Moral Leadership

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“The honour and distinction of the individual consist in this ... that he become a source of social good.”

'Abdu'l-Bahá
Main objectives

*Functions in any group that contribute to good performance:*

- Conserve and strengthen the unity of the group
- Carry out the tasks for which the group was created
- Develop the potentialities of the members of the group
## Styles of leadership

<table>
<thead>
<tr>
<th>Prevalent mental models of leadership</th>
<th>Characteristic conduct</th>
<th>Prototype</th>
<th>Effect on group members</th>
<th>Effect on group functioning</th>
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</thead>
<tbody>
<tr>
<td>Authoritative</td>
<td>Gives orders, Exp. Obedience, No dialogue</td>
<td>Army, some organisations</td>
<td>Resentment, low motivation, obstruction</td>
<td>Little unity, no unity between leader and group</td>
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<tr>
<td>Paternalistic</td>
<td>Love, Care, no faith in cap. gr. members</td>
<td>Rel. orgs, Char. orgs</td>
<td>Dependent, No development capabilities</td>
<td>No cohesion, Dependent, helpless</td>
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<td>Know-it-all</td>
<td>Lets know or feel that he is more knowledgeable</td>
<td>Academics, Consultants, “Experts”</td>
<td>Feel inferior, don't participate, leader is frustrated</td>
<td>No integration leader and group, no dev. potential</td>
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<tr>
<td>Manipulative</td>
<td>Hide true motives and personal interests</td>
<td>Politics</td>
<td>Feel betrayed, become synical, mistrust</td>
<td>No unity, no development of capabilities</td>
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Styles of leadership
common denominators

- All four attempt to dominate by controlling the process of decision making
- None are effective for achieving the three primary functions of a group
- All four completely ignore the task of developing the potentialities of the group members
Transformation
“One cannot solve a problem at the same level of thinking that created the problem.”

-Albert Einstein-
Definition of Mental Models

“Mental Models are deeply rooted images that determine how we perceive our environment”

-Peter Senge-
Conceptual Framework

- Conscious
- Evolving, because of our ability to question and contemplate
- Consistent
- New knowledge develops into real knowledge
- Thinking versus acting
Moral Man

A social actor, who is consciously and actively engaged in the processes of personal and social transformation
Moral Leadership

- Committed to the values of social justice, equity and participation,
- sufficiently committed to these values so as to inspire sustained efforts in the struggle for bringing about the necessary changes,
- willing to assume the personal risks inherent in dealing with resistance to change.
Moral man

Human

Skills

Capacities

Perspective

Utopian

Enlightenment

Humanitarian

Conscience

Conscience

Law & Order

Justice

Liberty

Tolerance

Empathy

Participation

Citizenship

Equality

Responsibility

Courage

Generosity

Wisdom

Love

Patriotism

Loyalty

Inclusivity

Commitment

Embedding:

Education

Initiative

Endeavour

Self-discipline

Rectitude of conduct

Think/Act

Peculiarly

Understand & bring

Appreciate

Exchange & bring

Cultivate

Change

Process

Ponder

Meditation

Care for

Care for

Relinquish

Resign

Forgive

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Development of Capabilities

- Concepts
- Skills
- Attitudes
- Qualities