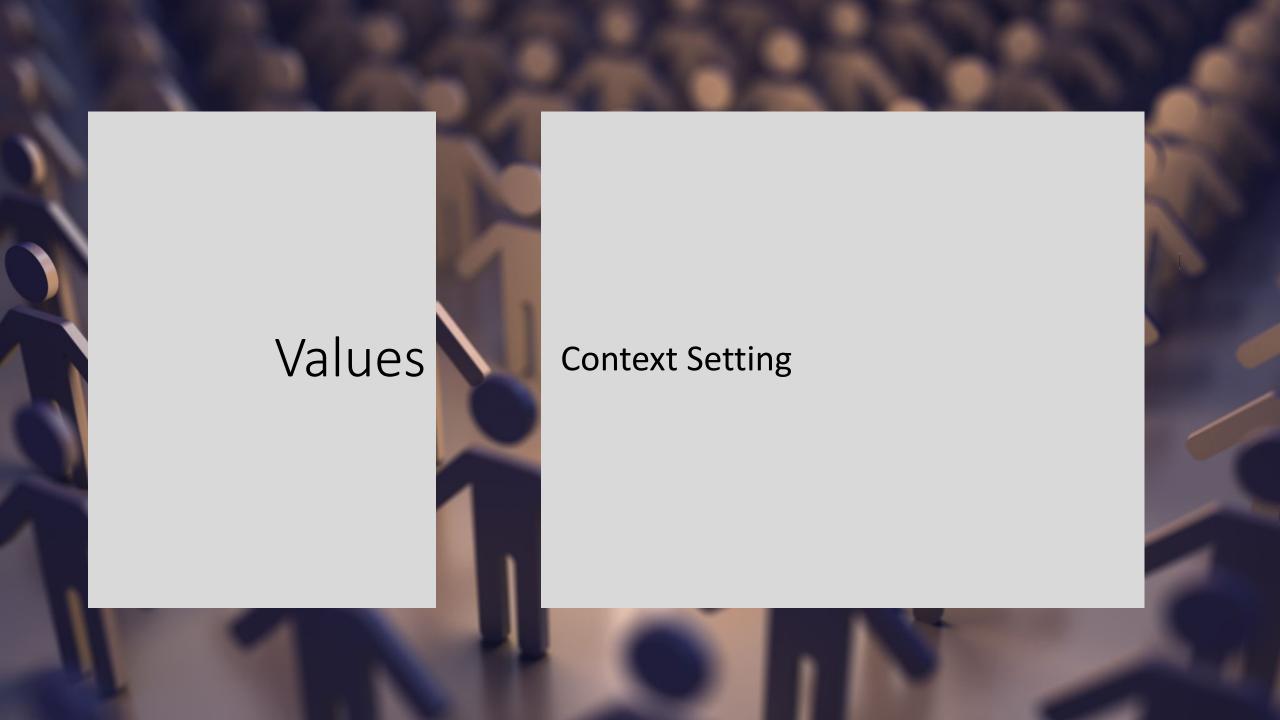
Values

Context Setting

What is value?

How it helps?

Central beliefs that define how we behave

Guide to our actions

Guide when in dark

Formation of values

Absorbed by self through observation, reflection, introspection

Through environment – culture, teaching, situations, experiences

3 Frameworks for business ethics

Deontological approaches – What is right

Utilitarian approaches – What is eventually good

Virtue Ethics – character is important

Ladkin, D., 2015. *Mastering the Ethical Dimension of Organizations*. 1st ed. Cheltenham, UK: Edward Elgar.

Living specific Values

A practitioner's guide to encourage groups live specific values in the context of an organization.

Stories

Case Study: A global pharma company

Clarify	Clarify values and associated behaviours
Encourage	Encourage people to think about instances when they displayed those behaviours
Create	Create stories out of such examples
Spread	Spread them around for others to emulate.
Iterate	Encourage others to think of their own examples of these values. Let them discover if they need to make any changes in their behaviors

Coaching

Asking questions that ignite specific thoughts, insights, about a particular situation or context

Ethical dimensions – from ignorance to awareness

Letting the person shape their approach but be a guide

Help the person define their framework

Systems Thinking

What makes one successful:

Performance as a value.

Environment that supports specific outcomes – performance

Remove hurdles for aligned behaviors

Feedback as a tool to encourage relevant behaviors

Nudge – a journey back to values

If saving for retirement is an action, the value possibly is 'caring for the long-term'

Richard Thaler, the Nobel Prize winning behavioral economist, talks about how we can help guide people's decisions or actions through nudges.

Example: you must opt out instead of opt in for a program.

Concluding remarks

Clarity	Diversity	Universal yet unique	It takes time
Bring clarity to values & behaviors	Encourage people to accept different views	Value – universal definition but unique associated behaviors	Allow sufficient time to people

Thanks!

Happy to answer questions

The journey to building values is long. Keeping at it bears fruit.

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Additional slides

Mental Models

Mind-set

Came to being from our experiences

Context is important

Werhane, P., 2008. Mental Models, Moral Imagination and System Thinking in the Age of Globalization. *Journal of Business Ethics*, DOI 10.1007/s10551-006-9338-4, 463–474.

Moral Imaginations

Self-reflection about oneself and one's situation

Separating yourself from the situation

Ability to imagine new possibilities

Evaluating original context, its mental models and new possibilities

Werhane, P., 2008. Mental Models, Moral Imagination and System Thinking in the Age of Globalization. *Journal of Business Ethics*, DOI 10.1007/s10551-006-9338-4, 463–474.

Systems thinking

Complex of interacting components

Network of relationships among these components

Werhane, P., 2008. Mental Models, Moral Imagination and System Thinking in the Age of Globalization. *Journal of Business Ethics*, DOI 10.1007/s10551-006-9338-4, 463–474.

IBM Diversity example

& CEO

You Can't Be What You Can't See.

- Ginni Rometty, Chairman, President & CEO