

INTEGRATING ETHICAL REASONING in a SYSTEMATIC BUSINESS DECISION MAKING PROCESS

1. The principal responsibility and activity of any manager (junior, middle, or senior) is decision making. The decisions may deal with planning, organizing, leading, and/or controlling, but decision making is the fundamental thing that cuts across all of the activities of each manager in an organization.
2. Any business decision of any consequence should be made using a logical, rational process. As was said by W. Edwards Deming (UW '21), "If you cannot describe what you are doing as a process, you do not know what you are doing."
3. Every business decision that is made by a manager involves an ethical component. No decision situation lacks one. It may be minor or seemingly trivial, but there is always one (or more) present in every decision situation.
4. It is the decision maker's responsibility to assure that all of the ethical issues present in a given decision situation are explicitly identified and addressed in a logical manner.

The flowchart in the following diagram integrates ethical reasoning using Daniels Ethics Initiative principles with a systematic decision making process that can be used by business decision makers as a road map or checkpoints along the way from defining a business decision problem to implementing an ethical solution to it.

Ethical Reasoning and Daniels Principles within the Rational Business Decision-Making Process

