CHANGING OURSELVES TO CHANGE THE WORLD:
RESPONDING TO THE CHALLENGE OF A GLOBAL ETHIC LEADERSHIP

PRE-CONFERENCE STUDY MODULE

Prepared by:
Kaye Barreda, Rosianette Cadayong, Czeska Naputo and Philip Jude A Acidre

Cowardice asks the question — is it safe?
Expediency asks the question — is it politic?
Vanity asks the question — is it popular?
But, conscience asks the question — is it right?
And, there comes a time, when one must take a position
that is neither safe, nor politic, nor popular;
But, one must take it because it is right.

Rev. Dr. Martin Luther King Jr.

Real leaders concentrate on doing the right thing, not on doing things right.

We live in turbulent times, the world is changing rapidly, technological advances alone have a significant effect on all of our lives on a daily basis. Leaders in all walks of life are affected by these factors and by other changes occurring in today’s society. The social environment of today is vastly different from the world than before requiring today’s leaders to be more self-aware, agile and open to learning than the leaders of yesterday.

In the face of all these changes and events, all too often, today’s leaders are seen to compromise their lifelong forged ethics just to gain the ever fleeting reward of momentarily getting easily ahead. Some of the world’s leaders have forgotten and failed to realize that with leadership comes a great responsibility to uphold a standard of integrity regardless of the cost. This lack of ethical leadership is a pervading factor in today’s society. Public concern about the ethical performance of leaders in developed and developing countries is growing. This concern stems from the proliferation of unethical leadership that permeates all levels of society. Thus, there is a need for a new kind of leaders who are literate in the critical challenges confronting the world leaders who can navigate with integrity the ambiguities of the modern society. The world is in need of caring community workers, thoughtful activists and passionate social entrepreneurs – of leaders who can create currents of hopeful, infectious and powerful change throughout the world.

Global ethic leadership elucidates that institutions need leaders with sturdy moral compasses who can be articulate and passionate enough to persuade others that ethical character plays a vital role in effective leadership.

Modern society puts great emphasis on the intellectual and practical skills that make up one’s knowledge and defines one’s action sometimes to the exclusion of character. As a result, ethics may easily be sacrificed to the pressures of the moment. Ethic leadership, therefore, restores values and morals to one’s character as a complement to knowledge and action in leadership development.

However, defining ethical paths can be difficult to establish in today’s world of ethical compromise, relativism and permissiveness. In 1990, a gathering of the world’s religious leaders nonetheless reflected on a so-called “global ethic” declaring those elements of an ethic which the world’s religions already have in common and thus arrive on a fundamental consensus on binding values, irrevocable standards and personal attitudes. These principles include: first, all things on Earth, may it be living or non-living, are interdependent; second,
everyone has to take an individual responsibility for what he does; third, individuals must respect life, dignity, individuality and diversity, thus treating every person humanely, without exception; fourth, each one should consider all humanity as a family; fifth, all human beings should commit themselves to a culture of non-violence, respect, justice and peace; and lastly, everyone must strive for a just social and economic order, in which everybody has an equal chance to reach full potential as a human being. Global ethic leadership therefore proposes that individuals identify themselves with these core values of the global ethic and for them to have the courage to live them in all parts of their life in service of others.

The 4-V Model of Ethical Leadership is a framework that aligns the internal (beliefs and values) with the external (behaviors and actions) for the purpose of advancing the common good. The model was created by Dr. Bill Grace based on his formal leadership research and personal passions around faith and ethics.

The journey towards a global ethic leadership, according to the 4-V Model of Ethical Leadership involves four steps: values, vision, voice and virtue. People who want to become leaders and make a difference need to embrace an inner journey of integrity and make an outer commitment to become a person for others. Hence, approach towards ethic leadership begins with the journey when individuals discover and claim their core values, develop a vision for how the world could be different and find their personal voice for expressing their vision. They then move to an outer commitment of living and behaving in ways that serve the community and others in the community. They ask, “Leadership for what purpose?” Understanding that people become what they practice, leaders foster virtue by practicing virtuous behavior – striving to do what is right and good. The ultimate purpose of leadership is to shape a future that is visionary, inclusive, and enables all members of society to fulfill their needs, dreams and potentials.

Ethical leaders ask, “How are my values, vision and voice in keeping with the common good?” Dr. Grace identified three additional elements that are keys to the development of ethical leadership. First is service. Service connects Vision to Values, indicating that when values are tested and tried through service to others, the latent vision within them is often revealed. The second element is polis. “Polis” is the Greek word for city, and the root of the English word, “politics.” As people learn to give voice to their vision in the context of a public act, they are engaged in the art of politics. Renewal is the third key element. As Voice returns to Values, the territory of work changes to renewal. As leaders express their voice in multiple ways, they need to break from the action on a regular basis to consider if their actions are congruent with their values and vision.

Now is the right time to consider the changing role of ethics in public life and its implications on leadership in the present time. Now we are on the search for an ethical leadership for the changing world. The leadership crisis is global, the solution might also be global, and participation needs to be global. The forces of globalization are making us even
more interdependent. Thus, a cultural agreement on shared values has become a possibility and a social necessity. We need individual global citizens who are part of the international global ethics movement in which the leaders are the prime movers. The future of the society depends on leaders who are capable of providing strong leadership, who understand that leadership means service, and who believe that each human person carries the obligation to lead when circumstances require. Today's generation of young leaders is a significant slice of global community, they will become the future leaders and so to begin the ethical transformation with them is the first big step towards change.

What Will Matter by Michael Josephson

Ready or not, some day it will all come to an end.

There will be no more sunrises, no minutes, hours or days. All the things you collected, whether treasured or forgotten will pass to someone else.

Your wealth, fame and temporal power will shrivel to irrelevance. It will not matter what you owned or what you were owed.

Your grudges, resentments, frustrations and jealousies will finally disappear. So too, your hopes, ambitions, plans and to do lists will expire.

The wins and losses that once seemed so important will fade away.

It won't matter where you came from or what side of the tracks you lived on at the end.

It won't matter whether you were beautiful or brilliant. Even your gender and skin color will be irrelevant.

So what will matter? How will the value of your days be measured?

What will matter is not what you bought but what you built, not what you got but what you gave.

What will matter is not your success but your significance.

What will matter is not what you learned but what you taught.

What will matter is every act of integrity, compassion, courage, or sacrifice that enriched, empowered or encouraged others to emulate your example.

What will matter is not your competence but your character.

What will matter is not how many people you knew, but how many will feel a lasting loss when you’re gone.

What will matter is not your memories but the memories that live in those who loved you.

What will matter is how long you will be remembered, by whom and for what.

Living a life that matters doesn't happen by accident. It's not a matter of circumstance but of choice.

Choose to live a life that matters.
Our world is experiencing a fundamental crisis: A crisis in global economy, global ecology, and global politics. The lack of a grand vision, the tangle of unresolved problems, political paralysis, mediocre political leadership with little insight or foresight, and in general too little sense for the commonweal are seen everywhere: Too many old answers to new challenges.

The Global Ethic Declaration

A Person for Others: Discovering the Heart of Leadership

Thomas Merton, Philosopher

Super Hero by Nathaniel Bronner Jr.

Dr. Marilyn spoke at our staff meeting. She took us through exercises as she worked to get our minds and spirits adjusted to a more positive direction.

"Close your eyes and think back to when you were small. What did you want to be? What were your dreams? What did you want to do? Close your eyes and think back," she instructed.

I closed my eyes and thought back. I remembered what I wanted to be.

Dr. Marilyn then told of her early beginnings as a writer. She told of the articles and the publishing successes that she experienced but so many of them were punctuated by, "I didn't get paid for that."

Her words struck me.

I worked in a corner drug store when I was very small. I was below the age limit to work but the store made an exception. My father owned the store, thus the exception.

I worked long and hard. I treasured my lunch breaks. Not so much for the food or the rest, it was what I did during my lunch breaks that I treasured. I read comic books. I read the action books, not the romance or the comedies, action, pure action.

When I closed my eyes and thought back, I knew instantly what I had aspired to be.

A super hero!
Superman, Batman, Spiderman and Ironman were some of my heroes.

In all of the action comics that I read, there were two distinct patterns. Those two patterns were in every action comic book that I can recall.

First, there was always a battle between good and evil. The battle was always tough. The battle was always a close call. No matter how strong or how many powers the super hero had, evil pushed him to the very limit and most times almost defeated him.

Second, the Super Hero was never paid for his contribution to society; he always earned his living in his alter ego.

Superman made money as Clark Kent, a newspaper reporter.
Batman made money as Bruce Wayne, a rich industrialist.
Spiderman made money as Peter Parker, a photographer.
Ironman made money as Tony Stark, owner of Stark Industries.

None of them were paid for being a super hero and the contributions they made as super heroes.

As I listened to Dr. Marilyn state how she had never been paid for many things, a light popped on in my mind.

"The real super heroes don't get paid for the super hero stuff!"

I pastor a church and have never accepted a salary or taken up love offerings for myself. It’s correct to be fairly compensated but I, like Paul, simply choose not to.

I am the editor of MountainWings and the AirJesus.com websites, and I don’t get any money for that either.

I realized as my eyes were closed that it is super hero stuff and my dream has been realized.

You’ve got super hero stuff too.

Parenting
Volunteering
Helping a stranger or friend in need
Doing anything beneficial that takes time, effort, energy or resources and where you expect no monetary return is super hero stuff.

Use your powers well.

The forces of globalization are making us even more interdependent but we still fail to organize a society that is truly interdependent in all things. Understanding that each one is a part of a bigger whole creates a significance that each one has a role to play in this ever-changing society. John Maxwell coined the well-known phrase, “leadership is influence,” and no one would disagree with that statement. But ethical leadership goes much deeper. Ethical leaders don’t just influence others; they influence others to do what is right.

Future leaders could make a difference by taking an inner journey of ethical integrity and making a commitment to become a person for others. In doing so, one has to be able to identify themselves with their core values to be able to envision and think of ways that could improve their respective communities and find means which could lead to the full realization of their ideals, dreams and potentials. Values, virtues and vision in ethical leadership give
meaning and purpose to the actions and paths that leaders and organizations take. They define what we think is right, good, fair and just. They are standards based on what we believe to be of worth and importance and help us define right and wrong.

The role of values and principles to effective leadership is very important. The relationship between ethical leadership and values is so intricately intertwined that one can hardly be discussed without referring to the other. Values are the driving force of a leader's lifestyle and they determine priorities in decision making. Values are what leaders stand for and what they are willing to die for, they form those intangible things that are most important and are foundational to who we are and what we do as leaders. Also, values and principles are a general guide for leader’s behavior, what leaders do and how they do it. Most importantly, values serve as an internal compass for the basis of rational thinking and decision making. So leaders will always look back to their values and principles when small and great decisions are to be made.

We are constantly in search for public values that are appropriate for the needs of the world. A global ethic leadership elucidates that societies have something or a lot of things in common when it comes to leadership. The whole world needs leaders who will show them moral leadership. It is assumed that the world would be a better place if people, especially if the leaders follow certain widely accepted standards such as honesty, stewardship, integrity, and etc,.. These are just some of the values and virtues that make a great leader. Hence, “discovering the heart” is the starting point of ethical leadership. It is to unearth one’s core values and integrating them into one’s daily life, because if we wish to change ourselves to change the world, we might as well begin at the heart of everything.

Ethical leaders say that a leader’s values, vision, and principles must keep up with that of the common good. Leadership’s main concern is aimed to the public good, for the development of the public welfare. It is never selfish nor self-serving rather they should embody the message they advocate, teach, not just through words, but through actions. Ethical leaders must at all times serve the common good and do the right thing. Ethical leadership therefore means to engage in relationships that pursue the common good. As a result, when we engage our world and our community on behalf of the common good, we are bound to develop our own virtues and values.

Those who seek “to make the condition of others their own” will find that the effect of doing something for someone else is powerful. When by trying to help you experience the problems of those economically disadvantaged or politically disenfranchised, you are far more likely to find common ground. And you are likely to gain a sense of self-worth, personal satisfaction and meaning in the process. Once the potential leader discovers the ability make a difference, the leadership impulse - which may start out as a very personal and solitary drive - is likely to be transformed into a larger commitment to making the concern for others, to making some form of civic engagement on behalf of others, a part of the human journey.

Much of the ethical dilemma that confronts many of today’s leaders tries to separate the leader from the person and the act of leadership from the person. We tend to view leadership as an external event. We only see it as something people do. But from the perspective of ethical leadership, leadership is not simply something we do. It comes from a deeper reality within us – it comes from our values, principles and life experiences. Our life values, virtues and vision therefore allow leadership to become intimate expression of who we are. It is our whole person in action.
Ethic leaders are supposed to stand up for their beliefs, so they must be clear about their guiding principles and they must find their own voices so that they can clearly and authentically give voice to their values. Yet leaders can’t simply impose their values on others and expect commitment. They have to engage others in common aspirations. A global ethic leadership begins with the clarification of personal values, building and affirming shared values that all can embrace, and integrating them into our daily lives. Eloquent speeches about common values are not nearly enough. Leaders know that it’s their behavior that earns them respect. The real test is whether they do what they say—whether their words and deeds are consistent. Leaders set an example and build commitment through simple, daily acts that create progress and build momentum.

Doing Well By Doing Good by William R. Brody

Excerpted from a speech delivered by Mr. Brody to the graduating class of John Hopkins University on May 26, 2005.

There is a man who I’d like to tell you about. His name is Sandy Greenberg. In his youth, Sandy was a very good student, but he came from a poor family. And so he went to Columbia University on a scholarship and there he met his roommate who also was receiving financial aid.

Now while he was a sophomore at Columbia University, Sandy contracted an eye disease that eventually proved to be glaucoma. But the trouble was, it wasn’t detected early enough, and as a result he became legally blind. I ask you all to imagine for a moment having been sighted all your life, and then all of a sudden being faced, in a very competitive school, with losing so much sight you could no longer read. This is what happened to Sandy Greenberg.

But something else happened to Sandy that may surprise you. Sandy said that when he lost his sight, his roommate would read his textbooks to him, every night.

So I’m going to put you in that position, in a competitive school like Columbia, or Johns Hopkins. If your roommate had a serious disability, would you take the time to read textbooks to him every night, knowing the more you spend time reading textbooks to your roommate, perhaps the less well you might do with your other activities? That’s not as easy a question as it first appears.

But luckily for Sandy, his roommate did. And as a result, Sandy went on to graduate with honors. He got a Fulbright Scholarship, and he went off to study at Oxford. He was still quite poor, but he said he had managed to save about five hundred dollars as he went along.

His roommate, meanwhile, also went on to graduate school. One day, Sandy got a call from him at Oxford. And his former roommate said, “Sandy I’m really unhappy. I really don’t like being in graduate school, and I don’t want to do this.”

So Sandy asked, “Well what do you want to do?”

And his roommate told him, “Sandy, I really love to sing. I have a high school friend who plays the guitar. And we would really like to try our hand in the music business. But we need to make a promo record, and in order to do that I need $500.”

So Sandy Greenberg told me he took all his life savings and sent it to his roommate. He told me, “You know, what else could I do? He made my life; I needed to help make his life.”

So, I hope you’ll remember the power of doing well by doing good. Each of you, in your own lives, will be faced with challenges, with roadblocks, with problems that you didn’t anticipate or expect. How you are able to deal with adversity will be influenced, to no small extent, by how you deal with others along the way. What you get will depend a lot on what you give. And that’s the end of the story of doing well, by doing good.
Ah! I almost forgot. You probably are wanting to know who Sandy's roommate was. I think you've heard of him. Sandy's roommate was a fellow by the name of Art Garfunkel, and he teamed up with another musician by the name of Paul Simon. That $500 helped them cut a record that eventually became "The Sounds of Silence." Recently, we had the pleasure of going to Sandy's daughter's wedding, and it was Art Garfunkel who sang as Sandy walked his daughter down the aisle.

When you get to be my age (which, for some of you, is really old, though it doesn't seem so old to me anymore), you will find yourself beginning to ask, did my life make a difference?

That's the day of personal reckoning. And I think the only way to face it is to consider, every day of your life: How can I do something for somebody else? How can I give back to others? It may be teaching, it may be becoming a doctor, you may be successful in business - no matter what your career path, there will always be the opportunity to give back. The chance will present itself to be giving of your time, giving of your money, but mostly, to be giving of yourselves, of your own heart and soul.

My hope today, as you commence to new beginnings, is you will always keep your eyes open for those opportunities to give and embrace them as your best sure way of doing well.

<table>
<thead>
<tr>
<th>Points to Ponder:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. As a leader what are the specific values and virtues that define you as the person that you are right now?</td>
</tr>
<tr>
<td>2. In the face of actual circumstances or ethical dilemma which may require you to trade off your values and virtues in life, what particular course of action would you take?</td>
</tr>
<tr>
<td>3. In your campus or community, in what way do your leadership values help you become a person for others?</td>
</tr>
</tbody>
</table>

There is a principle which is found and has persisted in many religious and ethical traditions of humankind for thousands of years: What you do not wish done to yourself, do not do to others. Or in positive terms: What you wish done to yourself, do to others! This should be the irrevocable, unconditional norm for all areas of life, for families and communities, for races, nations, and religions.

The Global Ethic Declaration

Our Choices Do Matter: Becoming a Fully Functioning Person

Try not to become a man of success; but rather try to become a man of values.

Albert Einstein

Joe Cavanaugh, founder and CEO of Youth Frontiers, in one of his powerful retreats on character development, tells a moving story about Peter, an elementary school student who suffered burns on 90 percent of his body. Peter's burns were so severe that his mouth had to be propped open so it wouldn't seal shut in the healing process. Splints separated his fingers so his hands wouldn't become webbed. His eyes were kept open so his eyelids wouldn't cut him off from the world permanently. Even after Peter endured one year of rehabilitation and excruciating pain, his spirit was intact. What was the first thing he did when he could walk? He helped console all the other patients by telling them that they would be all right, that they
would get through it. His body may have been horribly burned, but his strength of character was whole.

Eventually, Peter had to begin junior high at a school where no one knew him. Imagine going to a new school at that age and being horribly disfigured. Imagine what the other kids would say and how they would react. On his first day in the cafeteria everyone avoided him. They looked at him with horror and whispered to one another. Kids got up and moved from tables that were close to him. One student, Laura, had the courage to approach him and to introduce herself. As they talked and ate, she looked into Peter’s eyes and sensed the person beneath the scarred surface. Reading her thoughts, Peter, in his deep, raspy, smoke-damaged voice, said, “Everyone is avoiding me because they don’t know me yet. When they come to know me, they’ll hang out with me. When they get to know the real me inside, they’ll be my friends.” Peter was right. His character was so strong that people eventually looked beyond the surface. People loved his spirit and wanted to be his friend.

Leadership is ethical action. It is the courage to act on what you believe in and so leaders act according to their values. As leaders, they have a great responsibility to not only do what is right but also influence others to do the same. Temporarily, it may not be easy and most often it does not appear to be advantageous, but one must weigh every decision according to the long-term consequences of that decision. Ask yourself: “What will it cost me in the long run if I compromise my integrity? What are the negative consequences that come from cutting corners or from cheating? What reputation will I create if I make this decision?”

A leader is defined by the quality of his actions, not the rambling of his words. Words like values and principles are nothing if unperformed. As a leader, one must keep his/her commitment to his values by exhibiting them and putting them into action. Great leaders embody the message they advocate, they teach not just through words, but through actions. In “becoming a fully-functioning person” virtues and values become a habit of leaders and so they exhibit ethical behavior. Ethical leadership needs to be actualized into positive action and behavior. Without this action and behavior, no real leadership happens - merely good intentions. Effective leaders not only say they want to do the “right” thing; they follow through with appropriate actions - they “walk the way they talk.” Leadership, then, is the act of setting the right example, serving as a role model, having actions that speak louder than words, standing up for what you think is the “right” thing, showing the way, holding to the purpose and espousing the positive beliefs.

All along the way, a young leader encounters choices and decisions, most of them small, many seemingly unimportant. Yet, each requires a special clarity — the ability to see beyond the immediate issue, to contemplate the broader one, to weigh the benefits, to be aware of consequences, to be informed and knowledgeable, and a leadership which is strong and inclusive. Nothing is ever gained if the youth are unwilling to take a stand, to be unafraid, to lead by example, to engage others. “Becoming a fully-functioning person” overemphasizes the importance of integrity in living a moral and ethical leadership, that integrity is doing the right thing when nobody is looking. Leaders are always burdened in choosing what is right and wrong and this is where one’s morals and ethics matters so much in shaping one’s choice and purpose. “Becoming a fully-functioning person” establishes that leaders must keep up with the moral standard because we need ethical leaders if we want to have a good society with ethical people who live good lives.

Ethical leadership enables the individual to become a “fully functioning person” by authentically connecting with their own life experiences, values, and talents to the special circumstances that they face. The clarity surrounding one’s choices and decisions depends on our understanding of the situations in which we live. Becoming a fully functioning person
is not a simplistic process of merely affirming our strengths while ignoring our weaknesses. It is, as Carl Jung would explain it, “growth towards wholeness.” It is about acknowledging our talents and strengths while facing our underdeveloped, hidden, or shadow sides of ourselves. It is about honestly facing and reconciling all facets of self. Becoming a fully functioning person involves appreciating the rich mixture of our life experiences and how they dynamically form our unique existence.

Indeed, being a fully functioning person is essential to the concept of ethical leadership. To become a fully functioning person, a leader must be aware of his/her strengths and limitations. One should be consciousness of one’s beliefs, values, principles, and behavior. This is necessary since our personal values, beliefs and principles literally create our reality. They serve as lenses or filters through which we interpret the world. Becoming a fully functional person enables leaders to open up to new horizons and undertake courses of action that would transform and enrich their lives and that of the communities where they live in. Saint Thomas Aquinas once wrote, “What you bring forth out of yourself from the inside will save you. What you do not bring forth out of yourself from the inside will destroy you.”

Ethical leaders lead by virtue of who they are. They must not only know what to think but must understand how to think, learning not only what to do but also how to be, of how to achieve but what and why things need to be achieved. Thus, ethical leadership must be manifested externally. Ethical leaders must have the voice to articulate one’s values, virtue and vision. Voice allows one to craft and share one's vision to others and thus engage others in realizing one’s vision. By way of words and images, ethical leaders make use of voice to present their ideas to others and to live their vision by taking every opportunity to discuss, share and articulate it to others.

To enlist people in a vision, ethical leaders must get to know their followers and earn to speak their language. Other people must believe that leaders understand heir needs and have their interests at heart if they are to sign up for journeys into the future. Leaders forge a unity of purpose by showing how the dream is for the common good. Leaders breathe life into visions—through vivid language and an expressive style. Their own enthusiasm and excitement are contagious and they spread from the leader to constituents. Their belief in and enthusiasm for the vision are the sparks that ignite the flame of inspiration. Leaders uplift people’s spirits with an ennobling perspective about why they should strive to be better than they are today.

---

**Set Yourself Free** by Edmund O'Neill

*Set yourself free from anything that might hinder you in becoming the person you want to be. Free yourself from the uncertainties about your abilities or the worth of your dreams, from the fears that you may not be able to achieve them or that they won’t be what you wanted.*

*Set yourself free from the past. The good things from yesterday are still yours in memory; the things you want to forget you will, for tomorrow is only a sunrise away. Free yourself from regret or guilt, and promise to live this day as fully as you can.*

*Set yourself free from the expectations of others, and never feel guilty or embarrassed if you do not live up to their standards. You are most important to yourself; live by what you feel is best and right for you. Others will come to respect your integrity and honesty.*

*Set yourself free to simply be yourself, and you will soar higher than you’ve ever dreamed.*
We confirm that there is already a consensus among the religions which can be the basis for a global ethic – a minimal fundamental consensus concerning binding values, irrevocable standards, and fundamental moral attitudes. However they can provide what obviously cannot be attained by economic plans, political programs, or legal regulations alone: A change in the inner orientation, the whole mentality, the “hearts” of people, and a conversion from a false path to a new orientation for life of unconditional ethical norms. These should not be bonds and chains, but helps and supports for people to find and realize once again their lives’ direction, values, orientations, and meaning.

The Global Ethic Declaration

Change Begins with Me: Making a Difference Now

I change myself, I change the world.
Gloria Anzaldúa, Writer

Everyone thinks of changing the world but no one thinks of changing themselves.
Leo Tolstoi

Do You Know You?

You wake up each and every day in the driver’s seat of a modern miracle. It is your sole privilege and responsibility to direct that miracle in the right direction to achieve the personal success you desire.

Your mind, body and spirit form a exquisite organism—one which is capable of achieving almost unimaginable feats! Your body’s entire structure, from head to foot, is a miracle of precision engineering and production.

If you are an adult of average weight, this is a portion of what your body accomplishes every single day:

✓ Your heart beats 103,689 times!
✓ Your blood travels 168,000,000 miles!
✓ You breath 23,040 times!
✓ You inhale 438 cubic feet of air!
✓ You eat 3 1/4 lbs. of food!
✓ You drink 2.9 quarts of liquids!
✓ You speak 25,800 to 30,000 words!
✓ You move specific muscles 750 times!
✓ Your nails grow .000046 of an inch!
✓ Your hair grows .01714 of an inch!
✓ You exercise 7,000,000 brain cells!

A number of years ago a group of prominent scientists were asked if they could create a computer that could perform all of the functions of the human brain. After exhausting research and a great deal of theorizing, these experts came to a shocking conclusion. To reproduce the actions and components of a human brain:

✓ They would need to build a structure the size of the United Nations Buildings in New York City.
✓ They would need to fill that building with the latest technology.
✓ This massive, complex machinery would require a cooling system with an output equal Niagara Falls.
✓ It would require a power source that could produce as much electricity as is used by the entire state of California!

I’d like to leave you with this information in the hopes that you will consider the true power you possess. Are you utilizing it to its fullest extent? Do you truly realize your value and potential? What are you going to do about it?

“It is difficult to be a good person in the absence of a good society,” Robert Bellah wrote fifteen ago in a book entitled The Good Society. Our society has become ethically stagnant, we are gridlocked in hopeless, outdated and erroneous values. With all of these, we ask one single question a million times, how can we change the world?

If you are not part of the solution, you are part of the problem. Each of us around the globe is so radically interdependent, and that our most urgent challenge is to wake up and take up our piece of the work. Maybe it is better to put it this way, it is difficult to build a good society in the absence of a good person. “Making a difference now” is changing one’s self in order to be part of the solution. Thus, change should begin with each one of us. Once a leader, there’s no escaping that the work, often, involves deploying yourself. You can increase your effectiveness is learning to know yourself better and better. That’s both the challenge of it, and the gratification of it.

Ethical leadership begins with a willingness to face reality, to search for the truth and to have the courage to tell it to others. But it doesn't end there. Ethical leaders are also responsible for finding hope and inspiring action that increases not just the benefits to them and the people they lead, but also to something larger: the common good. This doesn't always make them popular, but ethical leadership isn't about popularity. It's about integrity and service for the greater good.

Every day leaders make decisions that are shaped by their values. Some of them are small, affecting a few people for a short time. Others are large, setting the long-term direction of an organization or a community. And still others are deeper and even more enduring, determining who they are as moral persons and the shape of the world in which they and future generations will live. In looking at ethical leadership for a changing world, we are left, therefore, to ponder the question posed by Socrates, “What is a virtuous man, and what is a virtuous society?” Of course, today we are more likely to ask “What is a virtuous man or woman and is it possible to build a virtuous society?”
Ethical leaders passionately believe that they can make a difference. They have a desire to make something better than it is today, change the way things are, and create something that no one else has ever produced. Leaders are early supporters and adopters of innovation. Leaders know well that innovation and challenge involve experimentation, risk, and even failure. Experiments don’t always work out as planned. People often make mistakes when they try something new. Instead of trying to fix blame for mistakes, leaders learn from them and encourage others to do the same.

However, leaders understand that the key that unlocks the door to opportunity is learning, especially in the face of obstacles. As weather shapes mountains, problems shape leaders. Leaders are learners. Change can be stressful, so leaders must also create a climate in which people are psychologically hardy - in which they feel in charge of change. Part of creating a psychologically hardy team is making sure that the magnitude of change isn’t overwhelming. Leaders provide energy and generally approach change through incremental steps and small wins. Little victories, when piled on top of each other, build confidence that even the greatest challenges can be met. In so doing they strengthen commitment to the long-term future. Extraordinary things don’t get done in huge leaps forward. They get done one step at a time.

Mahatma Gandhi once challenged us, “We must be the change we want to see.” Ethical behavior is not something that can be held in reserve for momentous issues; it must be a constant companion. To be an ethical leader, then, is not a matter of following a few simple rules. The leader’s responsibility is complex and multi-dimensional, rooted less in technical expertise than in simple human integrity. Leadership is changing one’s self; it is global transformation within one’s self. It is all about change, changing one’s self to change other people and to finally change the world.

---

**The Given Light** by Barbara Hug

Once upon a time a man had heard, that in a foreign place, far away, there was a holy flame burning. So he got up and left his home to find the holy flame and bring some of its light back home to his house. He thought: 'When I have this light, then I will have happiness and life and all the people I love will have it too.'

He travelled far, far away and finally found the holy flame, with which he lit his light. On his way back he had only one worry: 'That his light could go out.'

On his way home he met someone who was freezing and didn’t have any fire and who begged him to give him some of his fire. The man with the light hesitated for a moment. Wasn’t his light too precious, too holy to be given away for something ordinary like that? Despite these doubts, he decided to give some of his light to the one who was freezing in the darkness.

The man continued his journey home and when he had almost reached his house a terrible thunderstorm started. He tried to protect his light from the rain and the storm, but at the end his light went out.

To return the long way back to the place where the holy flame was burning was impossible, he wouldn’t have had enough strength to go back this far - but he was strong enough to return to the human being whom he had helped on his way home.

… and with his light he could light his own again.
The Earth cannot be changed for the better unless we achieve a transformation in the consciousness of individuals and in public life. The possibilities for transformation have already been glimpsed in areas such as war and peace, economy, and ecology, where in recent decades fundamental changes have taken place. This transformation must also be achieved in the area of ethics and values! Every individual has intrinsic dignity and inalienable rights, and each also has an inescapable responsibility for what she or he does and does not do. All our decisions and deeds, even our omissions and failures, have consequences.

The Goal Ethic Declaration

**Points to Ponder:**

1. What are the key decisions that you have made in your life? In what way have you arrived at these decisions?
2. What are the things that you would like to change in yourself? In what way will you attempt to realize this change?
3. In your own community or school, what are the things that need to be changed and what role will you play as an agent of change?

The Leadership Challenge

Embracing the World: Ethical Leadership in Unethical Times

We don't see things as they are. We see things as we are.

Cicero

When I was young and free and my imagination had no limits, I dreamed of changing the world. As I grew older and wiser, I discovered the world would not change, so I shortened my sights somewhat and decided to change only my country.

But, it too, seemed immovable.

As I grew into my twilight years, in one last desperate attempt, I settled for changing only my family, those closest to me, but alas, they would have none of it.

And now as I lie on my deathbed, I suddenly realize: If I had only changed my self first, then by example I would have changed my family.

From their inspiration and encouragement, I would then have been able to better my country and, who knows, I may have even changed the world.

James M. Kouzes and Barry Z. Posner wrote in a book, “The Leadership Challenge”, “Beyond the horizon of time is a changed world, very different from today’s world. Some people see beyond that horizon and into the future. They believe that dreams can become a reality. They open our eyes and lift our spirits. They build trust and strengthen our relationships. They stand firm against the winds of resistance and give us the courage to continue the quest. We call these people leaders.”
In his Nicomachean Ethics, Aristotle concludes that the role of the leader is to create
the environment in which all members of society have the opportunity to realize their own
potential. He says that the ethical role of the leader is not to enhance his own power but to
create the conditions under which followers can achieve their potential.

People always have to choose between right and wrong. Everyday, we face ethical
dilemmas, those moments when we think: Should I? Shouldn't I? Ethics - we can either do it
well or do it badly. "Ethics is individuals working together as a community to be at their best." This simple statement acknowledges what we all know to be true about life – that our will
and choice matters and that the results of our choices affect others. Ethics asks us to reflect
on what it means to be at our best both in our individual lives and in our relationships.

Every day, we decide who we are - truthful or dishonest? Every day, our actions have
consequences - helpful or hurtful? Every day, we either build up or tear down relationships.
We tend to think of ethics as coming into view only in government, politics, religion and the
business community. But, in reality, we practice ethics every day - we work together to be at
our best - or our worst-every day existence. The question of ethics in leadership is not a new
one. Ethics, the standards of behavior that tell us what we ought to do in our personal and
professional lives, applies to all individuals, organizations, and society as a whole. High
ethical standards are especially important in leadership positions.

However, ethical leadership requires an attitude of humility rather than
righteousness: a commitment to one's own principles, and at the same time, openness to
learning and to having conversations with others who may have a different way of seeing the
world. Ethics is best viewed as an open conversation about those values and issues that are
most important to us. It is a continual discovery and reaffirmation of our own principles and
values, and a realization that we can improve through encountering new ideas.

In a way, ethical leadership is about "raising the bar," helping people to realize their
hopes and dreams, creating value for stakeholders, and doing these tasks with the intensity
and importance that "ethics" connotes. That said, there must be room for mistakes, for
humor, and for a humanity that is sometimes missing in our current leaders. Ethical leaders
are ordinary people who are living their lives as examples of making the world a better place.
Ethical leaders speak to us about our identity, what we are and what we can become, how
we live and how we could live better.

Leadership is not a fad. It’s a fact. It’s not here today, gone tomorrow. It's here today,
and here forever. Leadership can and must make a difference. There is no single significant
movement that wandered leaderless into the history books. Furthermore leadership matters
most in times of uncertainty. All throughout history leadership had been exemplified by men
and women who guide others through adversity, uncertainty, hardship, disruption,
transformation, transition, recovery, and new beginnings. Challenge is the opportunity for
greatness. Given the daunting challenges we face today, the potential for greatness is
phenomenal.

Global ethic leadership affirms that people matter. Even in today’s wired world, it’s
not the web of technology but the web of people that matters most. Leaders can't do it alone.
Success in any project, organization, enterprise and in life has been, is now, and will
continue to be a function of how well people work and engage with each other. Success in
leadership depends on your capacity to build and sustain collaborative human relationships.
Finally, global ethic leadership affirms that you matter. People who become leaders don’t always seek the challenges they face. Challenges also seek leaders. It’s not so important whether you find the challenges or they find you. What is important are the choices you make when stuff happens. The next time you say to yourself, “Why don’t they do something about this?” look in the mirror and ask the person you see, “Why don’t I do something about this?” The legacy that you leave will be the life that you lead.

---

**Never Give Up**
by the Dalai Lama

*Never give up*
*No matter what is going on*

*Never give up*
*Develop the heart*
*Too much energy in your country is spent*
*developing the mind instead of the heart*

*Develop the heart,*
*Be compassionate*
*Not just to your friends but to everyone,*
*be compassionate*
*Work for peace in your heart and in the world*

*Work for peace, and I say again*
*Never give up*
*No matter what is happening*
*No matter what is going on around you*

*Never give up.*

---

The most deadly myth is that leadership is reserved for only a very few of us. This myth is perpetuated daily whenever anyone asks, “Are leaders born or made?” The global ethic underscores that leadership is certainly not a gene. Definitely, it is not something mystical and ethereal that cannot be understood by ordinary people. Global ethic leadership comes from learning about ourselves - our skills, values, talents, and shortcomings. It develops as we build on strengths and overcome weaknesses. We also learn from other people and from experiences. Those who become the best leaders take advantage of the broadest possible range of opportunities. They try, fail, and learn from their mistakes. Leaders develop best when they are enthusiastic participants in change. Ultimately, leadership development is self-development. Musicians have their instruments. Engineers have their computers. Analysts have their spreadsheets. Leaders have themselves. They are their own instruments.

---

There’s nothing ordinary in the living of each day
There’s a special part, every one of us will play
There’s so much strength in all of us, every woman child and man
It’s the moment that you think you can’t
You’ll discover that you can!

The Power of a Dream