

Ethical Values: Organizational Structure and Culture

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A JUST ORGANIZATION

- JUSTICE in general: The rightness of social relationships (of all sorts).
- JUSTICE about Ethics and Ethical Conduct, for Military Medical Personal:
 - Dual Roles
 - Values/Ideals often in Conflict
 - Within an Hierarchical Organization

JUSTICE about Ethics and Ethical Conduct: Two Implications

- 1. AFFIRMING THE ROLE OF DECISION-MAKERS TO MAKE COMPLEX ETHICAL JUDGMENTS IN UNIQUE SITUATIONS**
- 2. PROVIDING COMMUNICATION, EDUCATION, AND SUPPORT, AS WELL AS NEEDED ORGANIZATIONAL STRUCTURES AND PROCESSES.**

WHY FOCUS ON ORGANIZATIONAL CULTURE ?

- 1. THE ORGANIZATION'S COMMITMENT TO – AND CONSCIENTIOUS PURSUIT OF – ITS VALUES AND IDEALS**

why we should focus on organizational culture

- 2. THE NATION'S COMMITMENT TO AND CONSCIENTIOUS PURSUIT OF ITS VALUES AND IDEALS.**

THE ORGANIZATION'S INFLUENCE ON MEMBERS' JUDGMENT AND CONDUCT

Four Components of Ethical Conduct:

- **Awareness**
- **Judgment**
- **Motivation**
- **Implementation**

ETHICAL AWARENESS

- **Either foster rich awareness of the ways the organization's professed values and ideals can be furthered, or are at risk.**
- **Or leave decision-makers to their own native lights.**

ETHICAL AWARENESS

- **Organizational structures and processes produce heightened awareness of some things, lessened awareness of others.**
- **So we must test our organization's structures and processes to see what they are producing.**

ETHICAL JUDGMENT

- **Sound ethical judgment: as complex as the situation demands.**
- **The Ethical Questions of military medical personnel will often be too complex to be managed by simple rules.**

ETHICAL JUDGMENT

- **Careful Ethical Reflection and Judgment by decision-makers on the scene will be necessary and should be commended, not discouraged.**

ETHICAL JUDGMENT

- **Educate and practice military medical decision-makers to become experienced, habitual practitioners of careful Ethical Judgment.**

MOTIVATION

- **System-wide emphasis on positive Motivations, i.e. the organization's positive values and ideals, *not* on coercion/fear as a motivator.**
- **System-wide understanding that it is precisely these positive values and ideals that, when they conflict, make careful Ethical Judgments necessary.**

MOTIVATION

- **A just organization will views lapses in Ethical Judgment or conduct, *first of all*, as organizational matters, systems issues, to be reflected on and corrected first of all from an organizational-systems perspective.**
- **Additional data is needed to justify treating such lapses as markers of personal ethical failure to be punished.**

IMPLEMENTATION

Two kinds of barriers to implementing sound Ethical Judgments in conduct:

- 1. Psychological barriers, especially fear and hopelessness;**
- 2. Practical barriers needing practical assistance to overcome.**

IMPLEMENTATION

AIMING AHEAD:

- 1. Identify likely barriers and hindrances.**
- 2. Develop a repertoire of interventions to assist decision-makers implement their Ethical Judgments.**
- 3. Develop Communication systems for during, after, and before complex ethical situations arise.**

IMPLEMENTATION

A EXAMPLE TO CLOSE WITH:

THE PORTERS' STORY

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Some References (1):

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Some References (2):

- "The Gold Standard For Ethics Education And Effective Decision-Making In Health Care ," by D. Ozar in Organizational Ethics: Healthcare, Business, and Policy, vol.1, no.1 (2004), pp. 32-42.
- Ethics AdviceLine for Journalists: See www.ethicsadviceforjournalists.org