

# OVERVIEW OF THE FOUR ETHICAL LENSES™

## RESULTS LENS:

*the Path of the Hero*

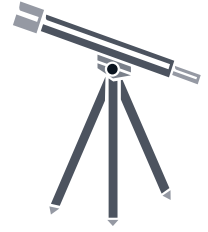


Using this vantage point is like looking through a **magnifying glass**: With actions bounded by a respect for human dignity, you focus on present circumstances to make choices that help you reach your personal goals.

### VANTAGE POINTS

## RESPONSIBILITIES LENS:

*the Path of the Thinker*



Using this vantage point is like looking through a **telescope**: You take a long view and focus on the universal ideals and principles that are important for human beings.

<b>Autonomy</b> ( <i>Individual</i> ) and <b>Sensibility</b> ( <i>Heart</i> )	<b>PRIMARY VALUES</b>	<b>Autonomy</b> ( <i>Individual</i> ) and <b>Rationality</b> ( <i>Head</i> )
<b>Temperance</b> : Being moderate and self-restrained.	<b>CLASSICAL VIRTUES</b>	<b>Prudence</b> : Making wise decisions in everyday affairs.
"I make wise choices that support a <b>good life</b> ."	<b>KEY PHRASES</b>	"I am <b>responsible</b> ."
<b>Individuals</b> use their <b>emotion and commitment</b> to determine the goals they wish to pursue.	<b>DECIDING WHAT IS ETHICAL</b>	<b>Individuals</b> use their <b>reason</b> to determine the overarching principles by which they will live.
<b>Ideal goals</b> : Identify long-term results that will lead to a good life.	<b>ETHICAL TASKS</b>	<b>Principles</b> : Identify the ethical norms that guide appropriate action.
<b>Experience</b> : Verifying what is good for yourself.	<b>ANALYTICAL TOOLS</b>	<b>Reason</b> : Thinking critically to determine the Truth.
<ul style="list-style-type: none"> <li>What would be a good outcome?</li> <li>What will make me happy?</li> <li>What consequences am I willing to tolerate?</li> </ul>	<b>FOUNDATIONAL QUESTIONS</b>	<ul style="list-style-type: none"> <li>What are my motives, my reasons for this choice?</li> <li>What agreements must I keep?</li> <li>What are my rights and responsibilities?</li> </ul>
<ul style="list-style-type: none"> <li>What are mutually good results?</li> <li>How can I be a partner in creating a better world?</li> </ul>	<b>ASPIRATIONAL QUESTIONS</b>	<ul style="list-style-type: none"> <li>What is a caring response?</li> <li>What actions will help me act with integrity and support living into my ideal vision?</li> </ul>
"I found a <b>win-win solution</b> that respects everyone's choice."	<b>JUSTIFICATIONS FOR ACTING</b>	"I was being <b>principled</b> and following the rules."
<b>Free will</b> : Accepting consequences of your actions and tolerating moral ambiguity.	<b>GIFTS</b>	<b>Self-knowledge</b> : Embracing autonomy and taking responsibility for action.
<b>Maximizing opportunities</b> to support a fulfilled, purposeful life.	<b>SECONDARY VALUES</b>	<b>Consistent actions</b> to support a meaningful life.
Being satisfied with <b>too little good</b> .	<b>BLIND SPOTS</b>	Believing that a good <b>motive justifies the method</b> .
Being <b>calculating</b> : Believing every decision can be reduced to a cost-benefit analysis, you fail to respect the humanity and desires of others.	<b>RISKS</b>	Being <b>autocratic</b> : Believing that you know what is right, you demand that everyone follow your definition of duty.
<b>Expedience</b> : Making choices based on what is politic or personally advantageous.	<b>DOUBLE STANDARDS</b>	<b>Excuses</b> : Rationalizing why you didn't have to live into your responsibilities.
Becoming <b>greedy</b> and failing to moderate desires.	<b>VICES</b>	Allowing <b>pride</b> to make you judgmental and legalistic.
<b>Failure</b> : Facing your inability to meet deeply desired goals.	<b>CRISES</b>	<b>Exhaustion</b> : Burnout caused by taking on responsibilities that belonged to others.
<ul style="list-style-type: none"> <li>Focus on the abundance you want to create.</li> <li>Ask people what will make them happy.</li> <li>Hold people accountable for their choices.</li> </ul>	<b>CHECKLISTS FOR ACTION</b>	<ul style="list-style-type: none"> <li>Do what's right, even if no-one is watching.</li> <li>Focus on the ideal you want to realize.</li> <li>Treat people as "fully-functioning" adults.</li> </ul>

## RELATIONSHIP LENS: the Path of the Citizen



Using this vantage point is like looking through **binoculars**: You focus on the playing field of your own community as you seek justice, especially for those without power.

### VANTAGE POINTS

## REPUTATION LENS: the Path of the Saint



Using this vantage point is like looking through a **camera**: You capture pictures that focus on individuals or groups who help you identify the ethical requirements of your roles.

<b>Rationality</b> (Head) and <b>Equality</b> (Community)	<b>PRIMARY VALUES</b>	<b>Sensibility</b> (Heart) and <b>Equality</b> (Community)
<b>Justice</b> : Being impartial and evenhanded.	<b>CLASSICAL VIRTUES</b>	<b>Fortitude</b> : Bearing hardship and uncertainty with courage.
"I am <b>fair</b> ."	<b>KEY PHRASES</b>	"I make wise choices that lead to a <b>virtuous character</b> ."
Members of the <b>community</b> use their collective <b>reason</b> to design and implement processes to provide justice for all.	<b>DECIDING WHAT IS ETHICAL</b>	Members of the <b>community</b> in dialogue rely on their <b>passion and commitment</b> to agree upon the character traits required for virtuous living.
<b>Justice</b> : Strive to ensure that all in the community are treated fairly and impartially.	<b>ETHICAL TASKS</b>	<b>Virtues</b> : Embrace qualities of character that let you be an ethical community leader.
<b>Authority</b> : After vetting ideas by experts, adopting most feasible ideas and plans.	<b>ANALYTICAL TOOLS</b>	<b>Tradition</b> : Learning from respected role models in the community.
<ul style="list-style-type: none"> <li>What is equitable?</li> <li>What is a fair process?</li> <li>Whose voice needs to be heard?</li> </ul>	<b>FOUNDATIONAL QUESTIONS</b>	<ul style="list-style-type: none"> <li>What action will set a good example?</li> <li>What virtues are required by my role?</li> <li>What behaviors would show excellence in this role?</li> </ul>
<ul style="list-style-type: none"> <li>How can I care for those with no power?</li> <li>What will sustain a healthy web of life?</li> </ul>	<b>ASPIRATIONAL QUESTIONS</b>	<ul style="list-style-type: none"> <li>How can I show personal courage?</li> <li>What actions will allow me to be a servant leader?</li> </ul>
"I wanted to be impartial and make sure everyone was treated <b>fairly</b> ."	<b>JUSTIFICATIONS FOR ACTING</b>	"It was a <b>hard call</b> , but as a leader I had no choice."
<b>Advocacy</b> : Ensuring power is restrained and the least advantaged are considered.	<b>GIFTS</b>	<b>Compassion</b> : Seeking wisdom and acting from empathetic leadership.
<b>Using power wisely</b> to care for the least advantaged.	<b>SECONDARY VALUES</b>	Embracing virtuous living to support a <b>life of service</b> .
Having <b>overconfidence in process</b> .	<b>BLIND SPOTS</b>	Having <b>unrealistic role expectations</b> .
Being <b>authoritarian</b> : Knowing the process, you may try to impose your will on others.	<b>RISKS</b>	Playing the <b>martyr</b> : Believing you have sacrificed your desires for others, you expect accolades rather than criticism.
<b>Exemption</b> : Believing you don't have to follow your own processes.	<b>DOUBLE STANDARDS</b>	<b>Entitlement</b> : Believing your status entitles you to perks not available to others.
Becoming an ambitious <b>elitist</b> and failing to moderate your desire for power.	<b>VICES</b>	Becoming <b>hard of heart</b> and running roughshod over individuals.
<b>Isolation and guilt</b> : Unable to right all wrongs, you ignore those who say to lighten up.	<b>CRISES</b>	<b>Confusion</b> : As you try to be all things to all people, you lose your own ethical center.
<ul style="list-style-type: none"> <li>Ask what is needed to provide fundamental fairness for all people.</li> <li>Make sure everyone has a voice.</li> <li>Watch for where people might see injustice.</li> <li>Make sure processes fulfill their purpose.</li> </ul>	<b>CHECKLISTS FOR ACTION</b>	<ul style="list-style-type: none"> <li>Embody your virtues as you serve others.</li> <li>Consider the role of individuals and the reputation of the larger community.</li> <li>Seek excellence in all that you do.</li> </ul>