Figure 2.1 / The Triple Tumor Structure of Organizational Dishonesty

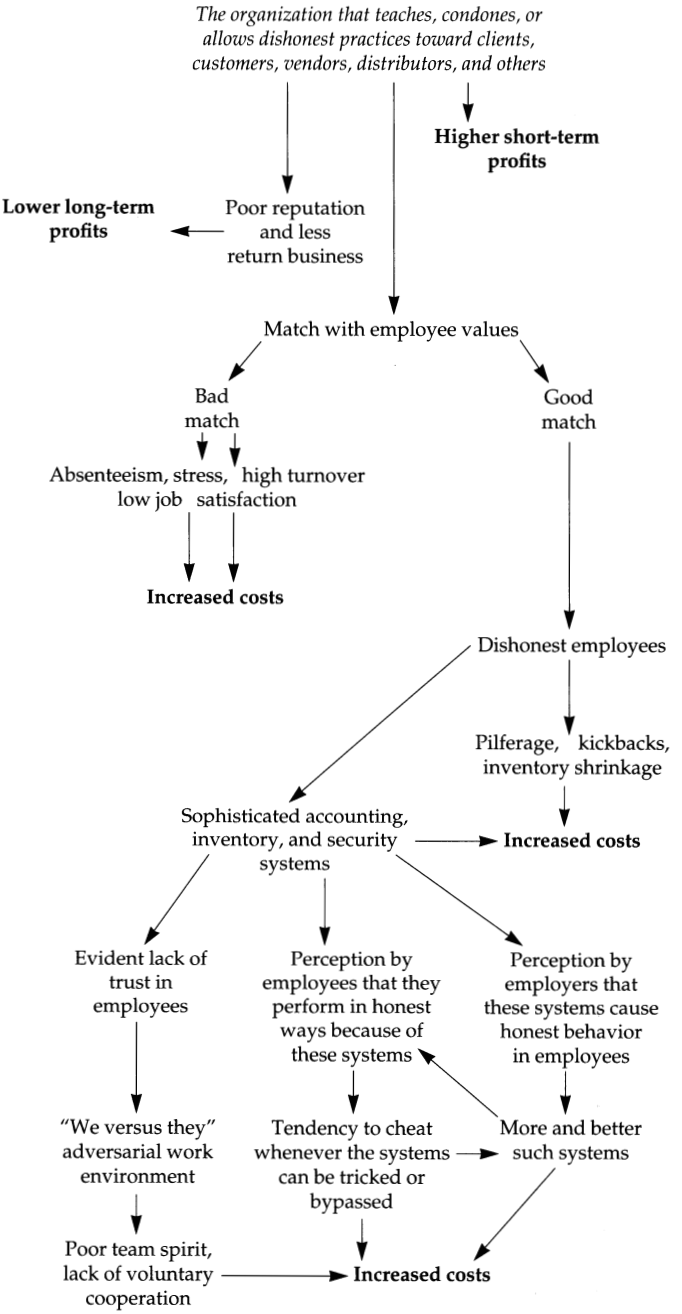


Figure 4.1. / Compensating Salary Differentials for Social Responsibility

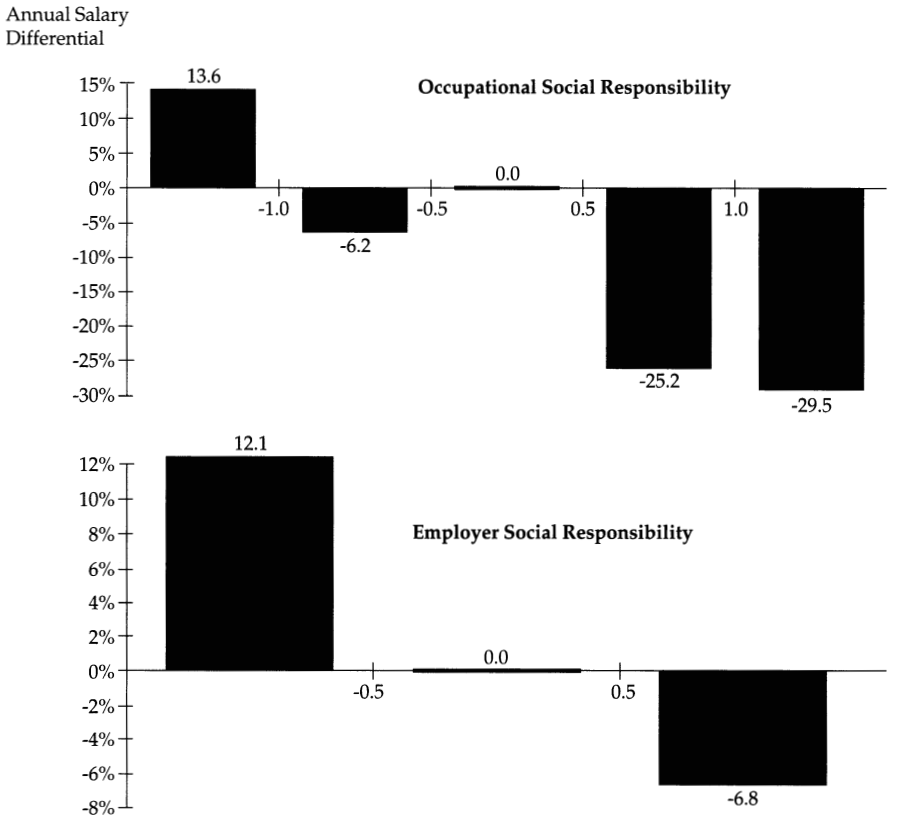


Table 4.1 / 1989 Starting Salaries for Private and Public-Interest Lawyers

First-Year Public-Interest Lawyers	First-Year Associates in Private Law Firms
American Civil Liberties Union, New York: $28,000	Millbank, Tweed, Hadley & McCoy, New York: $83,000
Center for Constitutional Rights, New York: $29,000	Skadden, Arps, Slate, Meagher & Flom, New York: $83,000
People for the American Way, Washington, D.C.: $25,000	Arent, Fox, Kintner, Plotkin & Kahn, Washington, D.C.: $66,000 + $2,000 signing bonus
Public Citizen Litigation Group, Washington, D.C.: $21,000	Dow, Lohnes & Albertson, Washington, D.C.: $67,000.

Source: National Law Journal, March 26, 1990.

Table 4.2 / Six Hypothetical Career Decisions

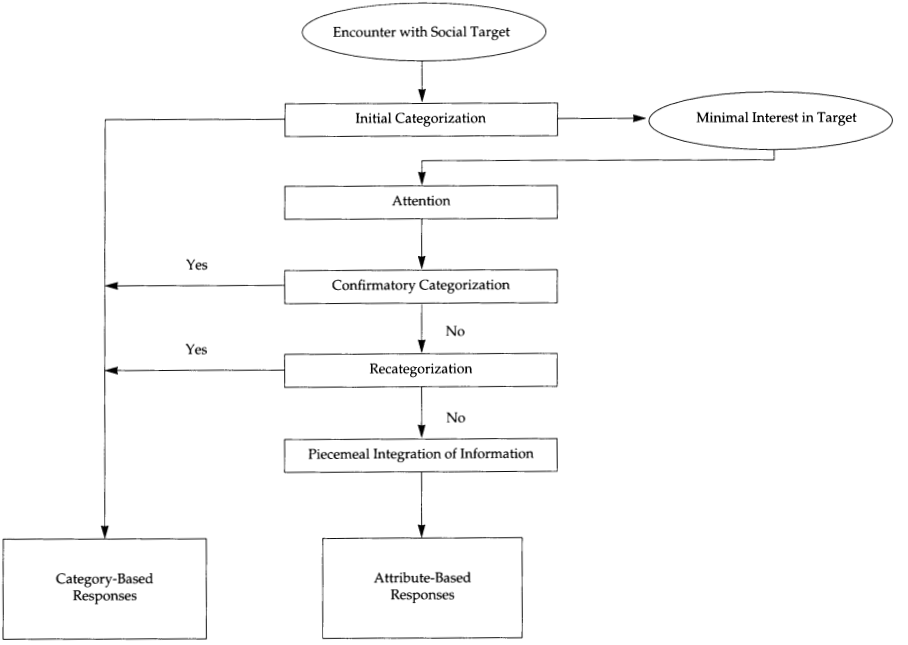
Ad copywriter for Camel cigarettes	Ad copywriter for the American Cancer Society
Accountant for a large petrochemical company	Accountant for a large art museum
Language teacher for the CIA	Language teacher for a local high school
Recruiter for Exxon	Recruiter for the Peace Corps
Lawyer for the National Rifle Association	Lawyer for the Sierra Club
Chemist for Union Carbide	Chemist for Dow Chemical

Table 4.3 / Reservation Pay Premiums for Sacrificing the Moral High Ground

	Percent Choosing	Median Pay Premium for Switching ($)	Average Pay Premium for Switching ($)
Amer. Cancer Society	88.2	15,000/yr	24,333/yr
Art museum	79.4	5,000/yr	14,185/yr
High school	82.4	8,000/yr	18,679/yr
Peace Corps	79.4	5,000/yr	13,037/yr
Sierra Club	94.1	10,000/yr	37,129/yr*
Dow Chemical	79.4	2,000/yr	11,796/yr

*Excludes one response of $1,000,000,000,000/yr.

Figure 6.1 / Simplified Version of the Continuum Model



Source: Adapted from Riley and Fiske (1991) with permission.

Table 7.1 / Outcomes Associated with Hiring Decisions

	Reality	
Decision	Good employee	Poor employee
Hire	Hit (true positive)	Miss (false positive)
Don't hire	Miss (false negative)	Hit (true negative)

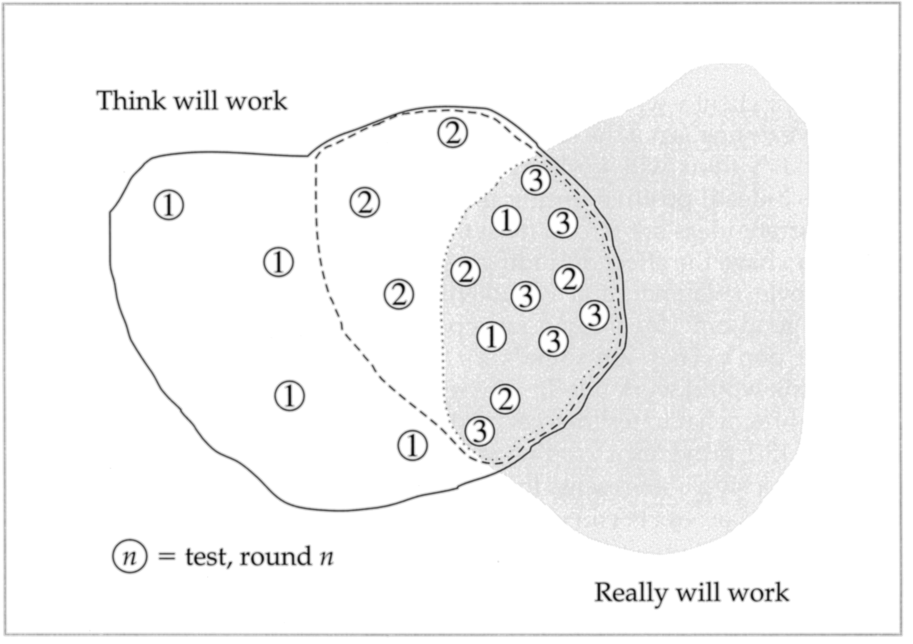
Table 7.2 / Guidelines for Parole Decision Making: Customary Total Time Served Before Release (in months)

Offense Characteristics: Severity of Offense	Offender Characteristics: Parole Prognosis (Salient Factor Score)			
	Very Good (9–11)	Good (5–8)	Fair (4–5)	Poor (0–3)
Low (such as minor theft)	6–10	8–12	10–14	12–18
Low moderate (such as possession of small quantities of drugs)	8–12	12–16	16–20	20–28
Moderate (such as possession of moderate quantities of drugs with intent to sell)	12–16	16–20	20–24	24–32
High (such as organized vehicle theft)	16–20	20–26	26–34	34–44
Very high (such as robbery)	26–36	36–48	48–60	60–72
Greatest (such as kidnapping)	40–55	55–70	70–85	85–110

Figure 8.1 / Forms of In-Group/Out-Group Discrimination

Type 1	I = S O < S
Type 2	I > S O = S
Type 3	I > S O < S

Figure 13.1 / How Positive Hypothesis Testing Can Produce Overly Narrow Hypotheses



Note: The shaded area represents those instances that possess a target property, for example, those that will work. The area enclosed by a solid line represents an initial hypothesis about what will work. Small circles represent tests of the hypothesis. After round 1 of testing, the hypothesis is revised to include only the area bounded by the dashed line. After round 2, the hypothesis is revised to the area bounded by the dotted line. In round 3, all tested instances work, so no further revision takes place.

Table 13.1 / Rule-Discovery Problems and Typical Initial Hypotheses

Example Given	Typical first guesses	Correct generating rule		
		Broader	Overlapping	Narrower
Numbers				
[2,4,6]	Evens; consecutive evens; increasing by 2	Ascending numbers	Single-digit numbers	Consecutive evens that end in 2, 4, 6
[2,5,8]	Increasing by 3	Constant difference: B-A = C-B	Even, odd, even	Even number, add 3, add 3 again
[10,20,30]	Multiples of 10; consecutive multiples of 10	Even numbers	Two-digit numbers	Consecutive multiples of 10 that end in a multiple of 30
Cities				
[Rabat, Luanda, Cape Town]	African cities	Cities on the same continent	Cities on an ocean	African capitals on the Atlantic
[Santiago, Rio de Janeiro, Buenos Aires]	Latin American cities; South American cities	New World cities	Cities south of the equator	Latin American cities south of the equator
[Osaka, Honolulu, Wellington]	Cities on the Pacific; cities on islands	Cities on an ocean	Cities from north to south	Ocean ports on Pacific islands

Source: Klayman and Ha (1989).

Figure 18.1 / The General Accident Causation Model

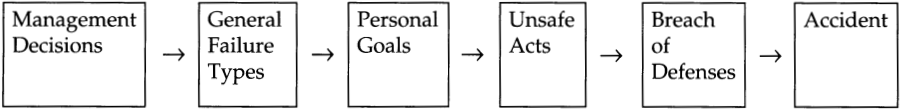


Table 18.1 / The Areas in Which General Failure Types Occur

Design	Incompatible goals
Hardware	Communication
Procedures	Organization
Error-enforcing conditions	Maintenance management
Housekeeping	Defenses
Training	

Table 18.2 / Reasons for Inadequate Design

1. Lack of standardization
2. Insufficient knowledge of human needs and limitations
3. No adequate user/designer communication before, during, or after the design phase
4. Time or financial constraints

Table 18.3 / Indicators of Training Problems

1. Employees do not know how to do their jobs.
2. On-the-job training period exceeds normal length.
3. Excessive supervision is needed.
4. Excessive number of people are needed to do the job.
5. Job execution is not meeting expected quality (with respect to time, end product, waste).

Table 18.4 / Reasons for Training Problems

1. Trainee obtains insufficient experience after the training.
2. Trainee's prior education not compatible with training program.
3. Ineffective or no selection of trainees.
4. No structured planning of training program.
5. No assessment of training results.
6. Low training standards.