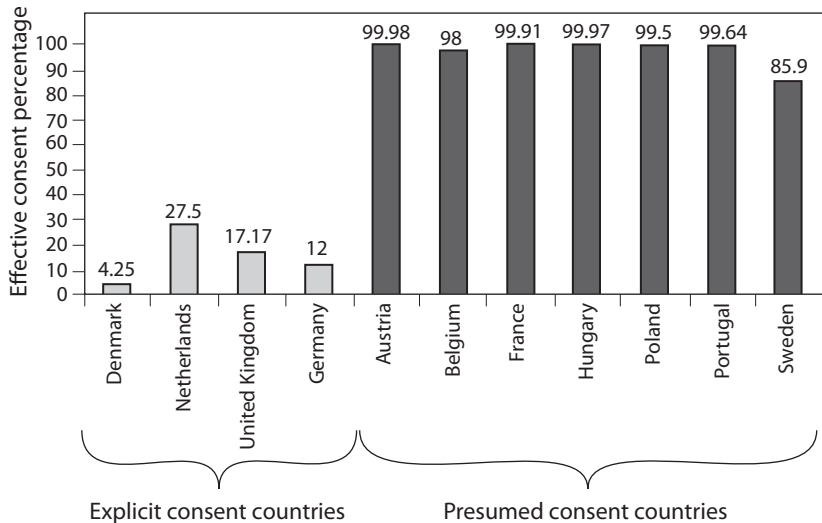Figure 1. Photograph copyright © 1965 by Ronald C. James

Figure 2. Organ donation across European countries. From E. J. Johnson and D. Goldstein (2003), "Do Defaults Save Lives?" *Science* 302:1338–39. Reprinted with permission from AAAS.
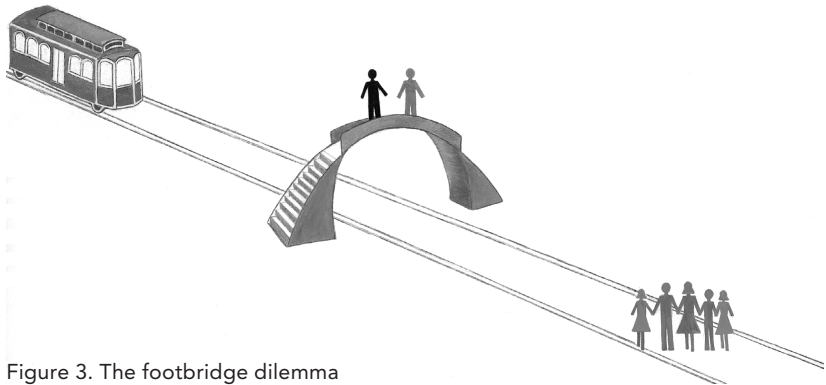
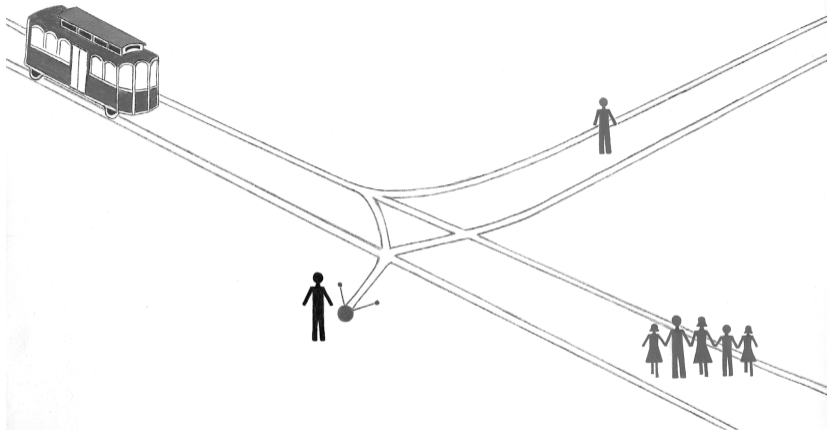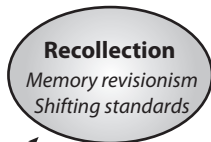Figure 3. The footbridge dilemma

Figure 4. The trolley (switch) problem

"I should behave ethically…therefore I will"

Prediction
Forecasting errors

"I should have behaved ethically…therefore I did"

Recollection
Memory revisionism
Shifting standards

Should

Want

Decision Time
Ethical fading
Visceral responses

"I don't see the ethical implications of this decision . . . so I do what I want to do"

Figure 5. A temporal perspective on the battle between our "want" and "should" selves
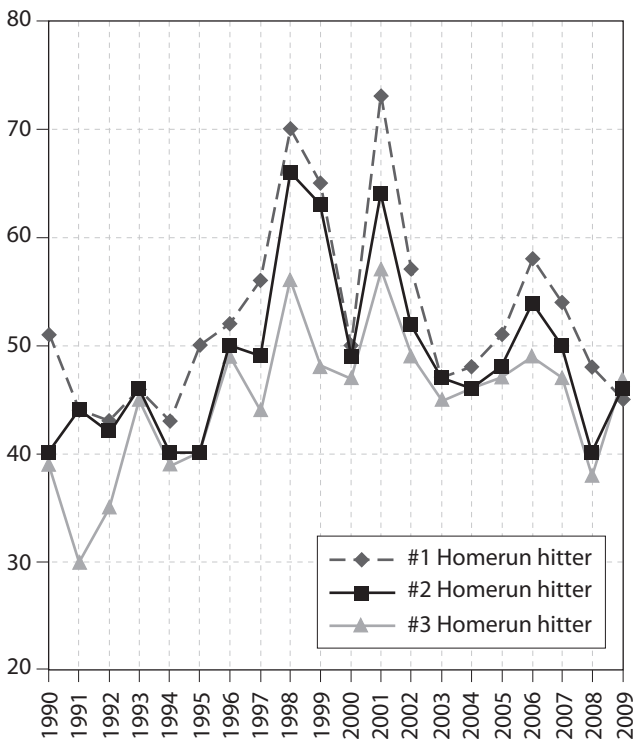
Figure 6. Home runs hit by the top three MLB players, 1990–2009

Our Credo

We believe our first responsibility is to the doctors, nurses and patients,
to mothers and fathers and all others who use our products and services.
In meeting their needs everything we do must be of high quality.
We must constantly strive to reduce our costs
in order to maintain reasonable prices.
Customers' orders must be serviced promptly and accurately.
Our suppliers and distributers must have an opportunity
to make a fair profit.

We are responsible to our employees,
the men and women who work with us throughout the world.
Everyone must be considered as an individual.
We must respect their dignity and recognize their merit.
They must have a sense of security in their jobs.
Compensation must be fair and adequate,
and working conditions clean, orderly and safe.
We must be mindful of ways to help our employees fulfill
their family responsibilities.
Employees must feel free to make suggestions and complaints.
There must be equal opportunity for employment, development
and advancement for those qualified.
We must provide competent management,
and their actions must be just and ethical.

We are responsible to the communities in which we live and work
and to the world community as well.
We must be good citizens–support good works and charities
and bear our fair share of taxes.
We must encourage civic improvements and better health and education.
We must maintain in good order
the property we are privileged to use,
protecting the environment and natural resources.

Our final responsibility is to our stockholders.
Business must make a sound profit.
We must experiment with new ideas.
Research must be carried on, innovative programs developed
and mistakes paid for.
New equipment must be purchased, new facilities provided
and new products launched.
Reserves must be created to provide for adverse times.
When we operate according to these principles,
the stockholders should realize a fair return.

Johnson&Johnson

Figure 7. Johnson & Johnson Credo. Reprinted with permission from Johnson & Johnson.

Table 1

Designing Effective Systems to Promote Ethical Behavior in Organizations

Barriers	What problems can arise?	Issues to consider
Reward systems	Reward systems don't consider the means to which people may go to achieve the goals or the potential impact on other goals.	When setting goals, brainstorm all of the side-effects of achieving the stated goal. Involve those who are actually being rewarded and ask them to identify the likely behaviors that will result.
Sanctioning systems	Punishing unacceptable behavior encourages ethical fading and increases the probability that the behavior will be evaluated via a cost-benefit analysis rather than on its ethicality.	Include ethical assessments when making decisions related to personnel, strategy, or operations. Make sure that the question "What ethical implications might arise from this decision?" is asked routinely when considering various options.
Moral compensation	Ethical acts can be used as justification for unacceptable behavior in another domain.	Have separate standards for ethical and unethical behavior. Set a zero-tolerance policy for unethical behavior. Set high expectations for ethical behavior and stress the importance of continually raising ethical standards.
Informal systems	Informal cultures and peer pressure can dominate well-intended formal ethics systems.	Inventory the organization's informal systems and work to understand the underlying pressures on employees. Strive to create positive informal cultures that reinforce ethical behavior and shun unethical behavior.