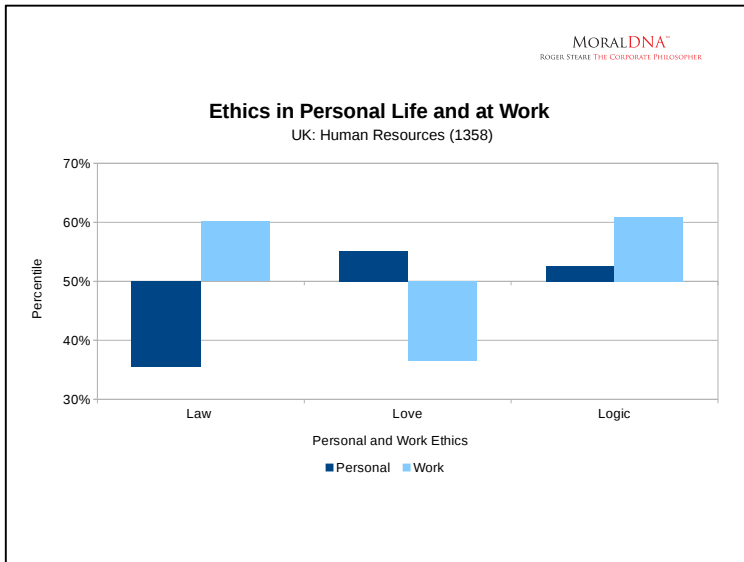


## Q. What is the moral character of the HR professional?

**A. In their personal lives, HR professionals are caring, thoughtful people. However, at work they conform to the pressure-driven fear culture that permeates most work-places. These results strongly suggest that HR professionals suppress their humanity and become compliance driven at work.**



1,358 HR professionals in the UK have completed the MoralDNA™ Profile, a psychometric instrument that measures how we prefer to make ethical decisions using the ethical preferences of Law, Love and Logic (or rules, outcomes and principles based moral philosophies).

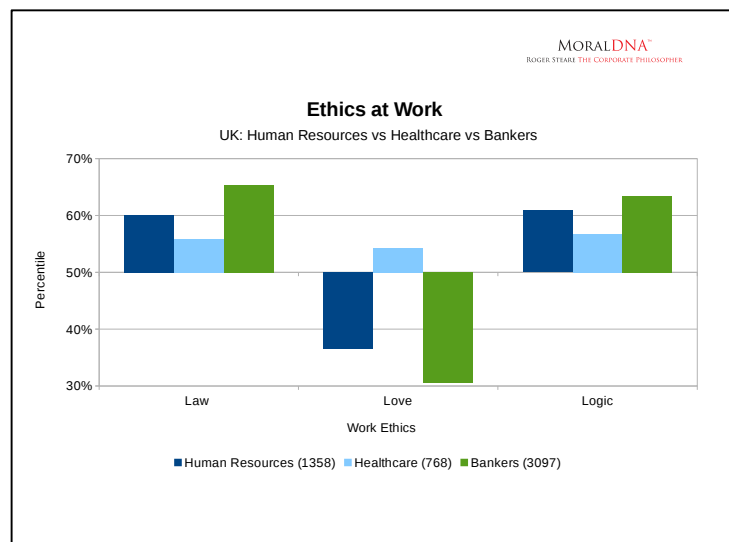
In the graph on the left, it is clear how much the score for Law increases; and scores for Love, decreases as HR professionals make tough decisions in the work-place.

So how do these results at work compare with other professions such as Healthcare and Banking?

The graph on the right clearly shows that HR professionals behave at work more in line with bankers than healthcare workers.

When asked to comment, Peter Cheese, Chief Executive of the CIPD said,

“HR over the years has become too compliance driven, and rule and process bound. This may be through more of a risk focus and regulatory or legal pressures, but also from management pressure and culture. With all the changes in the world of work and our need to help support and get more out of our people, we have to shift that focus, and it is certainly our ambition to help support the profession to be able to challenge and build for more supportive and caring cultures at work.”



*The MoralDNA™ Profile takes 10 minutes to complete at [www.MoralDNA.org](http://www.MoralDNA.org). It's free for personal use and a commercial version is available for employers. For further information, published research reports and case studies of values based culture change, please contact Prof. Roger Steare at [Roger@TheCorporatePhilosopher.org](mailto:Roger@TheCorporatePhilosopher.org) or Pavlos Stampoulides on [Pavlos@Psycholate.com](mailto:Pavlos@Psycholate.com)*

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