# Course Title: Decision-Making with Integrity: A Leader's Guide to Navigating Ethical Dilemmas

**Duration:** 5 Days (approximately 35-40 instructional hours)

**Course Goal:** To provide leaders and professionals with a robust framework, practical tools, and the moral confidence to analyze complex ethical dilemmas, make principled decisions, and lead with integrity, even under pressure.

**Core Focus:** This is a workshop on *how to think*, not *what to think*. It is not about memorizing rules, but about developing a structured, reliable process for ethical reasoning. The course focuses on deconstructing complex situations, weighing competing values, considering all stakeholders, and justifying a chosen course of action.

**Learning Objectives:**

Upon successful completion of this workshop, participants will be able to:

- Differentiate between simple "right vs. wrong" choices and true "right vs. right" ethical dilemmas.
- Apply multiple ethical frameworks (e.g., Utilitarian, Deontological, Virtue) to analyze a problem from different perspectives.
- Utilize a structured, step-by-step process for analyzing and resolving any ethical dilemma.
- Identify and mitigate common cognitive biases and rationalizations that lead to poor ethical choices.
- Articulate a clear, defensible justification for a chosen course of action.
- Foster "psychological safety" and encourage ethical dialogue within their teams.
- Recognize their personal values and how they influence their decision-making.
- Confidently lead through situations where stakeholder interests are in direct conflict.

**Target Audience:**

- **Managers, Directors, and Executives** at all levels who face complex decisions.
- **HR and Compliance Professionals.**
- **Project and Product Managers** making trade-offs with ethical implications.
- **High-potential leaders** being developed for senior roles.
- Any professional who wants to strengthen their ethical decision-making capabilities.

**Prerequisites:**

- Professional work experience.
- A strong commitment to personal reflection and open, honest dialogue.

**Teaching Methodology:**

This is a highly interactive, Socratic, and case-based seminar.

- **The Case Study Method:** The entire curriculum is built around the deep analysis of complex, real-world ethical dilemmas drawn from business, technology, and public life.
- **Socratic Dialogue:** The facilitator's role is not to provide answers, but to ask probing questions that challenge assumptions and deepen the participants' thinking.
- **Ethical "Pressure Cooker" Simulations:** Participants are placed in small groups and given a difficult scenario with a tight deadline, forcing them to apply the frameworks under pressure.

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- **Values Clarification Exercises:** Guided self-reflection activities help participants understand their own moral compass.
- **Peer Consulting Circles:** A "safe space" environment where participants can discuss their own real-world ethical challenges and receive confidential advice from their peers.

**Materials Provided:**

- **The Ethical Leader's Decision Journal:** A high-quality workbook with:
  - A step-by-step ethical decision-making framework.
  - Summaries of key ethical theories.
  - Guided prompts for all self-reflection exercises.
- A full set of all case study materials.
- A curated reading list of essential articles on business ethics and leadership.
- Certificate of Completion.

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**Detailed Day-by-Day Curriculum**

**Day 1: The Foundation - What is an Ethical Dilemma?**

- **Module 1: The Terrain of Ethical Choice (Approx. 2 hours)**
  - Welcome, introductions, and the establishment of a "Brave Space" for open dialogue.
  - Right vs. Wrong (a legal or moral choice) vs. Right vs. Right (a true dilemma).
  - **Workshop:** Analyzing mini-scenarios to categorize them.
- **Module 2: Why Good People Make Bad Decisions (Approx. 2.5 hours)**
  - Understanding the psychology of ethical failure.
  - Cognitive biases that cloud judgment (e.g., confirmation bias, obedience to authority, the slippery slope).
  - Common rationalizations (e.g., "it's not my responsibility," "no one will get hurt," "it's for the greater good").
- **Module 3: Knowing Your Own Values (Approx. 3 hours)**
  - The foundation of integrity is self-awareness.
  - **Values Clarification Workshop:** A guided exercise to help participants identify and prioritize their core personal and professional values.
  - Discussion: What happens when your personal values conflict with organizational values?

**Day 2: The Thinker's Toolkit - Frameworks for Analysis**

- **Module 4: A Practical, Step-by-Step Framework (Approx. 2 hours)**
  - Introducing a simple, repeatable 5-step process for any dilemma:
    1. Stop and Think: Recognize the ethical issue.
    2. Get the Facts: What do you know and not know?
    3. Evaluate the Options: Using the ethical "lenses."
    4. Make a Decision and Test It.
    5. Act and Reflect.
- **Module 5: The Ethical Lenses (Part 1) (Approx. 2.5 hours)**
  - **The Utilitarian Lens (Outcomes):** Which option produces the greatest good for the greatest number?

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    - **The Deontological Lens (Rules & Duties):** Which option respects rights and fulfills duties?
    - **Workshop:** Applying both lenses to a classic case study (e.g., the Ford Pinto).
- **Module 6: The Ethical Lenses (Part 2) (Approx. 3 hours)**
    - **The Virtue Lens (Character):** Which option aligns with the virtues of a person of integrity (honesty, courage, compassion)?
    - **The Justice/Fairness Lens:** Which option treats people equitably?
    - **Workshop:** Analyzing a new case study using all four lenses to see how they can lead to different conclusions.

**Day 3: Application - Dilemmas in the Workplace**

- **Module 7: The "Right vs. Right" Paradigms (Approx. 3 hours)**
    - A deep dive into the four classic dilemma structures:
        - Truth vs. Loyalty
        - Individual vs. Community
        - Short-Term vs. Long-Term
        - Justice vs. Mercy
    - **Case Study Clinic:** Analyzing several mini-cases to identify the core paradigm at play.
- **Module 8: Ethical Dilemmas in Management (Approx. 4 hours)**
    - A series of scenario-based workshops focusing on common managerial challenges:
        - Handling a high-performing but ethically questionable employee.
        - Allocating a limited budget or bonus pool.
        - Deciding on layoffs.
        - Knowing when a "white lie" crosses the line.

**Day 4: Leading with Integrity**

- **Module 9: Creating "Psychological Safety" (Approx. 3.5 hours)**
    - Your role as a leader in creating an environment where people feel safe to speak up, question authority, and deliver bad news.
    - Techniques for encouraging constructive dissent and avoiding "groupthink."
- **Module 10: The Art of Justification (Approx. 3.5 hours)**
    - Making a decision is only half the battle; you also have to explain it.
    - How to communicate a difficult ethical decision to your team, your boss, and other stakeholders.
    - **Communication Workshop:** Participants will take a decision they made in a previous workshop and craft a clear, empathetic, and defensible communication plan for it.

**Day 5: Synthesis and The Real World**

- **Module 11: The Leader's Role in a Crisis (Approx. 2 hours)**
    - How ethical leadership is most visible during a crisis.
    - The link between transparency, accountability, and rebuilding trust.
- **Module 12: Capstone Simulation: The Gray Zone (Approx. 5.5 hours)**
    - **Final Project:** A complex, multi-layered ethical dilemma that evolves over time.
    - **Scenario:** "Your team is about to launch a new AI-driven product. It is highly effective but you discover late in the process that the algorithm shows a slight bias against a protected demographic

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group. The launch date is one week away, and massive marketing spend is committed. Your engineers say fixing the bias will take at least three months. Your sales team says any delay will kill the product's market opportunity."

    - Teams must work through the 5-step framework, analyze the problem using the ethical lenses, consider all stakeholders, and prepare a final recommendation and justification to present to the "CEO."

- **Debrief & Personal Commitment (Approx. 0.5 hours)**
    - Debrief of the capstone simulation.
    - Participants will identify one aspect of their decision-making process they commit to improving.
    - Final Q&A.

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