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***Good decisions build trust***

**Concern for Stakeholders**

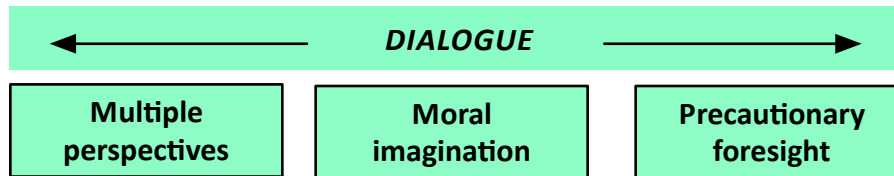
Insure open, honest reflection about the possible effect of the decision upon individuals, groups, and organizations

**Focus on Guiding Values**

Clarify the actual motivation for the decision and the guiding values that justify the selection of the preferred option over alternatives

**Straight Talk about the Decision**

Communicate transparently with people who need to know by including the ethical reasoning (values) that supports the decision, intended benefits, and the downside (costs and risks)



***Questionable decisions jeopardize trust***

Failure to understand stakeholders' concerns

Failure to develop ethical reasoning that supports the decision

Failure to effectively communicate to stakeholders

***Poor decisions perpetuate mistrust***

Conflicts of interest or appearance of impropriety

Inadequate assessment of downside risks

Intention to 'walk the line' of wrongdoing

***Bad Decisions create mistrust***

**Violation of Law, Policy or Regulation**