

# Tools for Ethics and Values Dialogues in Poly-Cultural Manufacturing Settings



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# What is so great about the MULTI- CULTURAL WORKPLACE?

P “All of us” is smarter than “any of us”

▶ Bob Nelms, Failsafe Network

P Particularly true when people are DIFFERENT!



# What is so great about the MULTI- CULTURAL WORKPLACE?

P Cultures developed in different circumstances

- ▶ This creates different “embedded” values
  - Some were REALLY NECESSARY TO SURVIVAL
  - Some were arbitrary - such as personal preference of an influential individual

P RESULT: Any given individual may not have a tendency to “see” a certain “solution,” or even the existence of the problem, while it is obvious to someone else.

# Why is it so hard to talk about VALUES with people from different cultures in the workplace?

P No time

P Hierarchy

P No common language

- ▶ Values and Ethics are spoken about mainly in religious institutions



# Sectarian values and ethics training is important.

P It is part of how humans pass on and “improve” their cultural heritage

P “Individuation” is part of MODERN WESTERN human nature

- ▶ individuals
- ▶ groups



# THIS IS ALL FINE AND GOOD....

## It's the "real world," but...

- P Many if not most sectarian groups promote teachings that say either
- ▶ Our group is better OR
  - ▶ People who do what our group promotes are better OR
  - ▶ Our group has suffered in a special way and so we are special and we need to remind our kids of all that...
- P Note: Hoopla about "wasting time in public schools teaching ethics" when "kids should learn that at home."

# Issues with Sectarian Ethics Training

P This can be a problem in the workplace in a Western Style Democracy

- ▶ People don't automatically forget their cultural backgrounds when they step in the door to work
- ▶ They may lack trust in a suggestion made by someone from a different group

P Hopefully at end of talk you will see some of the traps that can “get us” if we aren't looking...

P Hopefully you will be convinced that it is worthwhile doing a little research about other groups beliefs or at least **NOT THINKING THEY ARE “THE SAME AS YOURS.”**

## Issues with Sectarian Ethics Training

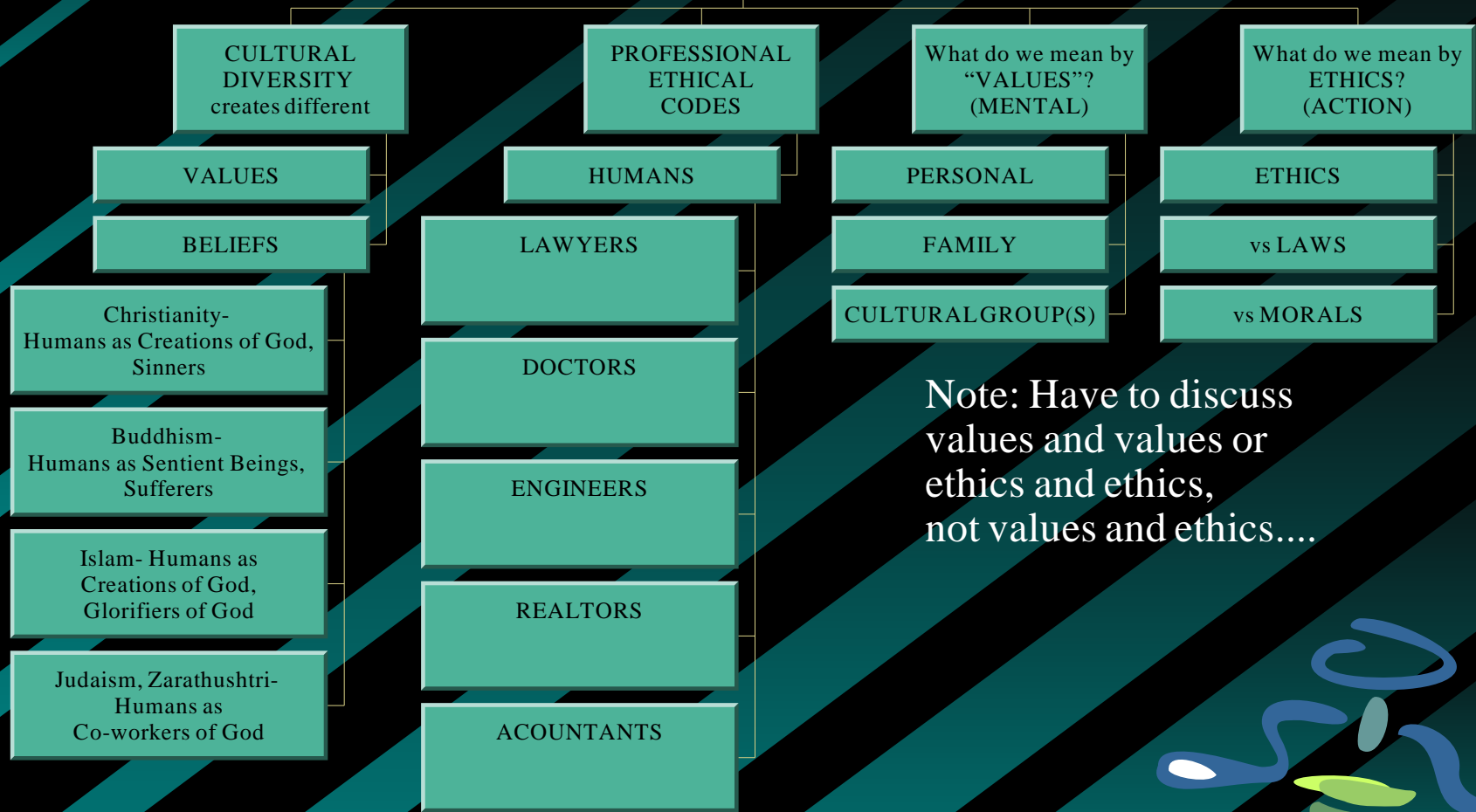
P Especially for TECHNICAL DECISIONS that MAY have repercussions in human terms.

P Example from years ago in the pharmaceutical industry

- ▶ Thalidomide- (TV) movie about saleswoman who did not want to do trials on pregnant women....
- ▶ WHY did it have to be “the woman” who noticed this?



# Communication Problems in Multi-Cultural Settings



Note: Have to discuss values and values or ethics and ethics, not values and ethics....



# What do we mean by “Values” ???

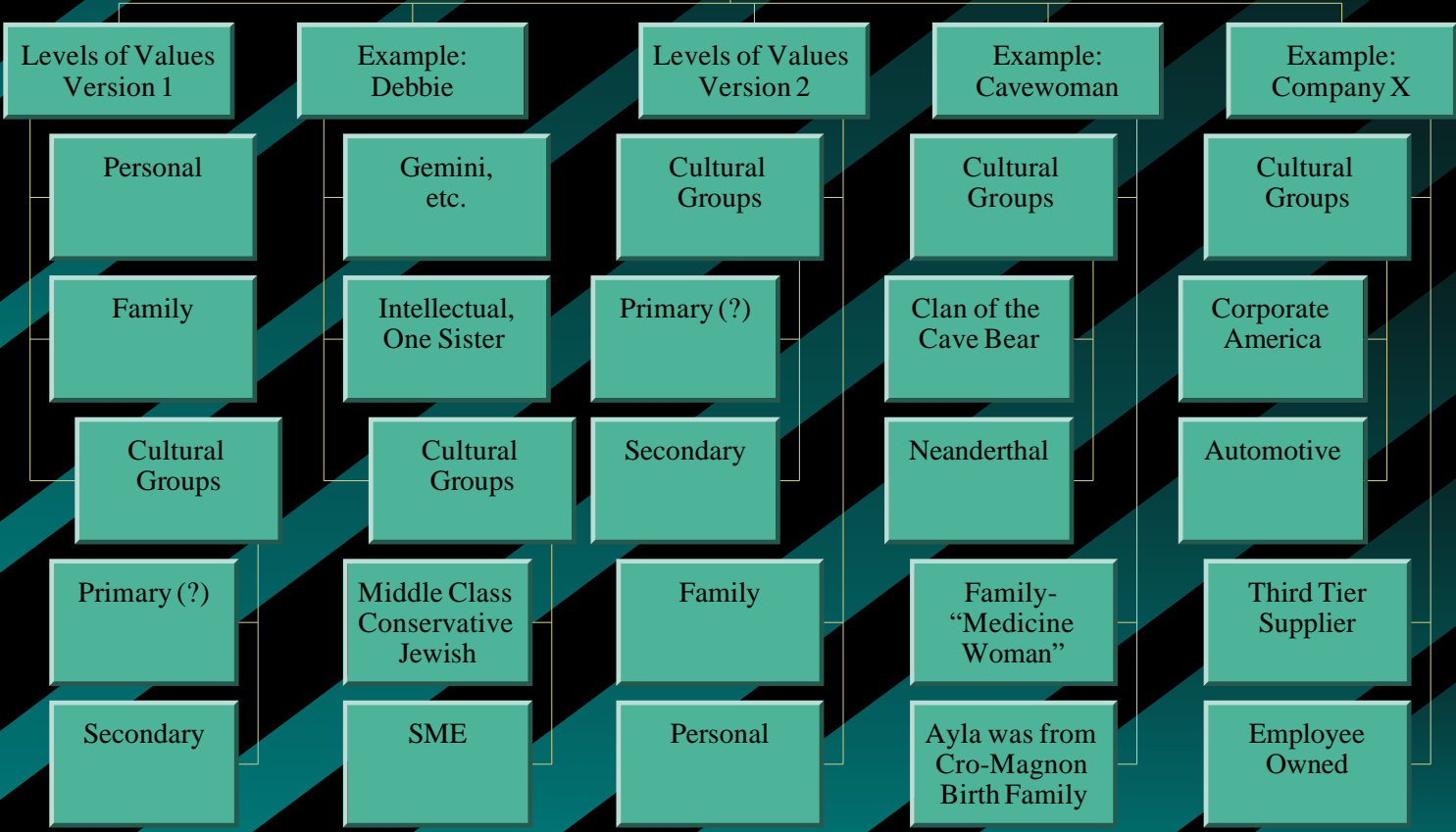
Three lower bullets From Webster’s New World Dictionary

P Values are the foundation on which we build our ethical systems

- ▶ that quality of a thing according to which it is thought of as being more or less desirable, useful, estimable, important, etc.; worth or the degree of worth
- ▶ **that which is desirable or worthy of esteem for its own sake; thing or quality having intrinsic worth**
- ▶ [pl.] the social principles, goals, or standards held or accepted by an individual, class, society, etc.

# NESTED and / or OVERLAPPING VALUES

## Origin of Values



# WHAT IS ETHICS?

## WHAT ISN'T ETHICS?



- P ETHICAL BEHAVIOR IS DEFINED BY PHILOSOPHERS AS DOING WHAT OTHER PEOPLE WOULD THINK IS THE RIGHT THING.
- P ETHICAL CODES ARE DIFFERENT FROM MORAL CODES, WHICH REFER TO WHAT YOU THINK IS THE RIGHT THING TO DO.
- P LEGAL CODES ARE DIFFERENT STILL, AND IN OUR CULTURE HAVE MORE TO DO WITH POLITICS THAN RIGHT AND WRONG.

# ETHICS, MORALS, LAWS

ARE CREATED FOR DIFFERENT PURPOSES!

ETHICS

ETHICS2

MORALS

LAWS

# ETHICS, MORALS, LAWS

AND MAY AND OFTEN DO CONFLICT!!

ETHICS

ETHICS2

MORALS

LAWS

# ETHICS, MORALS, LAWS

HOW CAN WE RESOLVE THE PROBLEM OF  
CONFLICTING SYSTEMS???

ETHICS

ETHICS2

LAWS

MORALS

# PROFESSIONAL ETHICAL CODES

SLIDE 1 OF 5

## PLAWYERS

- ▶ MUST WORK FOR CLIENT
- ▶ ALL OF US DEPEND ON THIS SYSTEM FOR OUR FREEDOM
- ▶ WE MAY NOT LIKE THE RESULTS OF THIS SITUATION SOME TIMES
- ▶ Recent example of terrorist's trial-
  - Government's atty disobeyed judge's instruction





# PROFESSIONAL ETHICAL CODES

SLIDE 2 OF 5

## PHYSICIAN DOCTORS

- ▶ MUST TAKE OATH TO “DO NO HARM”
- ▶ MOST INTERPRET THAT AS PRESERVING LIFE FUNCTION
- ▶ RECENT LOUD DISCORDANT DISCUSSIONS on “End of Life” issues



# PROFESSIONAL ETHICAL CODES

SLIDE 3 OF 5

▶ CIVIL ENGINEERS, for example....

- ▶ **MUST PROTECT “THE PUBLIC”**
  - PE’s take oath to this effect
- ▶ **Must serve employer or client**
  - Your idea of how to serve may differ from employer’s idea....
- ▶ **Must be aware of delicacy of some situations for self preservation**



# PROFESSIONAL ETHICAL CODES

SLIDE 4 OF 5

## P Professional issues for the Manufacturing Engineer

- ▶ Must serve employer or client
- ▶ Has feelings and wants to preserve own and maybe fellow workers' jobs
- ▶ Overcoming "We don't have time to do it right" attitude prevalent in management
- ▶ Overcoming "We don't have \$\$\$ to train our people" attitude



# PROFESSIONAL ETHICAL CODES

SLIDE 4 OF 5

## P Professional issues for the Manufacturing Engineer

- ▶ Overcoming “We don’t have time to do it right” attitude prevalent in management
- ▶ My personal observation: People talk “Lean” but they don’t look at the whole enterprise, they only look at **MANUFACTURING**
  - Lean manufacturing has to be based on smart component and process design principles!

# SOURCES OF INPUT TO MORAL CODES

## P HUMAN VALUES

- Individuals should not have to be slaves to other individuals

## P RELIGIOUS VALUES

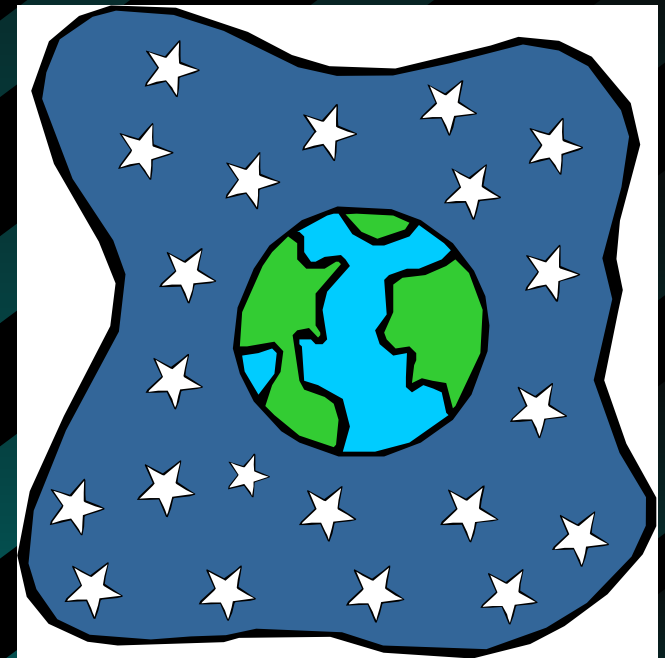
- Buddhists don't believe in using violence
- “The Golden Rule”

## P CULTURAL VALUES

- Americans believe that freedom to pursue material comfort is important
- Native Americans value living with nature

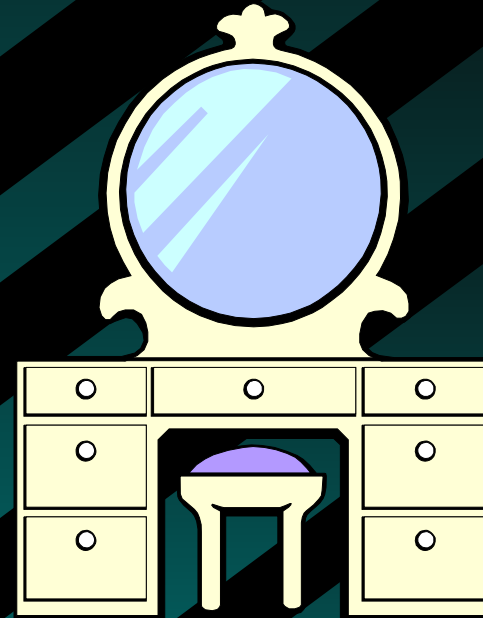
## P PERSONAL EXPERIENCE

- Hopefully we do eventually learn from our mistakes



THE EFFECTIVENESS OF  
ANY ETHICAL CODE OR MORAL SYSTEM  
depends on HUMAN DECENCY

P WE HAVE  
TO LIVE  
WITH  
OURSELVES.



# ANY ETHICAL CODE OR MORAL SYSTEM

depends on HUMAN DECENCY

**P** We must  
**CULTIVATE  
AWARENESS  
OF OTHERS.**



# What do we mean by EFFECTIVENESS OF AN ETHICAL OR MORAL SYSTEM?

## P Old Rabbi Story

- ▶ “For my sake the world was created!”
- ▶ “I am nothing but dust and ashes.”

## P Effective ethical and moral systems help to

- ▶ balance the needs of the individual
- ▶ with the needs of “the group.”

## P Unfortunately, traditional “groups” don’t explicitly include the whole earth.



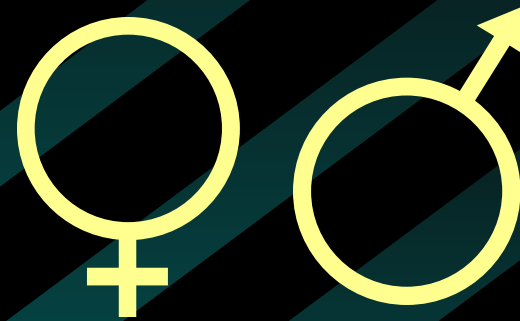


# Dealing with CULTURAL DIVERSITY

Everyone does NOT THINK ALIKE!

P Values are different from group to group

- ▶ Family vs. Work ethic
- ▶ Now versus then



P Lifetime task to learn to understand what different groups value

P Lifetime task to realize that individuals may not share values of the group you think they are in.

# Diversity is VALUABLE

Shaping a global, spiritually informed ethic....

Worked out by the Parliament of the World's Religions in Sept. 1998

- ▶ A CALL TO OUR GUIDING INSTITUTIONS
- ▶ Have respect for life
- ▶ Deal honestly and fairly
- ▶ Speak and act truthfully
- ▶ Respect and love one another

# A CALL TO OUR GUIDING INSTITUTIONS

- P Religious leaders
- P Leaders in business and commerce
- P Leaders of Government
- P People of influence in Education
- P Media moguls
- P Scientists
- P Military leaders personnel

# Leaders in business and commerce

## WE ENVISION A WORLD

- ▶ IN WHICH THE PRODUCTIVE ACTIVITIES OF HUMANS ARE CREATIVE AND VITAL
- ▶ IN WHICH COMMERCIAL EXCHANGE IS JUST, HARMONIOUS, AND CULTURALLY ENRICHING
- ▶ IN WHICH WE MEET THE ESSENTIAL NEEDS OF ALL IN A MANNER THAT CAN BE SUSTAINED WELL INTO THE FUTURE

# Code of Ethics of Engineers

## The Fundamental Principles

- P Engineers uphold and advance the integrity, honor and dignity of the engineering profession by:
- ▶ Using their knowledge and skill for the advancement of human welfare
  - ▶ Being honest and impartial, and serving with fidelity the public, their employers and clients
  - ▶ Striving to increase the competence and prestige of the engineering profession; and
  - ▶ Supporting the professional and technical societies of their disciplines

# Code of Ethics of Engineers

## The Fundamental Canons

- P Engineers shall hold paramount the safety, health and welfare of the public in the performance of their professional duties.
- P Engineers shall perform services only in the areas of their competence.
- P Engineers shall issue public statements only in an objective and truthful manner
- P Engineers shall act in professional matters for each employer or client as faithful agents or trustees, and shall avoid conflicts of interest.

# Code of Ethics of Engineers

## The Fundamental Canons

- P Engineers shall build their professional reputation on the merit of their services and shall not compete unfairly with others.
- P Engineers shall associate only with reputable persons or organizations
- P Engineers shall continue their professional development throughout their careers and shall provide opportunities for the professional development of those engineers under their supervision.

# Intellectual and Spiritual Input

For this program was provided by

