
Utilitarianism and Integrity

Bernard Williams

Utilitarianism is the theory that we should always try to bring about as much happiness as possible. It is hard to argue against the value of being happy, but critics are quick to point out that we value many other things as well.

Sir Bernard Williams (1929–2003), one of the great critics of Utilitarianism, held professorships at both Cambridge University and Oxford University. In this selection, he considers two difficult test cases for the utilitarian theory.

(1) George, who has just taken his Ph.D. in chemistry, finds it extremely difficult to get a job. He is not very robust in health, which cuts down the number of jobs he might be able to do satisfactorily. His wife has to go out to work to support them, which itself causes a great deal of strain, since they have small children and there are severe problems about looking after them. The results of all this, especially on the children, are damaging. An older chemist, who knows about this situation, says that he can get George a decently paid job in a certain laboratory, which pursues research into chemical and biological warfare. George says that he cannot accept this, since he is opposed to chemical and biological warfare. The older man replies that he is not too keen on it himself, come to that, but after all George's refusal is not going to make the job or the laboratory go away; what is more, he happens to know that if George refuses the job, it will certainly go to

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a contemporary of George's who is not inhibited by any such scruples and is likely if appointed to push along the research with greater zeal than George would. Indeed, it is not merely concern for George and his family, but (to speak frankly and in confidence) some alarm about this other man's excess of zeal, which has led the older man to offer to use his influence to get George the job. . . . George's wife, to whom he is deeply attached, has views (the details of which need not concern us) from which it follows that at least there is nothing particularly wrong with research into CBW. What should he do?

(2) Jim finds himself in the central square of a small South American town. Tied up against the wall are a row of twenty Indians, most terrified, a few defiant, in front of them several armed men in uniform. A heavy man in a sweat-stained khaki shirt turns out to be the captain in charge and, after a good deal of questioning of Jim which establishes that he got there by accident while on a botanical expedition, explains that the Indians are a random group of the inhabitants who, after recent acts of protest against the government, are just about to be killed to remind other possible protestors of the advantages of not protesting. However, since Jim is an honoured visitor from another land, the captain is happy to offer him a guest's privilege of killing one of the Indians himself. If Jim accepts, then as a special mark of the occasion, the other Indians will be let off. Of course, if Jim refuses, then there is no special occasion, and Pedro here will do what he was about to do when Jim arrived, and kill them all. Jim, with some desperate recollection of schoolboy fiction, wonders whether if he got hold of a gun, he could hold the captain, Pedro and the rest of the soldiers to threat, but it is quite clear from the set-up that nothing of that kind is going to work: any attempt at that sort of thing will mean that all the Indians will be killed, and himself. The men against the wall, and the other villagers, understand the situation, and are obviously begging him to accept. What should he do?

To these dilemmas, it seems to me that utilitarianism replies, in the first case, that George should accept the job, and in the second, that Jim should kill the Indian. Not only does utilitarianism give these answers but, if the situations are essentially as described and there are no further special factors, it regards them, it seems to me, as *obviously* the right answers. But many of us would certainly wonder whether, in (1), that could possibly be the right answer at all; and in the case of (2), even one who came to think that perhaps that was the answer, might well wonder whether it was obviously the answer. Nor is it just a question of the rightness or obviousness of these answers. It is also a

question of what sort of considerations come into finding the answer. A feature of utilitarianism is that it cuts out a kind of consideration which for some others makes a difference to what they feel about such cases: a consideration involving the idea, as we might first and very simply put it, that each of us is specially responsible for what *he* does, rather than for what other people do. This is an idea closely connected with the value of integrity. It is often suspected that utilitarianism, at least in its direct forms, makes integrity as a value more or less unintelligible. I shall try to show that this suspicion is correct. Of course, even if that is correct, it would not necessarily follow that we should reject utilitarianism; perhaps, as utilitarians sometimes suggest, we should just forget about integrity, in favour of such things as a concern for the general good. However, if I am right, we cannot merely do that, since the reason why utilitarianism cannot understand integrity is that it cannot coherently describe the relations between a man's projects and his actions.

Two Kinds of Remoter Effect

A lot of what we have to say about this question will be about the relations between my projects and other people's projects. But before we get on to that, we should first ask whether we are assuming too hastily what the utilitarian answers to the dilemmas will be. In terms of more direct effects of the possible decisions, there does not indeed seem much doubt about the answer in either case; but it might be said that in terms of more remote or less evident effects counterweights might be found to enter the utilitarian scales. Thus the effect on George of a decision to take the job might be invoked, or its effect on others who might know of his decision. The possibility of there being more beneficent labours in the future from which he might be barred or disqualified, might be mentioned; and so forth. Such effects—in particular, possible effects on the agent's character, and effects on the public at large—are often invoked by utilitarian writers dealing with problems about lying or promise-breaking, and some similar considerations might be invoked here.

There is one very general remark that is worth making about arguments of this sort. The certainty that attaches to these hypotheses about possible effects is usually pretty low; in some cases, indeed, the hypothesis invoked is so implausible that it would scarcely pass if it were not being used to deliver the respectable moral answer, as in the standard fantasy that one of the effects of one's telling a particular

lie is to weaken the disposition of the world at large to tell the truth. The demands on the certainty or probability of these beliefs as beliefs about particular actions are much milder than they would be on beliefs favouring the unconventional course. It may be said that this is as it should be, since the presumption must be in favour of the conventional course: but that scarcely seems a *utilitarian* answer, unless utilitarianism has already taken off in the direction of not applying the consequences to the particular act at all.

Leaving aside that very general point, I want to consider now two types of effect that are often invoked by utilitarians, and which might be invoked in connexion with these imaginary cases. The attitude or tone involved in invoking these effects may sometimes seem peculiar; but that sort of peculiarity soon becomes familiar in utilitarian discussions, and indeed it can be something of an achievement to retain a sense of it.

First, there is the psychological effect on the agent. Our descriptions of these situations have not so far taken account of how George or Jim will be after they have taken the one course or the other; and it might be said that if they take the course which seemed at first the utilitarian one, the effects on them will be in fact bad enough and extensive enough to cancel out the initial utilitarian advantages of that course. Now there is one version of this effect in which, for a utilitarian, some confusion must be involved, namely that in which the agent feels bad, his subsequent conduct and relations are crippled and so on, *because he thinks that he has done the wrong thing*—for if the balance of outcomes was as it appeared to be *before* invoking this effect, then he has not (from the utilitarian point of view) done the wrong thing. So that version of the effect, for a rational and utilitarian agent, could not possibly make any difference to the assessment of right and wrong. However, perhaps he is not a thoroughly rational agent, and is disposed to have bad feelings, whichever he decided to do. Now such feelings, which are from a strictly utilitarian point of view irrational—nothing, a utilitarian can point out, is advanced by having them—cannot, consistently, have any great weight in a utilitarian calculation. I shall consider in a moment an argument to suggest that they should have no weight at all in it. But short of that, the utilitarian could reasonably say that such feelings should not be encouraged, even if we accept their existence, and that to give them a lot of weight is to encourage them. Or, at the very best, even if they are straightforwardly and without any discount to be put into the calculation, their weight must be small: they are after all (and at best) one man's feelings.

That consideration might seem to have particular force in Jim's case. In George's case, his feelings represent a larger proportion of what is to be weighed, and are more commensurate in character with other items in the calculation. In Jim's case, however, his feelings might seem to be of very little weight compared with other things that are at stake. There is a powerful and recognizable appeal that can be made on this point: as that a refusal by Jim to do what he has been invited to do would be a kind of self-indulgent squeamishness. That is an appeal which can be made by other than utilitarians—indeed, there are some uses of it which cannot be consistently made by utilitarians, as when it essentially involves the idea that there is something dishonourable about such self-indulgence. But in some versions it is a familiar, and it must be said a powerful, weapon of utilitarianism. One must be clear, though, about what it can and cannot accomplish. The most it can do, so far as I can see, is to invite one to consider how seriously, and for what reasons, one feels that what one is invited to do is (in these circumstances) wrong, and in particular, to consider that question from the utilitarian point of view. When the agent is not seeing the situation from a utilitarian point of view, the appeal cannot force him to do so; and if he does come round to seeing it from a utilitarian point of view, there is virtually nothing left for the appeal to do. If he does not see it from a utilitarian point of view, he will not see his resistance to the invitation, and the unpleasant feelings he associates with accepting it, *just* as disagreeable experiences of his; they figure rather as emotional expressions of a thought that to accept would be wrong. He may be asked, as by the appeal, to consider whether he is right, and indeed whether he is fully serious, in thinking that. But the assertion of the appeal, that he is being self-indulgently squeamish, will not itself answer that question, or even help to answer it, since it essentially tells him to regard his feelings *just* as unpleasant experiences of his, and he cannot, by doing that, answer the question they pose when they are precisely not so regarded, but are regarded as indications of what he thinks is right and wrong. If he does come round fully to the utilitarian point of view then of course he will regard these feelings *just* as unpleasant experiences of his. And once Jim—at least—has come to see them in that light, there is nothing left for the appeal to do, since *of course* his feelings, so regarded, are of virtually no weight at all in relation to the other things at stake. The "squeamishness" appeal is not an argument which adds in a hitherto neglected consideration. Rather, it is an invitation to consider the situation, and one's own feelings, from a utilitarian point of view.

The reason why the squeamishness appeal can be very unsettling, and one can be unnerved by the suggestion of self-indulgence in going against utilitarian considerations, is not that we are utilitarians who are uncertain what utilitarian value to attach to our moral feelings, but that we are partially at least not utilitarians, and cannot regard our moral feelings merely as objects of utilitarian value. Because our moral relation to the world is partly given by such feelings, and by a sense of what we can or cannot "live with," to come to regard those feelings from a purely utilitarian point of view, that is to say, as happenings outside one's moral self, is to lose a sense of one's moral identity; to lose, in the most literal way, one's integrity. . . .