

# **Ethics and Character Development in Action:**

## **The Human Domain of Leadership and Leadership Development**

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**Jan 23, 2024**

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# **Ethics and Character Development in Action:**

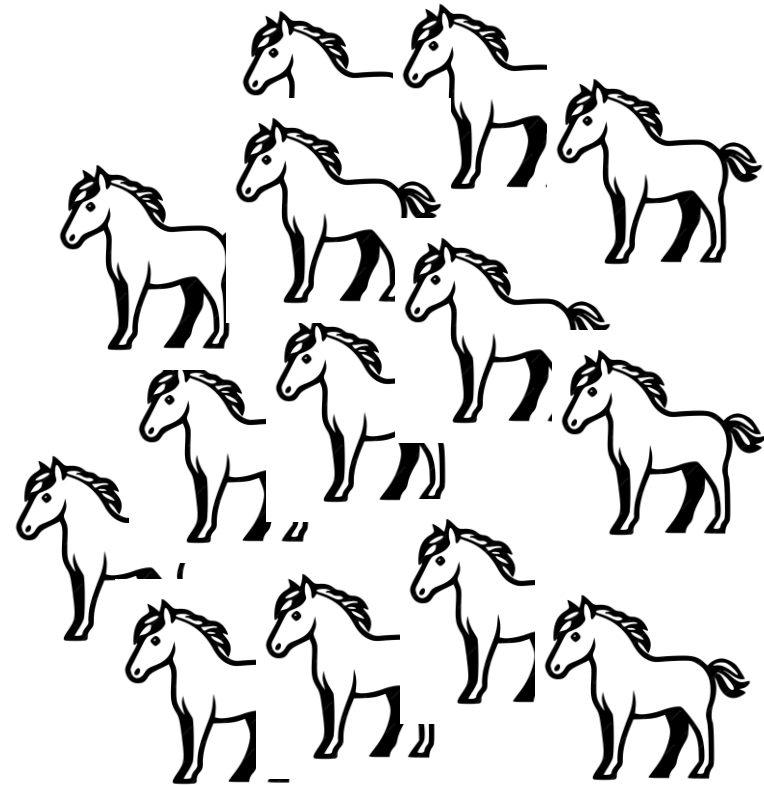
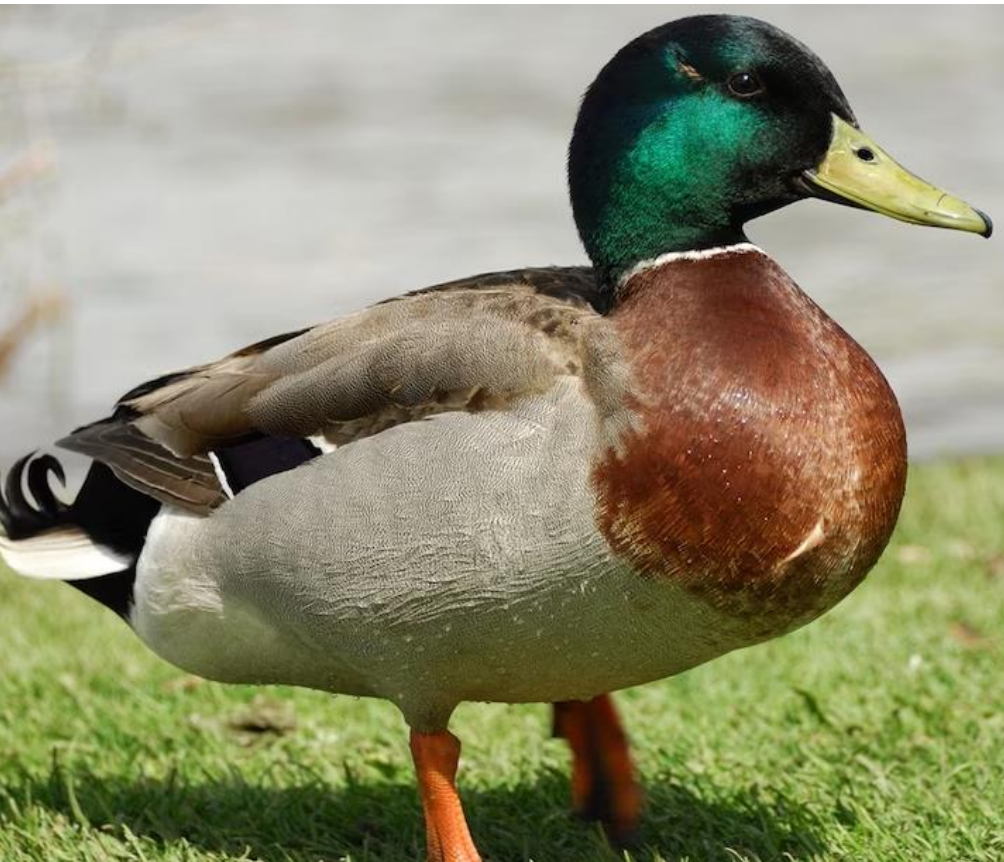
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# The important questions...

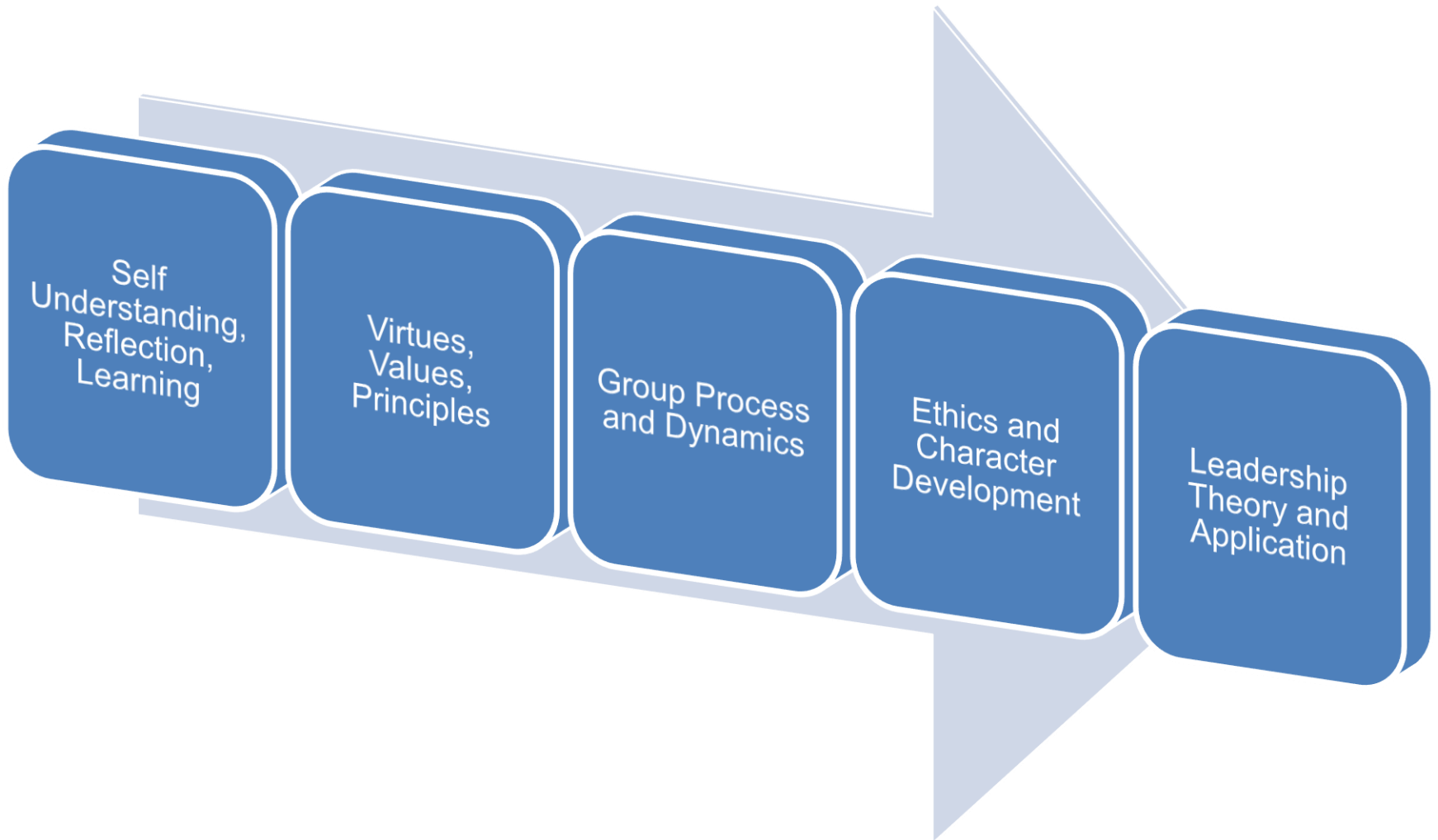
- **Which would you rather fight...?**



# How do we know what we know?

- Epistemology
- Theory of Knowledge
  - *Informal observation,*
  - *Selective observation,*
  - *Overgeneralization,*
  - *Authority,*
  - *Research methods*
- **What is character?**
  - Can be build it? How?
- **Carol Dweck**
  - Intelligence is malleable
  - Growth Mindset v. Fixed Mindset
  - Character is malleable ?





# Foundations in Self Awareness and Self Reflection

- **EQI 2.0**
- **Hogan Leadership Forecast Series**
- **Hogan 360**
- **MSCEIT**
- **Big 5**
- **VIA**
- **Attachment Style**
- **EQI 360**
  
- **Coaching and Reflection**
- **Development Counseling Experiences**

Professional Ethics &  
Ethical Decision Making  
Models

Character Development  
Strategies

AOC Knowledge,  
Practice, &  
Application

Social Sciences Theory and  
Research

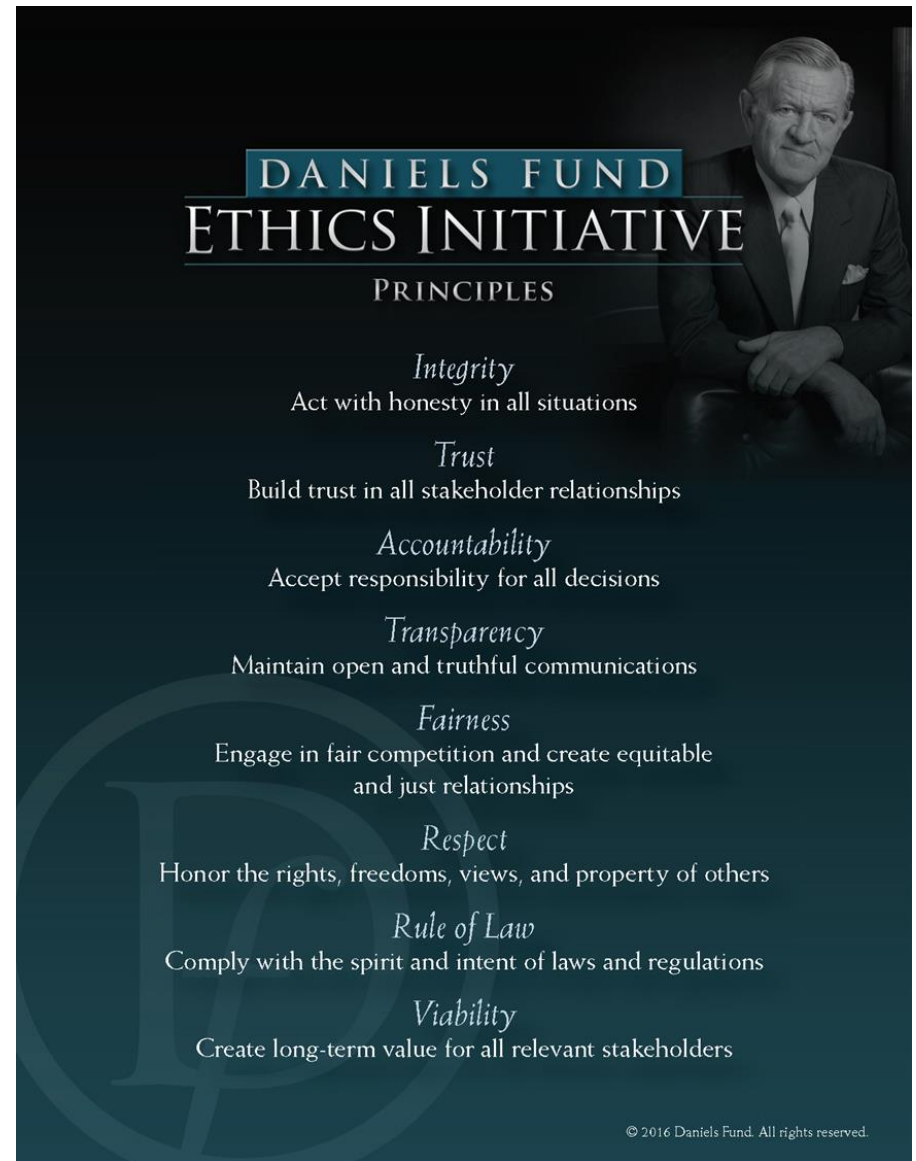
Moral Development  
Models





# Values Sort

[shorturl.at/agrw6](http://shorturl.at/agrw6)

A graphic titled "DANIELS FUND ETHICS INITIATIVE PRINCIPLES" featuring a portrait of a man in a suit on the right. The principles are listed in a serif font, each with a descriptive sentence below it. A large, faint "DF" logo is visible in the background.

**DANIELS FUND**  
**ETHICS INITIATIVE**  
PRINCIPLES

*Integrity*  
Act with honesty in all situations

*Trust*  
Build trust in all stakeholder relationships

*Accountability*  
Accept responsibility for all decisions

*Transparency*  
Maintain open and truthful communications

*Fairness*  
Engage in fair competition and create equitable and just relationships

*Respect*  
Honor the rights, freedoms, views, and property of others

*Rule of Law*  
Comply with the spirit and intent of laws and regulations

*Viability*  
Create long-term value for all relevant stakeholders

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# Moral Philosophy Roots

- **Consequentialist Theories**

- Utilitarianism, Egoism, Common Good
- Jeremy Bentham, John Stuart Mill, Mr. Spock

- **Duty Based Theories**

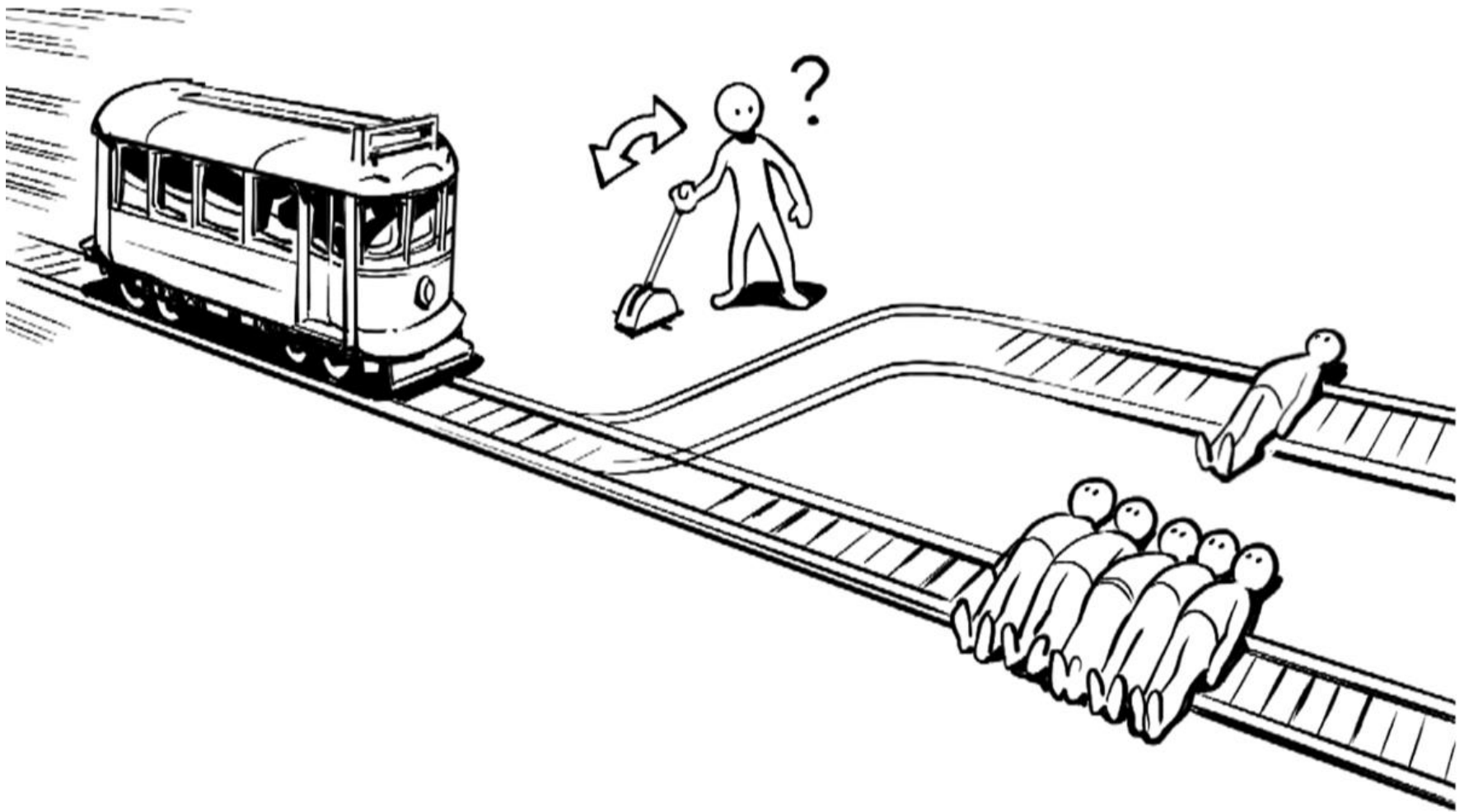
- Deontology, Fairness/Justice, Divine Command, Rights
- Immanuel Kant, Stoics of Ancient Greece and Rome, John Locke, John Rawls, Martin Luther, Jean Calvin, Søren Kierkegaard

- **Agent-Centered Theories**

- Virtue, Feminist/Care
- Aristotle, Confucius

# Moral Psychology Roots

- **The interdisciplinary study of human functioning in moral contexts. Links philosophy, psychology, sociology, economics, literature, history, etc.**
  - moral sensitivity
  - moral reasoning and judgment
  - moral motivation
  - moral character
- **Moral Potency**
  - Moral Ownership
  - Moral Efficacy
  - Moral Courage



# Video:

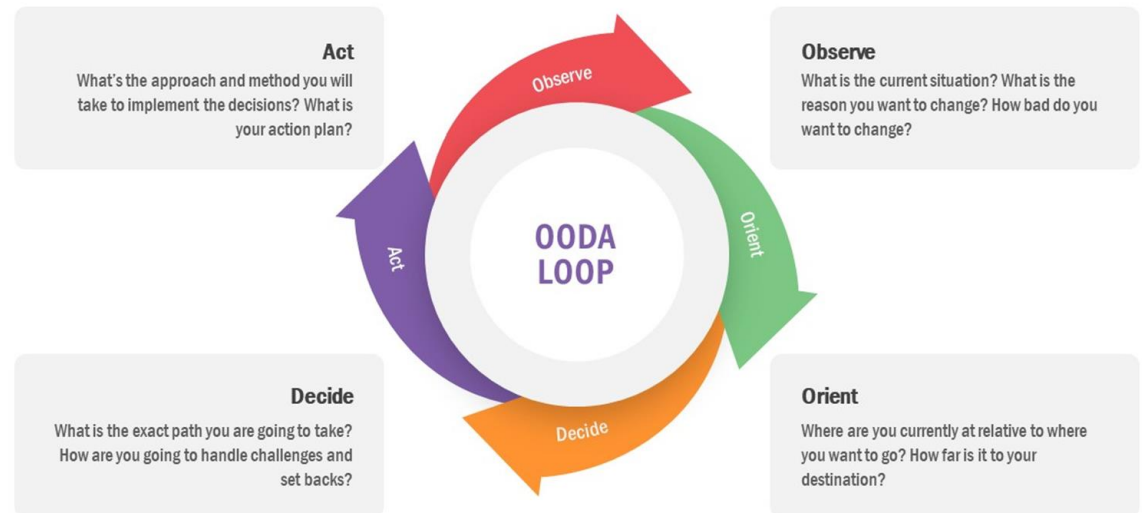
- **[A two-year-old's solution to the trolley problem \(youtube.com\)](#)**

# Ethical Decision Making Terms

- **Obligatory: It is not only right to do it, but it is wrong not to do it. An ethical obligation to perform the action.**
  - Care for Children & Elderly
- **Impermissible: The opposite of an ethically obligatory action, meaning that it is wrong to do it and right not to do it.**
  - Murder
- **Permissible: “Ethically neutral” neither right nor wrong to do them or not to do them**
  - Plastic Surgery not wrong to have the surgery (it is not impermissible), but neither is it ethically necessary (obligatory)
- **Supererogatory: Going “above and beyond the call of duty.” It is right to do, but it is not wrong not to do it.**
  - Picking up items someone drops, holding doors, helping someone cross the street

# Ethical Decision Making Models

- **ACA**
- **Kitchener**
- **Congress**
- **Brown U.**
- **ICF**



# Video

- [\*\*Dwight's Fire Drill - The Office\*\*](#)  
[\*\*\(youtube.com\)\*\*](#)



- **Strength Spotting**
- **Specificity of Praise**
- **What would a \_\_\_\_\_ person do?**

- **The role of what we praise...**
  - What you water, grows...

IF THE ONLY TOOL YOU HAVE  
IS A HAMMER, YOU TEND TO  
SEE EVERY PROBLEM AS A NAIL.  
—ABRAHAM H. MASLOW



# Empathy, Good/Evil, & Character Development

- **Theory posits...**

- Character and Good/Evil stems from development of empathy and neurological & biological processes
- “Empathy occurs when we suspend our single-minded focus of attention and instead adopt a double-minded focus of attention”
  - Baron Cohen
- Attention is a Spotlight

# Empathy as a Scale

- **Empathy Functions on a Scale**
- **High stress (cortisol) impact on hippocampus & empathy decline**
  - Early stress can shrink hippocampus irreversibly
    - *Reactive aggression*
    - *Amygdala fear response*
      - Inhibited PFC to put the brakes on
- **Genetic coding for empathy**
  - Epigenetics

# Empathy Gap

- **Empathy Erosion**
  - Resentment, Revenge, Hatred
  - Starts by turning others in to objects
    - *Recall- Othering*
- **Martin Buber**
  - Ich und Du
    - *Ich und It*
- **Common Zero-Negative Empathy**
  - Psychopathy, Borderline, & Narcissistic

# Environmental Influences on Ethical Decision Making and Character in Action

- **Dutch Study- 1990**
- **Seminary Study**
  - Darley & Batson 1973
- **Milgram replication...**
  
- **What environmental cues do you see in your organization?**

# Empathy and Attachment Theory

- **Empathy**
  - Positively correlated with secure attachment
  - Negatively correlated with insecure attachment
- **Early secure attachment style linked to positive early moral development**
- **Gender differences in measured empathy**
  - Link to....
  - Decreased testosterone exposure in-utero in males resulted in higher EQ scores in adulthood
  - Role of Oxytocin in increasing empathy

# Role of Positive Psychology

- **Positive Psychology**
  - Study of what makes us *THRIVE*
  - Counter-point to problem-centered psychology
  - Happiness, Fulfillment
  - Does not push away from negative emotional experiences
  - Rooted in exercising strengths
  - Actively and intentionally growing other strengths

# REFLECTIONS ON HUMAN CRUELTY

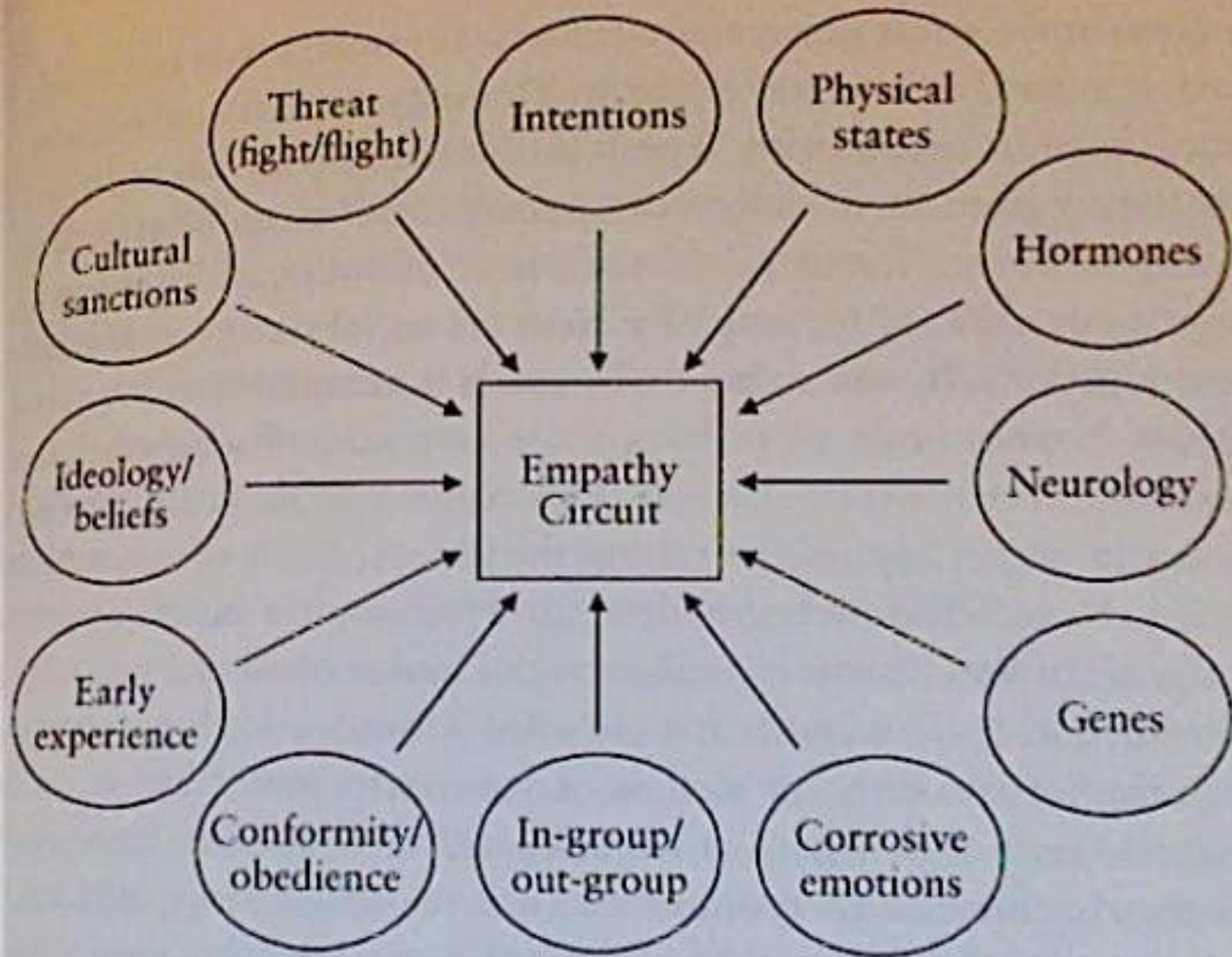


Figure 11: Empathy as Final Common Pathway



# Developing Empathy

- **How do we do this with cadets?**
  - Build curiosity
  - Experience inability to do something
  - Name emotions
  - Draw attention to care for others
  - ROLE PLAY Activity
    - *Positional Perspective Taking*

- **If (Evil Person Name) expressed remorse and guilt for their actions, and accepted consequences/punished- should we focus on their positive qualities for rehabilitation?**

**“It is the only way that we can establish that we are showing empathy to the perpetrator, not just repeating the crime of turning the perpetrator in to an object and thus dehumanizing them. To do this renders us no better than the person we punish”**

**-Simon Baron-Cohen**



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