

Virginia Bankers Association
2023 School of Bank Management
Home Study Problem - Ethical Decision Making

Please answer all questions below.

- **Each response should be 400-600 words.**
- **Please begin each response on a new page of paper. Your final submission should be exactly five single-spaced pages.**

Please know that all responses are treated with confidentiality. I am the only one who reviews and evaluates your papers. Feel free to contact me by phone (804.289.8556) or e-mail (rcoughla@richmond.edu) if you have any questions about the assignment.

- (1) What three values (in your own words) best describe the culture of the specific group, team, branch or office you are a part of at the bank? I am looking for you to think about the collection of 6-10 people with whom you work most closely. You must limit your response to exactly three values. For each value, you must: (a) provide a brief description of the value and (b) add a recent example of the value coming to life.

For this question, I am most interested in your own views about the current culture of that group or team. I am not asking you to recite the stated values of your organization, which may or may not provide an accurate picture of the culture. Please just think hard about the values that capture the current culture. In formulating your answer, please consider what drives decision-making in your workgroup and how you and your colleagues interact with each other and the bank's customers and other stakeholders.

- (2) In what specific ways, if at all, are the values that you mentioned above incorporated into the rewards and recognition processes at your bank? In other words, does the bank take those values into account when deciding who gets recognized and rewarded? If so, explain how this is accomplished. If not, describe how these processes might be improved to better incorporate values.
- (3) Please share a specific example of a right-vs-right dilemma that you faced at some point in your career. What were the two "rights" that were pitted against each other? How did you resolve this dilemma? NOTE: your example may not be about a request for a letter of recommendation or anything similar since that is the case I used in class.
- (4) Recall the 4C Framework I presented during our time together. To what degree are the three pillars aligned in your work group? How well does each pillar do in supporting the work group's culture? Please provide a few examples to illustrate your main points.
- (5) Imagine that you have been named Chief Accountability Officer at your bank. (I just made up that title.) Your job is to ensure that the culture has an appropriate level of the right kind of accountability, as discussed in class. What one specific change would you make to achieve this goal? Explain. Then comment on how you might increase accountability to values within your work group.