

# ethical connections

**INSTITUTE FOR GLOBAL ETHICS**



## Technology: Pushing the Ethical Limits

Remarks from Rushworth Kidder were featured in "The Tech-

nological Human," an article in *Newsweek* magazine's Special Issues 2001 edition this winter. The article focused on the question of ever-evolving technology and its impact on humans and human consciousness. To quote the article directly: "These questions, says Rushworth Kidder, president of the Institute for Global Ethics in Camden, Maine, are especially vexing because they lie at 'the convergence of three domains—technology, politics, and ethics—that are so far hardly on speaking terms.'"

Kidder was quoted at the 2000 Camden Technology Conference, an annual gathering of computer technology leaders. The Institute is keeping in touch with those leaders with a goal of making ethics a prominent part of the public conversation about technology.

## Institute Report Examines Students' Values

The release by the Institute this past winter of *Reaching Out: Broadening College-Student Constituencies for Environmental Protection* has provided food for thought for the nation's educators and environmental professionals. The survey was conducted by the Gallup Organization and was funded by a grant from the Nathan Cummings Foundation.

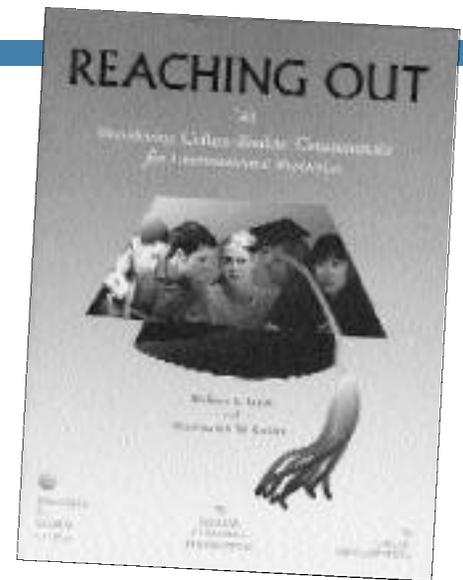
Designed by the Institute, the phone survey of 763 students at four-year colleges throughout the United States focused on the relationship between students' values and their environmental interests. The subjects of

"This report gives us clear direction for helping environmental organizations craft messages and design programs that are grounded in ethical values and that, therefore, really appeal to college students."

—Paula Mirk, vice president, education

the survey were students who were identified as environmental "nonactivists." Estimates indicate that around 80 percent of U.S. students fall into this heading.

The survey found that most environmentally nonactivist students:



- Are convinced that the environment is deteriorating
- Are more willing to protect the environment based on a "transcendent principle" rather than mere pragmatism or aesthetics
- Are uninterested in government as either a cause of or a solution to problems
- Are less apt to be environmentally conscious if religion is important to them

The conclusions drawn from this survey indicate that to encourage environmental activism, it is important to tailor environmental messages to students, as the report notes, "where they are." That means environmental organizations should ground their appeals in ethical values, rather than in environmental values. Care should be taken not to equate environmental concerns automatically with moral concerns. ■

## ■ Ethics Training for Family Foundations



Building on the CD-ROM *Cornerstones*

for *Ethical Foundations*, the next generation of ethics training on CD-ROM was launched at a Council on Foundations conference in Chicago in February. *Ethical Choices for Family Foundations* offers ethics training to family foundations, and comes with its own book of readings. This course was developed with a grant from the David and Lucile Packard Foundation.



## ■ Institute Staff Member Heads West

Further developing the Institute's West Coast presence, the Public Policy Program has temporarily dispatched Program Associate Wayne Saucier to Seattle, Washington, to continue work on the Washington State Project on Campaign Conduct.

The Washington Project, which sought to enlist political candidates to agree to refrain from negative, attack-oriented campaigning by signing codes of campaign conduct, proved to be highly successful this year, with 77 percent of the state's congressional candidates and 56 percent of statewide candidates agreeing to participate.

Making his home-away-from-home in the offices of the Washington League of Women Voters, our partner organization for the Project, Wayne will conduct follow-up work in preparation for promoting fair campaigns further, in the 2002 elections.

He will also continue to focus on other Institute projects, and hopes to spend some time on member relations, giving our West Coast membership a local presence on which to call. Members interested in discussing Institute projects and initiatives in person are welcome to contact Wayne at 206-622-8961.

## Tidbits

### The Institute's Spreading Presence

The Institute's programs continue to turn up in some unusual places! Rushworth Kidder spoke to the Intelligence Analysts division of the Central Intelligence Agency (CIA) in December, and we've learned that the Sherman Kent School, which trains new analysts for the CIA, uses his book *How Good People Make Tough Choices* as part of their mandatory ethics training program.

### Video Promo

A short promotional video is here! Produced by Pilgrim Productions, the video is a creative, ten-minute overview of the Institute for Global Ethics, detailing the national and international reach of the Institute. For more information, call Norma Gwyer at the Institute: 800-729-2615 (U.S. and Canada only) or 207-236-6658.

### Seminar for Seasoned Trainers

We're giving thought to conducting an Experienced Trainers seminar. It turns out that the Institute now has a cadre

of approximately 250 Ethical Fitness™ trainers scattered about the globe. They are eager for more training, and we plan to respond. Stay tuned for further information!

### Canada

Doug Bryden, our executive director in Canada, continues to open doors. This spring, Bryden's office will cosponsor, with Nexen and the Export Development Corporation, the annual meeting of the Conference Board of Canada, which meets in Toronto. This month, Rushworth Kidder will speak to the annual conference of school superintendents in British Columbia.



# Project on Campaign Conduct Reveals Voters' Concerns

**A** bipartisan postelection poll of voters in the states of Washington and Ohio commissioned by the Institute's Project on Campaign Conduct last year confirmed an increase in voters' displeasure about unfair, attack-style campaigning. The poll, completed in November 2000, included 500 citizens in each of the states of Ohio and Washington.

Compared to a similar survey in June 1998, the Institute's poll indicated that more voters believe that "all or most" candidates "twist the

truth" when speaking to voters. In Ohio, 40 percent of voters thought the same in 1998; in 2000, that number had jumped to 59 percent. In Washington state, 39 percent of voters thought so in 1998, but 43 percent agreed with the statement in 2000. The margin of error for the poll is  $\pm 4.4$  percent.

The survey was conducted by the Republican polling firm John Dearthourff/The Media Company and the Democratic firm Lake Snell Perry & Associates. To view the full survey, visit [www.campaignconduct.org](http://www.campaignconduct.org). ■

# Becoming an Effective Leader

**W**hy are some people leaders? We all recognize a leader when we see one: "She's a true leader," we say, without quite knowing why.

Is leadership a question of "command and control" hierarchy, strategies, and tactics? Not really. These are tools to manage an organization, not the factors that motivate individuals to join in a common effort.

True leadership, rather, lies at the level of shared values.

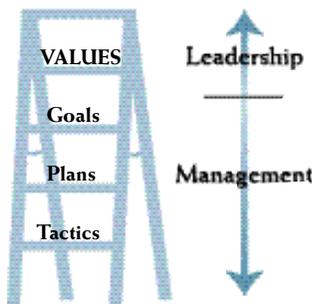
As Rushworth Kidder notes in his book *How Good People Make Tough Choices*, "leadership, especially in democratic organizations and nations, is not about tactics, micromanagement, and fine detail. It is about articulating shared values and developing a vision for the future—since that, after all, is how consensus is built and gridlock broken."

If you'd like to work at being a more effective leader, it pays to keep the "Values-Tactics Ladder" in mind. Goals, plans, and tactics are tools of management. They represent the details required to move in a specific di-

rection. And, as they say, "the devil is in the details." The farther down the ladder you go, the more people are likely to disagree.

Core values—values such as responsibility, respect, honesty, fairness, and compassion—are where people come together. A leader articulates the core values that people share and rallies them through those values. They may differ subsequently on the details, but they remain in agreement on the core values.

So when confronted by division, a leader draws people back together through an appeal to their common values. When they remember those values, even the most intractable antagonists may find room for agreement and, hence, progress. ■



**The Values-Tactics Ladder**

# Staff Profile

## ■ Erika Lavigne

*Membership and Foundations Manager*

Erika Lavigne is the Institute's newest staff member. She began work this past November, as membership and foundations manager. Her position encompasses membership development and grant research and writing.

Erika moved to Maine from Washington, D.C., where she was a senior marketing associate for an international development firm. "The company works with USAID and the World Bank on development issues, such as environmental reform, finance, banking, and agricultural reform in countries overseas," says Erika. With a master's degree in Russian foreign policy, Erika found herself working in Moldova and Ukraine. "That was an eye-opening experience," she recalls. "It was so different going as a sole businesswoman rather than traveling as a student. My experiences there also showed me that these government-sponsored programs often do not help the people who need it the most."

Erika and her husband decided that it was time for a change. Erika grew up in Tucson, Arizona, but she and her husband became enchanted with Maine during their honeymoon two years ago. Erika was impressed with the Institute's work, and her husband, a biomedical researcher, fully supported the move north.

Erika speaks enthusiastically about her work. "This is the first time I feel I am growing both professionally and personally through my work," she notes. "It's a great team of people to work with, and it gives me the ability to learn how to see situations and experiences in an ethical way." Presently she is developing financial support for the Institute's latest CD-ROM project. About moving to Maine during the coldest season of the year, Erika appears delighted. "My husband bought me ice skates," she says with a laugh. "I tried them out for the first time!"



## Open Ethical Fitness™ Seminars

March 22, 2001, London, England  
 May 7, 2001, Camden, Maine, U.S.A.  
 May 23, 2001, Toronto, Canada  
 June 21, 2001, Toronto, Canada  
 June 25, 2001, Camden, Maine, U.S.A.  
 July 4, 2001, London, England  
 July 17, 2001, Camden, Maine, U.S.A.  
 September 21, 2001, Camden, Maine, U.S.A.  
 October 16, 2001, Camden, Maine, U.S.A.  
 November 14, 2001, London, England

For U.S. seminar information, call 800-729-2615 (toll free).  
 For U.K. information, call 020-7486-1954. For Canada information, call 877-843-8315 (toll free).

## Train-the-Trainer Workshops

Train-the-Trainer workshops will be held in our offices in Camden, Maine, this year. These three-day workshops certify participants to lead the Ethical Fitness™ Seminar. Each workshop is limited to eight participants, and they fill quickly! Please call 800-729-2615 (from U.S. and Canada only) or 207-236-6658 to register.

May 8–10, with Paula Mirk  
 June 26–28, with Paula Mirk  
 July 18–20, with Rushworth Kidder  
 October 17–19, with Pat Born

## Snapshot from the Institute...



Rushworth Kidder with Chief Superintendent John Slater of the Metropolitan Police at a conference at St. George's House, Windsor Castle, on the topic "So You Want to Change the World?" September 29–30, 2000. This conference brought change makers from different sectors of British society together with trustees of the Comino and Gordon Cook Foundations, which are supporting a project being led by the Institute for Global Ethics UK Trust.



One hundred fifty citizens assembled in a public forum initiated by the Institute's Project on Campaign Conduct last November in Akron, Ohio, to discuss their growing discontent with attack-oriented campaigning. At the podium is John Green, director of the Ray Bliss Institute for Applied Politics at the University of Akron, a cosponsor of the event. Second from left at the head table is Congressman Tom Sawyer, who signed a code of conduct with the Institute's Project on Campaign Conduct in both his 1998 and 2000 election campaigns.

[www.globalethics.org](http://www.globalethics.org)   [www.globalethics.org](http://www.globalethics.org)   [www.globalethics.org](http://www.globalethics.org)   [www.globalethics.org](http://www.globalethics.org)   [www.globalethics.org](http://www.globalethics.org)

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Celebrating **10** years

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