



# Ethical Skills for Your Career

## The Business Ethics **FIELD GUIDE**

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The Essential Companion to Leading  
Your Career and Your Organization to Greatness

# A story about leadership







**חוקשים  
הזהר!**

**DANGER  
MINES!**

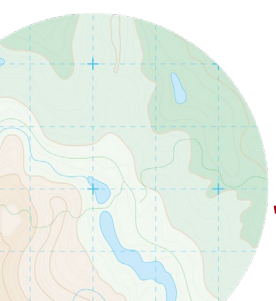
احترس  
من  
الالغام!



זהירות שדות מוקשים משני צידי הציור, הימנע מחציית  
גדרות והקפד על שימוש במסלולים מסומנים.

Careful minefields laid on both sides of the Avoid  
path, crossing fences  
Be sure to use marked routs only

What are the ethical dangers you face  
that threaten your purpose?

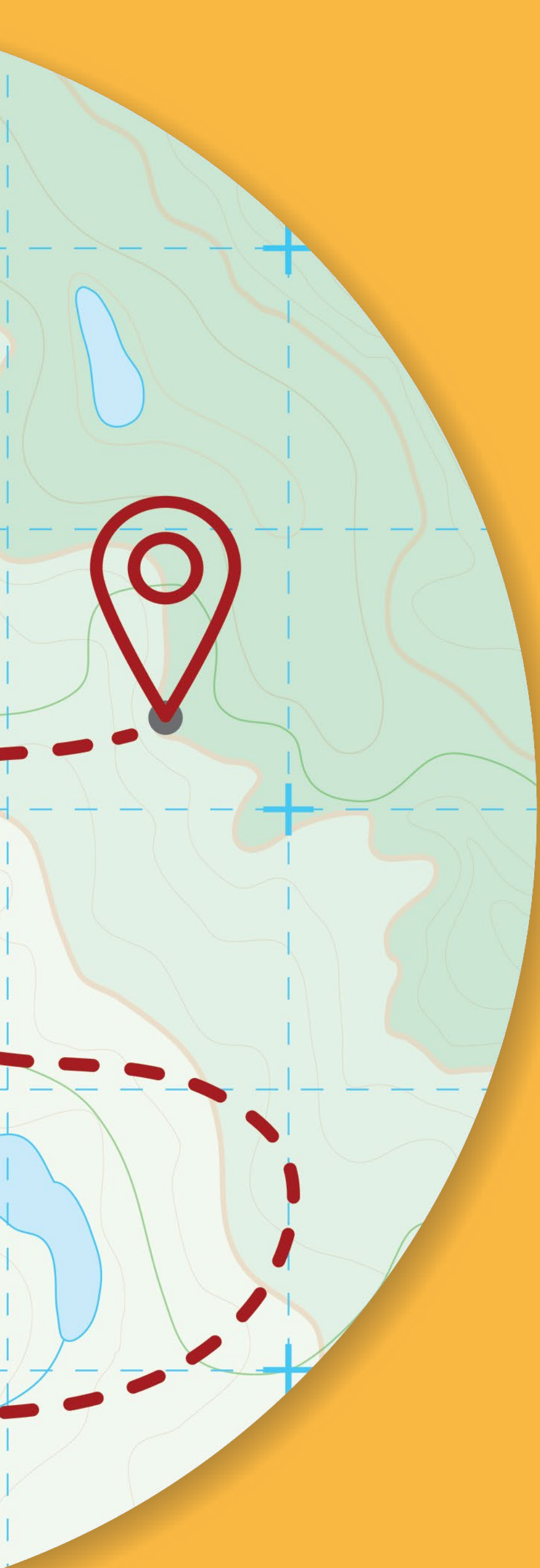




Your career is like a  
trek through a  
wilderness.







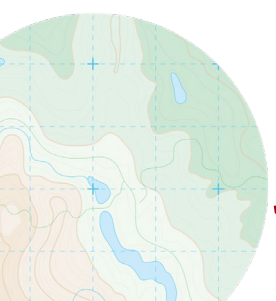
# Learning About Skills



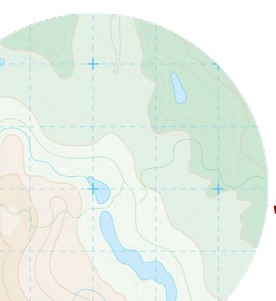
What are you skilled at?



Skills take practice.



Ethics is not just about good character.

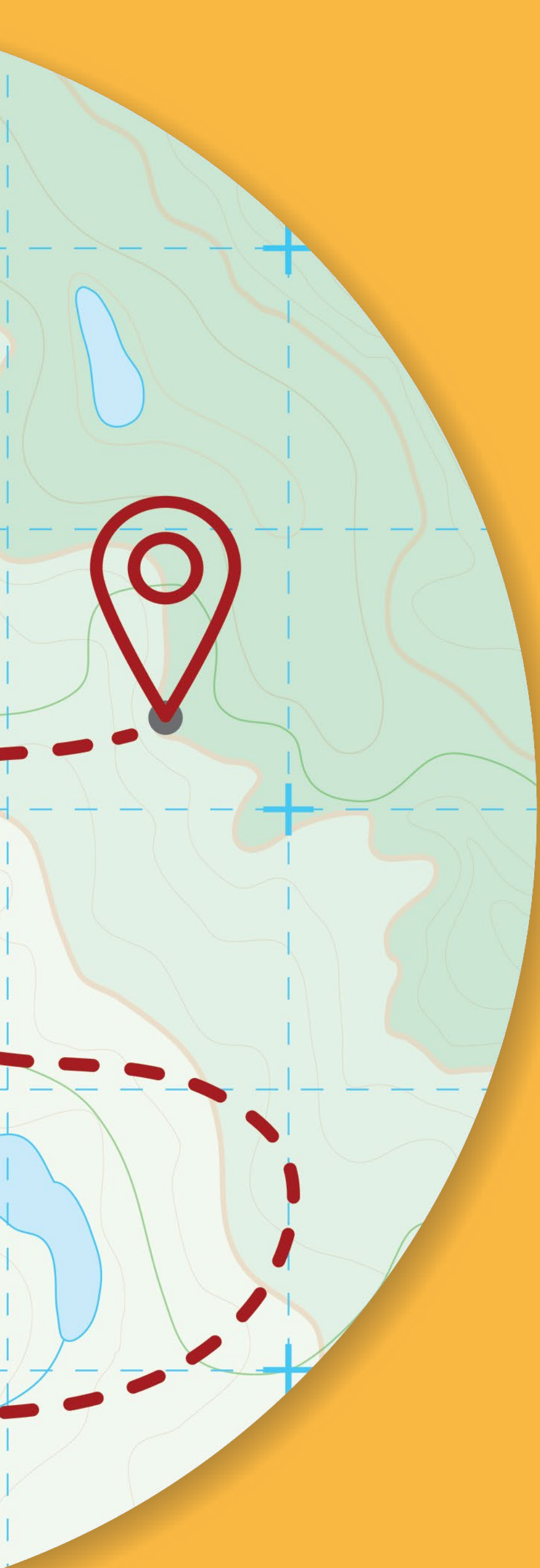




The background is a topographic map with contour lines in shades of green, brown, and tan. A red location pin is positioned in the upper right quadrant. A red dashed line starts from a grey dot at the bottom left and curves across the bottom of the map. A white rectangular box is centered on the map, containing the text.

**Ethics is a SKILL**





# Learning About Dilemmas



Should I steal?



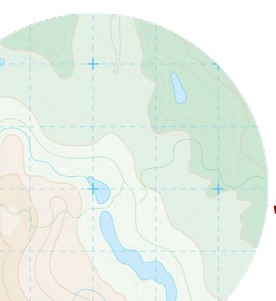
(not a dilemma)

Should I steal  
to feed my family?



(a dilemma)

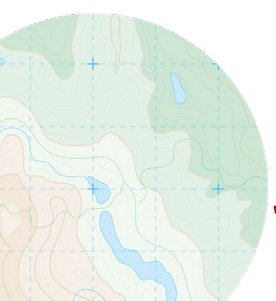
A dilemma is  
values in conflict.





N. dilemma | di'lemə, dī'lemə |

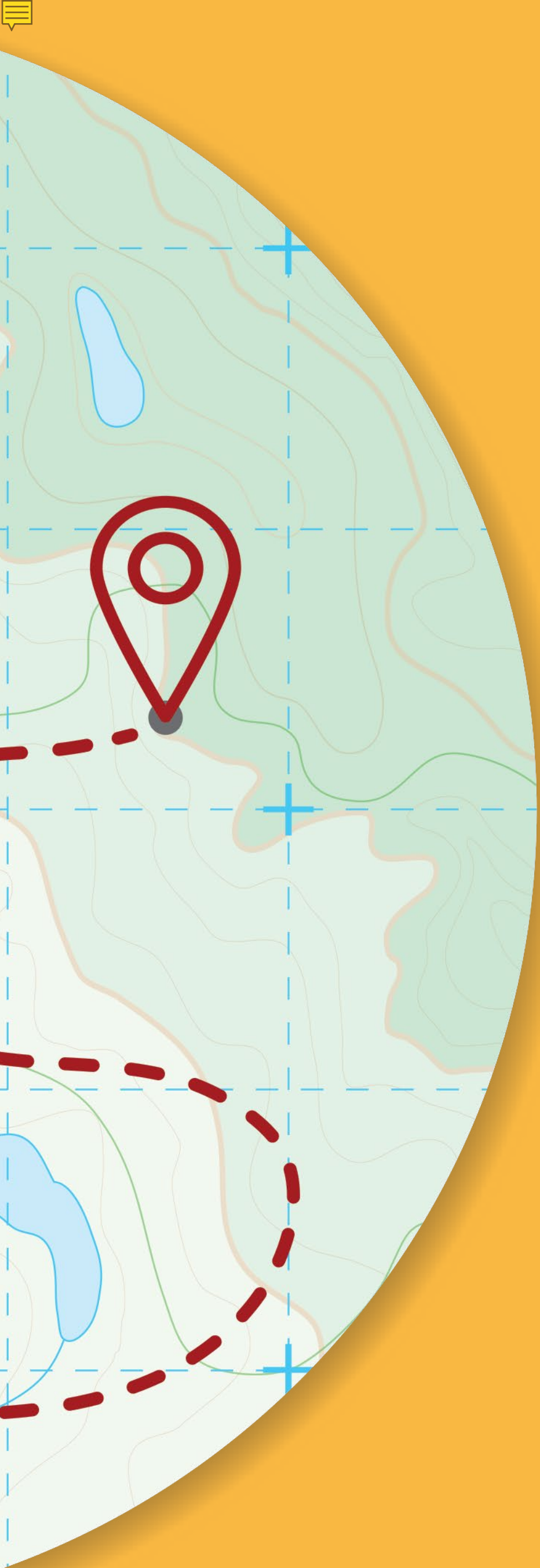
from Greek dilēmma meaning di- 'twice' + lēmma 'premise'





**Ethics is a SKILL**

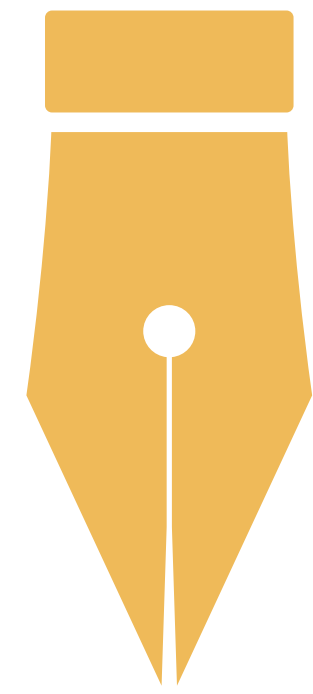




# Tool: Mastering Values



List 3 values that matter to you



again

and  
again

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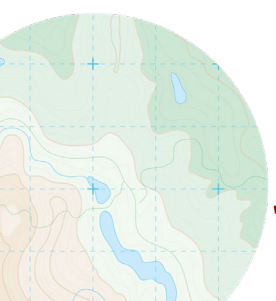
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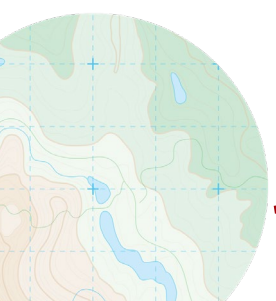
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Was that hard?

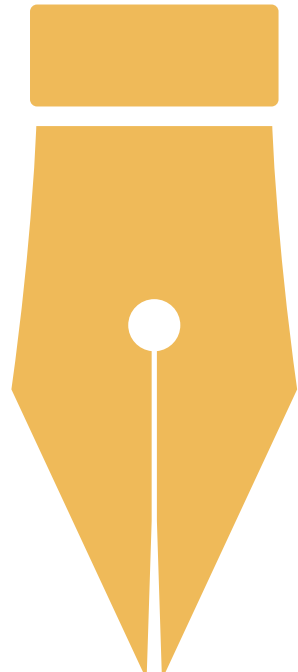
Why or why not?



List 3 values that matter to you

again

and  
again



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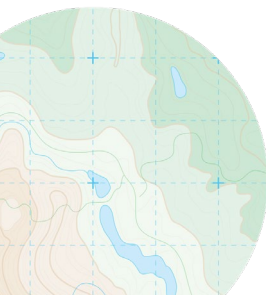


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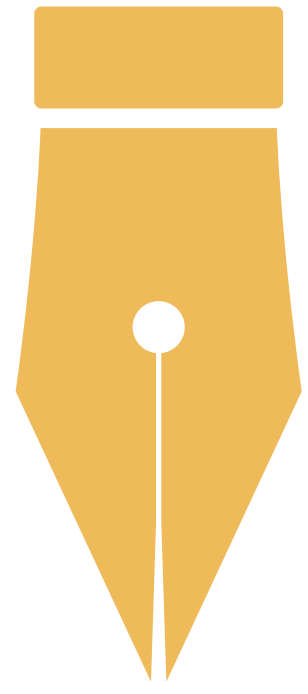
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Determine the 3 that are the most important to you







Think Back: What is the **story** of how these became important to you?

Key Values

experiences, books, people etc...



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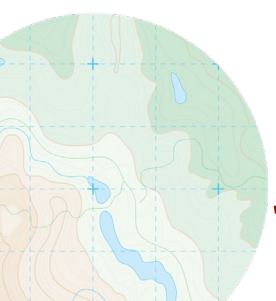
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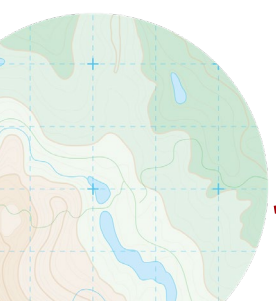
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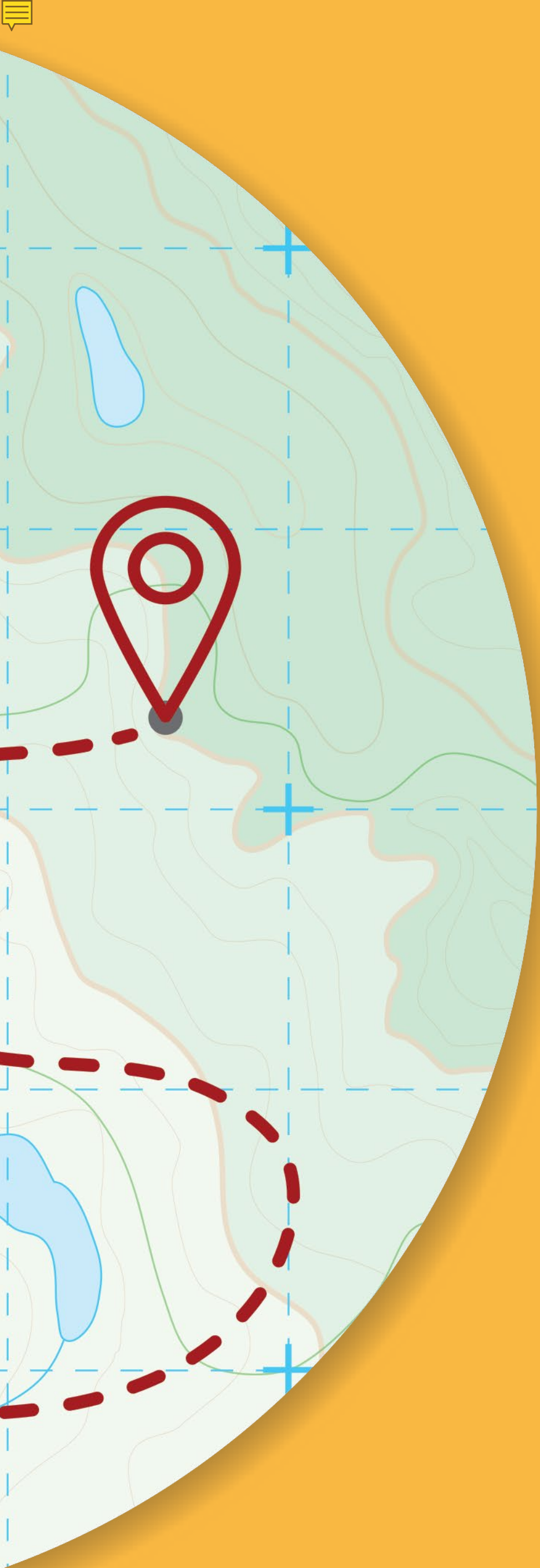


# Discussion:

How have your values **shaped** your **life**?

Can you think of a time when you used values  
to make a **hard decision**?





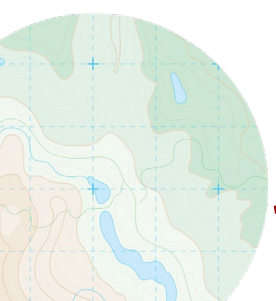
# What to Do When Values Conflict



A dilemma is  
values in conflict.

N. dilemma | di'lemə, dī'lemə |

from Greek dilēmna meaning di- 'twice' + lēmna 'premise'



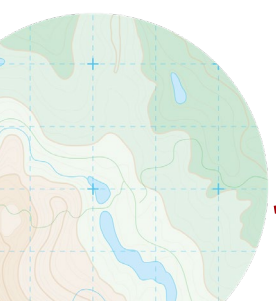


# Conflicting Values Chart

## 1. List the values **in conflict**

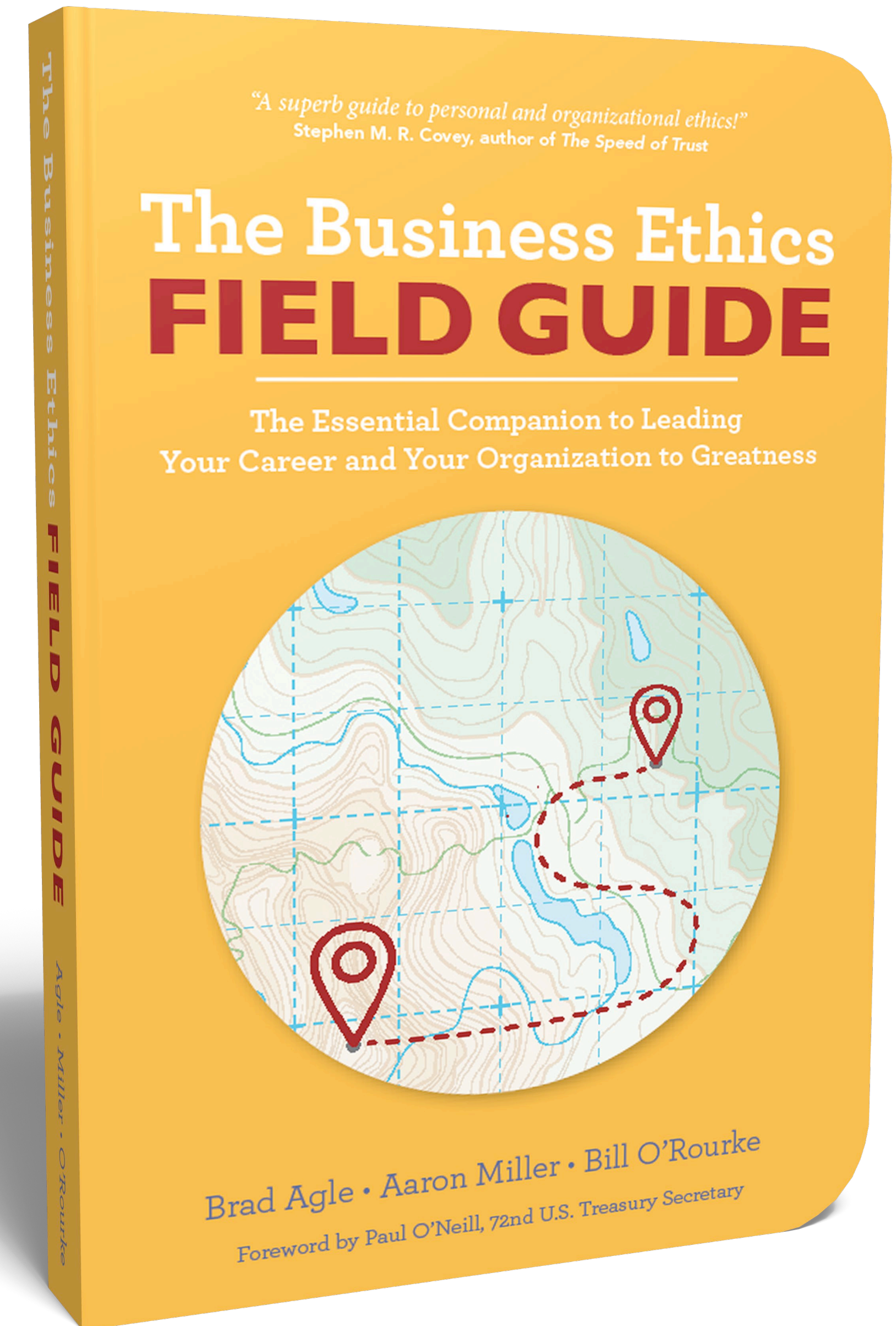
Option 1	Option 2
Conflicting Value	Conflicting Value
Conflicting Value	Conflicting Value
Conflicting Value	Conflicting Value

## 2. Identify the **most important** values



# About our book

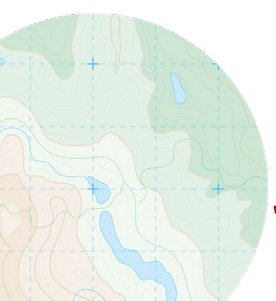
- Based on a five-year research project involving hundreds of real dilemmas and dozens of different industries
- Recommends questions to ask, pitfalls to avoid, strategies to prepare, and all kinds of other practical advice





# The 13 Most Common Dilemmas

1. Someone in power is asking you to do something unethical.
2. You made a promise that is now hard to keep.
3. Something is going wrong and you can intervene.
4. You have a conflict of interests.
5. You have a suspicion without enough evidence.
6. You can get a fair outcome by playing dirty.
7. Skirting the rules achieves some good.
8. Misrepresenting the truth helps.
9. Someone deserving your loyalty now needs your help.
10. Personal values conflict with your job.
11. You have an unfair advantage.
12. You made a mistake that's costly to fix.
13. Someone comes to you seeking mercy.





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Ethics is a SKILL





What do you broadcast?



Stories come from what you do.  
What you do reflects your skills.

What stories do they know about you?