

# WHY DO GOOD PEOPLE MAKE BAD DECISIONS?

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Sharon Kay Stoll, Ph.D.  
Director  
Center for ETHICS\*  
University of Idaho



Jennifer M. Beller, Ph.D.  
Associate Professor  
Washington State University

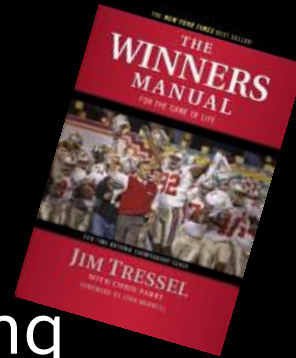
# Good people – bad deeds..

- My own realization –
  - William Borah – the Lion of Idaho
    - [The Borah Symposium – in business since 1931](#)
- But then the plot thickens –
  - not until the 2008 book based on Alice Roosevelt Longworth's papers...do we discover that Borah was a "rake"..



# Scandals and good people

- Joe Paterno
- Jim Tressell
- Tiger Woods
- Lance Armstrong
- Rick Pitino
- Mike Rice – his No excuse video -



# Comments from ...

- Lumpkin, A. & Stoll, S. K., (2012). Responsible conduct: The ethics of it all in life and research. *The Journal of Values-Based Leadership*, VI(1), pp. 66- 79.



# The problem of ethics

- We really don't know very much about ethics..
  - We think we do.
    - We think we know what is right.
    - We think we are ethical. (Quantitative data supports we aren't)
  - We think doing ethics is actually easy
    - Common sense approach
    - Following the law and rules
  - We think doing ethics is intuitive.



# We think doing ethics is easy...

- Just follow the rules
  - In sport – we actually value deception and gamesmanship.
- We learn from our mistakes.
  - Victor Conte has set up shop after BALCO!
  - Number one sport scientist

■ <http://www.snac.com/>



New Video Interview  
with Victor Conte  
Updated 2/20/08

NEW! BALCO GEAR

BARRY BONDS TALKS ABOUT ZMA IN MUSCLE & FITNESS!

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TRAIN at HOME

ABS

Introducing Aerobitine  
THE ULTIMATE ANTI-FATIGUE FAT LOSS FORMULA

Free Sample Packet!

New! SNAC Pak  
High Performance  
SNAC PAK  
Vitalize - Aerobitine - ZMA  
Energy Fat Loss Formula

# We think we are ethical

- I never met an unethical person
  - I know what's right...
    - But you need to check out Charlie...
- The right people are ethical
  - Especially if we are educated
  - Especially if we are from the upper middle class
  - Especially if we are from the right social group, social norm, religious group, and so forth



# Ethics is intuitive

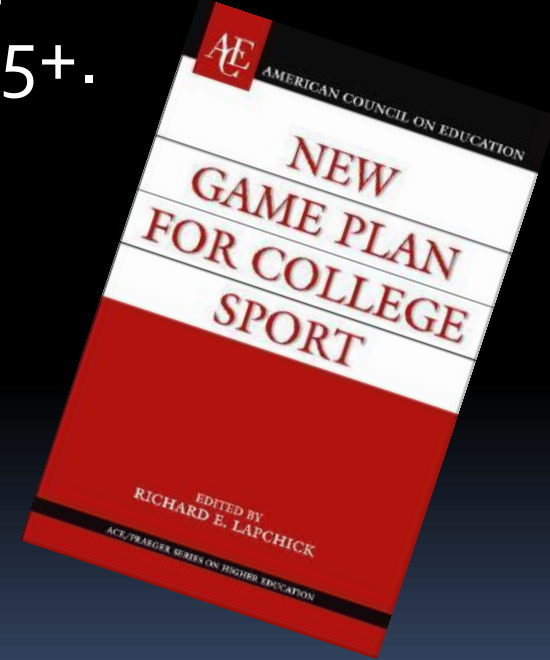
- Everyone knows what is right and wrong.
  - Justice Byron J. Johnson, Idaho Supreme Court





# The reality of it all

- Stoll, S.K. & Beller, J. M. (2006). Ethical dilemmas in sport. In R. Lapchick, *New Game Plan for College Sport*, pp. 75+.



# Callouses of “intetellectual two steps”...

- Most individuals justify action, rather than reason self to predetermined action .
  - The theory of Free – Won't, rather than Free Will. (Benjamin Libet).
  - We are very good at rationalizing what we do – but not very good about thinking about what we do.



# Bras and Marketing



- You are the owner of a sophisticated line of women's sport bras. Your line has been the best in the business for decades but in the past year, sales have declined from what you perceive is shoddy, yellow advertising by your closest competitor, BRZ lingerie.

- BRZ has maligned your reputation as well as your established product and now reigns as the number one product.
- As luck would have it, one of your designers brings you BRZ's fall production models. She states that through a series of dumb luck, she found the layout in a designing class she was taking.



- After investigation, she realizes that one of BRZ's people apparently inadvertently left it behind. She excitedly notes that the material is dated and appears to be the latest model. She also states that from what she can glean, your company can outdo BRZ easily and win back the lost market.



- She also states that from what she can glean, your company can outdo BRZ easily and win back the lost market. What do you do?



- A. Tell your designer to return the model to BRZ, emphatically stating that you will have no part in clandestine snooping.
- B. Tell your designer to return the model, but only after you analyze it thoroughly. You're not a thief, but you're not stupid either.
- Keep the model, tell your designer to be quiet about what she found, and develop a new strategy based on what was found. Losers are weepers. All's fair in love, war, and the lingerie business. And obviously, BRZ has sloppy as well as, unethical business practices, which now has caught up with them. It's payback time.



# The set up

- We are highly influenced by language.
- We are highly influenced by “smart” people around us.
- We tend to follow along.
- How many times a day do we lie?





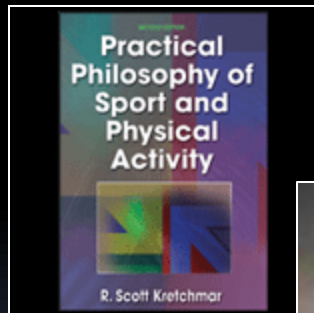
# Ethical dilemma..

- Cheaters will always be with us...
- All of us will be tempted to cheat
- No human being is above cheating...
- Can we expect better behavior?
- And if so, what conditions will support better ethical behavior?



# The Metaphysics of It All

- What is the purpose of what we are doing?
  - What is the worth or the good of sport and competition?
    - That good should be distributed fairly and with equity.



# Moral Development Theory



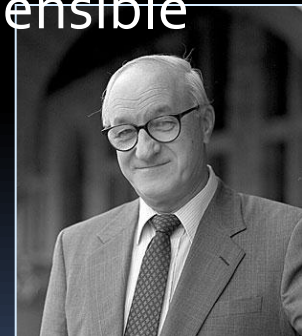
- Lawrence Kohlberg
  - If we ask certain questions, we should be able to ferret out the best solution to difficult ethical dilemmas?
    - What is right?
    - Why is it right?
    - What social moral perspectives support our answers?



# Knowing what is right



- The story of the grapes in the supermarket.
  - Tom Morris' – If Aristotle Ran General Motors.
- Moral justification and intelligence.
  - Albert Bandura - Social Cognitive Behavior
    - Cognitive moral restructuring – reprehensible conduct is justified
      - Babe Ruth
      - Mickey Mantle
      - Ty Cobb



# Disengagement practices

- Displacement of responsibility
  - Donald Fehr, baseball's union leader, said random testing was against privacy laws and other freedoms.
- Diffusion of responsibility
  - Everyone is doing it – HGH, Anabolic Steroids
    - Lance Armstrong, Oprah
    - Michelle Collins, USADA
    - Sylvester Stallone, Suzanne Somers
- Disregard or distortion of consequences
  - Bud Selig – We just didn't know the consequences of Anabolic Steroids and HGH.
  - Kelli White and Michelle Collins



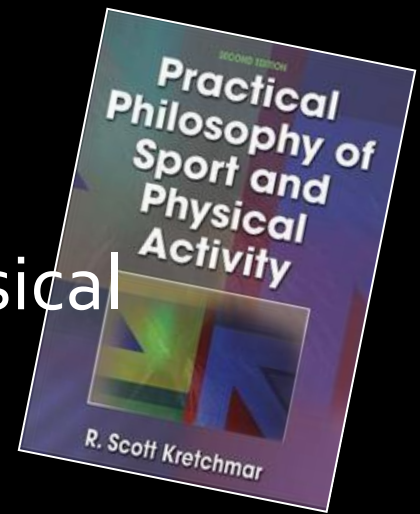
# Or.. the Bill Clinton response

- ...because I could....



# Why is it right?

- R. Scott Kretchmar's soft metaphysical question?
  - What is the purpose of the activity?
    - The purpose usually gives insight as to what the activity is about – and that purpose should have an ethical mission.
    - Ethical missions give us “meat” as to why an ethical answer is right.
      - A mission should serve – should have an honorable intent.



# What is your mission in coaching?

- A 30 word or less statement of your mission?
  - Select the nouns –
  - Select the verbs
  - What values are named in these nouns?
    - Or are they hiding in your adverbs and adjectives?





# Moral or Social Values?

- A social value is the relative worth we place on the work ethic or benign social fabric of sport.
  - Hardwork
  - Teamwork
  - Dedication
  - Sacrifice
  - Intensity
  - Loyalty



# Moral Values

- The relative worth we place on the value of human relationships.
  - Honesty
  - Fairplay
  - Justice
  - Integrity
  - Respect
  - Responsibility



# Rank the values

- Which is the most important value – in relation to your mission statement?



# Write the values in the negative

- A cadet will not lie, cheat, nor steal, nor tolerate those that do.



# Mission = then what?

- Who will lead and who will follow?
  - Will your team follow your mission?
  - Will your assistants follow and lead your mission?
    - Does their mission match and support?
  - Will they have your values?
    - How will you know?



# Hire “Good” People

- SERVANT LEADERS
  - Greenleaf – Do your followers get better because of your leading?
- Set your standards high, “Leroy Walker”
  - Excellence no excuses.
    - In character, attitude, and performance



# Teach the Mission

- Teach your people your mission
  - Expect them to follow the mission
  - Consequences for those who don't
  - Continual ethics education.



# Keep your promises

- Follow your mission
- Set your goals high
- Support your people to quest for the goal
- Serve them
- Consequences exist.



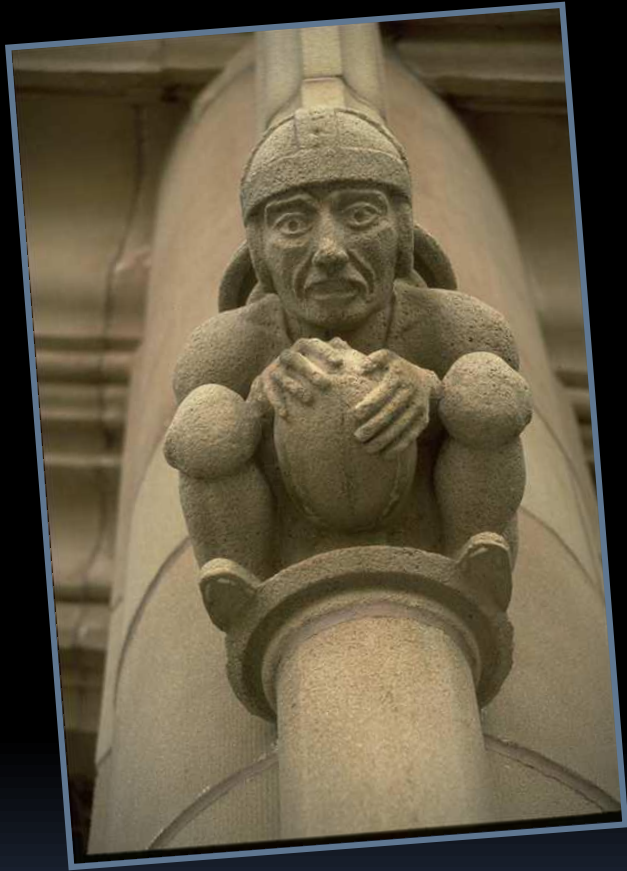


# Promise keeping..

- Cheating – is
    - A violation of a promise made
      - To follow the rules
        - On the court
        - In the classroom
      - To be faithful, diligent?
  - Promise Keeping premised on “first rules”.
    - More important than any other rule
- Rules that govern our lives – our relationships







# SERVANT LEADERSHIP

*...Believing and teaching the tradition  
of civility and integrity to inspire leaders  
of character ....*

Sharon Kay Stoll, Ph.D.



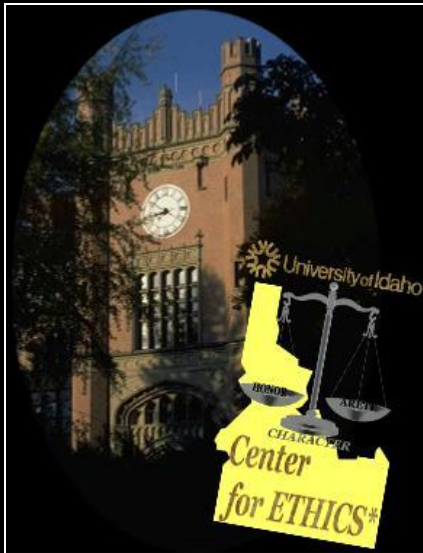
*...where lives are touched for ETHICS\**

# Servant Leadership In Coaching

- Endorsed by the American Football Coaches Association
- In association with Winning With Character
- The purpose of the CEU Servant Leadership Program On Line
  - to create an environment to aid you in your quest to become a servant leader.
    - What are the traits, the gifts, and the mission of individuals who are servant leaders?
    - What makes an individual worthy of being called a servant leader?



# CEUs at Idaho



- One CEU = 10 contact hours
- Servant Leadership Program through Center for ETHICS is:
  - 3 CEUs = 30 contact hours



# Where to find

- <http://www.conferences.uidaho.edu>
  - Click into Online Registration
  - Click Servant Leadership
  - Follow the prompts to register
- Questions:
  - [sstoll@vandals.uidaho.edu](mailto:ssstoll@vandals.uidaho.edu)

