

# Contents

<b>Foreword</b> .....	<b>.xxi</b>
<b>Introduction</b> .....	<b>.xxix</b>

## **PART ONE MORAL INTELLIGENCE** .....

<b>1 Good Business</b> .....	<b>.3</b>
<b>2 Born to Be Moral</b> .....	<b>.19</b>
What the Best Leaders Believe .....	.20
A Visit to the Nursery .....	.21
Nature Versus Nurture .....	.22
Growing Up Moral .....	.23
Learning to Be Responsible .....	.23
When Things Go Wrong .....	.24
Inside Your (Moral) Brain .....	.25
It's All in Your Head .....	.26
The Moral Map of Your Brain .....	.29
Why We're Good and Why We're Bad .....	.30
So What Went Wrong? .....	.31
Moral Software .....	.33

**3 Your Moral Compass . . . . .37**

Embracing Universal Principles . . . . .41

Discovering Your Values . . . . .43

The Morality of Values . . . . .45

Beliefs . . . . .49

Identifying Your Beliefs . . . . .51

Goals . . . . .53

Why Leaders Love Goals . . . . .57

Your Goals . . . . .58

Put It in Writing . . . . .58

Behavior . . . . .59

**4 Staying True to Your Moral Compass . . .63**

**PART TWO \* DEVELOPING MORAL SKILLS . . .**

**5 Integrity . . . . .79**

Acting Consistently with Principles, Values,  
and Beliefs . . . . .80

Telling the Truth . . . . .82

Standing Up for What Is Right . . . . .87

Keeping Promises . . . . .89

**6 Responsibility . . . . .93**

Taking Responsibility for Personal Choices . . . . .95

Admitting Mistakes and Failures . . . . .97

Embracing Responsibility for Serving Others . .100

<b>7</b>	<b>Compassion and Forgiveness</b> . . . . .	<b>105</b>
	Actively Caring About Others . . . . .	106
	Letting Go of Your Own Mistakes . . . . .	109
	Letting Go of Others' Mistakes . . . . .	112
<b>8</b>	<b>Emotions</b> . . . . .	<b>115</b>
	Self-Awareness . . . . .	117
	Understanding Your Thoughts . . . . .	119
	Personal Effectiveness . . . . .	121
	Deciding What to Think . . . . .	121
	Self-Control . . . . .	123
	Nurturing Emotional Health . . . . .	123
	Interpersonal Effectiveness . . . . .	127
	Empathy . . . . .	128
	Misplaced Compassion . . . . .	129
	Respecting Others . . . . .	132
	Getting Along With Others . . . . .	135
<b>PART THREE</b>	<b>✦ MORAL LEADERSHIP</b> . . . . .	
<b>9</b>	<b>The Moral Leader</b> . . . . .	<b>141</b>
<b>10</b>	<b>Leading Large Organizations</b> . . . . .	<b>157</b>
	The Fabric of Values . . . . .	157
	Is There Such a Thing as a Morally Intelligent Organization? . . . . .	159
	The Morally Intelligent Organization— An Aerial View . . . . .	160

Morally Intelligent Policies . . . . .	161
The Principles that Matter Most . . . . .	163
Organizational Integrity . . . . .	163
The Responsible Organization . . . . .	166
The Compassionate Organization . . . . .	173
The Forgiving Organization . . . . .	176
Recruiting for Values . . . . .	178
Reinforcing Values Starts at the Top . . . . .	179
The Power of Formal Rewards . . . . .	180
Success Stories . . . . .	182
Ideal Versus Real . . . . .	183
Values and the Global Organization . . . . .	183

## **11 Moral Intelligence for the Entrepreneur . . . . .185**

Moral Values in Small Organizations . . . . .	190
Last Words About Business Start-Ups . . . . .	204

## **Epilogue: Becoming a Global Moral Leader . . . . .207**

Raising the Stakes . . . . .	208
Watch Your Wake . . . . .	209
Give Back . . . . .	210
Create the Future . . . . .	211
A Global Business Opportunity . . . . .	212
Conclusion . . . . .	214

**Epilogue: Update on Moral Intelligence’s Cast of Characters . . . . .215**

Where Have All the Scandals Gone? . . . . .216

Good Leaders—Good Results . . . . .221

In Their Own Words: Selected Moral Leaders Two Years Later . . . . .227

Where We Stand Now . . . . .237

**A Strengthening Your Moral Skills . . . . .239**

A Look in the Mirror . . . . .240

Using the MCI . . . . .241

The Right Frame of Mind for Completing the MCI . . . . .241

Scoring and Interpreting Your MCI . . . . .241

Prioritizing Your Moral Development Efforts . . .242

The Road Less Traveled . . . . .243

The 80/20 Rule . . . . .243

Your Moral Development Plan . . . . .244

Putting Your Moral Development Plan into Practice . . . . .246

Breaking Bad Habits . . . . .247

Reward Yourself for Positive Change . . . . .247

Surround Yourself with Positive People . . . . .248

Do I Really Need to Change? . . . . .248

Books, Audio, and Video Media . . . . .249

Workshops . . . . .250

Personal Counseling . . . . .250

Executive Coaching . . . . .250

<b>B</b>	<b>Moral Competency Inventory (MCI)</b>	<b>. . .251</b>
<b>C</b>	<b>Scoring the MCI</b>	<b>. . . . .259</b>
	Moral Competencies Worksheet	. . . . .262
	What Your Total MCI Score Means	. . . . .262
<b>D</b>	<b>Interpreting Your MCI Scores</b>	<b>. . . . .265</b>
	Total MCI Score (Alignment Score)	. . . . .266
	Highest and Lowest Competency Scores	. . . . .267
	Individual Item Scores	. . . . .267
	Reality Testing	. . . . .268
	Do Your Scores Matter?	. . . . .269
	Now What?	. . . . .270
	<b>Index</b>	<b>. . . . .273</b>