



Mission, Imperatives & Activities

April 2020

The HOW Institute for Society: Mission & Imperatives

The HOW Institute for Society seeks to build and nurture a culture of moral leadership, principled decision-making and values-based behavior that enables individuals and institutions to meet the profound social, economic, and technological changes of the 21st Century to elevate humanity.

The world is being reshaped faster than we have yet been able to reshape our institutions, our leadership and ourselves. A future that includes dynamic capitalism, vibrant democracy, healthy communities and free societies depends on the rise of moral leadership and values-inspired behavior.

The HOW Institute for Society is committed to building a world that is rooted in deep human values and noble ideals. The Institute is animated by an in-depth knowledge of moral philosophy, experience applying philosophical reasoning to modern problems and a belief in the urgent imperative of HOW. Today, HOW we do what we do matters more than ever and in ways it never has before.

Our work builds on seven imperatives

1. Institutions must be guided by values and shaped by moral leaders.
2. Moral authority and formal authority must be united to create meaningful and enduring impact.
3. Individuals must be guided by moral principles and frameworks.
4. Trust and shared truths are essential to bringing people together as communities, organizations and collaborators.
5. Business and society must shift focus from “how much” to HOW we behave and HOW we can work together to build something greater than ourselves.
6. Healthy values-inspired communities are the building blocks of a better society. We must learn what makes them work and create models to scale their success.
7. Leaders must frame paths ahead as journeys of significance, embracing the inevitable ups and downs, but remaining resilient and committed.

Our work is focused in five critical areas

1. **Educating and inspiring established and emerging leaders** to create a new wave of moral leadership and to ensure that positions of formal authority across sectors are occupied by leaders with moral authority
2. **Building moral frameworks and tools** to guide principled decision-making and behaviors for institutions and individuals
3. **Developing new metrics** that measure the HOW of moral qualities and behaviors, and the impact of HOW on “how much.”
4. **Bringing together leaders from all sectors** to champion the importance of moral leadership and to amplify its impact
5. **Promoting meaningful conversations** about critical issues in business, society, technology, politics, sports, education, media, the environment and more through the lens of values and moral leadership

ACTIVITIES

NXT-GEN Fellowship for Moral Leadership

The NXT-GEN Fellowship helps emerging leaders in businesses and civil society elevate their leadership styles in ways that contribute to social benefit through systems-level impact. Each class of participants develop their moral codes, senses of purpose, and personal leadership styles and skills through a dynamic curriculum based on the four pillars of moral leadership articulated by The Institute's founding Chairman, Dov Seidman. Using these skills, leaders will help advance those around them, their organizations, themselves, and ultimately, our society.

The program begins with a multi-day immersive retreat, continues over several months through distance learning and culminates with a practicum project in which the participants apply their learnings to a real-world problem. Finally, The Institute hosts a final day of immersive content and a graduation to celebrate the courage, determination and deep sense of purpose participants demonstrate by beginning their moral leadership journey.



To date, 115 participants have completed or are in process of completing the Fellowship. Mastercard and Unilever are our NXT-GEN anchor partners helping to shape the program and having participated in both our pilot cohort in Fall 2018 and our current January 2020 cohort. Additional partners include Levi Strauss & Co., Morgan Stanley, Travelers, LRN, IHS Markit, The World Economic Forum Global Shapers, Greyston Foundation, Global Health Corps, Synergos, and 92Y. Our next cohort will launch in Fall 2020.

Convenings & Conversations

The evolution of technology and demographics has resulted in a faster and flatter world with greater transparency and interdependence. Combined with political polarization, our trust in others and our understanding of truth is on trial. Everything feels proximal and personal, and everyone seems morally activated. The Institute will host a series of convenings for diverse leaders from different sectors and different generations to discuss and explore the imperative for moral leadership in our divided world.

Currently, we are formulating a one-day **Summit on Moral Leadership** to be held on June 9, 2020 at the Ford Foundation. As the business of business has evolved beyond

simply profit to now encompass moral, ethical, environmental and social issues to an extent that capitalism is even be re-considered, The Institute can seize the mantle to help businesses of all kinds and from all sectors, and their leaders navigate the reshaped world. We are pleased to welcome Doug McMillon, President and CEO, Walmart and Chairman, The Business Roundtable and Tom Friedman, author and *New York Times* columnist, as featured guests for the Summit.

Starting in 2020, The Institute will also begin to host a series of small, private dinners where attendees will dive deeply into moral leadership challenges of a specific sector or related to a specific issue in a safe environment to facilitate honest assessments and conversation that can result in real changes in action and policy.

HOW Fellows and HOW Research

HOW Fellows are established leaders, both in thought and action, from various sectors, who have demonstrated an outstanding commitment to moral leadership. They conduct cutting-edge research, publish timely articles, host dynamic talks, and produce insightful media projects that share vital perspectives about the power of moral leadership.

The Institute also conducts original and rigorous to document how often and how well various businesses and organizations of all kinds, and their leaders, operate within a moral leadership framework. The Institute is in the final stages of releasing **The**

State of Moral Leadership in Business 2020 full report. The Institute's original research, as well as that of our Fellows, will ultimately contribute to a **HOW Index** that measures and evaluates industry practices and allows organizations and individuals to assess ways to strengthen their performances using a moral leadership approach.

Moral leadership is in high demand but short supply.

Managers that demonstrate higher levels of moral leadership have stronger connections with colleagues.

Moral leadership increases business performance.

Professional development opportunities are not doing enough to foster moral leadership.

Our research signals a call to action—organizations can and must invest in fostering a culture of moral leadership.

HOWClass

The HOWClass will be a curated series of videos, sharing lessons from a diverse array of established leaders working at all levels and across all sectors of society about pivotal moments in their professional or personal lives that were addressed from a moral leadership perspective. This may include exploring specific decisions or a general discussion about the actions they took to gain moral authority after assuming a position of formal authority.

Covering topics including but not limited to business, AI, climate change, capitalism, and civil liberties, the HOWClass will provide teachable insights and ideas to people curious about how they too can practice moral leadership every day. Over time, the Institute

envisions developing supplementary content for each video such as additional video commentary from the Institute's founder, Dov Seidman, and curriculum materials, such as discussion questions that could be used in various educational environments and The Institute's programs.

Future Work

Because the HOW philosophy is expansive and encompassing, The Institute envisions an equal expansion of our work to bring the HOW ethos to institutions and individuals of all kinds. A few examples of concepts and projects being explored include:

HOW Media Initiative

Empowering media companies to regain moral authority in society by creating stronger moral frameworks and self-regulatory standards that ensure sustainable delivery of high-quality content that people can trust.

HOW Education

Curriculum and tools to help young people unlock their own sense of purpose and conduct themselves with values-based behavior in the digital age.

The Pause Project

Helping people create the space to stop and reflect on their behavior, understand how to make better choices and how to reimagine their own lives and their impact on others.