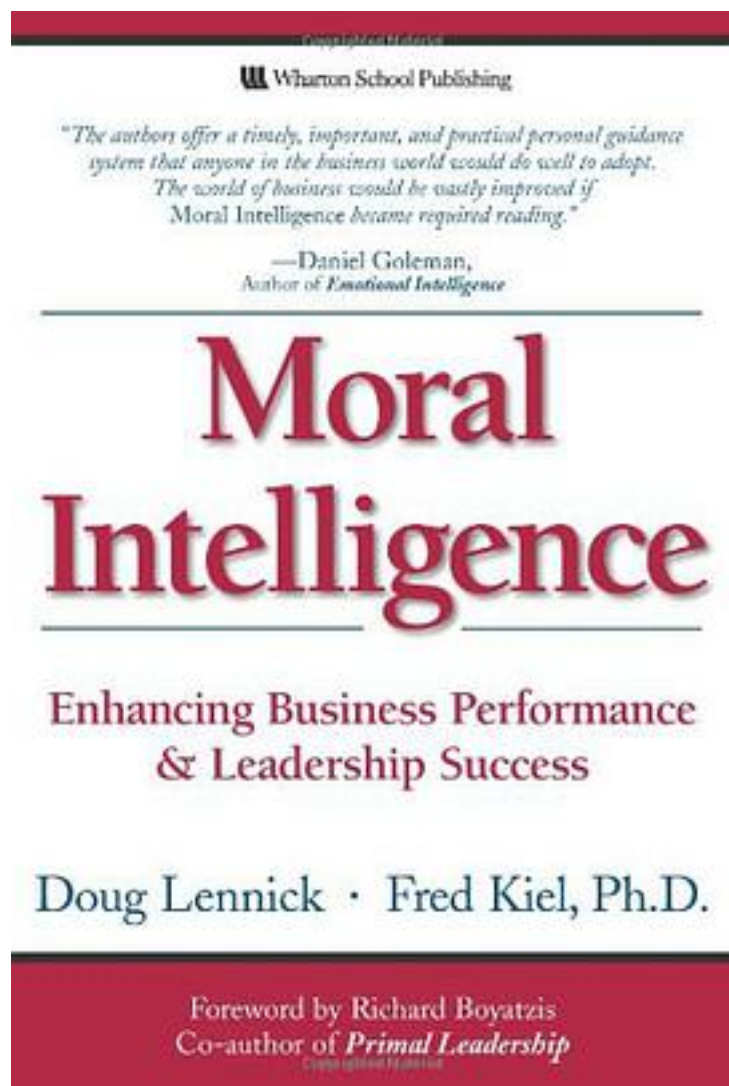


Moral Intelligence



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"The authors offer a timely, important, and practical personal guidance system that anyone in the business world would do well to adopt. The world of business would be vastly improved if Moral Intelligence became required reading." --Daniel Goleman, Author of Emotional Intelligence "Lennick and Kiel are consulting masters who guide us the way they live--with moral intelligence. They prove that you don't have to sacrifice your soul to lead productively." --Richard J. Leider, Founder, The Inventure Group and bestselling Author of Repacking Your Bags and The Power of Purpose "We live in an increasingly competitive and global world. Increasingly, 'the end justifies the means.' This often results in the loss of our moral compass. Lennick and Kiel show us that the truly great business leaders never sacrifice moral integrity for financial goals and that maintaining the highest ethical standards is not only the 'right' thing to do, it produces the best companies and the best results." --Paul Fribourg, CEO of Conti-Group Companies and Chairman, Lauder Institute, Wharton Business School "Moral Intelligence demonstrates compellingly that doing what is right morally and doing what is right for your business are inseparable. Lennick and Kiel cite numerous business cases where the moral decision was also the smartest strategic decision. Importantly, they provide practical advice and exercises to help readers assess and strengthen their own moral competence and effectiveness as leaders. For CEOs and other decision makers, Moral Intelligence makes good business sense." --Dick Harrington, CEO of The Thomson Corporation "It should be obvious by now--our private enterprise system needs to revisit its role in our society. The questions are: What changes are in order and how can they be achieved? Moral Intelligence addresses these questions and provides tools to implement the answers." --Irvine O. Hockaday, Jr., President/CEO--Hallmark Cards, Inc. (Ret.) "Moral Intelligence is the foundation of moral authority, which alone enables formal authority to work--sustainable over time. This conscience-challenging book drills deep into both the science and the practical how-tos in building universal principle-centered values into our lives and cultures. A motivating and inspiring read!" --Dr. Stephen R. Covey, Author, The 7 Habits of Highly Effective People and The 8th Habit: From Effectiveness to Greatness "Moral Intelligence is excellent reading for new entrants to the business world as well as experienced managers. I found numerous examples that were right on point with actual events that I have experienced in over 40 years of managing. It was also helpful to have the topics presented in the context of current events that hold the readers' interest. This book should be on the reading list of every student regardless of their career choice." --Larry Pinnt, Chairman, Cascade Natural Gas "At a time when capitalism faces questions of legitimacy brought on by poor leadership behaviors, this book provides a healthy way of thinking of the internal compass that can avoid corporate atrocities." --Mike McGavick, CEO & Chairman of Safeco Corporation "This book identifies the traits which identify value-oriented corporate leaders and provides a practical primer to a business person to identify and emulate these critical traits. It is essential reading for anyone who believes that this is the way the world is going." --Mike Phillips, Chairman, Russell Investment Group "In their new book, Doug Lennick and Fred Kiel bring to the business world a much needed moral guidance system. Given the worldwide erosion of trust in American business, the authors' user-friendly tools and concepts arrive not a moment too soon." --Keith Reinhard, Chairman, DDB Worldwide and President, Business for Diplomatic Action Visit: www.moralcompass.com This new, paperback version contains a new Epilogue with updated information on many of the companies and case studies discussed in the original hardback version. There is a powerful correlation between strong moral principles and business success. In this book, two globally respected leadership experts illuminate that connection, define the specific competencies that comprise "moral intelligence," and show exactly how to promote it throughout your organization. Drawing on extensive original research, Doug Lennick and Fred Kiel demonstrate how the best performing companies have leaders with a strong moral compass and the ability to follow it--even in a world that may reward bad

behavior in the short run. Lennick and Kiel identify and help you build the moral skills leaders need most, including integrity, responsibility, compassion, and forgiveness. They offer realistic guidance on being a moral leader in both large organizations and entrepreneurial ventures: guidance reflecting decades of experience coaching executives at the very highest levels. Moral Intelligence also introduces the breakthrough Moral Competency Inventory (MCI): an indispensable metric to assess where you and your organization stand right now. In recent years, companies have discovered the value of Emotional Intelligence (EI). But EI isn't enough: only leaders with strong moral intelligence can build the trust and commitment that are the foundation of truly great businesses. Be one of those leaders, lead one of those companies, with Moral Intelligence. Foreword xxi Introduction xxix PART ONE: MORAL INTELLIGENCE Chapter 1: Good Business 3 Chapter 2: Born to Be Moral 19 Chapter 3: Your Moral Compass 37 Chapter 4: Staying True to Your Moral Compass 63 PART TWO: DEVELOPING MORAL SKILLS Chapter 5: Integrity 79 Chapter 6: Responsibility 93 Chapter 7: Compassion and Forgiveness 105 Chapter 8: Emotions 115 PART THREE: MORAL LEADERSHIP Chapter 9: The Moral Leader 141 Chapter 10: Leading Large Organizations 157 Chapter 11: Moral Intelligence for the Entrepreneur 185 Epilogue: Becoming a Global Moral Leader 207 Epilogue: Update on Moral Intelligence's Cast of Characters 215 Appendix A: Strengthening Your Moral Skills 239 Appendix B: Moral Competency Inventory (MCI) 251 Appendix C: Scoring the MCI 259 Appendix D: Interpreting Your MCI Scores 265 Index 273

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