

THE NATIONAL ASSOCIATION OF
CATHOLIC CHAPLAINS
Audio Conferences
March 2012

*Leadership Series Part I:
Towards A Theology of Spiritual Care Leadership and Leadership Discernment*

March 15 and March 22, 2012

About the Presenter:

Edward Smink, Ph.D., BCC is a board certified chaplain with the National Association of Catholic Chaplains. He completed his Ph.D. in Philosophy with an emphasis in Depth Psychology and Mythological Studies at Pacifica Graduate Institute in Carpinteria, California. His doctoral work highlights the heroic journey of healing and is titled: *The Thresholds of Affliction: The Heroic Journey of Healing*. Drawing from his research into the classics of literature, theology, and other disciplines, as well as his extensive pastoral experience as a nurse, pastoral counselor, chaplain, and currently serving as Executive Director of Mission and Ministry for CHI One Kansas, Dr. Smink will reflect on two questions that are integral to chaplaincy: “*How does spiritual leadership shape and influence the spirituality of the sponsoring organization?*” and secondly, “*what are those qualities of servant leadership that influence organizational spirituality?*”

Learning Objectives:

Following the session, participants will be able to:

1. Have a deeper appreciation of the chaplain’s organizational role
2. Explore the chaplain’s participation in fostering a cultural spirituality
3. Recognize anew the chaplain’s inner resources that nourish them as spiritual care leaders

Summary:

The heart of our mission as spiritual care leaders is to facilitate the belief and experience that one’s spiritual strengths are a resource for healing. How does this spiritual leadership shape and influence the larger organization? Can we begin to imagine that we do contribute to and also enhance the organizational spirituality of which we are a part? Within the framework of the organization’s mission, vision, and values, what qualities can we discern in ourselves to expand our role as spiritual leaders within the organization? In two sessions, we will explore orienting our organization to this mission, along with envisioning and discerning those dynamic qualities which make us spiritual care leaders.

SESSION ONE: MARCH 15, 2012

In exploring the question: “*How does spiritual leadership shape and influence the spirituality of the sponsoring organization?*”, this presentation will explore and develop a definition of spirituality, the gospel call to discipleship, the unique call to chaplaincy within a mission sponsored organization, qualities of spiritual leadership as discussed by David Lichter and Mary Lou O’Gorman,¹ and insights gleaned from Gerald Broccolo in his article *Spirituality and Business*.²

- A. Working definitions of spirituality
- B. Individual and Organizational Spirituality
 - a. The call to discipleship-the Beatitudes
 - b. The call to ministry within a mission sponsored organization
- C. Nine qualities of spiritual leadership were gathered by a special task force for NACC and presented in Lichter and O’Gorman’s article, *Establishing a Chaplain’s Value*. These chaplain leadership skills will be discussed in the context of contributing to the organization’s mission and spirituality. They are:
 - 1. Provide leadership and education that shapes and supports the culture of spirituality, mission, and values of the organization.
 - 2. Collaborate within their department and organizational setting, aligning spiritual care goals and organizational goals.
 - 3. Advocate within their organization and the communities they serve for justice, human dignity, stewardship of resources, quality, excellence, and safety.
 - 4. Design, implement, and assess a variety of programs across the continuum of care that address diverse religious, cultural, and spiritual needs of clients and staff.
 - 5. Provide effective spiritual care as part of an interdisciplinary team that contributes to the well-being of staff, patients/clients, and their families.
 - 6. Document a spiritual assessment, intervention, and plan of care.
 - 7. Promote the dignity of the human person through ethical decision-making and work within the institutional ethics process to meet the needs of a variety of settings.
 - 8. Provide relevant rituals appropriate to diverse religions and cultures for individuals and groups.
 - 9. Facilitate patient/clinic groups to provide support during life/health crises and empower individuals/families and staff to utilize resources for healing.

¹ Lichter, David A. and O’Gorman, Mary Lou, “Establishing a Chaplain’s Value.” *Health Progress* May-June (Vol. 90, No.3). St. Louis: The Catholic Health Association of the United States, 2009, 30-33.

² Broccolo, Gerald. “Integrating Business and Spirituality.” *Health Progress* May-June (Vol. 83, No.3). St. Louis: The Catholic Health Association of the United States, 2002, 36-39,67.

D. Summary and Conclusion

“What if we really took this conviction, our call to ministry, a call deeply rooted in our heritage in healthcare delivery, in building relationships that heal, and made it the principle of organizational alignment, integration, strategy, and performance?³

Questions and Answers/Discussion

³ Broccolo. Ibid. 36
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SESSION TWO: MARCH 22, 2012

Our second question “*What are those qualities of servant leadership that influence organizational spirituality?*” gives us the opportunity to explore servant leadership.

1. The Case for Servant Leadership
2. A Biblical Mandate
3. Articulation of Servant Leadership Characteristics-Robert Greenleaf⁴
 - *The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead.*
 - *The best test is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?*
 - *And, what is the effect on the least privileged in society; will they benefit, or, at least, not be further deprived?*
4. Ten Practices of Servant Leadership
 - Listening
 - Empathy
 - Healing
 - Awareness
 - Persuasion
 - Conceptualization
 - Foresight
 - Stewardship
 - Commitment to the growth of people
 - Building community
5. Summary and Conclusion:

In virtue, leaders find the stable and enduring power they need to maintain the conviction, commitment and discipline to be faithful to servant leadership over time, in the midst of opposing cultural views of leadership and through personal and organizational challenges. The connection between the practices of servant leadership and virtues provides a source of guidance and power that leaders need in order to thoroughly embody servant leadership.-Deschryver Muller⁵

Questions and Answers/Discussion

⁴ Greenleaf, Robert K. *Servant Leadership*. New York: Paulist Press. 1977.

⁵ Mueller, Celeste DeSchryver. “Servant Leadership: The Way Forward?” *Health Progress* September-October (Vol. 9, No.5). St. Louis: The Catholic Health Association of the United States, 2011, 21-25.