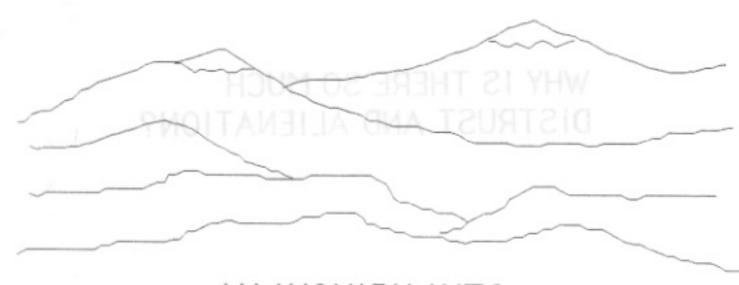
QUESTION?



AN INQUIRY INTO TRUST AND VALUES

HOW WE DO OUR JOBS
IS AS IMPORTANT AS WHAT WE DO

PRESENTED TO SMG

BY

JOHN E. FOLEY 4/5/90

QUESTION ?

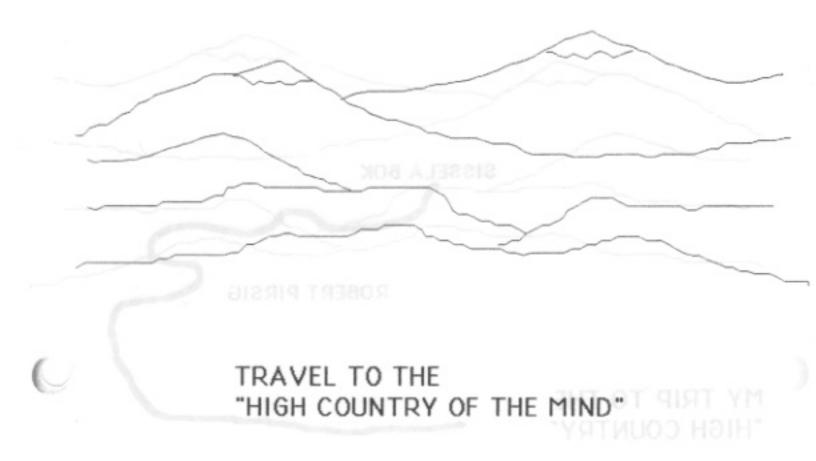
WHY IS THERE SO MUCH DISTRUST AND ALIENATION?

AN INQUIRY INTO TRUST AND VALUES

HOW WE DO OUR JOBS IS AS IMPORTANT AS WHAT WE DO

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JOHN E FOLEY

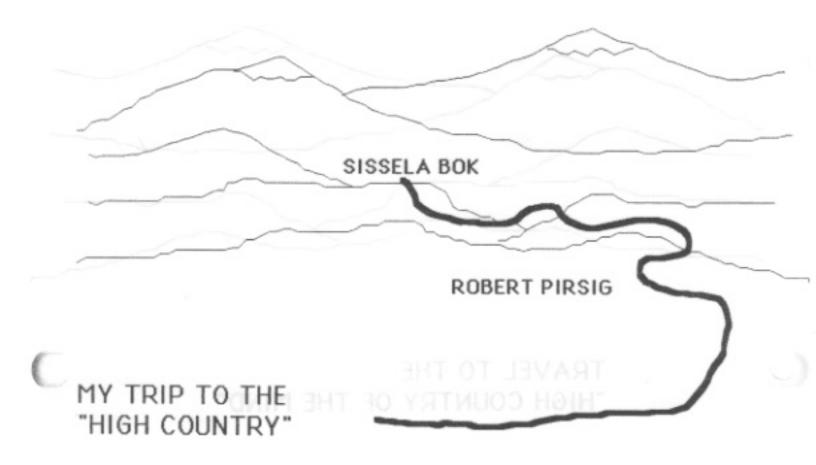


ROBERT PIRSIG, "ZEN AND THE ART
OF MOTORCYCLE MAINTENANCE"

I MET A TRAVELER WHO WAS COMING DOWN FROM THE HIGHEST PEAKS.

HER NAME WAS SISSELA BOK. SHE IS A MORAL PHILOSOPHER.

SHE TALKED ABOUT "TRUST"



QUESTION: WHY SO MUCH DISTRUST/ALIENATION?

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SHE TALKED ABOUT "TRUST".

SISSELA BOK

FROM: A STRATEGY FOR PEACE

- TRUST IS "A SOCIAL GOOD TO BE PROTECTED JUST AS MUCH AS THE AIR WE BREATH OR THE WATER WE DRINK."
- THE SOCIAL ENVIRONMENT "IS AS MUCH AT RISK AS OUR NATURAL ENVIRONMENT."
- FRAMEWORK OF MORAL PRINCIPLES:
 - I. SOCIETY MUST PUT CONSTRAINTS ON:
 - VIOLENCE
 - DECEIT
 - BETRAYAL
 - EXCESSIVE SECRECY
 - II. WE CAN STRENGTHEN TRUST AND
 CONFIDENCE BY THE WAY WE BEHAVE -BY OUR ATTITUDES, ACTIONS,
 PRACTICES, AND DECISIONS.

- WE CAN IMPROVE THE "SOCIAL ENVIRONMENT" AT THE LABORATORY IF WE PAY ATTENTION TO HOW WE OPERATE; i.e., HOW WE DO OUR JOBS IS IMPORTANT --AS IMPORTANT AS WHAT WE DO.
- BOK'S MORAL CONSTRAINTS CAN BE TRANSLATED INTO VALUES THAT CAN BE IMPORTANT TO THE LABORATORY:

MORAL CONSTRAINT

VALUES

VIOLENCE DECEIT

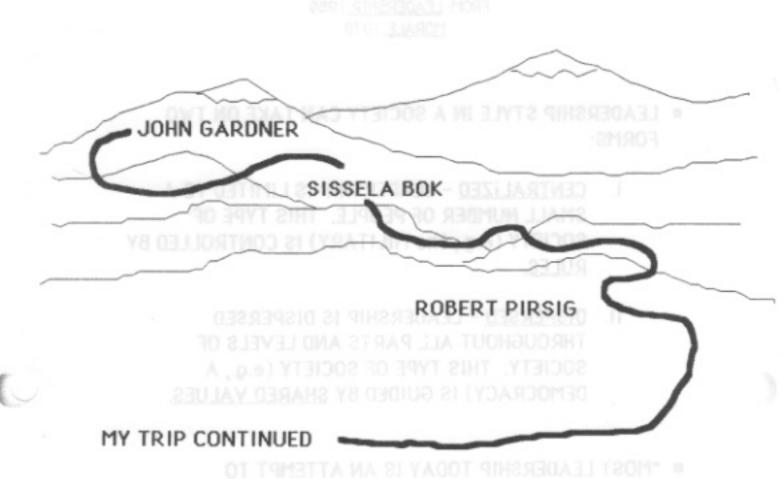
BETRAYAL PROMISE-KEEPING EXCESSIVE SECRECY

NO MISUSE OF POWER

HONESTY

OPENESS

- EVERY ACTION WE TAKE, EVERY BEHAVIOR WE EXHIBIT. AND EVERY DECISION WE MAKE SHOULD REINFORCE AND STRENGTHEN TRUST.
- HONESTY, NO MISUSE OF POWER, PROMISE-KEEPING, AND OPENESS SHOULD ALWAYS BE FACTORS IN OUR DECISION MAKING PROCESSES. SMOISIDED GMA (SEDITOASS)



OMING DOWN FROM THE HIGHEST PEAKS.

HIS NAME WAS JOHN W. GARDNER. HE WAS A PSYCHOLOGIST AND POLITICAL SCIENTIST.

HE WAS INTERESTED IN SHARED VALUES AND DISPERSED LEADERSHIP.

JOHN W. GARDNER

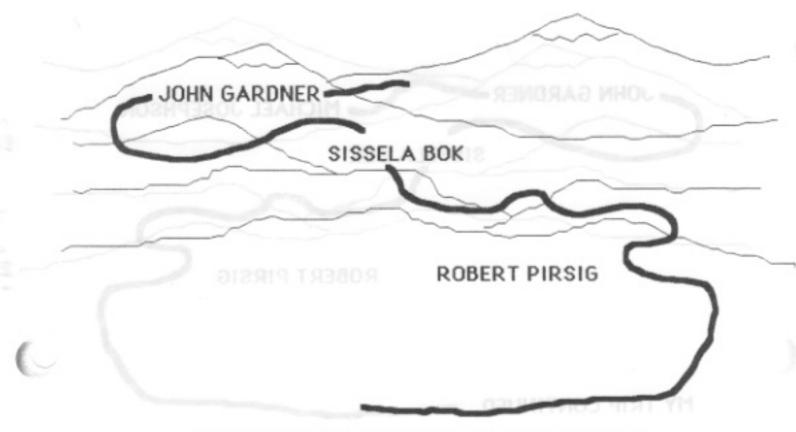
FROM: LEADERSHIP, 1989 MORALE, 1978

- LEADERSHIP STYLE IN A SOCIETY CAN TAKE ON TWO FORMS:
 - CENTRALIZED LEADERSHIP IS LIMITED TO A SMALL NUMBER OF PEOPLE. THIS TYPE OF SOCIETY (e.g., the MILITARY) IS CONTROLLED BY RULES.
 - II. <u>DISPERSED</u> LEADERSHIP IS DISPERSED THROUGHOUT ALL PARTS AND LEVELS OF SOCIETY. THIS TYPE OF SOCIETY (e.g., A DEMOCRACY) IS GUIDED BY SHARED VALUES.
- "MOST LEADERSHIP TODAY IS AN ATTEMPT TO ACCOMPLISH PURPOSES THROUGH (OR IN SPITE OF) LARGE, INTRICATELY ORGANIZED SYSTEMS. THERE IS NO POSSIBILITY THAT CENTRALIZED AUTHORITY CAN CALL ALL THE SHOTS IN SUCH SYSTEMS, WHETHER THE SYSTEM IS A CORPORATION OR A NATION. INDIVIDUALS IN ALL SEGMENTS AND AT ALL LEVELS MUST BE PREPARED TO EXERCISE LEADERLIKE INITIATIVE AND RESPONSIBILITY, USING THEIR LOCAL KNOWLEDGE TO SOLVE PROBLEMS AT THEIR LEVEL."

GARDNER - CONT.

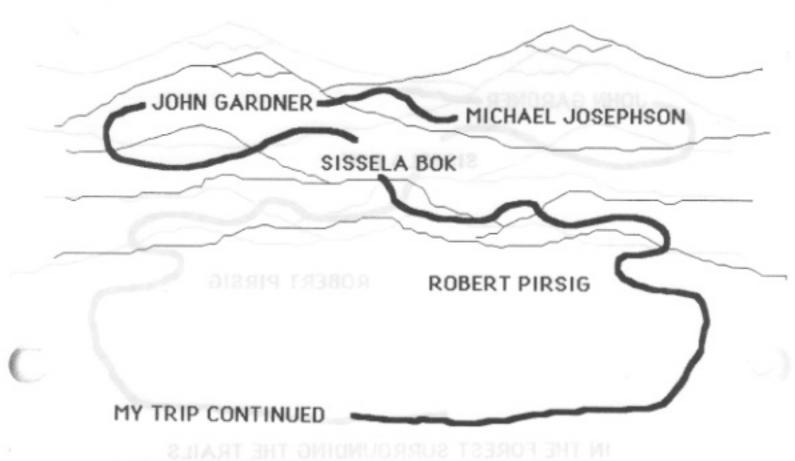
- SHARED VALUES, RATHER THAN RULES, GUIDE THE SOCIETY OR ORGANIZATION THAT OPERATES WITH A DISPERSED LEADERSHIP. SHARED VALUES DRIVE THE CULTURE OF THE ORGANIZATION.
- "YALUES ALWAYS DECAY OVER TIME. SOCIETIES THAT KEEP THEIR VALUES ALIVE DO SO NOT BY ESCAPING THE PROCESS OF DECAY BUT BY POWERFUL PROCESSES OF REGENERATION. THERE MUST BE PERPETUAL REBUILDING. EACH GENERATION MUST REDISCOVER THE LIVING ELEMENTS IN ITS OWN TRADITION AND ADAPT THEM TO THE PRESENT REALITIES."
- "ALL TOO OFTEN · · · LEADERS BECOME 'SERVANTS OF WHAT IS' RATHER THAN 'SHAPERS OF WHAT MIGHT BE'."
- "WE MUST · · · TRY TO FREE SOME OF THE POTENTIAL LEADERSHIP TALENT NOW IMPRISONED IN SPECIALIST ROLES. THE MOST VALUABLE LEADERS IN THE YEARS AHEAD WILL VERY LIKELY BE SPECIALISTS TURNED GENERALISTS."

- TO CONTINUE TO BE SUCCESSFUL IN THE NEXT CENTURY, THE LABORATORY MUST UTILIZE <u>ALL</u> OF ITS HUMAN RESOURCE POTENTIAL. WE MUST OPERATE WITH A DISPERSED LEADERSHIP STYLE THAT USES THE LEADERSHIP SKILLS AND TALENTS OF INDIVIDUALS FROM <u>ALL SEGMENTS</u> OF THE LABORATORY.
- THE MEMBERS OF THE SMG ARE THE SHAPERS OF WHAT MIGHT BE; THEY GUIDE THE SOCIAL ENVIRONMENT (i.e., THE CULTURE) OF THE LABORATORY THRU SHARED VALUES ESTABLISHED BY THEIR ATTITUDES, ACTIONS, PRACTICES, AND DECISIONS.
- ARE WE NOURISHING THE KINDS OF TALENT -- AT ALL LEYELS -- THAT WILL ENSURE WE CONTINUE TO BE A GREAT LABORATORY?



IN THE FOREST SURROUNDING THE TRAILS
IN THESE HIGHER REGIONS ARE ECHOS
AND MEMORIES OF OTHERS THAT HAVE
PASSED THIS WAY:

PLATO
IMMANUEL KANT
JOHN STUART MILL
MOHANDAS GANDHI
ALBERT SCHWEITZER
JACK KENNEDY
MARTIN LUTHER KING



I MET ANOTHER TRAVELER. HIS NAME WAS MICHAEL JOSEPHSON.

HE WAS A LAWYER.

I DIDN'T EXPECT TO MEET A LAWYER AT THESE ALTITUDES!

HOWEVER, HE HAD BECOME A ETHICIST. HE WAS INTERESTED IN UNIVERSAL ETHICAL VALUES.

MICHAEL JOSEPHSON

HE ASKED ME ONE QUESTION:

WHAT ARE THE CHARACTERISTICS OF THE MOST ETHICAL PERSON YOU KNOW?

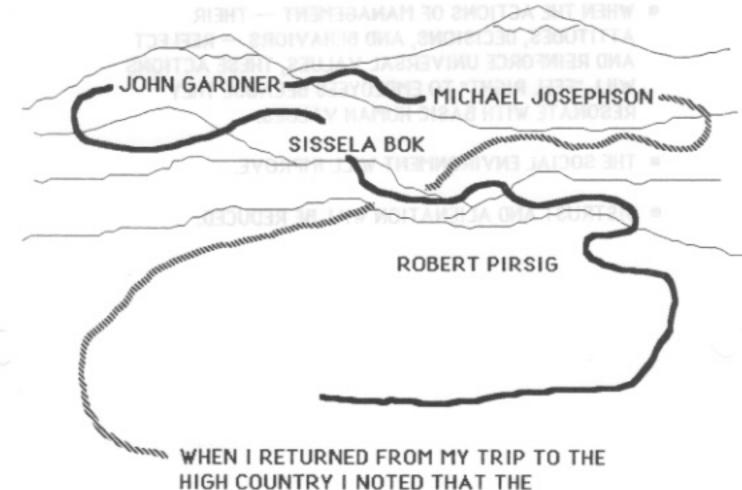
JOSEPHSON - CONT.

- ETHICS IS A CODE OF CONDUCT BASED ON UNIVERSAL MORAL VALUES. THESE UNIVERSAL VALUES ARE:
 - HONESTY
 - 2. INTEGRITY
 - 3. PROMISE-KEEPING
 - 4. FIDELITY/LOYALTY
 - FAIRNESS
 - CARING FOR OTHERS
 - 7. RESPECT FOR OTHERS
 - 8. RESPONSIBLE CITIZENSHIP
 - 9. PURSUIT OF EXCELLENCE
 - ACCOUNTABILITY

- WHEN THE ACTIONS OF MANAGEMENT -- THEIR
 ATTITUDES, DECISIONS, AND BEHAVIORS -- REFLECT
 AND REINFORCE UNIVERSAL VALUES, THESE ACTIONS
 WILL "FEEL RIGHT" TO EMPLOYEES BECAUSE THEY
 RESONATE WITH BASIC HUMAN VALUES.
- THE SOCIAL ENVIRONMENT WILL IMPROVE.
- DISTRUST AND ALIENATION WILL BE REDUCED.

WHEN I RETURNED FROM MY TRIP TO THE HIGH COUNTRY I NOTED THAT THE DIRECTOR HAD EARLIER STATED SOME LABORATORY VALUES:

QUALITY/EXCELLENG
TEAMWORK
INTEGRITY
CARING
ACADEMIC FREEDOM
WORK ETHIC ...
GOOD NEIGHBOR



HIGH COUNTRY I NOTED THAT THE DIRECTOR HAD EARLIER STATED SOME LABORATORY VALUES:

> QUALITY/EXCELLENCE TEAMWORK INTEGRITY CARING ACADEMIC FREEDOM WORK ETHIC GOOD NEIGHBOR

 THERE ARE SIMILARITIES BETWEEN THE LABORATORY VALUES, THE UNIVERSAL ONES OF MICHAEL JOSEPHSON, AND THOSE OF SISSELA BOK:

LABORATORY	JOSEPHSON	BOK
QUALITY/ EXCELLENCE	PURSUIT OF EXCELLENCE	UR-143G30
TEAMWORK	RESPONSIBLE CITIZENSHIP	JUMAMI
INTEGRITY 23VIT		
CARING	CARING FOR OTHERS	NO MISUSE OF POWER
ACADEMIC FREEDOM	TIALISM (UTIL	OPENESS
WORK ETHIC	ACCOUNTABILITY	
GOOD NEIGHBOR		
	HONESTY	HONESTY
	PROMISE- KEEPING	PROMISE- KEEPING
	RESPECT FOR OTHERS	
	FAIRNESS	
	FIDELITY/	

TOWARDS A MODEL FOR ETHICAL DECISION MAKING

(From: Michael Josephson)

- GOLDEN RULE
- 2. IMMANUEL KANT
 - CATEGORICAL IMPERATIVES
 - RULE OF UNIVERSALITY
 - RULE OF RESPECT
- 3. CONSEQUENTIALISM (UTILITARIANISM)

ETHICAL DECISION MAKING MODEL

"GOLDEN KANTIAN CONSEQUENTIALISM"

(From: Michael Josephson)

1. STAKEHOLDER RULE: ALL DECISIONS MUST TAKE INTO ACCOUNT AND REFLECT A CONCERN FOR THE INTERESTS AND WELL-BEING OF OTHERS.

(EVERYONE AFFECTED BY THE DECISION HAS A MORAL CLAIM ON THE DECISION MAKER)

- ETHICAL VALUES AND PRINCIPLES ALWAYS TAKE PRECEDENCE OVER NONETHICAL ONES.
- 3. IT IS ETHICALLY PROPER TO VIOLATE AN ETHICAL PRINCIPLE ONLY WHEN IT IS CLEARLY NECESSARY TO ADVANCE ANOTHER TRUE ETHICAL PRINCIPLE WHICH WILL PRODUCE THE GREATEST BALANCE OF GOOD IN THE LONG RUN.

(IF EVERYONE DID IT, WOULD IT BE GOOD FOR THE LABORATORY?)

(IF YOU ALWAYS ACTED IN THIS WAY, WOULD YOU BE THE KIND, OF PERSON YOU WANT TO BE?)

ETHICAL DECISION MAKING MODEL

PRACTICAL APPLICATION

(From: Michael Josephson)

CONSIDER IMPACT ON ALL STAKEHOLDERS.

- SEEK ALTERNATIVES WHICH AVOID/REDUCE HARM.
- NEVER INADVERTENTLY CAUSE HARM (i.e., SCHWEITZER).

ETHICAL VALUES TRUMP NONETHICAL ONES.

- EXPEDIENCY AND CONVENIENCE ARE NOT ETHICAL VALUES.
- TEST OF ETHICS: ARE YOU WILLING TO PAY THE PRICE?

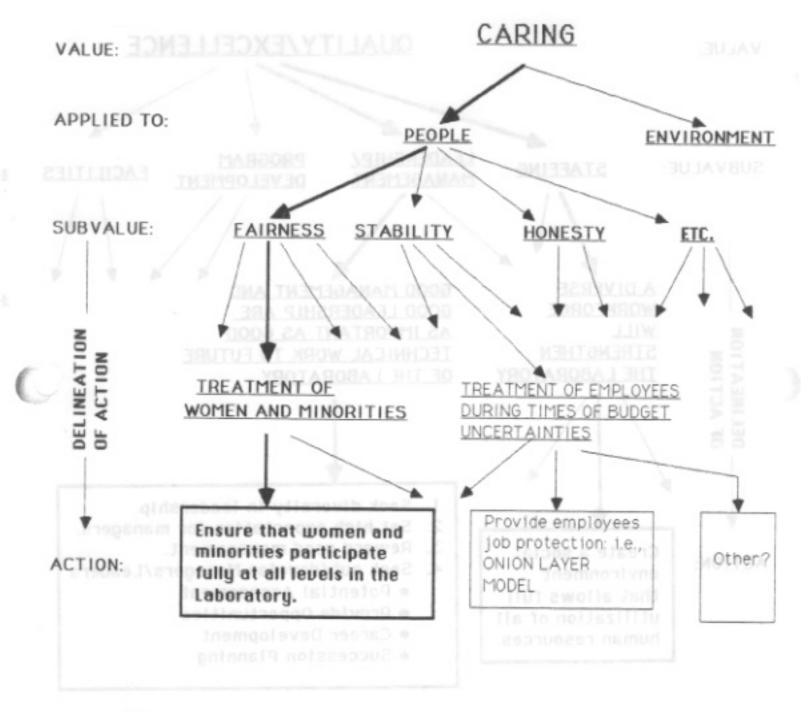
3. MAKE TOUGH CHOICES AMONG COMPETING ETHICAL VALUES WITH INTEGRITY, COURAGE, AND FORESIGHT.

- CHALLENGE "NECESSITY" ASSUMPTIONS.
- HOW DO YOU WANT TO BE THOUGHT OF?
- LONG RUN TRUMPS SHORT RUN.
- "GOLDEN RULE" -- ARE YOU TREATING OTHERS AS YOU WOULD WANT TO BE TREATED?
- "PUBLICITY TEST" -- HOW WOULD IT LOOK ON THE FRONT PAGE OF TOMORROW'S NEWSPAPER?

YOU BE THE KIND OF PERSON YOU, WANT TO BE?)

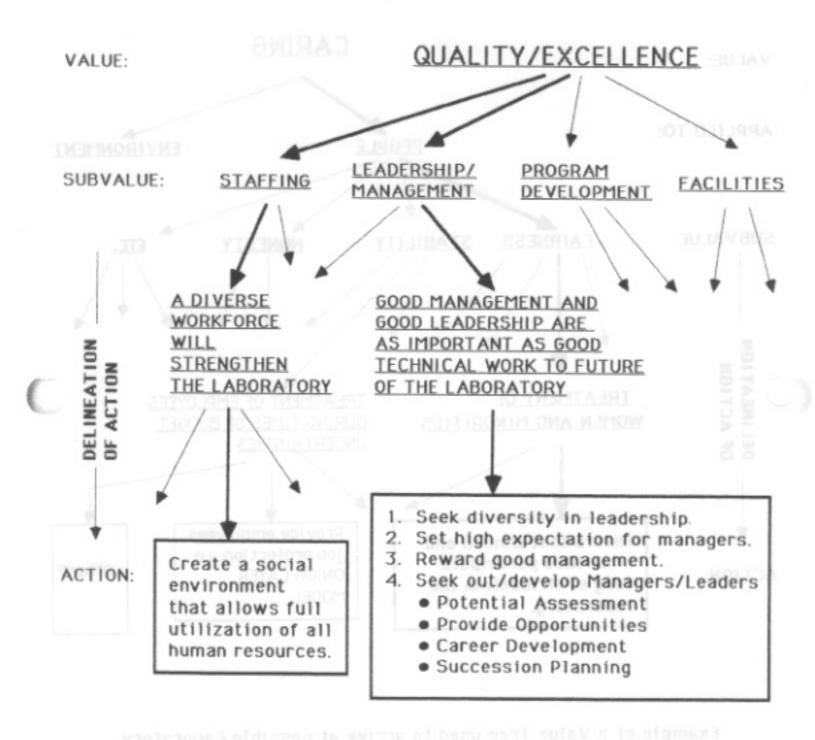
 "KID ON YOUR SHOLDER" -- WHAT IF YOUR CHILDREN WERE OBSERVING YOU?

VALUE TREE



Example of a Value Tree used to arrive at possible Laboratory decisions, actions, or behaviors from the value "CARING".

VALUE TREE



Example of a Value Tree used to arrive at possible Laboratory decisions, actions, or behaviors from the value "QUALITY/EXCELLENCE"

SUGGESTED SHARED VALUES

- PURSUIT OF EXCELLENCE
- DIVERSITY
 - SENSE OF COMMUNITY
 - ACCOUNTABILITY
- CARING FOR OTHERS
 - RESPECT FOR OTHERS
 - HONESTY
 - INTEGRITY
 - FAIRNESS
 - OPENESS
 - GOOD NEIGHBOR

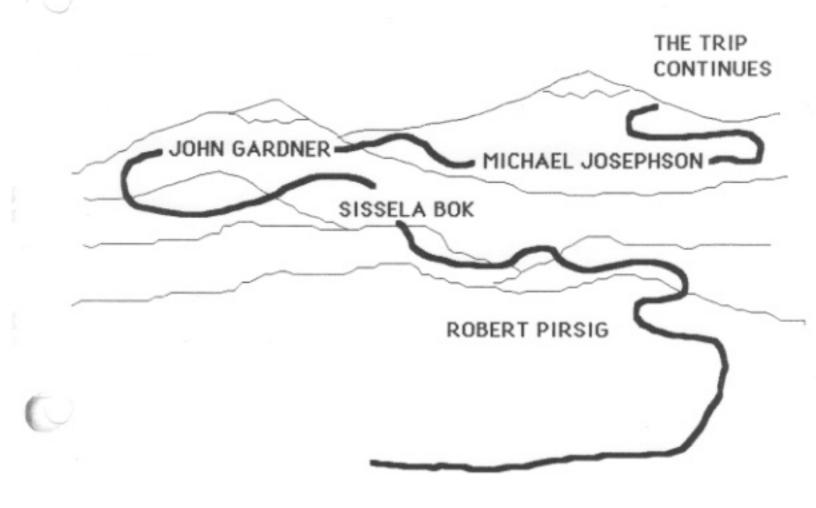
UNIVERSAL VALUES: OUR SHARED VALUES SHOULD BE BASED ON THE UNIVERSAL VALUES:

MAMAGEMENT'S ACTIONS: MANAGEMENT'S DECISIONS AND ACTIONS SHOULD ALWAYS REFLECT AND REINFORCE THE UNIVERSAL VALUES

REGENERATION/INTEGRATION: WE MUST CONTINUALLY EXAMINE, INTERPRET, RESENERATE, AND INTEGRATE OUR SHARED VALUES INTO THE OPERATION OF THE LABORATORY.

SUMMARY

- SOCIAL ENVIRONMENT: HOW WE DO OUR JOBS IS AS IMPORTANT AS WHAT WE DO.
- 2. HUMAN RESOURCE UTILIZATION: TO CONTINUE TO BE A GREAT LABORATORY, WE MUST UTILIZE ALL OF OUR HUMAN RESOURCE POTENTIAL -- FROM ALL POPULATION GROUPS WITHIN THE LABORATORY.
- CULTURE DRIYERS: THE MEMBERS OF THE SMG ARE THE SHAPERS OF WHAT MIGHT BE; THEY GUIDE THE CULTURE OF THE LABORATORY THRU SHARED VALUES ESTABLISHED BY THEIR ATTITUDES, ACTIONS, PRACTICES, AND DECISIONS.
- UNIVERSAL VALUES: OUR SHARED VALUES SHOULD BE BASED ON THE UNIVERSAL VALUES.
- 5. MANAGEMENT'S ACTIONS: MANAGEMENT'S DECISIONS AND ACTIONS SHOULD ALWAYS REFLECT AND REINFORCE THE UNIVERSAL VALUES.
- REGENERATION/INTEGRATION: WE MUST CONTINUALLY EXAMINE, INTERPRET, REGENERATE, AND INTEGRATE OUR SHARED VALUES INTO THE OPERATION OF THE LABORATORY.



WILL WE COMPLETE THE TRIP?

WE WILL SEE IT WHEN WE BELIEVE IT.