

IDENTIFY and FRAME THE ETHICAL ISSUE

- Identify the **type of ethical dilemma** (e.g., wrong vs. right or right vs. right) and determine the various **conflicting** rights, values, duties, and/or responsibilities you must consider.
- Check your initial **intuition** (“gut” feeling) regarding how to resolve the dilemma.
- Gather relevant **facts** and list **key assumptions** you must make because confirming facts are not available and get clarification and information from relevant sources (e.g., HR, legal, PR, etc.).
- Identify and view the issue from **key stakeholders’ perspectives**: Assess both internal stakeholders (e.g., employees, team/organization) and key external stakeholders (e.g., customers, shareholders, community, governments) to determine their concerns, needs, and desires.
- Identify the most important **decision criteria** (e.g., maintain personal and/or organizational integrity, enhance the brand, sustainability, etc.) that any solution *must meet* for effective resolution.
- Based on the facts, assumptions, understanding of stakeholders, and decision criteria, create at least two **courses of action (COAs)** you can potentially enact to resolve the ethical issue.

PROCESS ISSUE THROUGH ETHICAL LENSES

- **Process each COA through the ethical lenses below** – to gain insights and appreciation for the complexities associated with the dilemma.
 1. **Consequences lens (utilitarian)** - providing the greatest good for most people and/or minimizes harm for most people.
 2. **Rights, duties, and responsibilities lens (deontological)** -- Upholding the rights of others, adhering to policies, laws, regulations, and fulfilling duties to key stakeholders.
 3. **Virtue lens** -- Staying true to your own and the organization’s values, beliefs, and identity/culture.
 4. **Reality lens** – Determining feasibility to implement given the current reality (e.g., financial health, leadership, social and/or political environments, etc.).
- **Game each COA** by walking through each from start to finish to identify the strengths and weaknesses of each regarding the ethical lenses and decision criteria, and identify where issues may arise in implementation – Create a list of **short** and **long-term pros** and **cons**.

DECIDE

- Revisit **key assumptions** to see if they are still valid after your deeper analysis.
- Analyze each course of action **using the key decision criteria** you identified in the **IDENTIFY** stage and results of your gaming pros and cons for each COA using ethical lenses in the **PROCESS** – step 2.
- Choose the **best ethical and feasible COA** based on pros and cons analysis, criteria assessment, and intuition.

ACT

- Identify **potential obstacles** to implementing your decision and create a plan to **mitigate** them.
- Seek **advice** and **support** for the action, as time permits, from peers, mentors, leaders, and trusted others.
- Communicate rationale to gain key **stakeholders’ support** and to reinforce your organization’s culture.
- Implement ethical action with goodwill, adjust to **resolve the issue**, and check-in with stakeholders to maintain relationships.
- Reflect to identify **lessons learned** and make personal, team, or organizational changes needed.