### 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.

**RIGHTS/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.

#### VANTAGE POINTS

<table>
<thead>
<tr>
<th><strong>Autonomy (Individual) and Sensibility (Heart)</strong></th>
<th>PRIMARY VALUES</th>
<th><strong>Autonomy (Individual) and Rationality (Head)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Temperance</strong>: Being moderate and self-restrained.</td>
<td><strong>CLASSICAL VIRTUES</strong></td>
<td><strong>Prudence</strong>: Making wise decisions in everyday affairs.</td>
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<tr>
<td>“I make wise choices that support a good life.”</td>
<td><strong>KEY PHRASES</strong></td>
<td>“I am responsible.”</td>
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<tr>
<td><strong>Individuals</strong> use their <strong>emotion and passion</strong> to determine the goals they wish to pursue.</td>
<td><strong>DETERMINING WHAT IS ETHICAL</strong></td>
<td><strong>Individuals</strong> use their <strong>reason</strong> to determine the overarching principles by which they will live.</td>
</tr>
<tr>
<td><strong>Ideal goals</strong>: Identify long-term results that will lead to a good life.</td>
<td><strong>ETHICAL TASKS</strong></td>
<td><strong>Principles</strong>: Identify the ethical norms that guide appropriate action.</td>
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<tr>
<td><strong>Experience</strong>: Verifying the truth for yourself.</td>
<td><strong>ANALYTICAL TOOLS</strong></td>
<td><strong>Reason</strong>: Thinking critically to determine the Truth.</td>
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#### FOUNDATIONAL QUESTIONS

- What would be a good outcome?
- What will make me happy?
- What consequences am I willing to tolerate?

#### ASPIRATIONAL QUESTIONS

- What are my motives, my reasons for this choice?
- What agreements must I keep?
- What are my rights and responsibilities?

#### JUSTIFICATIONS FOR ACTING

- What is a caring response?
- What actions will help me act with integrity and support living into my ideal vision?

- “I found a win-win solution that respects everyone’s choice.”

#### GIFTS

- **Self-knowledge**: Embracing autonomy and taking responsibility for action.

#### SECONDARY VALUES

- **Consistent actions** to support a meaningful life.

#### BLIND SPOTS

- Believing that a good motive justifies the method.

#### RISKS

- Being autocratic: Believing that you know what is right, you demand that everyone follow your definition of duty.

#### DOUBLE STANDARDS

- **Excuses**: Rationalizing why you didn’t have to live into your responsibilities.

#### VICES

- Allowing pride to make you judgmental and legalistic.

#### CRISSES

- **Exhaustion**: Burnout caused by taking on responsibilities that belonged to others.

#### CHECKLISTS FOR ACTION

- Focus on the ideal you want to realize.
- Ask people how they want to be treated.
- Treat people as “fully-functioning” adults.
<table>
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<tr>
<th>RELATIONSHIP LENS: the Path of the Citizen</th>
<th>VANTAGE POINTS</th>
<th>REPUTATION LENS: the Path of the Saint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Using this vantage point is like looking through <strong>binoculars</strong>: You focus on the playing field of your own community as you seek justice, especially for those without power.</td>
<td><strong>Equality (Community) and Rationality (Head)</strong></td>
<td>Using this vantage point is like looking through a <strong>camera</strong>: You capture pictures that focus on individuals or groups who help you identify the ethical requirements of your roles.</td>
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**VANTAGE POINTS**

**Primary Values**

**Justice:** Being impartial and evenhanded.

**Classical Virtues**

**Fortitude:** Bearing hardship and uncertainty with courage.

**Key Phrases**

“I make wise choices that lead to a virtuous character.”

**Determining What Is Ethical**

Members of the community in dialogue rely on their **emotion and passions** to agree upon the character traits required for virtuous living.

**Ethical Tasks**

**Virtues:** Embrace qualities of character that let you be an ethical community leader.

**Analytical Tools**

**Tradition:** Learning from respected role models in the community.

**Foundational Questions**

- What is needed to get a fair result?
- What is a fair process?
- Whose voice needs to be heard?

**Aspirational Questions**

- What will sustain a healthy web of life?
- How can I care for those with no power?
- What will sustain a healthy web of life?

**Justifications For Acting**

“I wanted to be impartial and make sure everyone was treated fairly.”

**Advocacy:** Ensuring power is restrained and the least advantaged are considered.

**Using power wisely** to care for the least advantaged.

**Authority:** After vetting ideas by experts, adopting persuasive ideas and plans.

**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.

**Second Primary Values**

**Equality (Community) and Sensibility (Heart)**

**Justice:** Strive to ensure that all in the community are treated fairly and equitably.

**Authority:** After vetting ideas by experts, adopting persuasive ideas and plans.

<table>
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<tr>
<th><strong>Vices</strong></th>
<th><strong>Confusion:</strong> As you try to be all things to all people, you lose your own ethical center.</th>
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<td><strong>Entitlement:</strong> Believing your status entitles you to perks not available to others.</td>
<td></td>
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<td><strong>Being self-righteous:</strong> Believing yourself to be better than you are, you may not listen to constructive critiques.</td>
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<td><strong>Exemption:</strong> Believing you don’t have to follow your own processes.</td>
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<td><strong>Double Standards</strong></td>
<td><strong>Consider the role of individuals and the reputation of the larger community.</strong></td>
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<td><strong>Blind Spots</strong></td>
<td><strong>Seek excellence in all that you do.</strong></td>
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<td><strong>Having unrealistic role expectations.</strong></td>
<td><strong>Consider the end of life questions. When your obituary is written, what do you want to have done?</strong></td>
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**Risks**

- Having **overconfidence in process.**
- Being **authoritarian:** Knowing the process, you may try to impose your will on others.

**Second Values**

**Embracing virtuous living to support a life of service.**

**Second Secondary Values**

**Holding a life of service.**

**Checklists For Action**

- Consider the role of individuals and the reputation of the larger community.
- Seek excellence in all that you do.
- Consider the end of life questions. When your obituary is written, what do you want to have done?