Skills4Retail
Building sustainable growth



Leading with Integrity

Workshop 3: Ethical Behaviour

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Today

Topic	Additional Readings
Ethical Behaviour	Why is Empathy Important to Customer Success? Available HERE Eight Common Ethical Dilemmas Business Owners Face (And How to Overcome Them). Available HERE Perceptions of Retail Supervisors' Ethical Behaviour and Front-line Managers' Organisational Commitment. Available HERE

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Intended Session Learning Outcomes

By the end of this session, you should be able to :

1. Discuss key ethical issues and dilemmas facing retail leaders.
    - Discuss the principles of ethical behaviour when supervising employees
    - Contemporary ethical management issues
    - Ethical dilemmas
    - Ethical frameworks
    - Assess the importance of empathy within the retail environment



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Ethical Behaviour

Firstly, Let's CHECK IN...

Please share your understanding of the following questions using the Mentimeter link below:

1. **What thoughts or feelings arise when you hear the term "ethical behaviour"?**
2. **What do you believe is the most pressing ethical dilemma currently faced by Irish retail leaders, and why?**





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Ethical Leadership in Retail Supervision

- Ethical Supervision = The bedrock of Leading with Integrity.
- More than compliance, fosters a culture of trust and ethical conduct.
- Requires consistent application of core principles in daily interactions.
- Core Principles:
  - Honesty
  - Integrity
  - Fairness
  - Respect
  - Accountability
  - Confidentiality

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Application of Principles & Best Practices

- Fair Scheduling
- Performance Management
- Handling Employee issues
- Managing Resources
- Supplier Interactions.

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Walking Debate: Do you agree or disagree? Let's discuss...

1. In a retail job, it is better to speak up about a customer who is trying to return a used item than to allow them to deceive the store for the sake of making a sale.



2. An employee should prioritise maintaining good relationships with co-workers over reporting unethical behaviour to a manager, even if it means staying silent about unfair practices.

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Key Ethical Issues

- Labour Practices
- Supply Chain Ethics and Transparency
- Customer Data Privacy and Security
- Pricing Ethics and Advertising
- EDI
- Employee Theft and Misuse of Assets
- Conflicts of Interest

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Is Outsourcing Unethical?



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What is the Message?



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Company Review: Amazon

Let’s Consider:

Is Amazon sustainable or convenient?


Amazon proves consumers are choosing easy over ethical

For all the talk of conscious consumerism, Amazon's market dominance continues apace despite its low tax bill and its excessive packaging.

By Harry Lang | 27 Nov 2019

Share this article





Some Home Truths on Amazon HERE

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Amazon Ethical Influences: Product

- Product safety issues
- Environmental concerns
- Development of unnecessary and environmentally wasteful products
  - Planned/perceived obsolescence
  - Fast fashion
- Sourcing of raw materials
- Environmental impact of production methods
- Environmental issues after disposal



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Amazon Ethical Influences: Price

- In a market economy, prices are – in principle, determined by supply and demand but because of unequal power relations between firms and consumers, unethical practices can occur

- Price fixing and antitrust

- Predatory pricing at artificially low prices that attract consumers but harm suppliers and competition

- Usage of big data to personalise pricing;
  - AI / bots to track competition



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Amazon Ethical Influence: Place - Distribution

- Ethical issues in the supply chain
- Exploitation of suppliers by powerful buyers (retailers and manufacturers)
  - Below-cost prices for farmers
  - Forcing smaller competitors & distributors out
- Exploitative working conditions in sweatshops and warehouses
- Gig economy (Amazon Flex)
- High environmental cost of distribution chains
  - Food miles / delivery miles



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PRIME

FDA Asked to Investigate Logan Paul's Prime Energy Drink. What to Know



Lawmakers and health experts have asked the FDA to investigate Prime Energy, an influencer-backed energy drink containing as much caffeine as six cans of Coca-Cola. Mike Kemp/In Pictures via Getty Images

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Ethical Dilemmas

- Performance vs. Ethical Principles
- Favouritism vs. Fairness
- Responding to Misconduct
- Client / Customer Conflicts
- Resource Allocation
- Navigating “Grey Areas”



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Ethical Frameworks

Framework Name	Core Principle	Key Question(s)	Retail Dilemma Example	How Framework Might Guide Action
Utilitarianism and the Common Good **- Consequence-Based** **(John Stuart Mills)**	Maximize overall good for the most stakeholders	Which option yields the best outcome for employees, customers, company, community?	Deciding whether to implement a new self-checkout system that will reduce labor costs but lead to job losses for several cashiers.	Analyse the overall consequences: Cost savings, potential efficiency gains, customer convenience vs. negative impact on laid-off employees, potential impact on remaining staff morale, and potential customer frustration. If benefits (cost savings, efficiency) outweigh harms (job losses, morale dip) for the majority, might proceed, ideally with support for displaced staff.

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Ethical Frameworks (Continued)

Framework Name	Core Principle	Key Question(s)	Retail Dilemma Example	How Framework Might Guide Action
Deontology **- Duty/ Rule Based** **(Immanuel Kent)**	Follow duties, rules, respect rights	Is there a duty to employees? Does this action violate rights (e.g., to fair treatment)? Is it honest?	Deciding whether to implement a new self-checkout system that will reduce labor costs but lead to job losses for several cashiers.	Focus on duties owed to employees (e.g., job security, fair treatment, advance notice). Does the company have a moral obligation to retain staff? Does the process respect employee rights? Might argue against the implementation if it violates fundamental duties or rights, or advocate strongly for exploring all alternatives first.

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Ethical Frameworks (Continued)

Framework Name	Core Principle	Key Question(s)	Retail Dilemma Example	How Framework Might Guide Action
Virtue Ethics - Character Based (Aristotle)	Act as a virtuous person (honest, fair, compassionate)	What would an honest, fair, compassionate manager do? How does this reflect on my integrity?	Deciding whether to implement a new self-checkout system that will reduce labor costs but lead to job losses for several cashiers.	Consider virtues like compassion (how are affected employees treated?), fairness (is the selection process for layoffs equitable? are alternatives considered?), honesty (transparency about the reasons and process). Focus on *how* the decision is made and implemented, striving for virtuous conduct (e.g., providing generous severance, retraining, outplacement support).

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Applying Frameworks to Resolve Retail Dilemmas

1. Identify the Ethical Issues
2. Get the Facts
3. Identify Stakeholders & Consequences
4. Evaluate Alternative Actions using Ethical Lenses
5. Consider Company Values and Policies
6. Choose an Option for Action and Test it
7. Implement Your Decision and Reflect on the Outcome

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ACTIVITY

Stories on Ethical Dilemmas in the Workplace

In pairs, review the assigned Story and consider the Ethical Question

See Activity Sheet 3.1: Stories on Ethical Dilemmas in the Workplace



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Empathy



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The Power of Empathy

- Empathy is the ability to understand and share the feelings, thoughts, and perspectives of another person.
- It involves actively trying to see the world through another's eyes and sense their inner state, often described as "seeing with another's eyes, hearing with their ears, and feeling with their heart".
- It is distinct from sympathy, which is feeling *for* someone; empathy is feeling *with* them, requiring active engagement and understanding without necessarily having had the same direct experiences

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Empathy



"I feel how you feel"

Sympathy



"I now how you feel"

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Video Critique: Empathy

- What is the secret to Customer Service?



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The Power of
SHOWING
EMPATHY

ACTIVITY

Self Test & Reflection: Crossword



See Activity Sheet 3.2: Leading with Integrity Crossword

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Key Take Aways

Integrity = Ethics + Empathy + Sustainability



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Mid-Module Informal Feedback

Ideas on things the Tutor Should.....

STOP



START



CONTINUE



I value your feedback....thank you!



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Any Questions?

Thank You

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