



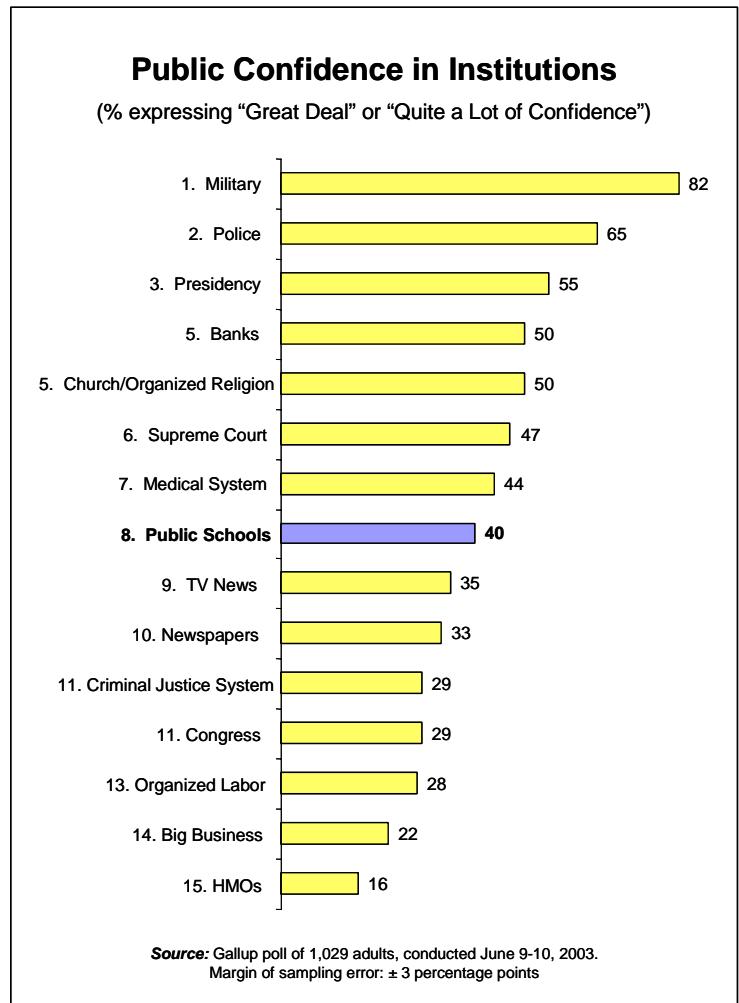
Leadership Brief: The Global Ethics Landscape

Internal Realities

The findings below are derived from the 2003 and 2000 National Business Ethics Surveys (NBES).¹

- Formal ethics programs are positively related to ethics outcomes such as reports of misconduct and employees feeling more valued.
- Employees say that their organizations' concern for ethics is an important reason that they continue to work there.
- The modeling of ethical behavior by organizational leaders, supervisors and coworkers is positively related to ethics outcomes such as employees being more satisfied with their organizations overall and feeling less pressure to commit misconduct.
- Senior and middle managers' perceptions about ethics in their organizations are consistently more positive than those of lower level employees. Senior and middle managers tend to feel that honesty and respect are practiced more frequently than do lower level employees.
- One in eight employees feels pressure to compromise their organizations' ethics standards.
- Almost two-thirds of all employees who feel pressure to compromise their organizations ethics standards attribute this pressure to internal sources— supervisors, top management and coworkers.
- Nearly a third of respondents say their coworkers condone questionable ethics practices by showing respect for those who achieve success using them.
- Younger managers with low tenure in their organizations are twice as likely to feel pressure to compromise ethics standards than their older counterparts.

External Realities



¹ The NBES survey is a nationally representative telephone survey of 1,500 U.S. employees.¹ Rather than focusing on what organizational leaders and managers think about work ethics, the NBES survey offers opportunities to learn about and from the perceptions of employees at all levels.

- About one in every three employees observes misconduct at work.
- The types of misconduct most frequently observed in 2003 are:
 1. *Abusive or intimidating behavior toward employees;*
 2. *Misreporting actual time or hours worked*
 3. *Lying; and*
 4. *Withholding needed information.*
- Nearly half (44%) of all non-management employees do not report the misconduct they observe at work with the top reasons being: (1) a belief that no corrective action will be taken, and (2) fear that their report will not be kept confidential.
- Approximately one in three employees fears retaliation by management and coworkers if they report misconduct or other ethics concerns.
- Two in five employees who report misconduct are dissatisfied with their organizations' response.
- Many employees believe that, overall, their supervisors and organizational leaders talk about and model ethical behavior at work.
- There are relatively few differences in the ethics perceptions of employees in the government, for-profit and non-profit sectors.