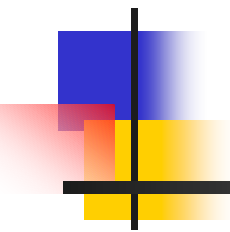


Ethical, Spiritual and Leadership Values
in Charitable Human Service
Organisations: Integrating Individual and
Organisational Performance in the
Search for a Viable Future

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Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- Arundhati Roy said:

“Another world is not only possible, she’s on her way...on a quiet day, if I listen very carefully, I can hear her breathing” (Roy, 2004)



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- Interpretations of leadership:
 - Traditional, hierarchical, positional with followers... talks of heroes and captains, saviours and charismatic...
 - Transformational, relational, covenantal...shifting from the internal to external



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- Viktor Frankl

“When a man finds that it is his destiny to suffer, he will have to accept suffering as his task; his singly, unique task. He will have to acknowledge the fact that even in suffering he is unique and alone in the universe. No one can relieve him of his suffering or suffer in his place. His unique opportunity lies in the way in which he bears his burden”.
(Frankl, 1985)



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- Vaclav Havel:

“I think that the deepest and most important form of hope, the only one that can keep us above water and urge us to good works, and the only true source of the breathtaking dimension of the human spirit and its efforts, is something we get, as it were, from ‘elsewhere’. It is also this hope...which gives us the strength to live and continually try new things even in conditions that seem as hopeless as ours do, here and now”. (Havel 1990)



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- Robert Greenleaf and Servant Leadership...
“A leader is someone who goes ahead to guide the way...it is not the vastness of the enterprise that tests the ability to lead...[and these] are the essential abilities required to lead – values, goals, competence and spirit”.
(Greenleaf, 1996)



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- “Spirituality has now become a universal code word to indicate the search for direction and meaning. In modern society, spirituality is being rediscovered; as a lost or at least hidden dimension in a largely materialistic world”. (Hinnells, 1995)



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- “Spirituality seeks fundamentally to get beyond materialistic conceptions of meaning... In this view, genuine spirituality must be the willingness to enter into the process of dialogue within oneself and with others, to try and to stay with it over a period of time...the spiritual search results in a progressive transformation of the felt meaning of life and experience” (Vaill, 1998).



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- Ethics and Values...

“Many Germans and many Nazis, probably an overwhelming majority of them, must have been tempted *not* to murder, *not* to rob, *not* to let their neighbours go off to their doom, and not to become accomplices in all these crimes by benefiting from them...but God knows they have learned how to resist temptation” (Arendt, 1994).



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- “the greatest evildoers are those who don’t remember because they have never given thought to the matter, and, without remembrance, nothing can hold them back...the greatest evil is not radical, it has no roots, and because it has no roots, it has no limitations, it can go to unthinkable extremes and sweep over the whole world” (Arendt, 2003).



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- “[Ethics] has a steely edge which makes its existential nature impossible to ignore. That steely edge is there precisely because ethics is down-to-earth and practical, a matter of daily habit. But the citizens’ ethics has to wake up every morning. There is an element of drudgery to it. This is something which must be present everywhere in tiny details. There is a need for constant effort, constant evaluation. Ethics is like a muscle which must be exercised daily in order to be used in a normal manner” (Saul, 2001).



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- Claims of righteousness and the high moral ground – are they justified?
- Size of the sector – significance
- Gender issues within the sector
 - 'Its always been about sex, power and money for men, and if that sits in the charity, then you'll find men there in positions of power. The fact that it's a charity is irrelevant' (Participant 36).



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- Structural discrimination
- Politics, power and religion
- What does 'it' look like when we get 'it' wrong and right?
- Business focus – rigid, inflexible, compliant and fear filled, risk averse.
- Transformational, covenantal, connected, hope filled.
- Where is the sector headed?



Ethical, Spiritual and Leadership Values in Charitable, Human Service Organisations...

- “On the contrary, in the midst of a putative peace, you could, like me, be unfortunate enough to stumble on a silent war. The trouble is that once you see it, you can’t unsee it. And once you’ve seen it, keeping quiet, saying nothing, becomes as political an act as speaking out. There’s no innocence. Either way, you’re accountable” (Roy, 2002).