

Turnkey Training

# Are You Creating a “Just Following Orders” Culture?

When managers stop thinking,  
ethics quietly disappear.



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# An employee notices something feels... off.

- ✗ Small mistakes become "big issues"
- ✗ Executives copied unnecessarily
- ✗ No direct conversation
- ✗ Public shaming via emails

All over things that could've been handled privately.



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# Sometimes managers aren't leading.

They're executing orders —  
without questioning fairness,  
intent, or impact.

"This is how it starts."



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# A “Just Following Orders” culture looks like:

- No push-back
- No ethical questioning
  - Blind obedience
- Fear of speaking up

And yes — it feels normal inside the system.



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In psychology,  
people harmed  
others simply  
because they  
were told to.



In workplaces?

Managers may harm careers  
because "this came from above."



Same pattern. Different setting.

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# Employees are:

- Targeted indirectly
- Denied honest feedback
- Given false reassurance
- Blindsided by termination

All while managers say:  
"We're not there yet."



# The Truth Managers Must Accept

At the end of the day:

👉 You are responsible for your  
actions

Not your boss.

Not the executive team.

You.

“Just following orders” is not an  
ethical defense.



# What Ethical Leadership Looks Like

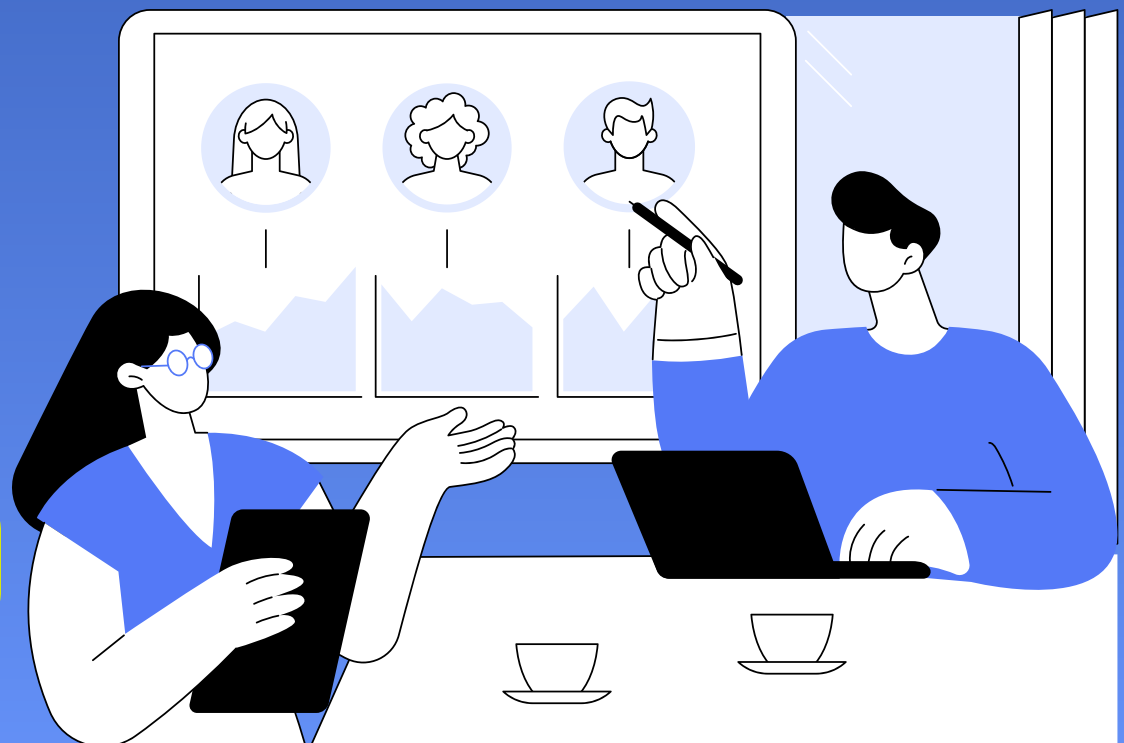


Ethical managers:

- ✓ Communicate directly
- ✓ Give people a chance to improve
- ✓ Question unfair directives
- ✓ Choose transparency over politics

Leadership isn't obedience.

It's judgment.



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# Train for Ethical Push-Back

Managers must be taught to say:

“I understand the concern —  
but here’s a fairer approach.”

”

Critical thinking  
must be trained, not assumed.



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Ethical push-back is scary.  
But silence is far more dangerous.

Do you have a “just following orders” culture?  
If not — how do you encourage ethical courage?



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