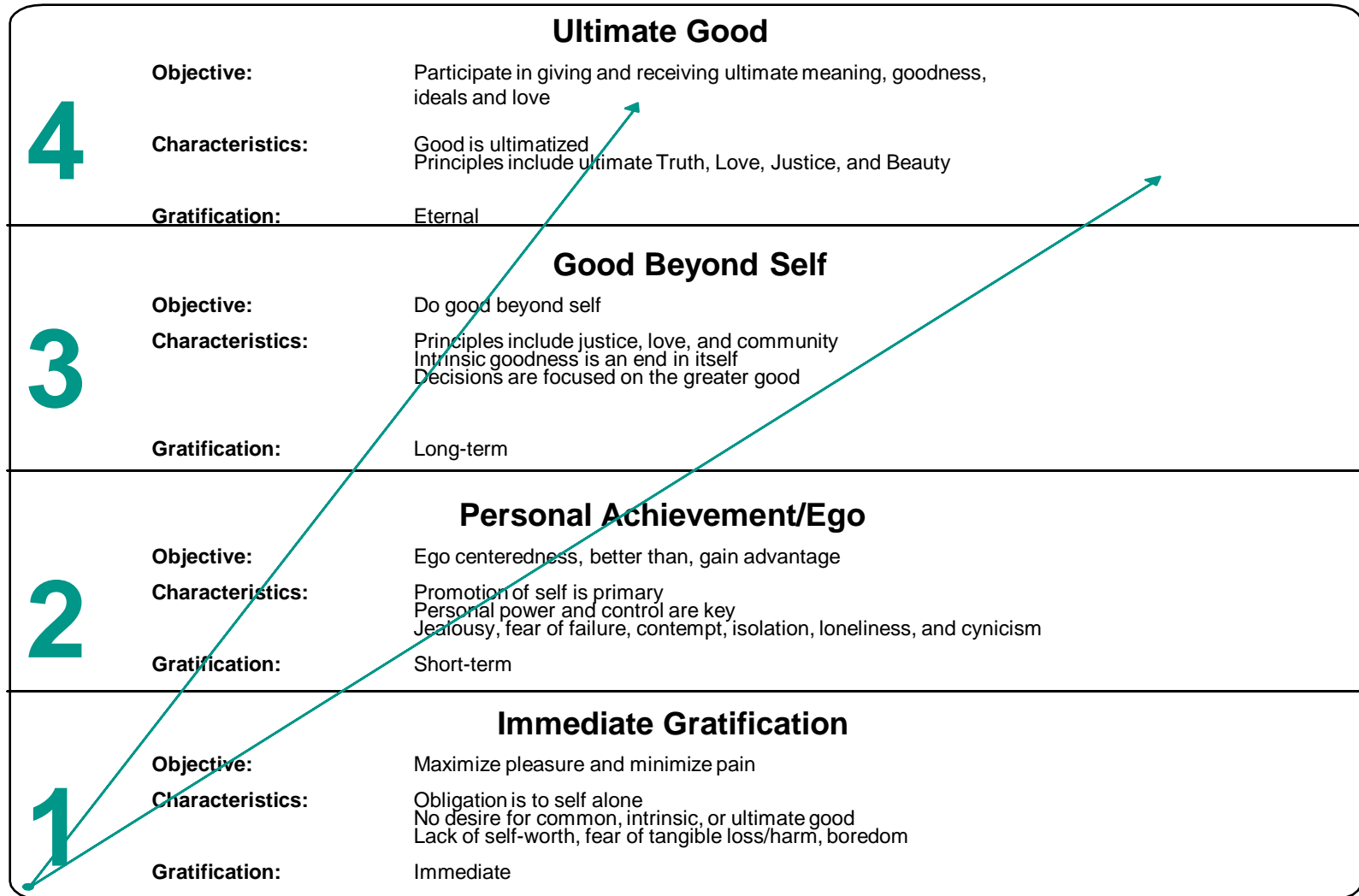


Four Levels of Happiness



Four Levels of Happiness

Ultimate Good

4

- Objective:** Participate in giving and receiving ultimate meaning, goodness, ideals, and love
Characteristics: Good is ultimatized, Principles include ultimate Truth, Love, Justice, and Beauty
Gratification: Eternal

Good Beyond Self

3

- Objective:** Do good beyond self
Characteristics: Principles include justice, love, and community, Intrinsic goodness is an end in itself, Decisions are focused on the greater good
Gratification: Long-term

Personal Achievement/Ego

2

- Objective:** Ego Centeredness, better than, gain advantage
Characteristics: Promotion of self is primary, Personal power and control are key, Jealousy, fear of failure, contempt, isolation, loneliness, and cynicism
Gratification: Short-term

Immediate Gratification

1

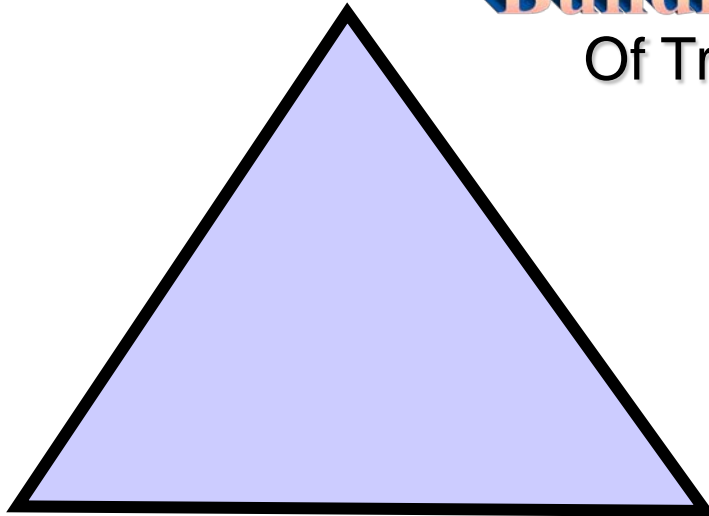
- Objective:** Maximize pleasure and minimize pain
Characteristics: Obligation is to self alone, No desire for common, intrinsic, or ultimate good, Lack of self-worth, fear of tangible loss/harm, boredom
Gratification: Immediate

- **The Five Commitments for Increasing Trust**

- I Commit that I will...
- 1) Look for **contribution** to you and to our common cause before I make any comparisons.
- 2) Look for the **good news** in you even if I should see the bad news.
- 3) Connect with you as a **whole person** before looking at your skill set and utility function.
- 4) Look for the “**win-win**” before settling for the “win-lose.”
- 5) **Trust** you until you give me ample reason to do otherwise, and I will “cut you plenty of slack” because I realize that, like me, you are not perfect.

Inspired Leadership

● **Building a Community**
Of Trust, Ethics, & Concern



● **Rational Communication**

● **Vision**

Long-Term Common
Good

Fairness to all
Stakeholder
Groups

FOUR CARDINAL VIRTUES

1. Wisdom – knowing what is important.
2. Justice – giving each person his/her due.
3. Moral courage – from fear to rationality.
4. Perseverance and self-discipline –
commitment and mitigation of passion .

THE ETHICAL CRITERIA

1. Utilitarian
2. Deontological
3. Principle Based

3 COMMON PRINCIPLES

1. Minimize Harm

2. Keep Promises

- Explicit

- Implicit

3. Be Fair

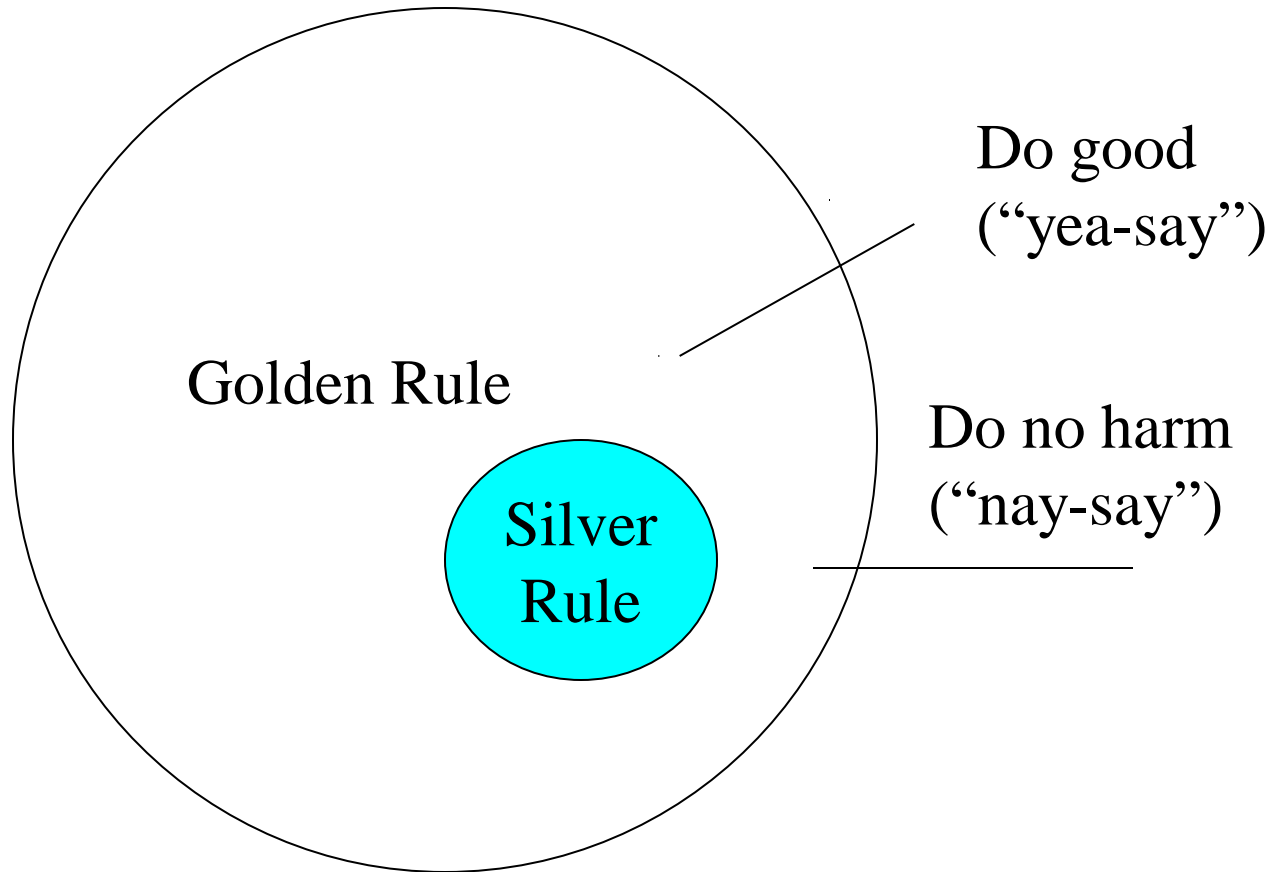
What does the other person mean by

“unfair?”

The Elements of Organizational Vision

ETHICS

Golden Rule - Silver Rule



5 Commitments Toward Trust

I Commit To You That I Will:

Commitments Toward Trustworthiness

- 1. Look for Contribution to You and to the Common Good Before Making a Comparison**
(Decreased Fear, Decreased Compulsive Ego, Decreased Resentment/Anger)
- 2. Look for the Good News Even When I See Bad News**
(Decreased Judgment and Impatience. Increased Goodwill and Trust)

3 Look at You as a Person Before Looking at Skill Sets and Utility Functions.

(Decreased Passive Aggression and Increased Respect/Dignity)

4 Look for the Win-Win Before the Win-Lose

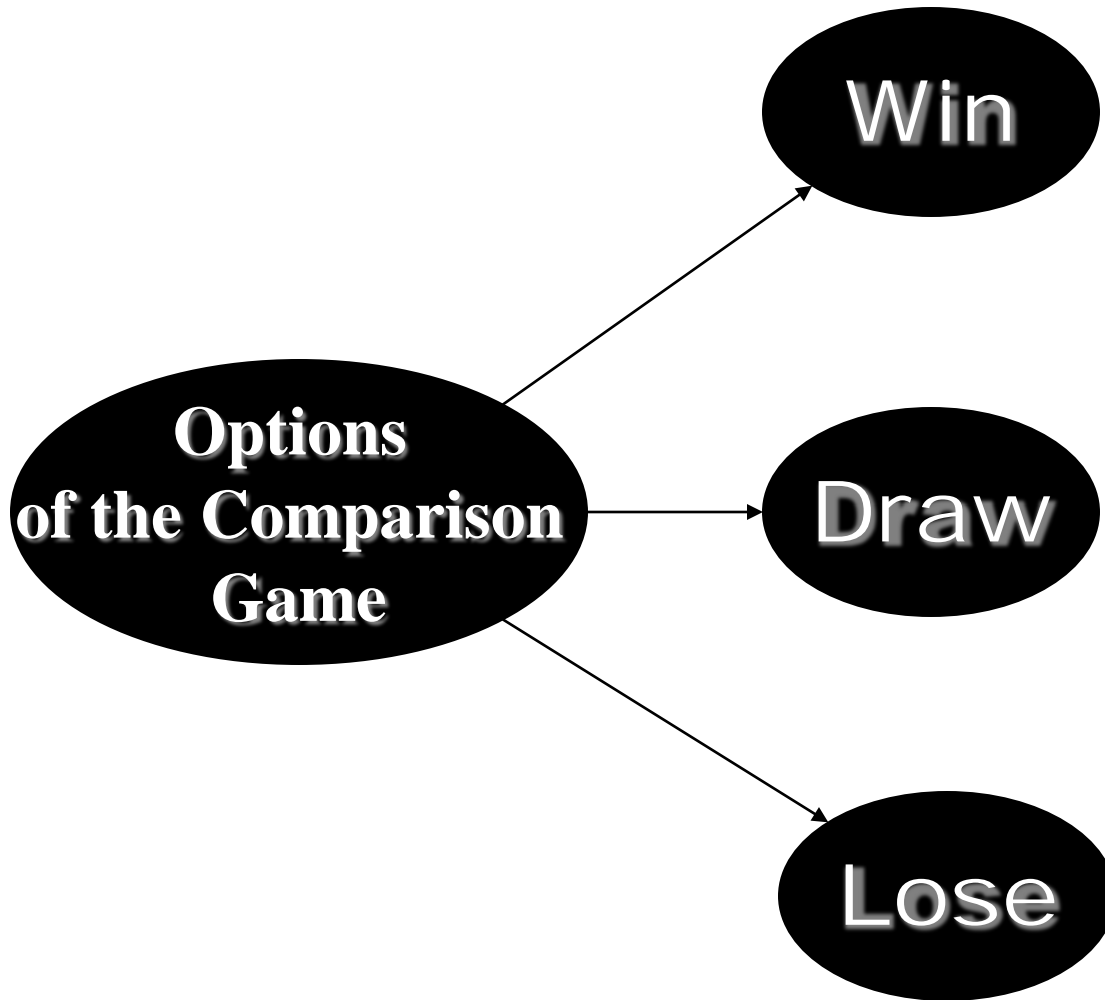
(Proactive Listening and Principled Negotiation)

Commitment Towards Trust

5 Trust You Until You Give Me Ample Reason To Do Otherwise

The Comparison Game

Crisis #2



- Upping the Stakes
- Emptiness
 - Contempt
 - ↳ Isolation
 - ↳ Resentment

- Fear of Losing
- Suspicion of Others

- Depression
- Jealousy, Anger
 - Inferiority

What Am I Looking (Living) For?

Self/Ego Focused

Focused To Pursue Good Beyond Self

	Self/Ego Focused	Focused To Pursue Good Beyond Self
<i>World View</i>	Better than others	Good for others
<i>View of Others</i>	Looking for the Bad News in Others	Looking for the Good News in Others
<i>Relationships</i>	Being Over and Against Others	Being With and Being Through Others
<i>View of Commitment</i>	Freedom “from” – keeping all options open; not committing	Freedom “for” – self determination; making long-term commitments
<i>View of Self</i>	Treating People As Objects, Not As Whole Human Beings	Appreciating People As Human Beings (e.g., for their intelligence, sincerity, honesty, compassion, creativity, value)
<i>Summary</i>	Viewing People As Problems	Viewing People With Mystery, Appreciating Their Strengths and Potential To Do Good

3 PROBLEMS IN ETHICS

- CRITERIA

Principle Based vs. Utilitarian

- FALSE DICHOTOMIES

Rules based vs Personalistic

Silver Rule Vs. Golden Rule

Proscriptive vs Prescriptive

- MISUSING PRECEDENTS

3 SOLUTIONS TO PROBLEMS

PRINCIPLE BASED ETHICS

- **“The end does not justify the means”**
- **Formulating ethical questions**

HOW TO RESOLVE DILEMMAS

- **Full range of precedents**
- **Ask ethical questions about each precedent**
- **Use of consultants**

STRUCTURES AND FEEDBACK

MECHANISM

FIVE COMMITMENTS FOR IMPLEMENTING PRINCIPLE-BASED ETHICS

- 1) Our organization and its leaders are committed to ethics. Help us to live this out as a community.**
- 2) Let us commit ourselves to inviolable principles, to the question "should we?" (instead of "how much can we?"), and the principle "the end does not justify the means."**
- 3) Let us commit ourselves to asking the ethical questions on the reverse side of this card when making decisions with ethical consequences.**

4) Let us commit ourselves to the following four-step method when confronted by a dilemma:

a) What is the full range of precedents?

b) Which precedents pass the “smell test” (i.e., our decision being made public in the *WSJ* or to affected stakeholder groups)?

c) Which precedents pass muster with the ethical questions on the reverse side of this card?

d) If we cannot accomplish the above, what consultant should we retain?

5. Let us commit ourselves to soliciting ethical questions and feedback from our stakeholders, and to responding to these questions through an ethics committee, or through some other means.