

THE JOSEPHSON INSTITUTE ETHICAL DECISION-MAKING MODEL:

In developing a decision-making model that avoids the shortcomings of each traditional theory and can be practically applied to common problems, the Josephson Institute has combined features of each and added the stakeholder concept. The Josephson Institute decision-making model has three (3) criteria.

- 0 All decisions must take into account and reflect a concern for the Interests and well-being of all stakeholders¹.
- 0 Core ethical values² and principles *always* take precedence over non ethical ones³.
- 0 It Is ethically proper to violate an ethical value only when It Is *clearly necessary* to advance another *true ethical value*⁴ which, according to the decision maker's conscience⁵, will produce the greatest balance of good *In the long run*.

1 Each person affected by a decision has a stake in the decision and a moral claim on the decision-maker. Good decisions take into account the possible consequences of words and actions on all those potentially affected by a decision ("stakeholders").

2 Josephson defines the Core Ethical Values with his Six Pillars of Character.

3 Non ethical values are ethically neutral values in that a person may pursue the value using ethical or unethical means. To be clear, a non ethical value is NOT an unethical value.

4 When a decision maker must choose between two conflicting Core Ethical Values, that decision maker faces an Ethical Dilemma.

5 The phrase "... according to the decision maker's conscience ..." makes the application of the third criteria of this model a subjective one for the decision maker while working toward the goal of maximizing the good and minimizing the bad outcomes of the decision