

## Values create Value. Entrepreneurs' Ethical Dilemmas and Solutions

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# 1. Definitions: Ethics, Values, Virtues

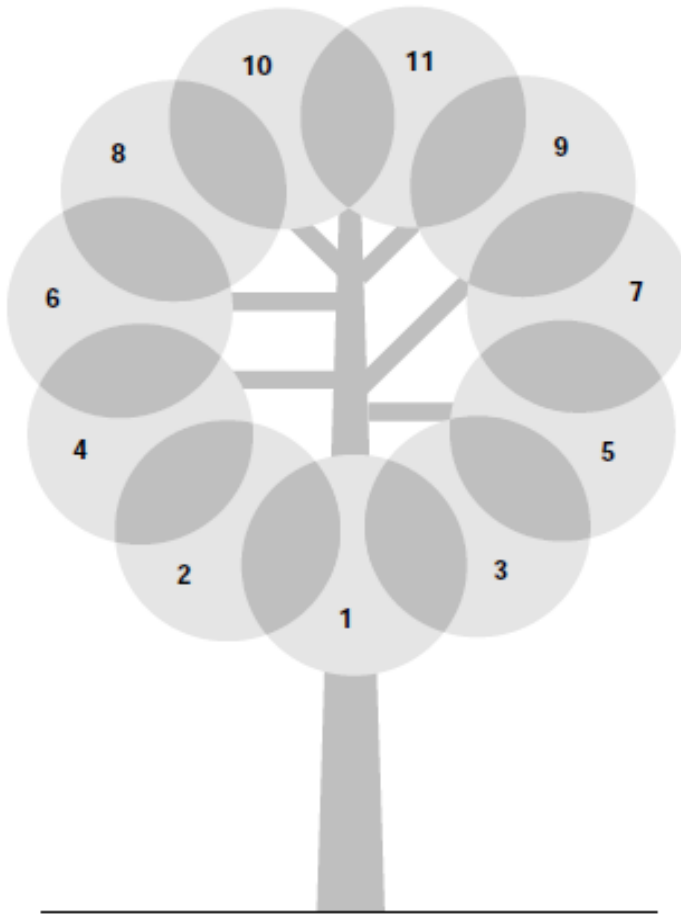
Moral/Morality is the set of traditional and existing values and virtues (personal, in society)

Ethics (Lun Li) provides criteria for what is good and bad, right and wrong. It provides principles, values, methodology. Ethics is also the critical reflection of morality (its confirmation, denial, modification). Each decision is a decision between values.

Values are long term general benchmarks for ethical orientation of individuals and institutions/society (e.g. freedom, justice).

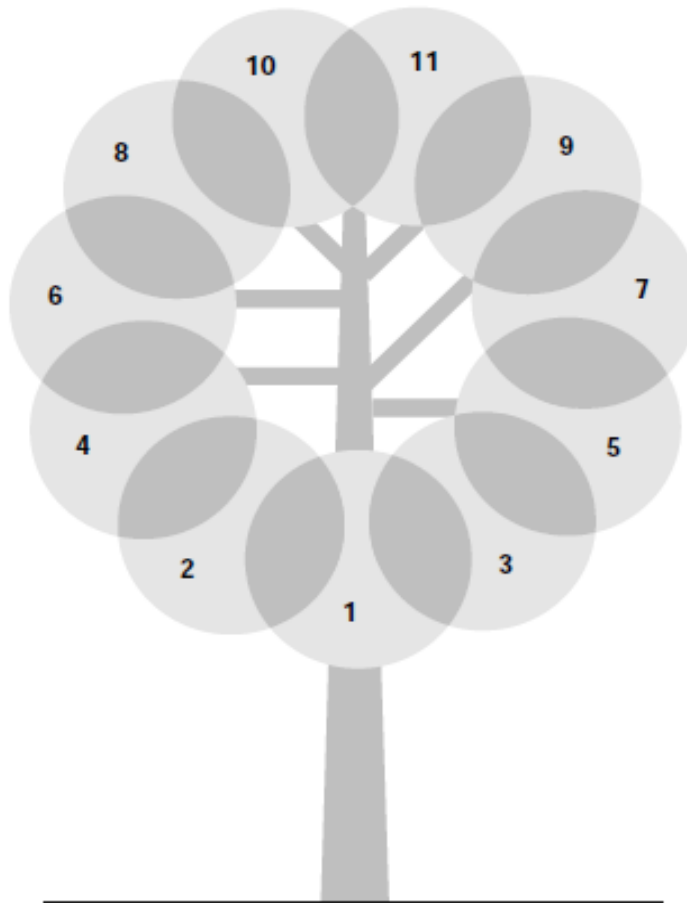
Virtues are benchmarks for personal behaviour (e.g. honesty)

## 2.1 Twelve Global Values across Cultures



1. Dignity
2. Freedom
3. Justice
4. Equity
5. Peace
6. Security
7. Community
8. Inclusiveness
9. Participation
10. Forgiveness
11. Reconciliation

## 2.2 Twelve Global Virtues across Cultures



1. Honesty
2. Compassion
3. Care
4. Transparency
5. Accountability
6. Reliability
7. Respect
8. Humility
9. Courage
10. Gratitude
11. Generosity

# 3.1 Values-Driven Entrepreneurship

## Christ-Centred

1. Values: *Christian Faith and Values*

## Human-oriented

2. Employees: *Human Resources*

3. Governance: *Ethical Governance*

4. Management: *for Sustainability*

## Performance-oriented

5. Product and Marketing:

6. Performance and Profit: *Efficient and Fair*

7. Innovation: *Technical, social, organisational*

8. Investments: *Ethical Investments*

## Creation-oriented

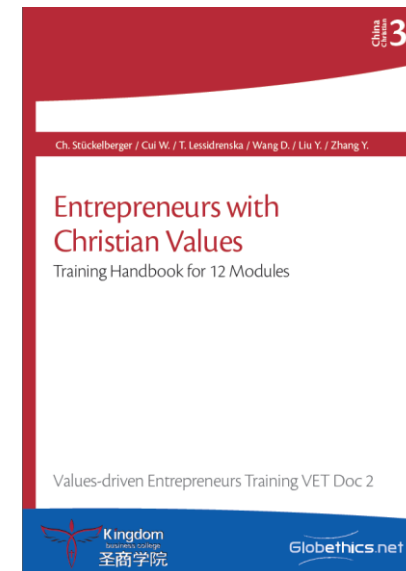
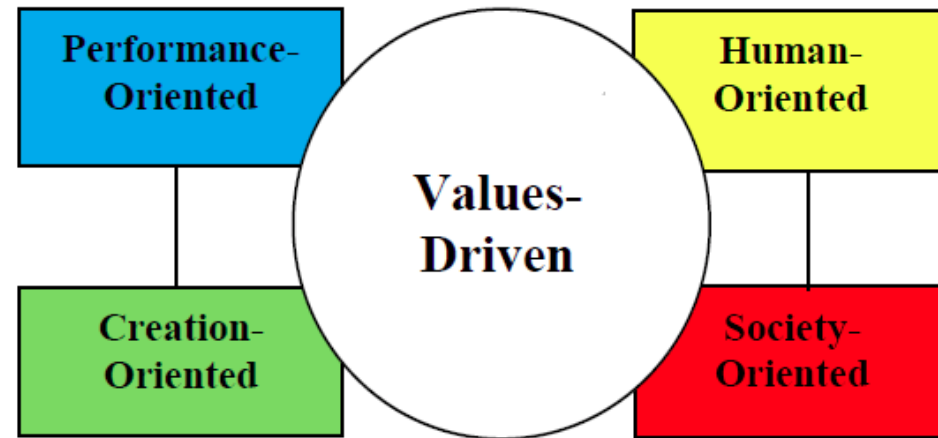
9. Environment: *Performance and Resources*

## Society-oriented

10. Law: *Legal Frame*

11. Community: *Social Value Creation*

12. Competitiveness: *Fair Competition, Fair Trade*



## 3.2 Values Create Value

Values-driven entrepreneurship and business creates value. Gains are often long-term, not short-term:

- Reputation gain                      better reputation
- Financial gain                        less transaction costs  
arising from conflicts
- Security gain                        less criminality
- Trust gain                            less leaks in company
- Productivity gain                    higher productivity by better  
motivation of employees
- Sustainability gain                long term stability of company
- Environmental gain                less environmental destruction

## 4. Dilemma 1: Wealth and Greed

All world religions describe in their holy scriptures wealth as a blessing and greed as a vice to overcome.

Reasons given against greed:

- Greed means self-centeredness
- Greed destroys community
- Greed disables relation to God/Dharma/Tao
- Greed makes unhappy/addictive for more
- Greed destroys environment

**Dilemma: Where is the “Greed-Line”?**

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Poverty      Decent Life ?      Wealth ?      Luxury ?

*(Report of the WCC Greed-Line Study Group, Geneva 2014)*



# 5. Dilemma 2: Corruption - What means honesty / transparency?

## Option 1: Justification

“We have no choice. Everybody has to play the game”

## Option 2: Silence

“Do not talk about corruption, just do what is needed and do not inform me as superior. I do not want to know.”

## Option 3: Double level

“We strongly support President Xi’s anticorruption efforts”  
(silently: “but we have to continue to pay and receive bribes”)

## Option 4: Radical

“No corruption accepted in our company. Strong sanctions if somebody violates this rule.”

## Option 5: Honesty

“We will never ask for or accept bribes. We try by all means to avoid paying bribes and to find creative solutions. But we honestly confess that we have not yet reached fully this goal.”

# 6. Dilemma 3: Integrity has its Price

## 滥用职权的领导力

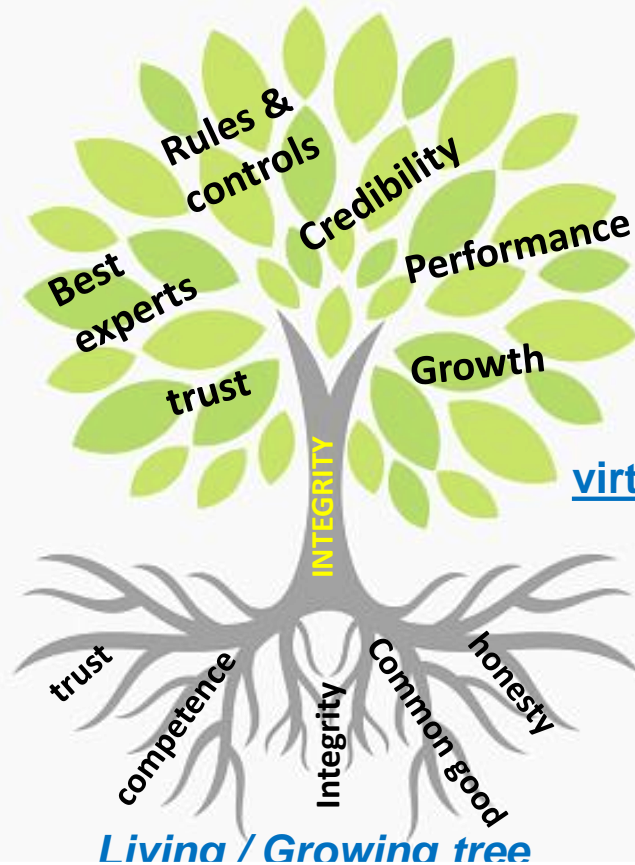


## 讲诚信的领导力



# 6. Dilemma 3: Integrity has its Price

## Integrity Leadership



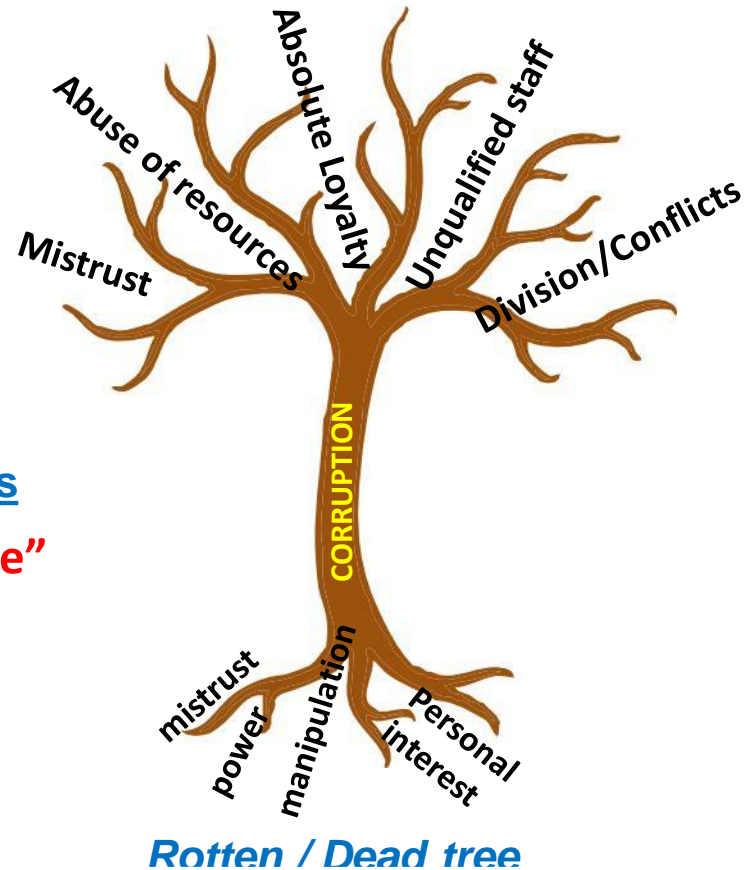
virtues

“we”

vices

“me”

## Abuse-of-Power Leadership



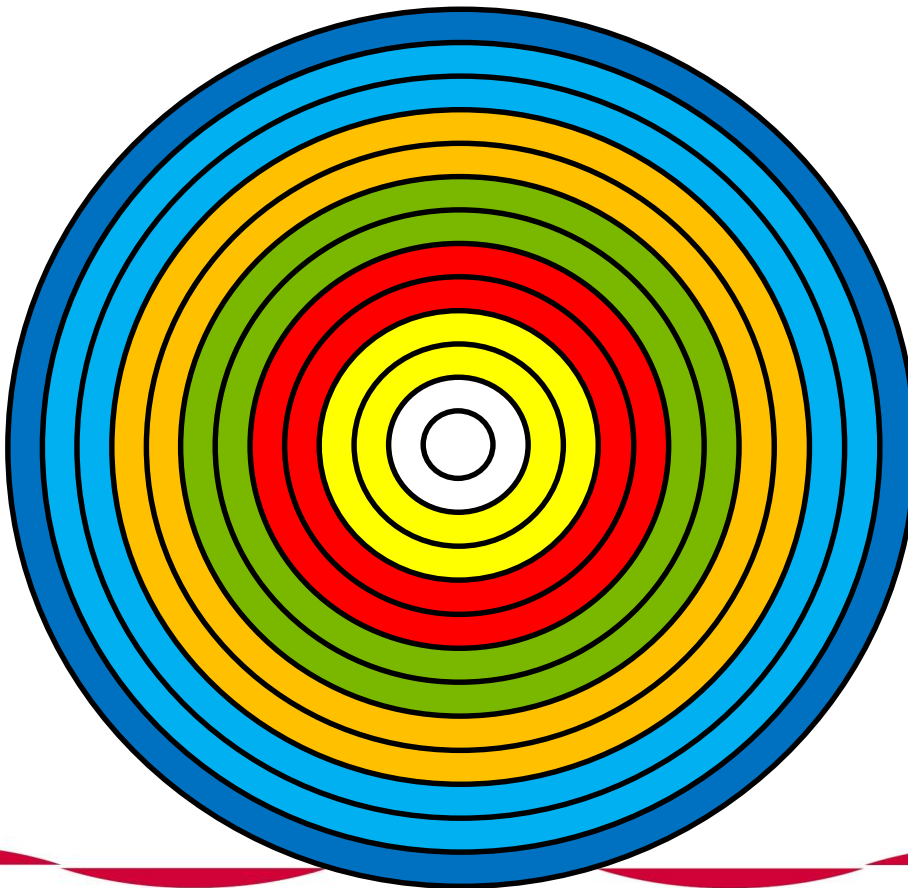
## 7. Dilemma 4: Community-Orientation

A global value across cultures and religions is serving the common good and the community.

1 Common Good	Global	Christianity
2 Ubuntu	Africa	Traditional
3 Kyosei	Japan	Shintoism
4 Da Tong 大同	China	Confucianism
5 Jew + Yi	China	Taoism
6 Lokasangraha	India	Hinduism
7 Cidadania	Latin America	Political

# 7. Which Community to Serve First?

Which community should I serve first in case of conflict of priority? Family (Child education)? Company (shareholder)? State (pay taxes)?



## White:

- 1 Myself
- 2 Inner Family: partner, children

## Yellow

- 3 Broader Family: Clan
- 4 Professional Community: team

## Red

- 5 Neighbourhood: village, quarter
- 6 Religious Community: parish/temple

## Green

- 7 Peers: sport, ethnic, interest groups
- 8 Professional Community: company

## Brown

- 9 Nation: state, peoples,
- 10 Regions: EU, Asean

## Blue

- 11 All Religions: world spirituality
- 12 Humankind: all human beings

## Dark Blue

- 13 Biosphere: all living beings

# 8.1 Dilemma 5: Interpretation of Values in Holy Scriptures. Five Models

*Values are much influenced by the way, core texts - secular or religious - are interpreted (Hermeneutics = methods of interpretation of Scriptures):*

1. Fundamentalist positions:  
scripture: literal (selective) interpretation
2. Orthodox positions  
scripture+tradition, laws of religious authorities
3. Reformist positions  
scripture+contextualisation, inculturation
4. Liberal positions  
scripture+autonomy, individual conscience
5. Mystical positions:  
scripture+spiritual way towards unity with God

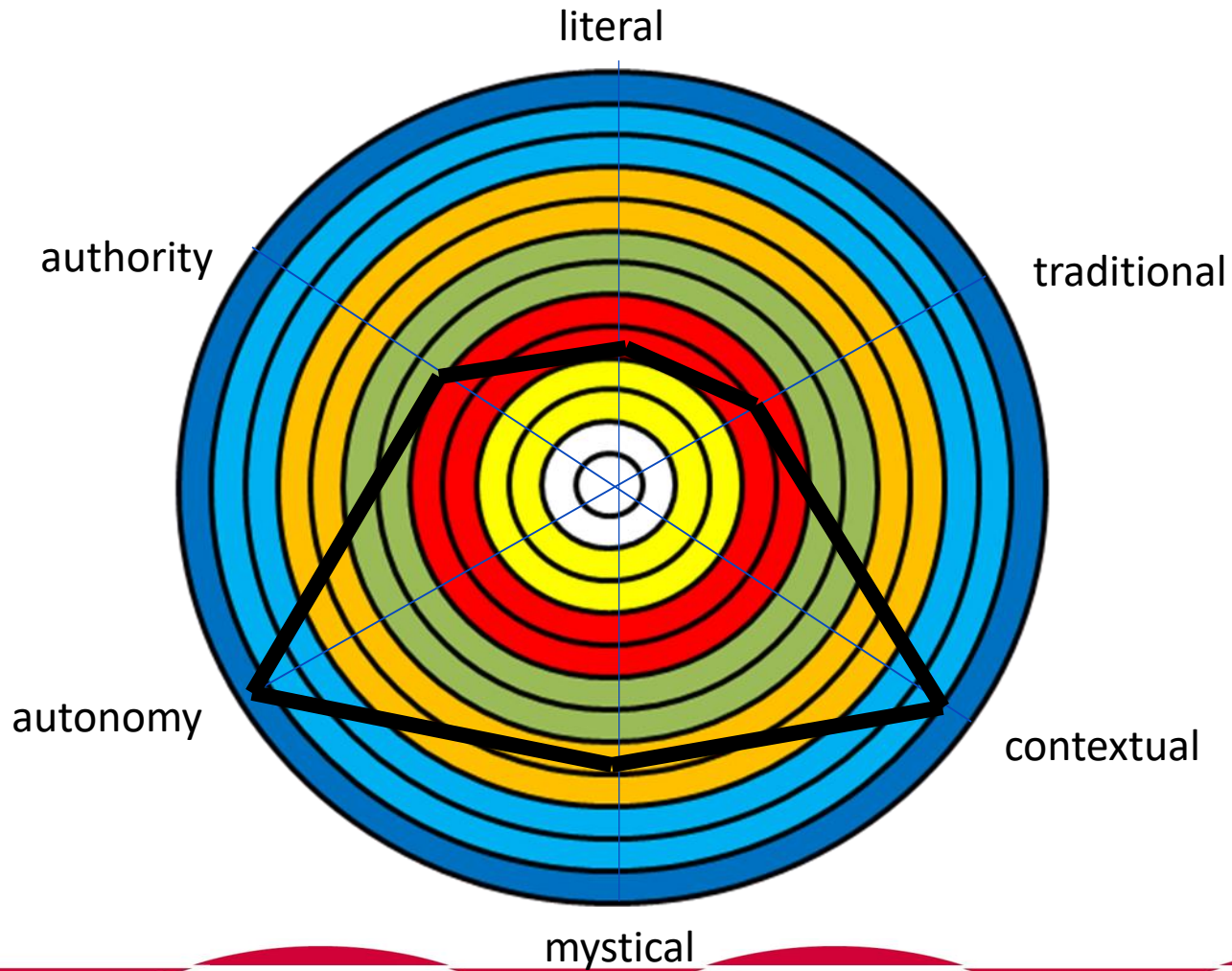
## 8.2 Typology: Freedom, Authority, power

*Individual Conscience*    *versus*    *Institutional Power*  
*God's Spirit for all*       *versus*       *Priesthood of a few*  
*Freedom*                      *versus*                      *Authority*



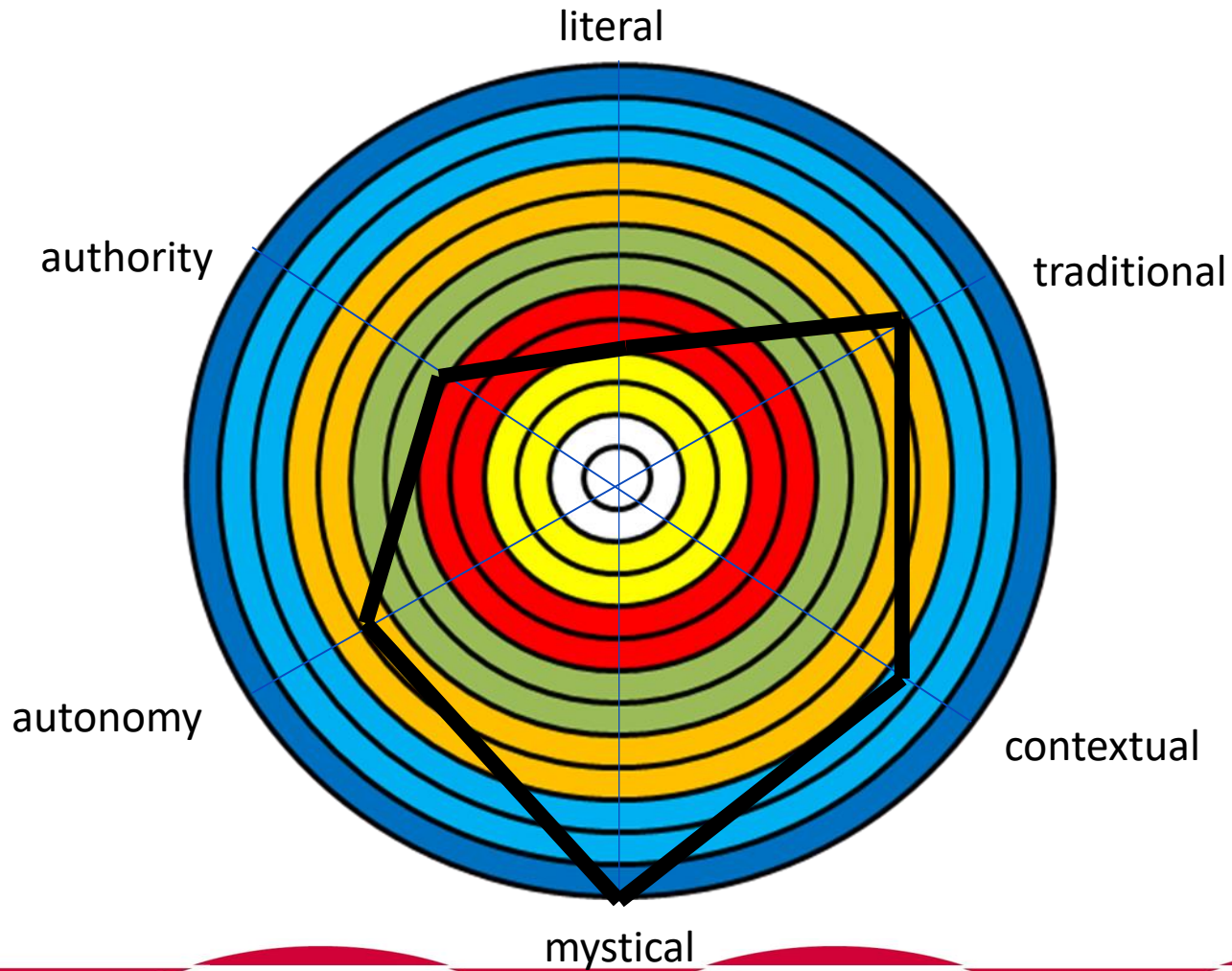


## 8.3a Profile of Liberal Positions

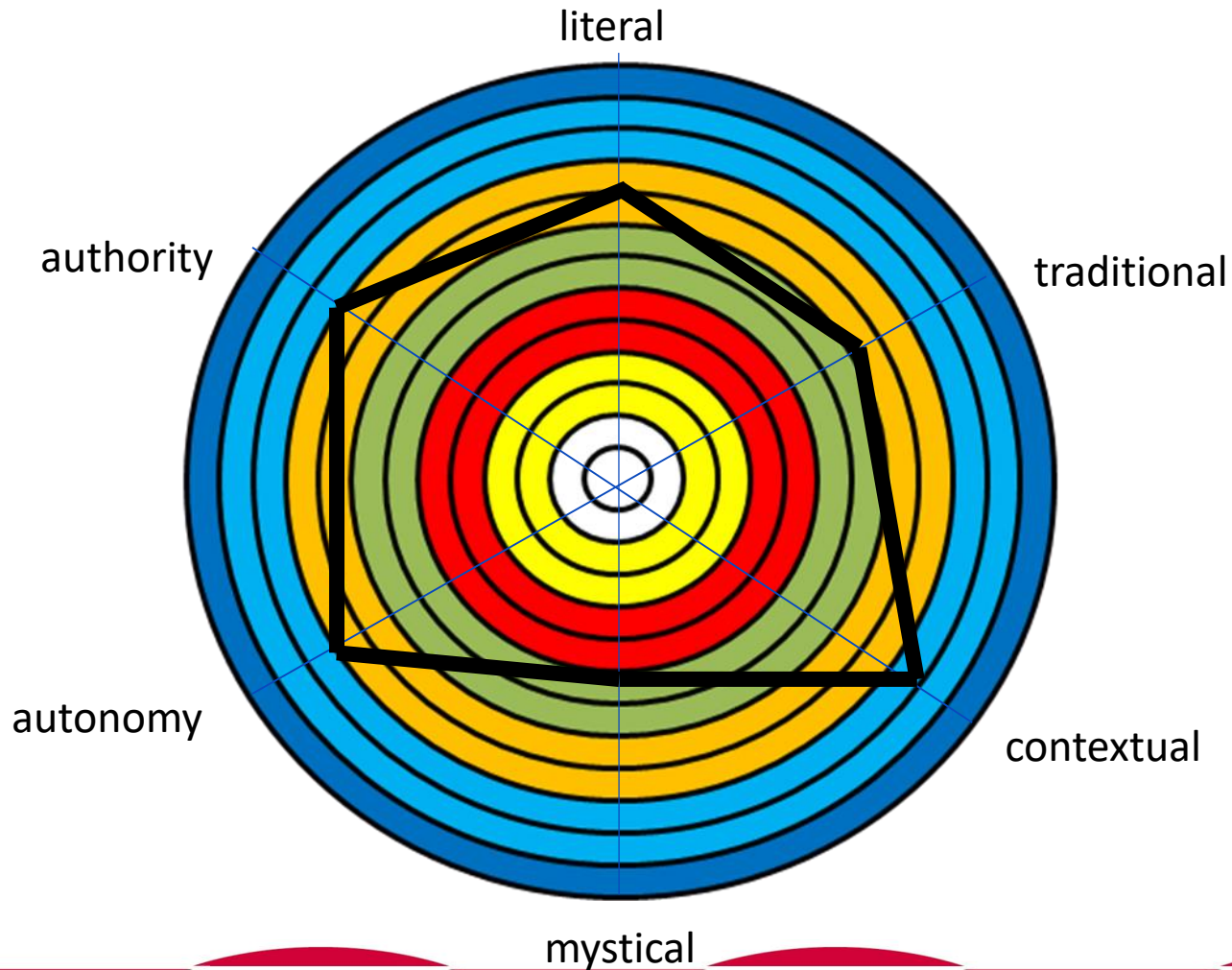




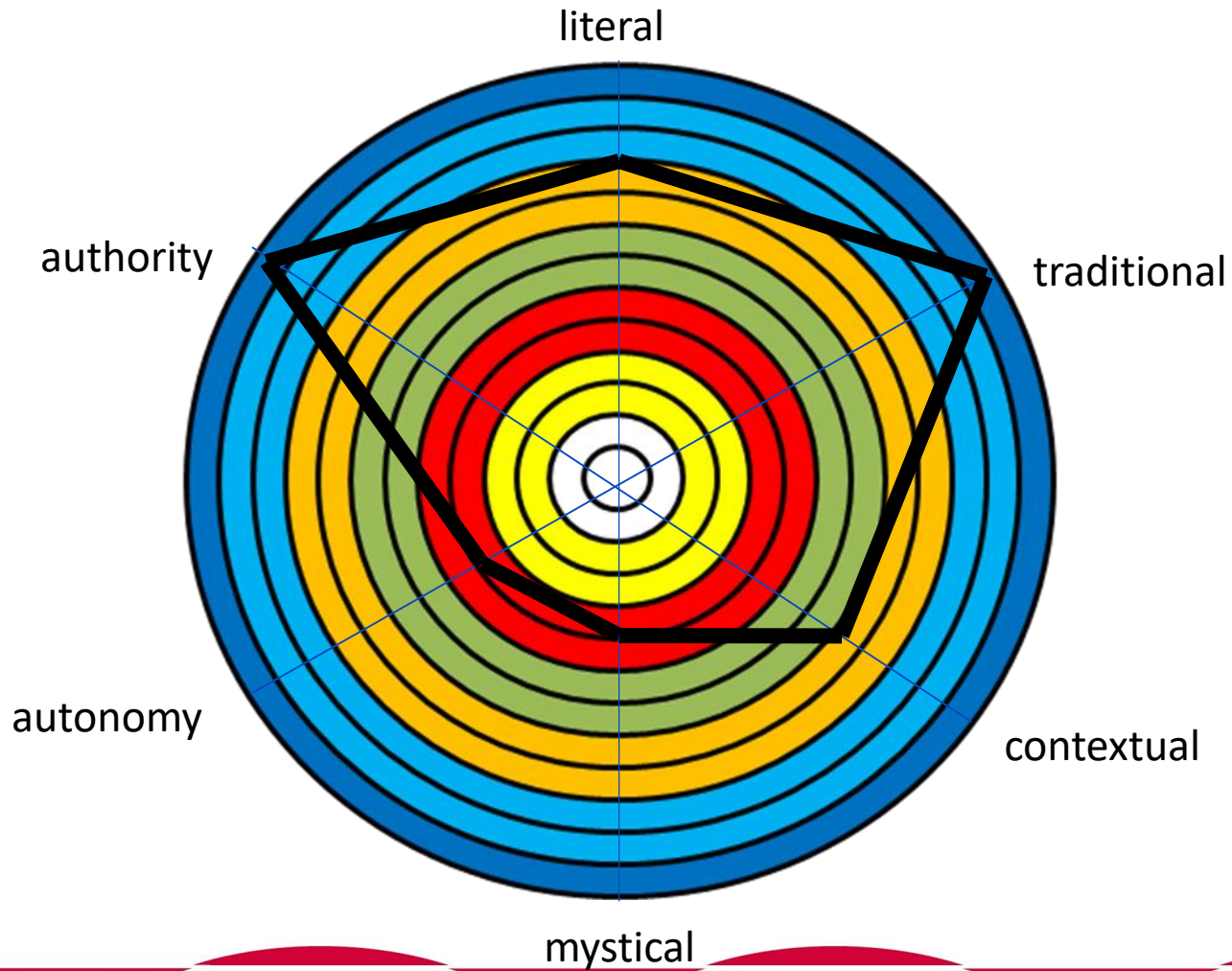
## 8.3b Profile of Mystical Positions



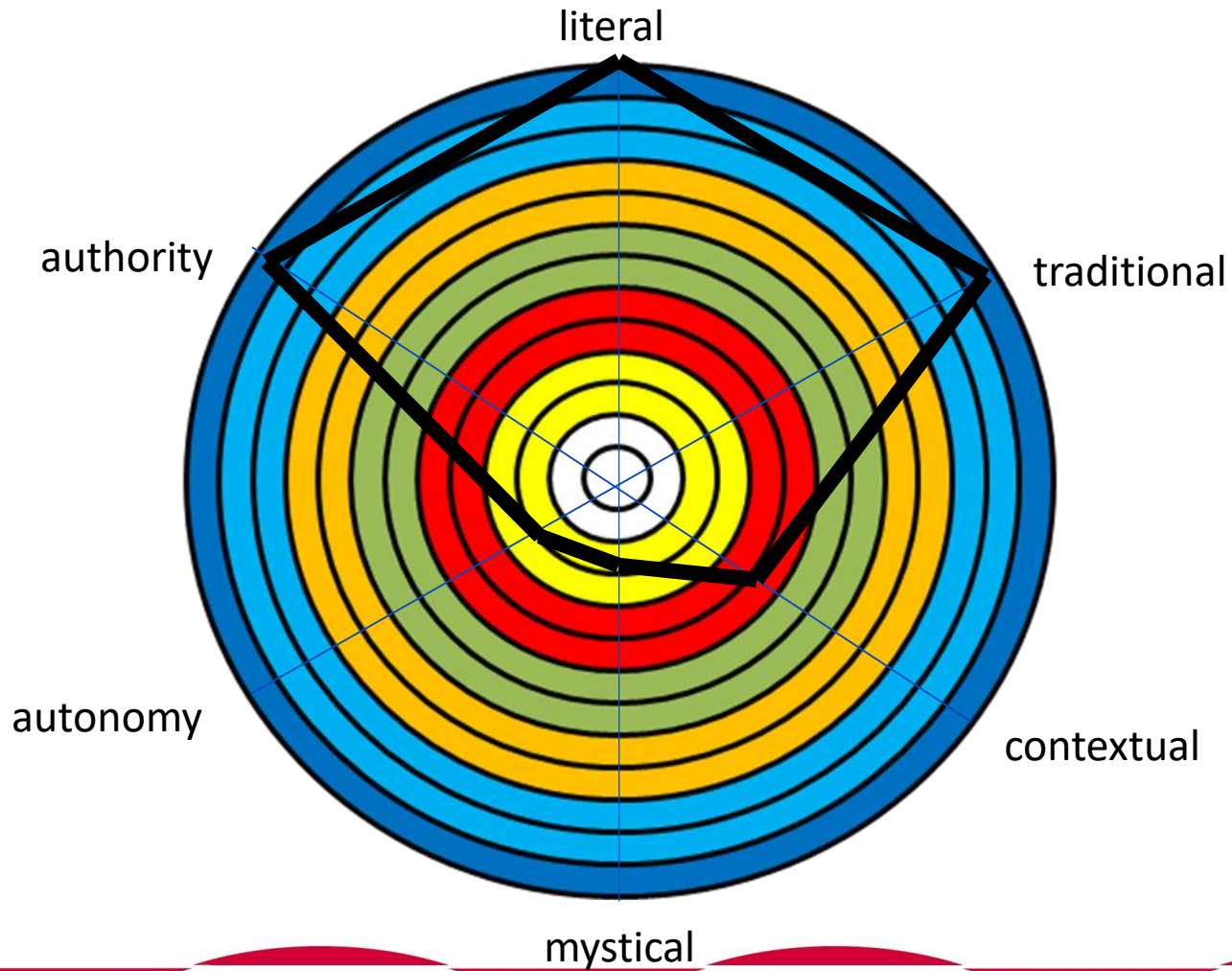
## 8.3c Profile of Reformist Positions



## 8.3d Profile of Orthodox Positions



## 8.3.e Profile of Fundamentalist Positions





شكراً جداً (Shokran Gidan) merci

thank you teşekkürler ngiyabonga  
baie dankie kealeboga

diolch yn fawr धन्यवाद (Danyavad)

謝謝 (xiexie) asante sana  
gracias Спасибо (spacibo) danke

grazie adube dalu oshe

nagode dankjewel obrigado/a