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Ethics at work: the discourse of business ethics: an investigation into ethical discourse in UK higher education and organisational contexts

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APPENDICES

THEMATIC CODES

APPENDIX A

Themes	Label	Description	Examples of category	Interview Ref.	Line No.
Theme 1	INTEGRITY	Integrity reflects a person's consistency of acts compared with their claimed values	The truth of it doesn't worry me, the facts are plainly wrong and I can prove it, but the threat to my perceived integrity does.	Dr-Ps-PC	69-70
			This MD has taken it to a level of questioning my personal integrity, and done so with a lack of integrity of his own, as he had not courage to forewarn me of his intended actions or to discuss this at an earlier stage.	Dr-Ps-PC	81-84
			I will insist on my name being cleared and probably more than that on a true and fair reference to add to my C.V.	Dr-Ps-PC	96-97
			You own sense of integrity is important to you. It is a non-negotiable, a personal necessity.	Dr-Ps-PC	115-116
			this caused big ethical issues for us, so we realized this was the problem, we wouldn't like to have it ourselves	Mn-Co-SB	22-23
			So we had to make a new policy we will not volunteer this information, but we will have to give it if asked.	Mn-Co-SB	36-37
			there is a code of conduct of conduct which is a lot more publicised than it was.... from our point of view more things are more management level .We don't have the same opportunity to be unethical. it's a bit derisory because of the unethical stuff that happened before with regard to price collusion on two occasions	Op-Co-JT	38-42
			There's some hypocrisy, whereas the idea would be taken by customers and the public that if of if someone can be flexible to accommodate, that's what you'd think being here to serve is. But as yet that's not the case.	Op-Co-JT	88-91
			As a Director I disapprove and expressed the view that he should be formally disciplined for a misuse of the company's assets, but the other Directors wanted to let it go	Dr-Co-WW	42,3
			Now I think this is a serious lack of integrity by TY, he did not disclose a personal interest, and its just plain dishonest and erodes any trust.	Dr-Co-WW	85,6

Theme 1	INTEGRITY		I am concerned, as a lack of truth telling and hiding of information	Dr-Co-WW	101,2
			I am very uncomfortable with charging a client a fee which he thinks is all for legal services	Dr-Co-CG	31-32
			The whole idea of the professional integrity of the solicitor is less strong now, at one stage client confidentiality was everything but changes in the law have swept it away.	Dr-Co -CG	41-43
			I don't welcome the change of culture, and the loss of the importance of integrity of the solicitor as a person and the focal point of the firm	Dr-Co-CG	77-78
			This does present me with problems because I am not comfortable with a process which frankly to me resembles a form of plagiarism	Mn-PS-HC	54-57
			<i>It sounds like it offends your sense of integrity</i> Well yes, basic honesty really	Mn-PS-HC	58-59
			<i>that's to do with your own personal integrity.</i>	Op-Co-YH	14-15
			Well, it is quite strong. I think it comes from my father		
			When it comes to issues of right and wrong I would be much more concerned with the basic principle of things, I can't live with dishonesty or when things aren't just.	Op-Co-YH	100-102
			<i>I think it may be to do with finding it difficult to always act in accordance with your values, maintaining a sense of integrity...</i> Probably, I need to ponder it more before doing anything.	Dir-Co-DO	76-78
Theme 2	VALUES	Values represent the cumulative core beliefs and moral perspectives which inform moral thinking and behaviour	This leads to real problems for me, I end up asking patients about things like how exercise or alcohol and having to record that on a database during the consultation. It all takes time, and sometimes the questions are actually embarrassing to ask	Mn-Co-SG	82-85
			The Chief Executive was not at all concerned with details, she wanted the headline accounts but pointedly asked not to be informed of all the details, of the minutiae. She was much more concerned with the public face of the service and with interfacing with Government	Dr-Ps-PC	23-27
			I think he resented an outside appointment from the private sector and a different approach to doing things	Dr-Ps-PC	40-41

Theme 2	VALUES	I don't think the guy's without any ethics – in fact he has quite strong views about how things should be done, more an old public sector ethic –he just can't or won't adapt to more openness, more accountability	Dr-Ps-PC	51-53
		He wants money spent on his staff, and nothing else	Dr-Ps-PC	81-88
		I will move on , I think I'll have to because I do not trust the MD's and his values, if not entirely wrong are very different from mine. What I really object to is his lack of personal courage in facing me about things. He has used pretty devious means to try to achieve his goals	Dr-Ps-PC	116-120
		the MD will find he cannot just continue be a an old fashioned line manager as he used to be, he now has to be accountable for his actions to a Board which includes people from outside the organisation who will expect him to run the Trust in the way the current Government thinks, expects, not the old ways	Dr-Ps-PC	124-128
		Yes, one policy was a communications policy, quite strong values really.	Mn-Co-SB	45
		he worked from the perspective that he thought that he knew when things were right	Mn-Co-SB	47
		sometimes you can and sometimes you can't, so you use your own discretion at times.	Op-Co-JT	30-31
		It 's a dilemma because you feel for the person, if it's not been their fault, it's through things like the way the airport's designed, and stuff like that but even then we are very clinical in how we cut off on the time to improve our punctuality	Op-Co-JT	54-57
		I don't think it 's good enough, there's an abuse of power in what happened.	Dr-Co-WW	48,9
		he has certain duties which just don't seem to register enough.	Dr-Co-WW	95
		Ethics does matter to some of us.	Dr-Co-WW	133
		now things are shrouded in conditionals...if there is no conflict of interest... and so forth. I don't like it	Dr-Co -CG	16-17
		the idea of the old professional person may seem pretty inefficient in to-day's corporate environment but it sits very uncomfortably with me	Dr-Co -CG	39-41

Theme 2	VALUES		assessing them for potential profitability rather than looking at providing a professional service. There is a real clash of values here, and the reactions of those who have been in the profession for a while has been very interesting	Dr-Co-CG	64-67
			The ethics I did before qualifying was at that time more comparable to medical ethics in content, and though as I it didn't meant that everyone necessarily followed it all the reaction of my generation to the Stoke case I told you about shows how those values are now being challenged.	Dr Co-CG	91-95
			I am happy to comply with 'doing as I would be done by' but too often what is called a 'celebration' of diversity seems to become a platform for other religious group to take liberties in a way I am not comfortable with□	Mn-PS-HC	20-23
			I think some of this conflict is down to slightly different values between the University and the College	Mn-PS-HC	109-110
			The course leader shows apparent sympathy for my views but I think is driven by a different agenda than our own College, and in the end treats people according to her values not mine.	Mn-PS-HC	117-119
			I don't think there's a general lack of some principles of honesty and hard work among the people I have worked with, but I have seen more ambitious people do less than honest things sometimes	Op-Co-YH	43-45
			Certainly she had very different values from mine and I can only respect leadership which shows a certain amount of integrity.	Op-Co-YH	63-65
			<i>Does this offend your personal values?</i> Yes I think it does, We didn't set up the trust alongside our company to see this sort of thing happen.	Dir-Co-DO	68-70
			<i>So would you say you personal values have guided what you do?</i> In the end, yes they absolutely have	Mn-Co-SG	54-55
Theme 3	LOCUS OF CONTROL	Individuals very widely in their perceived ability to change their external environment	He could not alter a Government edict that a tenth of the Trust's budget had to be directed towards private sector provision of the same service (which we were to commission) but everything else he could avoid he did	Dr-Ps-PC	41-44

Theme 3	LOCUS OF CONTROL	I have already been speaking to one of the Non-Executive members of the Board and agreed it will be scrutinized by him with the Chief Executive and also the Chairman. He is a former CEO of a large company and aware of the culture I was introducing and the reasons for the expenditures incurred, and supportive of my position against the MD.	Dr-Ps-PC	76-80
		I can go elsewhere as an FD, but will expect a reasonable financial settlement before going.	Dr-PS-PC	97-98
		Yes, I agreed ... the difference would have been the use or misuse of cameras, that might have been personal for me	Mn-Co-SB	97
		there's no leeway. Sometimes you know when there's a coach there it's not going to affect it, but you're told this arbitrary time.....Previously you made the decision, now it's being taken away.	Op-Co-JT	57-60
		The pressures of the company policy in Terminal ...(omitted)...mean we just have to comply most of the time.	Op-Co-JT	121-122
		I certainly expect to be told of anything affecting my responsibilities as a Director	Dr-Co-WW	8,9
		That sort of issue is covered on our procedures which identify the qualities we expect our people to have as employees, and certainly one we talk about as Directors of the company	Dr-Co-WW	98
		As Directors we must set the tone for what people do	Dr-Co-WW	105
		it's difficult for Directors to know exactly what's going on always, and that would in fact help us	Dr-Co-WW	124,5
		charging a client a fee which he thinks is all for legal services but could in reality be partly a fee referral to an agent, and will try not to do it where possible throughout our firm.	Dr-Co-CG	31-34
		larger firms where one office in one town may deal with for example a house buyer, and another office a seller. For us that is a very uncomfortable arrangement, it would be two of us in the same office, and we won't do it	Dir-Co-CG	51-54
		At the moment as senior partner of the firm I can set the tone for how we do things, and I can exert a lot of influence on what we will do and not do	Dr-Co-CG	80-82
		Well I do have the choice to challenge and to put my own spin on the agenda – I do have my say!!.	Op-Co-YH	31-2

Theme 3	LOCUS OF CONTROL		but that's the nature of the scheme and there is not a great deal I can do about it	Op-Co-YH	59-60
			Well, there are two of us but in the last analysis yes I do have that kind of control. It does matter to me where I lead the company	Dr-Co-DO	90-92
			<i>I suppose there is not much that you feel able to do about it?</i> No, there isn't although there is enough work out there that I do not absolutely have to work for this practice	Mn-Co-SG	88-90
Theme 4	WORK CONTEXT	The work context directly affects people's ethical concerns and the way they think about moral issues	The problem there was that the software also monitored their driving habits, where they were and when they weren't at work. So initially we had considerable reluctance from staff due to privacy issues. So this caused big ethical issues for us	Mn-Co-SB	19-22
			That's the argument which can be that you overbook the flight which goes out full, which ultimately means that passengers are paying less for their fares, because the aircraft is more efficient.	Op-Co-JT	11-13
			We do have a big push to wards punctuality, towards closing the gates minus twenty minutes. People are sometimes late through transfers to the gate through no fault of their own. You know it's not going to delay the aircraft, but you have to offload them.	Op-Co-JT	22-25
			If somebody has locally checked in and has been airside and just hasn't appeared, you don't feel obliged to help when the gate closes. Those who comes through transfers, it takes a long time to go through security processes, and sometimes they get held up by the airport authorities, and had a very stressful time. If it's the last flight of the day, for the sake of two minutes, where you know practically speaking the aircraft is still going to go on schedule, you're tempted to let them through.	Op-Co-JT	45-51
			One or two off the record chats with managers is possible, but they are pretty inflexible for now, they may change later if we keep trying to raise the issue. It's much easier to talk to colleagues who are facing the problem for real day to day	Op-Co-JT	113-116

Theme 4	WORK CONTEXT		In and around a media company there are a lot of ambitious young people seeking to get into the industry, and...things happen as you can imagine...some of it trivial, and some of it not.	Dr-Co-WW	25-28
			basically the guy selling the business had an earn-out clause in the deal– he would stay as CEO of the subsidiary and the price paid for the acquisition was to be scaled up depending on its post acquisition profits. He was a bit naïve, he did a private deal with TY offering him a bonus if he improved company profits. He thought it was a win/win .Both he and us would get more revenue if TY upped the margins, which was true, but he didn't tell us as the Directors what he had done . More importantly neither did TY who was our employee. That is where the problem arose, the CEO was not particularly trying to be dishonest	Dr-Co-WW	74-83
			The work of the Trust has previously long been undertaken by care professional who were effectively civil servants directly accountable to the Ministry of Justice.	Dr-PS-PC	10--12
			I don't think the guy's without any ethics – in fact he has quite strong views about how things should be done, more an old public sector ethic –he just can't or won't adapt to more openness, more accountability, and different ways of achieving the same goals.	Dr-PS-PC	51-54
			To be fair, the organisation will continue to do what its there to do at least up to a point, the only time it will really fall down is if the move towards the Trust being a Commissioner of the service rather than a provider	Dr-PS-PC	136-139
			that no-one becomes a solicitors without passing the ethics paper as part of the solicitors exams, but theory and practice do not necessarily, match up,	Dr -Co -CG	04-05
			there is an awful lot of, let's say, room for discretion, and it's getting to be more the case rather than less with the changes now affecting us at the moment	Dr -Co -CG	9--10
			The change is real, so for example in the past it was simply outside the Law society rules to act for both buyer and seller in property conveyancing	Dr -Co -CG	14-15

Theme 4	WORK CONTEXT		I do, but recognize that as the climate gets tougher we have to maintain a healthy self interest as a firm and let the culture become a little more hard nosed	Dr-Co-CG	97-100
			<i>Any issues with the integrity of your awards?</i>	Mn-Ps-HC	14-17
			Not really, most of the qualifications from awarding bodies we use are externally verified, and we are given self-awarding status and we have almost no problems with the accuracy of our marking processes	Mn-Ps-HC	16-17
			for the sake of my reputation I would not want it to not succeed - for one thing it might affect our future prospects in collaborations with the University	Mn-Ps-HC	76-7
			I guess they are trying to achieve different things from us at the end of the day	Mn-Ps-HC	115-116
			There's no doubt that much of the business is driven by bonuses which are a function of sales targets, and that leads inevitably lead to questionable things happening	Op-Co-YH	25-27
			<i>Would you say it is difficult to talk about moral issues at work in the banks?</i> I would have to say yes, it's not at all easy	Op-Co-YH	77-79
			I have to try to ensure that we remain profitable, or everything else falls down. So from that point of view cheap labour is very attractive There's a conflict there I haven't yet resolved.	Dr-Co-DO	72-75
			Some patients need shorter times than others, but the pressure affects how we deal with people	Mn-Co-SG	65-66
Theme 5	ORGANISAT ION CULTURE	Core values and beliefs within organisations shape the values and context of people working within them	It was a private company, and the person who owned the company was quite ethically aware, and he was very strong on policies and procedures. There were also mechanisms for feedback top down and bottom up on whether policies were effective	Mn-Co-SB	40-43
			<i>...issues concerned with the culture itself?</i> Yes, the culture and the also the processes. We would have had to send someone out, if someone didn't reply to a call within a reasonable time. In some companies this could have been done without the employees consent	Mn-Co-SB	81-84

Theme 5	ORGANISATION CULTURE		there is a code of conduct of conduct which is a lot more publicised than it was.... from our point of view more things are more management level .We don't have the same opportunity to be unethical. it's a bit derisory because of the unethical stuff that happened before with regard to price collusion on two occasions	Op-Co-JT	38-42
			Before this you used to be able to calculate time available more precisely looking at things like how full the coach was, but now with a blanket rule where people are held and can't even get through to airside because they can't conceive they've got the time	Op-Co JT	72-75
			from the latest mission that is stated in its new objective ishere to serve. That's their thing and, yet to introduce efficiencies into the operation there's rigidities . Realistically you can follow the objective of service but this times are in great contradiction to being here to serve.	Op-Co-JT	81-84
			they were always in a culture of inflexibility. There's a new culture with the new development, so for instance even down to where someone is on a fast bag drop, so some will not even check them in if they've had difficulty elsewhere and it's quiet.	Op-Co JT	93-96
			As a Director I disapprove and expressed the view that he should be formally disciplined for a misuse of the company's assets, but the other Directors wanted to let it go - he is a very effective manager and they felt that the damage to his personal reputation was quiet a punishment in itself. Apparently its made for some good stories in the corridors.	Dr-Co-WW	42-47
			In other firms where I'm a Director I've been in a position to ensure that some standards and procedures are much more carefully prescribed, particularly relating to procurement issues.	Dr-Co-WW	52-57
			That sort of issue is covered on our procedures which identify the qualities we expect our people to have as employees, and certainly one we talk about as Directors of the company. I am concerned, as a lack of truth telling and hiding of information from the Directors cannot be good for the overall climate of the company, even if there was no direct financial loss from this situation	Dr-Co-WW	98-103

Theme 5	ORGANISATION CULTURE		The previous MD was deliberately seeking to introduce a new culture and working practices into the Trust in response to central Government directives.	Dr-Co-PC	8-11
			I have already been speaking to one of the Non-Executive members of the Board and agreed it will be scrutinized by him with the Chief Executive and also the Chairman. He is a former CEO of a large company and aware of the culture I was introducing and the reasons for the expenditures incurred, and supportive of my position against the MD.	Dr-Ps-PC	76-80
			If the culture of the organisation is to revert to less transparency, more Machiavellianism in your model, terms even in the short term, I don't want any part of it	Dr-Ps-PC	120-122
			Their resistance to IT is also amazing, but that's only a symptom of an underlying resistance to change anyway	Dr-Ps-PC	128-130
			But he will think he is using resources as far as possible for the benefit of his staff, which I guess is a kind of communitarianism.	Dr-Ps-PC	148-150
			Things are moving away from quite tight rules to standards which claim to be based on outputs rather than processes.	Dr-Co-CG	13-14
			This kind of change only mirrors a change in the culture of the profession really, things are changing to a much more commercial view	Dr-Co -CG	20-21
			Also, we still rely on reputation, what people say about us, and personal recommendations, so shifts in the culture of the profession are not really welcome news.	Dr-Co -CG	54-56
			I don't welcome the change of culture, and the loss of the importance of integrity of the solicitor as a person and the focal point of the firm	Dr-Co-CG	76-77
			but our policies impose basic standards of behaviour if they are to remain on one of our courses, and works quite well	Mn-Ps-HC	10-11
			Both the College and the University have at the end of the day a culture which is results driven even if different in other ways	Mn-Ps-HC	93-95
			I think some of this conflict is down to slightly different values between the University and the College	Mn-Ps-HC	109-110

Theme 5	ORGANISATION CULTURE		I don't think there's a huge difference in culture, perhaps the way of doing things over there is a little more aggressive.	Op-Co-YH	31-2
			<i>there is an entitlement culture driving unwarranted levels of pay and creating difficulties with trust.....</i> Well I can see that, and think I'd agree with it	Op-Co-YH	33-36
			<i>would you say that there is recognizable culture across the industry?</i> Yes, there are similarities	Dr-Co-DO	22-25
			The culture of the NHS is changing, and becoming much more bureaucratic. Perhaps it's unavoidable, post Shipman	Mn-Co-SG	119-121
Theme 6	LEADERSHIP	The influence of leaders' attitudes and behaviour affects those around them	It was a private company, and the person who owned the company was quite ethically aware, and he was very strong on policies and procedures	Mn-Co-SB	40-43
			He looked at the company from the point of view that he had done the work himself, so he worked from the perspective that he thought that he knew when things were right – he was a very person oriented leader	Mn-Co-SB	46-48
			Sometimes his strong beliefs caused problems because his view was 'you must do it this way'. His philosophy (unfortunately it eventually became tarnished, but it was that 'if you treat your customers right they will treat you right'. Unfortunately over the years he had to sacrifice some of the things he would have liked to have done	Mn-Co-SB	56-61
			It was driven by the MD. The willingness to appeal to health and safety made the investment worthwhile. I'm not sure another company would have gone to the same lengths. Another SME might have abandoned it	Mn-Co-SB	76-78
			There's some hypocrisy, whereas the idea would be taken by customers and the public that if someone can be flexible to accommodate, that's what you'd think being here to serve is. But as yet that's not the case.	Op-Co-JT	87-90
			They will not do it because is what they were told when they were trained	Op-Co-JT	97
			<i>Have you been able to talk to management about these issues?</i>	Op-Co-JT	112-116

Theme 6	LEADERSHIP		Not really, or not officially. One or two off the record chats with managers is possible, but they are pretty inflexible for now, they may change later if we keep trying to raise the issue. It's much easier to talk to colleagues who are facing the problem for real day to day	Op-Co-JT	112-116
			I am a Director on a number of Boards as well as holding a Chief Executive position of another firm, and I expect a similar standard of accountability in each organisation	Dr-Co-WW	9-11
			The Directors of the company need to be told of all material facts, and we weren't	Dr-Co-WW	97
			As Directors we must set the tone for what people do	Dr-Co-WW	105
			What I am in favour of though is making all employees aware that they can make come and talk to the Directors on the days we are here for Board meetings, it would send out a signal and not be too difficult to arrange, and frankly it's would be more important as a symbol than anything. I don't expect that many people would take it up. As a Director I would be more than willing to give an hour or two to it, if arranged the same day a Board meeting	Dr-Co-WW	118-125
			In contrast the Chief Executive was not at all concerned with details, she wanted the headline accounts but pointedly asked not to be informed of all the details, of the minutiae. She was much more concerned with the public face of the service and with interfacing with Government, she left the day to day financial management to me and the operational stuff to the number two who had been a manager in the old Government linked organisation for decades. He's the person who since her retirement has been appointed as the new MD – he got the job we both applied for and I didn't.	Dr-Ps-PC	23-31
			he ignored the proper ways a Trust should do things, and worked more like a line manager than a Chief Executive	Dr-Ps-PC	45-46
			He seems to avoid all confrontation, or to even know how to deal with it. I've seen endless arguments in Board meetings when he should have intervened to resolve differences	Dr-Ps-PC	56-59
			I think his leadership style is pretty ineffective for the way things are now. He is a kind of control freak, and that has been noted by the Board	Dr-Ps-PC	108-110

Theme 6	LEADERSHIP		Using your framework I would say this MD can only do things his way, which is with a strong element of self interest	Dr-Ps-PC	146-147
			I don't like it and we will not do it, but it is no longer against professional standards	Dr-Co-CG	17-18
			We will try not to do it where possible throughout our firm.	Dr-Co-CG	33-34
			The new commercial realities stem from a different set of values as to the better way to run things.	Dr-Co-CG	79-80
			we must run as a business and so self interest is really behind much of the work we take on, but not as the cost of maintaining good relations with clients in supporting them or at the cost of moral principles	Dr-Co-CG	87-90
			We all understand what the levels of pay of Fred Goodwin for example was, and yet how the way he ran RBS inevitable led it into financial ruin...	Op-Co-YH	37-39
			I can only respect leadership which shows a certain amount of integrity.	Op-Co-YH	64-65
			The course leader and tutor for the project is certainly more interested in outcomes than processes	Mn-Ps-HC	102-103
			The course leader shows apparent sympathy for my views but I think is driven by a different agenda than our own College, and in the end treats people according to her values not mine	Mn-Ps-HC	117-119
			As an apprenticeship ambassador I do speak to the leaders of various companies and organisations in the industry, and this model will help me think how to encourage them to use the apprenticeship scheme responsibly.	Dr-Co-DO	107-110
			Yes, I would certainly this concerns leadership. The partners of course decide who works at the practice, but it's more than that.... By their attitudes when they come in to work, during the day and when they leave they have a lot to do with the way the girls behave	Mn-Co-SG	102-105

INTERVIEW KEY*e.g. Mn-Co-SB***Category:****Op** Operational**Dr** Director**Mn** Managerial**Type:****Company** Co**Public Sector** PS**Initials:****SB** Manager, Utilities**SB** Company

Director, Public Sector

PC Trust**WW** Director, Media p.l.c.**JT** Operational Staff, airline**DO** Director, SME**SG** Employed GP

Financial services

YH employee**CG** Partner, Solicitors**HC** Manager, College

APPENDIX B1

INTERVIEW TRANSCRIPT : Dr-Co-DO

1 *Thankyou for taking the time for this interview, you're obviously a busy*
2 *person . Can we just clarify your various roles?*

3 Most importantly I am a Company Director of a small film production and
4 media company which I founded, which takes up most of my time.
5 However that has provided me over the years with various industry
6 contacts, and I regularly take on Consultancy work with some of the UK's
7 major film production and facilities companies, with Broadcast
8 organisations and theatre companies. The company I run devotes a
9 proportion of its profits to a 'trust' (strictly speaking it is a company
10 limited by guarantee) which aims to help young people get a start to their
11 careers in the media industry... that has been the reason I also took on
12 the role of an ambassador for the Government Apprenticeship scheme.

13 *That's quite a varied number of roles, I don't know where you get the*
14 *time.*

15 Yes they are, and neither do I... but they are all linked, and I find I can
16 get people to run the company for short periods of time when I'm working
17 elsewhere. I also find that the contacts in larger organisations helps our
18 own small business to get more work.

19 *So you get to work in some very different companies than your own?.*

20 Yes, and not only companies, also a few different Government funded
21 broadcast and arts organisations.

22 *So would you say that there is recognizable culture across the industry?*
23 There's differences between theatrical production and people who want to
24 be creative behind rather than in front of the camera, and its more the
25 latter that I'm involved with. Yes, there are similarities, though I can't
26 speak for the BBC as I don't have any direct involvements with them. It's
27 a youth driven culture in may ways, and that doesn't look like changing
28 as more and more youngsters are interested in film production and
29 technology, and that is driving up the number of people wanting to get
30 into the business.

31 *That must make it pretty competitive?*

32 It certainly does, and the trust we've set up has the goal of helping young
33 people new to the industry get some experience to be able to put
34 something on a C.V, and to get a start. It's that work which has led to my
35 accepting the role of an apprenticeship ambassador, though I have to
36 confess that it is something I feel quite ambivalent about.

37 *So there's an ethical issue there - Does the framework you've seen help*
38 *you think it through?*

39 I think the answer is ... it will do!! I'm not quite there yet, there are
40 different aspects to this. Apprentices themselves have a valid self-interest
41 in getting on the work ladder, but the self-interest of exploitative
42 employers is really of a different nature. And moving through the model
43 to relational ethics, I can see how the Government will claim
44 apprenticeships are for the good of society as well as the individual, but
45 as I said just now I think there are sometimes other motives behind this.
46 In a way it's The difficulty I am facing is with the basics of the
47 Government's apprenticeship scheme itself. On the one hand, it has the
48 goal of giving young people a skills base and exposure to the work
49 environment, all those benefits of traditional apprenticeships of old. The
50 trouble is, that's not the whole story, I am plagued by the suspicion that
51 for the Government that is a pretty effective way of massaging youth
52 unemployment figures downwards rather than having the basic goal of
53 helping young people into work. There's also a bigger issue, which is the
54 wages paid to apprentices are lower than the minimum wage. The claim is
55 that it incentivises them to go on to find proper paid work, but I am afraid
56 that for employers it is just about the cheapest way to obtain paid labour.
57 I've no doubt that there are employers who use the scheme as a way to
58 lower costs, and I think that's close to being exploitative of young people
59 themselves... I even wonder if it's a temptation within my own company
60 and I haven't really made up my mind about it.

61 *Do you feel some obligations as an employer?*

62 Sometimes, but if you look at it the other way I do certainly feel that
63 sometimes there are issues to do with rights?

64 *Everyone has a right to work?*

65 It's as much to do with how much they are paid, remember these are
66 young people full of aspiration and I think quite vulnerable to an employer
67 without scruples.

68 *Does this offend your personal values?*

69 Yes I think it does, We didn't set up the trust alongside our company to
70 see this sort of thing happen. In fact we let youngsters act as trustees to
71 empower them, so I would go so far as to say it is against my
72 fundamental beliefs... the trouble is that also as the company director I
73 have to try to ensure that we remain profitable, or everything else falls
74 down. So from that point of view cheap labour is very attractive? There's
75 a conflict there I haven't yet resolved.

76 *I think it may be to do with finding it difficult to always act in accordance*
77 *with your values, maintaining a sense of integrity...*

78 Probably, I need to ponder it more before doing anything. The thing is
79 there are always every year new graduates (sometime undergraduates)
80 looking for experience in this area, so it's not going to go away and I
81 think it's probably worse than in other industries because media and film
82 production has more attraction for them

83 *Would you say there is any difference between your own company and*
84 *larger companies on this issue?*

85 I think there probably is. It is certainly the case that there are managers
86 in larger companies who think about this issue in a way similar to me – I
87 know because they talk to me about it 'off the record'. I think the
88 difference is that they don't necessarily have much say in the company's
89 big decision, but as a Company Director I do!

90 *So you have the last say and are able to control how things are done.*

91 Well, there are two of us but in the last analysis yes I do have that kind of
92 control. It does matter to me where I lead the company, I happen to
93 believe it can have a pretty strong influence in shaping young people's
94 future careers, perhaps that's why I do it... it cannot be all about the
95 money because we take on risky project to help young people which are
96 never going to give us large margins and could possibly cause the
97 company to fail.

98 *So going back to the question of organisational culture, you do see wide*
99 *differences between companies in the industry?*

100 It really depends on what your talking about – for the industry overall
101 there are similarities in ways of doing things, but when t comes down to
102 this issue of how apprenticeships are used or abused, there are lots of
103 differences and big does not necessarily mean beautiful.

104 *Thanks for your time, I know you're busy.*

105 Thankyou, I shall certainly do some thinking based on your model, and I can
106 see it will be different dependent upon whose perspective is being
107 considered. As an apprenticeship ambassador I do speak to the leaders of
108 various companies and organisations in the industry, and this model will
109 help me think how to encourage them to use the apprenticeship scheme
110 responsibly.

111 *Well I'd be very happy if we get the opportunity to talk again and add a few*
112 *more ideas...*

APPENDIX B2

INTERVIEW TRANSCRIPT: Mn-Co-SG

1 *Hi, thanks for agreeing to this interview – in absolute confidence of*
2 *course! You are working as a General Practitioner for a local NHS*
3 *Surgery?*

4 Yes, that's right, but to be perfectly clear on this I am an employee, and
5 so am not one of the partners of the practice. I work what you would
6 strictly call part-time for the practice, though some days it does not feel
7 like that! I do have a permanent salaried position there, but it is for a
8 limited number of sessions weekly and not a full-time post. I also have
9 taken on sessional work which covers an out of hours service for a group
10 of local GP practices, a facility which is organised by for them by the local
11 Primary Care Trust. Just to make it more complicated for you complicated,
12 the Trust is being replaced by a local Commissioning body under the
13 current restructuring taking place, but I expect the work to continue. In
14 fact I am now directly contracted to the Trust, but that was not always
15 the case. I originally did this work for some years employed contracted by
16 a local specialist agency, but in the end when some changes were made
17 within the Trust I was able to make a case to continue with the role at a
18 rate which was both cheaper for the Trust and better for me financially
19 than going through the agency.

20 *That's a quite complicated set of arrangements, and I guess you need a*
21 *surprising element of business acumen to get the balance right and to get*
22 *a reasonable deal for yourself?*

23 Well that's the modern NHS, and as a hard pressed GP I would have to
24 say it's pretty important not to get exhausted by too many demands and
25 to look after your own interests if you are also going to look after the
26 interests of others, which is what the oath taken by medical doctors at
27 the start of their career is all about.

28 *That's very interesting, how would you say those ideas match to the*
29 *framework that I showed you.?*

30 Well, it may be ironic that my profession begins and ends with an ethic of
31 care, but we've put a strong emphasis on self-interest in this conversation
32 so far, and in that sense I think the framework is very realistic in its
33 emphasis as significant. Looking at other aspects of this framework, a
34 'relational' ethic as you call it is really the whole foundation of the NHS in

35 the UK so for us it of course pretty central. As for ethics of principle, it
36 was those theories which were used in our ethics course at Medical School,
37 so they make sense to me, in theory at least. In practice, I don't worry
38 much about those theories in the course of my work, so the framework is
39 a useful way of bringing them to mind.

40 *So you wouldn't say you are concerned much with ethics in your day to*
41 *day work?*

42 No, I wouldn't say that at all!! – More that I don't' relate my concerns to
43 the theory we learnt at Medical School much in reality.

44 *Could I ask what those concerns might typically be?*

45 Well, there' all about money!!. No, I think that is not quite right, they're
46 about money and the provision of care. This operates at different level,
47 when I am at work my prime concern is with the well being of patients.
48 But when I am at home and having to do a tax return because of my
49 contracted work my priorities are somewhat different. I wouldn't like to
50 give the wrong impression though, the biggest satisfaction I get is making
51 a difficult diagnosis and getting it right, it can make a huge difference to
52 someone's life... on the other hand you do get to see death in a different
53 light after a while and become more accepting of it.

54 *So would you say you personal values have guided what you do?*

55 In the end, yes they absolutely have, I have wanted to be a doctor since
56 quite young, and very seldom really wished I'd chosen something else.
57 There are tremendous pressures now though, on GP's. The Government
58 seems to want to get as much work out of GP's as possible, and that's
59 being growing ever since GP's were invited to opt out of providing out of
60 hours for only a relatively small financial penalty. The Government seems
61 to have wanted to get more and more out of us ever since.

62 *How does that affect you in practice?*

63 Well, for one thing we pretty much have to comply in the end with the
64 Governments guideline for how long we spend on each consultation, and
65 that is a matter of minutes. Some patients need shorter times than others,
66 but the pressure affects how we deal with people, you simply cannot
67 overrun too much too often and cannot be as thorough in getting to know
68 the patient and their problems anymore. There are other pressures, to do
69 with what we prescribe and so on, but it's the time pressure that gets to
70 me.

71 *I suppose that's a pressure to improve efficiency, to deliver more for*
72 *less.....would you say that challenges your integrity as a doctor?*

73 Yes I would, I cannot always act the way I would like to... but it is not
74 just the Government's guideline which have created that problem. That's
75 part of it, but the Practice partners want to generate as much revenue as
76 possible and that affects our ways of working.

77 *To create a better practice?*

78 Well, not really, or only in part... it's actually a lot to do with making
79 money for them. What this means in practice is that during a consultation
80 I have to gather and record on screen more and more data about the
81 patients lifestyle... the practice is paid according to data it collects and
82 submit. But this leads to real problems for me, I end up asking patients
83 about things like how exercise or alcohol and having to record that on a
84 database during the consultation. It all takes time, and sometimes the
85 questions are actually embarrassing to ask because they are so irrelevant
86 to what the patient originally - very frustrating, and some patients do
87 notice.

88 *I suppose there is not much that you feel able to do about it?*

89 No, there isn't although there is enough work out there that I do not
90 absolutely have to work for this practice... in fact I have recently cut my
91 hours down. In all fairness though, when I took this post I had the choice
92 of working on a few different practices and I wanted to come here
93 because the atmosphere is actually quite a lot better than some I have
94 seen... some practice are hugely impersonal, and you would seldom even
95 see the Practice unless you actually needed to talk to them about a
96 patient during surgery hours. It's better that where I work, and the
97 atmosphere of the place rubs off on the girls in reception. I'm not sure
98 why, but their attitudes have a lot to do with whether a surgery is a pleasant
99 place to work or not, and has a pretty major impact on patient's attitudes
100 as well.

101 *Would you say that was a leadership issue?*

102 Yes, I would certainly this concerns leadership. The partners of course
103 decide who works at the practice, but it's more than that.... By their
104 attitudes when they come in to work, during the day and when they leave
105 they have a lot to do with the way the girls behave... and it's also to do
106 with how they feel they are treated as employees to the practice.

107 *So the partners attitudes and behaviour has a lot to do with what I would*
108 *like to call the culture of the practice.*

109 I think so , yes. All GP Practice are have to run pretty much according
110 to NHS guidelines and probably deliver a comparable level of service at
111 the end of the day, but the differences between them can be quite
112 surprising...

113 *And affects you own levels of satisfaction as well?*

114 Yes, I wouldn't really change what I do even if I had the choice, it's been
115 a lifetime's ambition. I can change where I work however(not that easily
116 but I can, and think still made the best choice at the time. Even now, I
117 probably won't change. Many of the problems I mentioned are spread
118 across the whole sector, and despite the increasing difficulties I wouldn't
119 change what I do or the satisfaction I get from it.. most of the time!! The
120 culture of the NHS is changing, and becoming much more bureaucratic.
121 Perhaps it's unavoidable, post Shipman, and also there's much more
122 readiness to challenge the medical decisions and the quality of care we
123 provide care. It could make you cynical, but I wouldn't change my
124 profession.

125 *I'm sure we need you really. Thankyou for your thoughts, after to-day I*
126 *will look at my own GP in a different light.*

APPENDIX B3

INTERVIEW TRANSCRIPT: Op-Co-YH

1 *You are still working in financial services as a client manager, and*
2 *previously worked in similar roles for two different retail banks?*

3 That's correct, one until recently in London and previously one in
4(Australasia). The previous job I held was slightly more senior, and I
5 was party to more confidential information about client monies at that
6 time.

7 *Information that was sensitive, and concerned you as to the integrity of*
8 *what was being done?*

9 I would say, so yes. Put it this way I was made aware in no uncertain
10 terms that if some sensitive information I was party to became generally
11 known, then I would be the person that would be held to have not kept
12 quiet. But I think that's something in my character, I find I have to speak
13 up if I see something I feel to be wrong.

14 *I think we have to say that's to do with your own personal integrity.*

15 Well, it is quite strong. I think it comes from my father who was unafraid
16 to challenge things he felt not right – he once to the local council to court.
17 It was widely reported in the local press which was not particularly
18 welcome to us when we were just growing up! And when I was very
19 young in the bank I once had a problem with a contractor who was
20 harassing myself and another girl. Unlike her I just had to go to my boss
21 about it and he disappeared next day and never came back...

22 *So would you say working in financial services you are bound to face*
23 *ethical challenges?*

24 Yes that's probably right, but I have a good head for figures and I am
25 pretty good at what I do. There's no doubt that much of the business is
26 driven by bonuses which are a function of sales targets, and that leads
27 inevitably lead to questionable things happening, but actually in the job I
28 do right now I am on a core salary not linked to any bonus incentives.

29 *Would you say there was any difference in the culture between banking in*
30 *London and (Australasia)??*

31 I don't think there's a huge difference in culture, perhaps the way of
32 doing things over there is a little more aggressive.

33 *There are those who say that in the UK banks there is an entitlement*
34 *culture driving unwarranted levels of pay and creating difficulties with*
35 *trust.....*

36 Well I can see that, and think I'd agree with it, though it's much more
37 obvious at senior levels than what we see. We all understand what the
38 levels of pay of Fred Goodwin for example was, and yet how the way he
39 ran RBS inevitable led it into financial ruin...that applies to very senior
40 levels though.

41 *There is a view that in corporations now an atmosphere exists which tend*
42 *to promote more aggressive and sometimes less principled people.*

43 I don't think there's a general lack of some principles of honesty and hard
44 work among the people I have worked with, but I have seen more
45 ambitious people do less than honest things sometimes. In my previous
46 job I did some work on my own initiative which led to being nominated
47 for a national prize within the firm, and my boss put my name forward
48 but at the same time made thing appear that the nominated project was
49 joint work by the both of us....and we both ended up being nominated for
50 the prize.

51 *You were not happy with that?*

52 I was not, most of my colleagues at the same level as myself thought I
53 should keep quiet and accept it as part of just the way things go at that
54 level, but I was not prepared to do that felt I had to go to a more senior
55 manager to explain to him what was going on. He accepted what I said,
56 but the nomination had been made , and didn't want me to embarrass
57 the whole firm by making it more widely known. In the event, we did win
58 the prize, and I only saw the lady concerned on the evening when I was
59 in the middle of a conversation with colleagues about it all. She saw me,
60 but was evidently embarrassed and walked out of the building on a cold
61 night leaving her coat behind!! In fact she soon after transferred to a
62 more junior role outside of London – perhaps because of what had
63 happened, I don't suppose we'll ever know exactly. Certainly she had very
64 different values from mine and I can only respect leadership which shows
65 a certain amount of integrity.

66 *It is amazing how different people are..would you to take a pen from*
67 *work for example?*

Well unless it was deliberately there to take as a promotional gift, I'd actually not be happy to do so! A few of us had a conversation at work a little while back about what we'd do if someone who had been staying in a house left money behind – I was just about alone in saying I would declare it to the authorities partly because you never know where it has come from or what the implications may be, but I remember some of most of them tried to justify keep the money... including as I recall a minister's daughter who tried to disguise the fact that she knew it might not be right but wanted to keep it anyway.

Would you say it is difficult to talk about moral issues at work in the banks?

I would have to say yes, it's not at all easy. It is different with colleagues at the same level of seniority, but even then it's all has to be done a little quietly and off the record. I would say that there were managers I could talk to inbut again not in any official capacity.

What about this framework model we have looked at ? Do you think it helps to provoke ethical thinking even if that is not necessarily with senior staff. It starts with self –interest...

It gives a very comprehensive picture, and forces you to look at things from different perspectives. As to self –interest...well I think we have to recognize that, I need my employer to sponsor me right now for a particular visa issue, which takes time effort, and cost on their part, and frankly I would not want to rock any boats right now.

Well a legitimate self-interest is a part of why we work anyway isn't it...

Of course it is, we need to recognize that as long as it doesn't crowd out other ways of considering things, and for me that could not be the case or I couldn't live with myself.

What about other way of thinking? Would you say that relational approaches to ethics figure largely? After all the banking community in the UK is pretty interrelated and what affects one bank may well affect the whole sector at least when it comes to public perceptions of trust.

Well I agree you have to get on with colleagues, and that's not something I really generally have any great problems with but when it comes to issues of right and wrong I would be much more concerned with the basic principle of things, I can't live with dishonesty or when things aren't just when it comes to recognition of your work.. in that case of the prize

104 we were talking about I won it the following year on my own anyway! So
105 the framework is helpful, and explains different ways of looking at things.
106 *Thankyou for sharing this, I'll get a transcript to you in a few days.*

APPENDIX C1

INTERVIEW TRANSCRIPT: Dr-Co-CG

Coded for Personal Influences:

INTEGRITY

VALUES

LOCUS OF CONTROL

1 *You are the senior partner for a firm of Solicitors in ??? (a rural town in*
2 *the North West of England). I would like to think that solicitors firms are*
3 *the guardians of moral business conduct in many transactions...*

4 I'd like to think so too, but in reality, well..... It is true that no-one
5 becomes a solicitor without passing the ethics paper as part of the
6 solicitors' exams, but theory and practice do not necessarily match up,
7 and even though gross misconduct will be picked up by the professional
8 body there is an awful lot of, let's say, room for discretion, and it's getting
9 to be more the case rather than less with the changes now affecting us at
10 the moment.

11 *Changes affecting your firm?*

12 Yes of course, relating to professional practice extensively. Things are
13 moving away from quite tight rules to standards which claim to be based
14 on outputs rather than processes. The change is real, so for example in
15 the past it was simply outside the Law society rules to act for both buyer
16 and seller in property conveyancing... now things are shrouded in
17 conditionals...if there is no conflict of interest... and so forth. I don't like it
18 and we will not do it, but it is no longer against professional standards.
19 The Law Society claims any breach of ethics would be investigated on the
20 merits of the case, but it is not as clear cut as it was. This kind of change
21 only mirrors a change in the culture of the profession really, things are
22 changing to a much more commercial view of the legal process, rather
23 than a professional one. I suppose we're only following what's happening
24 in places like Australia, and certainly what has happened in America. For
25 example, when I entered the profession were never allowed to advertise,
26 to tout for business, but that's all gone.

27 *Well you can certainly see that from the television adverts and hospital*
28 *chasing that goes on.*

That's commission based work, and there's more to it than that. In the past we were never allowed to pay estate agents commission for referred work, but that is no longer the case. I am very uncomfortable with charging a client a fee which he thinks is all for legal services but could in reality be partly a fee referral to an agent, and will try not to do it where possible throughout our firm.

I guess it lead to estate agents recommending solicitors apparently based on professionalism and good service but in reality based on commission?

Yes, and there is now a lack of transparency to the client. I can understand what's driving the changes, the idea of the old professional person may seem pretty inefficient in to-day's corporate environment but it sits very uncomfortably with me. The whole idea of the professional integrity of the solicitor is less strong now, at one stage client confidentiality was everything but changes in the law have swept it away. Now if we in any way suspect money laundering we are required not just to report it or face imprisonment ourselves, but also we not allowed to tell the client we have done so, which turns the whole traditional approach on its head! Again, it's understandable, but the law now makes no assumptions as to the professional integrity of the solicitor.

Do any of the changes help with your business ?

I'm not sure any of them do for our firm, they are much more help to larger firms where one office in one town may deal with for example a house buyer, and another office a seller. For us that is a very uncomfortable arrangement, it would be two of us in the same office, and we won't do it. Also, we still rely on reputation, what people say about us, and personal recommendations, so shifts in the culture of the profession are not really welcome news.

So for you trust based on reputation is a big issue?

Yes, it still affects our business a lot. Another major change is that we are now much more of a business that can be owned by any entrepreneur, it is not restricted to the legal profession. There's been is a lot of coverage in the legal press about one of the Dragons Den people who bought a couple of legal practices in Stoke on Trent. He then proceeded to tell the legal profession that we've got it all wrong, and from the moment a client walks in the door we should be assessing them for potential profitability

65 rather than looking at providing a professional service. There is a real
66 clash of values here, and the reactions of those who have been in the
67 profession for a while has been very interesting... but it comes from a
68 belief that competition ultimately improves the market.

69 *So it's not really be driven from within the profession?*

70 No, it's been forced changes driven by commercial influence on
71 Government.

72 *The opening up of legal services such as licensed will -making or*
73 *conveyancing must affect your business.*

74 Well again, I can understand that from the outside as increasing
75 competition, actually hasn't affected us that much.

76 *But you don't welcome the changes.*

77 I don't welcome the change of culture, and the loss of the importance of
78 integrity of the solicitor as a person and the focal point of the firm. The
79 new commercial realities stem from a different set of values as to the
80 better way to run things. At the moment as senior partner of the firm I
81 can set the tone for how we do things, and I can exert a lot of influence
82 on what we will do and not do with regard to commission, no win no fee
83 work , and so forth. Thankfully in a small town the more traditional way
84 of doing things still works well as regard to keeping a good reputation
85 which is still vital to our business, I think it's different in larger towns.

86 *How does our model reflect your own values and ethics?*

87 It's a fairly good reflection, we must run as a business and so self interest
88 is really behind much of the work we take on, but not as the cost of
89 maintaining good relations with clients in supporting them or at the cost
90 of moral principles... so it's quite a good model, which also reflect
91 changing times. The ethics I did before qualifying was at that time more
92 comparable to medical ethics in content, and though as I it didn't meant
93 that everyone necessarily followed it all the reaction of my generation to
94 the Stoke case I told you about shows how those values are now being
95 challenged.

96 *So as senior partner, even though the way of the world changes, you*
97 *want to still maintain some of the old values of professionalism.*

98 I do, but recognize that as the climate gets tougher we have to maintain
99 a healthy self interest as a firm and let the culture become a little more

- 100 hard nosed with regard to fee structures and so on without selling out to
101 a wholly profit driven approach - well short term profits, anyway.
102 *Thanks for your time , this was a very enlightening conversation.*
103 That's fine, we'll speak again.

APPENDIX C2

INTERVIEW TRANSCRIPT: Dr-Ps-PC

Coded for Personal Influences:

INTEGRITY

VALUES

LOCUS OF CONTROL

1 *Are there any areas where you find yourself in conflict or have difficulty*
2 *with the ethics of the decisions the Trust makes?*

3 The issue have not been with the Trust but between individuals. As the
4 Finance Director of a newly established Trust I was appointed by the
5 former Chief Executive as an external appointment new to the
6 organisation who had previously worked in the private sector. Most of the
7 personnel were transferred from a former Government Department, and
8 The previous MD was deliberately seeking to introduce a new culture and
9 working practices into the Trust in response to central Government
10 directives. The work of the Trust has previously long been undertaken by
11 care professional who were effectively civil servants directly accountable
12 to the Ministry of Justice.

13 *Did you bring in new working practices?*

14 Yes, there was a lot of work to be done in establishing the Trust. Some if
15 it was to do with legal and compliance issues, but it also involved issue of
16 probity such as establishing derogations, limits on approvals of
17 expenditure for senior staff, items needing Board approval, and so on.

18 *How did that go ?*

19 It all went very well under the previous Chief Executive. One minor
20 problem was that the Chairman also had a direct interest in the financial
21 aspects of the organisation, and was forever querying the expenditure
22 levels and ensuring budgets were fully spent but also didn't want any
23 budgets overspent. In contrast the Chief Executive was not at all
24 concerned with details, she wanted the headline accounts but pointedly
25 asked not to be informed of all the details, of the minutiae. She was much
26 more concerned with the public face of the service and with interfacing
27 with Government, she left the day to day financial management to me
28 and the operational stuff to the number two who had been a manager in
29 the old Government linked organisation for decades. He's the person who

30 since her retirement has been appointed as the new MD – he got the job
31 we both applied for and I didn't.

32 *So as Financial Director you established ensured the Standing orders were*
33 *complied with?*

34 I wrote them... there were no real issues until the former Chief Executive
35 retired and her deputy was then appointed as Chief Executive of the Trust.
36 In my view from the start he never wanted the organisation to change
37 from its former way of doing things and felt as the MD he could do
38 something about that.

39 *And that affected you?*

40 Absolutely it did. I think he resented an outside appointment from the
41 private sector and a different approach to doing things. He could not
42 alter a Government edict that a tenth of the Trust's budget had to be
43 directed towards private sector provision of the same service (which we
44 were to commission) but everything else he could avoid he did. Worse
45 than that he ignored the proper ways a Trust should do things, and
46 worked more like a line manager than a Chief Executive. Also unlike his
47 predecessor no notes were ever taken of meetings where decisions were
48 taken, and I soon found he was commissioning reports without my
49 knowledge, sometimes involving my staff.

50 *That was difficult then.*

51 I don't think the guy's without any ethics – in fact he has quite strong
52 views about how things should be done, more an old public sector ethic –
53 he just can't or won't adapt to more openness, more accountability, and
54 different ways of achieving the same goals. I can understand that ,
55 whether I agree with it or not. But there are other issues, and he lacks a
56 direct approach with people if they don't see eye to eye. He seems to
57 avoid all confrontation, or to even know how to deal with it. I've seen
58 endless arguments in Board meetings when he should have intervened to
59 resolve differences on decisions. But now there's a bigger problem,
60 recently he has got someone to review invoices for work placed by me
61 with private sector organisations, and done so in my Department without
62 my knowledge. He then got a letter prepared listing a number of items
63 spent mainly on IT systems and has together with the Trust's HR
64 manager formally notified me without warning that these are under

65 investigation as poor use of the Trusts resources. He has called in
66 external auditors to investigate in more detail.

67 *That must have come as a shock to you.*

68 Well it has, and the thing that really upsets me is that there is also a
69 direct statement that questions my integrity in the letter. The truth of it
70 doesn't worry me, the facts are plainly wrong and I can prove it, but the
71 threat to my perceived integrity does. In fact what really worries me a
72 little is the possible attempt to damage my professional reputation – my
73 Institute has its own enforceable code of ethics, and one thing I cannot
74 afford to lose is my professional standing.

75 *So you cannot leave this alone.*

76 No, I can't. I have already been speaking to one of the Non-Executive
77 members of the Board and agreed it will be scrutinized by him with the
78 Chief Executive and also the Chairman. He is a former CEO of a large
79 company and aware of the culture I was introducing and the reasons for
80 the expenditures incurred, and supportive of my position against the MD.
81 To some extent this is a clash of personalities, but this MD has taken it to
82 a level of questioning my personal integrity, and done so with a lack of
83 integrity of his own, as he had not courage to forewarn me of his intended
84 actions or to discuss this at an earlier stage.

85 *It sounds like he is not without his own standards, but is more concerned*
86 *with preserving the status quo as his version of doing the right thing, and*
87 *ready to do so at any cost.*

88 Yes, I think so. He wants money spent on his staff, and nothing else. I've
89 already pointed out to him that all financial regulations have been
90 complied with, and that there were factual errors throughout these
91 accusations, but I don't think it will make much difference. The chairman
92 has backed off any direct involvement on either side of this.

93 *What do you think is going to happen?*

94 Well. He will not be able to make the accusations stick –they are
95 exaggerated to the point to if being simply untrue. But we cannot work
96 together. I will insist on my name being cleared and probably more than
97 that on a true and fair reference to add to my C.V. I can go elsewhere as
98 an FD, but will expect a reasonable financial settlement before going. For
99 me this MD lacks integrity in working to fabricate a case behind my back,
100 and I don't want to work with him in future. It doesn't help that the Board

is split their views on his actions, and the Chairman wants to avoid getting his hands dirty with a specific issue like this.

You wouldn't go public with it.

Not as things are, no-one will be the winner, including me. The board are aware of just how different he is from the previous MD, but will live with their decision to appoint him for a while I would expect.

Will the Trust suffer?

I think his leadership style is pretty ineffective for the way things are now. He is a kind of control freak, and that has been noted by the Board.... but he is a recent appointment so for the sake of the reputation of the organisation with the Government I would expect he'll be there for a while. But he doesn't understand the need for a different culture, or that the nature of the work itself will need to change in a new environment.

You own sense of integrity is important to you.

It is a non-negotiable, a personal necessity. I will move on, I think I'll have to because I do not trust the MD's and his values, if not entirely wrong are very different from mine. What I really object to is his lack of personal courage in facing me about things. He has used pretty devious means to try to achieve his goals. If the culture of the organisation is to revert to less transparency, more Machiavellianism in your model, terms even in the short term, I don't want any part of it. Fortunately there a Board members on my side in this, and so I'm sure it will be resolved before I move on but the MD will find he cannot just continue be a an old fashioned line manager as he used to be, he now has to be accountable for his actions to a Board which includes people from outside the organisation who will expect him to run the Trust in the way the current Government thinks, expects, not the old ways. Their resistance to IT is also amazing, but that's only a symptom of an underlying resistance to change anyway, and this MD cannot conceive that any form of private contractor involvement in the Trust's business whether in a direct or supportive role can possibly be a better way of doing things.

I suppose that in the short term if you choose to leave it will only reinforce his influence on the culture of the Trust.

Well, that's true but I more or less have no choice and I think in the end the Board will hold him accountable. To be fair, the organisation will continue to do what its there to do at least up to a point, the only time it

will really fall down is if the move towards the Trust being a Commissioner of the service rather than a provider. But that's the current agenda, and at that point his leadership style and lack of skills in dealing with external people or any commercial issues will become totally inappropriate.

Thank you for being so frank about these issues. Does the framework adequately grasp different ways of looking at the situation?

Yes it does, but two people can still put a very different spin on how they see these issues. Using your framework I would say this MD can only do things his way, which is with a strong element of self interest, and this is not a private company. But he will think he is using resources as far as possible for the benefit of his staff, which I guess is a kind of communitarianism. The conflict I've described to you is somewhat personal, but you promise anonymity, and I may not give you similar details of other organisations with which I'm involved!! It's more that this one which has an ethical problem.

Well it certainly demonstrated that ethics in practice is never that clear cut, thanks again. A final question, do you think this situation could have been less awkward if Vision and Values had been clearly stated?

That's a large question! I formulated some of the formal documents defining the Trust's processes, which made little difference in practice. This is an organisation in transition, and the present culture is somewhat at odds with where how the Government would like such organisations to develop. In practice values are still transmitted by informal conversations as much as any formal statements or processes.

APPENDIX C3

INTERVIEW TRANSCRIPT: Dr-Co-WW

Coded for Personal Influences:

INTEGRITY

VALUES

LOCUS OF CONTROL

1 *Has the financial crisis had any major impact on the business?*

2 Well a little, it has affected revenues, but this business has a viable long
3 term future as long as costs are contained. I am speaking to you as a
4 director of ('AAA' *anonymized*) a media company which has around
5 twenty or so subsidiary operating companies - there are more than that,
6 but not all are not all of them are trading. As a Non-executive Director on
7 the main Board I don't expect to know what's going on in every detail in
8 each company, but I certainly expect to be told of anything affecting my
9 responsibilities as a Director. I am a Director on a number of Boards as
10 well as holding a Chief Executive position of another firm, and I expect a
11 similar standard of accountability in each organisation.

12 *Have there been any ethical challenged for you as a Director of AAA?*

13 More than you might think, and some more significant than others. On
14 the face of it this is a well run company with regular Board meetings, and
15 compliance with all of the major provisions the Governance Code
16 including the Audit Committee being controlled by the non-Executive
17 Director, and I sit on the Audit Committee. The company is large enough
18 to have its own internal audit function and the Chief Internal Auditor
19 reports to us rather than the Finance Director, so you'd think in theory
20 we'd have good eyes and ears in the company and can find out what's
21 going on, but it hasn't prevented problems arising.... At least as far as I'm
22 concerned....though these are not issues that easily come to light when
23 they happen.

24 *Can I press you further on what exactly you mean by that?*

25 You can, but this is only provided you promise absolute anonymity. In
26 and around a media company there are a lot of ambitious young people
27 seeking to get into the industry, and...things happen as you can
28 imagine...some of it trivial, and some of it not. We has a case recently of a
29 senior manager who was accidently caught late in the evening by one of
30 our security staff having ...a liaison with a much younger woman in his

office, which happens of course to be pretty comfortable and well furnished. But the real problem was that this manager threatened the guy checking on his office that if he told anyone what had happened he would ensure he got the sack. That was the wrong thing to say to him, as he promptly went out next morning, reported what had happened, and let the story be known among his colleagues in all its details...he really didn't like being intimidated.

What happened to him?

I think I was more concerned about it than my fellow directors. Both men kept their jobs, but of course the respect throughout the firm for (DR anonymized) has taken a tumble – neither the men or the women like it whatever the reasons. As a Director I disapprove and expressed the view that he should be formally disciplined for a misuse of the company's assets, but the other Directors wanted to let it go - he is a very effective manager and they felt that the damage to his personal reputation was quite a punishment in itself. Apparently it's made for some good stories in the corridors. They felt his personal life, his values are up to him..personally I don't think it's good enough, there's an abuse of power in what happened.

Is that sort of case covered by any company Code of Ethics

Only partially. We have a processes manual approved by the Board but it never covers everything that can arise –we certainly didn't see that problem coming, the guy's a married man quite prominent in his field who gets his face on the television from time to time. In other firms where I'm a Director I've been in a position to ensure that some standards and procedures are much more carefully prescribed, particularly relating to procurement issues.

Was that the biggest ethical challenge you've come across as a Director of that firm?

No, it was trivial, it hardly mattered to the business itself. We had a much more serious matter, and it's not over, at least not as far as I'm concerned.

I know there's a limit to how far I can push you on this ...

Well, I think it was a serious issue although it didn't affect shareholder value, which is what a company Director is there to represent. It was not straightforward.... essentially the company has been making series of

67 acquisitions . We get the best deal we can on the pricing of the company
68 and then once it's ours we put in a specialist manager, a bright young
69 MBA that's TY (*anonymized*), to go through the business and look at how
70 we can maximize value. He's good at it, and has done well before... in fact
71 for this acquisition he again improved the profitability of the business by
72 looking closely at its margins and working on invoicing out better
73 wherever any additional operating costs were incurred on contracts
74 (which was quite often). The problem was unexpected – basically the guy
75 selling the business had an earn-out clause in the deal– he would stay as
76 CEO of the subsidiary and the price paid for the acquisition was to be
77 scaled up depending on its post acquisition profits. He was a bit naïve, he
78 did a private deal with TY offering him a bonus if he improved company
79 profits. He thought it was a win/win .Both he and us would get more
80 revenue if TY upped the margins, which was true, but he didn't tell us as
81 the Directors what he had done . More importantly neither did TY who
82 was our employee. That is where the problem arose, the CEO was not
83 particularly trying to be dishonest, he thought it was a private matter and
84 he would pay the bonus from his own pocket... it came out in a later
85 meeting with the Group's Company Secretary. *Now I think this is a*
86 *serious lack of integrity by TY, he did not disclose a personal interest, and*
87 *its just plain dishonest and erodes any trust.* The irony is that it didn't
88 doesn't affect shareholder value, which is what we're there to protect.

89 *I guess both the CEO and TY were acting out of self-interest more than*
90 *loyalty to the new owner of the business.*

91 Well they were certainly thinking of themselves more than anything else.
92 We as Directors had formal interviews with both of them, and the CEO
93 genuinely thought it would not harm the interest of the new owner, or his
94 own position – but he has not got it right...as a Director of a subsidiary
95 company of a listed p.l.c. *he has certain duties which just don't seem to*
96 *register enough.* But my bigger problem is with TY, and there's a wider
97 issue here. The Directors of the company need to be told of all material
98 facts, and we weren't. *That sort of issue is covered on our procedures*
99 *which identify the qualities we expect our people to have as employees,*
100 *and certainly one we talk about as Directors of the company. I am*
101 *concerned, as a lack of truth telling and hiding of information from the*
102 Directors cannot be good for the overall climate of the company, even if
103 there was no direct financial loss from this situation.

104 *So you think there's an issue of culture here?*

105 Absolutely. **As Directors we must set the tone for what people do** -TY has
106 been formally warned, but I'm not comfortable that the boil has been
107 lanced. I think we can and should do more. We will certainly get someone
108 in to set up ethics training for managers, and get them to talk through
109 some sessions about their rights and responsibilities, how they should act,
110 what they can expect, and what the firm can expect from them.

111 *Do you think this framework can help do that ?*

112 Yes, I have no issue with it -it's the discussions which are more important
113 than how you get them going.

114 *Will you set up other measure like a hotline, or appoint an Ethics*
115 *Manager?*

116 I'm not so sure about that. This company is listed, but it's not a FTSE 350
117 company at the moment, and we may not be able to justify the cost.
118 What I am in favour of though is making all employees aware that they
119 can make come and talk to the Directors on the days we are here for
120 Board meetings, it would send out a signal and not be too difficult to
121 arrange, and frankly it's would be more important as a symbol than
122 anything. I don't expect that many people would take it up. As a Director
123 I would be more than willing to give an hour or two to it, if arranged the
124 same day a Board meeting. In fact I'd enjoy it, **it's difficult for Directors to**
125 **know exactly what's going on always, and that would in fact help us.**
126 That's if I'm here of course. What I really think is that TY's employment
127 should be terminated, and I'm not sure what I'll do if it isn't. I may
128 resign as a Director, I need to slim down my Directorships anyway and if
129 TY doesn't go I think I may well do so as a deliberate statement to the
130 other Board members

131 *That's quite a story, thank you for your honesty. The details of all this will*
132 *be carefully edited to make sure the company cannot be identified.*

133 You're welcome, **ethics does matter to some of us.**

APPENDIX D1

INTERVIEW TRANSCRIPT: Mn-Co-SB

Coded for Organisational Influences:

CULTURE

WORK CONTEXT

LEADERSHIP

1 *Are there any areas where you find you have questions with the ethics of*
2 *the decisions the company makes?*

3 *We had a situation where we had a fleet of vehicles –about twenty vans-*
4 *and, it was mainly in the water industry and we had people who were*
5 *working, travelling a lot, and we had problems monitoring them both for*
6 *hours work and for safety. Initially we insisted that mobile phones were*
7 *issued and when they arrived on site they phoned us and also the control*
8 *centre for where the site they were on where they worked, and when they*
9 *left they also phoned us and the control centre. What we found was that*
10 *this wasn't working, not so much at the start of the day, but at the end.*
11 *We weren't getting phone calls and it concerned us that someone may be*
12 *injured, working on their own miles away from anywhere, and they next*
13 *time they were found... and you could be in a situation where someone*
14 *has banged their head and fallen over, and may not have had a serious*
15 *injury in itself but actually die of hypothermia. So we tried to make it*
16 *more rigorous with our phones, and that wasn't working so we decided to*
17 *bring in vehicle tracking- where we put in a GPS software system that*
18 *would allow us to track exactly when they started the vehicle, when they*
19 *got to work, whenever they leave it. The problem there was that the*
20 *software also monitored their driving habits, where they were and when*
21 *they weren't at work. So initially we had a considerable reluctance from*
22 *the staff, due to privacy issues. So this cause big ethical issues for us, so*
23 *we realized this was the problem, we wouldn't like to have it ourselves.*
24 *So we talked to Vodaphone and introduced a system where they would*
25 *press a button that says 'I'm at work', or 'Not at work'. So we*
26 *introduced the button but also said that when you're not at work, you*
27 *won't get paid. Period.*

28 *So it became a control thing in a different way from the original safety*
29 *issue. What was your exact role in this?*

30 *I was the data processing Information Systems manager handling the*
31 *data processing and collating and making sure it was accurate. We also*
32 *had an issue with speeding, it would monitor their speed and their*

33 braking velocity and G forces, fuel consumption. So we could actually
34 monitor what kind of driving they do, and the problem there was if they
35 had an accident and the police knew we had vehicle tracking they would
36 say, hand over the data. So we had to make a new policy we will not
37 volunteer this information, but we will have to give it if asked

38 *So in the company was there anything like a code of conduct, or ways of*
39 *defining what was acceptable or unacceptable?*

40 It was a private company, and the person who owned the company was
41 quite ethically aware, and he was very strong on policies and procedures.
42 There were also mechanisms for feedback top down and bottom up on
43 whether policies were effective,

44 To make sure things were complied with

45 Yes, one policy was a communications policy, quite strong values really.
46 He looked at the company from the point of view that he had done the
47 work himself, so he worked from the perspective that he thought that he
48 knew when things were right – he was a very person oriented leader.

49 *Did he provoke or invite discussion from people about the ethical aspects*
50 *of business?*

51 In the early days we had weekly even daily discussions as the company
52 grew he found he had to abandon his open door policy, it just wasn't
53 practical.

54 *How did you find that compared to other companies you had worked*
55 *with?*

56 Compared to other companies, it was exceptional. Sometimes his strong
57 beliefs caused problems because his view was 'you must do it this way'.
58 His philosophy (unfortunately it eventually became tarnished, but it was
59 that 'if you treat your customers right they will treat you right'.
60 Unfortunately over the years he had to sacrifice some of the things he
61 would have liked to have done.

62 *Did the work cover major companies?*

63 Nine major companies in all. The major companies were water companies,
64 it as a business after all

65 *So the initial area of concern was the well being of the drivers - it started*
66 *as an ethical concern?*

67 Yes, well it was multiple thing, though the health and safety thing was
68 paramount. We can't deny there was an element of concern about
69 working time as well. We just wanted it to be fit for purpose.

70 *It was fully implemented?*

71 Yes, we got 100% agreement They were concerned about privacy. We
72 told them your hours are flexible, sometimes you'll leave at 3.00p.m,
73 sometimes you won't leave until 7.00p.m

74 *As the IT manager there was a bit of a conflict for you. I wonder if you'd*
75 *have had the same conflict in other organisations.*

76 It was driven by the MD. The willingness to appeal to health and safety
77 made the investment worthwhile. I'm not sure another company would
78 have gone to the same lengths. Another SME might have abandoned it.

79 *There were specific issues concerned with the culture of the organisation*
80 *itself?*

81 Yes, the culture and the also the processes .We would have had to send
82 someone out, if someone didn't reply to a call within a reasonable time.
83 In some companies this could have been done without the employees
84 consent.

85 *Or perhaps even their even knowledge? Why was it an ethical challenge*
86 *for you?*

87 Because as a management team we were concerned about it. I was
88 charged with finding a solution. As a manager, I don't want to go to
89 someone's house and say " I'm sorry , something's happened.

90 *So it wasn't a challenge to your own integrity?*

91 The main issue was..... as long as they were able to say: " I'm not
92 working don't' monitor me'. We talked to the software engineers, asked
93 them ' Can you put this in for us?' , and they agreed. They could sell it to
94 someone else.

95 *I think that get is most of the way there. It was more of a change for you,*
96 *rather than a personal conflict.....*

97 Yes, I agreed ... the difference would have been the use or misuse of
98 cameras, that might have been personal for me. But that's..... it's a
99 different issue.

100 *The framework we have considered, does it help you organize your*
101 *thoughts on this?*

102 Well, yes it helps create a balanced perspective although for me there
103 was not much of any element of self interest in the dilemma we have
104 discussed.

105 *Thanks. A final question, do you think the growing emphasis on formal*
106 *aspects of managing values would have much of an influence in this*
107 *organisation?*

108 Not really, probably because of its relatively small size. The MD set the
109 tone by the way he ran the company, and this personal presence was
110 more important than any formal mechanism in influencing how the
111 company was run.

112 *OK, thankyou*

APPENDIX D2

INTERVIEW TRANSCRIPT : Mn-Ps-HC

Coded for Situational Influences:

WORK CONTEXT

CULTURE

LEADERSHIP

1 *You are a manager in a Further Education college?*

2 Yes, I have a cross college function which is an important role for the
3 young people we are dealing with in helping them to gain basic English
4 and Maths qualifications.

5 *Does the work involve you in many ethical dilemmas?*

6 Not in the main course of my duties. The College enrolls students who
7 have not succeeded in other secondary education, and in a sense we are
8 their last chance before falling into neither being in education, training, or
9 work. Some of them are from disadvantaged and underprivileged
10 backgrounds, but our policies impose basic standards of behaviour if they
11 are to remain on one of our courses, and works quite well.

12 *So it's a policy you agree with?*

13 Yes, of course.

14 *Any issues with the integrity of your awards?*

15 Not really, most of the qualifications from awarding bodies we use are
16 externally verified, and we are given self-awarding status and we have
17 almost no problems with the accuracy of our marking processes.

18 *So no real issues then?*

19 Not completely. One policy I struggle with is our diversity policy. As a
20 committed Christian I am happy to comply with 'doing as I would be done
21 by' but too often what is called a 'celebration' of diversity seems to
22 become a platform for other religious group to take liberties in promoting
23 their beliefs in a way I am not comfortable with. I have challenged this
24 and will continue to do so whenever there is opportunity, but the policy is
25 set by the Government and remains in place. I think for me the issue is
26 that toleration is one thing, but the celebration of diversity is a bridge too
27 far and gives some people opportunity to abuse of a platform they are
28 given, there is a tricky balance to be achieved.

29 *I suppose that's more of a conflict rather than a dilemma, for you as it's*
30 *not a matter you can do much to directly affect.*

31 Well I do have the choice to challenge and to put my own spin on the
32 agenda – I do have my say!! It's not the most troubling major dilemma I
33 have faced lately though...

34 *And what is that?*

35 One of our younger members of staff [referred to as 'M'] was recently
36 given the opportunity to enrol on a Masters module for an educational
37 degree, and part of the deal was that he is also provided with a mentor
38 for his study. I took on that role, and it is a role for which I am paid under
39 the scheme. However I was not actually told that the way it works is that
40 both of us are enrolled on the Masters module, I understood he was just
41 being funded to produce a research paper on language issues at the
42 College.

43 *Sounds a good scheme though.*

44 Yes, but my problem is not with the scheme but with some issues which I
45 was not made aware at the start. It turns out that M is dyslexic, and
46 although he is very enthusiastic about collecting data for the project, he is
47 very weak when it comes to writing it up, and I find that I am not just
48 expected to help and advise him on his research and the content of his
49 paper, but there is pressure to also help him prepare a proficient piece of
50 writing.

51 *And that's a dilemma for you?*

52 Yes it is, because I never expected to actually have more than a support
53 role, and ...well, for example M has so far not proved able to prepare a
54 bibliography. This does present me with problems because I am not
55 comfortable with a process which frankly to me resembles a form of
56 plagiarism – his name is on the paper he submits, not mine, so there is a
57 problem.

58 *It sounds like it offends your sense of integrity.*

59 Well yes, basic honesty really, but that's the nature of the scheme and
60 there is not a great deal I can do about it, and I have been paid to take
61 on the role, even though I didn't know some of the implications of the
62 role.

63 *Can you speak to the University running the scheme?*

64 Yes, I have done that, and on the one hand they are sympathetic, but they
65 are also quite keen on the paper going ahead because it's in an
66 interesting area relating to the use of Social media in engaging language
67 learners. I suspect they are more interested in achieving the outcome of a
68 paper that is published, than how it gets to that level. So there is a
69 pressure I don't welcome to do what's necessary to get the paper to a
70 good standard, partly because I will also be awarded with a credit for the
71 module if the paper passes. Frankly I did not ask to be enrolled on the
72 module, and do not at this stage wish to pursue a Masters degree of this
73 nature, but once you find yourself in the position I am in your own self
74 respect drives you to make sure the thing is successful. In addition to
75 that, people across the College are aware of the project, and *for the sake
76 of my reputation I would not want it to not succeed - for one thing it
77 might affect our future prospects in collaborations with the University.* So
78 I end up driven by issues of self-respect, and also how others in the
79 College watch to see the success of the project, to do something I am not
80 terribly comfortable with!!

81 *A genuine moral dilemma...*

82 Yes.

83 *Does the framework we discussed help you organize your thoughts on the*
84 *matter?*

85 I think it does, yes. There is certainly an element of self-respect in my
86 continuing with the project after I became aware of the implications, and
87 I am being paid as well to do it!!! You could call that self-interest. The
88 relational element explains why I'm aware that what others may think
89 does affect my motivation to see it through. The final element is
90 interesting though not wholly consistent – I do worry about issue of
91 honesty in a paper like this, and I guess justice also comes into it with
92 regard to whether any grade awarded to the paper is fair in terms of M
93 receiving a mark he deserves to get. *Both the College and the University
94 have at the end of the day a culture which is results driven even if
95 different in other ways* – the College is paid partly on the basis of results
96 achieved in for most of its courses, so the issue of passing is always a
97 sensitive one. For the University this is a scheme funded by an
98 educational 'Quango', and that organisation is soon to be wound up, so
99 you might think they are not sensitive to pass rates as the College, but
100 they are, and I think it's because they would like the participants to

101 continue and proceed to enrol on more modules on the University's own
102 Masters degree. *The course leader and tutor for the project is certainly*
103 *more interested in outcomes than processes*, she sort of listens
104 sympathetically to the dilemma I face but really sees her role more to
105 encourage M to greater things, she keeps talking of us seeking to get the
106 paper published....one irony is that I have to write something for the
107 University on the ethical aspects of the research!!

108 *Ethics is never straightforward then!!*

109 Absolutely! *I think some of this conflict is down to slightly different values*
110 *between the University and the College*. The University now is
111 encouraging M to bypass a Masters course and to get him directly
112 enrolled on a PhD, and I really think that would be a bad move for him at
113 this stage, knowing his background and that he is slightly dyslexic.
114 Frankly they should in my view have a little more care for his well being,
115 and other in the College would agree with me, but there is a clash of
116 values there. *I guess they are trying to achieve different things from us at*
117 *the end of the day*. *The course leader shows apparent sympathy for my*
118 *views but I think is driven by a different agenda than our own College,*
119 *and in the end treats people according to her values not mine.*

120 *Thankyou for sharing this, I'll get a transcript to you pretty quickly.*

APPENDIX D3

INTERVIEW TRANSCRIPT: Op-Co-JT

Coded for Organisational Influences:

WORK CONTEXT

CULTURE

LEADERSHIP

1 *Are there any areas where you find yourself in conflict or have difficulty*
2 *with the ethics of the decisions the company makes?*

3 Yes, I would say at the moment there are two lots of cabin crew, two lots
4 of salaries and that we're getting an issue.....before you had differences
5 between male and female, now because you've started later you're
6 having people working alongside each other doing the same job with very
7 large differences in pay.

8 *I suppose they are decisions the company has made. What about*
9 *anything to do with passengers, because they do overbook these flights*
10 *don't they?*

11 *That's the argument which can be that you overbook the flight which goes*
12 *out full, which ultimately means that passengers are paying less for their*
13 *fares, because the aircraft is more efficient.*

14 *So it holds the fares down?*

15 It does mitigate towards that. It's not oversold as much as it used to be,
16 because fares aren't so interchangeable. There's more fees involved, so
17 people tend to rebook. So it's not oversold as much as it used to be,
18 because of increased computing power, it's more accurate. It still does
19 happen regularly. They pay people quite generous compensation.

20 *Any issue that you have to deal with where you personally have an ethical*
21 *dilemma ?*

22 *We do have a big push to wards punctuality, towards closing the gates*
23 *minus twenty minutes. People are sometimes late through transfers to*
24 *the gate through no fault of their own. You know it's not going to delay*
25 *the aircraft, but you have to offload them.*

26 *You're asked to comply with the rules even though you know it's not*
27 *going to cause delay....*

28 Sometimes you know there is still time to put them on the plane.

29 *Do you ever use your own discretion?*

30 You try and squeeze them in, sometimes you can and sometimes you
31 can't, so you use your own discretion at times

32 *Has the company a vision statement and codes of ethics, or ways of*
33 *managing ethics?*

34 Everybody now has to do the course on line, you sit down for about an
35 hour going through things you can and can't do ... so you can't accept any
36 gifts or bribery. This has only just come out recently.

37 *So there is a code. Is the training linked to an actual code?*

38 Yes, there is a code of conduct of conduct which is a lot more publicised
39 than it was....from our point of view more things are more management
40 level .We don't have the same opportunity to be unethical. it's a bit
41 derisory because of the unethical stuff that happened before with regard
42 to price collusion on two occasions.

43 *When you're faced with the dilemma you have, what drives the way you*
44 *think about that?*

45 If somebody has locally checked in and has been airside and just hasn't
46 appeared, you don't feel obliged to help when the gate closes. Those who
47 comes through transfers, it takes a long time to go through security
48 processes, and sometimes they get held up by the airport authorities, and
49 had a very stressful time. If it's the last flight of the day, for the sake of
50 two minutes, where you know practically speaking the aircraft is still
51 going to go on schedule, you're tempted to let them through, on the
52 aircraft.

53 *It's a dilemma for you?*

54 It 's a dilemma because you feel for the person, if it's not been their fault,
55 it's through things like the way the airport's designed, and stuff like that
56 but even then we are very clinical in how we cut off on the time to
57 improve our punctuality, but there's no leeway. Sometimes you know
58 when there's a coach there it's not going to affect it, but you're told this
59 arbitrary timePreviously you made the decision, now it's being taken
60 away.

61 *What's behind that - It's a kind of care isn't it?*

62 It's care,you know that person is going to be genuinely quite upset and
63 you're going to have to deal with that so there's a little bit of self
64 preservation as well.

65 *You're torn I suppose because there's a genuine duty to the company for*
66 *employees.*

67 Yes, and the company introduced a blanket set time to try to improve
68 punctuality.

69 *So there's a bit of self-interest but you have to deal with the*
70 *consequences of angry people, there an ethic of care in there, but also of*
71 *duty as an employee and yet there's also the rights of the passenger.*

72 I think there's a duty to the company, there's an interesting dilemma.
73 Before this you used to be able to calculate time available more precisely
74 looking at things like how full the coach was, but now with a blanket rule
75 where people are held and can't even get through to airside because they
76 can't conceive they've got the time. A young man can move more quickly
77 than someone who moves more slowly and needs to move to another
78 terminal, and yet it's the same time.

79 *When it's not someone's fault some does that worry your own sense of*
80 *integrity, or own values because you know it's not fair, and it's not*
81 *damaging to the company schedule?*

82 Yea, from the latest mission that is stated in its new objective ishere
83 to serve. That's their thing and, yet to introduce efficiencies into the
84 operation they're rigidities . Realistically you can follow the objective of
85 service but there are times of great contradiction to being here to serve.
86 Because of you're her to serve then realistically you know that by
87 breaking the deadline that person will get on and you'll still get the
88 punctuality, but you haven't followed the policy. *There's some hypocrisy,*
89 *whereas the idea would be taken by customers and the public that if of if*
90 *someone can be flexible to accommodate, that's what you'd think being*
91 *here to serve is. But as yet that's not the case.*

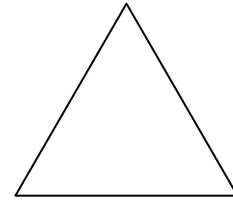
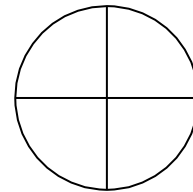
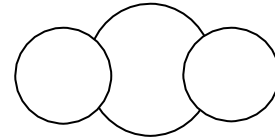
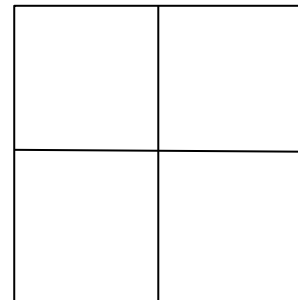
92 *What about Colleagues. Do their own values make them behave*
93 *differently?*

94 Some have got used to it, they were always in a culture of inflexibility.
95 There's a new culture with the new development, so for instance even
96 down to where someone is on a fast bag drop, so some will not even
97 check them in if they've had difficulty elsewhere and it's quiet. *They will*

- 98 not do it because is what they were told when they were trained.
99 Whereas a lot will check in an old lady or whatever, whereas some will
100 not actually check them in.
- 101 *There's a rigid culture being introduced, people will follow?*
102 Some, but not all. For instance some of the new ones will hold back, bit
103 some would.
- 104 *So there's an element of control from the company?*
105 Some feel they are the being tested, being watched by the company.
106 There is evidence of instance of issues where staff perhaps are being
107 watched.
- 108 *Some feel more prepared to take control of the situation than other?*
109 Yes.
- 110 *And some feel more that their own values mean that they want to be*
111 *more sympathetic to people needing help?*
112 The bottom line is, some care for people, some don't.
- 113 *Have you been able to talk to management about these issues?*
114 Not really, or not officially. One or two off the record chats with
115 managers is possible, but they are pretty inflexible for now, they may
116 change later if we keep trying to raise the issue. It's much easier to talk
117 to colleagues who are facing the problem for real day to day.
- 118 *Where you've talked to colleagues, does the framework we've seen*
119 *adequately cover all the different ways of looking at the issue?*
120 Yes it more than provides ways to talk about the issue, some more than
121 we really need. The pressures of the company policy in Terminal
122 ...(omitted)...mean we just have to comply most of the time.
- 123 *That's very informative Thankyou.*

APPENDIX E**Ethical analysis frameworks****Please clearly mark the analytical framework you found to be most (and least) useful:****Crane and Matten's prism:**

(Least _____) Most _____

**McEwan's moral compass:****'PREP' Model:****Fisher and Lovell's Grid:****Please add any further comments on the usefulness of different frameworks:**

I have been informed that I may contact Roger Cook or Dr. Stephen Roberts at the University of West London by e-mail to Roger.Cook@uwl.ac.uk if I have any questions or comments about this survey.

Signed: _____ ***** Email _____ Name: _____ Date: _____

Student Number: _____

Course: _____ Full/Part Time: _____ Gender: _____

Which of the following best describes your background? (Circle only one response)

Asian Black African Black Caribbean British European American Other (please specify) _____

APPENDIX F

Roger Cook © 2010

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A BUSINESS ETHICS Questionnaire

Pre-Programme Survey

We are asking you to take part in a Business Ethics survey. The following survey should take between five and ten minutes to complete.

Participation in this study is voluntary and you have the right not to answer any question or item.

This addresses the effect of a Business Ethics course on the skills and attitudes of participants on the course. The questions asked deal with your own assessment of your relevant skills at the beginning and at the end of the course. The results will be used to assess how an educational experience related to Business Ethics frameworks affects people's attitudes and levels of skill in ethical analysis and discourse. The overall results will be reported to the University and any other interested parties to inform future planning and course development.

Your student name, number and email are requested for the sole purpose of linking current and future data, and to permit the study of change over time. Once the link has been made, the data will be anonymised by the removal of the unique identifiers. WE will ensure the confidentiality of this information. The data will be held at Thames Valley University under the supervision of Roger Cook and Dr. Stephen Roberts, and no details of any specific participant's answers will be disclosed to anyone else.

By continuing I agree to participate voluntarily in this study about a university course and Business Ethics. I understand the research purpose of this survey and the protection that will be given to any information which I provide. I understand that any information provided by me will remain confidential with regard to my identity. I also understand that by participating in this study I am not waiving any legal rights.

I have been informed that I may contact Roger Cook or Dr. Stephen Roberts at Thames Valley University by e-mail to Roger.Cook@tvu.ac.uk if I have any questions or comments about this survey.

I understand the above. Signed : _____ E-mail

Print name: _____ To-day's Date: _____

Student Number: _____ Course: _____

Full/Part Time: _____ Gender: _____

Which of the following best describes your background? (Circle only one response)

Asian Black African Black Caribbean British European American

Other (*please specify*) _____

SELF RATING OF SKILLS AND ABILITIES

Where on a scale would you rank your skills and abilities? Please estimate on a scale of 1-5 (circle one response for each statement)

Rank your skill and ability to:	Poor	Not Good	Adequate	Good	Excellent
a. Recognize the moral dimensions of a business situation, activity, or decision.	1	2	3	4	5
b. Ability to evaluate the moral aspects of business decisions and activities.	1	2	3	4	5
c. Ability to apply relevant moral ideas and concepts to analyze business situations and decisions	1	2	3	4	5
d. Ability to alert colleagues to the moral aspects of business activities	1	2	3	4	5
e. Ability to manage a workplace discussion about the moral aspects of business activities.	1	2	3	4	5
f. Ability to discuss, explain or defend the moral aspects of business decisions to external stakeholders	1	2	3	4	5
g. Ability to create a Statement of Values.	1	2	3	4	5
h. Ability to devise a Code of Conduct	1	2	3	4	5
i. Ability to create Ethics guidelines	1	2	3	4	5
j. Ability to critically evaluate or discuss a Values Statement	1	2	3	4	5
k. Ability to critically evaluate or discuss a Code of Ethics	1	2	3	4	5
l. Ability to provide Ethics training or development programmes	1	2	3	4	5
m. Ability to act as an ethical advisor	1	2	3	4	5
n. Ability to establish ethical advice and reporting channels	1	2	3	4	5

Roger Cook © 2012

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A BUSINESS ETHICS Questionnaire

Post-Programme Survey

We are asking you to take part in a Business Ethics survey. The following survey should take between five and ten minutes to complete.

Participation in this study is voluntary and you have the right not to answer any question or item.

This addresses the effect of a Business Ethics course on the skills and attitudes of participants on the course. The questions asked deal with your own assessment of your relevant skills at the beginning and at the end of the course. The results will be used to assess how an educational experience related to Business Ethics frameworks affects people's attitudes and levels of skill in ethical analysis and discourse. The overall results will be reported to the University and any other interested parties to inform future planning and course development.

Your student name, number and email are requested for the sole purpose of linking current and future data, and to permit the study of change over time. Once the link has been made, the data will be anonymised by the removal of the unique identifiers. WE will ensure the confidentiality of this information. The data will be held at Thames Valley University under the supervision of Roger Cook and Dr. Stephen Roberts, and no details of any specific participant's answers will be disclosed to anyone else.

By continuing I agree to participate voluntarily in this study about a university course and Business Ethics. I understand the research purpose of this survey and the protection that will be given to any information which I provide. I understand that any information provided by me will remain confidential with regard to my identity. I also understand that by participating in this study I am not waiving any legal rights.

I have been informed that I may contact Roger Cook or Dr. Stephen Roberts at the University of West London by e-mail to Roger.Cook@uwl.ac.uk if I have any questions or comments about this survey.

I understand the above. Signed : _____ E-mail

Print name: _____ To-day's Date: _____

Student Number: _____ Course: _____

Full/Part Time: _____ Gender: _____

Which of the following best describes your background? (Circle only one response)

Asian Black African Black Caribbean British European American

Other (*please specify*) _____

SELF RATING OF SKILLS AND ABILITIES

Where on a scale would you rank your skills and abilities? Please estimate on a scale of 1-5 (circle one response for each statement)

Rank your skill and ability to:	Poor	Not	Adequate	Good	Excellent
		Good			
a. Recognize the moral dimensions of a business situation, activity, or decision.	1	2	3	4	5
b. Ability to evaluate the moral aspects of business decisions and activities.	1	2	3	4	5
c. Ability to apply relevant moral ideas and concepts to analyze business situations and decisions	1	2	3	4	5
d. Ability to alert colleagues to the moral aspects of business activities	1	2	3	4	5
e. Ability to manage a workplace discussion about the moral aspects of business activities.	1	2	3	4	5
f. Ability to discuss, explain or defend the moral aspects of business decisions to external stakeholders	1	2	3	4	5
g. Ability to create a Statement of Values.	1	2	3	4	5
h. Ability to devise a Code of Conduct	1	2	3	4	5
i. Ability to create Ethics guidelines	1	2	3	4	5
j. Ability to critically evaluate or discuss a Values Statement	1	2	3	4	5
k. Ability to critically evaluate or discuss a Code of Ethics	1	2	3	4	5
l. Ability to provide Ethics training or development programmes	1	2	3	4	5
m. Ability to act as an ethical advisor	1	2	3	4	5
n. Ability to establish ethical advice and reporting channels	1	2	3	4	5

APPENDIX G

Self-Efficacy Attitude Scores

Pre Course	Post Course	
51	61	
51	55	
51	58	
63	66	T Score:
46	50	3.8791E-07
37	48	
50	51	
58	63	
42	60	
53	58	
51	55	
48	55	
56	58	
51	59	
48	55	
53	57	
52	58	
47	50	
53	56	
47	50	
49	52	
54	57	
53	58	

NOTES

1. The questionnaire (appendix F) was designed to include three groups of questions testing perceived self-efficacy with regard to personal ethical awareness, communicative skills, and ability to develop ethical awareness in others. Questions were reviewed for validity of association and found to be Kramer valid.
2. On a 2 tail t-test $t(23)=3.879p<0.5$ (t tabulated =2074). The nil hypothesis that course participation had no measurable effect on perceived self-efficacy is therefore rejected.

APPENDIX H

Field Research Interview Summary and Dates

1. Case study Op-Co-JT - Interviewed September 2010

This person works at an operational level as a customer services manager of a commercial airline. The main issues relate to rigidities in organisational procedures which leads to harsh treatment of customers, and resulting in missed flights. There is only limited discretion afforded to operational staff dealing with marginally late passengers, and a policy intended to avoid flight departure delays causes unintended harmful effects, sometimes to vulnerable passengers unable to rush to a departure gate but delayed through no fault of their own. The values of this interviewee are characterized by an ethic of care.

2. Case Study Mn-Co-SB - Interviewed July 2011

This is a private sector case examining issues at managerial level. The company is a major contractor in utilities industry employing personnel working mainly at remote sites belonging to major water companies nationally. The key ethical issue is the need to monitor the safety of working personnel, but this needs to be balanced against intrusive personnel monitoring which is so effective as to possibly infringe human rights. The interviewee's values and ethical thinking was characterized by conflicted views of human rights.

3. Case Study Dir-Co-WW - Interviewed January 2012

This concerns a publicly listed Media company, and is an issue of ethical conduct examined at Director level. A main Board non-executive Director was concerned at the non-disclosure of personal interest by a senior manager. His thinking is characterized by an ethic of duty and the need to maintain personal integrity. This case study has more to do with behaviour of specific individuals than company policy. The Issue concerns the misuse of trust, abuse of power, lack of honesty and integrity. An ethic of integrity is evident, and the interviewee is also concerned

with the duties of an employee, in particular to declare conflicts of interest to the employer.

4. Case Study Dir-PS-PC - **Interviewed June 2012**

This refers to a recently created public sector trust in process of a culture change imposed by central government, and requiring the introduction of private sector contracts and new processes. This creates conflicts between Executive Directors each with differing professional skills and backgrounds, and holding different and conflicting values. The pressure leads to other ethical challenges reflected in their interpersonal behaviour. The case concerns the ethics of community but also challenges understandings of personal integrity.

5. Case Study Dir-Co-CG - **Interviewed December 2012**

This case refers to a senior partner of a firm of solicitors in a rural English town facing significant change in the profession's values and methods of doing business. It considers how such change has to be managed in setting the ethical standards for the partnership, and also the context of a changing competitive environment. The interviewee's concerns relate to the commercialization of legal services and its impact upon client care.

6. Case Study Mn-PS-HC - **Interviewed January 2013**

This lady is a middle manager working for a public sector educational provider facing an issue relating to the integrity of academic writing by a colleague to whom she is a mentor, which is to be submitted as part of a Masters degree. It is of interest as within the education significant emphasis is placed on the value of academic integrity, though it has no direct financial short-term implications for the organisation.

7. Case Study Op-Co-YH - **Interviewed March 2013**

This interview relates to a female personal banker who is party to inside knowledge on values of people working within financial services. This sector is

difficult to access regarding personal frank interviews, and illustrates the realities of the hurdles to effective moral discourse at work.

8. Case Study Dir-Co-DO – Interviewed May 2013

This interviewee is one of the few female members of the Institute of Directors, the founder of a small media and film production company working with major British media and film organisations and closely involved with industry wide apprenticeship schemes. Her concern is whether self-interest can work in harmony with concern for others well-being.

9. Case Study Mn-Co-SG - Interviewed July 2013

This lady is a General Practitioner working for a local practice and also for other NHS bodies. Her work takes place in a mix of public and private sector organisations. In both contexts there are tensions between financial constraints and the quality of care provided.

APPENDIX I**An early 'Mental Map' (The Gough map)**

The Gough map was Britain's was recently dated to 1375 (Fryer, 2011). The 14th-century map of Britain faces East from Jerusalem in accordance with contemporary thinking which considered Jerusalem to be the centre of the world. It is the first modern map of Britain and the oldest surviving map, which shows the coastline in a recognizable form. All previous maps gave a theological rather than a geographical interpretation, showing how Britain fitted into the Christian world (the Hereford Mappa Mundi from approximately the same time also has Jerusalem as the centre of the world). The map is named after topographer Richard Gough, who bought it in 1774 for half-a-crown and bequeathed it to the Bodleian Library. The map is drawn in pen, ink and coloured washes on two skins of vellum measures around 4ft. long and 2ft. wide. The original map was drafted to face east towards Jerusalem, rather than the north, because its topographers had not entirely abandoned their theological way of thinking. One theory is that they may have used an astrolabe, a technical instrument used by classical astronomers, navigators and astrologers which involved checking the horizon, the stars, the sun and their angles of relationship. This could be the beginning of mathematical map-making, some of the points of latitude have probably been measured through astronomy.

While the map in the Bodleian Library dates from the mid-14th century, it is thought to be copied from an earlier map, from around 1280, which has not survived. The Gough map represents a significant leap forward in conceptual understanding, and is recognized as one of this country's most important historical documents. It formed the basis for almost all the maps of Britain for 200 years. The map is more than a physical representation of a better understanding of geography, it points the way to further exploration and is a means of capturing contemporary worldviews, and understandings of areas of wealth and poverty. It is a form of cognitive mapping which also helps the traveller explore new terrain and to record improved cognitive understanding of that terrain as it is discovered, which will in turn lead to better mapping as a representation of reality.

It is well recognized that mental mapping is an effective heuristic device, although further distinctions of understanding between mental and cognitive mapping can be made according to the International Mental Mapping Association (IMMA, 2012).

Abstracts of Published Articles**APPENDIX J****VISTAS, October 2011****Developing Ethical Awareness among MBA Students**

Roger Cook University of West London
Ealing London W5 5RF Roger.Cook@uwl.ac.uk

Abstract: The teaching and learning of Business Ethics is challenging for postgraduate management students, who often lean towards a pragmatic worldview which does not relate easily to idealistic concepts. However the MBA classroom can provide an invaluable location for enquiry, for social learning activity, and for critical reflection.

Contemporary Business Ethics texts largely rely on classical ethical theories to frame and explore moral aspects of business, despite the strangeness of these theories to management - a discipline grounded in social sciences. We find at UWL that MBA students are often able to engage more readily with an ethical conversation which is grounded in psychological perspectives on moral reasoning, rather than on philosophical concepts. This paper summarizes the results of students' feedback upon completion of a core Business Ethics module, which was delivered from a range of differing conceptual start points. The findings indicate that an adapted model derived from Kohlberg's concept of 'stages of moral development' provides an accessible conceptual map for personal learning and ethical discourse, which allows students to test and appraise different ways to frame questions concerning ethics at work.

Cyprus International Journal of Management, Summer 2008**Managing the SME with Integrity**

Roger Cook, Course Director MSc Corporate Communications, and BA Business Studies Far East

Janette Munro, Course Director BA Business Studies Part-time

Purpose

This paper examines how the current concerns as to Corporate Social Responsibility are also relevant to the management of the Small or Medium sized Enterprise (SME), but the concept needs to be developed, tailored and adapted for the small firm sector.

Design Methodology and Approach

A brief literature review is followed by case studies drawn from local SME's to provide both positive and negative examples of small business behaviour – for each case study interviews with stakeholders provided comparative perspectives, enabling the concept of a virtuous small firm to be critically discussed and evaluated.

Findings

There are rewards to virtuous business behaviour – it is in the small firm's own best interest to build a good reputation based on its conduct of business. Word of mouth remains a prime marketing tool for the smaller firm.

Implications

It is not only the larger enterprise that needs to pay regard to its accountability to the society which gives it a licence to operate, the smaller firm also needs to be aware of the expectations and influence of stakeholder groups if it is to survive and prosper.

Originality and Value

The concept of Social Responsibility as applied to the SME has possibilities and limitations. This paper proposes a realistic expectation of what is to be considered responsible small business conduct and behaviour.

Key Words

CSR, integrity, SME, responsibility, reputation, virtue

ASLIB Proceedings, Volume 60 Issue 6

The Small Enterprise as authentic learning environment

Purpose

– The aim of this study is to address the question of how to provide the appropriate learning environment and experience to foster an entrepreneurial attitude and capture the enthusiasm to shape the future change-makers in enterprise, entrepreneurship and small business within the cost, resource and timing constraints of higher education in a changing, global and ethnically diverse world.

Design/methodology/approach

– The methodology for this research on the learning environment is longitudinal action research over more than ten years in the form of a case study. Sources used include student feedback over a number of years at various stages of the learning cycle as well as curriculum and module developments, first destination information with external examiner's and tutor's reports.

Findings

– One of the key criticisms of the Honey and Mumford approach is that thinking is treated as concluding not starting. In this model, which revises the Kolb and Honey and Mumford Models, it is suggested that the environment of the learner is integral to the development of the learner. This has formed the basis for a model, which outlines the three dimensions of enterprise in the forms of envisioning, energising, and expediting.

Research limitations/implications

– There is further scope for research by widening the parameters of the research. This could be implemented at other institutions of higher education and gives a solution to one of the cost and resource problems currently besetting higher education globally.

Practical implications

– The key elements of students initially working in teams widens the immediate networks on which they can draw and with the mix in the team they can gain a synergy of vision, energy and expediting. This revision of Kolb's learning cycle is challenging and engaging and makes the participants more fitted for the small and general business environment on graduation.

Originality/value

– Reporting a longitudinal case study with a substantial reflective element, it provides a basis for sharing experience and practice.

Teaching Ethics in Enterprise

ICSB Melbourne 2006

ABSTRACT

The purpose of teaching of Business Ethics is to inform and to morally educate – ultimately to influence entrepreneurial behaviour. Ethics courses are a part of the solution to moral challenges inherent in an enterprise culture. The issues are more acute in small business, where a dominant personality may shape the conduct of the whole enterprise.

There is a problem in the teaching of ethics in entrepreneurship, where motivation is based on self-interest as the driver of wealth creation. This sits uneasily with classical ethical theory. Also, the discipline has been developed as a form of situational ethics applying normative theories derived from moral philosophy, but any-one who has tried teaching business ethics from de-ontological or teleological principles will know how quickly the attention of practitioners and students can wander.

Psychological models of moral development are grounded in observed human behaviour rather than an idealistic paradigm, and are useful for descriptive ethics. These perspectives can be further developed as the basis of a new approach to teaching this subject. Also, increasing consumer ethical awareness creates opportunities globally for products and services well suited to small business, which the ethically aware entrepreneur can exploit.

The research attempts to develop:

1. Innovative teaching materials engaging interest and involvement
2. Skills in the ethical analysis of entrepreneurial behaviour
3. Ethically aware entrepreneurs

It proceeds by a method of testing alternative approaches to delivering postgraduate and undergraduate modules, including:

1. Teaching – Analysing, critiquing, and adapting models of ethical understanding drawn from developmental psychology, but informed by moral philosophy
2. Learning – Making the student a researcher through conducting interviews with local entrepreneurs
3. Assessment – The analysis of ethical dimensions of entrepreneurial activity.

Conclusions

Achieving ethical awareness while fostering entrepreneurial behaviour is challenging but achievable through careful course design and delivery.

1. Students introduced to ethical concepts consistently relate more readily to ethics through perspectives based on cognitive moral development. Kolberg's work is a useful start point, which can be adapted as a conceptual model. Because it is based on observed human behaviour, it recognises both self-interest and social awareness, while still enabling a discussion of classical ethical theory. It can also be applied to the enterprise as a whole at any stage of its development.
2. Requiring students to become researchers is valuable because they have to demonstrate entrepreneurial qualities in accessing firms, locally and internationally. An active learning method brings theory to life, and allows students to comparatively evaluate their findings.
3. Assessment is designed to reflect on field activity, to focus on ethical dilemmas, and to provoke enquiry on the development of ethically aware future strategy.

Recommendations

Ground rules for engaging interest are:

'Keep it real' – employ an approach based on observed human behaviour rather than on idealistic models.

Recognise self-interest' – this is the driving force of much entrepreneurial effort but is still reconcilable to social awareness and concepts of rights and justice.

'Keep it relevant' – Relate concepts to actual entrepreneurial situations, and motivate students to independent learning and enquiry.