Contents

List of Figures and Tables  page x
Foreword R. Edward Freeman  xi
Acknowledgments  xii

Introduction  1
Starting with Objects  2
New Understanding, New Norms  3
Objects for Humans’ Sake and Objects for Objects’ Sake  5
How to Think Things  9
Beyond People  12
Meaningful Things  14
A Plan  16

1 The Singularization of Everything  19
The Richness of Things  19
Collapsing Commodities with Connections  22
Trees, Toys, and Gold  26
The Forest and Its Trees  30
Tainted Toys  40
Applying the Golden Rule to Gold  46
Stewardship Economics  50

2 Singularization Schema  56
Usefulness  57
Sentimentality  60
Personification  62
Stewardship  64
Singularizing Narratives  66
Sentimentality – Man Loves House  67
Personification – Toys Love Boy  69

vii
## Table of Contents

- Stewardship – Robot Befriends Cockroach
  - 71
- The Conscientious Consumer
  - 74

3 The Power of Negative Thinking
- Critical Conscientious Consumption
  - 76
- Blaming Markets, Blaming States
  - 77
- Mistrusting Markets
  - 79
- Mistrusting Democracy
  - 81
- Blaming Ethics
  - 87
- Summary
  - 92

4 Three Failures in Regulated Markets
- Failing at Inequality
  - 115
- Failing at Climate Change
  - 117
- Failing at Finance
  - 139

5 Person, Place, and Product
- Shoe Versus Child
  - 160
- Person, Place, and Thing
  - 164
- Empathizing with Others
  - 174
- Empathizing with Objects
  - 181
- Plurality of Purpose
  - 187

6 Ecological Value
- Networks of Value
  - 195
- Ethical Theory and Valuing Objects
  - 216
- Overcoming the Limits of the Market and the State
  - 233

7 Putting Responsibility to Work
- Aristotelian Business Ethics
  - 243
- Conscientious Consumption
  - 251
- Professionals Prioritizing Things
  - 253
- The Spirit of Business Ethics
  - 256
- Material Responsibility Versus Alternatives
  - 264
- Governing Every Thing
  - 270
- A Plan of Action
  - 271

8 Materiality for Business Ethics
- Directed Care
  - 274
- What Are Firms For?
  - 276
- Organizational Teleologies
  - 282
- Personal-Contractual
  - 285
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficient</td>
<td>290</td>
</tr>
<tr>
<td>Communitarian</td>
<td>296</td>
</tr>
<tr>
<td>Managing Things</td>
<td>303</td>
</tr>
<tr>
<td>Volkswagen’s Emissions</td>
<td>305</td>
</tr>
<tr>
<td>Wrapping Up</td>
<td>310</td>
</tr>
<tr>
<td>Endnotes</td>
<td>313</td>
</tr>
<tr>
<td>Index</td>
<td>368</td>
</tr>
</tbody>
</table>