

ethical connections

Institute for
Global Ethics 
Ethical Fitness® for a Better World



IGE and Midi to Co-Develop Business Ethics Training Courses

IN AN ERA WHEN NEW ETHICS SCANDALS involving the highest levels of business are reported regularly, a partnership between two ethics-minded organizations should come as refreshing news. The Institute for Global Ethics (IGE), an organization that promotes ethical behavior for individuals and organizations, has formed a partnership with Midi, a training company that produces high-impact ethics and compliance learning solutions. According to a joint announcement from IGE president Rushworth Kidder and Elizabeth Tomaszewicz, president and CEO of Midi, their organizations will collaborate on “courseware” integrating IGE’s ethics model with Midi’s highly effective scenario-based approach to course development.

Midi delivers high-impact, memorable learning solutions through the creation of real-life scenarios as training vehicles that encourage ethical behavior among employees, educating them to make choices that conform to the laws—both explicit and implicit—governing business. Ms. Tomaszewicz notes that the partnership broadens Midi offerings at a time when clients are clamoring specifically for business ethics training programs. One of the reasons Midi courses are so effective, she points out, is “our ability in designing a course to differentiate ‘learning’ from ‘remembering’ and why it’s important to consider ‘human bandwidth’—or a student’s ability to absorb content—in developing training.”

Under the partnership, Midi and IGE will collaborate to create online training programs designed to introduce the IGE business model and train employees on its application to various work-related situations. A variety of interactive scenarios will be used from a cross-section of industries for practice and reinforcement of the model.

Midi has corporate offices in New Jersey and a global office in Chicago and is, in Rush’s words, “an ideal partner for IGE as Midi’s vision is consistent with our own, and its management totally committed to helping business define the ‘greater good.’” The first course is expected to be launched in May 2005.

As part of the IGE-Midi arrangement, Rushworth Kidder will join Midi’s Legal and Business Ethics Advisory Board, comprised of attorneys and experts in fields of particular relevance to compliance and ethics programs. Board members assist Midi in developing new courses, updating existing courses to stay current with developing law, and creating refresher courses. Board members bring to Midi’s courses the type of practical compliance and ethics knowledge that comes only from having leading law and consulting practices in these fields. Jeffrey M. Kaplan, chair of the board, is “delighted that Midi will be partnering with Rush Kidder, who has long been a leader in the business field.”

INDUSTRY SPECIFIC COURSES - COVERING THESE PARADIGMS



Truth vs Loyalty

Short Term vs Long Term

Justice vs Mercy

Individual vs Community

■ NAIS, Templeton, and IGE Collaborate on Best-Practice Standards for Character Development

The Institute for Global Ethics, in collaboration with the National Association of Independent Schools (NAIS), is developing best-practice standards for character development in private, independent secondary schools. Specific outputs will include a report on best practices in five selected NAIS member schools, a document suggesting standards for character development in private independent schools, and the national promotion of these standards. This one-year project is being funded by the John Templeton Foundation.

■ Verizon Visiting Professor at Bentley College

Accepting an invitation from Bentley College in Waltham, Massachusetts, Dr. Rushworth Kidder spent a week in residency as the college's Verizon Visiting Professor at the Center for Business Ethics. The weeklong residency kicked off with a lively public lecture that engaged an audience of students, faculty, and business and community leaders on the issue of moral courage. Representatives of Verizon, Beth-Israel Deaconess Medical Center, the John F. Kennedy School of Government at Harvard University, and Staples attended the lecture and the reception that followed.

Rush's week at Bentley included lectures and discussions with several large groups of undergraduates, an interactive faculty workshop, and a number of small-group conversations with graduate students. The Center for Business Ethics at Bentley College was founded in 1977 by business ethics pioneer Dr. Michael Hoffman.

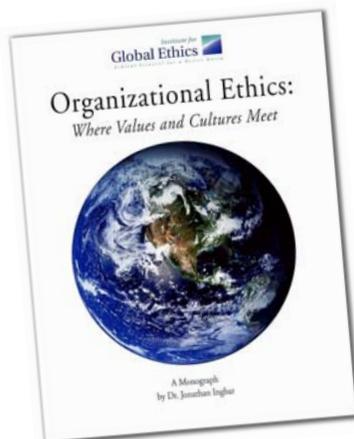
■ NASBE-Knight Coaching Initiative

In partnership with the National Association of State Boards of Education (NASBE), the Institute is researching, developing, and delivering specific training and skill-building opportunities to promote the highest standards of ethics and good sportsmanship in high schools. Among the questions being examined: How important is it to win, and in what ways does this priority undermine efforts to reform school culture across the nation? If this trend goes against the tide of reform, what are the tools that administrators and coaches need in order to turn it around?

Student athletes' perspectives on this matter, as voiced at a recent University of Maine summit, are enlightening. Across the board, students most want to play sports in a positive environment. They describe coaches, parents, school administrators, and other players as having a "win at all costs" attitude that implies compromising academic standards as well as personal well-being.

Student athletes, coaches, athletic directors, administrators, teachers, parents, and fans will be the beneficiaries of this work, made possible through generous funding from the John S. and James L. Knight Foundation.

■ IGE Member Writes Organizational Ethics White Paper



IGE member Jonathan Ingbar, who lives in Avila Beach, California, sees the importance of strong ethical decision making in running today's fast-paced organizations. Dr. Ingbar, a physician and psychiatrist, has written the Institute's latest white paper, "Organizational Ethics: Where Values and Cultures Meet." The paper explores how the moral values of honesty, responsibility, compassion, respect, and fairness build strong businesses and how these values, lived and practiced, lead to healthy organizations. Jon ran a focus group with business leaders at the Center for Corporate Ethics (www.ethics-center.com) in New York City in February, and we are busy working with Jon on the range of services that his paper is seeding. To order a copy (\$15 plus shipping and handling) of "Organizational Ethics: Where Values and Cultures Meet," call Polly Jones at 800-729-2615.

Moral Courage Book Promotion

SEEKING TO CAPITALIZE on the momentum established by the January 2005 publication of *Moral Courage*, IGE president Rushworth Kidder embarked on a multistate, whirlwind publicity tour to promote his latest book. With in-person presentations and book signings in California, Florida, Illinois, Maine, and New York, and radio appearances in at least 16 different states, the word on *Moral Courage*—the book as well as the concept—has reached a vast audience throughout the United States and Canada. Potential promotion of the book in Europe is currently under consideration.

The initial run of the first edition (7,500 copies) sold out in just one month—a remarkable feat that caught the attention of Rush’s editor at HarperCollins Publishers. “That doesn’t usually happen!” Nick Darrell noted with great enthusiasm. The Institute alone sold approximately 800 copies of *Moral Courage* through its in-house bookstore within the first six weeks of its publication, and online retailers such as Amazon.com and bn.com (Barnes & Noble) showed signs of brisk sales. In fact, virtually each time Rush appeared on the radio promoting the book, the sales rating for *Moral Courage* immediately surged on Amazon.com.

One such interview that resulted in a surge of sales occurred on January 6, when Rush appeared on the WAMU radio program “The Diane Rehm Show,” which is carried on many National Public Radio stations throughout the country. The hourlong interview is available online for free download or for CD purchase by visiting the show’s website at <http://www.wamu.org/programs/dr/>.

Print interviews with Rush have appeared in the *Maine Sunday Telegram*, the *Palm Beach Post* (Florida), *Across the Board* magazine, and *Mainebiz*. Rush has appeared also on television to discuss the book in Maine, Massachusetts, and several other Northeastern states.

Seeking to make a personal connection with individuals, in-person presentations



Diane Rehm and Rush Kidder

and discussions of the book have played a key role in the promotion of *Moral Courage*. In early January, Rush spoke to a hometown crowd at the Owl & Turtle Bookshop in Camden, Maine, receiving rave reviews for both the book and his discussion of it. A week later, Rush spoke for an hour to an overflow crowd of approximately 200 at the Portland (Maine) Public Library as part of its Brown Bag Lecture Series. After spending the next few days in New York appearing on radio stations, Rush headed to Stuart, Florida, to take part in BookMania! 2005, an annual conference of authors, readers, and librarians organized by the Martin County Library System, where he extolled the virtues of moral courage by sharing some of the stories featured in the book.

Great thanks are due to Samantha Hagerbaumer at HarperCollins Publishers and Jill Danzig of Danzig Communications for their help in organizing a full, wide-reaching publicity schedule.

Feature

Special people and projects all about ethics. The individuals we write about here have made special contributions to ethical thinking—moral exemplars who can inspire us to greater action and endeavor. The projects, from grassroot to global, will focus on applied ethics—how people are bringing about ethical change in the world. Read on!

Culture versus Gender: *A Tough Executive Call*

AS THE CHIEF EXECUTIVE of a large and highly visible municipal government agency, Andy developed a strategy unit consisting of several two-person teams, each pairing a lawyer with an MBA. Combining different skills and experiences, these teams proved highly effective—until he hired J.J.

J.J. was an excellent lawyer—so good, in fact, that Andy had recruited him from a city thousands of miles away and paid the full cost of relocating him and his family. J.J. was also a minority, and Andy (himself a minority) was delighted to have him among the ranks of rising executives. For the first nine months, J.J. did exemplary work. Then Andy, hoping to strengthen his contributions even further, paired him with Serena, whose long business experience made her the natural leader of the new team.

Within a few days, J.J. showed up in Andy's office in obvious anguish. He explained that he simply couldn't work for Serena. He liked her very much, he said, but he came from a culture where it wasn't proper for a man to work for a woman. Even though his parents had arrived in the United States as political refugees in the late 1950s, his mother still dutifully walked a few steps behind his father in public. And since he had only brothers and no sisters, J.J. had never seen a woman in his family adapt to these new ideas about gender equity. He was sorry, he told Andy, but his deeply rooted cultural traditions made it impossible for him to continue on that team.

For Andy, this posed a serious dilemma. His agency was deeply committed to gender equity—not superficially or grudgingly, but as a genuine

reflection of the progressive community in which it was located. Yet his agency, located in a state with a growing immigrant population and a strong Native American presence, was also deeply committed to respect for racial, ethnic, and cultural diversity. Sensing that J.J.'s concerns were an authentic expression of his culture, Andy knew he had a right-versus-right dilemma that pitted the imperative for gender equity against a respect for cultural diversity.

This issue set J.J.'s personal needs against the broad standards of the community. It also set the expectation of fairness against a plea for compassion for J.J.'s plight—and for an exception based on a deep-seated tradition. While Andy could smooth things over for J.J. in the short term by reassigning him to someone other than Serena, the result, he felt, would be a less-than-optimal pairing, diminishing the long-term effectiveness of the team. But to demand that J.J. stay in place and conform immediately to the prevailing norms would, he knew, produce an essentially dysfunctional team.

One solution, proposed by his human resources department, was that Andy should document every tiny lapse in J.J.'s behavior—right down to the time he showed up for work—in hopes of gathering enough evidence to fire him for some other reason. Andy saw that strategy for what it was: a right-versus-wrong temptation that was essentially unethical. That left him with his original dilemma. What should he do?

For analyses of this dilemma, see page 5. To learn how Andy resolved this dilemma, please see page 7.

The Institute is very grateful for recent support from the following:

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Dilemmas

This area is devoted to the discussion and dissection of ethical dilemmas drawn from real life. Each issue, we focus on a tough choice faced by a member, reader, or friend of the Institute—putting into practice the methods and principles we've found helpful in navigating the often difficult waters of daily life.

Dilemma Analysis

ANALYSIS 1

J.J. MUST SUBSTANTIALLY ALTER HIS VALUES if the agency's values are to prevail. As *New York Times* columnist Thomas Friedman has written, "People don't change because you tell them they should, but because they themselves know they must." Andy should help J.J. understand the benefits of diversity and why it's a condition of employment.

How? Andy could start a dialogue with J.J. aimed at better understanding why J.J. is uncomfortable reporting to a woman. He might ask someone familiar with J.J.'s cultural tradition—possibly a professional mediator—to suggest initiatives that would make J.J. more comfortable reporting to Serena. And he might ask Serena to take steps that would not compromise the agency's commitment to diversity, but that might make J.J. more comfortable reporting to her.

Whatever the company's approach, a few rules should guide the process:

- **Recognize Responsibility and Act:** If a principle-driven accommodation reflecting both the agency's commitment to diversity and J.J.'s values isn't possible, then J.J. should receive incentives to resign. If he refuses to resign, he should be terminated. Generous incentives or severance is appropriate because

the agency erred by hiring someone uncommitted to the company's principles.

- **Don't Avoid the Issue:** Reassigning J.J. to a team headed by a male avoids conflict, but it also sends the wrong message. Does Andy want to communicate that gender equality isn't a core organizational value?
- **Don't Fabricate a Reason to Fire J.J.:** Dismissing J.J. under trumped-up reasoning might expose the company to legal complications. It also would be dishonest and unnecessary. Doing so would forsake an opportunity to send a clear message that diversity is one of the organization's bedrock principles.
- **Benefit from the Experience:** Andy should use this experience to address the larger issue of promoting diversity. Concrete examples of real conflicts and their resolution can serve as a catalyst for organization-wide change.

The agency's HR department should incorporate the experiences associated with resolving J.J.'s difficulty into diversity training. It also should establish recruiting criteria and processes that minimize the possibility of hiring future associates not committed to the company's guiding principles.

—Lynn Gitlitz
general manager and board member of
Gina Gibney Dance, in New York City;
former manager, Avon Products, in New York

ANALYSIS 2

ONE OF THE GREAT THINGS ABOUT OUR SOCIETY is that it is designed to host people of many different backgrounds. Embedded in the fabric of diversity is the fact that there is no universal consensus around its application. What one party sees as respect for gender equity, the other may see as cultural abomination. As a new republic, the United States expressed some pretty broad standards for human rights but has taken centuries to evolve their practice (emancipation, women's suffrage, equal rights, etc.).

At its core, this individual-versus-community dilemma is J.J.'s quandary, not Andy's. The company standards are clear about gender and personal beliefs. The best business decision is to have J.J. work for the woman. If J.J. insists on something less than what is best for the business, he must accept that his decision is permitting his personal interests to overrule business interests.

What to do about the situation depends on J.J. Is he open to changing or does he hold to a set of beliefs that conflicts with his employer's? If he cannot accept gender equity, he should find another place to work—a place where his personal values are not in conflict with the organization's values. On the other hand, if J.J. is open to development and training, then Andy has an obligation to help J.J. develop new skills. The company has no obligation to accommodate an individual's personal beliefs if they conflict with

the stated values of the organization.

Andy's agency needs to be clear about what those values are. As head of the agency, this task starts with Andy.

Since gender equity is part of the agency's commitment to diversity, Andy needs to hold to this principle. This does not mean that J.J., or any other employee, has to change their personal beliefs. Personal beliefs are their business. This puts the burden on J.J. to decide whether he needs to leave. If J.J. can make the adjustment and work with Serena, Andy maintains integrity of business beliefs and keeps a sharp and effective new employee.

Each time this dilemma occurs, the fundamental question of whose beliefs are paramount is raised. It helps to have a solution that might be commonly applied. In the business setting, the business beliefs are paramount. In the private setting, the personal beliefs are paramount. This does not excuse individuals from exercising their own good judgment about where they would be comfortable working since we know that there is no common set of business beliefs—kind of like personal beliefs.

—Matt Souza
senior vice president of ethics
Irwin Financial Corporation, Columbus, Indiana

ANALYSIS



impetus Short-Listed for Major U.K. Human Rights Award

IMPETUS, THE FLAGSHIP IGE UK TRUST values program, was short-listed for the prestigious U.K. Human Rights Award for 2004. Liberty, JUSTICE, and the Law Society jointly promote this high-profile annual award. They congratulated **impetus** on its “innovative and crucial work bringing rights to young people across the U.K., educating them to promote values of dignity, equality, and fairness” and for “imaginative work uniting young people from diverse backgrounds.”

Every young **impetus** participant—from ages five to 25—is involved in a project designed to tackle human rights and responsibilities through action and reflective review. Each project team shows how it has raised awareness of values, rights, and responsibilities; acted creatively to affirm those values; and involved the whole school or organization and members of the wider community in its work.

Tackling racism, sectarianism, and violence

In England, young people from Plymouth set up Beatbreakers, giving participants the opportunity to use the power and excitement of break dancing to promote anti-racism, anti-discrimination and mutual respect.

Young people in the Unity “Cru” project at George Green School in East London have suffered from—and sometimes provoked—

conflict in their school. In response to the challenge to take responsibility for improving the situation, they opted to visit the divided city of Belfast, Northern Ireland, to find out more about the nature of conflict and its resolution. They drew on their residential experience to plan ways to tackle the challenges in their own school and local community. Unity Cru members use sports and intensive drama workshops as well as personal mentoring and arbitration to achieve their goals.

Meanwhile, across the water in Belfast, young men from the Warren Partnership youth organization, mainly from the loyalist (protestant) tradition, have been looking at human rights issues from the perspective of their peers in the nationalist community. Following a presentation at the annual U.K. showcase celebration of **impetus** projects at the Museum of London last October, their youth worker wrote, “It is not often that young men from marginalized communities get recognition for their work.”

Enriching lives and offering support

impetus is growing strongly in Wales. The Discovery Student Volunteers is a youth organization led by student volunteers from Swansea University in Wales. Discovery activities enrich the lives of people who face discrimination or other disadvantages. Elsewhere, students at St. Teilo’s Church In Wales High School set up the ABC Student Listeners project. The pupils started the program in response to concerns of bullying in the Cardiff school and wider community.

In Scotland, the Pupil Council at Kilbowie Primary School in Clydebank focused on learning to balance individual freedom with personal responsibility. They have campaigned successfully for the right to have water to drink throughout the day and have now introduced a “water license” to show that they are implementing the program responsibly.

Looking ahead

As **impetus** moves into its third cycle, the focus on human rights and responsibilities becomes sharper, the infrastructure stronger, and the need ever greater to equip teachers and community partners with the capacity to take the program forward in even more innovative and challenging ways.

—John Potter,
impetus coordinator for England,

Dilemma Resolution

Culture versus Gender: A Tough Executive Call

APPLYING THE PRINCIPLE of *doing the greatest good for the greatest number*, Andy knew that dishonoring gender equity would bring far stronger condemnation than dishonoring J.J.'s cultural traditions—because there were far more women in the community than there were members of J.J.'s culture. While that didn't make the majority "right" and J.J. "wrong," Andy had to admit that the harm done to J.J. by forcing him to accommodate, probably would be less than the opprobrium his agency would face if he let J.J.'s views prevail.

Applying the principle of *holding to whatever overarching rule you would like to see universalized* was, for Andy, actually easier. He was sure he didn't want to see J.J.'s views about women become the standard across the world; he felt exactly the opposite about gender equity, which he would be happy to see become a universal principle.

And as for the Golden Rule of *treating others the same way he'd like to be treated*, Andy recognized that, were he in J.J.'s position, he would want his culture honored—but that, were he in Serena's shoes, he would want gender equality supported to the hilt.

Reasoning it through this way, he felt the answer was clear: J.J.'s position had less moral authority than the company's, and he would have to side with gender equality. Having made that decision, how did he implement it?

Andy talked at length with J.J. about the dilemma, making it clear how much he respected J.J.'s personal feelings but also arguing forcibly for gender equity as the long-term, overarching principle that had to be supported. J.J. couldn't agree. In the end they parted amicably—with Andy agreeing to have his agency buy J.J.'s house and pay for his relocation back to the city from which he had come.

J.J. went into private, solo law practice, where his decisions about culture and gender were his own to resolve over the years. Serena, meanwhile, went on to be increasingly valuable to the organization—teamed with legal partners who were perfectly willing to take direction from her.

Employee Profile

As IGE's new director of development, Wes Todd will play a key role in fund-raising efforts, working with directors, donors, foundations, and members to advance the mission of the Institute.

Wes brings experience in nonprofit development, management, and marketing to the Institute, having recently served as development director for the Episcopal Church Publishing Company in Rockport, Maine. Wes previously held management and sales positions with trade and consumer magazine publishing companies Diversified Communications (Portland, Maine), World Publications (Winter Park, Florida), and Down East Enterprise (Camden, Maine). Many of the titles he represented were focused on fishing, boats, and the ocean—all abiding passions for Wes.



Wes is a skilled carpenter, sailor, and beekeeper, and enjoys backcountry hiking in the hills of Maine. Carpentry skills are a practical talent while living in a 160-year-old home in Thomaston, Maine, with his wife, Jana Goddard. Their daughter, Chris, is a high school freshman and an accomplished vocalist and artist. Their son, Wiley, who shares his father's love for salt water as a surfer and sailor, is a freshman at Bates College.

Wes serves on the board of Hospitality House, a regional homeless shelter, and is an advisory board member of the Atlantic Challenge Foundation, an organization inspiring personal growth through craftsmanship, community, and traditions of the sea. Wes is a co-founder of the Georges River Tidewater Association, a grassroots environmental advocacy group focusing on water quality and land use issues in Midcoast Maine.

"My responsibilities for the Institute are a natural extension of my professional experience and a good fit with my personal values and interest in cultural change," Wes says. "I look forward to a productive year ahead."

snapshots FROM THE INSTITUTE



Dr. Michael Hoffman, Anne Carroll and Rush Kidder at Bentley College (see item on page 2)



IGE UK Trust chief executive Sheila Bloom with new board member Yve Newbold

The A. J. Noerager Fund

THE INSTITUTE FOR GLOBAL ETHICS is pleased to announce the creation of the A. J. Noerager Fund. This fund is designed to promote the study and practice of moral courage through research, demonstration, publication, and public discourse. Enabled by an endowment resulting from donations and estate planning from Lucha Vogel, the A. J. Noerager Fund now is open for additional contributions. Further information will be detailed in the next issue of *Ethical Connections*.

seminars SEMINAR SCHEDULE 2005

Ethical Fitness® Seminars

June 21 Camden, Maine, U.S.A.
July 11* Camden, Maine, U.S.A.

Camden Ethics Symposium™

Moral Courage
August 22-23* Camden, Maine, U.S.A.
October 13-14* Camden, Maine, U.S.A.

Communicating Ethics Effectively
July 11-13* Camden, Maine, U.S.A.

Train the Trainer

June 21-23 Camden, Maine, U.S.A.

* These seminars and symposia will be led by Institute president Rushworth Kidder.

For seminar and symposium information:

U.S., call 800-729-2615 (toll free); U.K., call 020-7486-1954

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