

Ethical Decision Making

Don't get blown
off course.



literally

"to cut off"

From Latin

de = "off" +

caedere = "to cut"

What is a decision?



Phases

JUDGMENT

INTENTION

DELIBERATION

ELECTION

COMMAND

EXECUTION

Intellect

Will



ELECTION



Deliberation

checking all possible
ways/means

Acceptance Means

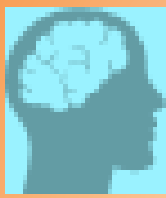
accepting all means

judgment Means

Suggesting best way/mean

ELECTION

choosing it !



IMPLEMENTATION



command

telling the will it should act

EXECUTION

acting // elicit or political

auditing

checking if attained

JOY / FRUITION

enjoying it !

Degrees of Proper Moral Knowledge

Is it good?

Is it evil?



What criteria am I using?

Moral Elements



nature



natural
moral
law



conscience



virtues



objective
final end

ETHICAL ANALYSIS OF DECISIONS

THREE ASPECTS

FREEDOM

AWARENESS

KNOWLEDGE

Degrees of Freedom = control





Lack of Awareness

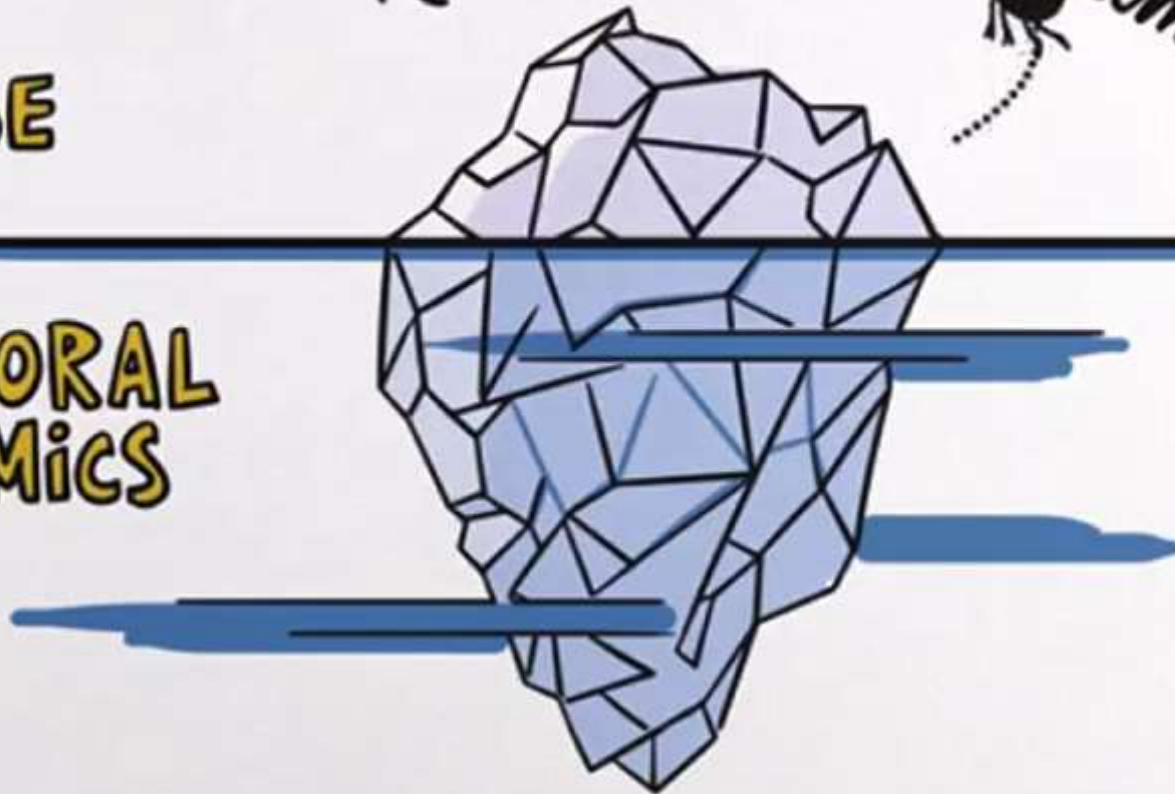


LACK OF AWARENESS

Rational and innovation dimensions

NUDGE

**BEHAVIORAL
ECONOMICS**



LACK OF AWARENESS



Most ethical choices are made intuitively, by feeling, not after carefully analyzing a situation.

KNOWLEDGE

TECHNICAL

MORAL

TECHNICAL KNOWLEDGE

DUE

NOT DUE



ITU AI for Good Global Summit
Geneva, Switzerland, 15-17 May 2018
www.itu.int #AIforGood

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ethics is and how it can be a powerful

MORAL KNOWLEDGE

GOODS

NORMS

MORAL STRENGTH

GOODS EXTERNAL

FOOD

DRINK

CLOTHING

HOUSING

TRANSPORT

INSTRUMENTS

LAND

MONEY

GOODS INTERNAL

LIFE

COMPLETNESS

GOOD HEALTH

TECHNICAL SKILLS

GOOD MORALS

STANDARD

EXISTENCE

NO DISSABILITIES

MEDICAL STANDARD

BEST PRACTICES

HUMANITY

NORMS

GOD'S MADE

NATURAL MORAL LAW

HUMAN MADE

SPECIFIC SOCIETY LAWS

INTERNATIONAL

NATIONAL

REGULATIONS



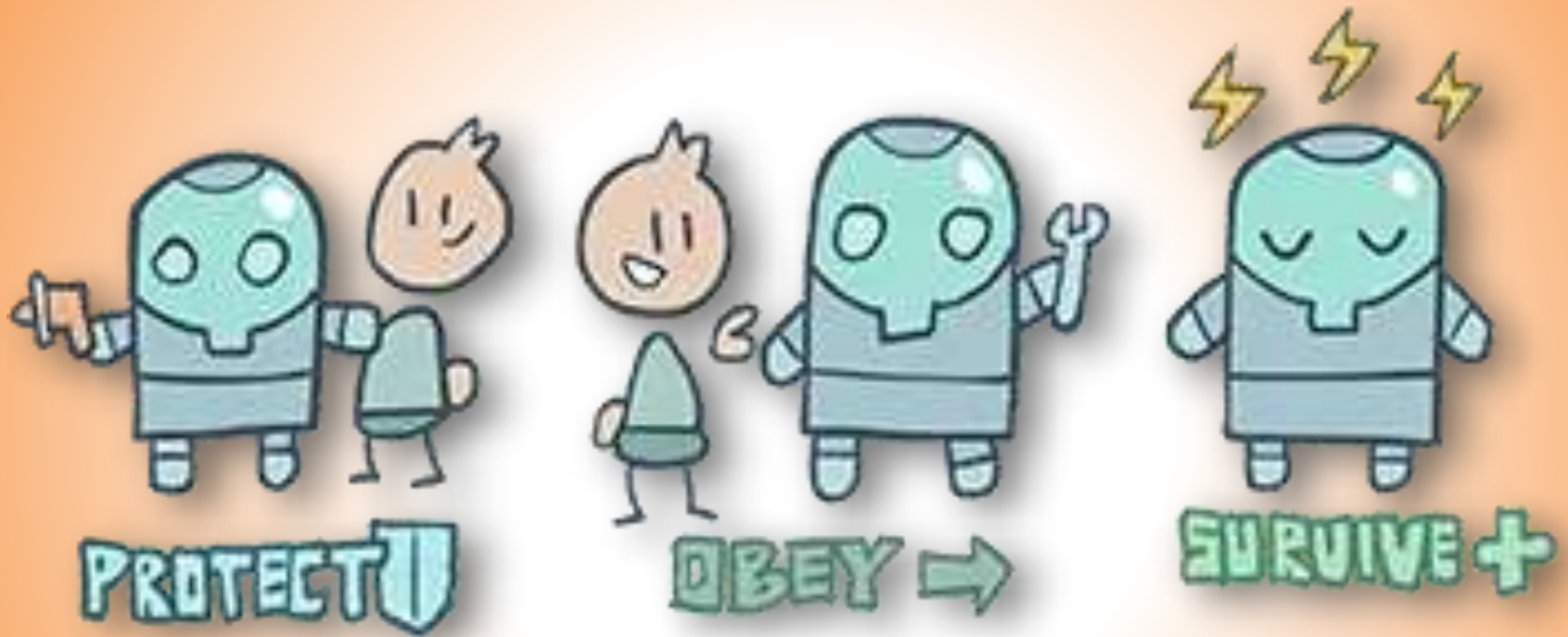
Isaac Asimov: The Three Laws of Robotics



1. A robot may not injure a human being or, through inaction, allow a human being to come to harm.

2. A robot must obey the orders given it by human beings, except where such orders would conflict with the First Law.

3. A robot must protect its own existence as long as such protection does not conflict with the First or Second Laws.



Isaac Asimov: The Three Laws of Robotics



Google Laws of Robotics

Robots Should Not Make Things Worse

Robots Shouldn't Cheat

Robots Should Look To Humans As Mentors

Robots Should Only Play Where It's Safe

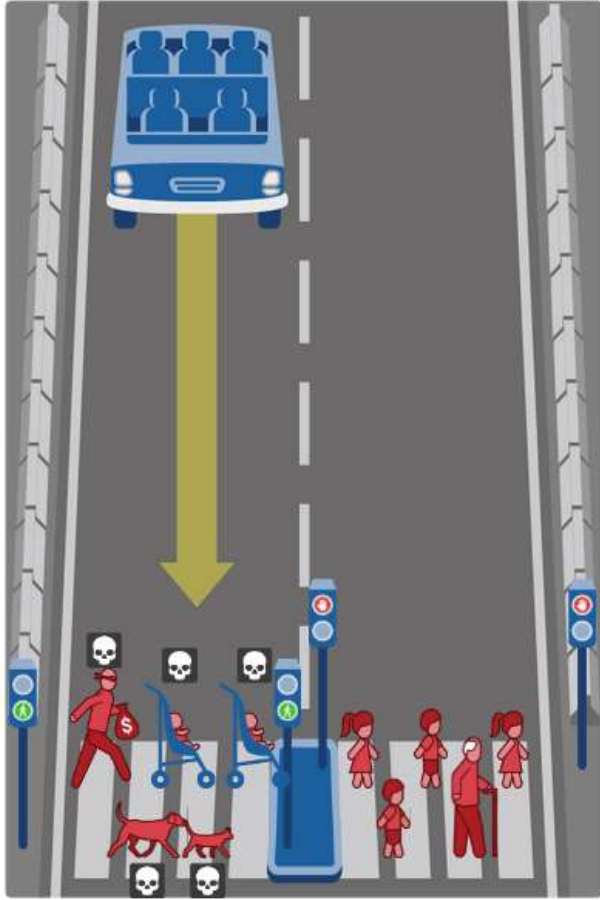
Robots Should Know They're Stupid



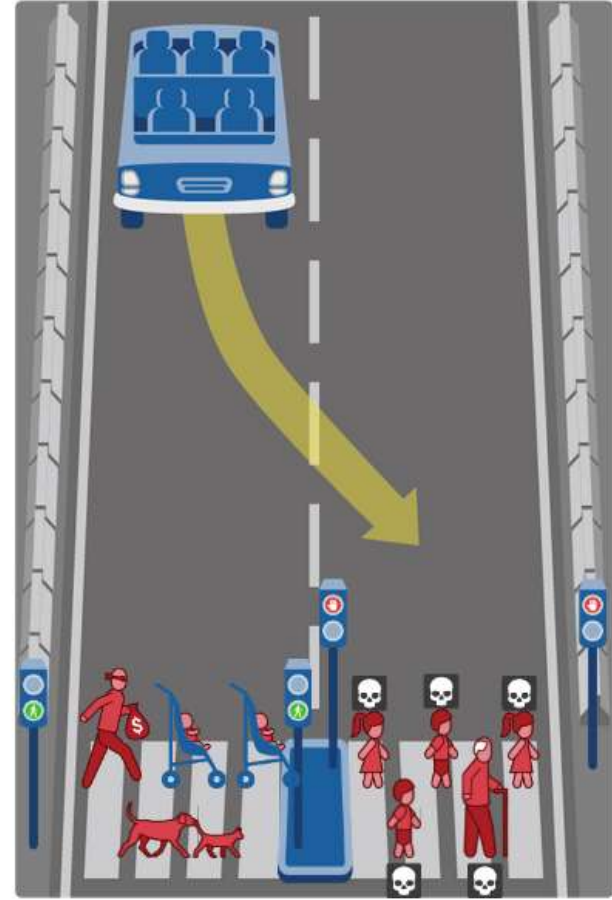
[Music]

The image shows the front of the Massachusetts Institute of Technology (MIT) building, featuring a row of white columns and a large glass entrance. A black text box is overlaid on the upper part of the image. The text inside the box reads: "RESEARCHERS AT MIT ARE ATTEMPTING TO ANSWER THESE TYPES OF QUESTIONS". The word "MIT" is highlighted in blue. The background shows the building's facade with columns and a dome, and some people are visible walking on the steps in front.

**RESEARCHERS AT MIT ARE
ATTEMPTING TO ANSWER THESE
TYPES OF QUESTIONS**



MIT The Moral Machine



<https://www.moralmachine.net/>

AUDITING THE MORALITY OF AN ACTION



Decisions

1. They are free
2. They have always two inseparable components

Technically goodness & Moral goodness

3. The decision has many influencers/conditionalities

Criteria

Key

Attractiveness?

Technical goodness?

Consequences?

Feelings ?

Moral goodness?

Degrees of morality

3. Extreme Good / Evil

2. Very Good / Evil

1. Just Good / Evil

Moral Assessment

1. **Objective** Moral Value of the act
2. Value of the **intention**
3. Value of the **circumstances**

Moral Criteria

First factor
closest to action



True Conscience

Moral Criteria

Ultimate Principle
= final word

NATURAL
MORAL LAW

Triadic Structure of the Person

PERSONAL

ESSENTIAL

NATURAL

Supernatural Goodness

Moral Goodness

Reasons / Thinking

Pleasure / feelings

H 4

H 3

H 2

H 1

Intimacy

Novelty

CO
EXIS
TENCE

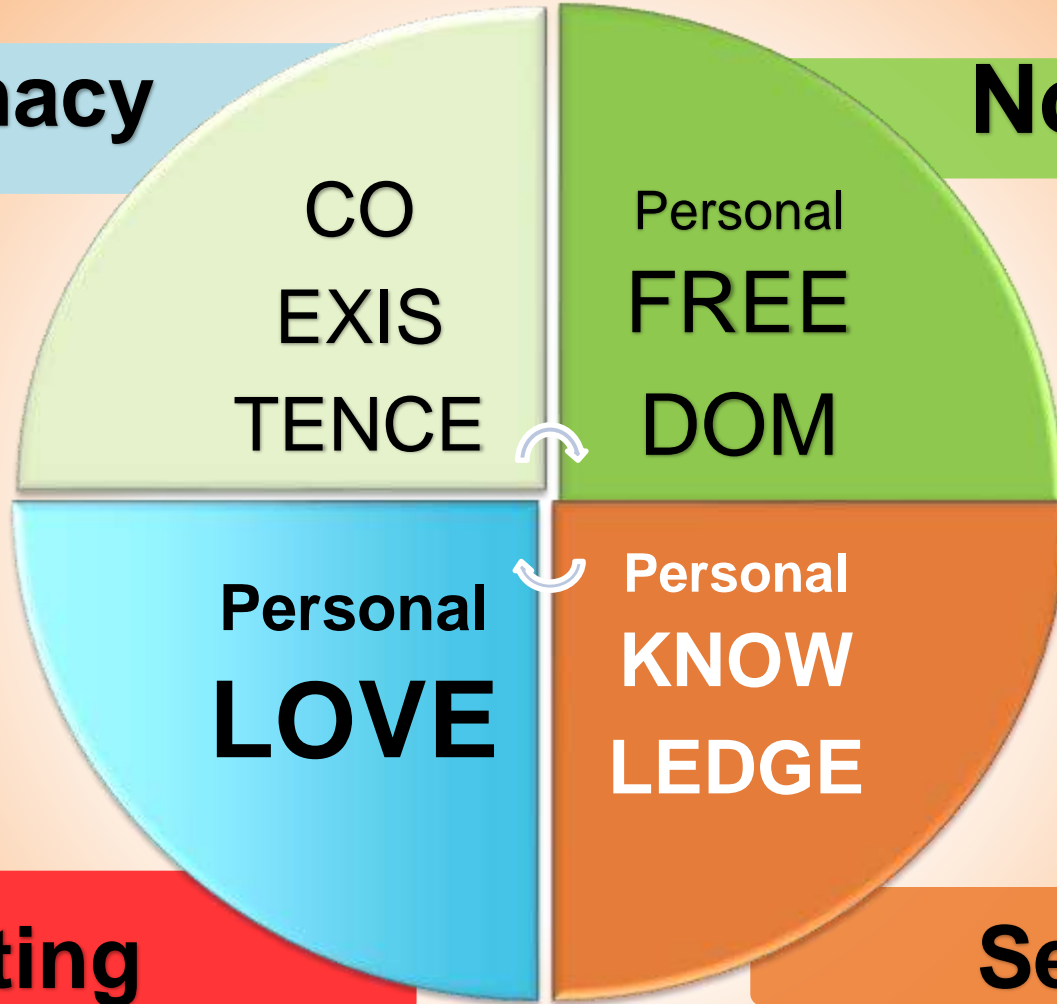
Personal
**FREE
DOM**

Personal
LOVE

Personal
**KNOW
LEDGE**

Donating

Seeking



Moral Practice

OUR VIRTUES

training

=

faster,
more accurate,
more joyful



Moral Practice



quotespedia.info

Moral excellence comes about as a result of habit. We become just by doing just acts, temperate by doing temperate acts, brave by doing brave acts.

Aristotle

Young Aristotle



Morality of Actions

The executed decision are “Actions”



Morality of Actions

ACTIONS CAN BE JUDGED FROM TWO POINTS OF VIEWS



Morality of Actions

from the outside



What we see!

Morality of Actions

from the inside

What
I really
want...



Moral action



two views of human action

Morality of Actions

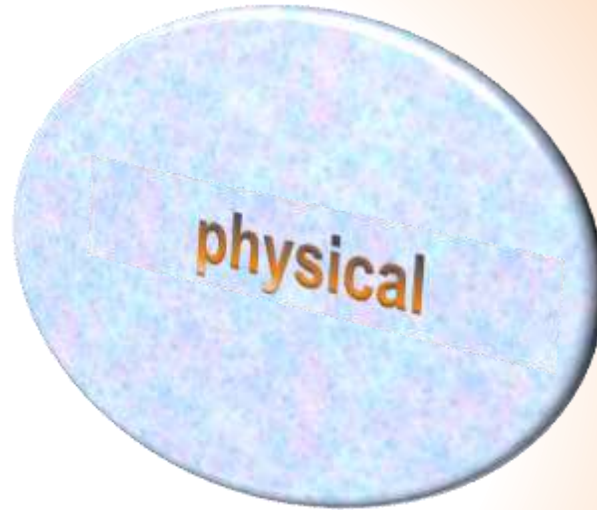
- From outside as outsiders see



- From inside is required
in moral analysis



Morality of Actions



What we see

Morality of Actions



The decision

Morality of Actions

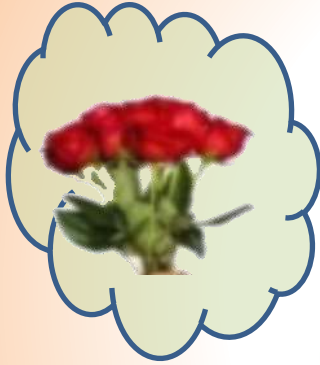
ACT



What we see

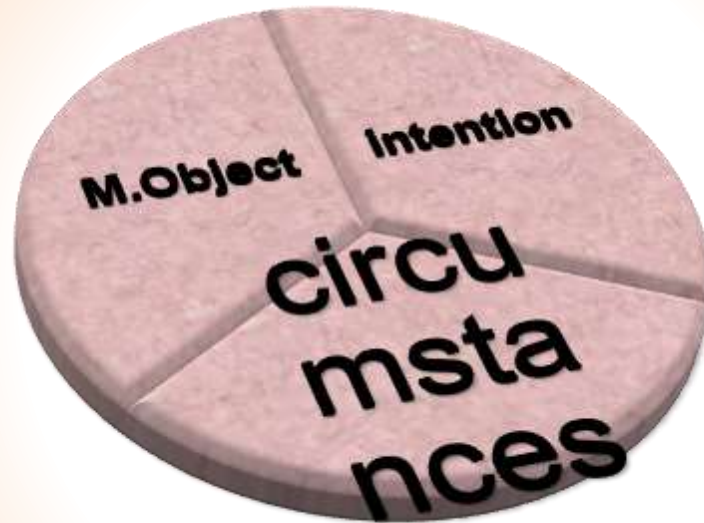
Morality of Actions

Decision



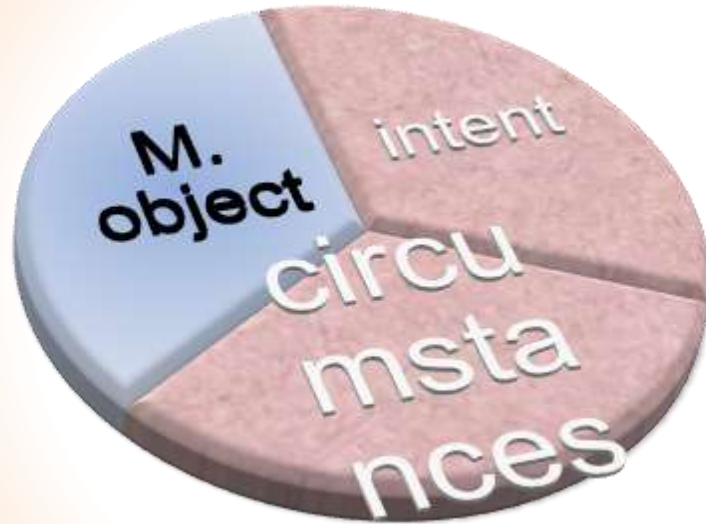
What we do not

Moral Elements



3 moral elements
of a decision

Moral Elements



Three moral elements

Moral Object

The morality of our decision

Moral Elements

subject



Joe

action



*considers the
morality*

object



act

ACT

why the moral act = object

ACTION

EXAMP LE

You are
present
at a wedding



1 MORAL OBJECT

The objective
goodness of
the decision taken
according to its nature



1 MORAL OBJECT

one for
one
for live

marital

open to
children

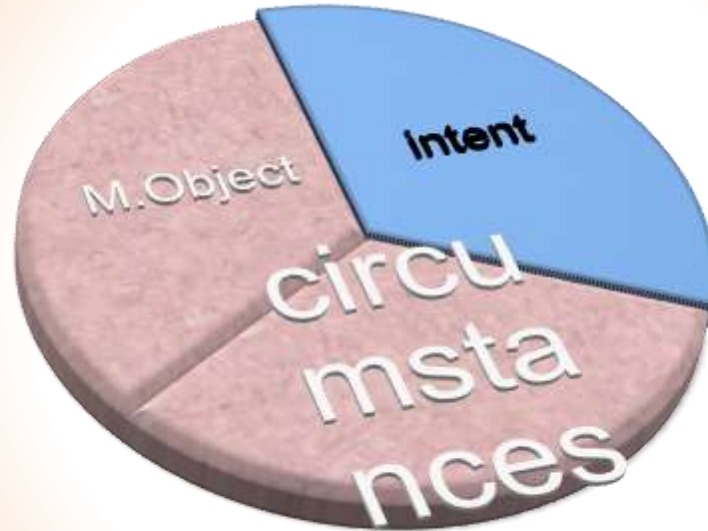


Moral Elements



deception = no marriage

2 INTENTION



INTENT

2 Intention



2 Intention



The ultimate purpose of the agent

2 Intention

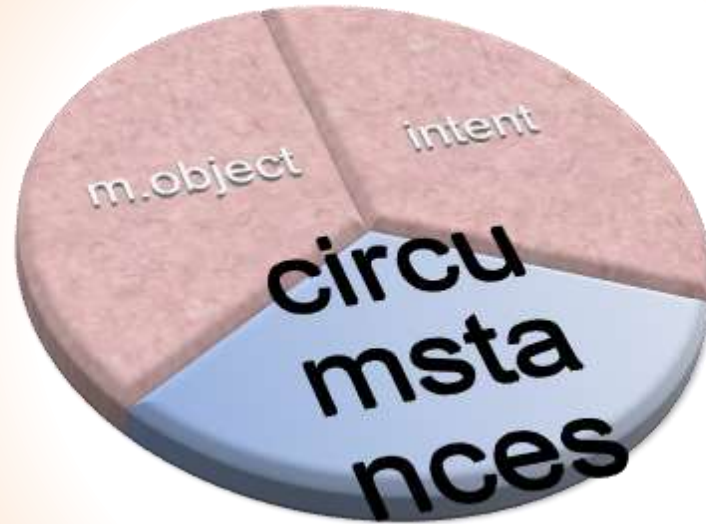
**The moral object is
marriage**



**The intentions can
be:**

- money
- citizenship
- security
- comfort
- children
- compassion

3 Circumstances



subjective

3 Circumstances

who ?
to whom ?
how much ?
for how long ?
where ?
how ?
why ?
when ?
foreseeable consequences ?
viable alternatives ?



Who



To Whom



bad neighbour

colleague

brother

spouse

how much ?



for how long ?



where ?



How ?



when ?



leisure time

working time



INTENTIONS CHAIN



Why?



money
citizenship
security
comfort
children
compassion

Forseable consequences?



Alternatives ?



Ethical Evaluation



We need the three healthy



1. moral object

2. intention

3. circumstances

Human Action



Moral object

intention

circumstances



Human Action



Moral object

intention

circumstances



M Object	Intention	Circumstances	Moral Evaluation
EVIL			EVIL
GOOD	GOOD	GOOD	GOOD
GOOD	GOOD	BAD	Depends on circumstances
GOOD	EVIL		EVIL
INDIFERENT	GOOD	GOOD	GOOD
INDIFERENT	GOOD	BAD	Depends on circumstances
INDIFERENT	EVIL		EVIL

The three elements have to healthy

Evil Moral Act

Moral Act	Intention	Circumstances	ACTION
EVIL			EVIL

evil moral object, that's it!

Good Moral Act

Moral Object	Intention	Circumstances	ACTION
GOOD	GOOD	GOOD	GOOD
GOOD	GOOD	BAD	Depends on circumstances
GOOD	EVIL		EVIL

VALUE ACTION

good in all !

Neutral Moral Object

Moral Object	Intention	Circumstances	ACTION
INDIFERENT	GOOD	GOOD	GOOD
INDIFERENT	GOOD	BAD	Depends on circumstances
INDIFERENT	EVIL		EVIL

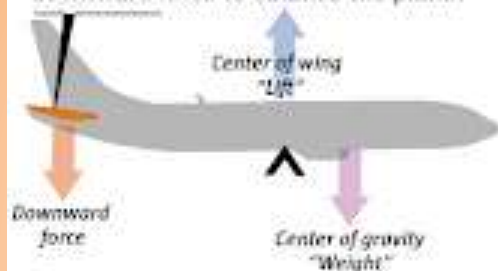
All have to be good or indifferent

M Object	Intention	Circumstances	Moral Evaluation
EVIL			EVIL
GOOD	GOOD	GOOD	GOOD
GOOD	GOOD	BAD	Depends on circumstances
GOOD	EVIL		EVIL
INDIFERENT	GOOD	GOOD	GOOD
INDIFERENT	GOOD	BAD	Depends on circumstances
INDIFERENT	EVIL		EVIL

The three elements have to healthy

With the 737 MAX's automatic system cut off, forces on the horizontal tail could make it very difficult for pilots to swivel it manually

The **horizontal tail** always exerts a downward force to balance the plane.



A small downward force on the horizontal tail tilts the nose down.



A larger downward force tilts the nose up.



Source: Peter Litzman, www.fatcom.guru

The pilots of Ethiopian Airlines Flight 302 reportedly followed Boeing's instructions and cut off the flight-control system that was pushing down the nose of the jet.



Horizontal tail

- ① Horizontal stabilizer
- ② Elevators

Pivot point of stabilizer

Air flow on elevator forces jet nose up.

Air flow on stabilizer exerts small downward force tilting nose down

Opposing force on ③ jackscrew from the elevator resists manual efforts to swivel the stabilizer down.

Airflow

The plane crashed anyway, likely because when they tried to manually move the stabilizer to pull the nose up, the forces on the tail were too strong and they couldn't move it enough.

Reporting by DOMINIC GATES, Graphic by MARK NOWLIN / THE SEATTLE TIMES



Issue identification?



what I am trying to do?
What is the issue at hand?

Information gathering



is it possible,
is it feasible,
what resources will it take,
what will need to be done?
will it improve me?
will it improve my family?

Alternatives



are there other
possibilities

Ethical Evaluation

Goodness of **what** I am trying to do?

Goodness of **why** I am trying to do it?

Goodness of **how** I am trying to do it?

What is the **moral criteria** used?

Ethical Criterion

Feelings ?

Traditions ?

Agreements = laws ?

Natural moral law ?

Scientifically known

Religiously known

Dr. Bruce Weinstein
The Ethics Guy
Keynote Speech Excerpts

ETHICS CHECKLIST

Company Code of
Ethics

Company Code of
Conduct

Policies and Procedures



ETHICAL DECISION-MAKING

1



KNOW THE FACTS

- Information you have
- Other information you need
- Separate your assumptions from fact

2



UNDERSTAND THE RULES

- Laws and regulations, contract language
- The Code of Conduct, company policies and procedures
- Industry standards and practices

3



CONSIDER YOUR VALUES

- Ethical principles: accountability, honesty, integrity, openness, respect
- Team, cultural, and personal values
- How the situation affects others and how it may be perceived

4



DISCUSS WITH OTHERS

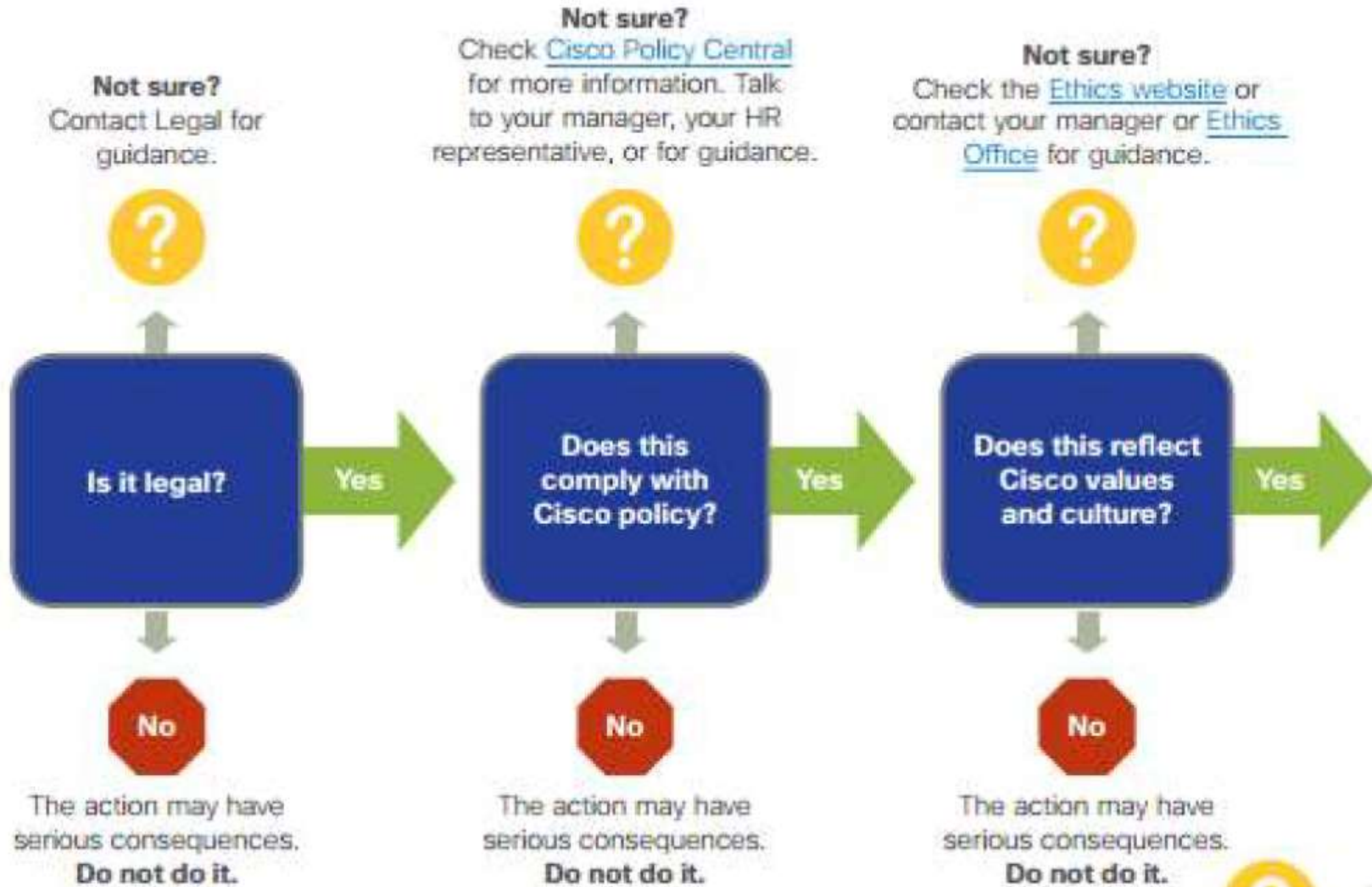
- Supervisor, program manager, team leader, or a co-worker
- HR, legal, quality, safety, security, or your local ethics officer
- Ethics helpline



What if VW had used complete decision analysis?

CHOICES		OUTCOMES	CONSEQUENCES	VALUES/GOALS
HIDE RESULTS	+ GOOD	Meet regulatory demands	VW reputation not harmed by bad results	Sales enhanced
	- BAD	Breach regulations	We get caught and with severe reputational damage Share price falls – on average 20-30% over the long term	Integrity compromised; sales suffer; long term decline in value of company
REVEAL RESULTS	+ GOOD	VW seen as being honest and trustworthy	Builds customer trust and reputation	Longer term enhances sales
	- BAD	VW cars seen as harmful to the environment	Steps needed to tackle harmful pollution—costly and time consuming	Reduction in capital for supporting other goals and values

Ask yourself:



Not sure?
Talk to your manager,
Legal, or the [Ethics Office](#)
for guidance.



**Could this
adversely affect
company
stakeholders?**

Yes

The action may
have serious
consequences.
Do not do it.

No

**Would you feel
concerned if
this appeared
in a news
headline?**

Yes

The action may
have serious
consequences.
Do not do it.

No

Not sure?

Talk to your manager,
Legal, or the [Ethics
Office](#) for guidance.



**Could this
adversely affect
Cisco if all
employees
did it?**

Yes

The action may
have serious
consequences.
Do not do it.

No



Not sure?

Talk to your manager,
Legal, or the [Ethics
Office](#) for guidance.

**The decision to move
forward appears
appropriate.**

Choosing and justifying the decision

Implementing the decision



Core Concepts in Philosophy

Lawrence Kohlberg

Moral Development: A Review of the Theory

Moral Development and Education

6 LEVELS OF MORAL BEHAVIOUR

TAB 1

TAB 2

TAB 3

TAB 4

TAB 5

TAB 6

KOLBERG'S 6

- 1 Pre conventional
- 2 **Conventional**
- 3 Post conventional



6 LEVELS OF MORAL ATTITUDES

HOME

TAB 1

TAB 2

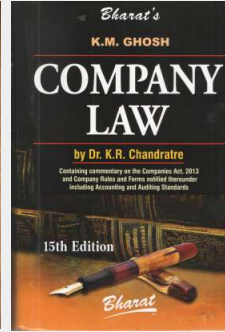
TAB 3

TAB 4

TAB 5

TAB 6

KOLBERG'S 6



PRECONVENTIONAL

CONVENTIONAL

POST CONVENTIONAL

Pre conventional = Selfish

TAB 1

TAB 2

TAB 3

TAB 4

TAB 5

TAB 6

KOLBERG'S 6

I

**Avoid
punishment**



Pre conventional = Selfish

TAB 1

TAB 2

TAB 3

TAB 4

TAB 5

TAB 6

KOLBERG'S 6

2

Obtain rewards



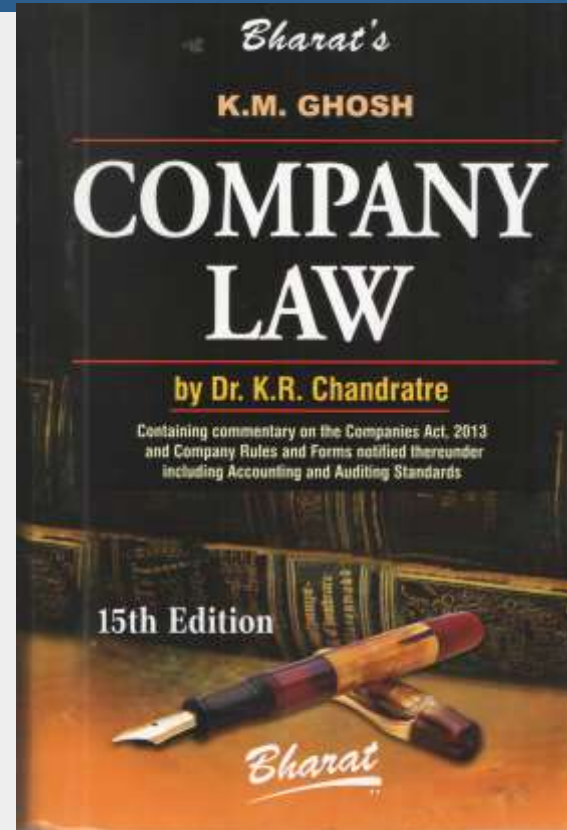
3 Group Loyalty



[TAB 1](#)[TAB 2](#)[TAB 3](#)[TAB 4](#)[TAB 5](#)[TAB 6](#)[KOLBERG'S 6](#)

4

Law and Order



5

Conscience of
common good



6

**Universal moral
principles**



PRE

- 1 Avoid punishment**
- 2 Obtain rewards**

CON

- 3 Group Loyalty**
- 4 Law and Order**

POST

- 5 Conscience of common good**
- 6 Universal moral principles**

Turn your **passion**
for doing good



Exit ticket

A couple of takes away

Suggestions



It is time to travel
Have a nice trip