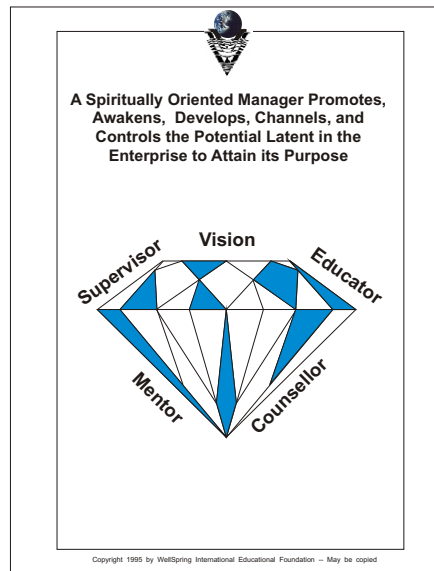




What Are Managers To Do?



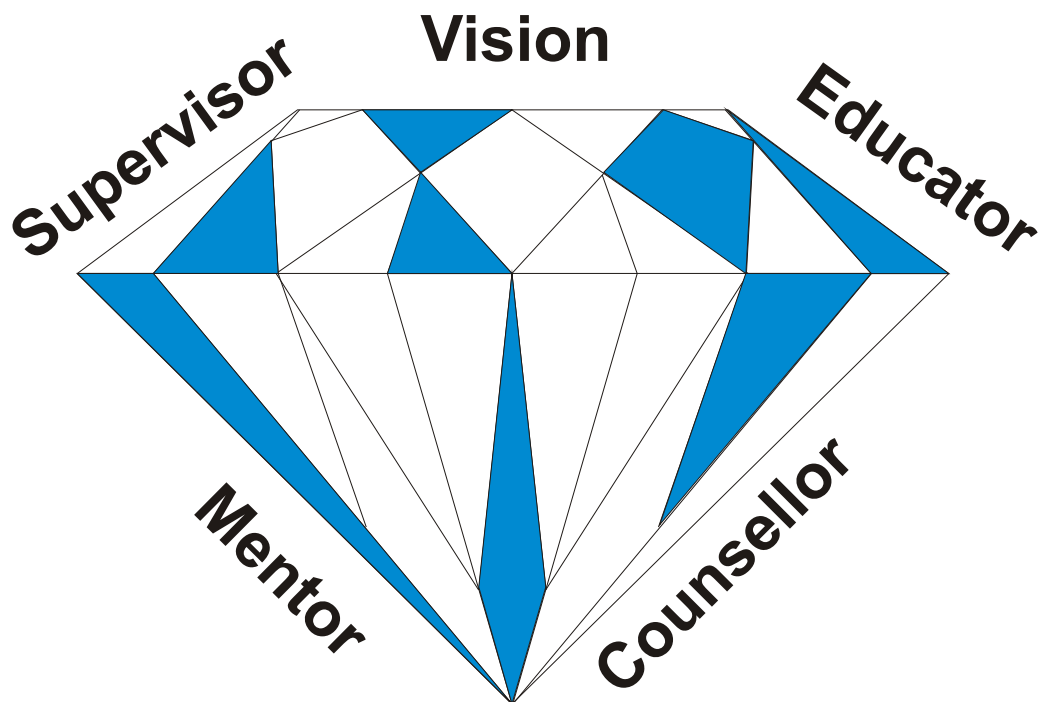


Key Points

- * **When stewarding the organization the manager is committed to more than just making money.**
- * **(S)He is purposeful -- the purpose and its fulfillment structures all the interactions and guide her/his day to day management.**
- * **(S)He looks at what could be -- the potential inherent in the organization -- rather what is the case and then works to develop that potential and put it to use.**
- * **The organization can be viewed -- in a sense -- as an uncut gem -- no sparkle or dazzle -- and the manager as the diamond cutter there to release its potential.**
- * **There are five different facets of the organization that must be developed for the full potential of the organization to be released and a role for the manager to play for each.**



**A Spiritually Oriented Manager
Promotes, Awakens, Develops,
Channels, and Controls the Potential
Latent in the Enterprise to Attain its
Purpose**



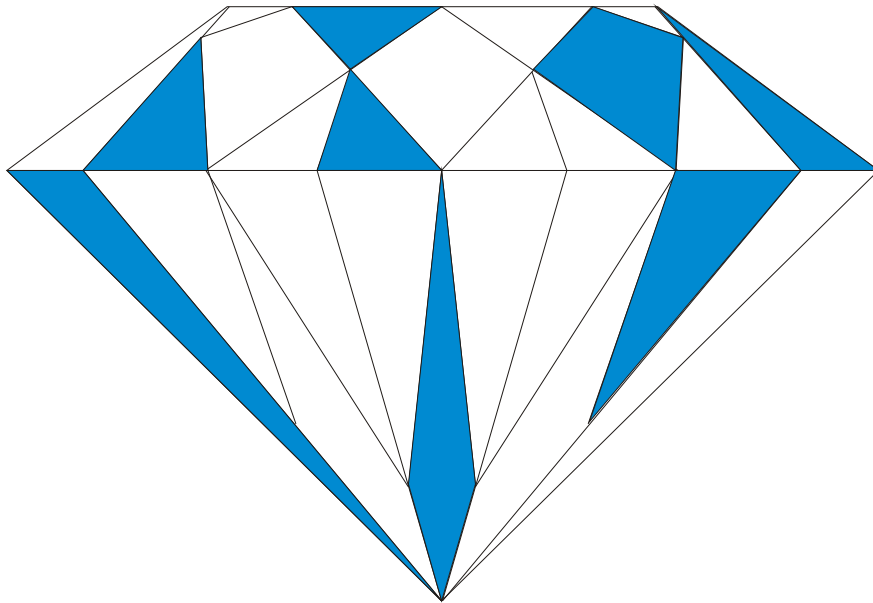


Key Points

- * **Before pursuing any management program, it is important to determine what the outcome would be like if everything worked as it was supposed to work.**
- * **The Virtues Project treats the organization as a spiritual entity -- with potential -- capable of achieving its goals and developing all of its potential.**
- * **The Virtues Project helps the manager understand that perfection is an unattainable goal but that potential & effort results in progress - perfecting is a slow, continual process.**
- * **A spiritual manager understands the complexity of the challenges facing her/him and the regardless of how things are going the organization is never flawed, inadequate, or incomplete -- merely unfinished.**



Developing and Promoting a Vision Vision



We are here to work together to achieve a particular purpose by accomplishing shared goals.

We are engaged in the process of perfecting our interactions as we work toward these goals --little by little--day by day.

I am committed to developing the best within each of us and achieving our goals in ways that reflect and honour what is best in each of us.



Key Points

- * **The vast majority of what everyone learns they learn from observation and thought.**
- * **Just exactly what are managers supposed to do -- day in and day out to make the most of their time with the staff?**
- * **There are four different sorts of things that managers can do to meet any opportunity.**
- * **Each is seeking a different outcome using different methods.**
- * **Each of these is a distinct role -- but all are different forms of education.**
- * **More important than the role itself is the spirit with which the manager performs the role -- it is the spirit itself that educates -- the spirit of people that is educated.**



Managers as

Visionary

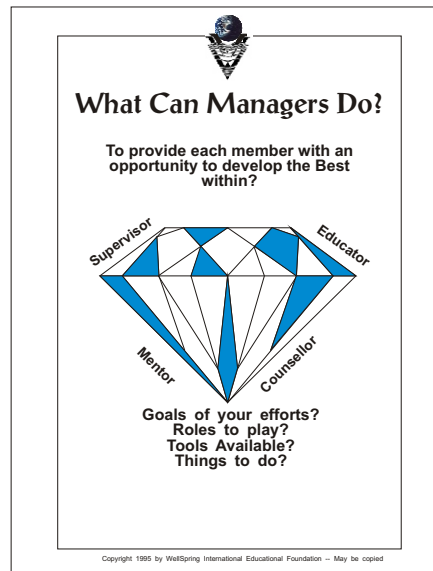
Educator

Counsellor

Mentor

Supervisor





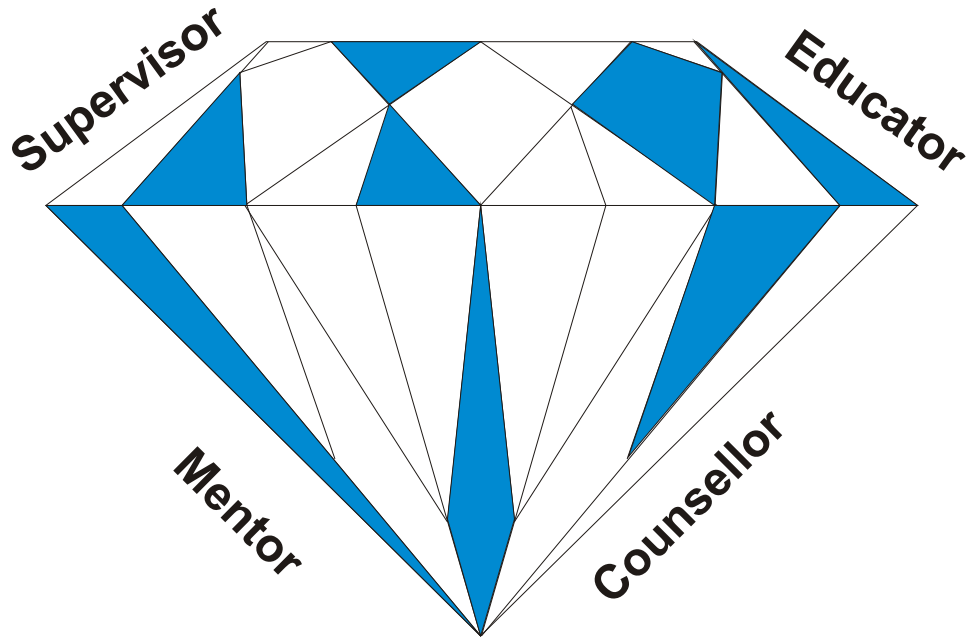
Key Points

- * **Every person belongs only to him/herself and to God -- they are not a possession of the organization.**
- * **They work for the organization with the expectation that they will receive more than they give -- that they will be able to express themselves and receive its rewards.**
- * **The potential of the staff a sacred trust -- managers execute that trust -- the organization as a whole -- the other staff assist in the fulfillment of that trust.**
- * **Everyone must help the individual develop her/his potential and all sides of his/her personality -- and to make his/her contribution to the organization. One approach, alone, will not permit them to do this.**
- * **Each role provides something different that an individual requires. Taken all together they work to develop all an individual's potential & prepare him/her for their place in the organization's system.**

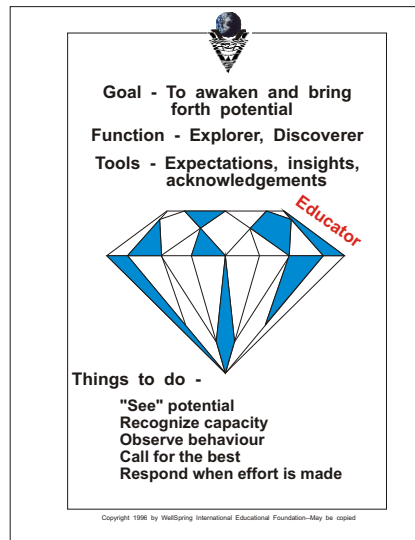


What Can Managers Do?

To provide each member
with an opportunity to
develop the Best within?



Goals of your efforts?
Roles to play?
Tools Available?
Things to do?



Key Points

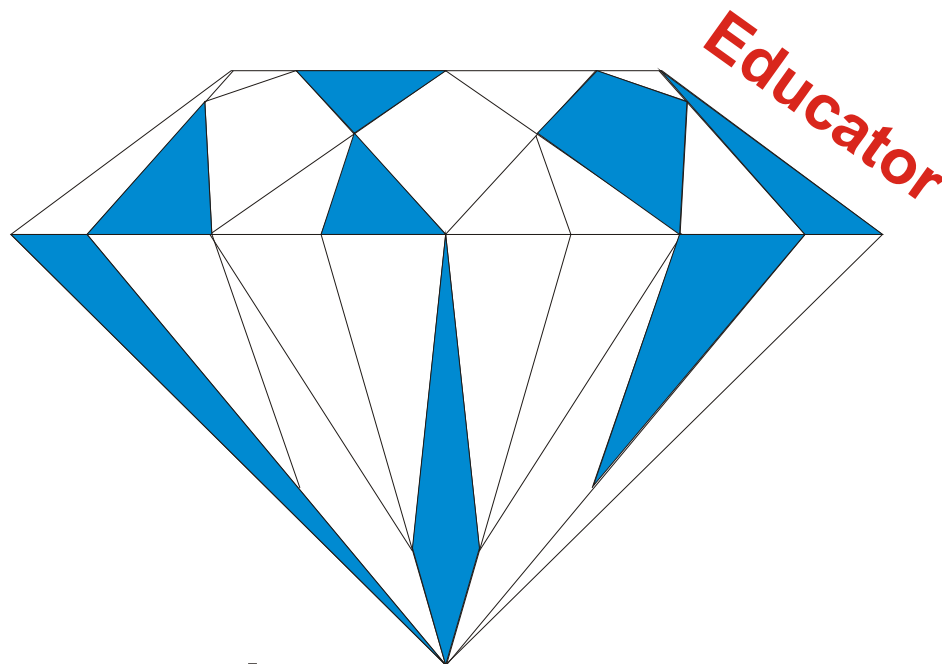
- * **The first challenge for any manager is to recognize and respond to the gifts each person brings into the workplace.**
- * **The Family Virtues Guide even though it was written for parents -- is an excellent resource for learning to recognize the virtues when you see them.**
- * **People are often governed by what they did in the past -- they do not know what is valuable or worthless to you.**
- * **The reaction of managers tells people that something is of value -- can awaken him/her to the best within.**
- * **The soul responds to the names of the virtues.- The brain's ability to abstract helps people understand.**
- * **People will live up or down to our expectations -- a wise manager expects the best and calls everyone to it and acknowledges every effort made.**



Goal - To awaken and bring forth potential

Function - Explorer, Discoverer

Tools - Expectations, insights, acknowledgements



Things to do -

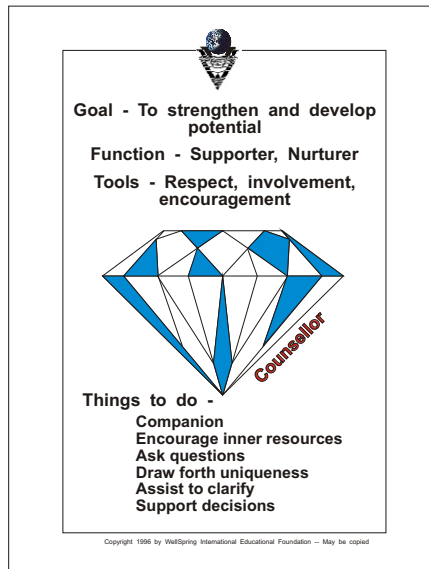
"See" potential

Recognize capacity

Observe behaviour

Call for the best

Respond when effort is made



Key Points

- * **Once awakened, a person's gifts are strengthened by having opportunities to use them.**
- * **The goal is always to encourage the development of independence -- do not do it for them if they can do it for themselves -- learn to delegate authority.**
- * **The manager must be there to access the person's decision-making ability and encourage its use.**
- * **Everyone can make choices, to include moral choices -- once made, the challenge is to support the choice.**
- * **Even a bad choice can be a valuable learning experience if a manager helps people determine what went wrong.**
- * **Above all a manager must help people to develop their own way of knowing and unique voices to express them.**



Goal - To strengthen and develop potential

Function - Supporter, Nurturer

Tools - Respect, involvement, encouragement



Things to do -

Companion

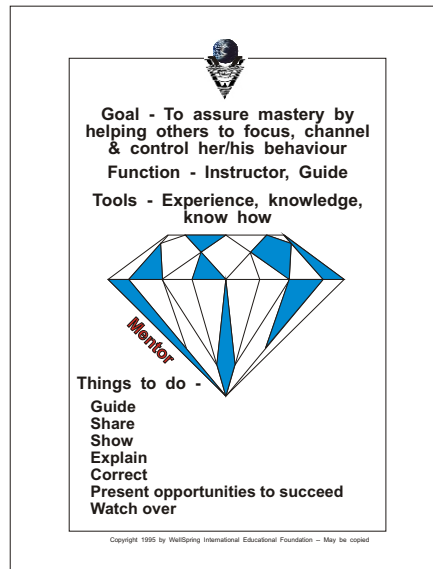
Encourage inner resources

Ask questions

Draw forth uniqueness

Assist to clarify

Support decisions



Key Points

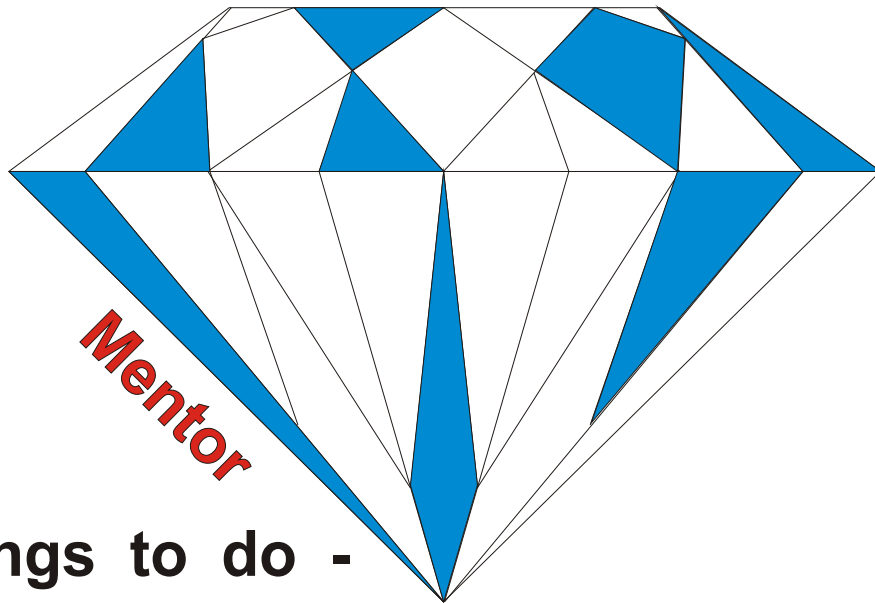
- * **Managers, when acting as a mentor, seek to use all their art and skill to benefit the organization as a whole.**
- * **Do everything possible to assure that your subordinates are successful in whatever they undertake.**
- * **Rehearsal, explanation, demonstration and correction provided in a climate of respect assure success.**
- * **Subordinates will learn little if tasks are constantly done for him/her -- one or two times to demonstrate is enough.**
- * **If there is no freedom to fail, the pressure makes success much less likely.**
- * **A good mentor permits people to take the lead and then watches over the process to see that it goes right.**



Goal - To assure mastery by helping others to focus, channel & control her/his behaviour

Function - Instructor, Guide

Tools - Experience, knowledge, know how



Things to do -

Guide

Share

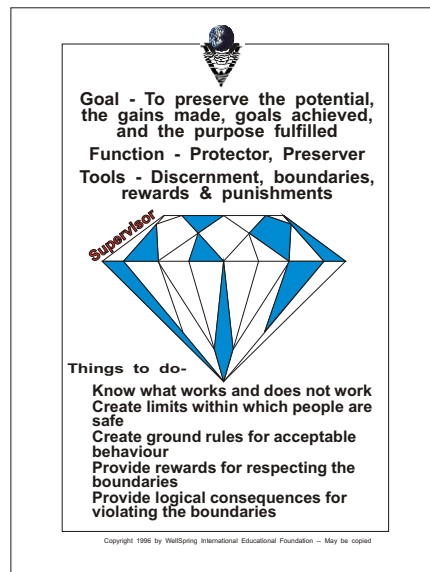
Show

Explain

Correct

Present opportunities to succeed

Watch over



Key Points

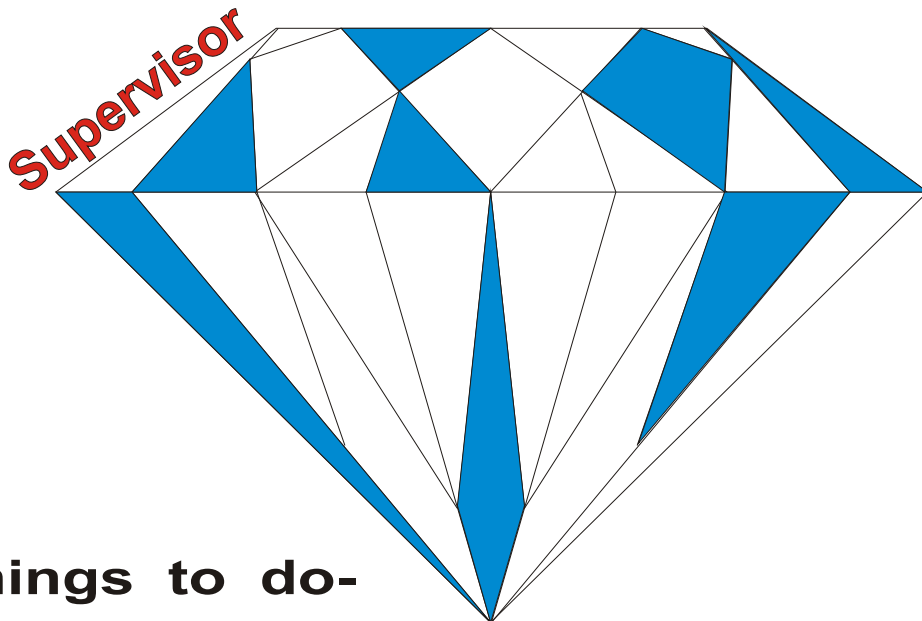
- * **Managers must use their authority, not as dominance, but in service of achieving the goals.**
- * **People without boundaries, without clear limits, never feel safe.**
- * **One of the primary challenges for managers is to keep their people safe enough to become creatively involved in their jobs without undue fear of failure.**
- * **Another challenge is to support the development of a strong sense of personal responsibility.**
- * **The use of the manager's authority must never be arbitrary -- it must change as the people in the organization and the systems they work in mature.**



**Goal - To preserve the potential,
the gains made, goals achieved,
and the purpose fulfilled**

Function - Protector, Preserver

**Tools - Discernment, boundaries,
rewards & punishments**



Things to do-

**Know what works and does not work
Create limits within which people are safe
Create ground rules for acceptable
behaviour
Provide rewards for respecting the
boundaries
Provide logical consequences for
violating the boundaries
Alter the limits as the organization
develops**