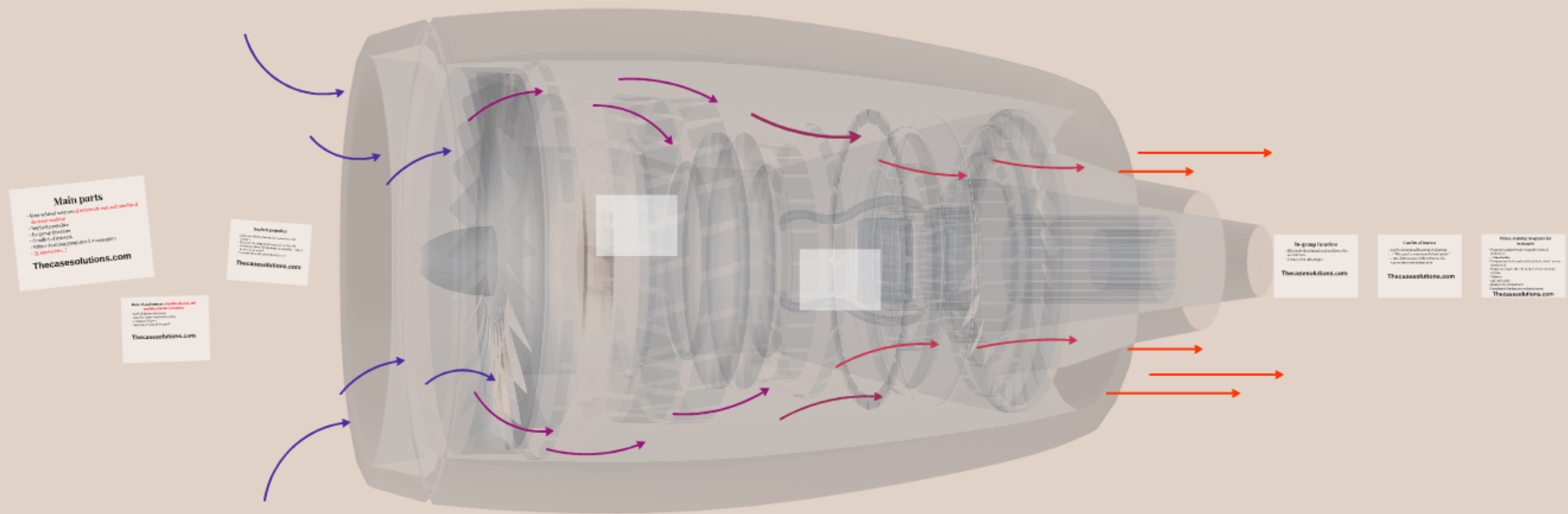


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Main parts

- Four related sources of unintentional and unethical decision making
- Implicit prejudice
- In-group favoritism
- Conflict of interest
- Ethics-training programs for managers
- Q, interactive..?

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Four related sources of unintentional and unethical decision making

- Implicit forms of prejudice
- Bias that favours one's own group
- Conflict of interest
- Tendency to over claim credit

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Implicit prejudice

- Judge according to unconscious stereotypes and attitudes
- Rooted in the fundamental mechanics of thought
- Associating things that commonly go together - expect them to do so as well
- Organize our world and makes life easier

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In-group favoritism

- Effectively discriminate against those who are different
- Creates clear advantages

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Conflict of interest

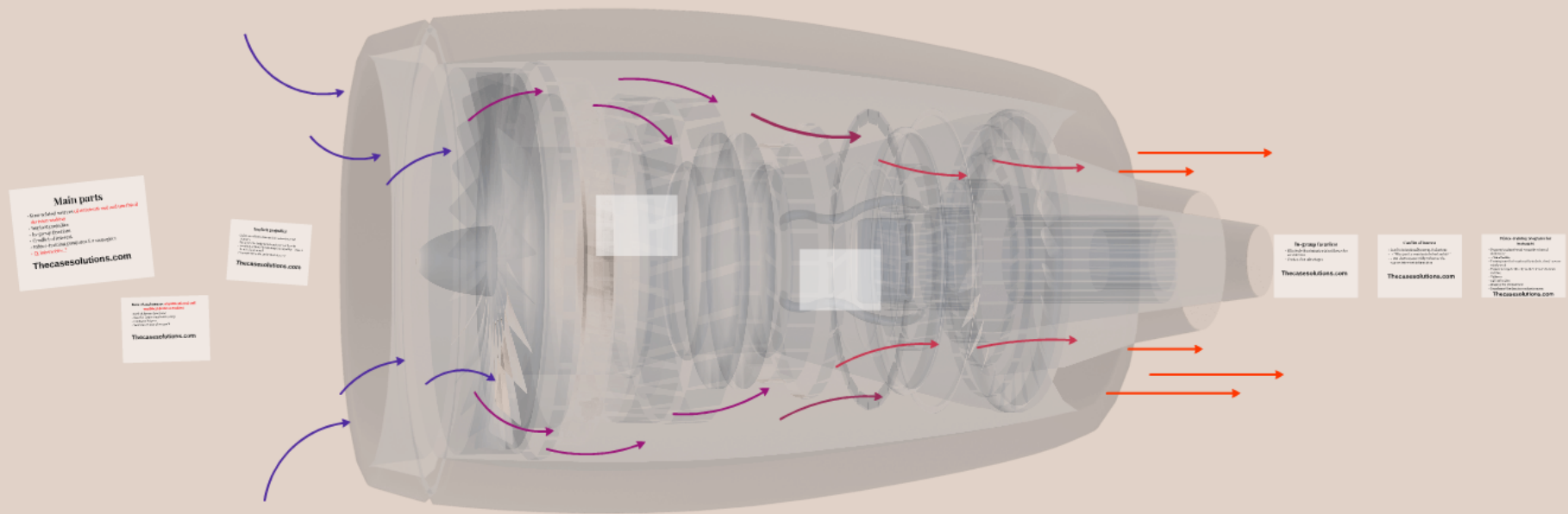
- Lead to intentionally corrupt behaviour
- ➤ “Why good accountants do bad audits?”
- – Our desires powerfully influence the way we interpret information

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Ethics-training programs for managers

- Focus on teaching broad principles of moral philosophy
- » **Not effective**
- Training must be broadened to include about how our minds work
- Expose managers directly to their biased decision making
- Vigilance
- Collecting data
- Shaping the environment
- Broadening the decision making process

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