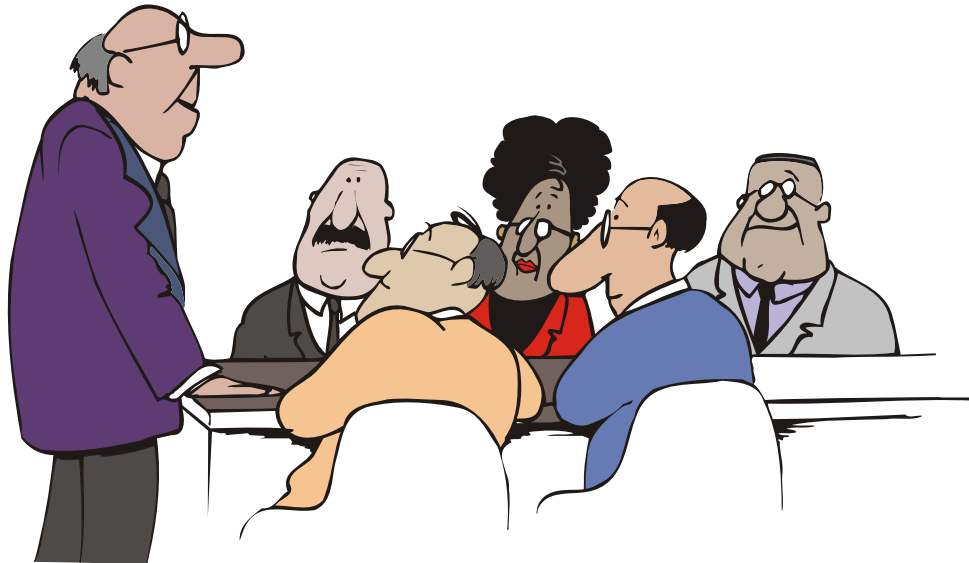
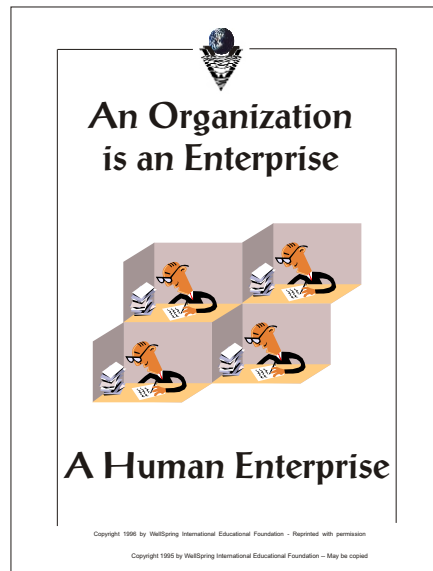




# The Soul of the Organization





## Key Points

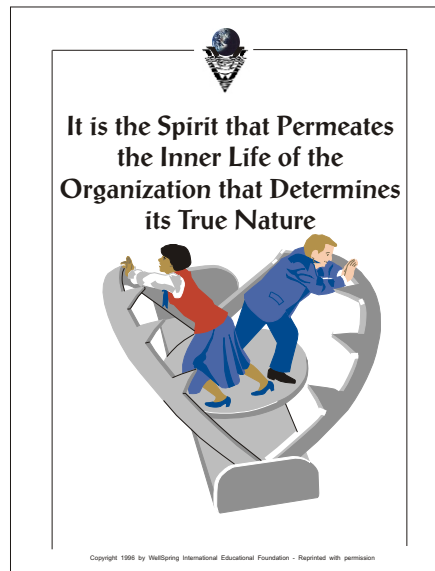
- \* **Strictly speaking, organizations do not have souls -- only people have souls.**
- \* **Every organization, however, is created by people for people -- its employees, customers, stakeholders, etc.**
- \* **A soul is an individual spirit -- the organization has a spirit as well created by the spirit of the individuals in it.**
- \* **It takes its individuality from the people in the organization, its goals, objectives, and purpose.**
- \* **An organization is formed when two or more entities come together for a common purpose.**
- \* **The enterprise is the pursuit of the purpose through the development of a shared vision, goals, objectives, and the development of plans and their implementation.**
- \* **It is the spirit that is embodied in each of these elements and, in particular, the interactions of those that are involved in the organization that will become the unique spirit or soul of the organization.**



# **An Organization is an Enterprise**



# **A Human Enterprise**



## Key Points

- \* **Organizations say many things but it is its behaviour that indicates its true nature.**
- \* **Not just the public behaviour but the inner life and private behavior.**
- \* **Can an organization support honesty and excellence in its public life and support that with dishonesty and poor workmanship internally?**
- \* **To see the true nature of the organization you just have to look inside to see how people treat one another.**
- \* **It is found not in the behavior of the people involved but rather the spirit that motivates or underlies the behaviour within the organization.**



**It is the Spirit that Permeates  
the Inner Life of the  
Organization that Determines  
its True Nature**





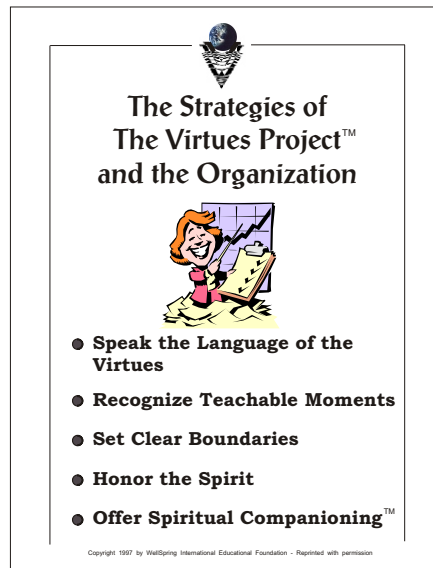
## Key Points

- \* **Most organizations have what is known as a mission statement -- a statement of its purpose and reason to be.**
- \* **The vast majority of these statements contain virtues as a central feature.**
- \* **It is the consistency between the statements and the means and methods chosen to fulfil its purpose that mark the the integrity of the organization.**
- \* **If the two conflict -- the true nature of the organization is found in the nature and character of its interactions.**
- \* **Since organizations are created by people and for the benefit of people it is its human scale and implications that will determine the success or failure of the organization.**
- \* **This is true internally and externally -- the success of the organization internally and its success in the larger community.**



**This Spirit is best seen in its  
Purpose, Intent, as well as  
the Nature and Character  
of its Interactions**





## Key Points

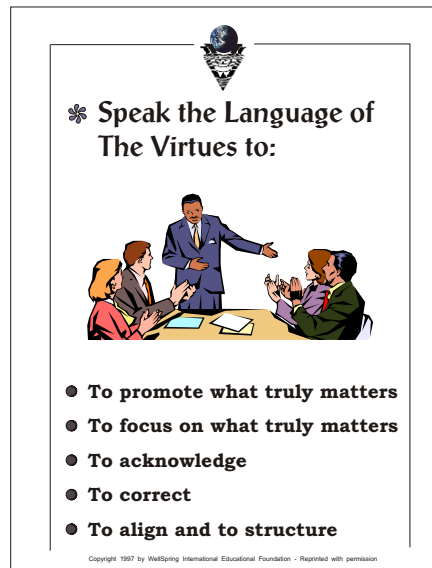
- \* **The Virtues Project offers Five Strategies to promote Virtues in the organization and in the process of doing so promote the effectiveness of organizations.**
- \* **By speaking the Language of the Virtues you constantly remind everyone of what truly matters -- and keep the process human.**
- \* **Recognizing Teachable Moments focuses attention on the Virtue that is the key to success at the moment.**
- \* **Setting Clear Boundaries makes it clear what is needed to keep people safe and assure success.**
- \* **Honoring the Spirit reminds people of the purpose and the meaning of what the organization is about and their place in the process.**
- \* **Offering Spiritual Companionship develops the people in the organization, empowers them, and promotes creative involvement.**



# The Strategies of The Virtues Project™ and the Organization



- **Speak the Language of the Virtues**
- **Recognize Teachable Moments**
- **Set Clear Boundaries**
- **Honor the Spirit**
- **Offer Spiritual Companionship™**



## Key Points

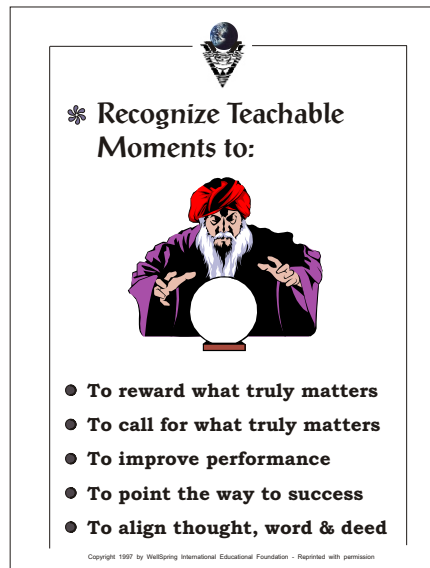
- \* What you hear day-to-day -- what you focus on tells everyone what is important -- what matters here.**
- \* What you recognize, acknowledge and reward tells everyone what you are looking for and want to see more of.**
- \* It is not just a case of acknowledging when the virtues are acted on but also to remind everyone what is needed now but is not present -- to correct.**
- \* The integrity of the organization comes from the alignment the works and the deeds -- the mission statements and the behaviour -- the interactions intended to fulfil the purpose -- the virtues are the place where they come together.**



## \* Speak the Language of The Virtues to:



- **To promote what truly matters**
- **To focus on what truly matters**
- **To acknowledge**
- **To correct**
- **To align and to structure**



## Key Points

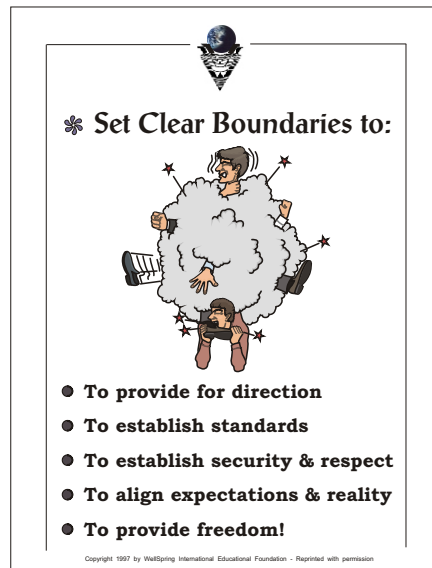
- \* **Every situation calls for a specific virtue to complete it -- to assure its success -- its completion.**
- \* **When the virtue is present -- it is a teachable moment -- when the situation highlights a particular virtue that is not present but ought to be it is also a teachable moment.**
- \* **When you see something that you want more of it is an opportunity to call everyone's attention to it.**
- \* **When situations are viewed in the light of the virtues it becomes clear what is needed as well as what works and what does not work.**



## \* Recognize Teachable Moments to:



- **To reward what truly matters**
- **To call for what truly matters**
- **To improve performance**
- **To point the way to success**
- **To align thought, word & deed**



# Key Points

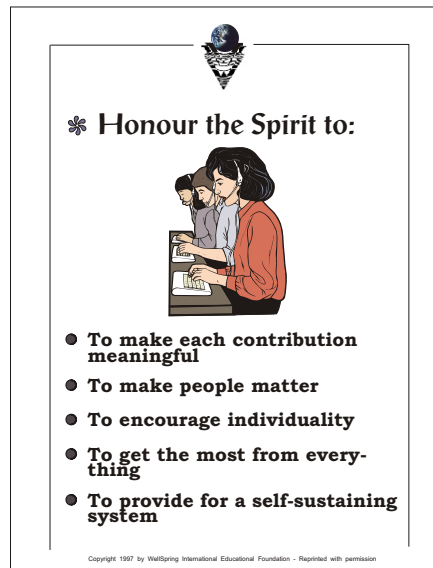
- \* **Boundaries keep everyone involved safe -- it sets the parameters for what is acceptable and what is not.**
- \* **Boundaries bring predictability into the organization as it makes it clear as to what will be tolerated and what will not.**
- \* **Basing the boundaries on the virtues brings it home that the limits are not arbitrary but necessary.**
- \* **Knowing what you cannot do also tells you what you can do -- it promotes freedom.**



## ✿ Set Clear Boundaries to:



- **To provide for direction**
- **To establish standards**
- **To establish security & respect**
- **To align expectations & reality**
- **To provide freedom!**



## Key Points

- \* **Spirit is the motivating force behind the organization -- the intent behind the behaviour.**
- \* **Spirit is the answer to question of why are we doing this -- it is the repository of the meaning.**
- \* **Honoring the spirit acknowledges what each person brings to the equation -- the part each plays in the organization and the process.**
- \* **Honoring the spirit acknowledges the interconnections between the roles each person plays and how they play that role -- it makes each person's contribution significant.**



## \* Honour the Spirit to:



- **To make each contribution meaningful**
- **To make people matter**
- **To encourage individuality**
- **To get the most from everything**
- **To provide for a self-sustaining system**



## Key Points

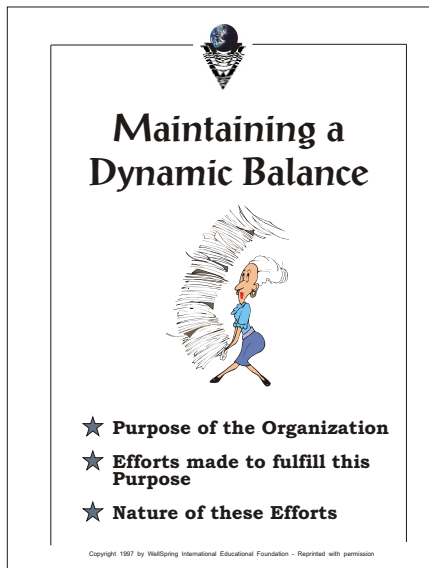
- \* The success of the organization depends on the creative involvement of each of the individuals involved.**
- \* Not the passive participation but the acting contribution of all involved.**
- \* Spiritual Companionship is a way to elicit that participation while supporting and empowering the participants.**
- \* Honoring the individuals ability and their unique voices provides many insights that would not be available to any one person -- insights that bring you to the heart of the matter.**



# ✿ Offer Spiritual Compan- ioning™



- **To get to the heart of the matter**
- **To clarify**
- **To support**
- **To develop breakthrough thinking**
- **To encourage the full participation of the most creative resource**



## Key Points

- \* **The challenge is to maintain the focus on the virtues while fulfilling the purpose of the organization.**
- \* **The virtues are found in the interactions that reflect the efforts made fulfill that purpose.**
- \* **The efforts -- the actions taken and the spirit that motivates them contain the keys to the success of the entire enterprise.**
- \* **The spiritually oriented manager promotes the keys to success -- the virtues -- while assuring the tasks get done, that the people are satisfied, and that the process supports the purpose. (S)he uses the resources wisely and develops more than is taken away.**



# ***Maintaining a Dynamic Balance***



- ★ **Purpose of the Organization**
- ★ **Efforts made to fulfill this Purpose**
- ★ **Nature of these Efforts**