

Wallace & Pikel: 10 Step Method of Decision-Making

1. What are the known key facts in this situation?
2. List the major stakeholders (those affected by the situation). What do they value and want as desired outcomes?
3. List the underlying drivers that are causing or exacerbating this ethical problem.
4. List, in priority, the ethical principles and core values that should be upheld in the decision.
5. List who should have input to or be involved in making the decision.
6. Brainstorm possible alternatives to resolve the situation. Then test each alternative against the three review-gate criteria listed below. Only alternatives that pass all three review-gates become viable alternatives worthy of further consideration.
 - (a) Prevents or minimizes harm to the above stakeholders.
 - (b) Upholds the ethical principles and core values identified in Step 4.
 - (c) Is a good, workable solution to the entire situation.
7. Select the preferred alternative and build a worst-case scenario (made up of things that could go wrong in implementing your preferred alternative) and determine how it affects each stakeholder.
8. Add a preventative ethics component to your preferred alternative that deals with the underlying drivers identified in Step 3. The best preventative ethics component for any organization is familiarity with the organization's values.
9. Decide and build an action plan that incorporates the best choices you've made in all the above-listed steps.
10. Evaluate your chosen alternative (modified to deal with underlying drivers) against the ethical checklist on the following page.

Effective Decision Making Test

Rating Scale

Not at allTotally yes

<p>Relevant information test</p> <p>Have we obtained as much information as possible to make an informed decision and action-plan for this situation?</p>	<p>1 2 3 4 5 6</p>
<p>Involvement test</p> <p>Have we involved as many as possible of those who have a right to have input to, and actual involvement in, making this decision and action-plan?</p>	<p>1 2 3 4 5 6</p>
<p>Consequential test</p> <p>Have we attempted to accommodate for the consequences of this decision and action-plan on any who could be significantly affected by it?</p>	<p>1 2 3 4 5 6</p>
<p>Universal ethical principles test</p> <p>Does this decision and action-plan uphold the ethical principles (Step 4) that we think are relevant to this situation?</p>	<p>1 2 3 4 5 6</p>
<p>Fairness test</p> <p>If we were any one of the stakeholders in this situation, would we perceive this decision and action-plan to be fair, given all of the circumstances?</p>	<p>1 2 3 4 5 6</p>
<p>Universality test</p> <p>Would we want this decision and action-plan to be 'universally applicable' so it would apply to all in similar situations, including ourselves?</p>	<p>1 2 3 4 5 6</p>
<p>Preventative test</p> <p>Does this decision and action-plan prevent or minimize similar situations from happening again?</p>	<p>1 2 3 4 5 6</p>
<p>Light-of-day (or 60 Minutes TV Program) test</p> <p>Can our decision and action-plan stand the test of broad-based public disclosure in which everyone knows everything about both what we decided and how made the decision?</p>	<p>1 2 3 4 5 6</p>

