

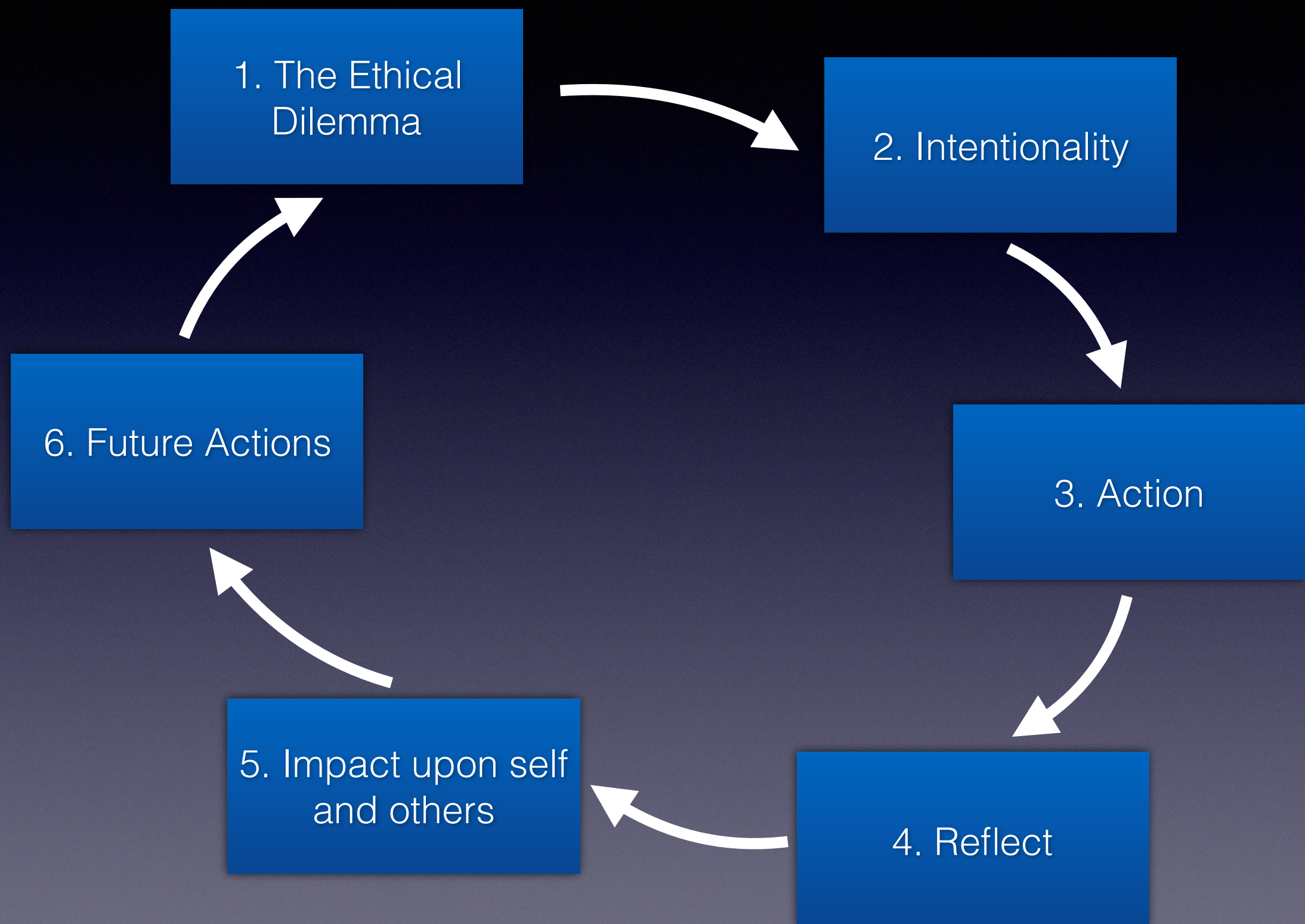
Moral Intentions

Intentionality

- **Intentionality** is an individual's internal process of organizing conscious and unconscious values and beliefs, and the means by which these values and beliefs are focused in a given situation to achieve desired outcomes.
- **Intent** refers to a conscious or unconscious preference for a desired outcome.

The Role of Intent in Decision Making - A Model

- Moral judgment affects behavior through the establishment of moral intent.
- One of the assumptions upon which this decision making model is grounded is that intent is an essential component of the ethical decision making process.



1. Ethical Dilemma

- Identify the ethical issues that impact the dilemma.
- How are my values and beliefs challenged by this dilemma?
- What choices do I have for responding to the dilemma?

1. Ethical Dilemma

- Rachel is a senior trainer with Superior Marketing, Inc. Her boss, Daniel, is the new global HR Director and would like to quickly move the firm forward into the emerging global market.

1. Ethical Dilemma

- Daniel has asked Rachel to research and recommend a global training company to deliver a pilot for their company to review. After many hours of research, Rachel recommends Cross Cultural Express. CCE delivers its pilot which is hailed as a great success. However, Daniel thinks that the total cost of delivery - \$50,000 is much too expensive and their CEO won't sign on for the series of global training programs. Instead, Daniel asks Rachel to take the training materials CCE left with her and change them to design a program Superior Marketing can use on their own. Daniel feels that there are some good ideas and exercises that are general enough to be used by Rachel.

1. Ethical Dilemma

- Rachel is upset by Daniel's request. She knows it's unethical to use someone else's materials; it violates copyright laws and she is certain Superior signed an agreement with Cross Cultural stating that they wouldn't adapt or use the material on their own. Rachel also knows that her boss is on the fast track to the VP of HR position in her company. In fact, she herself hoped to be promoted to Director of Training for all of the work she has done on this project.

1. Ethical Dilemma

- Rachel is single and has two young children at home. She cannot risk losing her job and her responsibility, first and foremost, is to her children. But she has always believed it is better to be truthful, to stand up for what she believes in. She also believes in being committed to her responsibilities at work. But she doesn't know how to do all of that in this situation.

2. Intentionality

- What actions would be congruent with my values and beliefs?
- Have I overlooked any of my deeper values and beliefs?
- What outcomes are most important to me?

2. Intentionality

- Rachel decides that retaining her job and being able to provide for her family is more important than her belief in “doing the right thing” and agrees to adapt the training materials for Superior’s use.

3. Action

- Choose actions that will create outcomes that are most important to me and reflect my intentionality.

3. Action

- Rachel tells Daniel that she will develop a program over the next two weeks to meet his expectations. Even though she has agreed to do this, she feels badly about the decision she has made because she knows it is dishonest.

4. Reflect

- Were my actions congruent with my intentionality?
- What actions could have been more congruent with my intentionality?

4. Reflect

- Rachel begins working on adapting the training program but is quite discouraged. She is saddened by her inability to stand up to her boss, and is worried about her ability to really be creative with the materials. It is a very difficult task and she is distracted by her feelings. Rachel feels even worse when one of her assistant trainers remarks that the program looks exactly like the CCE pilot that was presented to them.

4. Reflect

- Rachel begins to reflect again and re-evaluates the situation – examining what seem to her to be two conflicting courses of action – keeping her job so that she can support her children against her integrity and belief in being truthful. Rachel decides to speak to Daniel and voice her concerns. When she speaks with Daniel, he complains that she has already wasted hours of company time on re-designing this program; he adds that it is not yet done and now it appears to him that she is refusing to do it completely. If she values her job, he concludes, she had better come up with an alternative and do it on her own time so that she does not neglect work on her other important projects.

4. Reflect

- Daniel's order that she do it on her own time gives Rachel an idea as to how to keep her integrity at work and fulfill her boss's directive. She has two weeks of vacation coming. Instead of taking the kids to Disney as planned, she would use the time to work at home and create a completely new program with new materials that she believes could be even better than what CCE offered in their pilot. She knows that designing new programs is one of her greatest strengths.

4. Reflect

- She offers this plan to Daniel and he is quite receptive as long as her work is better than CCE's. She commits to making her pilot more successful than theirs. As soon as she makes that commitment, she feels as if all the barriers to her creativity have crumbled. She develops an outline, and brainstorms exercises and cases that would be ideal for their specific global directions. She even begins to think that this might be a good thing for her career; in addition to her skills as a trainer, she can show off her strengths as a designer.

5. Impact upon self and others

- How did I feel about myself?
- How did others respond to my actions?
- Did cultural differences affect the response of others?

5. Impact upon self and others

- Rachel has built greater trust with her assistant trainers who had figured out what was going on behind the scenes with Daniel's directive to steal copyrighted material. She also gained credibility with Daniel because she was willing to use personal time to deliver a product that would be even better for the firm than CCE's. She is able to spend quality time with her kids for two weeks, and has had a great deal of fun with less expense than going to Disney.

6. Future Actions

- How can my future ethical decisions become more congruent with my values and beliefs?

6. Future Actions

- In the future, Rachel will think more carefully, reflecting on possible consequences, before acting. She endured some very unpleasant and wasted weeks while she tried to adapt CCE's materials. In the future, after she has gained more confidence and experience, she intends to assert herself more quickly, especially in situations where she has some control over curtailing ethical practices. She promises herself not to be "used" that way again.

Reference

- "The Role of Intent in Ethical Decision Making: The Ethical Choice Model" by Christine King and Toni Powell, Barry University