

***ETHICAL  
DECISION STRATEGIES  
INVENTORY™***



## Decision Drivers

Each value is a cornerstone to the five ethical decision-making strategies. We use a mix of these in making decisions and tend to rely on one or two as primary. The purpose of the following grids is to help clarify how these values and strategies vary and are relied on in your decision-making. The value is integral to and reflective of the decision strategy.

There are 375 total points distributed in your responses to the five options across twenty-five situations. Enter the total number of points given to each cornerstone value for the decision strategies. An index in units of 10 points is provided for each value. The lowest score is 25 and highest score is 125 for any given value. Use **different colored pens** to darken in index totals to illustrate the total points given to each value. Review how you have distributed your points—evenly or primarily in one area over another. Keep in mind that having a range of decision drivers is reflective of flexibility in decision styles.

Cornerstone	Total Points	Low                      Moderate                      High										
<b>A-Justice</b>		25	35	45	55	65	75	85	95	105	115	125
<b>B-Autonomy</b>		25	35	45	55	65	75	85	95	105	115	125
<b>C-Fidelity</b>		25	35	45	55	65	75	85	95	105	115	125
<b>D-Beneficence</b>		25	35	45	55	65	75	85	95	105	115	125
<b>E-Non-maleficence</b>		25	35	45	55	65	75	85	95	105	115	125

## Relationship Response Matrix

There are no more than 25 points that can be given for a value within a subcategory. Enter in the data and mark the index to see the variations of cornerstone values for each context (boss, customers, direct reports, peers, and friends). The blending of these values reflect variation in decision strategies.

Sub-Categories	A (Justice)	B (Autonomy)	C (Fidelity)	D (Beneficence)	E (Non-maleficence)																																																		
1-Boss	<table border="1"> <tr><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td></tr> <tr><td colspan="5">Score _____</td></tr> </table>	5	10	15	20	25	Score _____					<table border="1"> <tr><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td></tr> <tr><td colspan="5">Score _____</td></tr> </table>	5	10	15	20	25	Score _____					<table border="1"> <tr><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td></tr> <tr><td colspan="5">Score _____</td></tr> </table>	5	10	15	20	25	Score _____					<table border="1"> <tr><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td></tr> <tr><td colspan="5">Score _____</td></tr> </table>	5	10	15	20	25	Score _____					<table border="1"> <tr><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td></tr> <tr><td colspan="5">Score _____</td></tr> </table>	5	10	15	20	25	Score _____				
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2-Customers	<table border="1"> <tr><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td></tr> <tr><td colspan="5">Score _____</td></tr> </table>	5	10	15	20	25	Score _____					<table border="1"> <tr><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td></tr> <tr><td colspan="5">Score _____</td></tr> </table>	5	10	15	20	25	Score _____					<table border="1"> <tr><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td></tr> <tr><td colspan="5">Score _____</td></tr> </table>	5	10	15	20	25	Score _____					<table border="1"> <tr><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td></tr> <tr><td colspan="5">Score _____</td></tr> </table>	5	10	15	20	25	Score _____					<table border="1"> <tr><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td></tr> <tr><td colspan="5">Score _____</td></tr> </table>	5	10	15	20	25	Score _____				
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Transfer your score from the previous pages to the following table.

<b>Fair play (Justice)</b>  <b>A _____</b>	Do all of the individuals in the situation understand the “rules” at play? Have the rules or standards changed? Do the individuals involved feel there is a transparent and balanced process for addressing the current situation? Have we been attentive to standard procedures?
<b>Self-determination (Autonomy)</b>  <b>B _____</b>	What are the “degrees of freedom” individuals have to evaluate and choose? Is the individual acting on his or her own accord? Are the conditions in this situation physically and emotionally safe for the individuals involved? Have the individuals involved been informed thoroughly of the options and possibilities before they make decisions?
<b>Fidelity to evidence (Focus on Verifiable)</b>  <b>C _____</b>	How has information been collected and verified in this situation? Is there agreement for how data will be managed and organized? How is information to be adjusted or modified in the future? What are the degrees of confidence you and others have that the information is accurate, thorough, comprehensive, and collected without distortion?
<b>Constructive action (Beneficence)</b>  <b>D _____</b>	Are the options clearly intended to result in a productive and constructive outcome? How close to “win-win” can the parties come? Has attention been paid to the needs of those involved? Are the choices considerate of the context, the relationships, the goals, and the individuals involved?
<b>Avoiding causing harm (Non-maleficence)</b>  <b>E _____</b>	Have the individuals involved considered unintended consequences of the options they are considering? Has every effort been made to evaluate the risks involved in the options under consideration? In the evaluation of actions, has the “balance” sheet covered the costs as well as the benefits to all involved?

These values serve as guides as you confront ethical challenges. The questions invite you to explore the range of issues involved in making a decision. You may find that some of these questions and topics are more comfortable or more interesting than others. As is true with all of us, our prioritization of these values varies by decision- strategy preferences. Using your ratings, select the “order” of the five values which reflect your decision style as explored below.

The values reflect the preferred information and evaluation strategy patterns in which you engage which make up your overall decision-strategy. The following explores how *your choices in this inventory reflect your overall ethical decision-making strategy.*

With several thousand managers in the database, the combination of these information and decision strategies show distinctive ordering of these five key values.

**Grid that combines the information and evaluation strategies**

<b>Contextual Analyticals</b>	<b>A _____</b>  Primary strategy is to rely on principles of fair play, seeking underlying rules of a just response.	Blending of using principle and autonomy as the basis for a decision.	<b>B _____</b>  Primary strategy is to rely on self-determination and autonomy of choice.	<b>Contextual Integrals</b>
	Blending of using principle and legal requirements for deciding.	<b>E _____</b>  Primary strategy is to seek an option to cause the least immediate harm to those involved.	Blending of self-determination and action to promote well-being.	
<b>Concrete Analyticals</b>	<b>C _____</b>  Primary strategy is to rely on evidence and rational analysis according to convention and laws.	Blending of reliance on social networks and convention in making ethical choices.	<b>D _____</b>  Primary strategy is to rely on social networks and relationships for finding the best solution.	<b>Concrete Integrals</b>

**Range**

Greater range in using these five values will reflect a greater range in the use of decision strategies. Flexibility is desirable as it maximizes information and evaluation processes. The more scores in the middle of the Range Table in Part 2: Scoring Procedures reflect greater flexibility in the use of the decision strategies.

Concrete Analytical	Concrete Integral	Contextual Integral	Contextual Analytical	Convergent
Fidelity to evidence Fair play Autonomy Beneficence Non-maleficence	Beneficence Fidelity to evidence Non-maleficence Fair play Autonomy	Non-maleficence Beneficence Autonomy Fair play Fidelity to evidence	Fair play Autonomy Fidelity to evidence Beneficence Non-maleficence	Autonomy Non-maleficence Fair play Beneficence Fidelity to evidence

### Concrete Analytical Decision Strategy

Reliance on proven, verifiable information and rules of engagement are hallmark qualities of this decision style. When presented with a situation, the first step is to identify all of the relevant information that can be clearly and precisely identified. Once comfortable with the collected information, the second step is to clarify the rules of fair play.

The focus is on “what is,” with a reliance on established policies and procedures. The initial questions are related to who, what, where, and when. The tendency is to rely on efficient and pragmatic solutions. When reasoning through a situation, this strategy will logically order information and evaluate options in terms of proven historical guidelines and rules.

Fundamentally, individuals of this perspective feel that if one sticks with the proven evidence and precedence, individuals and institutions are protected and better off. Ethical decision making is driven by hierarchy, power structure, and established processes. Ethical decision making is likely to be defined in terms of clarity of evidence and judicious procedure.

#### Qualities you are likely to see:

- reliance on facts and details as evidence
- preference for an orderly data collection and analytical process
- use of precedence and history when evaluating a current situation
- impersonal task orientation when problem solving
- focus on the current situation in terms of finding a quick, efficient solution
- position solutions in terms of pragmatic outcomes

#### Potential Pitfalls

- overlook long-term implications of a decision
- fail to pay attention to data that is complex and non-verifiable
- discount ideas and innovations that extend beyond standing guidelines
- ignore the emotions of those who must implement decisions