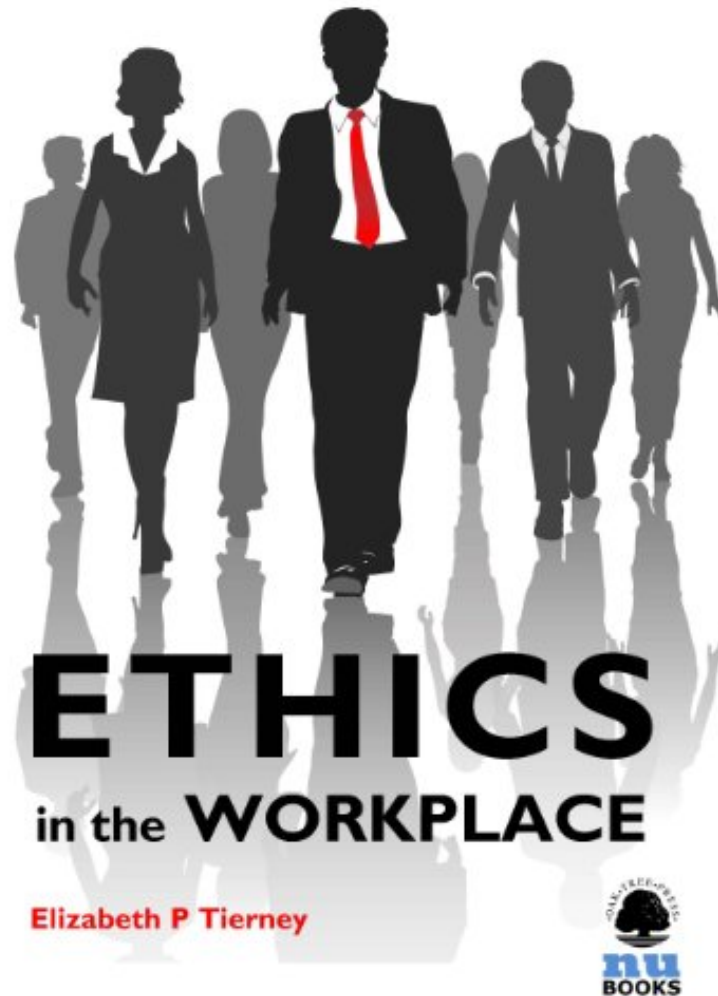


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Ethics in the Workplace

Elizabeth P Tierney

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Elizabeth P Tierney : Ethics in the Workplace before purchasing it in order to gauge whether or not it would be worth my time, and all praised Ethics in the Workplace:

2 of 2 people found the following review helpful. An Insight into the Dynamics of Ethics in the Workplace By Stock Investor "Ethics in the Workplace" was a nice afternoon read. In it, Elizabeth P. Tierney introduces the reader to significance of ethics in all members of an organization, regardless of seniority. Several ethical dilemmas were utilized to illustrate the predicament a self-aware individual is put in when he or she decides how to handle questionable courses of action. She also emphasizes the fact that ethics has no clear-cut solution and does not offer answers to those unusual circumstances. I'm one of the few fortunate individuals who never faced an ethical situation at work, but this book does help prepare me to readily appraise the various consequences of my possible actions. The main ethical

dilemma that Dr. Tierney analyzes is titled "The Boss's Daughter," where a senior manager in a large public service organization must decide if the boss's daughter's application for a current opening should be accepted even though the closing date has passed. What makes this situation more difficult is the fact that the boss personally asked the senior manager to waive the closing date rule. On top of that, the union leader received word about the boss's daughter and confronted the senior manager to discuss the daughter's problematic work history at the organization. Enclosed between two powerful forces, the senior manager weighed the implications on "which groups or individuals will be affected?" Unfortunately, there were no company policy or ethics department to refer to. Most likely, Dr. Tierney believes that each organization should operate a non-partisan ethics department that offer employees prudent advice. If I was the senior manager, I would seek out a fair and reasonable solution. Perhaps, extending the application deadline so every applicant will be considered for the position, including the boss's daughter. I'll go further and contract an outside professional human resources firm to review applications and conduct interviews for that particular position in order to eliminate any conflicts of interest. Of course, not all ethical dilemmas have a convenient escape route, some decisions must be made ad hoc. Dr. Tierney provides insight into the physiological component of ethics. She states that unethical actions are the result of motivation. That motivation is in turn the consequence of fulfilling a need. In relation, she explains the hierarchy of needs theorized by Abraham Maslow; some needs are so desired that the only method to fulfill it is to use unethical means. Some of these needs may include recognition, self-esteem, "success," acceptance, power, and money. Evidently, most of them are higher needs; needs that arise after the lower needs, food and safety, are met. Finally, Dr. Tierney reminds us of the costs of unethical decisions that are uncovered. Providing examples of negative public relations events in the introduction like Exxon Valdez, Michael Milken's insider trading, Nestle's Infant Formula, News Corp phone tapping, Bernard Madoff, and Enron's accounting fraud, she concludes "Ethics in the Workplace" by discussing the negative implications of unethical behavior on a company's goodwill. Even though goodwill is considered an intangible asset in accounting, it encompasses essential aspects of a successful company such as brand recognition, employee dynamics, and customer loyalty.

2 of 2 people found the following review helpful. Ethics in the Workplace Elizabeth P Tierney By ikarpia Ethics in the Workplace Elizabeth P Tierney I have read Ethics in the Workplace and I find it extremely interesting and useful. As a manager I often find myself in various difficult situations that I am not sure how to handle, for example while interacting with associates and customers at my workplace. A majority of companies have rules and regulations in place to guide their employees through difficult situations and facilitate conflict resolution. However, an average employee often has trouble applying these ethical guidelines to specific issues affecting him or her on a daily basis. Elizabeth P Tierney does a great job illustrating the struggles individuals face when dealing with ethical issues. She uses real people and real examples to paint a vivid picture that the reader can relate to. The readers feel that at one time or another we all have been in a situation as challenging as the one she is talking about. Elizabeth P Tierney walks us through the problem and brilliantly describes the dilemma the individual has to deal with. Tierney takes the reader thorough the situation analyzing possible solutions and consequences of the individual's choices but does not try to answer the question or suggest what the individual should do. She makes it clear that there might not be a clear solution to the problem or the situation and it is only up to the person who is in the situation to weigh the possible outcomes and decide what is the best way to go. As a manager myself I find that even though the companies have some kind of ethical codes those codes are very flexible and very often vague. Ethics in a Workplace helped me to gain a better understanding on how to approach ethical issues and what to take under the consideration when making an attempt at solving them. Very often we do not take enough time to consider all the possible outcomes. Also, we do not think about who and how can be effected by the decisions we make. It is also extremely important to consider how our careers might be affected by our ethical choices, not only directly, but also over the long term. Ethics in the Workplace also made it a little clearer to me what the reasons are behind the decisions people make. I could never understand why associates do the things that are clearly wrong to me from the managerial perspective. However, in many cases associates think that they are helping their coworkers or they are convinced that they are doing the right thing. Ethics in the Workplace is a relatively easy, short read, but proves valuable. I think that many people would find it useful in their everyday lives. Especially those individuals who are about to transition from an academic setting to a professional environment should put it on their must-read list. I would recommend it to graduating seniors hunting for their first full-time positions.

Ethical dilemmas are tough problems to solve because they have a variety of implications, are worrisome and filled with intangibles. They may involve situations that are potentially harmful to people or to the planet and may affect a variety of stakeholders. But not all of them have multi-million euro implications; some of them occur day-to-day in our offices. As managers, we should encourage our staff to pay attention to the ethical dimension today of what they are doing or not doing and be aware of how short-term solutions may have lasting consequences.