
DOING THE RIGHT THING TAKES TIME. WHAT IF YOU DON'T HAVE IT?

RESEARCH AND INSIGHTS FROM THE NOTRE DAME DELOITTE CENTER FOR ETHICAL LEADERSHIP

Each day you face pressure to make high-velocity decisions. Here's how to make sure you don't leave your values behind.

For more science-based strategies for ethical leadership, visit ethicalleadership.nd.edu.



1 GATHER THE RIGHT INFORMATION

Marines speak of the “70% solution”: Decide with 70% of the information you would like to have. Make your 70% matter by ensuring that it includes important ethical – not just strategic or financial – information.



2 CREATE “SPEED BUMPS”

Build a cooling off period into the decision-making process to provide extra time to consider the ethical challenges likely to arise.



3 BE CLEAR

When we're in a rush, it's easy to lose sight of the rules that are meant to guide us to do the right thing. If you make the moral norms and consequences for bad behavior as clear and accessible as possible, employees will be less likely to ignore them when making quick decisions.



4 CREATE SPACE FOR RITUALS AND PLAYFULNESS

Time pressure makes us feel threatened and isolated. Personal rituals that help us feel calm and collected can help us guard against these feelings.