

**IMPROVING PERFORMANCE AND PROFITS BY ENHANCING
ORGANIZATIONAL ETHICS AND INTEGRITY**

WORKSHOP OPTIONS

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Denis Collins is Professor of Business at Edgewood College in Madison, Wisconsin, where he teaches classes in management and business ethics and is a Sam M. Walton Free Enterprise Fellow. He holds a Ph.D. in Business Administration from the University of Pittsburgh. Professor Collins has published numerous books and articles in the areas of participatory management and business ethics, including his latest book *Behaving Badly: Ethical Lessons from Enron*. He currently serves on the Editorial Boards of *Encyclopedia of Business Ethics and Society*, *Journal of Business Ethics* and *Journal of Academic Ethics* and has served on the Board of Governance for the Social Issues in Management Division of the Academy of Management and the International Association for Business and Society. Three times he was voted the outstanding MBA faculty member at the University of Wisconsin-Madison in *Business Week's* survey of alumni. Professor Collins was a finalist for the Academy of Management's Distinguished Educator Award.

Why an Ethics Workshop?

Ethical work cultures are financially beneficial because they enhance employee and customer trust, satisfaction, and loyalty. Ethical compliance is also a desired goal from a legal perspective. According to the 1991 Federal Sentencing Guidelines, organizations are accountable for the conduct of their employees and for all business decisions and outcomes. Organizational fines for misconduct can be reduced by 95 percent or increased by as much as four times a specified amount, based on its due diligence and ethics compliance programs. Conducting annual ethics workshops demonstrates good faith efforts for ethical compliance.

The following chart summarizes workshop topics that Professor Collins has developed to meet the various needs of organizations interested in enhancing the ethical standards of their employees. Clients should choose two or three workshop topics for a 2-3 hour session.

Organizations wanting an ethics “primer” typically begin with workshops #1, #2, and #6, where participants learn about the financial benefits of ethical performance (Workshop #1), apply an ethical framework to a dilemma (Workshop #2), and then provide feedback on how well the organizational members live up to the aspirations in the code of ethics (Workshop #6).

WORKSHOP TOPICS AND ACTIVITIES	TIME
1) Financial Benefits of an Ethical Work Culture: Workshop participants will learn how an ethical work culture financially benefits your organization and seven methods for enhancing ethical performance.	1 hour
2) Applying Ethical Analysis to Decision-Making: Workshop participants will learn an ethical framework for decision-making by exploring a hypothetical or real company policy that is ethically contentious, or a hypothetical or real ethical dilemma.	1 hour
3) Enhance Trust By Better Understanding Yourself and Others: Workshop participants will conduct a work-related Myers-Briggs Personality Assessment that helps to increase trust and understanding within work groups and how to apply the results to improve performance.	1 hour
4) Hiring Employees with Appropriate Values: Workshop participants will develop real-life ethical dilemmas that can be used during the job interview process.	1 hour
5) Creating a Code of Ethics: Workshop participants will develop a code of ethics for your organization or particular work unit.	1 hour
6) Employee Feedback on Code of Ethics Performance: Workshop participants will evaluate how well employees embody your organization’s code of ethics, offer feedback related to good behaviors, identify ethical risks, and develop action plans for improvements.	1 hour
7) Common Rationalizations for Unethical Behaviors: Workshop participants will explore and critique several common reasons for employee unethical behaviors.	1 hour

8) Employee Suggestion Systems and Gainsharing: Workshop participants will learn how to implement an employee suggestion and bonus system such as gainsharing.	1 hour
9) Distributing Scarce Resources: Workshop participants will explore the ethics of distributing scarce resources and Machiavellian power games to increase awareness of ethical issues.	1 hour
10) Assessing and Improving Teamwork: Workshop participants will assess team performance and learn how to improve collective results by enhancing trust and the use of constructive conflict.	3 hours
11) Attainable Work Goals: Workshop participants will use Management-By-Objectives to create attainable work goals.	1 hour
12) Ethical Performance Measures: Workshop participants will create measures for evaluating employee ethical behavior as part of the performance appraisal process.	1 hour
13) Ethical Compliance Audit: Workshop participants will develop an ethical compliance audit system for your organization or a work unit.	1 hour
14) Organizational Integrity Check-Up: Workshop participants will use a systematic integrity checklist to evaluate your organization or a work unit.	1 hour
15) Total Quality Ethics Assessment: Workshop participants will conduct a Total Quality Management assessment of a specific identified ethical risk.	1 hour
16) Environmental Performance: Workshop participants will learn “The Natural Step” environmental management framework and how to apply it to your organization or a work unit to improve environmental performance.	1 hour
17) Relationships with Non-Governmental Oversight Mechanisms: Workshop participants will examine employee interactions with auditors, lawyers and other external groups that monitor organizational ethics.	1 hour
18) Sarbanes-Oxley: Workshop participants will learn about Sarbanes-Oxley accounting reforms, and how to apply them to your organization or a work unit.	1 hour
19) Federal Sentencing Guideline Requirements: Workshop participants will learn about the Federal Sentencing Guideline Requirements and how to apply them to minimize ethical risks and fines.	1 hour
20) Legal Risks: Workshop participants will review key laws applicable to your organization or a work unit.	1 hour
21) What Happened at Enron? Workshop participants will explore ethical dilemmas experienced at Enron to raise awareness about work-related ethical issues.	1 hour