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AN INITIATIVE FOR YMER ETHICS RESEARCH TO PROVE POSITIVE IMPACT ON BUSINESS, INCLUDING THE SOCIAL ETHICS OF POPE JOHN PAUL II

- A DIRECTION FOR RESEARCHERS WORLDWIDE?

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Summary

An initiative for Young Managers Ethicality Researchers (YMER) is to share not to sell ethics research findings to prove the positive impact on business, including Pope's John Paul II social ethics, indicating new relations between ECONOMICS and ETHICS for the Society of the XXI Century.

The introductory phase was lunched to Universities in Europe at the end of 2011, supported by delivered research finding the "Work Ethicality Standard EC1000 (exposure draft) and Pope John Paul II to managers. As present phase an YMER ethics basic research is lunched to prove scientifically the positive impact on business. The first project, delivered to the National Research Center in Poland, to find a model of principles of ethical work, rationally selected according to the sensitivity of nine productivity contributing factors, is presented.

Creation of YMER centers at Universities worldwide, to share this basic research findings, including practitioners, is highly recommended

Keywords: Ethics research, PRINCIPLES of ethical work, labor productivity factors, Work Ethicality Standard EC1000, YMER, the Pew/P model, Management Education, , impact of ethics on economics, effects, social benefits

1. ETHICS REACH FINDINGS AS INPUT for the YMER INICIATIVE. WE SHARE – NOT SELL (YEARS 2000 to 2010)

One of the key directions for ethics researchers worldwide is to create models and tools for managers, employees and business ethics teachers with scientifically proved positive impact of ETHICS on ECONOMICS and BUSINESS. This is the aim of the initiative for YMER ethics research worldwide., Pope John Paul II has presented relations between ETHICS and ECONOMICS for the SOCIETY of the XXI Century in the Encyclical Centesimus annus. The relationship between Social responsibility and ECONOMICS has been addressed by the Pope Benedicts XVI in His Encyclical Caritas in veritate.

The Positive Organizational Psychology (POP) as the scientific study of positive subjective experience and traits in the work place and positive organizations, and its application to improve the effectiveness and quality of life in organizations (S.I. Donaldson and I. Ko, 2011) can be a valuable complementary contribution to the ethics research.

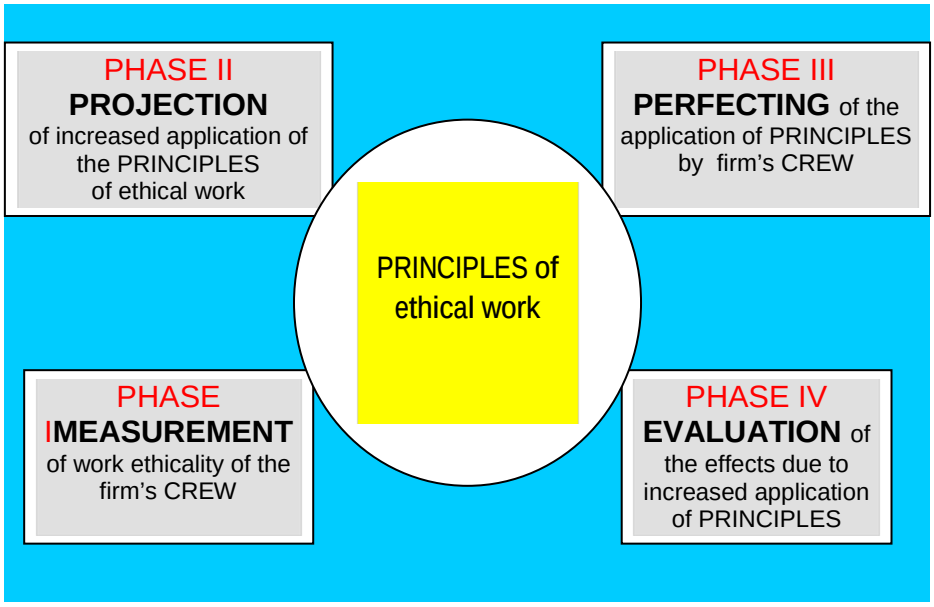
The initiative for YMER ethics research is presented in three stages. The first stage (years 2000-2010) presents the research finding as research and education tool - the Work Ethicality Standard ready to share and serve the ethicality researchers at any university. The second stage (2011-2012) is a development of the YMER worldwide network for ethics research. The third planned stage (2013-2015) indicates what in ethics research is to be done and shared between the YMER participants.

All what I have presented in this paper aims to raise interest of students - young managers to become Ethicality Researchers as YMER participants and to become co-authors of ethics research findings to prove the impact of ethics on business. Contribution of senior researchers, especially who like to help as YMER advisers, is highly welcomed.

1.1 The Work Ethicality Standard EC1000 (exposure draft) – main research finding

This standard was developed by the Warsaw Ethicality Research Group at the Bogdan Janski Academy in the period 2002 - 2009, This standard is based on PRINCIPLES of ethical work formulated from three sources: Pope's John Paul II social Encyclical Centesimus annus, from European Union surveys on "Partnership for a new organization of work" and European Association of National Productivity Centers Memorandum: "Productivity, Innovation, Quality of Working Life and Employment". This standard is the main ethics research finding of the government sponsored R&D Project R11 004 01. It is designed and proved to work as a tool for ethicality research, be used in education of future managers at universities and business schools, and also as a practical tool to manage ethicality growth in all business type and size organizations, research institute, school hospital, court, government and non government administration units. It seems to be one of the first in Europe of this type. This standard is composed of three main parts: the model list of 177 PRINCIPLES of ethical work, the six parameters, indices and indexes, and the four phases of the Ethical Competitiveness EC1000 management process for growth of economic effects and social gains such as value added, labor productivity, wages, social benefits, common good through ethicality growth in four PHASES (MEASURING, PROJECTION, PERFECTING, EVALUATION) [Figure 1.].

Figure 1. *PHASES of the EC1000 PROCESS for improvement of ethicality and productivity*



Source: Work Ethicality Standard EC1000 (exposure draft,), The Bogdan Janski Academy, On line edition www.janski.edu.pl , YMER Center, Warsaw 2010, page 14

1.2. PRINCIPLES of ethical work – research findings

Research findings on the significance, as an example from 104 businesses in Poland, of the 20 PRINCIPLES of ethical work, formulated from John Paul II social teaching to managers (53 altogether among 177 in total of the EC1000), are indicating the WEIGHT (importance to business) given by the managers to each PRINCIPLE [Table 1.] Weight given by managers at each particular organization in accordance of particular organization, (including "0" what means that this PRINCIPLE is not relevant to this business), are important flexibility and adaptively feature of this EC1000 standard.

The PRINCPLES are mentioned in the order starting from the highest weighted (16 points from among 1000 in total) by 156 managers from 104 investigated businesses in Poland. Employees of these businesses, 1930 in total, have expressed their opinion if particular PRINCIPLE is applied in his firm or not. We have introduced the parameter (e) "ethicality", which is calculated as the ratio of opinions of employees that PRINCIPLES are applied to 177 x number of respondents. Among the 104 businesses (e)= 18%(the lovest) ; of the highest (e)=81%. It is important to mention that the three "e" are inspired by professor W. Gasparski as **e**conomicality, **e**ffectivity, **e**thicality. The difference between the 17 businesses with high ethicality and with low was used to calculate in research the so called "discrimination power" of the ethicality measuring criteria (PRINCIPLE). Principles below 0,5 were eliminated.

Table 1. Top 20 PRINCIPLES of ethical work with average WEIGHTS above the average 6 points (high.). Ethics research findings

	The social ethics of Pope John Paul II formulated into PRINCIPLES of ethical work (* code number in the "Work Ethicality Standard EC1000")	RESEARCH RESPONDENTS		
		MANAGERS	EMPLOYEES	
		WEIGHT points	**In 17** businesses with **low** ethicality (e)	**In 17** businesses with **high** ethicality (e)
1	3.2* The Management recognizes "the combination of productive factors most adapted to satisfying needs" of the CLIENTS, to avoid unnecessary costs and investment	**16**	**44%**	**84%**
2	3.1 The production means serve serviceable work and are productive – there fore its (private) possessions are justified and serves the increasing of work places, development but not exploitation	**15**	**37%**	**79%**
3	2.1 The call of our clients for an existence(with our products and services) which is qualitatively more satisfying is of itself legitimate and to more and more better and satisfactory living conditions and larger and larger wealth is in itself justified - this is an obligation for our company's CREW.	**15**	**61%**	**82%**
4	1.1 I feel that the Board of Management in the MISSION takes into consideration the principle that "man's principal resource is man himself" what means **the main wealth** of the firm **is the MAN himself** – the firm's CREW	**14**	**35%**	**74%**
5	2.6 In the company we realize, that today the problem is to "respond to a demand for quality: the quality of the goods to be produced and consumed, the quality of services to be enjoyed, the quality of the environment	**14**	**60%**	**86%**

	and of life in general".			
6	3.3 The Management of the company takes care on the implementation of innovations to keep the competitive advantage of products produced with new technologies	**13**	**49%**	**89%**
7	2.4 The Management in our company is accomplishing the principle to have: „ability to foresee the needs… for others"	**13**	**46%**	**77%**
8	5.1 I "acknowledge the legitimate role of profit as an indication that the business is functioning well"	**9**	**67%**	**90%**
9	1.8 In our company it is recognized that MAN is more important than thing (priority of MAN over the thing)	**9**	**40%**	**76%**
10	1.12 The Board of Directors entertains that the "free market is the most efficient instrument for utilizing resources and effectively responding to needs"	**8**	**44%**	**70%**
11	1.17. c) The right freely to establish a family, to have and to rear children.	**8**	**71%**	**90%**
12	4.3 Management recognizes the need for **"**everlasting procurement of new competences and adaptation to changes" by the company's CREW.	**8**	**49%**	**88%**
13	1.2 I feel that a common tendency of the CREW toward the continuous firm's development is the basis for the MISSION being implemented	**8**	**45%**	**76%**
14	1.6. f) Determining (on the effects of the firm) is "the role of a disciplined and creative human work" of the CREW of the company and, - "as an essential part of that work – initiative and entrepreneurial ability becomes increasingly evident and decisive"	**8**	**53%**	**80%**
15	1.6. g) Supported is "the technological progress, inventiveness spirit, the care to create and make extension of the enterprise, improvement of production methods and honest effort of people employed in production: in brief all what serves the progress".	**7**	**59%**	**82%**
16	1.6. a) "The legitimacy of workers' efforts to obtain full respect for their dignity and to gain broader areas of participation in the life of industrial enterprises so that, while cooperating with others and under the direction of others, they can in a certain sense work for themselves (through the exercise of their intelligence and freedom".	**7**	**54%**	**88%**
17	1.16. c) "Profit is the regulator of the life of a business, but it is not the only one; other human and moral factors must also be considered, which, in the long term, are at least equally important for the life of a business"	**7**	**47%**	**68%**
18	2.5 The company is promoting buying and consumption of products without exaggeration - is not promoting the	**7**	**32%**	**65%**

	"consumerism".			
19	1.17. a) "The right to share in the work which makes wise use of the earth's material resources and to derive from that work the means to support oneself and one's dependents ",	**6**	**56%**	**85%**
20	1.6. e) My "right to freedom as well as the duty of making responsible use of freedom" to use it in a responsible way"	**6**	**45%**	**81%**

Source: Research findings from the R&D Project R11 004 01, sponsored by Polish Government,

It's remarkable, that the PRINCIPLE on profit as indicator has the highest ethicality (90%), but not the highest Weight (only 9 points)

8	5.1 I "acknowledge the legitimate role of profit as an indication that the business is functioning well"	**9**	**67%**	**90%**

1.3. Impact of PRINCIPLES of ethical work on competitive productivity – research findings

Research finding on the impact of the PRINCIPLES of ethical work application on competitive productivity, has to be seen as "introductory" only, because proved on a sample of 45 businesses only. It is of great importance, because it indicates the relations between ethics and productivity. This is demonstrated by the matrix below: [Figure 2.]

8 business org. with Competitive Advantage of Productivity with **low** Ethicality	**17 business org.** with Competitive Advantage of Productivity with **high** Ethicality	Have CAP
13 business org. without Competitive Advantage of Productivity with **low** Ethicality	**7 business org.** without Competitive Advantage of Productivity with **high** Ethicality	Do not Have CAP

Average Productivity ← of the branch

LOW Index of Ethical Competitiveness(IEC) *HIGH Index of Ethical Competitiveness(IEC)*

Figure 2 *Impact of the Index of Ethical Competitiveness (IEC) on the Competitive Advantage of Productivity (CAP)*

Source: Research findings, R&D Project R11 004 01, Jan Bałamut , Jerzy Donarski, Aleksander Sobolewski, Impact of work Ethicality level and social responsibility on competitiveness in business organizations, under scientific edition of Wojciech Gasparski, Bolesław Rok in cooperation with Anna Lewicka-Strzałecka and Dariusz Bąk, "Ku obywatelskiej rzeczpospolitej gospodarczej , POLTEXT, Warsaw 2010, page 182

Universities and business schools are invited to continue this important research within the scope of the YMER network. Any consultancy, if needed will be provided by the YMER group of the Bogdan Janski Academy.

1.4 A new teaching and research system is based on the EC1000 standard

The EC1000 standard was used successfully to establish a new combined teaching and research system at the Bogdan Janski Academy since 2008 [Figure 2a]

More than 600 Master degree and License students the young, future managers at the Bogdan Janski Academy, at the Management Department in Warsaw, have successfully passed this Ethical Education of future Managers through EC project in the period of 2008 -2010. More than 150 projects for 150 organizations have been prepared by four person project teams at the business and non business organizations where the students are employed. However the YMER –Young Managers Ethicality Researchers contribution, indicated in Figure 2a, was initiated starting in 2011 and about 15 YMER participants from among our students have made their first fruitful ethical research contribution.

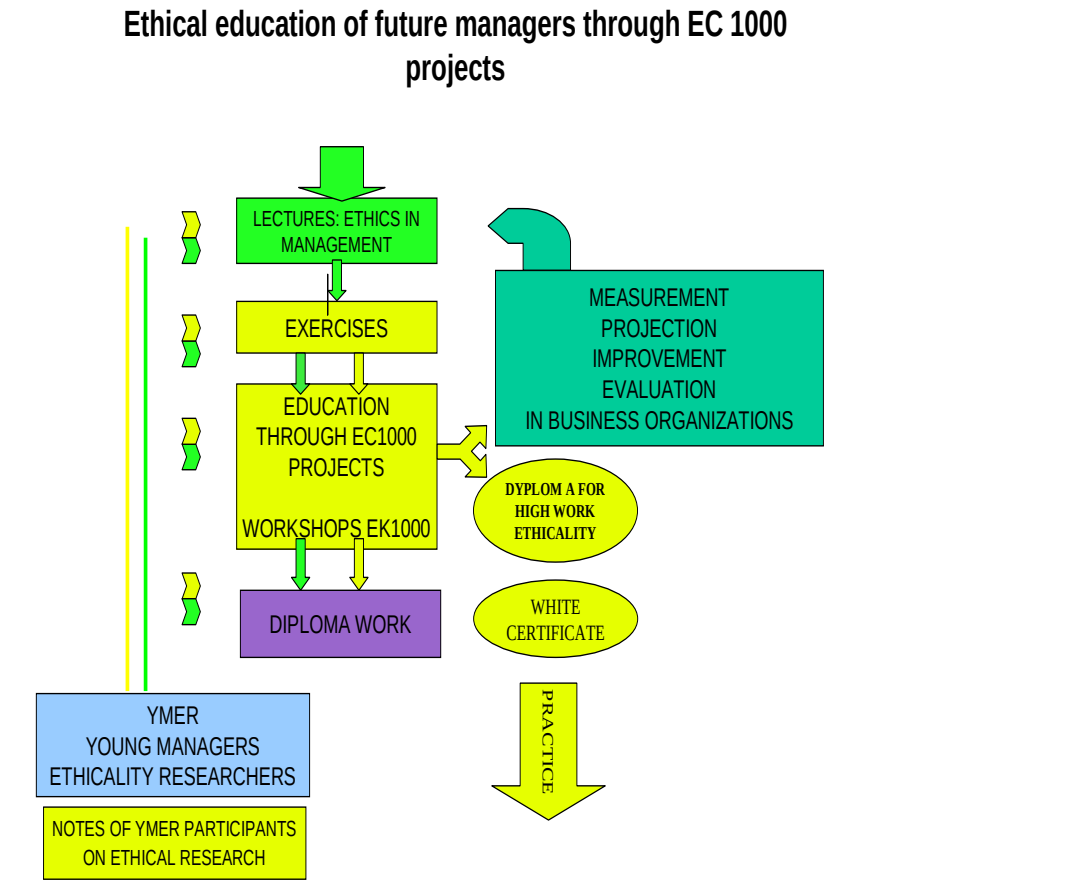


Figure 2a *Ethical education of future managers through EC1000 projects at the Bogdan Janski Academy*
Source: Own elaboration presented at the Conference "BUSINESS ETHICS; EDUCATION AT ACADEMIES AND IN FIRMS, Warsaw, December 2011

2. THE YMER ETHICS RESEARCH WORLDWIDE NETWORK WAS PROPOSED TO UNIVERSITIES IN EUROPE AT THE END OF 2011 (YEARS 2011 - 2012)

2.1 The initiation of the YMER ethics research network worldwide (www.janski.edu.pl **, see YMER Center)**

This Young Managers Ethicality Researchers (YMER) worldwide network initiation was started by the Bogdan Janski Academy in September 2011. It is still available on: www.janski.edu.pl see YMER Center, the Rector's letter addressed to the Rectors of the 24 Universities and Business Schools in Western Europe and one in USA (through contact persons, mentioned in the "Catalogue of Initiatives of the EABIS 4th Annual Colloquium 5-6 December 2005 Warsaw, Poland),

The same Rector's letter (in Polish) was also mailed to 48 Academies in Poland, providing management education to students. The letter has invited the Academies to join the YMER network and introduced the YMER project as aiming to researchers that are interested in instant and continuous mutual sharing of brief notes containing their research findings on how to grow the social and economic effects due to so called ethicality standard. Attached was on line edition, for full download, free of charge, the Work Ethicality Standard EC1000 (exposure draft)" and also our on line edition publication titled: "POPE JOHN PAUL II to managers".

The EC1000 standard, the permanent call for YMER NOTES and further information on the network are still available at the www.janski.edu.pl ,when looking at the "YMER center" page (in English) or the "Centrum YMER" (in Polish).

The call for NOTES on ethicality research, updated on 15th June 2012, is as follows:

Dear Young Managers Ethicality Researchers (YMER) at Universities and Business Schools become YMER network participants

The wish of John Paul II "to study, spread, apply…"

Blessed John Paul II, Pope, has expressed the wish in His Encyclical *Centesimus annus"* to study, spread and apply the social teaching…". During the Young People World Days (from all continents) in Czestochowa, Poland, in 1991, HE told: "Receive the Holly Spirit!. Infiltrated by the power, which comes from Him, become the builders of a new world, another world, based on truth, on justice, on solidarity, on love".

There is still need to improve the "bridge" between the managers' business practices and the social teaching in the education of current and future managers

If you like to fulfill his wish and if you seek to grow social and economic effects through work ethicality ("ethicality" means simply the degree of application of the "PRINCIPLES of ethical work" by managers and employees) at an organization you are in or will be in, please try to apply the innovative method and tools for managers, developed as result of our research findings, which is presented in the two documents (further two are in preparation):

1. POPE JOHN PAUL II to managers (JPII m)

http://www.janski.edu.pl/file/upload/1765df_5120.pdf

2. Work Ethicality Standard EC1000(Exposure draft) (WES)

http://www.janski.edu.pl/file/upload/886df_3876.pdf

3. Productivity & Ethicality. Research findings, on line edition (in Polish only, in English on request the summary only) will be published in June 2012

POPE JOHN PAUL II TO LECTURERS, STUDENTS, YOUNG MANAGERS ETHICALITY RESEARCHERS – YMER. MAN, ETHICS & ECONOMICS. SOME RESEARCH FNDINGS, will be published in June 2012

Creation of the YMER network aims to speed up the research process to bring benefits for society from 'bridging" Economy with Ethical dimension and in this way to better meet the spiritual and material needs of people and to respect their basic rights. The immediate aim of the YMER network is to help the

ethicality researchers in Europe and other part of the World to speed up the process of finding correlations between high work ethicality and a competitive productivity. Continuous mutual exchange of NOTES on the research findings for mutual creativity inspiration, to share not to sell, is an imperative assumption of YMER network. "Young managers" means the research students and research assistants. Research fellow comments are highly welcomed. Therefore we seek your NOTES produced in the following way:

1. Study 'JPII m' document and write NOTE on "My core PRINCIPLES (values) which I will apply to my future managerial role"

Start the study on page 39-40 and 43 of the (JPII m).

- Within few minutes you can make a brief ethical self-reflection on the one most important PRINCIPLE of ethical workfor you to follow in your current or future business.

- Select few (at least 5) PRINCIPLES of ethical work, that can be seen as core values (out of the total 53 formulated on the Pope's Social Teaching for managers) as the most important in making manager's business practices effective, ethical and socially responsible. Go back to Pope's genuine Encyclical text indicated at each PRINCIPLE, as (CA…). Write not more than 2 pages of your understanding of Pope's text on 'WHY each PRINCIPLE has to be applied by a manager'. Asses, if possible, the resultant social benefits and economic effects and add your personal opinion comments.

We will present your NOTE'S synthesis on our YMER conference with your name as the author, on the 22st October 2012. Your NOTE will be included in the conference proceedings which will be available on the internet by the end of December 2012.

2. Do research and share your findings (spread) by organizing meetings, seminars or conferences. Write a NOTE on your research

To do the research please uses the second referenced document (WES). This will involve doing a research exercise among the mgt students of your group or even of the whole department. We are doing it successfully at our university. Use the "QESTIONAIRY for managers" on page 54-56. Summarize findings. You will discuss with them the proposal for core values and the reflection about the impact on business competitiveness and on work productivity. Share the findings and your conclusions with the group. Write a 'Note on research" and e-mail it to the YMER network members. On doing so you will be privileged to receive from the YMER center at The Bogdan Janski Academy research done in 30 organizations recently.

To spread wider – initiate an YMER group meeting in your research unit, .to share and discuss the views on the deep sense of Pope's social teaching directed at managers. You can initiate an YMER seminar or even an YMER conference. The 22 October, is announced by Pope Benedict XVI as the bl. John Paul II, memory day. You may like to initiate to establish an YMER center at your University or Business School.

3.Apply in education of managers. Write NOTE on application in Management Education

As research assistant, in agreement with the lecturer, you may apply the (WES) for exercises in topics like "ETHICS IN MANAGEMENT, BUSINESS ETHICS. It is based on 177 PRINCIPLES of ethical work, formulated on Pope's social teaching, on research and documents of European Union, allocated into 26 management problems fields and these cumulated into five decision making areas; MISSION, PRODUCT/SERVICES, TECHNOLOGY, PERSONAL POLICY, FINANCE POLICY. Include the research findings of other YMER participants. Through the YMER network we may develop together the method of diagnosing "social responsibility" of organization's CREW according to ISO 26000 by using the (WES) for managing the CSR strategy.

4. Apply to research of work ethicality for management and business practices. Write a NOTE on CASES of application

As a research student, for Your MBA diploma work, you may use the (WES) to make ethicality and productivity research, in any organization,.

As a current manager you have management tools ready made with four phases of ethicality growth needed to: MEASURE ethicality and productivity, to PROJECT the growth, to schedule IMPLEMENTATION and finally to EVALUATE the growth of personal and social benefits, competitive productivity and other effects in business.

The best CASES will be published in the "Work Ethicality Guide + CASES in Europe",

2.2 How the initiative for YMER ethics research is to further develop, to prove positive impact on business.

The boxes below contain a further clarification of the YMER network and objectives.

Box 1.
The overall aim of the initiative for YMER ethics research:
To take into consideration the spiritual and material needs of human beings and respect his basic rights at work through development of innovative ethicality management methods and tools, and young managers ethicality education that will guide them to be prepared to use this knowledge for common good multiplication through positive impact of ethics on business

Box 2.
Fundamental rules of the YMER member:
First rule: To share not to sell ethicality research findings that concern impact on ECONOMCS and on BUSINESS, to inspire each other into further contributions to the network and to contribute to the pool of knowledge directly related to multiplication of common good.
Second rule; Any YMER member is a voluntary servant to the society he or she lives in.
Third rule : To get You have to give (NOTES – short information on research findings, but also opinions how to improve the ethicality management methods and tools)

Box 3.
YMER member definition.
Any doctor degree candidates and MBA and Masters student at universities and business schools in any country, who is studying management and likes to participate in research on the impact of ETHICS on ECONOMICS and on BUSINESS, taking into consideration other related sciences
Members may play roles:
YMER participant –
YMER contact person –
YMER adviser
YMER specialists in economics ,in sociology, in psychology, in statistics ,in other needed fields

3 FOR THE INITIATIVE: YMER ETHICS BASIC RESEARCH, TO BE PERFORMED AT MANY UNIVERSITIES TO PROVE SCIENTIFICALLY THE POSITIVE IMPACT OF ETHICS ON BUSINESS,

(YEARS 2013-2015)

3.1. Project 1: "The model of PRINCIPLES of ethical work, taking into consideration the social teaching of Pope John Paul II, and their impact on productivity and on social benefits in organizations in Poland and Europe"

A basic research type project is currently in the process of financing approval at the National Research Center in Krakow (Poland). If approved, all the research findings will be made available to all YMER participants, successively, constantly along the whole research process.

We like to prove two research hypotheses:

> The Research Hypothesis 1. High degree of application of ethical work PRINCIPLES by managers and employees, rationally selected in bundles corresponding to the sensitivity of each of the nine productivity factors, has positive impact on productivity growth and competitive advantage;
>
> The Research Hypothesis 2. PRINCIPLES of ethical work, formulated from the social teaching of Pope John Paul II, have a statistically significant impact on productivity and new culture of work, which takes into consideration the spiritual and material needs of human being and respects his basic rights.

The final research effect for teaching business ethics and application by managers

The objective of the YMER ETHICS RESEARCH is to confirm an impact of PRINCIPLES of ethical work application on shaping competitive labor productivity. Up to now, this has not been confirmed yet scientifically. A „Model for PRINCIPLES of ethical work" (PRINCIPLES' bundles) for stimulation of labor productivity and competitiveness in organizations (The Zep/P model) has also to be further developed. There is the assumption that this Model will serve as a basis for creating of a computer tool, and a platform in the future to support rational selection of the PRINCIPLES in accordance to the specifics of a particular business organization. [Figure 3.]

It will also enable the management board of any particular organization to simulate potential losses of non-application of a particular PRINCIPLES of ethical work, and how to manage its application to achieve the effects of positive impact of ETHICS on BUSINESS such as: growth of value added, labor productivity, wages, social benefits, common good multiplication.

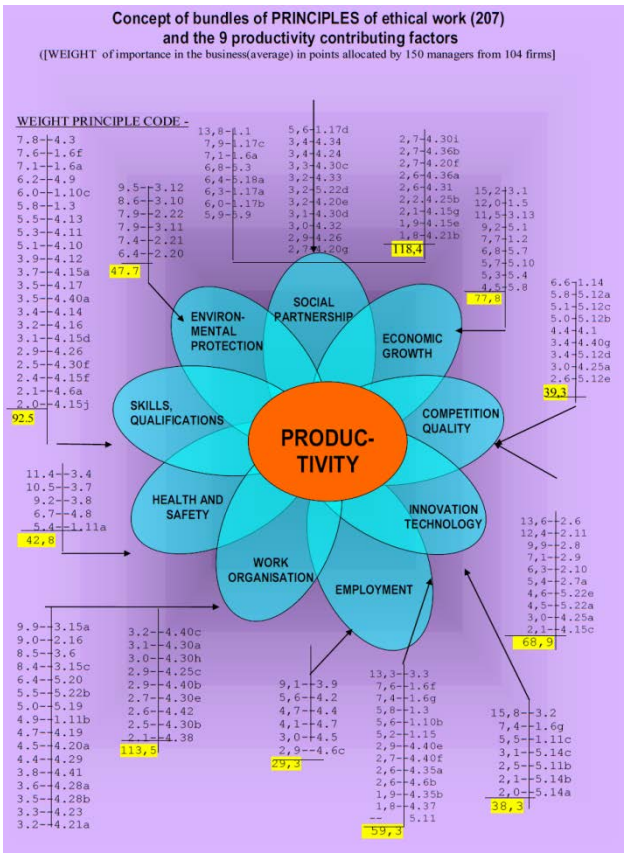


Figure 3. *Concept of bundles of PRINCIPLES of ethical work and the 9 productivity contributing factors*

Source: Productivity – the Finish Work Environment Fund (EANPC), Bundles – Expert's Concept of J. Balamut, J. Donarski, WEIGHTS – Own research findings, Project R11 004 01

As You may read from figure 3.

- the "bundles; " SOCIAL PARTNERSHIP" has the highest number of points (118,4 out of 1000 in total), what means to these PRINCIPLES, by 156 managers from 104 businesses in Poland, have expressed their feeling on importance for their business.
- the highest Weight, given by managers is to has the PRINCIPLE code Nr 1_1 "I feel that the Board of management in the MISSION takes into consideration the principle that "man's principal resource is man himself" what means the main wealth of the firm is the MAN himself – the firm's CREW

This "Flower" is a graphical illustration for the raising of labor productivity. The source of the flower itself is: The Finnish Work Environment Fund.

The second important effect will be a Guide, "Work Ethicality& Productivity Management", to be used in education of future managers ,especially at Universities and Business Schools,

3.2 Project 2.: "YMER – Transmitters of the ECP1000/CSR method. Innovative education and research in service of knowledge based society development"

This project is aimed to transmit the YMER ethics research effects –the innovative ethicality management methods and tools to businesses and other organizations, in the process of education of managers in the master degree and license programs of our academy, to be 'mainstreamed" to other academies in Poland and abroad.

The main aim of this project is to strengthen of university's didactic potential through elaboration of a new model of ethical education of managers by and with transmission, for strengthening of the organizations managers through an innovative work ethicality management method ECP1000/CSR to solve such three problems in the manager's education:

First education problem: limited knowledge on positive impact of ethics and social

responsibility on business. This is the cause that ethics in business is lectured in a descriptive form but not as normative applied science;

Second education problem: lack of students prepared to act as transmitters to transmit, in

parallel to their education process, the ethicality research data from business, assist the business organization in the implementation of the ethicality research findings of the academy back to business, consult preparation of ethics impact on economic and social effects as feedback information to the academy.

Third education problem: delayed flow of the research findings from the academy to the

business.

In February 2011 this new R&D project 2 was submitted to the National Research and Development Center, to be financed from the European Social Funds, Human capital (2012-2014)

To make an effective transmission of ETHICS to BUSINESS, an innovative methods and managerial tools between University and business and non business organizations through students prepared to be Transmitters doing it in the process of so called specific, innovative process: "Education through projects ECP1000/CSR". The method will be based on new concept of two integrated matrixes: "The 5 DECISION AREAS, 9 PRODUCTIVITY CONTRIBUTING FACTORS, 7 SOCIAL RESPONSIBILITY CORE SUBJECT (based on the International Standard ISO 26000)".

Figure 4. *The integrated matrixes 597*

5 DECISION AREAS	**9** PRODUCTIVITY CONTRIBUTING FACTORS									**7** SOCIAL RESPONSIBILITY CORE SUBJECTS						
	9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9	1	2	3	4	5.	6	7
MISSION	1_9.1								1_9.9	1_7.1						1_7.7
PRODUCT	2_9.1								2_9.9	2_7.1						2_7.7
TECHNOLOGY	3_9.1								3_9.9	3_7.1						3_7.7
PERSONEL POLICY	4_9.1								4_9.9	4_7.1						4_7.7
FINANCIAL POLICY	5_9.1								5_9.9	5_7.1						5_7.7
Total:																

Source: Project: "YMER – Transmitters of the innovative ECP1000/CSR method

These two matrixes will serve managers of particular businesses to formulate their 597 - CSR strategy. Collected ethicality and responsibility data, entered into the 5x9=45 productivity cells and into 5x7=35 responsibility cells will help managers to formulate their CSR strategy.

3.3. Creation of YMER centers (virtual) at universities and business schools worldwide to inspire, conduct some ethicality research and to share the findings

- is highly recommended

To prove scientifically the impact of ETHICS on ECONOMICS and to create practical models, ethicality management methods and tools is a difficult task which requires involvement and integration of brains of the ethics and economics researchers as well as business practitioners and other stakeholders.

The YMER concept is based on the assumption of creation of YMER groups or even YMER virtual centers at as many Universities as possible, as long there are students interested in this subject and who are prepared and willing to share the research findings.

YMER center at the Bogdan Janski Academy(virtual) *www.janski.edu.pl* ***(as example)***

Establishment of this virtual YMER center has not required any formal institutionalization, typical for establishment of classic "centers" at universities. It took few days. At this virtual YMER center you may find the letter of His Excellency Rector to Excellencies Rectors at other universities with the concept of the project YMER worldwide network. You may find the permanent "Call for NOTES". You may open and download the research findings of our Academy as our "sharing not selling", as the first input to the YMER worldwide network participants. You may find the name of the YMER contact person with e-mail address. You will find the list of YMER participants at the Bogdan Janski Academy. Always you will find: date of first YMER NOTE delivered, kind of research he/she is doing, kind of research he/she likes to do, questions, research problems he/she is interested to get information on.

4. SOCIAL ETHICS OF POPE JOHN PAUL II AND THE POSITIVE ORGANIZATIONAL PSYCHOLOGY – COMPLEMENTARY SCIENCES FOR STRATEGIC LEADERS EDUCATION?

The sciences such as ECONOMICS, ETHICS and PSYCHOLOGY provide the knowledge to guide strategic leaders. The social ethics of John Paul II is available for everybody at www.vatican.va in many languages. His social teaching is presented in three Encyclicals: Laborem exercens, Solicitudo Rei Socialis and Centesimus annus.

For the YMER members, to make the study of the social ETHICS of Pope John Paul II easier, an on line edition publication entitled; POPE JOHN PAUL II TO MANAGERS, is available at www.janski.edu.pl, under YMER Center topic. A special publication entitled 'POPE JOHN PAUL II to LECTURERS, STUDENTS, YOUNG MANAGERS ETHICALITY RESEARCHERS – YMER. MAN, ETHICS & ECONOMICS' will be available for the ISBEE Congress participants.

The YMER participants at different universities will be asked to invite researchers of the Positive Organizational Psychology, to get their contribution. "It's a shift from markets to minds, from strategic leaders who need to understand and cope with market forces to ones who also understand and cope with mental processes"[1] -

Table 2. Comparison of ETHICS and Positive Organizational Psychology

ETHICS	POSITIVE ORGANIZATIONAL PSYCHOLOGY
"ETHICS is science, is a set of statements, judgments, which aim to direct the human	The Positive Organizational Psychology (POP) as the scientific study of positive subjective

[1] Giowanni Gavetti, associate professor at Harvard Business it School, The New Psychology of Strategic Leadership, Harvard Business Review, July-August 2011, p.118-125

actions, but are in such relations to these actions as a specific theory to practice. Most of all, we must be aware that a particular human action have its particular character as it is done by a unique individual, but the principles formulated and justified in ETHICS have to retain general and abstractive character. The problem arises in connection of these general principles with the specific actions if these principles have to shape it (…) (Cardinal Karol Wojtyła, ETHICAL ELEMENTARY)	experience and traits in the work place and positive organizations, and its application to improve the effectiveness and quality of life in organizations (S.I. Donaldson and I. Ko, 2011) Explained by Peterson (2006), positive psychology has three pillars. The first pillar *positive subjective experience* includes happiness, wellbeing, flow, pleasure, hope, optimism, and positive emotions. The second pillar, *positive traits,* encompasses talents, interests, creativity, wisdom, values, character's strength, meaning, purpose, growth, and courage. The third pillar, *positive institutions,* includes positive families, schools, businesses, communities, and societies

In 1991, May 1st Pope's John Paul II Encyclikal *Centesimus annus* was announced. It brought closer ETHICS to ECONOMICS and went down to the level of workplace in organizations and business. Isn't that amazing that more than 300 000 volumes have been sold in US alone?

This encyclical, as the Pope says, is "directed to the future, the XXI Century (CA 62). Therefore the Pope stresses that the present world is becoming more and more aware that solution to serious national and international problems lies not only in industrial production, or legal and social organizations, but requires a strong reference to particular ethical-religious values, transformation of the mentality, behavior and structures.

It is a natural process that the "echo" of key publications develops reaction few years later.

"Ethics, as science, is focusing on the research of the phenomena of morality. From this point of view it shares common grounds (interacts) with other sciences, for which morality is also the object of interest, like psychology. In spite of ethics and psychology having common object of research, they are separated by the very different way in which each of these sciences approach the phenomenon of morality, as well as in the methods the research is applied to them. The difference of ethics as philosophical science, however, does not invalidate the fact that Ethic as a science has to(should) benefit from these particular other sciences"[2]

For the YMER ethicality researchers a search for a solution of what to make, and how to make that ETHICS to be science, is shifting or has shifted into "ethicality", which means application of the established by ETHICS norms of work, particularly those that are mutually valued and accepted by both employees and managers of a business or an institution operating in a given branch of industry or public service and within a particular culture.

It seems very rational to ask the Positive Organizational Psychology (POP) researchers to join ethicality research work and to propose where, when and how to use their knowledge and research findings.

I think it will not be too in advance to say that the Young Managers Ethicality Research have a massively challenging task ahead but with a potential to become the new movement which we could call - '**Positive Organizational Ethics'.**

A great challenge for YMER participants is to develop into "New culture of work" movement of managers and employees of any organizations, that "takes into consideration the spiritual and material needs of human being and respects his basic rights", as John Paul II has envisaged and expressed in His encyclical Centesimus annus, on social life of societies in the XXI Century.

[2] Fr Slipko T., ETHICS, in Social Dictionary, under ed. Szlachta B., Editor WAM, Cracow, 2004

ENDNOTES:

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