

Possible Criteria for 'Involvement'

How strong is my connection to the injury or harm?

- Is there a causal contribution between our actions and the harm? Do we enjoy benefits as a result of the situation?

How vulnerable are the parties at risk?

- How competent are the parties to contend with the situation? What freedom do they have to address it? How much access do they have to relevant information? What avenues of recourse do they have?

How serious is the injury or harm?

- What is the nature of the injury or harm? Scope? Are there any offsetting benefits to injured parties?

What resources do I have to bring to bear on the problem?

- How directly can we influence the situation through action? What are the costs of action, in absolute terms and given our level of resources? Are we within our rights to pursue the action? Have we secured the necessary inputs, approvals, and consents?

What is the connection between the concern and our organization's values and purpose?

Is the societal concern a legitimate societal expectation/demand of our organization?

Beyond sentimentality or ideology

Rigorous analysis of situation in economic, ethical, and legal terms

- How does each party involved in the situation see it
 - ‘framing’ of the issues
 - ‘facts’
 - Harms and benefits... rights and duties
- Likely alliances... necessary alliances

Soundness of the strategy and action plan

- Are they consistent with the firm’s (1) mission, (2) guiding values, (3) objectives in addressing the specific situation, and (4) the economic, legal, and ethical imperatives?
- Are they a legitimate exercise of the firm’s authority? Does the proposed action infringe on the legitimate authority of others?
- Does the strategy or plan recognize likely competitive and/or legal responses? the likely resistance and support within and outside of the firm?
- Is there a clear definition of ‘success’? Are there clear measures, an effective monitoring system, appropriate incentives, and clear accountability?
- Does the firm have the resources and the will required to carry out the plan?