ETHICS AND ATHLETICS

ESTABLISHING A POSITIVE DEPARTMENTAL CULTURE GROUNDED IN ETHICAL DECISION-MAKING.
Agenda

• Ethics – key terms and concepts.
• Ethical scenarios.
• Perspectives and an ethical decision-making model.
• Key takeaways and resources.
Panelists

• Dr. Alan Preti, Rosemont College.
• Dr. Beverly Kopper, University of Wisconsin Whitewater.
• Jeff Martinez, University of Redlands.
• Brooke Diamond O’Brien, Washington and Lee University.
Key Terms and Concepts

- **Ethics** – Dimension of human experience concerned with how we act and how we live our lives.

- **Fundamental questions in ethics as a discipline:**
  - How do we distinguish between right and wrong actions?
  - What is the basis of morality and moral norms?
  - What is it to be a moral person?
  - How should we live?
Key Terms and Concepts

• **Personal ethics**: concerns individual attitudes, beliefs, and actions.

• **Social ethics**: concerns community standards, e.g. political, civic, and cultural norms.

• In both dimensions, the focus is on moral situations – those situations in which there is choice of behavior involving human values.
  
  o Ethical decision-making as key.
Key Terms and Concepts

• **Values** – Those things or qualities we care about, that matter to us; goals/ideals we aspire to and measure ourselves, others or society by.
  
  o Moral values: happiness, fairness, justice, equality, respect, integrity, compassion.

• **Ethical principles** – Norms or standards that evaluate and guide human thought and action; are informed by moral values.

• **Ethical dilemma** – A situation where two moral values compete for attention and where there are undesirable outcomes whatever choice is made.
Key Terms and Concepts

• **The dominance of moral norms** – Moral norms override legal, aesthetic, prudential and other norms.

• **The universal perspective** – A moral statement (a principle, rule, or judgment) that applies in one situation must apply in all other relevantly similar situations.

• **Impartiality** – All persons should be treated equally, unless there are morally relevant reasons for not doing so.
Ethics and Organizational Culture

• **Organizational Culture.** The shared values, assumptions, and beliefs that influence members and determine behavior; the “social glue” of the organization.

• **Compliance-based vs. Values-based (ethical) culture.**
  - Compliance-based: emphasis on risk management; rule-bound or legalistic approach to ethics.
  - Values-based: relies upon explicitly stated core values that empower individuals to act in ethically responsible ways.
Ethics and Organizational Culture

An ethical organizational culture has a number of advantages:

- Less pressure on individuals to compromise standards.
- Rates of observed misconduct are much lower.
- Observed misconduct is more likely to be reported.
- Increased levels of empathy, trust and transparency.
- Increased efficiency.
- More positive overall work environment.
Ethics and Organizational Culture

• Improving the organization’s ethical culture.
  o Leadership: tone at the top; set by personal behavior and explicit commitment.
  o Values statements, codes of conduct.

• BUT: “Print, post and pray” isn’t enough.
  o Effective communication.
  o Monitoring, evaluation and accountability.
  o Ethical decision-making processes.
    • Ethical decisions ➔ Morally sensitive managers/supervisors ➔ Ethical culture
Polling Instruction

• Pull out your phone, iPad, or laptop.
• Go to kahoot.it on your browser.
• Enter PIN.
• Create a username.
• Listen to entire scenario before responding on your device.
• Touch the color on your device that corresponds to your answer.
Scenario #1
Scenario #2
Scenario #3
Scenario #4
Ethical Perspectives

- Four major ethical perspectives as tools to help guide moral decision-making.
  - Utilitarianism: considers harmful and beneficial consequences.
  - Duty-based: concerns obligations (personal and professional) and rights.
  - Justice and fairness: requires equal and fair treatment of each person.
  - Character-based: concerns the personal integrity of the decision-maker.
An Ethical Decision-Making Model*

- Step-by-step decision procedure for determining the best course of action.
- Identification of what is morally at stake, who is affected, and the consequences of the decision.
- Takes practice.
- Not an infallible guide!

* This model was developed from resources provided by The Markkula Center for Applied Ethics at Santa Clara University and the IIT Center for the Study of Ethics in the Professions.
An Ethical Decision-Making Model

1. Define the problem/Identify the ethical issue.
   - Why do I feel uncomfortable?
   - Could this situation or decision be damaging to someone or some group?
   - Do I have a conflict of interest?
An Ethical Decision-Making Model

2. Get the facts.

- What are the relevant facts of the situation?
- What facts are not known that may be relevant?
- Do I know enough to make a good decision?
- Can more be learned about the situation?
3. Identify the stakeholders.
   - Who will be affected by the decision?
   - How might they be affected?

4. Identify alternative options for acting.
   - Try to go beyond obvious options relevant to the particular dilemma.
   - Creative use of moral imagination.
An Ethical Decision-Making Model

5. Evaluate the options using such tests as the following:

- **Harm Test**: Does this option do less harm than any alternative?
- **Rights Test**: Does this option best respect the rights of all those affected?
- **Fairness Test**: Does this option treat people fairly, with respect for their autonomy and equality?
An Ethical Decision-Making Model

- **Virtue Test**: What sort of person would I become if I chose this option often?

- **Reversibility Test**: Would I still choose this option if I were one of those adversely affected by it?

- **Defensibility Test**: Could I defend my choice of this option before my boss, my compliance officer, my peers or my family?
An Ethical Decision-Making Model

6. Make a decision based on steps 1-5.

7. Monitor and learn from outcomes.
   - Were you satisfied with the outcome?
   - What could make it less likely that you would have to make such a decision again?
OK, THEN
WHAT'S THE
SECOND MOST
IMPORTANT
THING ON
CAMPUS?
18 DAYS SINCE THE LAST EMBARRASSING OFF-FIELD INCIDENT!
Foundation

- Takes time!
- DIII philosophy.
- Top down.
- “Create success for others”.
Framework

• Hire the right people!
• Consistent communication.
• Clear expectations.
• Mentoring, trust and mutual respect.
Difference Makers

• Recruiting and admissions.
• Academic standards.
• Inclusiveness.
• Importance of “winning!”
“You don’t want to work on the margins to create cheap success!”

James Appleton,
President Emeritus, University of Redlands
A Coach’s Takeaways

Know Your “Why”.

- Your coaching philosophy will often provide the answer to how to handle difficult ethical questions.

- Find a department culture that matches your personal and professional values.
A Coach’s Takeaways

• Have a Long Term View.
  
  o Examine the impact of your decision beyond the immediate situation.
  
  o How will it affect your team culture in the long run?
  
  o Short term discomfort often creates long term gains.
A Coach’s Takeaways

• Your Reputation is Your Greatest Asset.
  o Your team’s respect for you is the foundation for any achievement as a program.
  o Successful recruiting depends on a positive reputation.
  o Very difficult to repair your reputation once it is damaged.
Scenario #5
Scenario #6
Scenario #7
Scenario #8
Key Recommendations and Takeaways

• Gather sufficient facts and use moral imagination.
• Be aware of possible biases.
• Avoid making decisions when in an emotional state.
• Respond to and learn from ethical mistakes.
• Strive to be an ethical role model.
Resources

• Sample Decision-Making Models.
  o [http://www.ryerson.ca/content/dam/ethicsnetwork/downloads/list_of_decision-making_models.pdf](http://www.ryerson.ca/content/dam/ethicsnetwork/downloads/list_of_decision-making_models.pdf)

• Ethics Unwrapped Cases and Videos.
  o [http://ethicsunwrapped.utexas.edu](http://ethicsunwrapped.utexas.edu)
Resources

• Giving Voice to Values.
  • http://www.darden.virginia.edu/ibis/initiatives/giving-voice-to-values/

• Ethics and Compliance Initiative.
  • https://www.ethics.org/home