Guiding Theme
The institutionalization of ethics is a counterproductive exercise which results in the diffusion of individual responsibility.

Methods
In an attempt to better understand why unethical decisions go unchallenged, I conducted a study on the Volkswagen emissions scandal that came to light in 2015. In parallel, I conducted a multidisciplinary examination of human cognition, philosophical ethics, learning models and biases and conflicts.

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Literature Cited

Conclusions
- Command and control cultures stifle dissent
- Ethical behavior is a multidisciplinary practice
- Developing an ethical framework is necessary but insufficient
- Reasoning is fundamental to ethical conduct
- Influenced by Kant and Rawls
- Individuals within groups cannot control a group, they can only hope to impart influence

Recommendations
- Continually reorient
- Be mindful of conflicts and biases
- Be willing to exercise judgment
- Work to understand your culture and context
- Work to understand yourself
- Be decisive

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Understanding Agency in Unethical Environments
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