

Privileged Authority and Sacred Trust: Ethical and Excellence Imperatives for Evaluators in a Globalizing World

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Privileged Authority and Sacred Trust

*There are voices from the future and
They are calling Your Name.
Whose voices do you hear?
Whose voices do you heed and
How do you know?
To what extent would which voices agree
with your self-assessment?*

Conceptual Prism

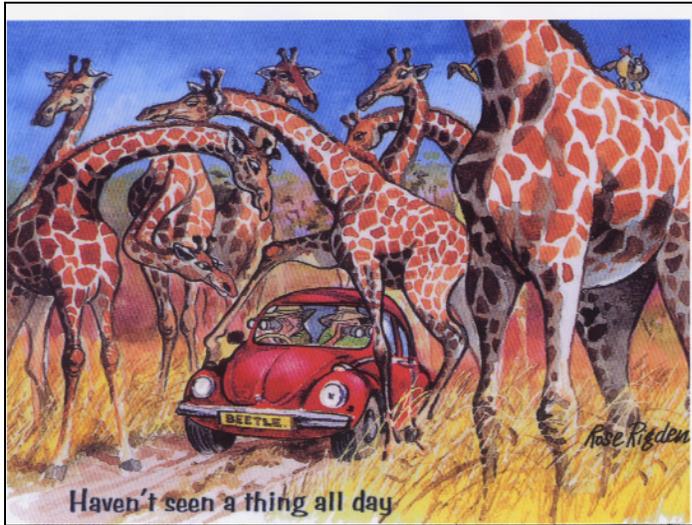
Who and What matter When and Where?

- lenses

Your sensing portals through which you connect with the physical, social and spiritual worlds: *What is the nature of your pathways for perceiving and receiving the *VOICES* as well as other data sources?*

- filters

Your sifting and winnowing processes and protocols based upon your operational definitions of what is substance and worthy of attention ("signal") versus noise and extraneous variation: *What do you look at and actually see, listen to and actually hear, touch and actually feel versus not fully and accurately seeing, hearing or feeling?*

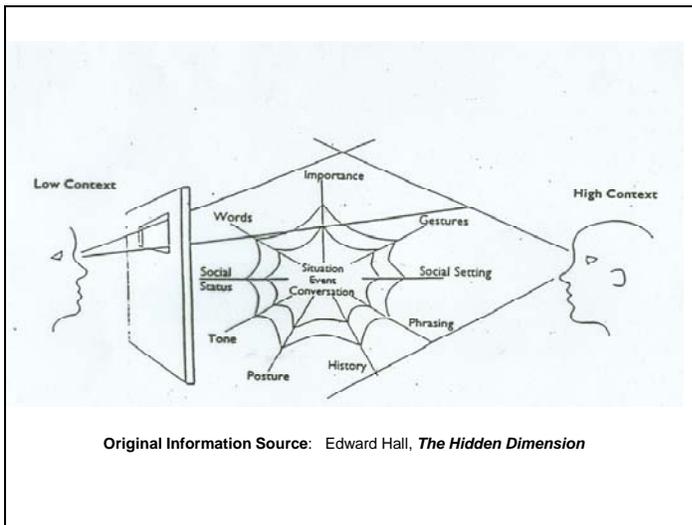


Interpretive Prism **Why, How and How Much "It" matters?**

▪ **frames**

Your meaning-shaping/meaning-making resources and "infrastructure":

What are your personal thinking and feeling practices, perspectives and processes, i.e., your constellation of relevant values, beliefs, attitudes, orientations as well as social-structure locations?



Privilege and Authority

"People have or don't have privilege depending upon the system they're in and the social categories other people put them in....

Privilege grants the cultural authority to make judgments about others and to have those judgments stick. It allows people to define reality and to have prevailing definitions of reality fit their experience. Privilege means being able to decide who gets taken seriously, who receives attention, who is accountable to whom and for what."

~ Allan Johnson, *Privilege, Power and Difference*, pp. 33, 38

How Does Privilege Show Up?

- ❖ **Presumption of Worthiness**
- ❖ **Presumption of Innocence**
- ❖ **Presumption of Competence**

The Golden Rule

Treat other people the way you would like to be treated yourself.

** Presumption of Similarity and Single Reality **

The Lead Rule

Treat other people the way they deserve to be treated.

Sympathy

The attempt to understand another person by imagining yourself in his or her *position*.

❖ **Reminiscent Sympathy:** Remembering how you felt when it happened to you.

❖ **Imaginative Sympathy:** Imagining how you'd feel if it happened to you.

The Platinum Rule

Treat other people the way they want to be treated (or at least be aware of what that is).

** Presumption of Difference and Multiple Realities **

Empathy

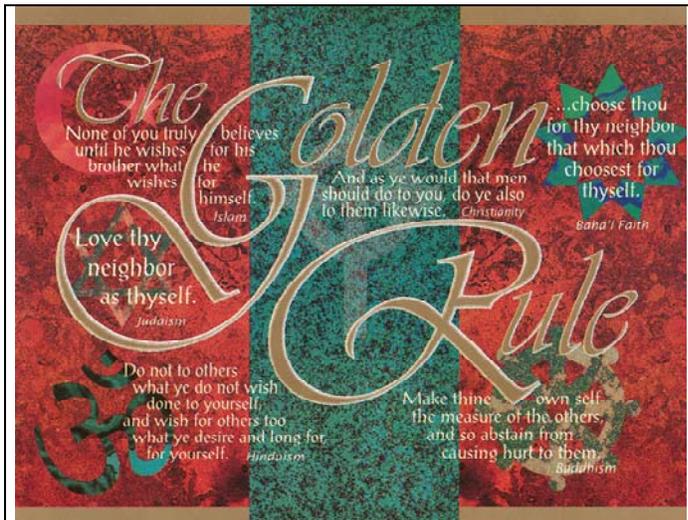
The attempt to understand another person by imagining his or her *perspective*.

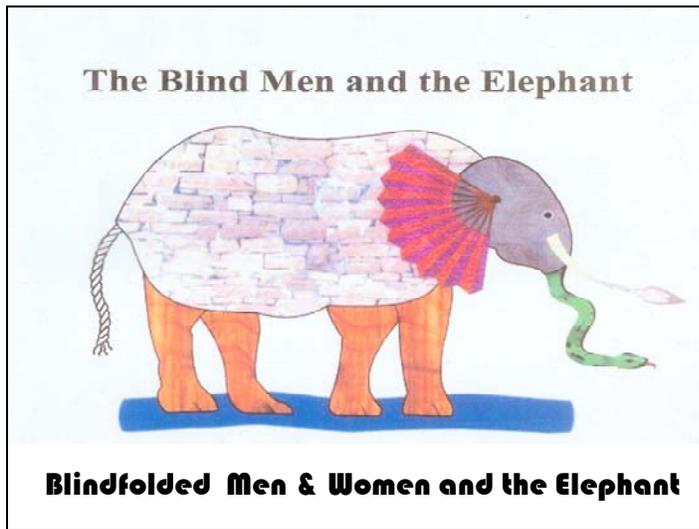
❖ **Cognitive Empathy:** Looking at the world "through the other person's eyes."

❖ **Intuitive Empathy:** Experiencing the other's feelings as if they were your own.

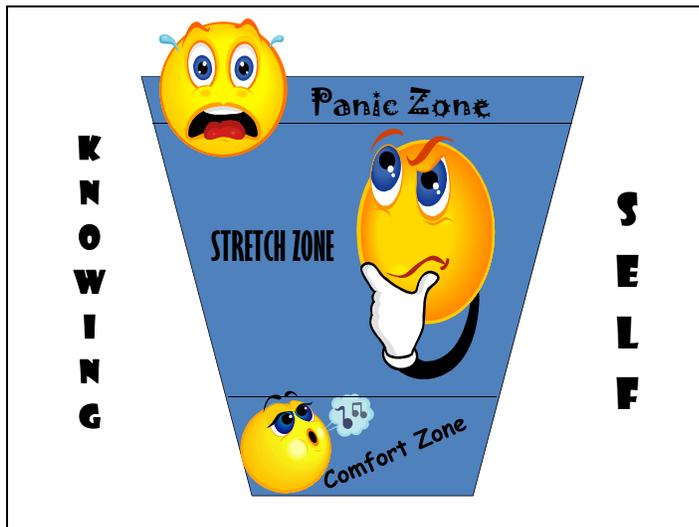
The Platinum Rule and its communication strategy, empathy, are based on the assumption of difference.

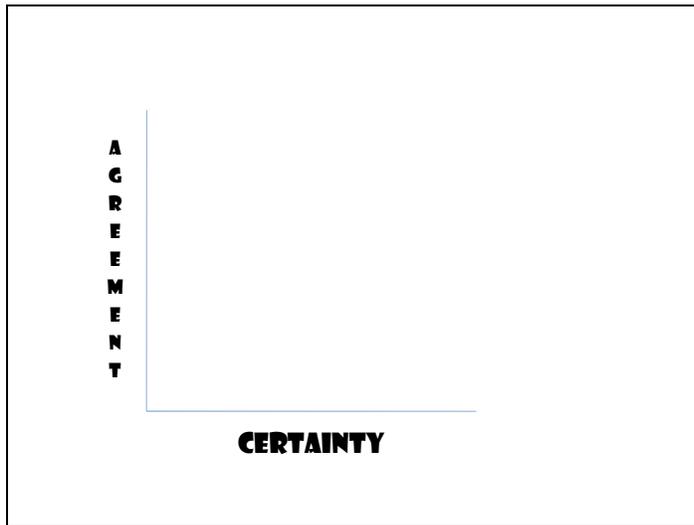
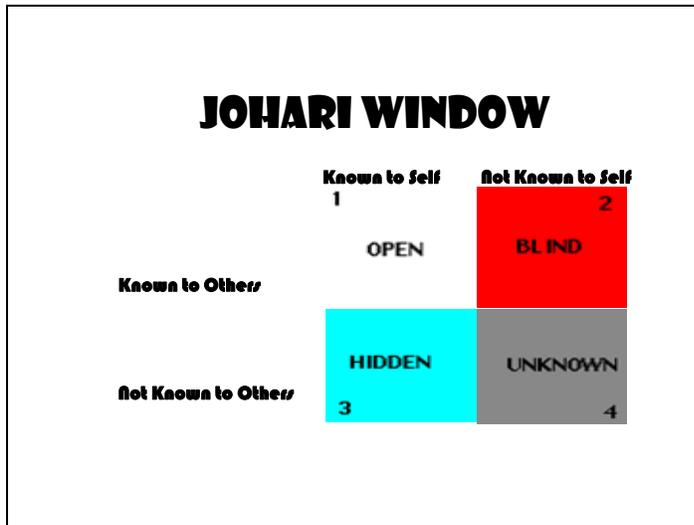
Bennett, M. J. "Overcoming the Golden Rule: Sympathy and Empathy." Reprinted in *Basic Concepts of Intercultural Communication*. Ed. M.J. Bennett. Yarmouth, ME: Intercultural Press, 1998.





Calibrating and Cultivating Self As Responsive Instrument		
Agent/Actor Vantage Point/Stance	Interior Environment	Exterior Environment
Individual Standing in one's own vantage point/ perspective	Inside/In Self-to-Self/Inward * Self-Awareness * *Subjective* I	Inside/Out Self-to-Self/Outward * Evaluation Task Management * IG * Behavioral *
Collective Standing in the perspectives/vantage points of multiple relevant collectives	Outside/In Self-to-Others * Social Awareness * WE *Cultural*	Outside/In Self-to-Systems * Relationship/Process Management * IGS *Social Systems*





Privileged Authority and Sacred Trust

Listen as if.
Listen as if you can't always tell
What the truth is.
Listen as if you might be wrong,
Especially when you know you're right.
Listen as if
You were willing to take the risk
of growing
Beyond your righteousness.

~ Excerpt from "How to Tell the Truth" by Paul Williams

