A Message from the Director of the

Inamori International Center for Ethics and Excellence

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The purpose of the Inamori Center is to foster ethical leadership around the world.

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(1) Shannon E. French, PhD Named Inamori Center Director/Inamori Professor of Ethics

I am delighted to announce the appointment of Shannon E. French, PhD as the new Director of the Inamori International Center for Ethics and Excellence and Inamori Professor of Ethics at Case Western Reserve University. She also is a tenured faculty member of the Department of Philosophy in the College of Arts and Sciences. Dr. French arrived on campus July 1 and will assume the directorship of the Inamori Center September 8 upon my departure.

Dr. French has served on the civilian faculty of the U.S. Naval Academy since 1997 and in recent years has been associate chair of the Department of Leadership, Ethics, and Law. She received a B.A. degree from Trinity University, San Antonio, Texas. Her Ph.D. thesis, at Brown University, Providence, Rhode Island, was titled, "The Problem of Motivating Ethical Behavior."

Dr. French's research and scholarly interests include leadership ethics, military ethics, professional ethics, moral psychology, biomedical ethics, and environmental ethics. She has contributed articles and chapters on present-day conduct of war issues, such as defining terrorism, the use of torture, warrior transitions, and the moral responsibility of leaders not to erode values that provide the foundation for restraint and limit the awful scope of war. Her 2003 book, *The Code of the Warrior: Exploring Warrior Values, Past and Present*, includes a forward by Senator John McCain. Dr. French is Associate Editor of the international *Journal of Military Ethics* and Associate Editor of the *Encyclopedia of Global Justice*. She currently is writing a new book on contemporary issues in military ethics to be published by Cambridge University Press.

In addition to her academic achievements and standing, Dr. French has been a featured speaker at conferences around the world, including Japan, England, Canada, Europe, and Australia and has developed global professional friendships that will be advantageous in leading an international center.

(2) <u>An Open Invitation to the Lecture and Conversation September 4 with Francis Collins, Leader of the Human Genome Project</u>

Inamori Ethics Prize recipient Francis S. Collins will give a free lecture followed by a conversation with several faculty members, as well as the audience, in Severance Hall on September 4. Dr. Collins will speak about the anticipated benefits as well as the ethical challenges of the Human Genome Project. The audience will be invited to comment and ask questions.

Information about Dr. Collins and the Inamori Ethics Prize may be found at http://www.case.edu/provost/inamori/prize/recipients.html. Following is a schedule of the events September 4, to which all are invited.

1:00-3:15 PM Lecture by Dr. Collins and Conversation, Severance Hall
Faculty Participants:
Cynthia Beall, PhD - S. Idell Pyle Professor of Anthropology and Professor of Anatomy and Global Health
Eric Juengst, PhD - Professor of Bioethics and Director, Center for Genetic Research Ethics and Law
Georgia Wiesner, MD - Associate Professor of Genetics & Medicine and Director, Center for Human Genetics, University Hospitals

5:00 PM Reception, Grand Foyer, Severance Hall
6:00 PM Prize Ceremony, Main Auditorium, Severance Hall

(3) <u>Listening - to Others, to Yourself, to the Wind</u>

> "He was in heavy listening mode, the most aggressive listening the world has ever known: aerobic listening. It is an intense, disconcerting phenomenon – as if he were hearing quicker than you can get the words out, as if he were sucking the information out of you."
> - Anonymous. *Primary Colors. A Novel of Politics*. 1996.

We usually think of listening as something we do (or not do) when someone else is talking. That certainly is the commonly understood form of listening and one in which good leaders become adept. Although this form of listening may seem, at first, to be a passive experience, listening as described above can be an active, energy requiring process, sometimes even an intense one. A listener like this commands our attention, makes us appreciative of the listener, and may even encourage us to communicate better.

The ability to listen is part of the ability to communicate, which is essential to good leadership. Clearly, the roles of listener and speaker change in any conversation, but leaders often find themselves in situations in which they are expected mostly to listen. Good listening requires the ability to focus and pay attention. Some leaders naturally are interested in what other people have to say; others need to work on that skill. Listening is of value to both the sender and the receiver. People want to know that their point of view is heard by someone who is in authority and who cares. They may want something to be done or to be able to contribute to the decision making process. The listener also benefits. This is how one learns a great deal of information. Often good listening enables one to see a more complete picture. I try to resist the temptation to interrupt and preempt the speaker (I don't learn much when I am talking), although a question or interjection sometimes is necessary for clarification or to direct the conversation to important subject matter.

I also have learned to pay attention to nonverbal cues, such as body language, style of interaction, habits, punctuality, demeanor, mood, dress, and the like, all of which may be helpful in understanding and working with another person and in learning useful information. Another observation: be attentive to the end of a conversation, sometimes even as the person is leaving, because that is when something that is important to the other person often is expressed. I can only speculate why this is so. Perhaps the topic is sensitive or difficult to bring up, so it gets delayed and preceded by things that are easier to talk about. Often, there is not enough time to discuss this important topic sufficiently if the conversation takes place during a time-limited appointment. Look for this and see if it happens to you. If it does, figure out how to get to important topics sooner. If a follow up meeting is necessary, I often say, “Let’s talk about this first when we meet next time.”

As I have studied listening over a long time, I have discovered that there are other dimensions of listening that reinforce the mode of listening I describe above. One is to listen to my own reactions. Why am I pleased, grateful, frustrated, even angry? Also, what do I have stored in my brain from experience or knowledge that I can “listen” to and is relevant to this conversation?

Finally, I try to do what I call “listening to the wind.” This means being attentive to all inputs of information as much of the time as I can. One of the joys of leadership is to be able to connect ideas and people that are relevant to each other. This is related to the observation of Louis Pasteur, the French microbiologist (1822-1895), who said, “Chance favors the prepared mind.” Many important discoveries have been made because someone has been “listening” with a prepared mind (e.g., the discoveries of penicillin and radiation) and countless “ah-ha’s” have been uttered by leaders whose receptors for new information were ready for it.