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# Being an Ethical Management Consultant

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# Introduction

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# | Who is Adam Jacobs and what makes him an expert?



**What makes  
anyone an expert  
in ethics?**

- Chartered (CITP & CEng)
- Published (IT Now)
- Research (online polls)
- Human (probably)
- Forwd (ethical consultancy)



**What would make you an expert in ethics?**



# What do we mean by ethics?

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- Promotes a responsibility to society
- Boosts professional skills
- Encourages transparency and honesty
- A duty of care to your Relevant Authority
- Gives members a vehicle for pushing back against unethical demands.

**Does this go far enough?**

Integrity - Be honest

Confidentiality - Protect client information

Independence - Remain impartial

Transparency - Be open

Long-term impact - Ethical foresight

**How does this compare to the BCS?**

## | Other ethical frameworks



IEEE Ethically Aligned Design

CMI Code of Conduct

Institute of Business Ethics Toolkit

And many others.

**What about other non-professional ethical frameworks?**





# What is ethical by design?

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# I Embedding ethics in from the start



Day 0:

Review the ethical frameworks for the Relevant Authority

Review any other relevant frameworks

Draft any project-specific ethical guidance for the project

Have all new joiners commit to deliver against this ahead of all other priorities

**How do you maintain this?**

## I Embedding ethics into existing projects



Commitment from senior management

Review impact on milestone dates

Upskill and gain commitment from the team

**What issues do you see with this?**



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# Putting ethics into practice

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# | Are ethical non-functional requirements a good idea?



Enables formal sign off that work is ethical

Tick box exercise?

**| Ethics review boards give independence. Do they make a difference?**



How much power does an ethical board really have?

## I Does RACI help?



Give people responsibility and accountability for ethics

Improves awareness

Enforcement?



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# What happens when we get it wrong?

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# | Kickbacks from vendors during a vendor selection



Full visibility

Ramifications

# I Reputational damage - employee retention



Impacts clients disassociating with you

Employees may not want to be associated with you

Loss of work

Cost of recruitment

Rework



# Case studies

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## I Large consultancy: copying and passing off information

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A large global consultancy asked me to copy the leaked requirements to get an app approved in Apple's app store into a client deck and pass it off as our own research.

## I Publishing house: two consultancies debate



Two consultancies arguing about identity management systems, blaming each other for the failings of the programme.

## I Government department: DDaT & SfIA ratings abuse




A large consultancy was providing 40 people for a large government project. They inflated the requirements, insisting on SfIA 5 level Java developers. The work was copying and pasting XML that could have been done by apprentices.

## I Large consultancy: billing to a client on a course



I was working for a client and sent abroad to a 2 day training course. I was not allowed to tell the client and expected to step out of the course to respond to calls / emails to give the illusion I was working a full day for the client.





# Working with others who work to a different ethical standard

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There will always be differences between ethical frameworks. In most cases, these will be minor. In some though the focus is different and there needs to be an open conversation around where to compromise.



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# What does everybody else think?

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## I Poll results



Should management consultancies be regulated and held to account for the advice that they provide?

You can see how people vote. [Learn more](#)

Yes, it boosts professionalism 74%

No, it limits what they can do 26%

Should a consultancy continue to quote case studies after all the staff who worked on it have left the business?

You can see how people vote. [Learn more](#)

Yes, it's the consultancy's IP 40%

No, they lost the experience 60%



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# Q&A



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# Thank you!

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