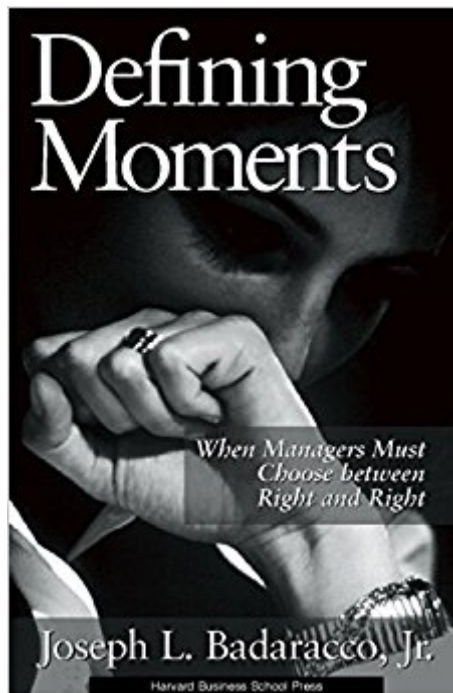




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Defining Moments: When Managers Must Choose Between Right And Right



Synopsis

"Defining moments," according to Badaracco, occur when managers face business problems that trigger difficult, deeply personal questions. In deciding how to act, managers reveal their inner values, test their commitment to those values, and ultimately shape their characters. Badaracco builds a framework for approaching these dilemmas around three cases of increasing complexity, reflecting the escalating responsibilities managers face as they advance in their careers. The first story presents a young man whose choice will affect him only as an individual; the second, a department head, whose decision will influence his organization; the third, a corporate executive, whose actions will have much larger, societal ramifications. To guide the decision-making process, Badaracco draws on the insights of four philosophers--Aristotle, Machiavelli, Nietzsche, and James--because they offer practical rather than theoretical advice. He thus bridges the gap between classroom philosophy and corporate pragmatism. The result is a flexible framework that managers can draw on to resolve issues of conflicting responsibility in practical ways.

Book Information

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Customer Reviews

This solid, penetrating work, obviously deeply felt by the author, is likely to be well received by boomer managers. --Library Journal "The book is well-crafted, readable and interactive. --USA Today -- USA Today

"So much of making sound decisions comes from asking smart questions. Defining Moments asks

all the right questions in a way that will help any manager who wants to reach judgments that are morally sensitive and professionally sensible." --George Stephanopoulos, Visiting Professor at Columbia University, political analyst for ABC, and former adviser to the Clinton Administration

Defining Moments outlines a refreshingly realistic approach to ethics in management. Badaracco shows how managers can choose, without sacrificing their values, between multiple acceptable solutions--not the one right answer that most ethicists claim exists. It is a book to be put into practice, not just read and set aside. --Andrall Pearson, Chairman & CEO, Pepsico Food Division

Critical decisions between shades of right are inescapable in our professional and personal lives and do create defining moments' for each of us. Badracco brings a clarity to the decision process that I did not think possible. --Gail Long, Senior Vice President, Group Executive, Large Corporate, BankBoston

Finally, here's a book that helps us prioritize our personal and institutional loyalties and responsibilities in decision making, wend our way through real-life moral mazes, and develop our character in the process. A crystal-clear, practical writer, Badaracco provides a new and unorthodox approach to issues of great complexity. He offers pragmatic assistance to real people weighing conflicting duties, ends, and virtues of business life. --William McLennan, University Chaplain, Tufts University

I am delighted by this book and very pleased to recommend it to all. The book certainly lives up to its title and is a great adjunct for me in teaching business ethics beyond the core philosophies at the Master's degree level. Apart from the ethical issues this book has inspired me to look more to literature both historical and cultural s part of forming my lectures and delivering them. I have purchased several of the books and DVD's cited in this lovely book. John Barnes Bangkok Thailand

So far I like the content of this book, but I bought it for a class and without the page numbers was really hard to follow what I was supposed to read for each assignment. If you are getting this for leisure reading, the digital version should work fine for you, but I am very disappointing that I cannot tell what page I am on since I am reading this for a class. I am not sure what I am going to do if I end up having to cite any of the material...

Defining Moments is a thought provoking look at the moral and ethical element of decision making in the workplace. One of the most interesting ideas in this book is the concept that many decisions in the workplace are not between right and wrong, but rather decisions between right and right. This book will open your mind to new ways of evaluating decisions in the workplace.

I was a student at the same MBA program where Badaracco teaches. I overlooked his class then, but 15 years later I came across this gem and loved it. Anyone can learn the basics - Finance, Marketing, etc... - but truly great leadership comes from being able to navigate situations like this book presents. As the head of my company, this book has been very valuable in giving me a framework to think through aspects of my job, and to help me better understand myself as well. I'll be reading some of his other works as well...

This book was required reading for a business ethics class. Overall stories of the book were good examples of ethical dilemmas, but the content could have been delivered in a third of the time. The book often revisits topics from earlier chapters and keeps beating you over the head with some of the concepts. While I would not read the book again, it has opened my eyes to investigating some of the philosophers mentioned in the book.

I read this a few years after I had been in senior management and wished deeply that I had discovered it earlier. One of the great challenges facing new managers is decision making where the choices all involve some positive and negative aspects. There are also many organization pressures that force individuals to consider suboptimal paths to "be a team player." It's a slippery slope and one that is hard to navigate without a great deal of thought and a clarity of personal professional purpose. This is a small book that easily engages the reader in a fascinating path to understanding these core management issues. Management, especially senior management, starts to look like politics and turns into a soup of interests and circumstances that make the "right" decision hard to discern and possibly even harder to live with. Given the impact to size ratio and high quality of the writing I'd make this book a must-read in the category.

Badarocco's work is simple, yet sophisticated. He works through three character dilemmas and interweaves the applications of the great theorists in laymen terms to make this a book you cannot put down. It will unnerve you, there is a great deal of student introspection applied to the understanding of Badaracco. Enjoy! Ted

I love that this book looks at business ethics from a perspective of right versus right, as this is so often the position people find themselves. It was an easy read and offered great insights! Love this book.

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