

Ethical Dilemma Response

One of the ethical dilemmas that I can recall in the context of my leadership experience was the moment associated with a pressure-packed schedule of software module release that was intended to manage HVAC systems in industrial buildings. When testing it, occasionally there was a slight bug that resulted in a delay in the temperature regulation. One of the project managers proposed to release it with a temporary fix as they needed to reach a milestone in a contract. Even though it might not appear to be that significant, the effects in a production or hospital could be extreme. To push the problem, I decided to push back the release and escalate it, demanding a permanent fix. The three-step framework on which my decision-making process was founded included stakeholder safety, long-term credibility, and team values. I convened a risk assessment meeting and recorded the implications, collaborated with the team, and provided a credible update. We may not have hit the milestone, but the client was happy with the transparency, and since then, we have received other work as a result of our honesty.

Two practical stories had a significant impact on my moral outlook. The first one is the Hyundai and Kia engine recall crisis. Later, in internal documents, it was noted that some executives had not acted promptly on reported defects of their engine, which caused hundreds of car fires. This slow reaction cost the company a great deal in terms of its reputation, and they faced some heavy fines amounting to more than \$200 million in the U.S. The first is a case of the Southern Perpetrator, as the company called safety neglect, but whose consequences turned out to be much more harmful (Jacobs, 2023). The second is an oil spill at the Deepwater Horizon oil rig, which was caused by BP's miscalculations in costs and time management related to the safety system located on an offshore oil drilling rig. The catastrophe killed 11 workers and caused a tremendous loss to the environment. Research found that various precautions had been overlooked due to the commercial lobby. All these

tragedies drove my belief that ethical leadership, in cases where safety is involved, must prioritize the decisions made by the leaders over other factors, regardless of any costs involved, whether delays or financial losses (Popoola & Maier, 2024). As an engineering Manager, safety and integrity are the non-negotiable pillars in all decisions made.

References

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