3. A belief in the essential nature of this irreplaceable service to society. This ensures the value of working with all students, who must make their way bravely in a world that is new in many ways.

4. A mighty experience of community with their students, their colleagues, the neighborhood, etc. Like the butterfly's flapping wings, the influence of the teacher is incalculable.

5. A flexibility born out of their sense of rootedness in the past and motion toward the future. Teaching is not a series of tasks but a flow of work designed to educate and to draw out what is needed for each student.

It is as Hansen claims in his opening statement: "This book is about teaching as a vocation. I describe vocation as a form of public service that yields enduring personal fulfillment to those who provide it" (p. xiii).

One minor editing point is suggested. It would be helpful to readers to include the names of the teachers profiled in the chapter headings.

Mary LaBarre, Ed.D., teaches in the School of Education, University of Portland, and coordinates the PACE (Pacific Alliance for Catholic Education) program, a two-year service learning program in which participants earn a master's degree in education while teaching full-time in underserved Catholic schools and living in community.

SPIRITLINKING LEADERSHIP: WORKING THROUGH RESISTANCE TO ORGANIZATIONAL CHANGE

DONNA J. MARKHAM, O.P. PAULIST PRESS PUBLISHING, 1999.

Reviewed by Ronald W. Rebore

This 143-page book is easy to read and its readability is enhanced by its layout: margin notes, highlighted features, and application exercises. The book is written in such a way that the principles set forth can be applied to all types of enterprises: not-for-profit, business, and religious organizations. The content is even applicable to individuals who work with people in groups that constitute quasi-organizations. The author has managed to integrate psychology, leadership experience, and spirituality into strategies which will be helpful to leaders as they analyze the change process, including how to identify the symptoms of resistance to change. The author also explains how to deal with factions in an organization in order to promote a sense of community. Effective leadership is set forth as healthy leadership and the nuance of this approach is clearly exemplified. The term "spiritlinking," coined by the author, refers to an innovative way to approach human interaction which is the main thrust of the book. Spiritlinking views each individual as an expression of the energy, wisdom, culture, and spirit of the group to which he or she

belongs. Because of this dynamic approach to organizational relationships, there is a new sense of meaning that permeates the work of an organization. This enhanced meaning produces an outpouring of creativity formulated through ideas that spark innovative services. A significant aspect of this creativity is the initiation of a community sense which mitigates against resistance to change that plagues many organizations. Perhaps the most important concept established by this book centers on leadership as an experienced phenomenon rather than leadership as a series of management techniques.

The author begins with a definition of spiritlinking. She conceives it to be:

> the deliberate and untiring act of working through resistance to organizational transformation by building a circle of friends, fostering networks of human compassion and interweaving teams of relationships through which new ideas are born and new ways of responding to the mission take form and find expression. (p. 5)

Thus, conflict and resistance become a bond which unites rather than divides people. Conflict and resistance offer an opportunity to bridge disunity, promote community, deepen a sense of meaning, and heighten creativity. To accomplish these objectives the leader needs certain skills which include managing the vision of an organization, creating a synergy, sustaining conflict, and working through the grief and resistance that are produced by change.

The author identifies behaviors within an organization which are symptomatic of resistance to change: isolation, projection, splitting, doing/undoing, denial, rigidity, and depression. Isolation involves minimal exchange between departments, the establishment of cliques, autonomous decision-making, and very little collaboration. Projection occurs when there is an atmosphere of criticism in an organization that places blame on other departments, managers, colleagues, or authority. Splitting is a phenomenon whereby there is over-aggrandizement or hostile devaluation of individuals and groups that is manifested in the development of coalitions in order to create mitigating strategies before meetings. Doing/undoing behavior occurs when there is obsessive concern about and fear of making mistakes, the inability to bring closure to agendas, criticism of how decisions were made, and retraction of decisions because of criticism. People are in denial when they are Pollyannaish or oblivious to problems in an organization and are unable to deal with discord. Rigidity occurs when individuals are legalistic, self-righteous, and dogmatic which is usually manifested in a preoccupation with policies and procedures. Depressed people are often absent, lethargic, silent, and lacking in initiative and have low energy levels. Depressed organizations experience the attrition of key employees.

Markham boldly states that the spiritlinking leader must tell the truth about what is going on in an organization. This forthrightness will encourage disequilibrium but will eventually overturn mindsets and ultimately lead to the establishment of proper equilibrium. The concern of the spiritlinking leader is to uncover how mechanized divisions of labor in an organization often lead to closed relationships and destructive conflicts. Stability is a powerful force in an organization—even in a dysfunctional organization. Thus, telling the truth is courageous because it will bring about disequilibrium.

In order to reverse the direction of an organization that is dysfunctional, it is necessary to unleash energy-laden and unexpected accord or communion so that momentum can be channeled toward the good that is held in common. The author identifies assumptions which lead to effective conflict management that include respectful dialogue among peers which is mature and psychologically healthy, rigorous study and reflection, a commitment to listening with an open mind, and a pre-established agreement to leave the dialogue as friends. The effort to strive for the common good can be frustrated by *groupthink,* which is an unconscious effort on the part of a group to fortify itself against perceived threats from outside people by closing off alternative courses of action.

Beginning with Chapter 5, the author turns her attention to certain personal characteristics that are endemic to the successful spiritlinking leader. He or she will be sensitive to the use of metaphor, which uses ordinary language to express the extraordinary truth of what it means to be human. Listening to metaphors will reveal the human expression that yearns for relationship and purpose which are universal in all engagements including those within organizations. A healthy organization requires a healthy leader. The healthy leader will be aware of four dimensions to his or her well-being. Physically, the spiritlinking leader must consider the effects of eating, drinking, sleeping, and exercise on his or her behavior. Spiritually, the spiritlinking leader must allow time for reflection, meditation, solitude, or silence on a consistent basis. Awareness of emotions is the third dimension; such emotions as anxiety, irritation, excitement, depression, sadness, enthusiasm, hurt, and exasperation will support or adversely affect a person's ability to lead. The last dimension deals with relationship. The spiritlinking leader will be effective to the degree that he or she is able to foster relationships with family and friends that serve to refresh the leader's perspective on professional activities.

This interesting and valuable book places in perspective the issue of leadership and helps to situate the practice of leadership from a perspective that offers a blueprint on how to deal with one of the most important issues of leadership: dealing with resistance to change.

Dr. Ronald W. Rebore is associate professor in the Department of Educational Leadership and Higher Education at Saint Louis University.