

Typical Core Values

*Ethics***GAME**

Change a Mind—Change a Life *shaping values and enhancing effectiveness*

presented by
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OurTimeTogether



World View—
— *from mechanistic
to organic*



Imagination—
— *choosing to make
a difference*



Conversation—
— *living in
the tension*

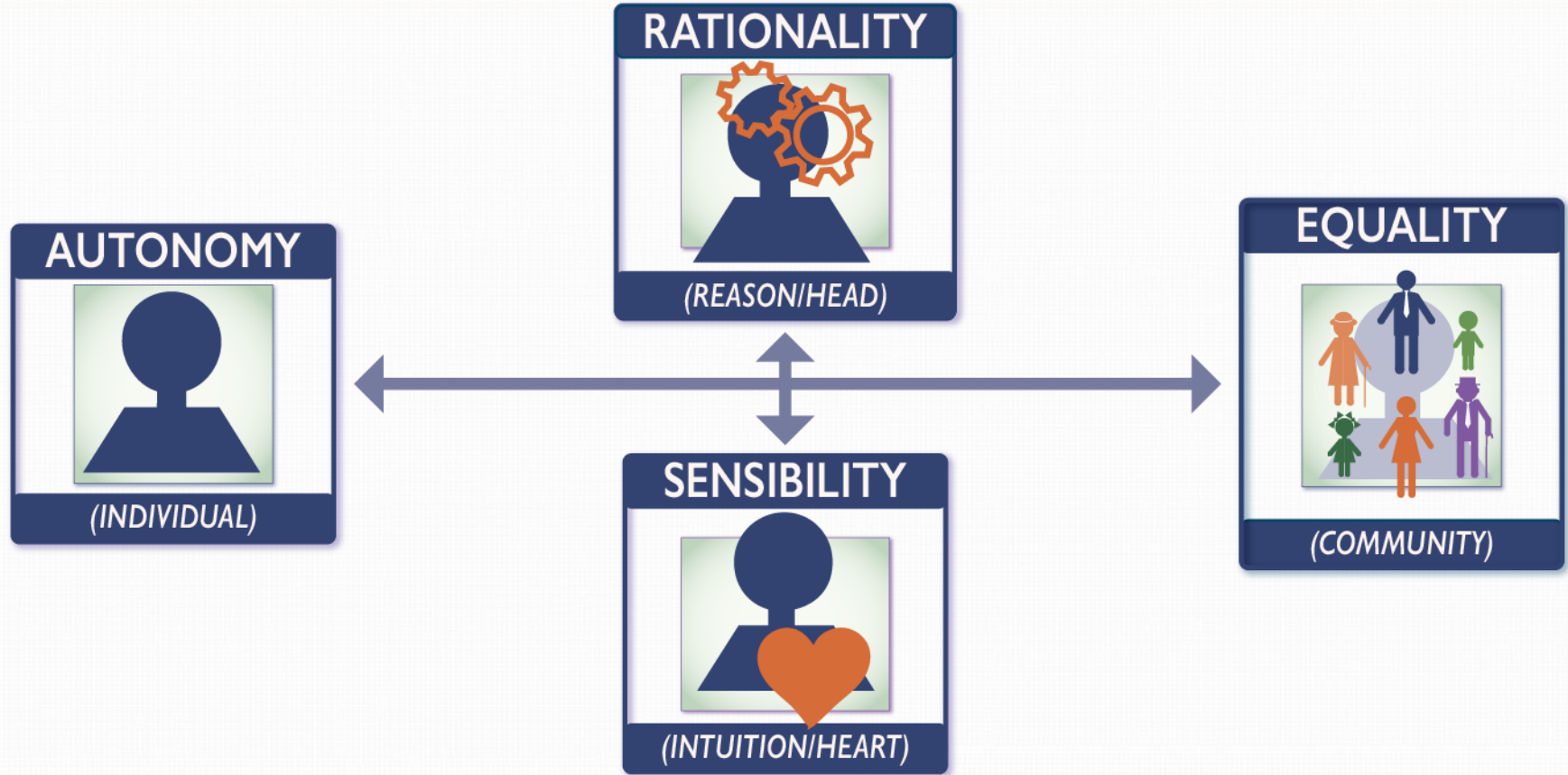
Changing the world one act at a time!



ETHICS:

*Translating your
values into action*

Core Ethical Tensions



Worldview—What We Believe Is True



Age of Belief—

—All truth is
divinely revealed



Age of Reason—

—All truth can be
discovered through
reason and science

Core Assumptions for Ethics



Through reason
and experience
we can discover the
universal principles—

—by which
all people
should live

The Great Fear—Ethical Relativism



Without
universal principles,
ethical relativism—

—where no
moral system is
better than
another—

—will *undermine*
civilization





Deontology

Primacy of Reason

Immanuel Kant

(1724-1804)



- Individuals using their reason determine the principles by which they will live
- All reasonable people will identify the same principles and adopt the same duties

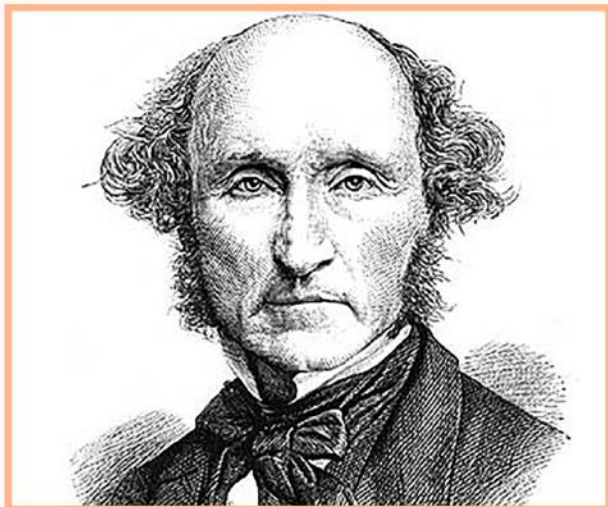
26% of people favor this lens



Consequentialism

Primacy of Experience

John Stuart Mill
(1806-1873)



- Individuals following their heart's desires choose goals to bring their life meaning
- People will cooperate to create the greatest good

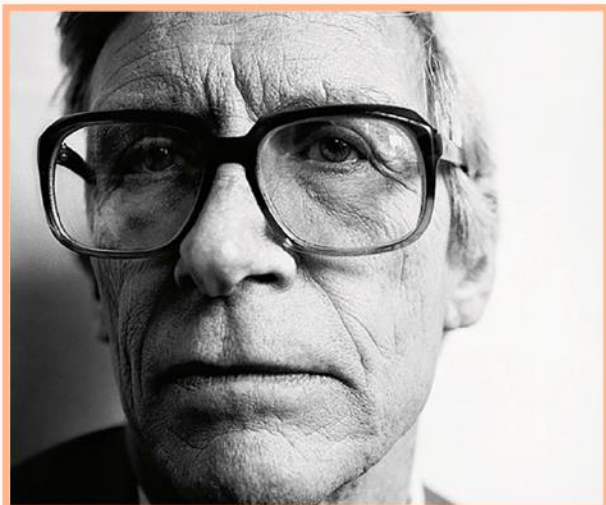
17% of people favor this lens



Justice Theories

Social Contract

John Rawls
(1921-2002)



- Members of the community use their reason to determine how goods will be distributed and power will be used
- People will agree to create a community where all can thrive

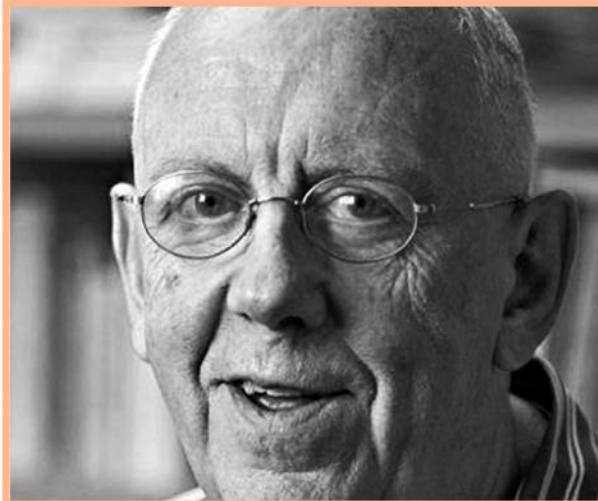
11% of people favor this lens



Virtue Ethics

Qualities for Leadership

Alasdair MacIntyre
(1929-)



- Members of the community determine character traits that represent virtuous living
- People will define together what behavior counts for being ethical in an established role

22% of people favor this lens

Definition of Truth Telling

RESPONSIBILITIES

Being factually accurate is important to build trust... so one crafts the answer very narrowly to not misspeak.



Knowing facts and context is important for wise decisions... so one shares all relevant information.

RESULTS

RELATIONSHIP

Being factually accurate is important to ensure fairness... so one makes sure the data is complete.



Knowing facts and context helps one live into ethical excellence... so one shares all relevant information.

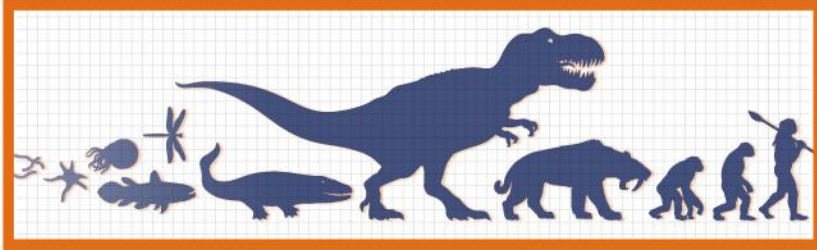
REPUTATION



The Turning Point

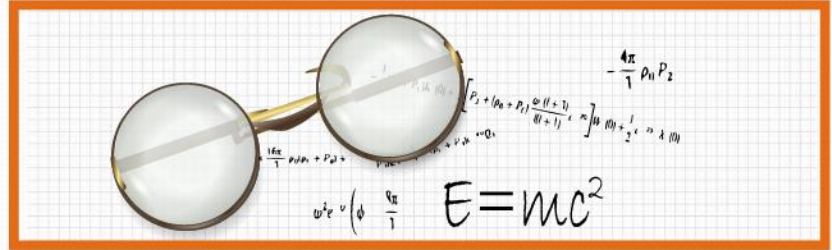
Two Scientific Disruptions:

Evolution—



■
All systems
gradually change
■

Relativity—



■
What is “real” is
not discoverable
■

Three Paths—and a Dead-End

Biology—

—are ethical tendencies inherited?

Sociology—

—how do communities shape expectations for behavior?

Psychology—

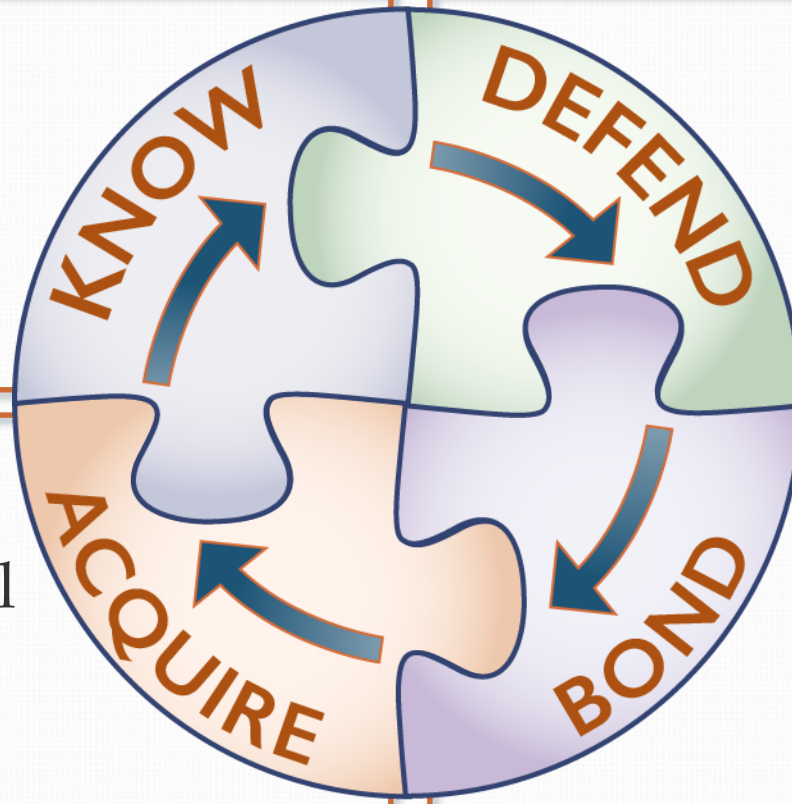
—how do people develop a sense of how they are supposed to act?

Knowledge didn't help us understand what we should do

Core Human Needs

- Search for truth

- Be safe and protect community



- Get material and social resources

- Belong to communities



Age of Complexity

An Organic World View

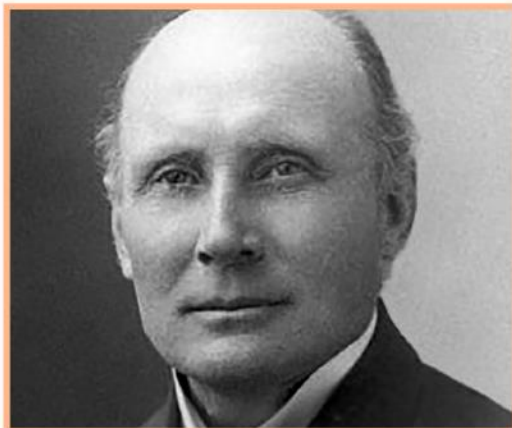
Simone de Beauvoir

(1908-1986)



Alfred N. Whitehead

(1861-1947)



Brian G. Henning

(1976-)





Ethics of Ambiguity

Simone de Beauvoir (1908-1986)



No certainty—

- We never know how others will respond to us

Act from authenticity—

- The way we know we're human is through choosing to act

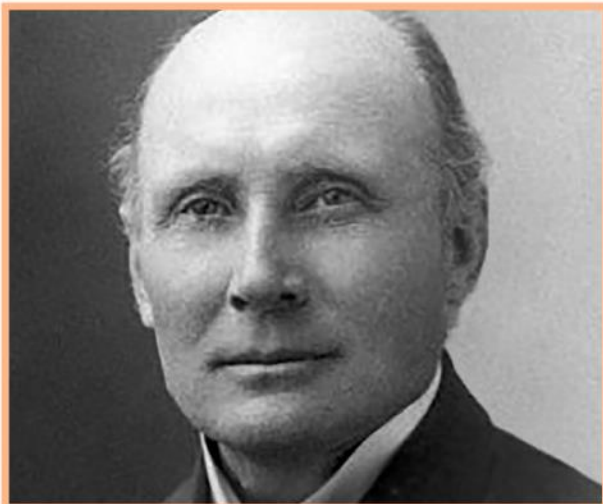
Adjust to ambiguity—

- As we get responses, we adjust beliefs and behaviors



Processive World View

Alfred N. Whitehead
(1861-1947)



Constructed reality—

- All of us together determine reality

Unfolding world—

- Each decision someone makes changes ever so slightly the direction of our world

Intertwined values—

- Self-value is connected to value of others and the value of the whole



An Ethic of Creativity

Brian G. Henning
(1976-)



Embrace fallibility—

- Be willing to change ideas and opinions as you seek the truth


Harmonize tension—

- Act within intensity to create greatest opportunity for all to thrive

Cultivate imagination—

- Improvise, grow, and evolve as conceive of unrealized possibilities

The Butterfly Effect

An abstract graphic on the left side of the slide, featuring overlapping, translucent blue and green shapes that resemble stylized leaves or petals. There are small, bright white and blue sparkles scattered throughout the graphic, giving it a magical or ethereal feel. The graphic is set against a white background that has a very fine grid pattern.

*Small acts of moral courage
—or cowardice—
shape the direction of our lives
and the lives of others.*

The Ethics Butterfly Effect



*From assigning value
to finding value—*

- Each part of creation has intrinsic value



*From determination
to agency—*

- Our actions not wholly conditioned by birth or culture



*From meaningless
action to free,
significant, directed
and responsible
action—*

We make a difference!

Invitation to Shift Viewpoint

Cultural View

Individual attitudes influence organizational culture



PHASE 1



PHASE 2



PHASE 3



PHASE 4

- *A mystery...*
so I withdraw.

- *A problem...*
so I stir the pot.

- *A project...*
so I support.

- *A mystery...*
so I lead.

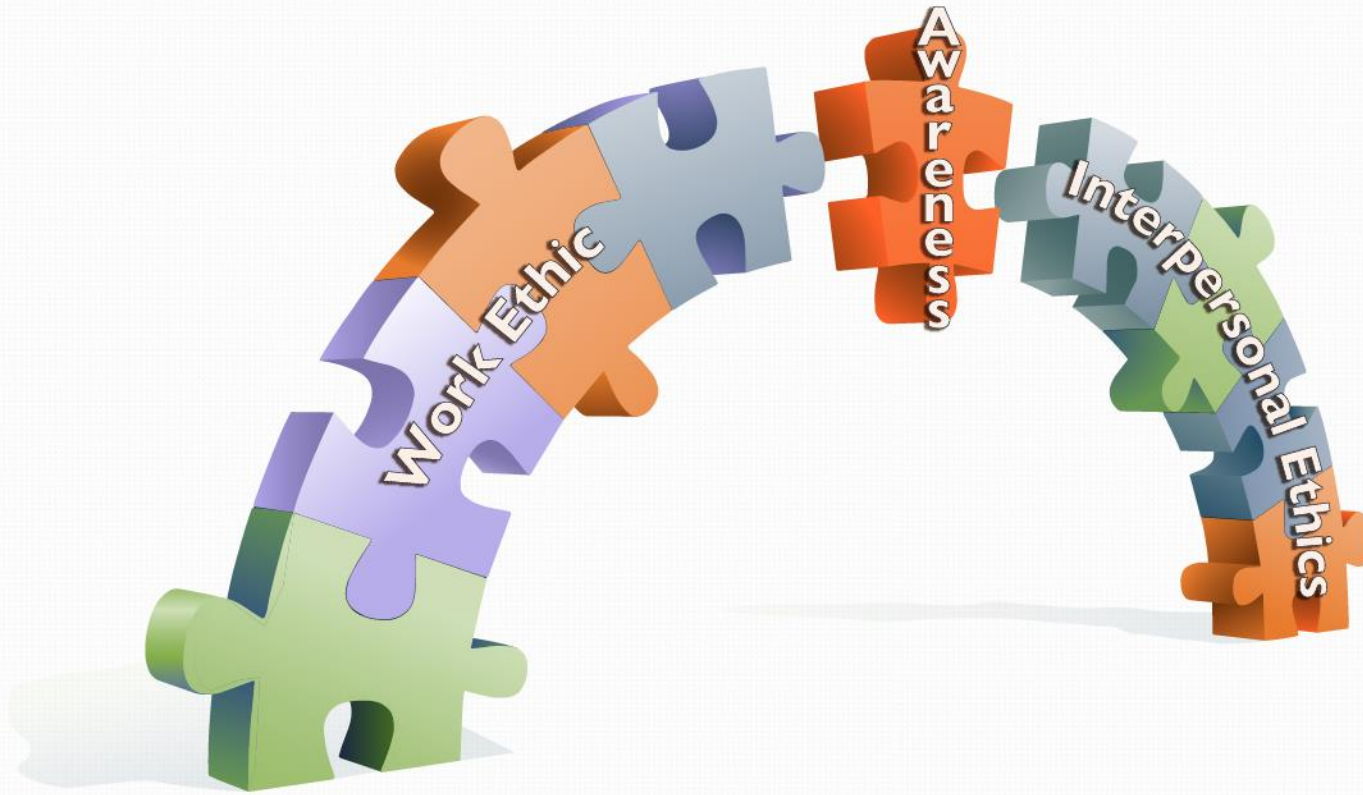
Values Definitions



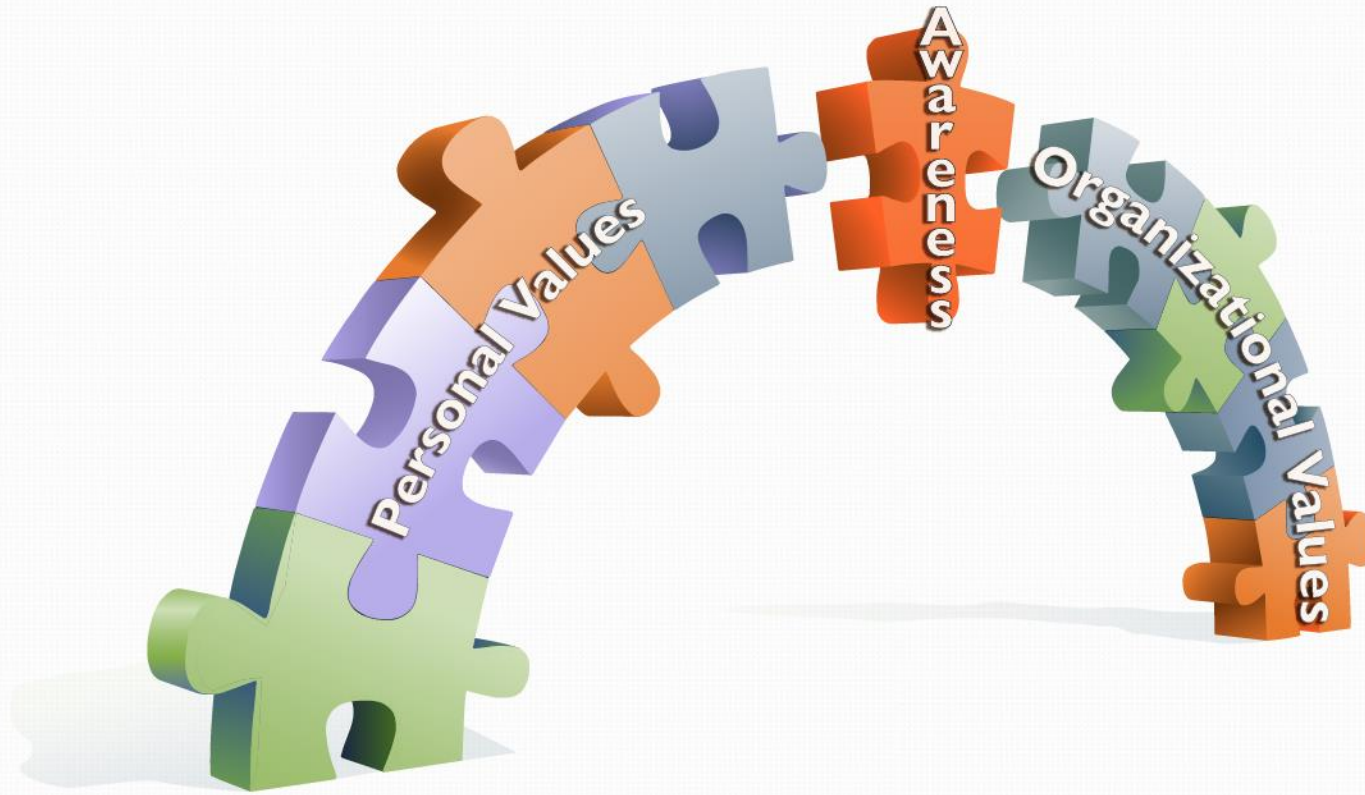
Values are ideals that:

- Give significance to our lives
- Are reflected through the priorities we choose
- We act on consistently and repeatedly

From Self-Knowledge to Ethical Maturity



Harmonizing Values



What Would It Look Like If...



**Instrumental
Skills**



**Interpersonal
Skills**



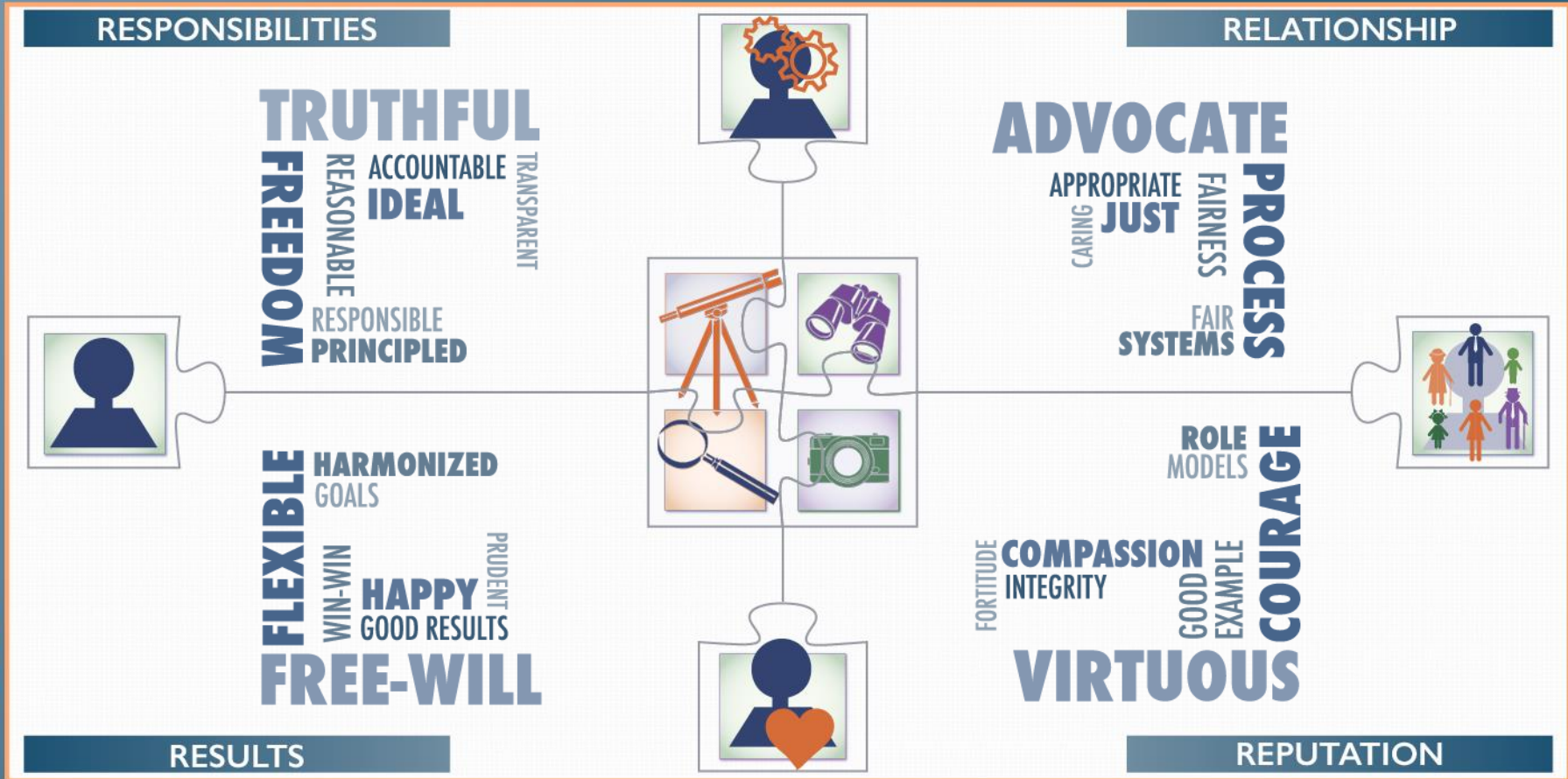
**Imaginational
Skills**

Bringing values

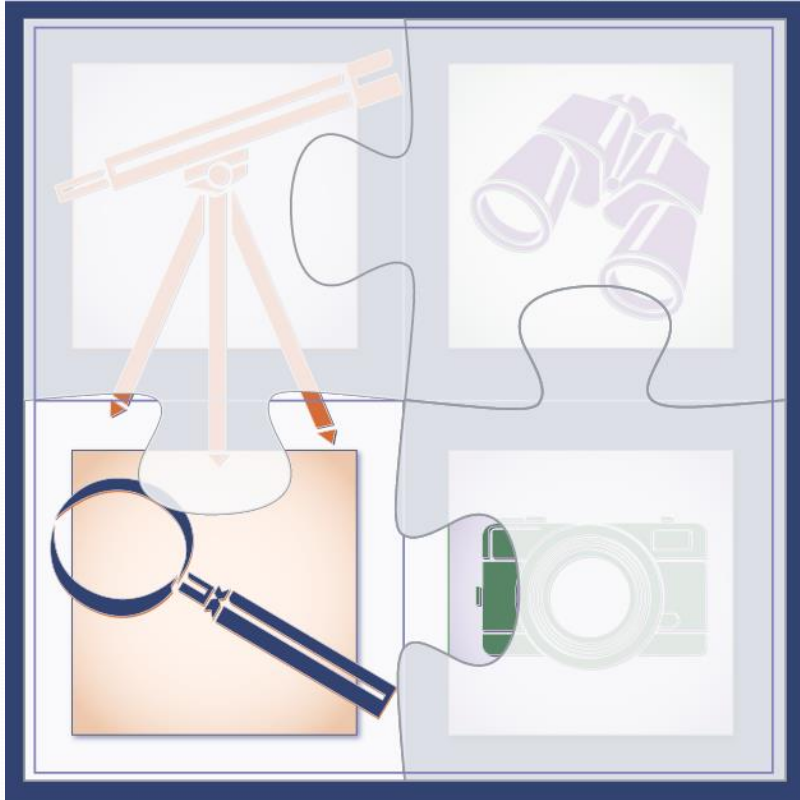


to Life!

Different Value Priorities



Results Lens: Choosing Wisely



Goal:

- Reach mutually good results

Mental shift:

- From conforming to external rules to
- Living by self-evaluated standards and measuring against long term goals

Results Lens: Flexible/Adaptable



Listens to needs and interests of those within the scope of direct ethical concern



Works to tailor recommendations to create the most value possible for all stakeholders

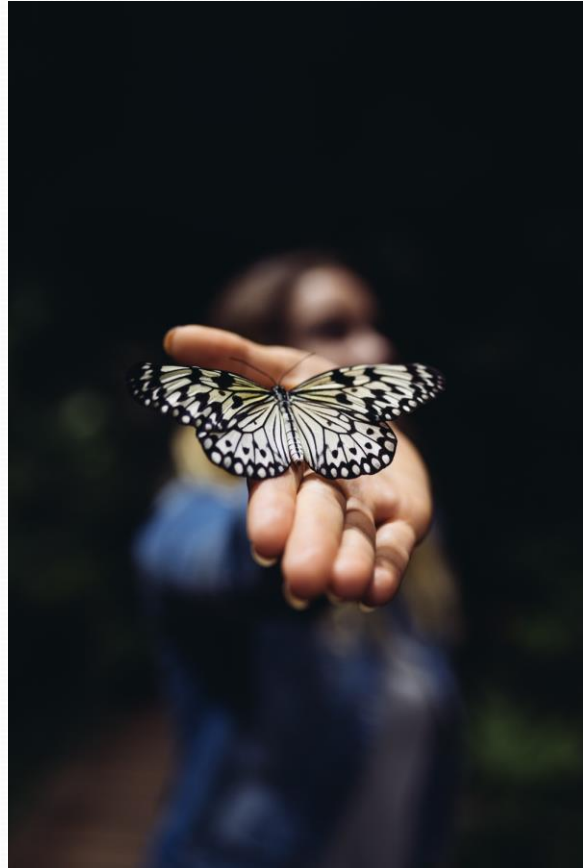


Harmonizes individual and organizational goals and desires



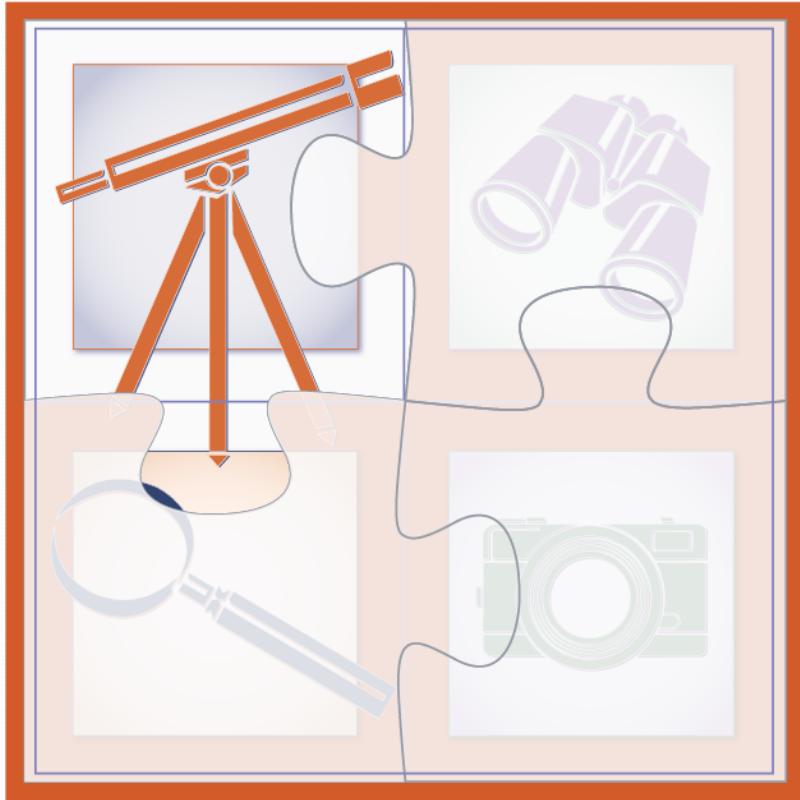
Is resourceful and explores alternative solutions to problems

Value: Flexible/Adaptable



Poll: Which of the four listed behaviors best describes the value of being flexible/adaptable?

Responsibilities Lens: Principled Living



Goal:

- Live into your principles while caring for others

Mental shift:

- From following the rules without considering the overall system to
- Doing duty while upholding the social order and maintaining the welfare of the society

Responsibilities Lens: Responsible



Takes responsibility for personal choices



Admits to mistakes and failures

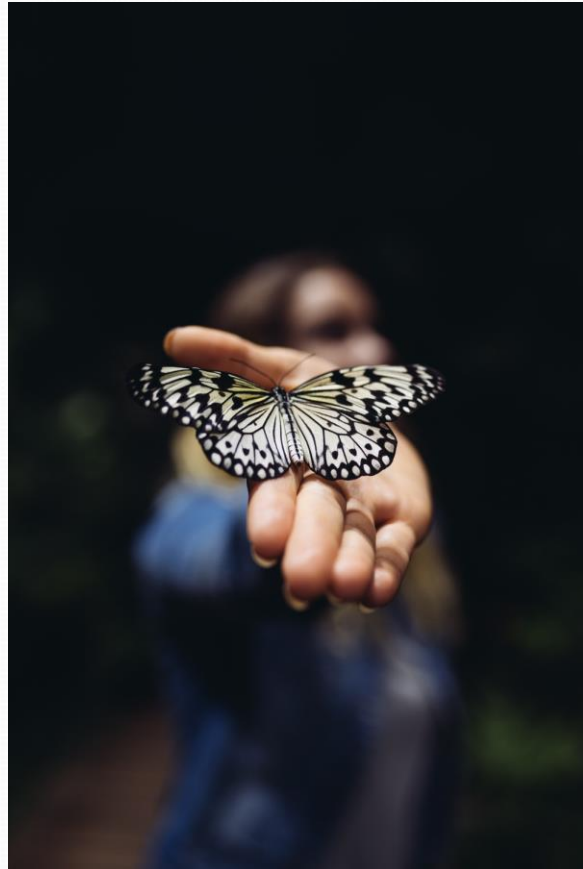


Strives for continuous improvement in quality of work



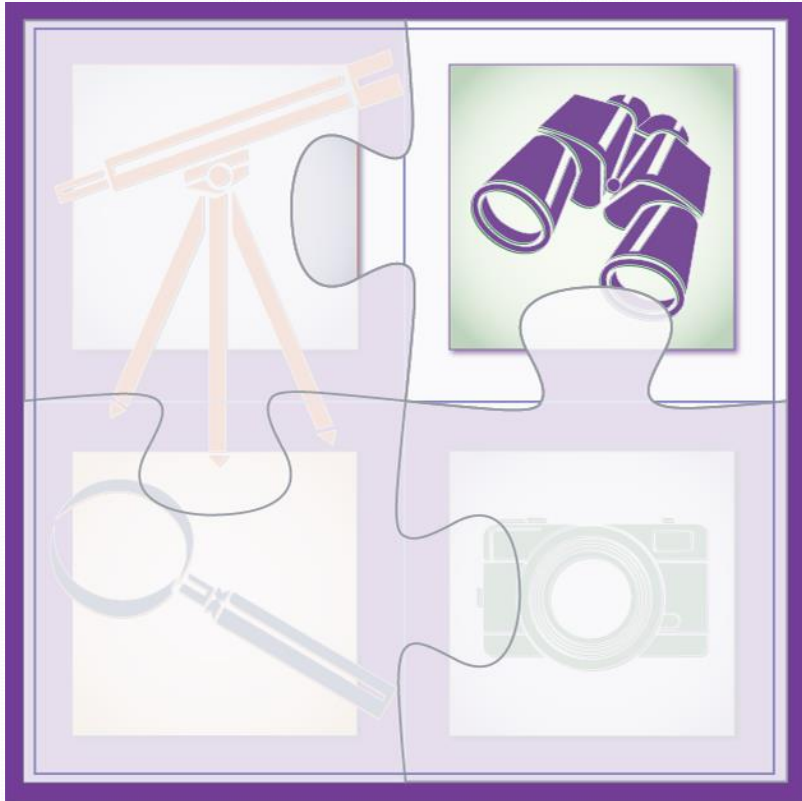
Works to hone interpersonal skills leading to enhanced ethical maturity

Value: Responsible



Poll: Which of the four listed behaviors best describes the value of being responsible?

Relationship Lens: Create Fair Systems



Goal:

- Consider and care for those with no power

Mental shift:

- From getting affirmation from symbols of power to
- Getting power by being competent, reflective and strong

Relationship Lens: Fair



Shares responsibility for ensuring success of all stakeholders



Embraces practices of diversity and inclusivity

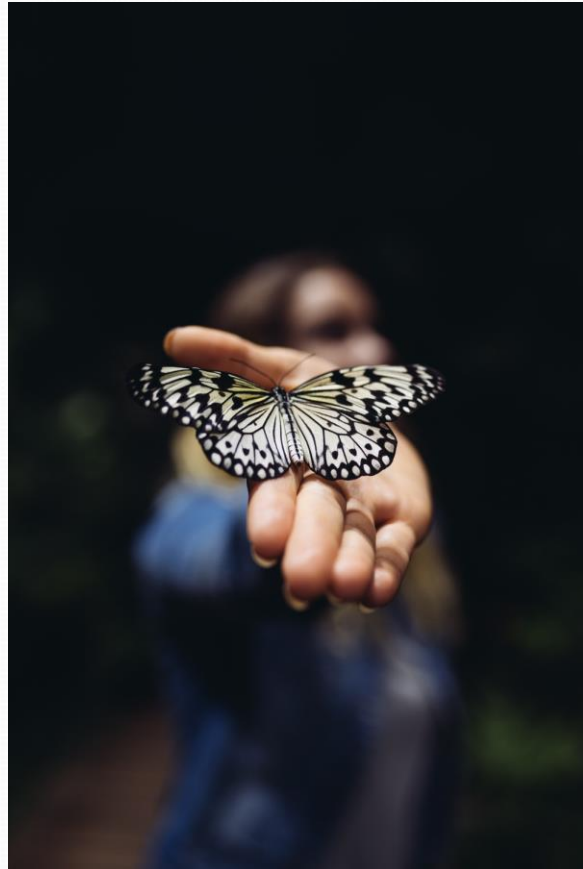


Ensures others are recognized and compensated for their contributions



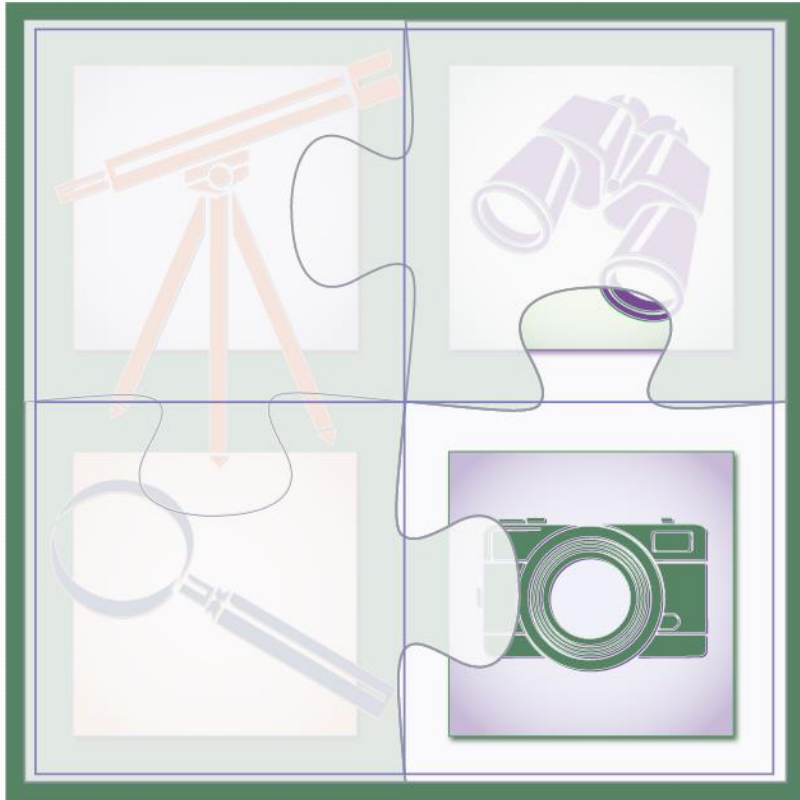
Constructs proposals that are fair for all parties

Value: Fair



Poll: Which of the four listed behaviors best describes the value of being fair?

Reputation Lens: Seek Ethical Excellence



Goal:

- Show ethical excellence and courage

Mental shift:

- From compromising to include others that are “good” and excluding those who are “bad” to
- Committing to the shared agreements and rules of the community, because all people can fall from grace

Reputation Lens: Embodies Ethical Excellence



Exercises wisdom in discerning best solutions to ethical issues



Exhibits humility as lives within the scope of responsibility

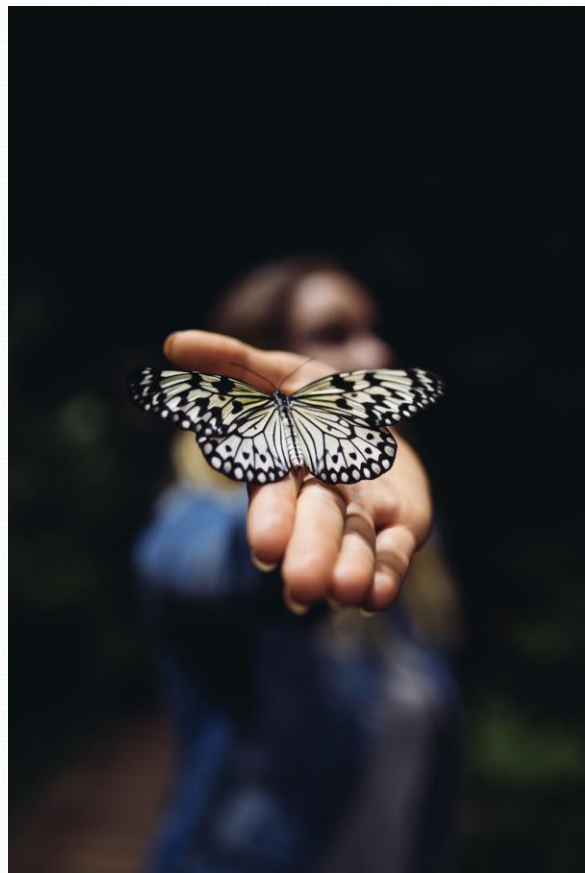


Demonstrates courage when asked to make a difficult decision



Is diligent in completing assigned tasks

Value: Ethical Excellence



Poll: Which of the four listed behaviors best describes the value of ethical excellence?

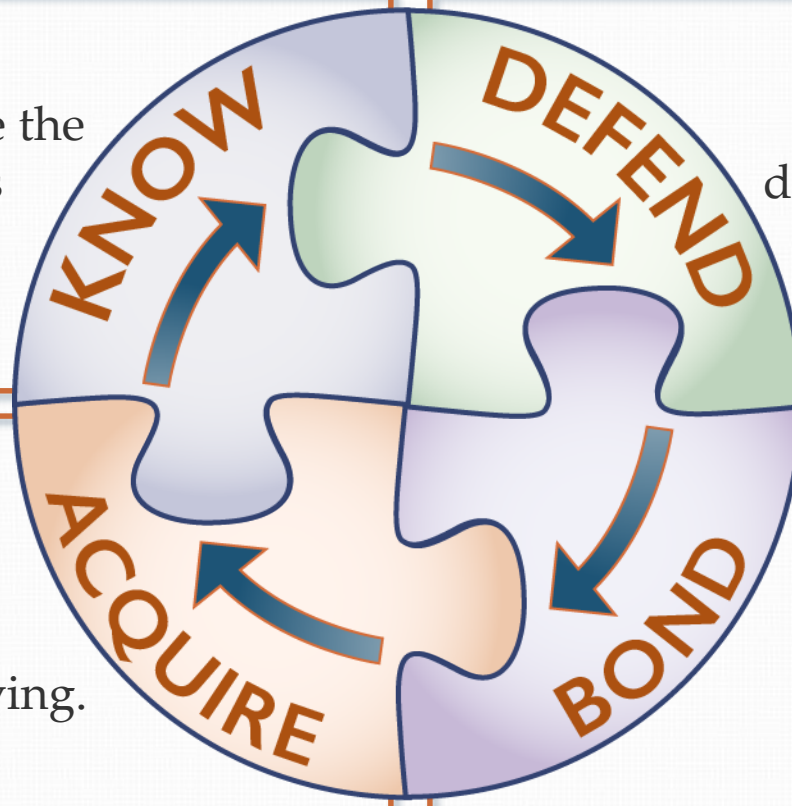
Characteristics of Ethical Interdependence

Individuals use reason to determine the universal principles by which they should live.

The members of the community together design and implement processes to assure justice for all.

Individuals make choices that contribute to happiness and thriving.

The community agrees on character traits that represent virtuous living.



Values Underlying Each Lens

RESPONSIBILITIES

What principles are important?

What are my responsibilities?

How can I fulfill my duties while caring for others?

What will make me happy?

What consequences am I willing to tolerate?

What are mutually good results for everyone?



RELATIONSHIP

What is a fair process?

Whose voice needs to be heard?

How do I care for those with no power?

What actions would set a good example?

What virtues are required by my role?

How can I be a servant leader?



RESULTS

REPUTATION



Questions?

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