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MAJORITY of managers mean to run ethical organizations, yet

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corporate corruption is widespread. Part of the problem, of course, is that some leaders are out-and-out crooks, and they direct the malfeasance from the top. But that is rare.

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This may seem like a lot to ask of our leaders, but if they are not shining examples of ethical decision making we can not expect organizational ethical climates and outcomes to follow.

References. Bazerman, M. H., & Tenbrunsel, A. E. (April 2011). Ethical breakdowns. Harvard Business Review.

## **Unit 5: Ethical Climate and Decision Making | PSY 833 ...**

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Ethical Breakdowns. Creator. Bazerman, Max H. Tenbrunsel, Ann E. Bibliographic Citation. Harvard business review 2011 Apr; 89(4): 58-65, 137. Abstract. Companies are spending a great deal of time and money to install codes of ethics, ethics training, compliance programs, and in-house watchdogs. If these efforts worked, the money would be well ...

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Ethical Breakdowns Max H. Bazerman and Ann E. Tenbrunsel. Harvard Business Review. Originally published in April 2011. Here is an excerpt: Motivated Blindness.

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well spent. But unethical behavior appears to be on the rise.

### **Good people often let bad things happen. Why? by Max H**

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In their Harvard Business Review article “Ethical Breakdowns,” authors Max Bazerman and Ann Tenbrunsel write that intentional malfeasance is rare, but “Much more often, we believe, employees bend or break ethics rules because those in charge are blind to unethical behavior and may even unknowingly encourage it.” (See “Ethical Breakdowns,” Harvard Business Review, April 2011.)

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