



Leadership: Integrity Across Domains

Edmund Rice Education Australia

10 November 2009

Julie Edwards

CEO, Jesuit Social Services

Integrity:

- adherence to moral principles
- unity or wholeness

- Leadership is concerned with deep-reaching change...underlying assumptions and beliefs
(Dunoon, 2002)
- Leadership is about coping with change ...
management is about coping with complexity
(Kotter, 1990)
- Leadership is about getting others to follow
(Parry, 2002)



BUILDING A JUST SOCIETY

WHAT IS LEADERSHIP?

- Personal factors: skills and competencies; personal traits/attributes
- Structural factors – role relationships within a social structure (Jacques and Clement, 1991)



BUILDING A JUST SOCIETY

EFFECTIVE LEADERSHIP

- Increased congruence between espoused theory and theory-in-use (Argyris, 2000)



BUILDING A JUST SOCIETY

EFFECTIVE LEADERSHIP

“...leader must take special responsibility for what’s going on inside him or herself, inside his or her consciousness, lest the act of leadership create more harm than good” (Palmer, 1990)



BUILDING A JUST SOCIETY

ETHICAL LEADERSHIP

“Transform the hearts and minds
of people and develop them,
as well as managing your transactions
with them” (Parry, 2002)

“Learning-centred leadership – fostering conditions under which people...create new visions, productively deal with underlying issues, generate fresh insights and change workplace cultures”

Building the capability of the organisations, groups and individuals (Dunoon, 2002)



BUILDING A JUST SOCIETY

LEADERSHIP AS PROCESS

1. We are all leaders
2. Leadership springs from within
3. Leadership is not an act
4. I never complete the task of becoming a leader

(Lowney, 2003)



BUILDING A JUST SOCIETY

**KEY LEADERSHIP MESSAGES
THE IGNATIAN TRADITION**

1. Self awareness

2. Ingenuity

3. Love

4. Heroism

(Lowney, 2003)



BUILDING A JUST SOCIETY

LEADERSHIP: IGNATIAN HERITAGE

- Know the ground you walk on...it's the well you can draw on – Ignatian principles
- Relationships as central – the most important outcome in our work
- Lead and Learn – self first, then the greater good

Our 450-year-old Ignatian heritage informs our philosophy, work and well-being.

Key guiding concepts include:

- ‘finding God in all things’
- ‘Cura Personalis’ (care of the person)
- ‘Magis’ (striving for the greater good)
- The Ignatian Way of Proceeding



BUILDING A JUST SOCIETY

KNOW THE GROUND YOU WALK ON

Underpins the Ignatian ethos and shapes:

- WHO we are
- WHAT we do
- HOW we do it

These are given expression in the domains of:

- Personal
- Professional / Practice Framework
- Business Process



BUILDING A JUST SOCIETY

SELF AWARENESS



JESUIT
SOCIAL
SERVICES

BUILDING A JUST SOCIETY

SELF AWARENESS

- Moral principles
- Unity or wholeness

.... ACROSS DOMAINS



BUILDING A JUST SOCIETY

INTEGRITY

- Numbers – why under represented?
 - Style – lead differently?

- Under represented
 - Practical
 - Structural
 - Personal



BUILDING A JUST SOCIETY

WOMEN IN LEADERSHIP

Visionary ...

- In a different way?
- Hesitate to go out on a limb?
- Is 'vision' that important?

Challenge: have a vision and express it

(Ibarra & Obodaru, 2009)



BUILDING A JUST SOCIETY

PERCEPTIONS OF LEADERSHIP

Implicit hypothesis about sex differences...profound impact on leadership

(Hoff & Mitchell, 2008)



BUILDING A JUST SOCIETY

GENDER NORMS

Acquiescence to norms
– diminished sense of self

Strong self concept
– overcome barriers

(Hoff & Mitchell, 2008)

- Encourage participation
- Share power and information
- Enhance others self-worth
 - Energise followers

(Troemel-Ploetz, 1994)

- Expend energy
- Camouflage
- Withhold dominant speech

CONVERSATIONAL GENEROSITY

(Troemel-Ploetz, 1994)



BUILDING A JUST SOCIETY

GIVING AN ORDER

- Humour
- Personal tone
- Reduce status

(Troemel-Ploetz, 1994)

- Egalitarian
- Democratic
- Humane

(Troemel-Ploetz, 1994)

- Domains – personal, practice, business
 - Self awareness – key
- Person – true to self, speak this truth



JESUIT
SOCIAL
SERVICES

BUILDING A JUST SOCIETY