Gill's Job List for Building Ethically Healthy Organizations

4 Processes→ 6 Components ↓	Identification→ What is it? How does it work? Identify it. Describe it. Explain it.	Education→ How do we teach it---throughout the company? To do it, everyone must first know it. How do we train on this?	Implementation→ How do we make it part of our basic structures, policies, and practices? We must practice what we preach.	Evaluation How are we doing? How can we improve? What needs to change?
Motivation *Why we care.* A deep, thoughtful, convincing rationale for taking ethics seriously.	Why should we be concerned about our ethics? What is at stake? Consequences?	Activities and initiatives to keep everyone awake, alert, and motivated.	Instructing, praising, rewarding, disciplining to maintain the motivational edge.	Organizational Ethics Assessments; focus groups; Internal/external research; Personnel evals.
Trouble-shooting *How we manage crises and make decisions about dilemmas.* A ready, effective troubleshooting & crisis resolution method.	What is our method and strategy for dealing with crises, dilemmas, and quandaries?	Ethics training case analyses online and in classroom; staff discussions. Newsletter Q&A	Get people involved in using the tools to research questions, discuss actual problems and find/invent resolutions.	Organizational Ethics Assessments; focus groups; Internal/external research; Personnel evals.
Mission & Vision *Where we are going.* *Purpose, core business, and envisioned future* An inspiring, shared core mission/vision.	Why do we exist? What are our core purposes, our overarching basic goals?	Statements posted everywhere; invoked, explained frequently	Mission & vision brought up at strategy and planning meetings;	Organizational Ethics Assessments; focus groups; Internal/external research; Personnel evals.
Culture *Who we are. The core values that shape our physical plant, policies, structures & atmosphere* A healthy, value-embedded culture.	What are the basic, defining, core characteristics of our organization? Our habits, our atmosphere, our style, our traits?	Values posted everywhere, explained, illustrated by management	Create and strengthen concrete exhibitions of each core value; smash all misalignments.	Organizational Ethics Assessments; focus groups; Internal/external research; Personnel evals.
Practices *How we do the things we do.* Robust, reliable, principle-guided practices.	What are the guidelines that keep our primary activities on track ethically? What is our code of conduct?	Ethics training on line, in print, in class.	Bring up guidelines in new employee orientation and mentoring, staff meetings, bring activities into conformity.	Organizational Ethics Assessments; focus groups; Internal/external research; Personnel evals.
Leadership *Who makes it happen* Gifted, effective leaders and systems in place and in training.	How is responsibility for organizational ethics distributed? Personnel, process, systems?	Make plain the organizational structure, lines of communication, accountability.	Set the example, inspire the people, hold people accountable. Encourage, reward, educate, discipline.	Organizational Ethics Assessments; focus groups; Internal/external research; Personnel evals