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of ethical decision making we can not expect organizational ethical climates and outcomes to follow. References. Bazerman, M. H., & Tenbrunsel, A. E. (April 2011). Ethical breakdowns. Harvard Business Review.

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Ethical Breakdowns. ... A version of this article appeared in the April 2011 issue of Harvard Business Review. ... Ann E. Tenbrunsel is the Rex and Alice A. Martin Professor of Business Ethics and ...

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Ethical Breakdowns 58 Harvard Business Review April 2011 ILLUSTRATION: DANIEL HOROWITZ HBR.ORG T THE VAST MAJORITY of managers mean to run ethical organizations, yet corporate corruption is widespread. Part of the problem, of course, is that some leaders are out-and-out crooks, and they direct the



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malfeasance from the top. But that is rare.

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and Ann Tenbrunsel write that intentional malfeasance is rare, but “Much more often, we believe, employees bend or break ethics rules because those in charge are blind to unethical behavior and may even unknowingly encourage it.” (See “Ethical Breakdowns,” Harvard Business Review, April 2011.)

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Instead, the fundamental unit of human action for him was utility—solid, certain, and factual.. What is utility? Bentham’s fundamental axiom, which underlies

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