Challenging Managerialism through Ethical Leadership

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Ethical leadership challenges to organisational social work leadership

Origin and nature of those challenges

- New public management and neo-liberal organisational thinking
- ‘Scientific management’ (Taylorism)
- Market philosophy ‘colonising’ state sector social workers (Carey, 2008)

So, what is needed?
Content of presentation

- Apply ethical leadership to social work organisations drawn from
  - IFSW Statement of Ethical Principles
  - National Codes of Ethics
  - The literature

- Apply social justice as the profession’s ‘central organising value’ to the organisational context (Ife, 2010; Marsh, 2005)

- Exercise leadership approaches which enable those values
The neo-liberal challenge

- An overriding focus on measuring outputs and outcomes
- Outputs as policy advice, administering legislation, and direct service delivery eg child safety
- Outcomes as societal results sought by government to which outputs contribute
- Applied to state sector and NGOs by virtue of the ‘contract crunch’ (Boston, 1995; Lane, 2005; Tennant, 2007)
The neo-liberal challenge

- Quantitative measurement may marginalise the quality of practitioner-client interactions (Carey, 2008)

- Shift from social work values to organisational accountabilities enabled by ICT (Burton & van den Broek, 2009)

- Statistical reporting has moved the emphasis on process accountability to accountability for results (Boston et al., 1996; Webster, 2010)
A social work response to the neo-liberal challenge

Apply social justice as the profession’s ‘central organising value’ to the organisational context

(Ife, 2010; Marsh, 2005)
### Core purposes of social work (Sewpaul & Jones, 2005)

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Core Functions</th>
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<tbody>
<tr>
<td>Include the marginalised</td>
<td>Challenge barriers/ injustices</td>
</tr>
<tr>
<td>Manage programmes/ organisations dedicated to these purposes</td>
<td>Enhance stable harmonious and respectful societies</td>
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<tr>
<td>Promote respect for ... cultures, ideologies and religions</td>
<td>Advocate policies ethically consistent with the profession</td>
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<td>Work towards protection of people unable to do so themselves</td>
<td>Advocate for change in policies maintaining marginalisation</td>
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<td>Act socially/ politically by critiquing inequalities</td>
<td>Educate to access services/ resources</td>
</tr>
<tr>
<td>Encourage advocacy for pertinent concerns</td>
<td>Policies/ programmes for people’s wellbeing</td>
</tr>
</tbody>
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### Human rights/social justice

(IFSW, 2012; Ife, 2010)
Leadership approaches to enable those values

Leadership in the context of the

- Māori renaissance
- Ethical, authentic and spiritual leadership

Ethical Leadership in the context of

- Authenticity
- Spirituality
- Servant leadership
- Personal and professional integrity
- Indigenous approaches
- Biological complexity thinking
Pauline Leonard’s (2009) ‘journey’ towards personal and professional authenticity offers such an expression by capturing essential ethical properties with a vision of social justice:

‘As a human being, I am responsible to the community for the creation of a just, caring, equitable, democratic society. Any aspects of my professional identity must be congruent with this aspect of my being ... I believe I tell the truth, as I know it, in striving for authenticity. Becoming authentic is a process, a journey, not an end in itself; it … requires a continual examination of one’s multiple identities within the context of the communities in which one lives, works and interacts (italics added).’

(Leonard, 2009, pp.253, 255)
References


References


