

# The Intersection of Values and Decisions in an Organization

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## Introduction

My capstone examines the intersection between an organization's values and the decisions made by individuals in the organization, most especially its leaders. To better understand the effect of this intersection, I examine four areas, working to ask and answer questions in each:

1. The Trigger
2. The Framework
3. Trust
4. Outcomes

## The Trigger

*We observe countless decisions every day, so why do some trigger us into making a value-based assessment?*

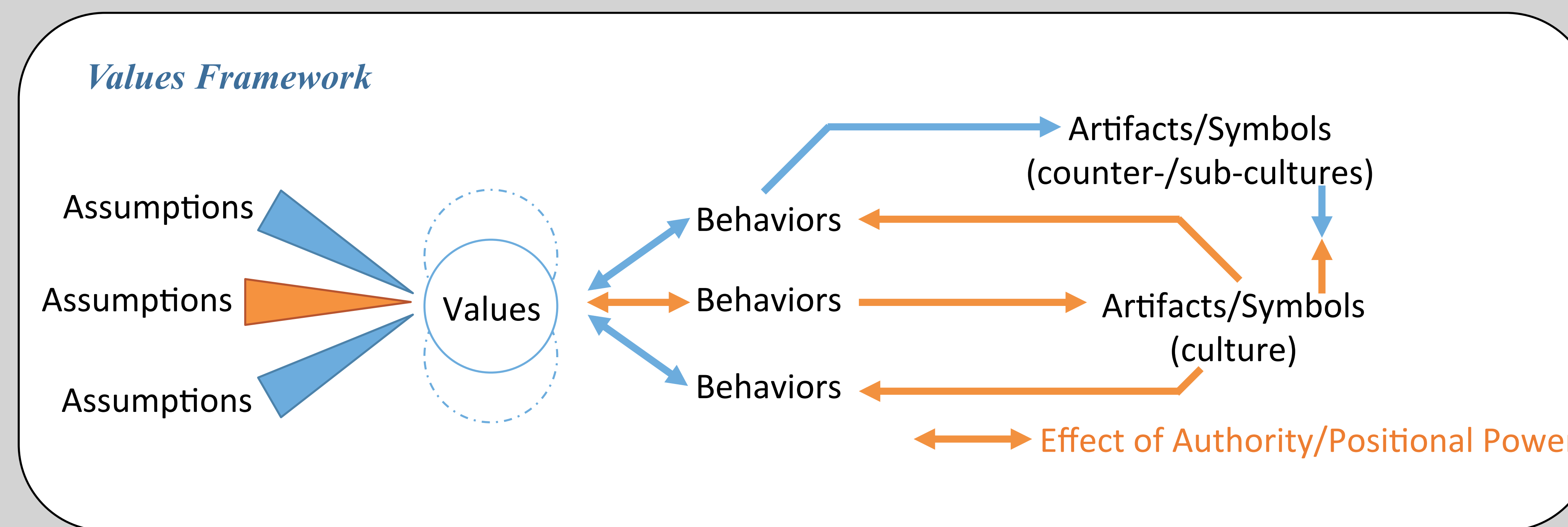
### Emotion

Our categorization of past experiences labels possible outcomes with emotional tags.

### Moral Intensity

We categorize experiences based on their moral intensity, consisting of:

1. Magnitude of Consequences
2. Social Consensus
3. Probability of Effect
4. Temporal Immediacy
5. Proximity
6. Concentration of Effect



“Trust is when you assume vulnerability with an optimistic expectation of someone else.”  
— Ulrich Boser

## The Framework

Values do not live in a vacuum and have important relationships with other factors in an organization:

1. Assumptions and the situations that drive them
2. The characteristics of values themselves
3. Behavior and the skillfulness of the decisions that drive it
4. The artifacts within an organization and their effects

In a world replete with prescriptions of how values should be used to make decisions, an understanding of how their interaction affects organizations is important to develop.

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## Trust

From the stories we tell to the biological processes we have explored, trust plays a critical role in our relationships and how we evaluate other people's decisions.

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## Outcomes & Conclusions

- Leaders can better understand how cultures are formed, strengthened, or changed by decisions.
- An understanding of the inherent characteristics of people and the effects of situational contexts can help define how decisions might be understood.
- Without an understanding of the mechanics of value-application in an organization, prescriptions for value-based decision making run the risk of producing unforeseen consequences.

