

Overview of the Four Ethical Lenses™

As you work through the scenario, you are responsible for holding the perspective, questions, and values of these lenses. To help you remember what those are you can refer to this chart:

RIGHTS/RESPONSIBILITIES LENS	RESULTS LENS
 <p>Using this vantage point is like looking through a telescope: we take a very long view focusing on the universal ideal values that are important for human beings.</p>	 <p>Using this vantage point is like looking through a microscope: our attention narrowly focuses on present circumstances as we make choices that help us reach goals we have set for our life.</p>
Rationality (Head) and Autonomy (Individual)	Sensibility (Heart) and Autonomy (Individual)
<ul style="list-style-type: none"> ▪ Fulfils the rights and responsibilities of the ethical actor ▪ Is done with care and concern for the other individual concerns ▪ Allows you to delight in your work as you carry out your duties 	<ul style="list-style-type: none"> ▪ Has good results ▪ Creates the greatest happiness for the greatest number of people ▪ Serves the greater good resulting in harmony and satisfaction for many
Principles: Rules that guide individuals to appropriate behavior	Ideal goals: Results that we want to accomplish
<ul style="list-style-type: none"> ▪ Temperance ▪ Honesty and responsibility ▪ Truthfulness and transparency ▪ Privacy ▪ Freedom of conscience ▪ Free speech <ul style="list-style-type: none"> ▪ I was doing my duty ▪ I was following the rules ▪ What are the rules? ▪ What are my rights and responsibilities? ▪ How do I act in a caring way? 	<ul style="list-style-type: none"> ▪ Prudence ▪ Respect for self and others ▪ Maximizing satisfaction ▪ Loyalty ▪ Flexibility and creativity ▪ Responsible choice <ul style="list-style-type: none"> ▪ I make people happy ▪ It's a win-win solution that respects everyone ▪ What will make me happy? ▪ What consequences are I willing to tolerate? ▪ What are mutually good results?
I am responsible	I make choices that are good for everyone
<ul style="list-style-type: none"> ▪ Seeks self-knowledge ▪ Acts from guiding principles ▪ Celebrates being accountable 	<ul style="list-style-type: none"> ▪ Seeks harmonized goals ▪ Acts from free will ▪ Celebrates creative change
Belief that the motive justifies the method	Satisfied with too little good
<ul style="list-style-type: none"> ▪ Being judgmental ▪ Criticizing everyone for their ethics ▪ Excuses ▪ Exhaustion <ul style="list-style-type: none"> ▪ Focus on the ideals you want to accomplish ▪ Ask people how they want to be treated ▪ Treat people as "fully functional adults" 	<ul style="list-style-type: none"> ▪ Reducing decisions to cost-benefit analysis ▪ Becoming greedy ▪ Expedience ▪ Failure <ul style="list-style-type: none"> ▪ Focus on the abundance you want to create ▪ Provide what makes people happy ▪ Hold people accountable for their choices

RELATIONSHIP LENS



Using this vantage point is like looking through binoculars: we focus on the playing field of our own community as we seek justice.

Rationality (Head) and Equality (Community)

- Creates a fair system for resolution of disputes
- Cares for all members and institutions of the community, especially in the allocation of resources and power
- Contributes to each member of the community knowing that they are a part of “all that is”

Justice: Assuring that all in the community are treated fairly

- Justice
- Fairness
- Fair treatment and administration of rules
- Appropriate blame
- Fair compensation
- Transparent due process

- I wanted to make sure everyone was treated the same
- It is only fair

- What is equal/equitable?
- What is a fair process?
- Is the power appropriately balanced?

I am fair

- Seeks justice and fairness
- Acts from concern for the least advantaged
- Celebrates healthy institutions

Overconfidence in process

- Being overbearing and authoritarian
- Becoming an ambitious elitist
- Exemption
- Isolation and grief
- Ask: What processes and safeguards do we need to ensure fairness?
- Listen for where people perceive that injustice is being done
- Make sure the processes have a purpose and fulfill that purpose

REPUTATION LENS



Using this vantage point is like looking through a camera: we capture pictures that focus on persons, or people, that help us identify the ethical requirements of the roles we have in this life.

CORE VALUES

DEFINITION OF AN ETHICAL ACT

HUMAN TASK

FOUNDATIONAL VALUES

SECONDARY VALUES

JUSTIFICATION FOR ACTION

FOUNDATIONAL QUESTIONS

KEY PHRASE

GIFTS

BLIND SPOTS

VICES AND RISKS

HUBRIS AND CRISES

CHECKLIST FOR ACTION

Sensibility (Heart) and Equality (Community)

- Consistent with a good character for the particular role
- Made with an awareness of the interplay of mind and emotions
- Supports and enhances the meaning you have given to your life

Virtues: Qualities of character that let us be effective in the community

- Fortitude
- Compassion and responsibility
- Integrity
- Justice
- Virtues of role
- Civility

- It was a hard call, but as a leader I had no choice
- It was the best for all
- What action would set a good example?
- What virtues do my roles require?
- What does my conscience tell me to do?

I make virtuous choices

- Seeks wisdom
- Acts from principled leadership
- Celebrates moral courage

Unrealistic role expectations

- Self-righteous
- Becoming hard-hearted
- Entitlement
- Confusion
- Consider the role of individuals and the company
- Seek excellence in all that you do
- Consider the end of life questions