



CASE WESTERN RESERVE
UNIVERSITY EST. 1826

**A Message from the Director of the
Inamori International Center for Ethics and Excellence
Gregory L. Eastwood, MD**

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

May 12, 2008

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(1) Dr. Francis S. Collins and the Inamori Ethics Prize Events September 4

Dr. Francis S. Collins, Director of the National Human Genome Research Institute (NHGRI) and known for his consistent emphasis on the importance of ethical and legal issues in genetics, will receive the Inamori Ethics Prize September 4 during a ceremony in Severance Hall, the home of the Cleveland Orchestra on the campus of Case Western Reserve University. (See Message from the Director April 8, 2008 at <http://www.case.edu/provost/inamori/news/newsletter.html> and press release <http://blog.case.edu/case-news/2008/04/08/inamori>) Earlier on September 4, Dr. Collins will give a lecture and participate in a Symposium and Conversation that will include notable university faculty. The Lecture and Symposium/Conversation are free to the public and the audience will be encouraged to comment and ask questions. Following is a schedule of the events September 4, subject to change.

1:00 PM Lecture by Dr. Collins, Severance Hall

Introduction by Joseph Nadeau, PhD - Chair, Department of Genetics
(Dr. Collins has been asked to talk about the Human Genome Project, why it was done, how it was conducted, expectations of it, and related ethical issues.)

2:00 PM Symposium and Conversation with Dr. Collins, Severance Hall

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

(Information about tickets to the Reception and Prize Ceremony will be forthcoming.)

(2) Know Thyself

"O wad some Power the giftie gie us
To see oursels as ithers see us!"

- Robert Burns (1759-1796), *To a Louse*

According to my high school English literature teacher, Mr. Monte, Robert Burns wrote *To A Louse* after he sat behind a beautiful lady in church one Sunday and observed a louse crawling up her hair onto her bonnet. This stimulated a train of speculation about the impudence of the critter strutting on such a lovely lady, rather than on a beggar or someone of inferior rank, and, if some power would give us the gift to see ourselves as others see us, perhaps it would free us from many foolish blunders and make us less pretentious in the way we appear and act.

If you are in the business of leading others, it is helpful to know something about yourself - what motivates you, how you think, why you behave in certain ways, and how you are perceived by and affect others. Clearly, understanding your own experiences throughout your life is relevant. Also, part of knowing yourself is having some understanding of how others regard you. You can learn about this by paying attention to what others say to you and about you and how they react to you, although what they say and do often is conveyed in a sort of code that more or less conforms to social rules and requires interpretation. We all vary in our ability to pick up on those cues that others send. I believe that effective leaders are able to understand how they come across to others and make modifications to correct ineffective behavior and strengthen what is effective. But, should we see ourselves *exactly* as others see us? Thank goodness most of us have protective defenses that allow us to get through the day without feeling completely foolish. However, leaders do need to have some understanding of how they are perceived. An amount of reality testing is essential in maintaining credibility and knowing how to deal effectively with others.

I have been fascinated by the consistency with which I have had the same score over decades when I have taken the Myers-Briggs Type Indicator (MBTI). The MBTI is a standardized personality test that attempts to measure preferences in thinking and behavior along scales that depict the extremes at each end and thus allows you to understand your preferences in dealing with people and situations. Do you renew yourself internally or by interaction with others? Do you take in information through the senses or do you use a "sixth sense" of intuition? Do you make decisions in a logical, objective manner or in a personal, value-oriented way? Do you like life to be organized and predictable or spontaneous and flexible?

Even though individuals prefer to think or act in a certain fashion, many people can override their preferences and choose to think or behave in another way. This is easier when the preference is not so strong. For example, some people are very extroverted, some very introverted, but most are somewhere in between, with a preference one way or the other. A leader who is only slightly introverted or extroverted has an easier job of behaving in the complementary manner, which may be required on the job, than someone who is at an extreme. My guess, from observing how leaders think and behave, is that many leaders would score near the middle of the various scales of the MBTI or similar evaluations and do not have strong cognitive or behavioral preferences one way or the other. I think this is because leadership often requires one to move flexibly in different environments, sometimes against a preference, and it is an advantage not to have to overcome a strong behavioral or cognitive preference.

Tests of psychological type, personality, or leadership style clearly are limited in their application. However, I think it is helpful for leaders to understand their own preferences and be able to behave in nonpreferential ways or compensate in some appropriate manner as situations

require. For example, because leaders typically must interact with many other individuals professionally and socially, and to be effective must be outward directed much of the time, if you are a person who re-energizes yourself on the internal landscape, you may need to take time for reflection alone or with people close to you. Or, if you are a leader who thinks in broad concepts and sees the "big picture" but tends to neglect detail, you should be aware of that and may need to pay more attention to the fine points when appropriate, and for good measure select associates who can complement your abilities.

Here are some questions I developed for thinking about this and perhaps discussing it with others.

1. How important is it to you to see yourself as others see you?
2. How accurately do you think you see yourself as others see you? Can you remember instances when you misjudged? When you got it right?
3. Have you changed your thinking or behavior in accordance with what you have perceived others think of you? Were there instances when such "corrections" were helpful? Are there instances in which you would not want to change in accordance with what others think of you?
4. Have you had to think or act against your preferences? If you did, what was your experience?