
Gaining Perspective on Perspective Taking

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A COMMENTARY ON Irina Cojuharenco and Francesco Sguera (2015), “When Empathic Concern and Perspective Taking Matter for Ethical Judgment: The Role of Time Hurriedness,” *J Bus Ethics* 130(3): 717–725, <http://doi.org/10.0.3.239/s10551-014-2259-8>

ABSTRACT

Cojuharenco and Sguera’s study shows that both perspective taking (empathy) and empathic concern (intuitionism) can reduce the acceptability of lying. This critique outlines a number of conceptual difficulties and limitations with their dualistic model. Specifically, they conflate ethical reasoning with perspective taking and empathic concern with intuitionism. Moreover, by limiting moral thinking to these binary options it restricts the ways in which ethical judgements can be made.

COJUHARENCO AND SGUERA (2015) argue for a dual process model of ethical judgements. Specifically, ethical judgments can take the form of two routes: reasoning or intuition. The ethical reasoning route, they argue, necessitates placing oneself into another’s situation as a way of capturing the relevant aspects of the dilemma and then applying principles to make moral judgements. The intuitive route uses emotional ‘gut reactions’ to make ethical decisions by relying on empathic concern (compassion and warmth) towards others. Given these

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