

Virginia Bankers Association
2021 School of Bank Management
Home Study Problem - Ethical Decision Making

Please answer all questions below.

- **You may use up to one side of one page for each response. Please note: appropriately thorough responses will fill at least 3/4 of the page.**
- **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 your bank? 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. 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 at the bank and how employees interact with each other and the bank's customers.

- (2) In what specific ways, if at all, are the values listed above incorporated into the recruiting and hiring processes at the bank? In other words, does the bank have any processes in place for identifying how a candidate's values align with the bank's values before he/she is hired? If so, explain. If not, describe how these processes might be improved to better capture the values of prospective employees.
- (3) This question is about your personal values. What are the differences between the values you operate from at work and the values you operate from away from work? Are there specific values that serve as "winning arguments" at work that do not drive your decision-making outside of work? Are there any values from your home life that do not serve as strong criteria at work?
- (4) Recall the 4C Framework I presented during our time together. To what degree are the three pillars aligned at your bank? How well does each pillar do in supporting the bank'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 at the bank.