

Global Ethics Forum

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Feeling Values in Leading People

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Leading people have *power* - What is power?

- Thomas Hobbes (1651): „The Power of a Man (...) is his present means, to obtain some future apparent Good. And is either *Originall*, or *Instrumentall*.
- *Naturall Power* is the eminence of the faculties of Body, or Mind: as extraordinary **Strength, Forme, Prudence, Arts, Eloquence, Liberality, Nobility**.
- *Instrumentall* are those Powers, which acquired by these, or by fortune, are means and Instruments to acquire more: as **Riches, Reputation, Friends**, and the secret working of God, which men call **Good Luck**.“
- Further constituents of power: **All kinds of capabilities** [→ learning as „empowerment“], information, access to infrastructure, opportunities... / *Yet also: Ruse, cunning, weapons; atomic bombs...*

Power in social life

- Max Weber (1922): Power is "any chance to impose his own will within a social relationship, if necessary against reluctance, no matter in what this chance consists".
- A person exercising *power (influence)* has *responsibility*: for the welfare of the *people* (group, clientele) *addressed* by the exercise of power, and for *society as a whole*.
- Requested: *Ethical criteria for defining fair (just) use of power, such as: Legitimacy, Human Rights, Fairness [Justice], Peace(fullness), Wellbeing of the members of society.*
- *Abuse of power*: arbitrariness, corruption, tyranny, etc.

Best:	u s e o f p o w e r		Worst:
Arguments,	Persuading,	Forcing,	Exercing violence
Charme,	- Seducing,	- Conditioning,	- Breaking the
Convincing	Propaganda	Mislead(ing)	other's will

Fair (just) use of power: Ethical remarks (1-2)

- **Moral integrity**

Try to comply with the values and standards you defend; to comply with the normative expectations you place into others...

If you want convince others, your behavior should be consistent. All the better if you have civil courage...

- **Sensibility / Empathy for the other's needs and expectations**

Balancing values such as Care, Sincerity, Fairness (Justice); Leadership ability ↔ Democratic attitude

Fair (just) use of power: Ethical remarks (3-4)

- Ability to self-reflexivity and self-criticism

How do I appear to my students / employees and why?

Be conscious of the “reflexivity” of assessment processes!

→ *Humans are not planets whose orbit is not changed by measuring.*

→ *So, what are the effects* of my evaluating human performances?*

What's the effects, e.g., of selection in education / in schools?*

[collateral effects!]*

- Attitude towards pupils/students: Trust and confidence in their future skills - this reinforces their self-confidence

→ *Exp.: The mother who breastfeeds her child, speaks to him, as if he already were understanding what she says.*

[Employees are not pupils, but trust is basic for human cooperation generally]

Fair (just) use of power: Ethical remarks (5-6)

- **Discourse orientation**

Use arguments, not persuasion. Explain

- *your expectations,*
- *the tasks you order,*
- *your decisions concerning your students / employees.*

Sympathize with their sorrows and joys...

Be aware: You are a human being with emotions, too!

- **Humor (cheerful serenity)**

*Nobody is perfect! Be conscious of your ideal(s);
don't deny the distance between reality and ideal;
accept it with humor !*



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I hope you feel free to consider what I've tried to say
and/or to look for better ideas, better arguments,
better advices

Thanks for your attention!

My presentation was based in ideas of:
J.Bauer, Th. Gordon, Th.Hobbes, I.Kant,
F.Oser, A.Smith, K.Ulich, M.Weber
and on my own research