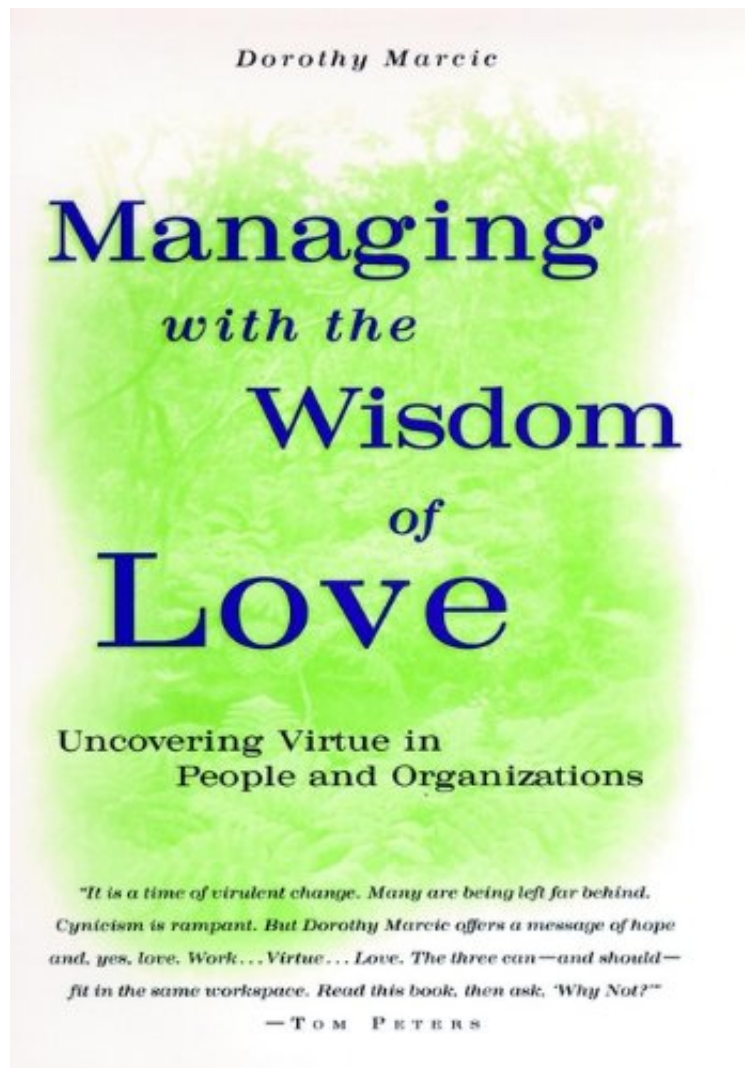


Managing with the Wisdom of Love: Uncovering Virtue in People and Organizations

Dorothy Marcic

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Dorothy Marcic : Managing with the Wisdom of Love: Uncovering Virtue in People and Organizations before purchasing it in order to gauge whether or not it would be worth my time, and all praised *Managing with the Wisdom of Love: Uncovering Virtue in People and Organizations*:

0 of 0 people found the following review helpful. Five Stars
By ChicagoJG
Glad to be able to get this book. I've heard great things about it.
1 of 1 people found the following review helpful. A good (if optimistic) book for business and personal life
By James T Petersen
In today's business climate, a person would be hard pressed to argue against the concepts presented in this book. Today's business culture relies heavily on a philosophy which revolves around teams,

empowering people and need for them to be self directed. To be successful in this philosophy an organization must show it trusts people, treats them with respect and dignity, be open in communications, and show they are valued. These same values are also the core of what the Author refers to as the spiritual side of business values. It's easy to see how spirituality needs to be the cornerstone of team work and empowered employees. How well an organization incorporates the principals of spirituality into their organizational culture is directly proportional to the success and productivity they will see in their teams and employees, and its long term health. Even on a personal level spirituality makes sense. Who likes to be treated as another piece of the machinery. That their opinions and efforts are not valued, or they are not trusted. A large part of management's job is to motivate people. Failing to meet people's "spiritual" needs will make all other motivational efforts meaningless. Where I feel the book is deficient is that the Author makes it sound all too easy. "Just start being nice and the whole organization will change." By saying this I am not implying that it will not work. Just that it will take more time than the Author indicates. Also, the Author does not address the issues which will need to be overcome in getting people to buy in to spirituality. Examples of this are found in the success stories the Author references. These examples fall into two basic categories: Companies just starting out, and Companies experiencing major problems. In a Company just starting out, implementing spirituality is relatively easy. Employees are hired which match the philosophy. Everyone in the organization knows coming in what the philosophy is, and what can be expected. This is without preconceived prejudices based on what has happened before. Spirituality can prosper quickly under this environment because it's very seeds are founded in it, with few weeds to impair its growth. The other example category, Companies experiencing major problems, has the advantage of while trying to implement a cultural change, they are undergoing what I would term a "significant emotional event." In most cases this "significant emotional event" involves: "If something doesn't change, we will all be out of work." In this case change must be implemented quickly for the company to survive. Change is more easily introduced and takes hold because all employees recognize the need for change and the consequences of not. This makes the introduction of spirituality something which can quickly take root and grow. The vast majority of businesses do not fall into either of these categories. They are the ones which are experiencing various levels of success, but are looking for ways to improve. They have a work force which may be skeptical of any "new program" because of the history behind all the other programs which came before. Also, because the company is successful many employees may not see a need for change. Past relationships between management and employees may have caused an atmosphere of distrust. The Author does not recognize any of these issues and how they will effect the implementation of a management shift based on spirituality. I also believe the Author is optimistic when she states it will take 2 to 3 years for spirituality to take hold. I believe it will take much longer depending on where the company is in relation to the issues stated earlier. I feel even the Author doesn't quite believe in the 2 to 3 years stated. This is because she makes a caveat that after this period of time, only 30% of the work force will have actual buy in. While I believe the 30 % number may be optimistic too, I also question if a 30% buy in reflects real change. In conclusion, it is my opinion the Author's belief that in order for an organization to be successful over the long term, it needs to base its management philosophy on the principals of spirituality is a correct one. I believe the book has deficiencies because it does not address the problems and issues associated with implementing this philosophy in an established, successful company, and it is overly optimistic in the ease and speed with which it can be done.

0 of 0 people found the following review helpful. LEFT ME NEEDING MORE! By Leo H. Tramm Dorothy Marcic's *Managing with the Wisdom of Love* is founded on the premise that an organization should seek balance in the five dimensions of work, which include physical, intellectual, emotional, volitional, and spiritual. The author models these dimensions as the parts of a tree, with each dimension represented as follows: - Roots = Volitional- Trunk = Emotional- Branches = Intellectual- Leaves = Physical The unseen water and nutrients necessary for the tree to survive represent spiritual qualities such as justice, respect, dignity, and the ability to love. These spiritual qualities are intended to form the foundation of an organization's philosophy and are the basis of the New Management Principles of trustworthiness, unity, respect and dignity, justice, and service and humility, suggested by the author. The author provides examples where some of the New Management Principles have been incorporated into struggling organizations. Stepwise approaches to assessing the current status of an organization and for integrating spirituality into an organization are also provided. However, my criticism of the book is framed by a statement made by the author --that trustworthiness is at the foundation of the problems associated with management change efforts. By the lack of detailed supporting research and thorough documentation of successes within organizations, the author forces the reader to take a leap of faith as to whether or not to trust in the concepts contained in the book. The impasse here is, of course, that spirituality is an intangible that cannot be seen or measured. Essentially, the author paints an abstract picture of utopia where realism may be needed. The concepts provided by the author are consistent with contemporary viewpoints on ethics, motivation, teambuilding, leadership, and the management of diversity. Authors of theory and text on these subjects offer similar views and suggest that the path to a successful organization is through the balanced application of principles similar to those suggested by the author. The underlying message of the book, to treat and respect others as we would wish for ourselves, is arguably the single most important goal we should set for our personal and professional lives. Certainly the concept of applying this principle in a work environment will be met by a fair share of skeptics, as acknowledged by the author (in the end, about 30% of

participants will be transformed to some degree, 50% will be open to future experiences but not yet transformed, and about 20% will be against the transformation process or simply will not care'), but what management change effort isn't met with skepticism. The success/failure rates of other of other management programs may be comparable, because it takes a visionary team of leaders to lay the foundation necessary to see these concepts permeate a large organization. The concepts presented by the author also seem to be the first to be thrown out the door in a time of crisis. Open your mind and heart and take in the message the author is trying to deliver and it will enrich you, the people you work with, and maybe even society as a whole.

Make a change for the better Why do the best-laid plans for organizational transformation go awry? In this compelling work, Dorothy Marcic tells managers that no prescribed formula is ever complete without factoring in the human side of the equation. She asks, How would the workplace change if we acknowledged that spiritual values are as important in the operations of organizations as they are in the lives of the people who work there? The answers -- garnered from real-world examples -- banish the notion that a business can't be both spiritual AND successful, and show what it means to act as a manager with virtue.

"A gutsy book. Marcic has spoken honestly about the responsibilities and motivations at work in a way no one has dared before. [This book] should be read by everyone interested in management and organization." -Lawrence M. Miller, President, Miller Howard Consulting Group "Dorothy Marcic has found some men and women in business who are chasing sales and profits like everyone else, but who are living in a different world than many of us -- a world of trust and faith and love and even serenity! This book shows us how that is possible." -Peter Vaill, author of *Learning as a Way of Being* and *Managing as a Performing Art* "With the discipline of a good scholar and the insight of a sage, Dorothy Marcic has extracted the most profound lessons from the world's wisdom literature, and has synthesized them into a compelling guide for those who would manage with the wisdom of love. But don't expect wispy new age idealism here, because Ms. Marcic has illustrated her material with persuasive, specific examples from today's American workplace." -James A. Autry, former CEO of Meredith Corporation and the author of *Confessions of an Accidental Businessman*, *Love and Profit*, and *Life and Work* "Moves the reader beyond today's poverty stricken business to a business of well-being....It also provokes the inevitable for everyone: the discovery of self." -John Hormann, coauthor of *Creative Work* [For use on front cover:] "It is a time of virulent change. Many are being left far behind. Cynicism is rampant. But Dorothy Marcic offers a message of hope and, yes, love. Work...Virtue...Love. The three can -- and should -- fit in the same workspace. Read this book, then ask, 'Why Not?' " -Tom Peters "This book is a must for those in leadership positions who are committed to establishing people- and team-centered organizations that are truly empowered." -Carl M. Skoogland, Vice President, Ethics Director, Texas Instruments Inc. From the Inside Flap Disappointing reengineering and downsizing efforts have prompted many managers to realize that prescribed formulas and materialistic solutions are not the total answer to organizational problems. But what more is there? In *Managing With The Wisdom Of Love*, author Dorothy Marcic explores that question from a fundamentally different perspective as she poses an intriguing question of her own: How would the workplace change if we acknowledged that spiritual values are as important in the operations of organizations as they are in the lives of the people who work there? As the author brilliantly shows, love, justice, dignity and respect are more than just traditional spiritual ideas; they are also The New Management Virtues needed in the contemporary workplace. Speaking directly to those managers who are "trying to figure out why their elaborately planned programs don't work, why morale is low or trust is absent, why worker motivation just isn't what it ought to be," Marcic presents concrete evidence -- taken from real-world examples -- that breaking spiritual law, in business as elsewhere, elicits predictable results. She also outlines practical workplace applications for the enduring principles she discusses, and provides checklists and charts that help operationalize spirituality and internalize what it means to act as a manager with virtue. Banishing the outdated "tyranny of the OR" -- the notion that a business can be spiritual OR successful -- *Managing With The Wisdom Of Love* gives business people the insight they need to thrive instead with the "genius of AND." From the Back Cover Disappointing reengineering and downsizing efforts have prompted many managers to realize that prescribed formulas and materialistic solutions are not the total answer to organizational problems. But what more is there? In *Managing With The Wisdom Of Love*, author Dorothy Marcic explores that question from a fundamentally different perspective as she poses an intriguing question of her own: How would the workplace change if we acknowledged that spiritual values are as important in the operations of organizations as they are in the lives of the people who work there? As the author brilliantly shows, love, justice, dignity and respect are more than just traditional spiritual ideas; they are also The New Management Virtues needed in the contemporary workplace. Speaking directly to those managers who are "trying to figure out why their elaborately planned programs don't work, why morale is low or trust is absent, why worker motivation just isn't what it ought to be," Marcic presents concrete evidence -- taken from real-world examples -- that breaking spiritual law, in business as elsewhere, elicits predictable results. She also outlines practical workplace applications for the enduring principles she discusses, and provides checklists and charts that help operationalize spirituality and internalize what it means to act as a manager with virtue. Banishing the

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