**Today’s Agenda:**

1. **Brainstorm creative solutions to Gilbane Gold Dilemma**
2. **Coffee cups and reframing**
3. **3. Some feedback on group exercises**

Solution:

Hubiésemos reportado la información de los acontecimientos. Lo que estaba en riesgo (salud) es más importante que las ganancias de la compañía.

The correct decision for David as an environmental engineer is to alert the authorities of the violation that Z-Corp is making. It is his responsibility, and he is doing what he was hired to do in the first place. The reality is that the lead and arsenic can accumulate and can become a serious threat to the community.

Some solutions tried to integrate ethical and financial value. Others drew compromises by partially realizing each. Still others traded off one set of values (moral, environmental) for another set (financial)

Rankings:

High rankings to professional solution (Engineers hold paramount the health, safety, and welfare of the community. Have an obligation to inform client of risk to public health, safety, and welfare and, if the risk continues, to then notify “proper authorities.”

Low rankings to technical solutions (Ion exchange and artificial wetlands).

Concern about negative consequences of informing general public (through the press) or government agencies. (Concerns about OSHA, FDA, or SEC?)

Revised Decision

Plan A--Meet with top executives and give them all the documentation about the current environmental/ health problem and suggest various solutions to correct the current problem of the toxic metals discharges in the community. Plan B—Go to an engineering professional society.

Leaders

No consistent rankings. Diane ranked high and low. (Position held and manner in which position asserted?) Tom Richards ranked high and low too. (Pro-Environmental stance indicates integrity while position also undermines business objectives.) Winslow Massin ranked high by one group because he took the time to explore a range of alternatives when advising David. David ranked high by some groups because he stood up to Diane and advocated for public health, safety, and welfare. (For some corporations this is good.)

Corporate Social Responsibility (What is this? Explore module m17318 for some different definitions.)

Los argumentos más fuertes son los de Tom y David porque cumplían con la responsabilidad social de manera íntegra, siendo honesto ante el problema de contaminación de Z-Corp, preocupándose por el bienestar de la comunidad.

En contraste con los argumentos de Diane y Winslow que solo se interesaban por el interés de la compañía, interviniendo de una manera codiciosa perdiendo la responsabilidad que la compañía tiene con la comunidad.

Strongest: El argumento del ingeniero David sobre comprar mejor maquinaria para bajar el nivel de polución conlleva tres valores los cuales utiliza. Responsabilidad ya que siente que es parte de su labor informar sobre un tema el cual afecta a un público. Integridad ya que no se deja llevar por las ganancias para tomar sus decisiones y por último, confianza, la cual la ganaría por completo se lograr su objetivo

Tom: Tom expone su idea y comenta como hay personas que se van a ver afectadas y le recomienda a David que debe “speak up.” Se está encargando del “social responsibility” utilizando su integridad y responsabilidad.

Weakest—Diane: Los argumentos de Diane son los menores adecuados. Su explicación excusa para continuar con el plan es que les están brindando trabajo y estabilidad a las personas cuando saben que están en el borde de la línea entre parar de algo moral a inmoral. Se está interesando más por la ganancia que por la responsabilidad social. Deja de utilizar los valores de responsabilidad e integridad.

Winslow (strong): La decisión que le recomienda el profesor es buena porque no le recomienda ir al público por su reputación pero igualmente la recomienda que hable con un supervisor con posición más alta que Diane. Actuar responsablemente.

My list of solutions

1-4. David should blow the whistle anonomously…

to the press

to a governmental agency (EPA)

to a professional society (NSPR, CIAPR)

internally to higher-up Z-Corp officials

5-8. David should blow the whistle publicly

to the press

to a governmental agency (EPA)

to a professional society (NSPA, CIAPR)

internally to higher-up Z-Corp officials

9. David should do nothing. (Nolo contendere)

10. David should ask that Z-Corp have a more experienced engineer sign off on the plans.

11. David should try to convince authorities to postpone the decision until he can gather more information on technical solutions

12-13. Engineer, Mark Holtzapple from TAMU, proposes two other solutions that are in your alternative endings section. Recommend that Z-Corp install ion-exchanger resins to filter out the heavy metals. Recommend that Z-Corp construct an artificial wetland with a rubber liner to clean the discharges naturally before entering the water into the local river. Holtzapple argues that these solutions are better technically, environmentally, and ethically than the status quo procedure that Z-Corp uses. These are value-integrative solutions in that they propose to integrate fully moral, environmental, financial, and technical values. Best approached by viewing the problematic situation under multiple frames.

14. David should refuse to sign the documents.

15. David should sign the documents but file a dissenting professional opinion within Z-Corp. Should things turn out wrong, this DPO would be his evidence that his decision was coerced.

16. David should work to convince Phil Port and Frank Seeders of his concerns and then together they can approach and convince Diane. (Lead an organizational charge)

17. David should threaten whistle-blowing if his concerns are not addressed. He can use engineering codes of ethics and other engineering codes to back up his views.

19. David should resign from Z-Corp and remain silent.

20-23. David should resign from Z-Corp and then blow the whistle to the

press

government

professional society

24-28. David should try to convince Diane that there is a viable technical alternative such as ion exchange or artificial wetlands. This is plan A. If this fails, he should

blow the whistle anonomously

blow the whistle publicly

blow the whistle within Z-Corp

blow the whistle to a government agency, professional society, or the local press

29. David should take up gardening.

30. David should become a consulting engineer like Tom Richards and give advice rather than be an employee subject to pressure and the law of agency.

31. David should notify local residents such as farmers and help organize grass roots social opposition to Z-Corps plans to increase discharges of heavy metals.

32. David should go to Z-Corps ombudsperson for advice.

33. David should file a grievance with the local union.

34. David should go to the personnel or human resources department for advice and support.

35. David should file a complain of harassment against Diane.

36. David should empathize with Diane’s position and make a more concerted effort to formulate his own position in terms that she would find more acceptable.

37. David should hire a hypnotist to secretly suggest to Diane that his (David’s) position is really better.

38-40. David should play organizational politics by

blackmailing Diane

undermining her reputation by spreading false rumors

develop anti-Diane coalitions to override her decision-making authority.

41-42. David should blow the whistle with documented evidence. He should WB without documented evidence allowing others to prepare relevant documentation.