

CONTENTS

<i>Preface</i>	<i>page</i>	xi
1	Introduction	1
1.1	Introduction	1
1.2	The Plan of This Book and a Note on Terminology	8
1.3	Virtue as Skill, and Virtue Rules	14
1.4	Ethics and Global Governance: A Brief Overview	18
1.5	Two Forerunners	22
2	Ethical Challenges	27
2.1	Introduction	27
2.2	The Wannabe Supreme Court Justice	29
2.3	The Parliamentarian's New Apartment	33
2.4	The Trouble with Rules	37
2.4.1	Rules Do Not Apply Themselves	38
2.4.2	Rule or Exception?	38
2.4.3	Over- and Underinclusiveness	40
2.4.4	Outdated Rules	41
2.4.5	Wide Discretion	42
2.4.6	Conflicting Rules	45
2.5	Indeterminacy and Context	47
2.5.1	Framing	49
2.5.2	Overly Complicated Settings	51
2.5.3	Conflicting Imperatives and Dirty Hands	54

3	The Individual in Global Governance	57
3.1	Introduction	57
3.2	State-Centrism	58
3.3	Introducing the Individual	65
3.4	The Free Individual	71
3.5	On Leadership	76
3.6	Internal and External Leadership	80
3.7	Final Remarks	83
4	Virtue Ethics and Global Governance	85
4.1	Introduction	85
4.2	Aristotle	88
4.3	On Deontology and Consequentialism	96
4.4	Deontology, Consequentialism, and the Virtues	101
4.5	What Virtues in Global Governance?	105
4.5.1	Courage	108
4.5.2	Truthfulness	111
4.5.3	A Brief Word on Justice	116
4.5.4	Practical Wisdom	118
4.5.5	Toward Political Judgment	120
4.6	Why Not Political Virtue?	122
5	On Virtue and Law	124
5.1	Introduction	124
5.2	Enacting Virtue?	128
5.3	Legal Professionals and Their Virtues	130
5.4	Virtue Jurisprudence	132
5.5	On Codes of Ethics?	137
5.6	The Institutionalization of Ethics	145

CONTENTS

ix

6	Operationalizing Virtue	150
6.1	Introduction	150
6.2	The Situationalist Challenge	152
6.3	Professional Roles	157
6.4	Exemplars	164
6.4.1	Introduction	164
6.4.2	Operationalizing the Exemplar	167
6.4.3	Virtue Analysis: Three Functions	172
6.5	Some Concluding Points	174
7	Understanding Governance	176
7.1	Introduction	176
7.2	The Statesman: Risto Ryti	177
7.3	The Prosecutor: Carla del Ponte	183
7.4	The Judge: Bert Röling	189
7.5	The International Civil Servant: Sergio Vieira de Mello	196
7.6	To Conclude	202
8	Defining Governance	204
8.1	Introduction	204
8.2	The Two Most Difficult Jobs in the World	206
8.3	IMF Managing Director(s)	214
8.4	The Mediator	223
8.5	To Conclude	232
9	Evaluating Governance	234
9.1	Introduction	234
9.2	Pope Pius XII	236
9.3	Sound and Silence: Albert Camus	241

x

CONTENTS

9.4 The Teacher of International Affairs	249
9.5 To Conclude	254
10 Epilogue	255
10.1 You and Me	255
10.2 By Way of Conclusion	262
<i>Bibliography</i>	267
<i>Index</i>	304