

INDEX

- Abercrombie and Fitch 42
abortions 57
accountability 86, 93, 124
accountancy fraud 41
acid test questions 31, 32
Ackoff, Russell 122
actual subjects 66
ambition 152
analysis 77
Anheuser Busch 123
apartheid 53
apparent subjects 66
Aristotle 74, 75
Armor, David 97
arrogance 64, 135
awareness 77
- baby milk scandal, China
 158–9
Badaracco, Joseph 92
BAE 137, 138, 139
- Beer, Michael 123, 132
beneficence 73
benefits of ethical business
 83–7
Bertham, Jeremy 70
‘beyond profit’ goals 156
blogs 36
boundaries 57
bravado 64
Brundtland, Dr Gro Harlem
 159
Buerk, Michael 37
Buffett, Warren 64
bullying 19, 20, 21, 26
Burke, James 101–2
Busch, August 123
business schools 164–8
- candour 91, 99–100
capability 60
caring 25, 60, 65

- 'central control' mentality 161
 CEO 153–5
 challenging wrongdoings
 107–11
 character 60
 chemical hazards 158–9
 citizen journalism 163
 civic responsibility 25
 code of conduct 24, 27, 28,
 48–9, 57, 119–21, 125,
 133, 136, 137–9, 139–44
 development and introduction
 of 142–4
 Collins, Jim 63, 86, 91
 commitment 49
 community groups 36
 competitive advantage 34
 compliance 86, 94, 120
 compliance, unhealthy 90
 confidentiality 20, 21, 23, 25,
 31, 32, 59
 congruence 62, 63
 con-men 100
 consciousness 95–9
 consumer and customer
 demands 158–60
 conversation, difficult 111–13,
 133–5
 Co-operative Bank: Ethical
 Consumerism Report
 (2009) 158
 copyright 108–9
 corporate scandals 41–3,
 100
 see also under names
 corporate social responsibility
 (CSR) 156–7
 courage 62, 64, 65, 74, 107–8
 culture, organizational 85, 89,
 111, 117–19
 customs 118
Daily Telegraph 42
 decision making, ethical theories
 and 76–8
 decision-making framework
 28, 29–33, 105, 107,
 126–7
 deficiency 74
 definition of ethical issue
 16–17
 deontology 70, 72–4, 126
 'doing the right thing' 122–3
 duty 73
 duty of care 54
 Dweck, Carl 135

- eBay 161
- education 160–1
- empathy 62, 63
- employees' workshops 125–39
 - after the workshop 128–9
 - code of conduct 137–9
 - engagement 129–31
 - exploration of personal morality 126
 - fear and excuses 128
 - hiring the right people 131
 - key moral philosophies and decision-making framework 126–7
 - knowledge 133
 - learning mindset 135–7
 - managers modelling and encouraging the right behaviour 131–3
 - responsibilities 127
 - skills 133–5
 - where to go for help 127–8
- engagement 129–31
- Enron 14, 41, 81
- Equal Opportunities 55
- Equality and Human Rights Commission 54
- ethical culture
 - challenges of creating 144–9
 - characteristics 120–5
 - importance of 119–20
- Ethical Ecosystem 146, 147
- ethical leaders
 - characteristics of 91–102
 - definition 79–81
 - developing 102–3
- ethical leadership development programme 104–16
 - content 106–7
 - conversation 105
 - creation of 104
 - involvement 105–6
 - key principles and core components 104–7
 - mandatory 106
 - mentors 106
 - personal morality 105
- ethical mind 166–7
- Ethics in the Workplace Survey (2010) 26, 36, 64, 85, 103, 110, 111, 114, 120, 124, 137, 139, 156, 169–201
 - comments 199–201
 - headline findings 172

- key data 173–98
 respondents 169–71
 ethics of character 70
 ethics of consequences 70
 ethics of duty 70
 Ethisphere 83
 World Most Ethical
 Companies Ranking
 83–4
 eudaimonistic utilitarianism 71
 exam plagiarism 160
 excess 74
 excuses 128
 experience 93–4

 Facebook 95
 falsification of data 158
 family units 161–2
 fear 128
 financial crisis (2008–2009) 83,
 123, 132, 151, 154
 financial risk 26
 food hazards 159–60
 forced distribution model 96
 Ford Motor Company 45–6
 Friedman, Milton 82, 164
 friendly civility 75
 future of ethics 153–68

 gagging order 37
 Galvin, Bob 88, 89
 Gandhi, Mahatma 63
 General Electric 96
 Generation Y 95, 160, 173
 Generation Z 160
 Gentile, Mary C. 108
 good temper 76
 Goodwin, Fred 29, 151–2, 154
 Google 'Don't be evil' policy
 48–9
 gratitude 73
 Greenwald, Tony 98
 Grüber, Oswald J. 138
 Gun, Katherine 43–4

 happiness 70
 harassment 19
 Hare, David: *Power of Yes,*
 The 151–2
 harmony 113
Harvard Business Review 82
 Harvard Business school oath
 82–3
 HBOS 25, 128, 132
 hedonistic utilitarianism 70
 high-mindedness 75
 Hippocratic Oath 165

- hiring the right people 131
 Holocaust 87
 homosexuality 52–3
 honesty 62
 humility 62, 63–4
- illusion of objectivity 97
 impartiality 70
 Implicit Association Test (IAT)
 98, 99
 importance of ethics 13–33
 independent thoughts 60, 65
 informed choices 76
 innovation 123
 inquiry-based learning 136
 integrity 25, 61, 64
 internal locus of control 124–5,
 129
 Internet 35, 45–50, 82, 162–4
 ethical questions 47–8
 illegal downloading 160
 news travels fast 45–6
 social networking site 46–7
 transparency 43–5
 investment 85
 Iraq war 46
 ‘it’s standard practice’ response
 108–9
- Johnson and Johnson: Tylenol
 case 102, 121–2
 just resentment 75
 justice 25, 73
- Kant, Immanuel 73
 Kennedy, John F. 162
 Khurana, R. 164
 knowledge 133
 KPMG 138, 139
- Lawler, Ed 96
 laws and rules 52–3
 learning by discovery 136
 learning mindset 135–7
 legacy 86
 legal and regulatory reasons 86
 Lehman Brothers 37
 Level 5 leadership 63, 86
 Lian Yue 44
 liberality 74–5
 Local Government Act (1986)
 52
 Local Government Act (1988)
 52
 Section 28 52–3
 loyalty 90, 110
 lying 59, 72–3, 76

- manipulation 64
- Masters Degree in Business
Administration (MBAs)
164–8
- media 162–4
- mentors/mentoring 28, 59–60,
92, 103, 113–16
- mentoring programme, key
principles 114–15
- metaphors 118
- Milgram, Stanley 66–7, 87
‘Perils of Obedience, The’
67
- Mill, John Stuart 70
- modesty 75
- Moore, Paul 37, 128, 132
- moral code, personal 56–7
- moral philosophy 69
- moral virtues 74
- morale 85
- morality 34
definition 17
- Motorola 88
- MPs’ expense claims 42
- munificence 75
- mutual respect 49
- myths 118
- Nasser, Jacques 45–6
- ‘no big deal’ response 109
- non-maleficence 73
- ‘not my responsibility’ response
110
- Nuremberg Trials 66
- oaths 165–6
- obedience to authority 66–8
- obligations 133
- Official Secrets Act 44
- open door policy 58
- organizational culture 85, 89,
111, 117–19
- passion 130
- personal conscience 66
- personal ethics, origins of 57–65
- personal privacy 57
- philosophical drivers of ethics
69–75
- plagiarism, exam 160
- Plato 74
- power games 64
- power of leader 87–91
- predictability 61
- prima-facie obligations 73

- problem-solving approach 28
 promise-keeping 73
 public opinion 82
 public trust 41–3
 punishment 122

 questioning framework 112

 racial discrimination 55, 97,
 98
 rapport 112
 regulation 94
 reliability 61
 religion 160–1
 reputation 85–6, 155, 168
 reputational risk 26
 responsibility 25, 110, 124–5,
 127, 133
 taking 100–2
 reward 122
 right-ambition 75
 rituals 118
 role-modelling 91–3, 111
 Ross, W.D. 73
 Royal Bank of Scotland
 (RBS) 14, 41, 81, 151,
 152

 sacred cows 97
 Sandel, Michael 68–9, 72
 Schein, Edgar 117
 Scholes, Myron 151
 Schwab, Charles 124
 self-improvement 73
 selfishness 65
 sense of purpose 123–4
 sexism 54
 sexual discrimination 54
 shareholder value 81–3
 sincerity 62, 75
 skills 133–5
 smoking 56
 social networking 36
 social norms and pressures
 54–6
 staff attraction and retention
 85
 stakeholder needs, balancing
 155–8
 standards 86
 standards of behaviour 126
 stealing 39
 stories 118
 subjectivity 75
 symbols 118

- temperance 74
- Texas Instruments 88
- Thomas vs Kodak* (1999) 98
- Toyodo, Akio 45
- Toyota 45
- training programmes 103
- transparency 86, 94–5
- trust 47, 48, 49, 94, 95
 public 41–3
- trustworthiness 60
- Tyco 41
- UBS 138, 139
- unconscious bias 97, 98–9
- unfair dismissal 80
- United Nations 44
- US Bancorp 124
- utilitarianism 70–2, 101, 126
- values 57
- values-based leadership
 155
- vices 74
- Villiger, Kaspar 138
- virtue ethics 70, 74–5, 126
- Welch, Jack 96
- whistle blowing 38, 128
- Wikipedia 161
- wittiness 75
- women, discrimination against
 54
- World Health Organisation
 159
- WorldCom 41
- Zimbardo, Philip 87

Index compiled by Annette Musker