INTRODUCTION

Ethics in Crisis Management & Resilience – Navigating Integrity During Chaos & Crisis

BCP ETHICS

DRI CANADA

Train.
Prepare.
Recover.

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Introductions

Notes:

Suzanne Bernier, CBCP

Instructor, DRII & DRI Canada
Vice President – RIE Toronto
Author of Disaster Heroes
Advocate for Mass Attack Survivors

Former journalist & govt press secretary, award-winning global crisis management consultant, speaker and author, who has helped governments, communities and companies plan for, respond to, and/or recover from disasters for over 25 years.

Current Vice President of RIE Toronto (Resilience Information Exchange), Author of Disaster Heroes

Named 2016's 'Continuity & Resilience Consultant of the Year – North America' by the Business Continuity Institute (BCI)

Had the honour of being a guest speaker at The White House during FEMA's 2016 Emergency Preparedness Awards Ceremony.

Notes:

Class Introductions

Name

Position/Title

Organization

'Ethics in a crisis' experience?

What do you hope to get out of this course?

One 'fun fact' about you…

Notes:

Housekeeping

- Restrooms and emergency exits
- Class hours and lunch
- Emergency cancellation
- Technology issues
- Set phone to vibrate or silent
- Take/make calls outside the main training room

Notes:

Course Goal and Description

This one-day training course covers everything you need to know to navigate effectively throughout a crisis, while considering the ethical challenges and implications of crisis and resilience.

- Open discussion
- Group activities and exercises

- Slide presentations
- Case studies
- Videos

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INTRODUCTION - Ethics in Crisis Management & Resilience

Course Goal and Description

This one-day training course covers everything you need to know to navigate ethically and effectively throughout a crisis, while considering the ethical challenges and implications of crisis and resilience.

The new course offering, offered both in person or online, explores ethical principles and decision-making frameworks in crisis management.

Participants will learn how to balance organizational interests and incidents with ethical responsibilities, navigate moral dilemmas during disasters, and maintain public trust during and following crises.

Notes:

Course Objectives

Upon successful completion of this course, you should be able to:

- Describe the importance of ethical considerations during an emergency
- List the key components of ethical planning
- Identify effective crisis communication strategies through the media.
- Describe how to create clear and consistent ethics-related messaging
- Explain ethical best practices and operational resilience
- Examine the role of ethics during a crisis
- Healthcare-specific ethics
- Discuss how to speak confidently and ethically to the media and public

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Disaster Recovery Institute International (DRI International)

Visit **dri.ca** for information on:

- Our vision and mission
- Our education program
- Applying for certification
- Maintaining certification

Notes:

The Professional Practices for Business Continuity Management

1. Program Initiation and Management
2. Risk Assessment (identify & consider 'ethical challenges')
3. Business Impact Analysis
4. Business Continuity Strategies
5. Incident Response
6. Plan Development and Implementation
7. Awareness and Training Programs
8. Business Continuity Plan Exercise, Assessment, and Maintenance
9. Crisis Communications
10. Coordination with External Agencies

Notes:

How This Course is Organized

AM:

❖ Lesson 1: Introduction to Ethics in Crisis Management

❖ Lesson 2: Framework and Guidelines for ethical crisis decision-making

❖ Lesson 3: Ethical Communications – Trust, Transparency & Accountability

LUNCH AND LEARN

PM:

❖ Lesson 4: Managing Ethical Dilemmas in High-Stress Crisis Situations

❖ Lesson 5: Ethical Leadership and Organizational Culture

❖ Lesson 6: Ethical Technologies & AI – "Ethical by Design – Principles for good technology"

❖ Applied Ethics in Crisis - **Simulation Exercise**

Notes:

Summary

Now you know more about:

- Your instructor and your classmates
- DRI Canada
- The course objectives

You are now ready to explore BCP ETHICS: Navigating Integrity Through Chaos and Crisis.

Notes:

QUESTIONS ?

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LESSON 1

Ethics in Crisis Management & Resilience

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Defining Ethics

Webster's dictionary defines **ethics** as:
- Rules of behavior based on ideas of what is morally good and bad
- The principles of conduct governing an individual or group

- From a behavioral perspective, you might think of **ethics** as: defining conduct in terms which kind of conduct is aversive to a group of people.

- Ethics are somewhat similar to laws, but do not carry the weight of law and are potentially less 'black and white' than laws.

- There is a sort of "hierarchy" of right and wrong

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What is Ethics?

Notes:

Defining Ethics in Crisis Management

"The ethical implications in responding swiftly and effectively to an unexpected and disruptive event, which can occur both internal to an organization (e.g., scandal), or external (e.g., hurricane)." Jurkiewicz, C.L. (2017). Ethics and Crisis Management.

Crises spark a resultant set of behaviors focused on self-preservation and safety, whether the crises are inflicted by external occurrences such as environmental disasters, economic upheavals or political mayhem, or internal to an organization as a consequence of scandalous activity.

These behaviors are the determining factors in whether an organization will successfully survive the crisis.

In the absence of proactive planning and well-defined ethical policies that specify roles and actions during a crisis, employees are likely to respond in unpredictable, individualized ways that reflect their own personal priorities and concerns.

Notes:

What are Ethical Issues?

Ethical Issues

Definition:

Ethical issues are dilemmas involving conflicts between moral principles, requiring careful consideration to determine the most ethical action.

Types

Confidentiality

Harassment

Conflict of Interest

Discrimination

Environmental Ethics

Corporate Governance

Ex **Examples.com**

Notes:

Breakdown of Degrees of Ethical Rightness or Wrongness

🔵 Clearly Ethical: Actions that are widely regarded as morally right, just, and aligned with both societal and organizational values. Examples:Telling the truth even when it's inconvenient.Treating all employees equally and with respect.Taking accountability for mistakes and correcting them.

⚪ Ethically Ambiguous: (Gray Area) Situations where what is "right" or "wrong" is unclear or debatable. These may involve competing values or potential harm despite good intentions. Examples: Lying to protect someone from harm. Cutting corners to meet a tight deadline without violating laws, but bending company rules. Using customer data in ways that are legal but may feel intrusive.

🔴 Clearly Unethical: Actions that are broadly considered morally wrong or harmful, often violating laws, ethical codes, or social norms. Examples: Falsifying financial reports, discriminating against employees based on race or gender, hiding information that puts others at risk (e.g., health or safety hazards).

Notes:

Degrees of What is Ethically Right and Wrong

Unlawful: Although laws still require interpretation by judges, these are perhaps the most black and white form of right and wrong and the consequences for law violation are typically the most formal and the most severe

Unethical: More subject to interpretation, context, the passage of time, socio-cultural factors, etc. In many instances, an accusation that someone is behaving in an unethical manner carries with it nothing more than mild social disapproval. With more formal ethical guidelines, the violation may result in a formal social censure or even loss of credentials

Unprofessional: A clear step down from unethical, often involving judgments about one's appearance/attire, level of emotion, tardiness, language, or quality of work. You could do something seen as unprofessional by some, but this is a far cry from unethical

Inappropriate: Often referring to an unspoken social norm that has been violated, yet it is a softer form of right and wrong and the consequences are typically not formal nor severe. You could say something that is inappropriate, but it is not necessarily unprofessional

Ill-advised: Refers to behavior that (in at least one person's opinion) is not likely to produce good outcomes, but is perhaps not "wrong" in any philosophical sense of the word

Notes:

Major Ethical Risks for Organizations

Discrimination & Harrassment

Workplace health & safety

Whistle-blowing or social media rants

Ethics in accounting practices

Corporate espionage, nondisclosure

Abuse of leadership

Technology & data privacy

Nepotism or favoritism

Environmental responsibility

Notes:

Global Ethics Day – Ethical Leadership video

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Personal Work Ethics and Employees

Obey the rules and regulations of the company — 01

Communicate effectively — 02

Develop Professional Relationships — 03

Work Ethics that should be followed by **Employees**

04 — Take Responsibility as per needs

05 — Be Accountable

06 — Be Loyal for what you do

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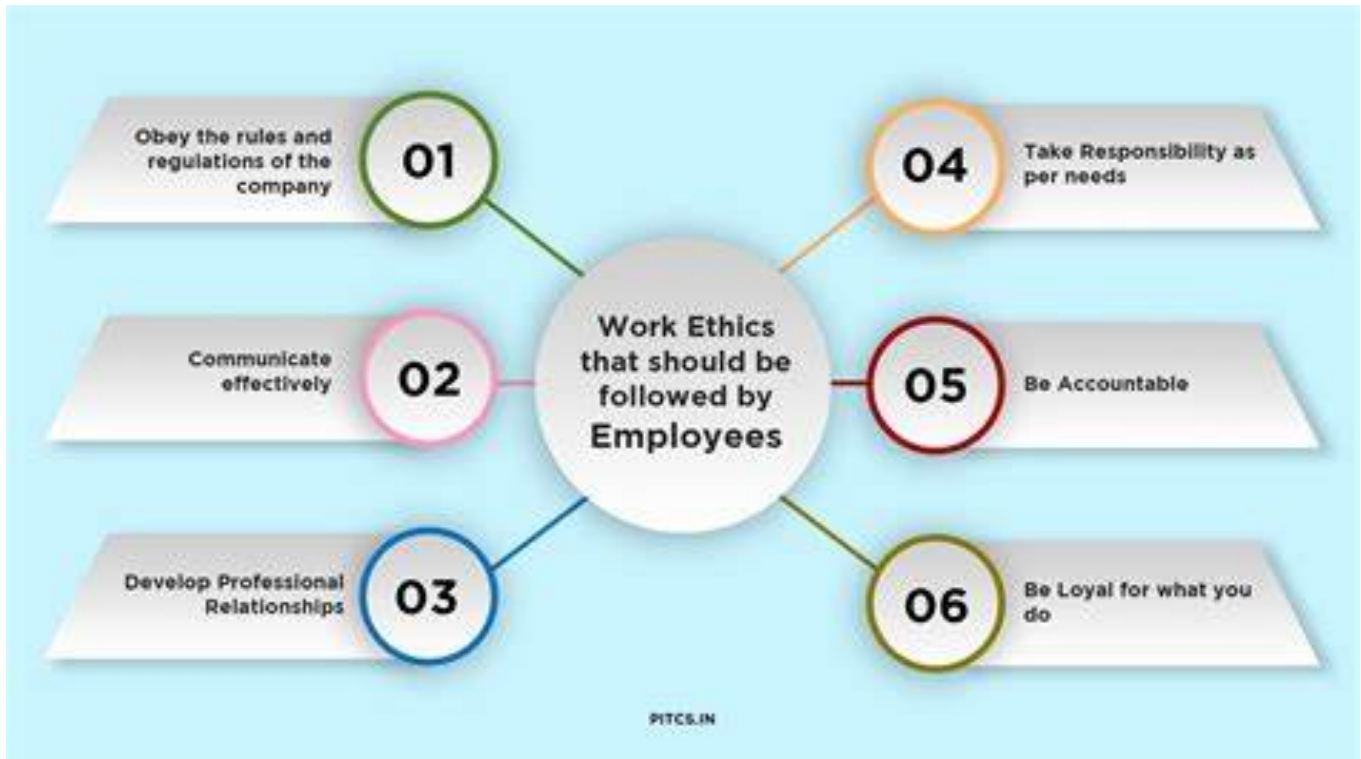
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Business Ethics

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Business Ethics

What Business Ethics is?

- comprises principles and standards that guide behavior in the world of business

- acceptable or unacceptable behavior *within* or *outside* the organization

- is determined by key *stakeholders*

- what is right and wrong, good and bad, and harmful or beneficial regarding decisions and actions in & around organizational activities

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Ethical Considerations in Crisis Management

Transparency and Honesty: Maintaining transparency and honesty is crucial in crisis communication.

Respect for Stakeholders: Recognize the diverse range of stakeholders affected by the crisis and ensure their concerns, needs, and rights are respected.

Balancing Privacy and Public Interest: Consider the balance between privacy and the public interest.

Avoiding Sensationalism and Fearmongering: Ethical crisis management avoids sensationalizing or creating unnecessary fear.

Accountability and Apology: Leaders must be accountable for their decisions and be willing to apologize when necessary.

Notes:

Evaluating Ethical Risks, Raising Awareness & Continued Culture

		Likelihood		
		Low	**Medium**	**High**
Impact	Minor	Wrongful dismissal	Post-employment issue	Allegation of unfair practices (e.g., regulatory delays)
	Moderate	Rampant harassment at work	Delayed policy or implementation	Politician in a conflict of interest
	Significant	Full-blown corruption	Scientific integrity issue (alleged or real)	Risk issue with ethical components (e.g., regulation of the blood supply)

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What is an Ethical Dilemma? Activity and Video

Notes:

Creating a Culture of Ethical Awareness & Accountability in the Workplace

1. Lead by example
2. Establish clear ethical standards
3. Provide ethics training
4. Encourage open communication
5. Implement clear reporting mechanisms
6. Recognize and reward ethical behaviour
7. Enforce consequences consistently
8. Integrate ethics into daily operations
9. Assess and improve continuously

Notes:

Take Ethical Accountability!

1. Taking accountability can be difficult—especially in the workplace. However, it's critical to fostering an ethical, productive work environment and protecting your organization from negative financial or legal actions.

2. If you struggle to navigate business ethics, consider sharpening your ethical leadership skills. One way to do so is by offering an online ethics course for leaders, such as 'Leadership, Ethics, and Corporate Accountability'.

3. Engaging in interactive learning experiences or exercises featuring real-world business ethical examples, organizations can develop a framework for understanding and delivering on our responsibilities to customers, employees, investors, and society.

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How to Take (Not Fake) Ethical Accountability!

1. Acknowledge Mistakes and Misconduct Publicly
2. Investigate and Respond Transparently
3. Implement Corrective Actions
4. Enforce Ethical Standards Consistently
5. Promote Ethical Leadership
6. Support Ethical Decision-Making
7. Regularly Audit and Evaluate Ethical Risks
8. Engage Stakeholders Honestly

Notes:

Case Study – Loblaw's and the Bread Price-Fixing Scandal

Notes:

Case Study – Loblaw's and the Bread Price-Fixing Scandal

Notes:

Case Study – Loblaw's and the Bread Price-Fixing Scandal

📌 Background: In 2017, Loblaw Companies Ltd. (Canada's largest grocery retailer) and George Weston Ltd. admitted their participation in a 14-year-long bread price-fixing scheme.

The companies had colluded with other major players in the Canadian grocery market to artificially inflate the price of packaged bread from 2001 to 2015—one of the most commonly purchased food items. This unethical practice affected millions of Canadians, particularly low-income households who disproportionately rely on basic grocery staples.

❓ The Ethical Dilemma: Should Loblaw be praised for self-reporting and offering a $25 gift card, or criticized for years of unethical behavior and limited restitution? Does voluntary disclosure absolve a company of past wrongdoing?

GROUP DISCUSSION

Notes:

Examples from participants?

Notes:

Wise Words from Dr. Seuss!

Let it define you

When something unethical happens within your organization, you have three choices – you can:

Let it destroy you, or

Let it strengthen you.

Notes:

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Ethical Crisis Priorities

Protect people first.

Act with honesty and transparency.

Take responsibility.

Respond quickly and fairly.

Minimize harm

Respect privacy and confidentiality

Support ethical decision-making internally & commit to long-term change

Notes:

Inform and Support Employees During an Ethical Crisis

Notes:

Communicate with Employees During an Ethical Crisis

Communicate with all levels

Employee roles and responsibilities

Brief employees

- Employees will want to know details.
- Employees must be told to be courteous to the media and direct all media requests to an entity's spokesperson.
- Face-to-face communication, if possible (on-camera if virtual).

Notes:

How to Inform and Support Employees During an Ethical Crisis

1. **Communicate Clearly and Honestly**: Provide timely, transparent updates about what happened, how the organization is responding, and what it means for employees. Why it matters: Reduces uncertainty, stops rumors, and builds trust.

2. **Acknowledge Concerns and Emotions**: Recognize that employees may feel anxious, confused, angry, or betrayed. Why it matters: Ethical crises are emotional, not just operational.

3. **Restate the Organization's Values**: Reaffirm your company's ethical standards and commitment to doing the right thing. Why it matters: Reinforces purpose and reminds employees of shared principles.

4. **Provide Ethical Guidance**: Give employees clear instructions on what to do if they face dilemmas or witness misconduct. Why it matters: People need tools and confidence to act ethically under pressure.

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How to Inform and Support Employees During an Ethical Crisis

5.   **Offer Support Resources**: Provide access to HR, employee assistance programs (EAPs), legal hotlines, or ethics officers. Why it matters: Ethical crises can cause emotional strain or fear of retaliation.

6.   **Encourage Speaking Up Without Fear**: Remind employees of their right to report concerns safely and confidentially. Why it matters: Many hesitate to speak up if they fear retaliation or being ignored.

7. **Demonstrate Leadership Accountability**: Have leaders take visible responsibility and model ethical behavior. Why it matters: Employees are more likely to act ethically if leadership does too.

8. **Follow Up and Maintain Communications**: Keep employees informed about ongoing responses, investigations, or policy changes. Why it matters: Silence after the initial message creates confusion and distrust.

Notes:

Ethical Lessons Learned from Disasters

1. Transparency is Critical in a Crisis
2. Accountability Cannot Be Avoided
3. People Come Before Profits
4. Strong Ethical Culture Prevents Ethical Collapse
5. Whistleblower Protection is Essential
6. Proactive Ethics Beats Reactive Damage Control
7. Vulnerable Groups Suffer Most

Nothing says concern and control like placing a leader at the scene!

Notes:

Case Study – Moral Courage

Ethics Centre of Australia

Notes:

Review Together

https://ethics.org.au/ethics-explainer-moral-courage/

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Defining Moral & Ethical Courage

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Key Elements of Moral Courage

1. Ethical conviction: A clear understanding of what is right or wrong.
2. Risk awareness: Recognition that taking action may involve sacrifice or discomfort.
3. Action: A conscious choice to speak up or intervene, rather than staying silent or passive.
4. Resilience: The ability to persist even when challenged or pressured to conform.

Notes:

GROUP Activity

Ethical Crisis Communications Characteristics

Notes:

Group Activity Game – Ethical Communications Characteristics

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- C
- C
- C
- C
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- C
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- C
- C
- C

Type your answers in the Chat.

You get one point for answers listed on the next slide and two points for Ethical Communications Characteristics original answers!

Notes:

Group Activity Game - Ethical Communications Characteristics

- Caring
- Calm
- Clear
- Concise
- Compassionate
- Correct
- Credible
- Comforting
- Comfortable
- Committed
- Consistent
- Composed
- Charisma (NOT the same as charming)

Notes:

Be First, Be Right, Be Credible and **Be Ethical**!

Successful Ethical Communications

Trust

Credibility

Trust

Empathy

Openness

Credibility

Accuracy of Information

Speed of Release
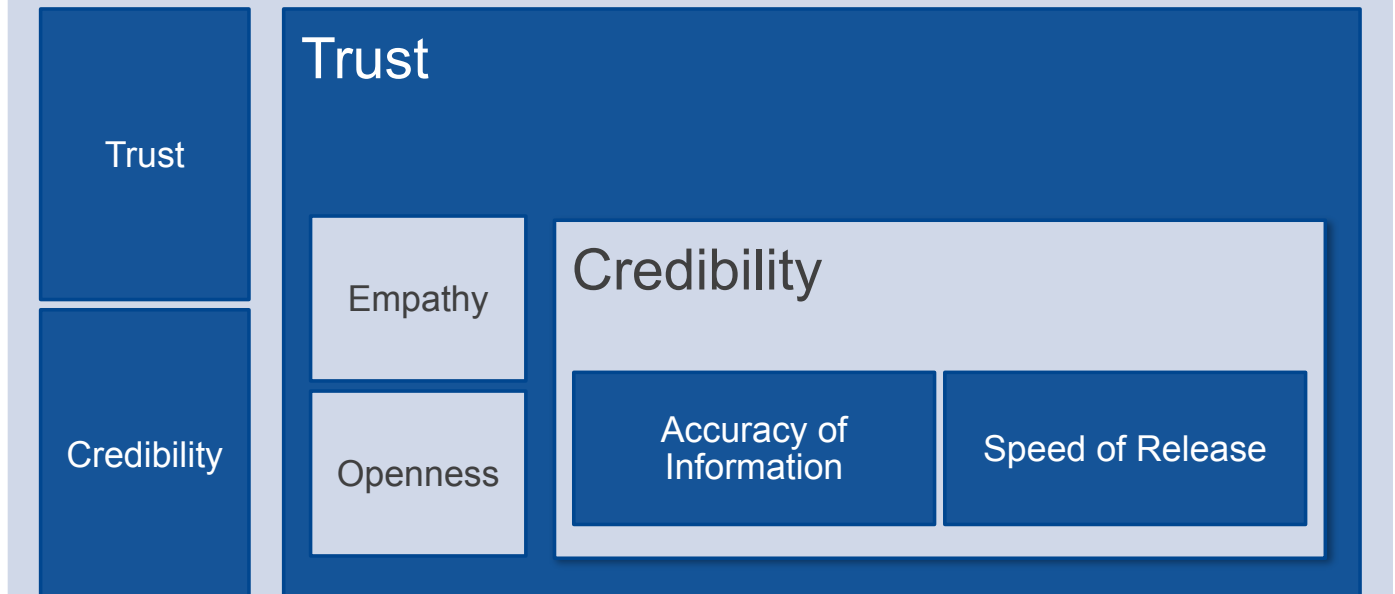
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Knowledge Checks

Lesson 1: Introduction to Ethics in Crisis Management

Notes:

Lesson 1: Question One

True or False. "Ethics have no place in crisis management."

a) True

b) **False**

Notes:

Lesson 1: Question Two

What is a common 'ethical issue in the workplace'?

a)   Discrimination & harrassment

b)   Emergency exits

c)   Evacuation drills

Notes:

Lesson 1: Question Three

What is an ethical crisis communications characteristic?

a) Deviance

b) Credibility

c) Awkwardness

d) Lack of emotion

Notes:

QUESTIONS ?

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You've Completed Lesson 1
Introduction to Ethics
in Crisis Management

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Framework & Guidelines for Ethical Decision-Making During a Crisis

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Ethical Decision-Making: Kinds of Ethical Dilemmas Video

Notes:

Key Components of Ethical Decision-Making

Recognize the ethical issue: Is someone's rights, safety, or fairness at stake?

Gather facts: What are the relevant facts, who is affected and what are the possible consequences?

Evaluate alternatives: Consider different courses of action using ethical principles (e.g., honesty, integrity, fairness).

Make the decision: Choose the action that best aligns with moral values and responsibilities.

Act with integrity. Carry out the decision confidently and transparently.

Reflect on the outcome: Consider the results and whether the decision upheld ethical standards.

Notes:

Organizational Sustainability & Ethical Practices

Notes:

The Link Between Sustainability and Ethics

Ethical business practices ensure that sustainability efforts are not just about image or compliance but about doing what's right.

A sustainable organization:
1. **Respects the environment** (e.g., reducing emissions, conserving resources);
2. **Treats stakeholders fairly** (e.g., employees, communities, suppliers);
3. **Operates transparently** (e.g., clear reporting, honest marketing); and
4. **Plans for the future** (e.g., investing in long-term value over short-term gain).

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Principles of Ethical Leadership

Principles of Ethical Leadership

- Respects Others
- Builds Community
- Serves Others
- ETHICAL LEADERSHIP
- Manifests Honesty
- Shows Justice

Notes:

Ethical, Environmental, Social & Governance Considerations

Ethical, environmental, social, and governance (EESG) considerations encompass:
- managing people and suppliers ethically,
- ensuring fair employment,
- equal opportunities,
- work-life balance, and
- respect for human rights

Ethical ESG is a framework that helps stakeholders understand how an organization is ethically managing risks and opportunities related to environmental, social, and governance criteria.

It takes a holistic ethical view that extends beyond just environmental and sustainability issues.

Notes:

Principles of ethical leadership

Respects others.

Serves others.

Shows justice.

Manifests honesty.

Builds community.
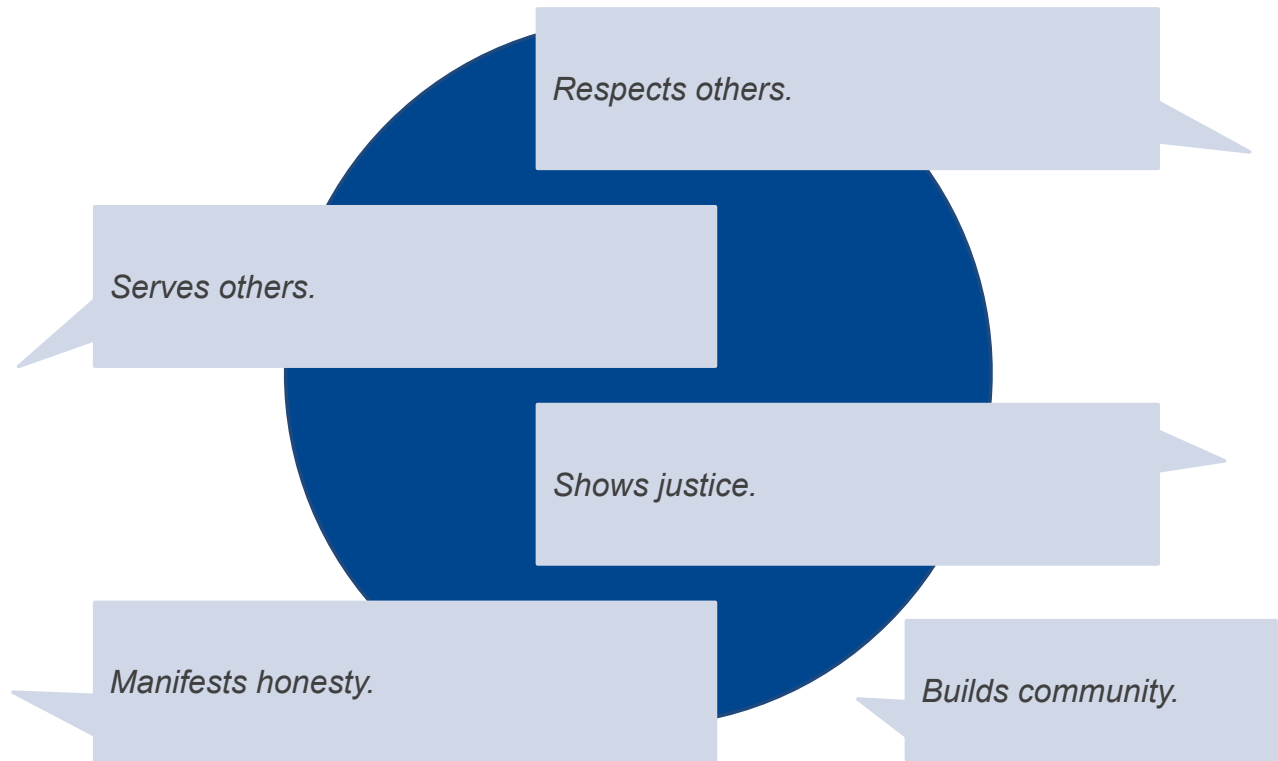
Notes:

Identifying Ethical Blind Spots in Crisis Situations

Notes:

Common Ethical Blind Spots in Crisis Situations

1. **Self-Interest Bias (Conflict of Interest):** A tendency to make decisions based on personal gain rather than the best interests of stakeholders or the greater good

2. **Groupthink:** The desire for harmony or conformity in a group, leading to poor decision-making as dissenting opinions are suppressed..

3. **Moral Licensing:** The tendency to allow unethical behavior after having done something perceived as good, feeling that past positive actions justify future questionable decisions.

4. **Short-Term Focus:** Prioritizing immediate, short-term goals over long-term ethical considerations.

Notes:

Common Ethical Blind Spots in Crisis Situations

5. **Overconfidence:** Leaders or decision-makers may overestimate their ability to manage a crisis or the ethical outcomes of their decisions.

6. **Normalization of Deviance:** Gradually accepting unsafe or unethical behavior as normal due to repeated exposure or small deviations that go unchecked

7. **Cognitive Dissonance:** The discomfort felt when holding conflicting beliefs, leading people to justify unethical actions to maintain consistency with their self-image

8. **Empathy Fatigue:** Emotional exhaustion that reduces the ability to empathize with others, particularly in high-stress crisis situations, focusing only on the operational side of recovery.

Notes:

Five-Step Ethical Crisis Decision-Making Guide

1.Understand the Ethical Problem

　　1. Identify issues like value conflicts, stakeholder impacts, or rights violations.

　　2. Gather facts, evaluate the context, and analyze affected stakeholders.

2.Apply Ethical Principles

　　1. Use principles like autonomy (respecting rights), justice (fairness), beneficence (promoting well-being), and nonmaleficence (avoiding harm).

　　2. Consider ethical frameworks like utilitarianism, deontology, or virtue ethics.

3.Choose and Explain the Decision

　　1. Select the best option based on ethics, practicality, and stakeholder impact.

　　2. Communicate decisions clearly and transparently to all stakeholders.

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Five-Step Ethical Crisis Decision-Making Guide

4. Assess Options and Outcomes

1. Weigh short-term and long-term impacts.
2. Eliminate unethical options and prioritize solutions that align with values.

5. Act and Review

1. Implement the decision with fairness and transparency.
2. Monitor results, document lessons learned and refine future approaches.

Notes:

The Normalization of Deviance

Vaughan's Normalization of Deviance:

"Social normalization of deviance means that people within the organization become so much accustomed to a deviation that they don't consider it as deviant, despite the fact that they far exceed their own rules for elementary safety."

—Diane Vaughan, 1996

Examples:

1. Shuttle Solid Rocket Booster O-ring received criticality 1 waivers despite design goal of no joint failures. Joint material erosion and blow-by were accepted as risks;

2. Cruise ship Costa Concordia grounded on Isoladel Giglio, Italy. The ship captain consciously deviated from the approved course;

3. International Space Station Extra-vehicular Activity-23 (ISS EVA-23) water in helmet close call occurred a week after a drink bag leaked in the same suit. Previous drink bag leaks allowed a conclusion of the same problem.

Notes:

Ethics in Healthcare – SARS Epidemic in 1993

Ethical dilemmas during the SARS outbreak included questions about:

1. The efficacy of existing legislation
2. The ethics of quarantine and isolation
3. Legal relationships between public health officials
4. Mandatory isolation and treatment orders
5. Workplace rights
6. Health information privacy vs the public's right to know

The analysis of data from 17 studies identified two main themes of ethical dilemmas: **access to care** and **infection control** decisions.

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Ethics in Healthcare – COVID-19 in Nepal
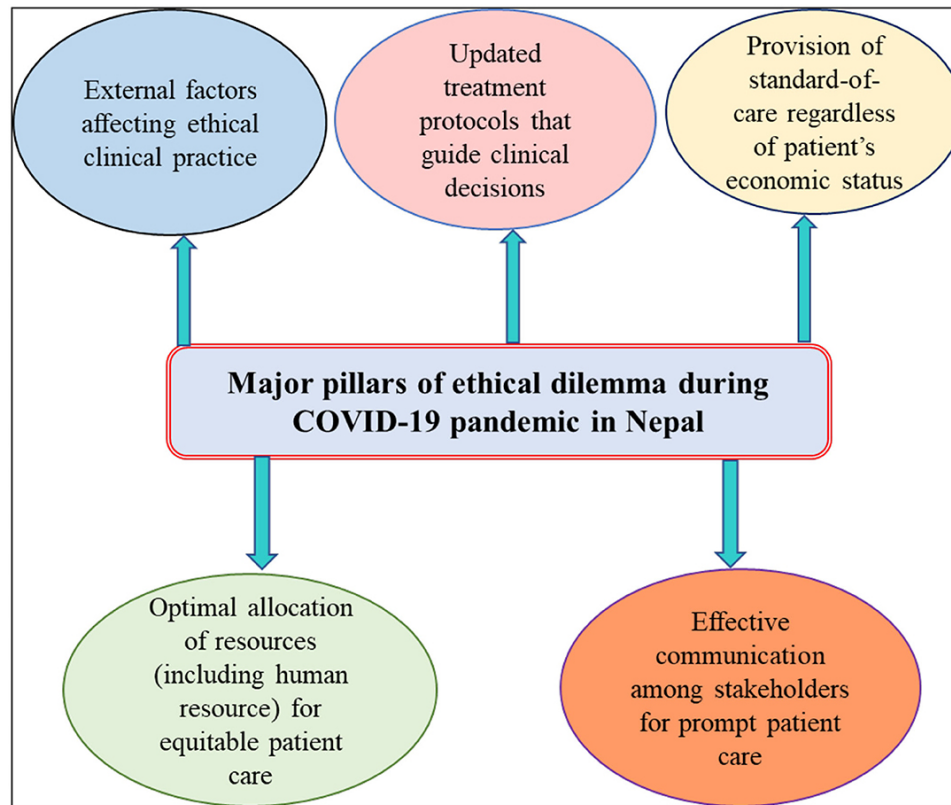
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Ethical Challenges During Health Emergencies – COVID-19

Table

Medical ethics during COVID-19: Two paradigms

Ordinary medical practice The Individual (Deontological)	Disaster medical practice The Collective (Utilitarian)
Thorough assessment	Quick assessment
First come, first served	Sickest first served
Maximal treatment	Minimal adequate treatment
Careful follow-up	Limited follow-up
Relatively unlimited resources	Limited and depleting resources
Capacity distensible	Capacity saturated
Facility sufficient	Need for nontraditional extensions (firehouses, hotels, schools)
Remain open to new cases	Shut down for new cases
Healthy staff	Incipient staff illness/danger
Grateful patients and families	Angry crowds that may be turned away

Notes:

VIDEO – Effective Spokespersons During an Ethical Health Crisis

Notes:

Telehealth Legal and Ethical Issues – Video & Case Study

Notes:

Ethics in Healthcare

THE THERAPEUTIC RELATIONSHIP

HEALTH PROFESSIONALS

PUBLIC HEALTH

PRODUCT-RELATED COMMUNICATION

HEALTH AND ETHICS
A NEW FRAMEWORK

SCIENCE AND MEDICAL COMMUNICATION

CLINICAL TRIALS AND OTHER HUMAN STUDIES

ANIMAL STUDIES

SYNTHETIC BIOLOGY AND GENETIC MODIFICATION

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Notes:

CLASS Activity & Discussion

Self-Reflection Journal

- Does your organization consider and/or practice ethical crisis management? If yes, how so?

- Can you identify members of your crisis team who would respond to an ethical crisis situation within your own organization?

5 min

✎ **Notes:**

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Knowledge Checks

Lesson 2 — Framework & guidelines for ethical decision-making during a crisis

Notes:

Lesson 2: Question One

One specific industry deals with ethical challenges on a daily basis, particularly during a health emergency like COVID or SARS:

a) Mining

b) Banking

c) Healthcare

d) Transportation

Notes:

Lesson 2: Question Two

True or False. Ethics in a crisis should only be considered during healthcare situations.

a) False

b) True

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QUESTIONS ?

You've Completed Lesson 2
Framework and Guidelines for Ethical Decision-Making During a Crisis

Ethical Communications - Trust, Transparency & Accountability

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Ethics in Communication - Video

![Notes icon] **Notes:**

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The Importance of Honesty and Transparency in Crisis Response

- Assess vulnerabilities proactively.
- Be authentic.
- Be transparent.
- Be timely.
- Remain humble.

Notes:

The Role of Accountability in Ethical Crisis Management

Ethical responsibilities as an Organization

- Satisfying the expectations of stakeholders.

- Maintaining high integrity in an organization.

- Practicing the concept of full disclosure and transparency.

- Engaging with local communities.

- Maintaining a work environment where everyone feels safe.

- Ensuring the company is offering equal opportunities to all employees.

- Creating a workplace environment that aligns with core values.

Notes:

Individual vs organizational unethical actions and practices

Notes:

The debate between shareholders and stakeholders in ethics is ongoing.
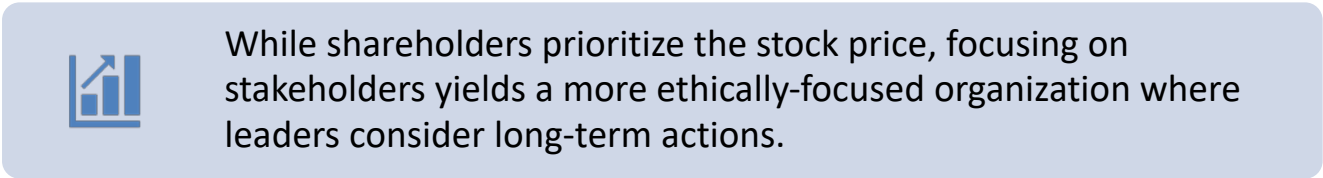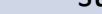
While shareholders prioritize the stock price, focusing on stakeholders yields a more ethically-focused organization where leaders consider long-term actions.
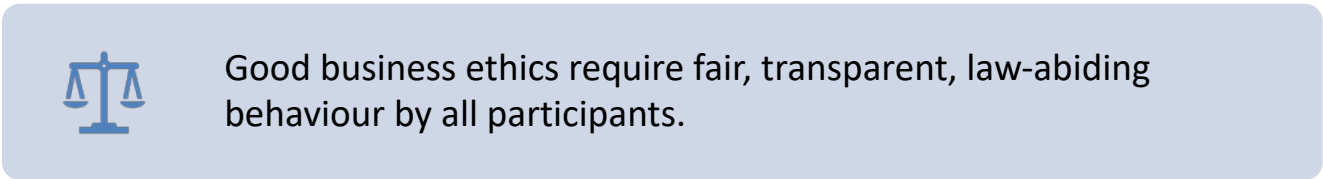
Good business ethics require fair, transparent, law-abiding behaviour by all participants.
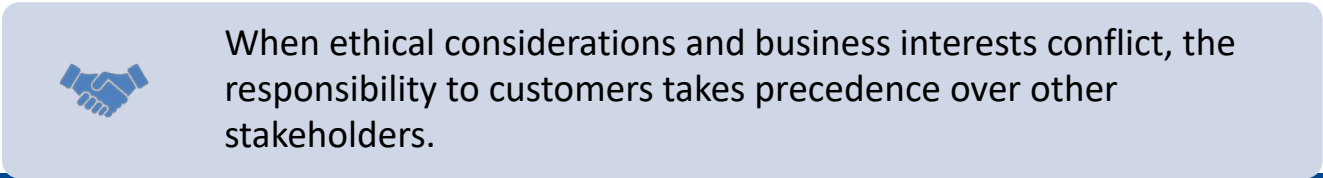
When ethical considerations and business interests conflict, the responsibility to customers takes precedence over other stakeholders.

Notes:

Ethical Crisis Communications Lessons Learned

Be transparent and honest.

Respect your stakeholders

Balance public interest with privacy obligations & considerations

Avoid sensationalism and fearmongering

Claim/confirm accountability & apologize

Notes:

How to Identify Ethical Misconduct Issues in Advance

Identify the appropriate person to conduct an investigation.

Conduct preliminary interviews with employees.

Gather facts and evidence.

Analyze information and reach a conclusion.

Present findings to senior management.

Implement corrective action plans.

Follow up on any recommendations or information obtained via the investigation.

Additionally, identifying ethical risks involves rigorous assessment against established norms, legal frameworks, and organizational values. Mitigation strategies may include policies, training, and oversight.

Notes:

Canadian Case Studies & Lessons Learned – Ethical vs Unethical Crisis Communications

Ashley Madison, Equifax, Maple Leaf Foods

Notes:

Examples of ethical failures and successes in crisis management

Videos of effective ethical leadership & ethical communications

Notes:

Ashley Madison Hack of 2015 - Video

Notes:

Canadian ethical failures and successes in crisis management

Key ethical dilemmas faced by Ashley Madison

1. Business Model Based on Deception
2. False Advertising and User Manipulation
3. Data Privacy and Security Failures
4. Misleading Deletion Fees
5. Response to the Crisis - In the aftermath of the breach, the company's crisis management included denial, deflection, and a slow response to genuine concerns. Many felt the company prioritized damage control over taking accountability or offering meaningful redress to affected users.

🎯 Summary: Ashley Madison's ethical dilemmas revolved around deception, exploitation, privacy violations, and lack of accountability. While the company operated within legal bounds in many areas, its practices consistently failed to uphold ethical standards regarding honesty, user protection, and transparency—ultimately leading to reputational collapse and a loss of public trust.

Notes:

Equifax Hack 2017 - Video

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Slow Response in Canada & U.S.- Unethical, Unlawful, or Both?

Notes:

It's Personal!

NOTICE OF DATA BREA...

Dear Suzanne Bernier:

We are writing with regard to the cybersecurity incident Equifax announced on...
our priorities with regard to this incident are transparency and continuing to p...
...ery consumer. You are receiving this letter because the credit or debit...
...score, or disclosure of your Equifax credit file was accessed. ...
...essed.

...that criminals exploite...
...ve acted immedia...
...m which ha...

Notes:

Key Ethical Challenges in the Equifax Breach

1. Failure to Protect Consumer Data
2. Delayed Disclosure: Ethical challenge: Equifax waited several weeks to publicly disclose the breach after discovering it. This delay prevented individuals from taking prompt action to protect themselves (e.g., freezing credit, monitoring accounts).Ethical concern: Lack of transparency and disregard for stakeholder impact. Conflict: Protecting company reputation vs. informing and protecting consumers
3. Insider Trading Allegations
4. Inadequate Crisis Response: The company's initial response, including setting up a poorly managed response website, added confusion and frustration. The breach response was seen as disorganized and lacking empathy toward affected individuals
5. Lack of Consumer Consent and Control: Consumers had little to no direct relationship with Equifax but were still impacted by its data practices .Issue: Equifax collects data on individuals without their active participation or full consent

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Equifax Dumps CEO in Wake of Damaging Data Breach!

Notes:

Maple Leaf Listeria Crisis of 2008 – Leading in an Ethical Crisis

Notes:

Maple Leaf Foods CEO Michael McCain on Listeria Deaths

Notes:

A Few Notable Points About the Michael McCain Response:

Use a Prominent Spokesperson

Once it became clear that Maple Leaf Foods was linked to the outbreak, CEO Michael McCain wasted no time in getting out in front of the media and telling the company's side of the story.

Publicly Apologize

McCain, as CEO, personally apologized for the tragic incidents in a video that played on mainstream TV, and that the company posted to YouTube.

Notes:

Maple Leaf Foods CEO Michael McCain on Listeria Deaths

https://www.cliffsnotes.com/study-notes/22310762

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Ethical Leadership Lessons – Review Cliff Notes

Leadership Lessons from Maple Leaf Foods' Crisis Response - CliffsNotes

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Transparency and Honesty

Respect for Stakeholders

Balancing Privacy and Public Interest

Sensationalism & Fearmongering

Accountability & Apology
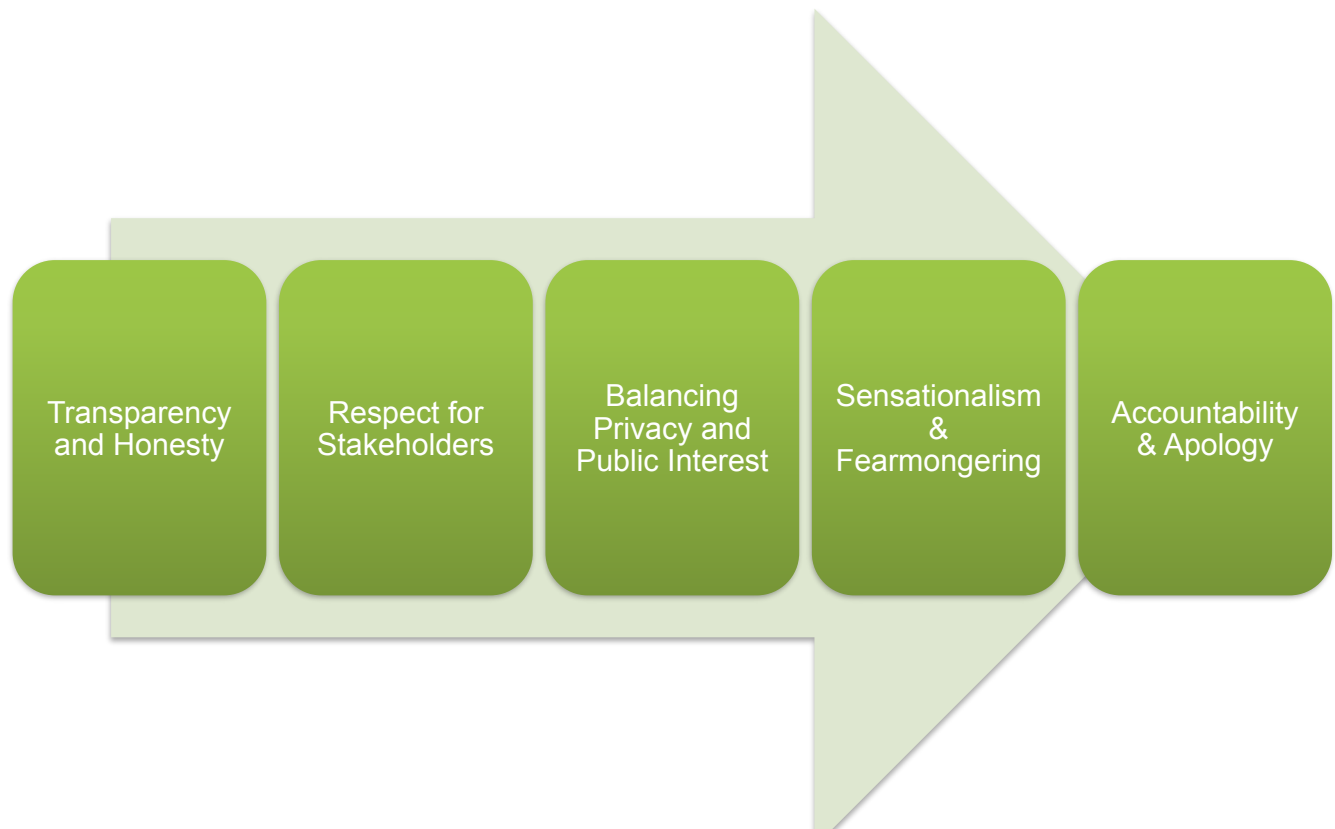
Notes:

Knowledge Checks

Lesson 3—Ethical Communications – Trust, Transparency & Accountability

Notes:

Lesson 3: Question One

True or False. Being honest & open during a crisis is the ethical thing to do.

a) True

b) False

Notes:

Lesson 3: Question Two

Fill in the blank. If you really can't or don't want to talk about an ethical dilemma, it's better to say something like, "This matter is the subject of litigation and we can't talk about it." Never _____.

a) Say "No comment!"
b) Provide examples
c) Provide anecdotes
d) Add additional important details

Lesson 3: Question Three

Which of the following methods is the **LEAST** effective when communicating an ethical crisis to employees and other internal interested parties?

a) A one-on-one meeting

b) Social media post

c) Manager/Director-led team meetings

d) An email

Notes:

QUESTIONS ?

You've Completed Lesson 3
Ethical Communications
- Trust, Transparency & Accountability

DRI. CANADA

Train.
Prepare.
Recover.

LESSON 4

Managing Ethical Dilemmas in High-Stress Crisis Situations

BCP ETHICS

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Balancing Stakeholder Interests in Decision-Making

Transparency: Be open and honest about decision-making processes.

Fairness: Ensure decisions are equitable and consider the needs and rights of all stakeholders.

Responsibility: Take responsibility for the impact of decisions on social, environmental, and economic consequences.

Notes:

Ethical Dilemma Case Study - Video

Notes:

Ethical Dilemma Case Study – Nestle

Notes:

CLASS Discussion

Notes:

Ethical Considerations in Public Safety & Corporate Responsibility

Begin with the obvious and simple.
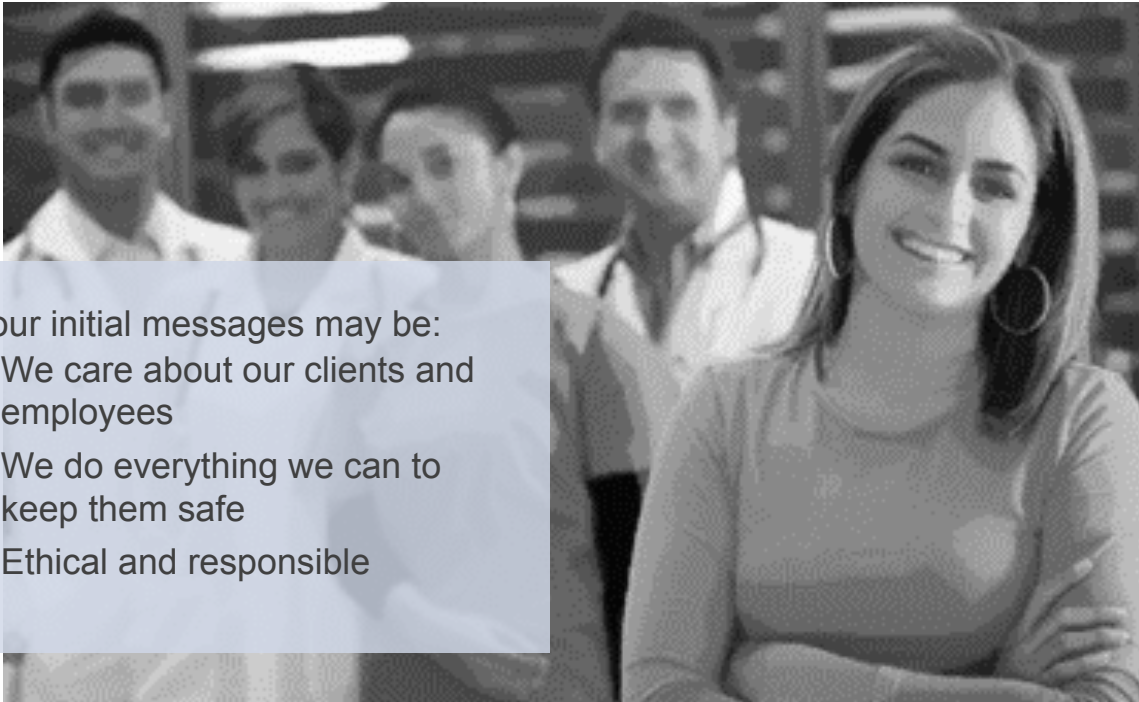
Your initial messages may be:
- We care about our clients and employees
- We do everything we can to keep them safe
- Ethical and responsible

Notes:

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Effective Ethical Leadership & Ethical Communications

Notes:

Bring in an outside voice for support – partner, customer, vendor

Internal spokespersons must focus on what they know to be ethically true from within.

External spokespersons talk about concerns and actions from an external perspective.

Notes:

Knowledge Checks

Lesson 4— Managing Ethical Dilemmas in High-Stress Crisis Situations

Lesson 4: Question One

During an ethical crisis, is it a good idea to bring in an outside voice of support?

a) No

b) Yes

c) Only during the post-review period

d) Only after the crisis is over

Notes:

Lesson 4: Question Two

What is an example of an outside voice of support:

a) Customers or clients

b) Internal staff

c) Board members

Notes:

QUESTIONS ?

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You've Completed Lesson 4

Managing Ethical Dilemmas in High-Stress Crisis Situations

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Recover.

Ethical Leadership & Organizational Culture

BCP ETHICS

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Prepare.
Recover.

Role of Leaders in Fostering an Ethical Crisis Management Culture

Notes:

Do You Remember This? Was This an Ethical Crisis? For Who?

Notes:

The 'Face' of United Airlines – Unethical Behaviour by United CEO

Notes:

Ethical or Unethical Response to a Crisis? 2010 BP Oil Spill

Tony Hayward, Former BP CEO

Notes:

Governmental (Municipal, Provincial, Federal) Ethical Perspectives and Considerations

Protection of human rights: Ensuring that people's rights are respected and protected.

Promoting fairness and justice: Treating people fairly and justly, without discrimination or bias.

Promoting honesty and transparency: Encouraging truthfulness and transparency in actions and decisions.

Establishing codes of conduct for public officials.

Anti-corruption measures.

Transparency and openness.

Fair employment practices.

Stewardship of public resources.

Community engagement.

Environmental sustainability.

Notes:

Federal Government Example: January 2021 – Washington, DC

Notes:

Indigenous Perspectives and Ethical Considerations

Indigenous ethics are grounded in values such as honour, trust, honesty, and humility, and reflect a commitment to the collective.

They reflect commitment to the collective and embody a respectful relationship with the land.

1. Respect for Nature: Indigenous communities view themselves as stewards of the land, emphasizing stewardship over exploitation.

2. Spiritual Connection: Tribal rituals and ceremonies often center around the elements of nature, signifying a belief in a life force that connects all living things.

3. Values of Honour, Trust, Honesty, and Humility: Indigenous ethics resonate with these values and reflect commitment to the collective.

An ethical challenge may be how and who to communicate with during a crisis affecting the indigenous community – via elders vs traditional communications

Notes:

Indigenous Perspectives and Ethical Considerations - Video

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Ethical Training and Preparedness Strategies

1. **Needs assessment**: Identify specific ethical challenges and issues facing your organization.

2. **Develop a Code of Conduct**: Establish guidelines for ethical behavior.

3. **Use real-world examples**: Incorporate scenarios that resonate with employees.

4. **Provide regular training**: Offer ongoing ethical education.

5. **Encourage participation and discussion**: Engage employees in ethical discussions.

6. **Offer incentives**: Provide rewards for ethical behavior.

7. **Provide resources for employees**: Access tools and materials to support ethical practices.

8. **Lead by example**: Set a positive ethical tone from leadership roles.

Notes:

Ethical Leadership Best Practices – Video

Notes:

Group Discussion: Real-World Ethical Crises

Tensions between respect for local customs and values imposed by external responders

Different understandings of health, illness, and diseases

Scarce resources hindering the provision of adequate care

Trust and distrust between humanitarian workforce and local communities

Complex ethical considerations for leaders and responders during emergencies

Questions of a "moral identity"

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Case Study – Space Shuttle Challenger Video

Notes:

Case Study – Space Shuttle Challenger Ethical Issues

Lack of communication between engineers and management.

Poor management practices.

Problematic relationship between individual and organizational responsibility.

Technical failure in the O-rings.

Flawed decision-making process for launch.

Managers not fully appreciating the dangers of launching a space shuttle in cold weather.

Notes:

Ethical Injects and Exercises – Expose and Discuss Ethical Dilemmas

Less than 50% of entities incorporate social media injects into tabletop
or functional exercises, and far less add in ethical aspects to a crisis.

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Knowledge Checks

Lesson 5 – Ethical Leadership and Organizational Culture

Notes:

Lesson 5: Question One

Fill in the blank. Deciding in advance what your entity will/won't respond to is an good example of _____.

a) Social media monitoring

b) Ethical challenges during health emergencies

c) Cyberhack planning

Notes:

Lesson 5: Question Two

True or False. In dealing with ethical crises, you can utilize social media and crisis communications monitors to locate and disseminate ethical issues and messaging.

a) False

b) **True**

Notes:

Lesson 5: Question Three

Multiple Choice. What is NOT considered a common ethical issue in the workplace:

a) Consulting with the IT department

b) Workplace harassment

c) Traditional and cultural differences

d) Language barriers and access

Notes:

i-146

QUESTIONS ?

You've Completed Lesson 5
Ethical Leadership & Organizational Culture

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Prepare.
Recover.

Ethical Technologies & Applied Ethics in Crisis - Simulation Exercise

BCP ETHICS

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What is Ethical Technology?

Ethical technology refers to the principles and practices that ensure technological advancements are designed, developed, and used in ways that respect human rights, privacy, and the broader welfare of society.

It encompasses a set of values that guide the organization's approach to using technology, aligning it with the company's fundamental purpose and core values.

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What If New Technologies Challenged Our Ethical Norms?

Notes:

Artificial Intelligence: Top Ethical Issues

Ethical Decision-Making Case Analysis

Read Ethical by Design: Principles for Good Technology – Australian Ethics Centre
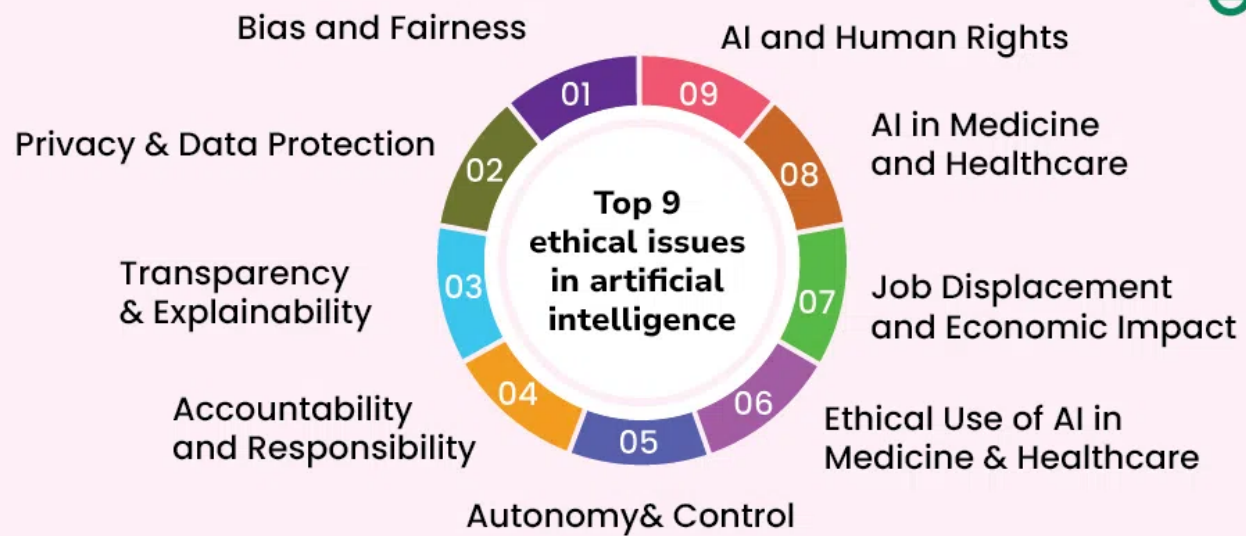
Notes:

Ethical Decision-Making – Stages for Ethical Deliberation

Notes:

Be ethical. Be TRUER!

T **Trust**

R **Respect**

U **Understanding**

E **Empathy**

R **Resolution**
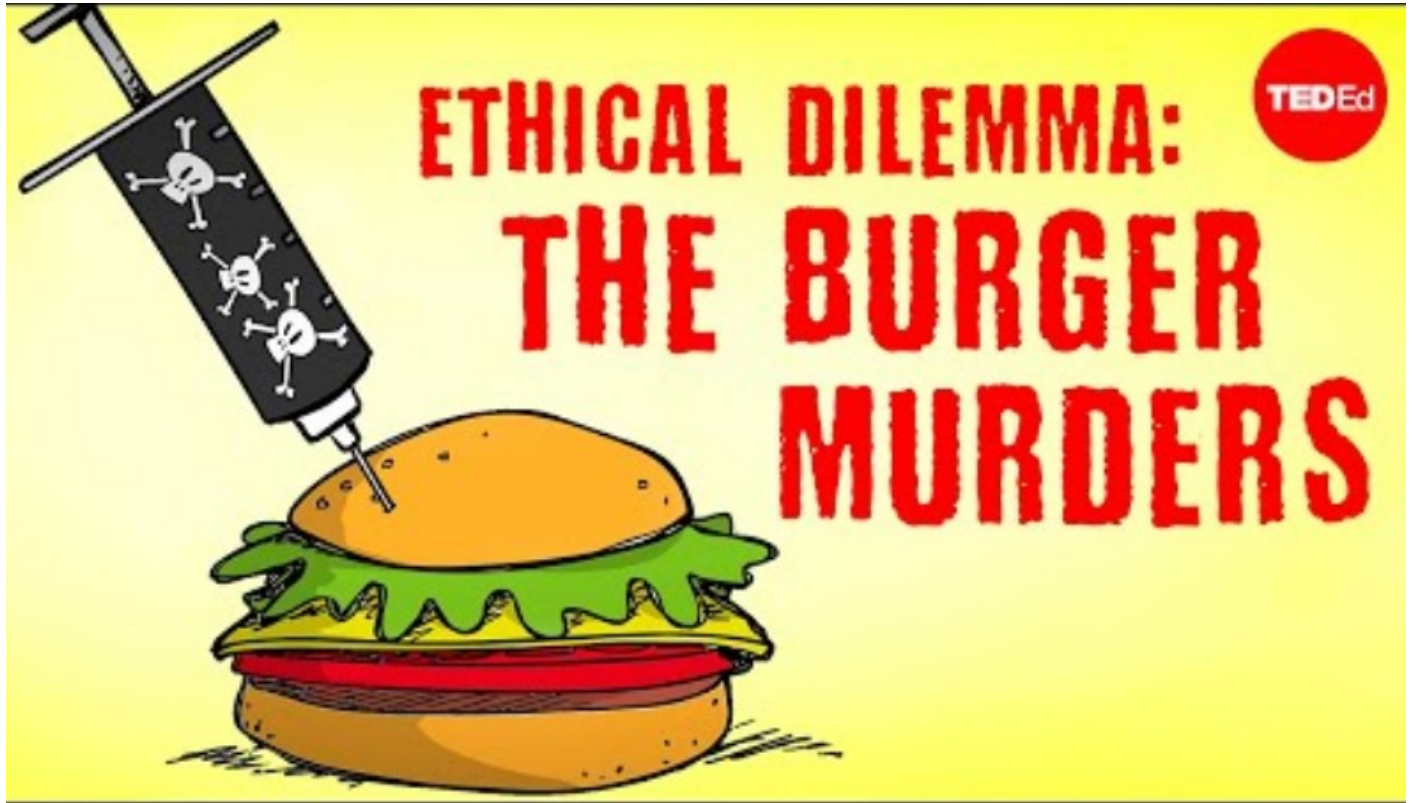
Notes:

CLASS Activity & Discussion

Ethical Exercise – The Burger Murders

- **Crisis Comms Team statement**
  Develop media statement and Q&A in anticipation of questions you may receive

- **Media questions**
  Media team to develop list of questions to ask at press conference

5 min

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Exercise Scenario – Ethical Dilemma – The Burger Murders

📝 **Notes:**

EXERCISE DISCUSSION

Notes:

Exercise Scenario – Ethical Dilemma – The Burger Murders

Why was it so difficult to determine which of the meatless burger products were tampered with?

a) Because the criminal bribed the security guard.
b) Because all of the packages had visible air holes.
c) Because the tampering occurred at the manufacturer before the burgers were sent to stores.
d) Because the tampering was not evident on the packaging/product.

Notes:

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Exercise Scenario – Ethical Dilemma – The Burger Murders

Which of the following statements about what happened following the poisonings is false?

a) Deaths related to the poisoned burgers were headline news.
b) The criminal killer was arrested a few years later when he tampered with bottles of Tylenol.
c) Customers stopped buying your meatless burger brand.
d) Investigators identified two stores where burgers were poisoned.

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Exercise Scenario – Ethical Dilemma – The Burger Murders

All of the following are potential options considered in response to the burger poisoning EXCEPT:

a) Do nothing because the criminal, not your company, poisoned the burgers.

b) Pull your meatless burger products only from the two stores where the poisonings are known to have occurred.

c) Pull your meatless burger products from all stores in the city where the two stores with poisoned burgers were located.

d) Pull your meatless burger products from every store wherever located.

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END OF EXERCISE!

Notes:

Knowledge Checks

Lesson 6—Ethical Technologies & Applied Ethics in Crisis

Notes:

Lesson 6: Question One

What does TRUER stand for?

a) Trust, Respect, Understanding, Empathy & Resolution
b) Trigger, Respond, Undermine, Effect, Recover
c) 'To Respond Under Ethical Reasons'
d) To Run Under Every Rainbow

Notes:

Lesson 6: Question Two

True or False: Ethical dilemmas should be dealt with in an entirely different manner than other crises within an organization?

a) True

b) False

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You've Completed Lesson 6

Ethical Technologies
& Applied Ethics in Crisis
- Simulation Exercise

DRI CANADA

Train.
Prepare.
Recover.

Notes:

Congratulations!

You have completed

BCP ETHICS: Ethics in Crisis Management & Resilience – Navigating Integrity During Chaos & Crisis

Notes: