How do we think?

- **Heteronomy**: automatic, dogmatic, constrained, authoritarian thoughts, instincts and reflexes
- **Advantages**: Quick, safe, economic, avoid responsibility
- **Disadvantages**: Bad control, chancing, difficult to explain

Could we do better?

- **Autonomy**: Critical searching, systematic thinking, supervision, holistic
- **Disadvantages**: Demands time, resources and skill, create anxiety
- **Advantages**: Good control, insight, awareness, responsibility, easy to explain
Ethical Competence
1. Ethical awareness
2. Personal skill in ethical problem solving and decision making
3. Organizational processes in handling ethical issues and creating principles
4. Argumentation
5. Ethical confidence, emotional strength

Ethical Competence
Ethical competence is the ability of a person or a group, who confronts a moral problem, to choose the right way to handle the problem at hand.
To do this one has to be able to see the difference between different ways of handling moral problems, and to be a master of thinking and acting in a way that independently, systematically and critically considers all relevant values, principles, interests, feelings, duties, needs and beliefs.

One example
You are the president of a company developing a new personnel administration system for another company where information on its employees will be stored. There are many security levels to choose among but your customer wants the cheapest one which also happens to be the less secure. You are convinced that hackers or even employees will be able to access this information. You have warned your customer but they want to take the risk.
Heteronomy: giving up control and responsibility, one thought dominates

Automatic reactions
• It is going to be a big scandal!
• It is the customer's responsibility!
• Don't worry! It's going to be alright!
• This is the way to do things, etc.

Dogmatic fixations
• People's integrity must be respected!
• You should always obey the law!
• Image is very important!
• Finances are very important!
• Customers should be respected!

Autonomy: take control and responsibility, holistic

Relevant values and interests
• Do I want to support the customer?
• Is the relationship to my customer important?
• What do customer's employees feel?
• Do I care about my image or finances?

Possible alternative actions
• Design according to customer?
• Follow your own plans?
• Negotiate more?
• Give up?

How do the different alternatives affect values?

Autonomy Skill
• Analysis of the concrete situation instead of general moral principles
• Specification of own and relevant others' essential interests, values and feelings
• Generation of alternatives and weighing against the essential values
• Building a comprehensive picture of the problem situation to reflect upon before decision or action
Autonomy Skill

<table>
<thead>
<tr>
<th>Autonomy thinking</th>
<th>All possible solutions</th>
<th>All relevant values, interests, duties, feelings, needs, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Design acc. customer</td>
<td>Positive but risk for bad image</td>
<td>Customer's economy</td>
</tr>
<tr>
<td>2. Negotiate</td>
<td>Customer get tired, but maybe a safer contract</td>
<td>Customer's finances</td>
</tr>
</tbody>
</table>

... (cont.)

- Indecisive, fearful, but cautious and serious
- Higher losses, but avoidance of conflict
- Customer get tired, but maybe a safer contract
-... (cont.)

Is ethical competence moral?

- **Necessary**: There is nobody who can tell us what is right and wrong
- **Classical response**: It depends how people use their ethical competence
- **Satisfactory**: The ethical competence is the only way to good moral
- **Risk**: Essential myths can be disclosed