

How Young People Cope with  
Moral Dilemmas at Work

WENDY FISCHMAN

BECCA SOLOMON

DEBORAH GREENSPAN

HOWARD GARDNER

h a r v a r d   u n i v e r s i t y   p r e s s

CAMBRIDGE, MASSACHUSETTS

LONDON, ENGLAND

2004

# Contents

1. MAKING THE GOOD WORKER	1
Three Dilemmas at the Workplace	
"Good Work" in a Healthy Society	
The Path to This Study	
An Investigation of Good Work	
A Study of Veterans: Alignment and Misalignment in the Professions	
Our Conceptual Framework	
Expectations and Uncertainties	
2. FROM COCOON TO CHAOS IN JOURNALISM	24
Introducing the Veterans	
Introducing the Young Journalists	
Balancing Truths and Consequences: Tensions Faced by High School Journalists	
Young Professionals on the Move	
Navigating the Moral Minefield	
3. THE LONG WINDUP IN GENETICS	59
How Training in Science Has Changed	
Who Are the Veteran Geneticists?	
Who Are the Young Scientists?	
Integrity, Competition, and Survival	
Wrestling with Ethical Dilemmas	

## CONTENTS

4. THE PRICE OF PASSION IN THEATER	101
Meet the Theater Veterans	
Meet the Young Actors	
Personal and Professional Tradeoffs	
Traversing Ethical Faultlines	
5. WHAT WE'VE LEARNED	• 142
Three Trajectories and the Quandary of Moral Freedom	
Initial Vignettes Revisited	
Comparing Young Journalists, Scientists, and Actors   1	
Differences across Age Groups	
6. EPILOGUE: ENCOURAGING GOOD WORK	167
Six Factors: The Route to Good Work	
Levers for Good Work: The View from Inside Messages	
APPENDIX ON METHODS	185
Comparisons of Responsibility	
Comparisons of Values	
NOTES	197
INDEX	205