

Demonstrating Responsible Leadership at SOS Villages – A Real Case

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Abstract

Today's enterprises across the world realise that they are a part of a large complex ecosystem and they need to plan, act, perform, and realise their mission interacting with various groups of stakeholders. It applies to profit and not for profit organisations at varied degree of importance to make a positive contribution to society beyond the economic benefits that derive from the activities of enterprises. The need of the hour is to define, design, develop, and deliver on responsible or social leadership.

The Center for Social Leadership defines social leadership as a means to devote one's life and talents to improving society regardless of social standing, wealth, or privilege. Considering the above context, to fully grasp and understand how the power of social leadership influences the society we considered the case of one such leader Tim Mckormick, CEO of SOS Villages, USA in understanding the style of his leadership, the motivational factors, the triggers for action, the challenges, and the dilemmas in living up to the organisational and personal values to make a positive impact to the society.

Keyword: Responsible Leadership, SOS Children's Villages

Introduction

Responsible leaders aim to create beauty in the world, elevate the vision of mankind, broaden our possibilities, and deepen our life experience. They protect freedom, preserve peace, and ensure prosperity for as many individuals as possible. Referring to the e-book of Center

for Social Leadership, responsible leaders are ordinary men and women of "virtue, wisdom, diplomacy, and courage who inspire greatness in others and move the cause of liberty." A responsible leader very deliberately strives to improve the world by creating value for others. Thus, responsible leadership is conscious societal improvement enacted by common people. Responsible leaders are fully committed to doing the most good for the most people using everything with which they have been blessed. Their lives are a perpetual cycle of self-improvement.

Responsible leadership is a social and moral phenomenon that was thrust onto the schema not only by recent scandals and the pressing issues that affect life on our planet, but also by the realisation that multinational corporations and their leaders have an enormous potential for contributing to the betterment of the world. The notion of responsible leadership reflects the fact that corporate responsibility is first and foremost a leadership challenge, which requires leaders who care and are morally conscious, open towards the diversity of stakeholders inside and outside the corporation and aware of and understand the responsibilities of business in society.

Robert A. Campbell, Ph.D, detailed the context of Social leadership in one of his article as being used by community organisations and others to describe a much broader perspective on people-centred activities aimed at creating a better world. Citing him the concept originally emerged in the context of developmental psychology and educational theory as the opposite, or perhaps the complement, of task leadership. What this means is that when working with others, we demonstrate a propensity either to get the job done or to ensure that others are included. Presumably, personal success is dependent

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upon developing capacity along both of these lines, but our immediate concern is with the social aspect of establishing and maintaining interpersonal relationships. He also proposed that the adoption of the term responsible leadership within management and organisational studies as a way to capture the idea that the leadership process entails more than just the mechanics of achieving goals through the management of tasks and people. It must also take into account human values, both ethical and aesthetic.

Within the business and management context, the concept of responsible leadership is manifested in various degrees of social marketing and corporate social responsibility. This refers to the idea that corporations need to balance their concern for making a profit, with an equal concern for the well-being of the environment, bio-diversity at large, and the welfare of the society, people, customer's partners and their employees. The action agenda of CEOs, Boards of Directors, and leadership at every level in corporations would be obvious when questions such as 'responsibility for what and to whom?' are answered.

To address many of the challenges and critical success factors of responsible leadership, we have identified the profile of a responsible leader, Tim Mckormick, CEO, running a very large care giving organisation, SOS Villages, USA, and summarised our findings as guidance and observation for inculcating some of those best practices in other enterprises.

About SOS Villages

SOS Children's Villages is the world's largest organisation (refer Exhibit -1) dedicated to providing care to children in foster care or orphaned. SOS Children's Villages was founded in 1949, and has expanded to 500 villages in 133 countries. Hermann Gmeiner established the SOS Children's Village Association in 1949 with just 600 Austrian Schillings (approx. 40 US Dollars). And in the same year the first SOS Children's Village has begun in Imst, in the Austrian Tyrol.

Who started SOS Villages?

Hermann Gmeiner was born to a big family of farmers in Vorarlberg (Austria) on 23 June 1919. His mother died while he was a young boy, and his eldest sister Elsa took on the task of caring for the smallest of the children. He was a talented child and won a scholarship to attend

grammar school. Having experienced the horrors of war himself as a soldier in Russia, he was then confronted with the isolation and suffering of the many war orphans and homeless children as a child welfare worker after the end of the Second World War. In his unswerving conviction that help can never be effective as long as the children have to grow up without a home of their own, he set about implementing his idea for SOS Children's Villages.

Before it was called SOS Children's Villages, to Gmeiner and his supporters, SOS meant socially responsible society (Refer to Exhibit -2 for Mission, Vision and Values of SOS Villages). Hermann Gmeiner started *Societas Socialis* a social club that was organised to raise funds for the care of orphaned children in Austria. Gmeiner believed that every child deserves a mother, as well as brothers and sisters, a home and a supportive community environment.

SOS's Approach

The mother was the crucial figure in the SOS Children's Village. Gmeiner hired local women, who were unmarried and had no children of their own, to take on the role of "mother" (Exhibit -3). They were expected to take care of several kids, not necessarily real siblings, but nevertheless called "brother and sisters", who constituted a small "family" and were provided with a "traditional Austrian" family house that symbolised a private place for the family, providing a safe haven for the kids to grow up. Each of the SOS children had their own bed, which was quite a privilege at the time. Grouping a number of SOS family houses together created an SOS village, a place where children found joy, goodness and a sense of belonging.

The main activities of SOS Villages are centred on the individual child.

The organisation encourages children to actively take part in the making of decisions that affect their lives (Exhibit -4). SOS Children's Villages aims to help improve the situation of vulnerable children in many ways and by working with partners at different levels, by:

- making child care, education, and health care available to children and their families directly
- helping families and communities to become strong so they can take care of their children better and organise child care, education and health care

- helping to improve the policies and practices of the state

Direct Services for Children and Their Families

Where a child’s family or other care-givers cannot take care of him or her, or cannot afford to send the child to school or bring him or her to the doctor when needed, or where such services are not available, SOS Villages work with families to determine what their children need and with local partners to make it possible.

Supporting Families and Communities

In order to help families and communities to become strong so that they can take care of their children better, and organise the services that children need, SOS Children’s Villages supports families, including care givers communities, the state and others to develop the attitudes, knowledge, skills, resources, systems, and structures to protect and care for the child. It does so through skills – training, teaching programmes and workshops.

Care: Sharing Knowledge About Child Care, Parenting and Child Protection

In the area of care, SOS Children’s Villages organise trainings for families, care-givers and for other duty bearers and service providers to share knowledge about child care, parenting and child protection. It helps families to be financially self-sufficient by helping them develop income generating activities.

Education: Partnerships at local, national, and international levels

In the area of education, SOS Children’s Villages builds partnerships on local, national, and international levels with other organisations to strengthen the abilities of duty bearers, teachers and principals, schools, kindergartens, education authorities and parents.

Health: HIV/AIDS

In the area of health, the organisation works particularly against the background of the HIV/AIDS pandemic, and put all effort into helping community-based organisations and local governments to respond more adequately to

the needs and rights of children and families affected by AIDS.

Advocacy: Improving Policy and Practice of the State

Through advocacy actions, SOS Villages aim to improve the overall framework conditions for children whose parents cannot take care of them, or who are at risk of losing the care of their families. It is done by bringing about changes in policies and practices that weaken children’s rights(Exhibit-5).

Based on our research of the SOS operating principles and our discussions with Mr. Tim McCormick, we believe that the framework (ref to Exhibit - 6) offers the leader of care giving organisation an opportunity to effectively engage all stakeholders involved and maximise impact to the cause & the society at large.

Tim Mckormick’s role

To understand how the power of responsible leadership influences the society we considered the case of one such leader Tim Mckormick, CEO of SOS Villages, USA. It was an attempt to understand the style of his leadership, the motivational factors, and the triggers for action, the challenges and the dilemmas in living up to the organisational and personal values to make a positive impact to the society (refer to Exhibit -7). Within the context, we aimed to understand the construct of Tim Mckormick pondering on key aspects of:

- How a social leader is born, trained, developed?
- How does he identify the best use of his talents and passions?
- How does he lead to deliver the most positive impact on society?
- How does he measure himself and his team on their contributions and finally
- How does he mentor for developing the social leadership in his organisation?

Who is Tim McCormick?

Tim McCormick joined SOS Children’s Villages, Illinois as the Chief Executive Officer in January 2005. Mr. Mckormick is responsible for the executive oversight

of the two Villages in the state of Illinois. There are plans currently underway for a third Village in the City of Chicago. Prior to coming to SOS, Mr. McCormick served as the Vice President of Mission and Community Development at Saint Anthony Hospital in Chicago, Illinois where he provided leadership to marketing, public relations and media functions for all hospital and community sites.

Mr. McCormick also served as the Regional Director of Senior Services for the Resurrection Health Care Systems in Chicago, Illinois. In this organisation, McCormick was responsible for the management and leadership of seven elderly care facilities including skilled nursing homes, licensed assisted living, retirement communities and adult day services. Mr. McCormick was accountable for the fiscal management of \$43 million dollars of annual operating revenue.

Mr. McCormick holds a Master of Human Resources (MHRM) and a Masters of Business Administration (MBA) and a Master of Divinity (M.Div). He has taught graduated courses at Dominican University and at present working as an adjunct faculty member at DePaul University and Loyola University in Chicago.

McCormick is currently a PhD candidate at Loyola University in Chicago, Illinois where he has completed all course work and is writing his dissertation on the notion of the common good serving as a catalyst for the American health care system. McCormick and his wife Maria have two children and live in the Western suburbs of Chicago.

As he moved into different leadership positions over his career, he focused on the need to play a broader role and said he never fully appreciated just how significant a response was called for until he became CEO at SOS Villages in Illinois. He interacts with who is who of political, business, spiritual, academic, and social leaders who were taking about social issues and drafts action points and gets involved in making fundamental and lasting changes through his organisation. His past accomplishments were impressive, from community development, elderly care efforts and his pursuit for knowledge through multiple academic degrees. But, as a values-based leader, he started looking beyond his own abilities and focus on the greater influence that he can

bring upon in SOS Villages. The team at SOS is already committed to being respectful, responsive, and results oriented. He realised that he needs to set a clear direction and pace to achieve the priorities and a plan.

Looking at various organisations which work for both profit and non-profit and their struggle to define and develop the leadership skills and abilities necessary to translate the principles of social leadership into practice, we feel this paper would provide a case led insights through Tim McCormick's experiences in demonstrating the aspects of social leadership that could provide some clarity in applying the theories in action.

The biggest challenge that a leader faces is managing the complexity of consciousness, constraints, commitments, culture and collaboration. Realising the success in an enterprise of profit or non profit requires a fine balance of above said complexities both inside and outside the enterprise. Leadership in the current environment is about balancing the triad of enterprise goals, ethics, and environment for common good. Every enterprise irrespective of its size, in every sector and in most of the countries is facing increasing pressures from political, societal, and environmental groups to make a positive contribution to society beyond the traditional economic benefits that are derived from their existence. However, many organisations are struggling to draft responsible leadership concepts and put them into action beyond the goal statements, and in defining and developing the leadership skills and abilities necessary to translate the principles of Social leadership into practice.

Responsible Leadership - A Successful Model for Care Giving Organisations

The world's religions proclaim that service to the humankind is verily service to God. In Hindu dharma one of the principle that stresses upon the above concept talks about "First debt to God that can be repaid by dedicating one's life to the service of God - this is done by service to all mankind." Islam scriptures talks about "The doctrine of social service, in terms of alleviating suffering and helping the needy, constitutes an integral part of Islamic teaching." Christianity alludes to the fact through one of the preaching "Bear one another's burdens, and so fulfill the law of Christ."- Galatians 6.2

Eminent leaders, God-heads, heroes of every era exhort us to rise above our daily personal strife & loose ourselves in service & giving. And yet, we are human with all our failings. Nearly 1.3 billion people remain below the extreme poverty line with an income of US \$1.25 or less a day. Another 2.6 billion live on less than US \$2 a day, another common measurement of deep deprivation. For many low-income countries, official development assistance (ODA) remains an important vehicle for financing development, given low levels of domestic savings and limited access to private capital flows. ODA has increased since the adoption of the Millennium Declaration, reaching \$133 billion in 2011. Yet, flows would need to more than double in order to meet the long-standing United Nations target of 0.7 percent of donor-country gross national income (GNI). Immediate prospects for meeting that target any time soon are grim, given fiscal pressures in donor countries. 184 companies participated in the Corporate Giving Standard (CGS) Survey on 2010 contributions, including 63 of the top 100 companies in the FORTUNE 500. The sum of contributions across all respondents totalled over \$15.5 billion in cash and product giving (GIVING IN NUMBERS, 2011 Edition, CECF Report). To put in perspective, in 2010, the top Fortune 500 Corporation had revenues of \$ 408.214 Billion & the bottom had \$ 4.1618 Billion in revenues and the gap between earnings and contributions from these companies in this regard tell a shameful story that should weigh heavily on our collective conscience.

According to Martin Luther King, Jr., life's most urgent question is: "What are you doing for others?" There has been much written and debated about the role of big business, the confluence of power and its interplay between corporate and governments and how we have become a massively interlinked global-politico-economy. We live in a world full of glorious opportunities, new technology and advances in science have brought unprecedented riches to various world constituents. But it has also widened the gaps between the haves and the have-nots. It amplifies the friction and strife that is bound to occur when different cultures meet and interact, amplified further with the materialistic demands of an increasingly polarised world-polarised and confused by the interplay and differences of cultures, politics, economics and religions of the world, of powerful men/governments that promote capitalistic or communist or some extremist ideology or the other that serve an opportunistic benefit.

Lost are the will, leadership and the collective moral compass that the billions – more than 40% of the world's population – living in shockingly deprived conditions- so desperately need from us all to rise again.

We set out to identify opportunities and actionable methodologies to make a positive impact to the social care giving responsibilities that we carry as a society. To dissect such a complex issue and find workable solutions is no mean task as can be judged by the stature and greatness of some of the world leaders earlier mentioned in this paper. We make a humble attempt to uncover the approach & leadership traits of a crucial component of social care giving constituent – the Social care rendering institution itself as a starting point.

Lessons Learnt

While we studied SOS Children's Villages - the world's largest organisation dedicated to the long-term care of orphaned and abandoned children, as part of this endeavour and were permitted access to its operations, we also had the opportunity to get insights into the leadership style and principles of their Illinois based CEO Tim Mckormick (Refer to Exhibit – 8).

Tim summarised his leadership philosophy at the beginning of our interactions as, "When we've achieved in securing the future of one child it is moment of triumph for my team. As we celebrate for the difference we made we realize that there are many such needy and have scaled only one peak. There are still many more mountains and much higher ground to be conquered. Those peaks represent the hurdles and challenges like funds, scale, and other social issues that go well beyond individual efforts. This is the trigger for me to be a truly a values-based leader, and live upto the values of the SOS organisation. I look beyond the horizon of our own mission and consider what it means to be socially responsible"

When Tim was approached to share his experiences and thoughts on responsible leadership, he discussed with other leaders in the organisation, and expanded his macro view of the vision and drafted his actions based on the SOS values at the field level.

The sole purpose of the leader in SOS Villages is to live up to what Mahatma Gandhi said once, "The best way to find yourself is to lose yourself in the service of others" and "You must become the change you want to see in the

world.”

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Exhibit -1: Global Presence of SOS Villages

Fig. 1: Global Presence of SOS Villages



Source: <http://www.sos-childrensvillages.org/About-us/Pages/default.aspx>

Exhibit -2: Mission, Vision and Values of SOS Villages

Mission Statement

What we do?

We take action for children as an independent non-governmental development organisation.

We respect varying religions and cultures, and we work in countries and communities where our mission can contribute to development

We work in the spirit of the United Nations Convention on the rights of the child and we promote these rights around the world.

Vision

What we want for the world's children?

Every child belongs to a family.

Every child grows with love.

Every child grows with respect.

Every child grows with security.

Values

What keeps us strong?

Courage: We take action

Commitment: We keep our promises

Trust: We believe in each other

Accountability: We are reliable partners

Exhibit – 3: The SOS Family based Model of care

Fig. 2: The SOS Family based Model of care

SOS CHILDREN'S VILLAGES USA

The SOS Family-Based Model of Care

THE MOTHER
...each child has a caring parent

The SOS mother builds a close relationship with every child entrusted to her, and provides the security, love and stability that each child needs. As a child-care professional, she lives together with the children, guides their development, and runs her household independently. She recognizes and respects each child's family background, cultural roots and religion.

BROTHERS & SISTERS
...family ties grow naturally

Girls and boys of different ages live together as brothers and sisters, with biological siblings always staying within the same SOS family. These children and their SOS mother build emotional ties that last a lifetime.

THE HOUSE
...each family create its own home

The house is the family's home, with its own unique feeling, rhythm, and routine. Under its roof, children enjoy a real sense of security and belonging. Children grow and learn together, sharing responsibilities and all the joys and sorrows of daily life.

THE VILLAGE
...the SOS family is part of the community

SOS families live as integrated and contributing members of the local community. The SOS Village provides the surrounding children and residents with:

- Schooling
- Medical service
- Psycho-social support
- Community programs that strengthen the family

Exhibit – 4: Pillars of SOS Children’s village

Fig. 3: Pillars of SOS Children’s village



Source:www.sosvillages.com

Exhibit – 5: SOS CV’s Community impact

Fig. 4: SOS CV’s Community impact



Source:www.sosvillages.com

Exhibit – 6: Framework depicting effective engagement of Responsible leader with stakeholders

Fig. 5: Framework depicting effective engagement of Responsible leader with stakeholders

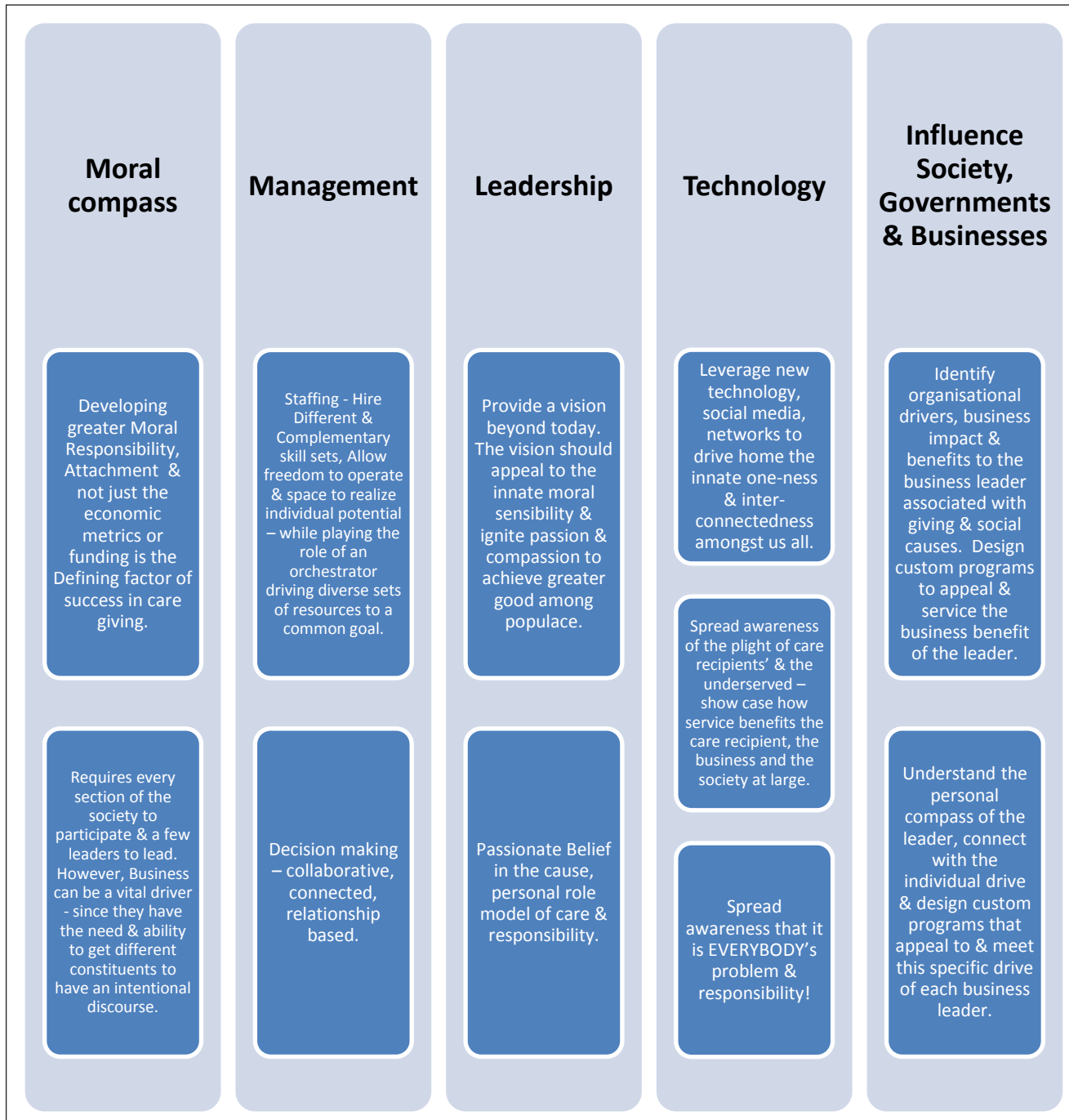


Exhibit – 7: The roles model of responsible leadership

Table 1: The roles model of responsible leadership

<i>Roles(Value-based &Operational)</i>	<i>Stakeholders</i>
Steward	Peers
Citizen	Superiors
Servant	Clients
Visionary	Civil society
Coach	Communities
Networker	Families
Architect	Suppliers
Change agent	Clients
Storyteller	Environment
	Others

Source: Adapted from Maak and Plees (2006b)

Exhibit -8: Interview with Mr. Tim Mckormick

How do you define the role of the socially responsible leader?

Tim’s Experience: The socially responsible leader needs to have a vision beyond the immediate & ignite within others a passion to pursue the vision; this vision is for his organisation& for the communities in which the organisation operates and strives. The leader needs to realize that they have a moral responsibility to the society & need to create that moral sense within others as well, like his team, the customers, the suppliers and the eco system in whole. A socially responsible leader would find many dilemmas in realizing his strategic goal to increase the engagement maximise limited resources available towards making a better society and develop metrics to measure effectiveness of these programmes.

Our Observation and further notes.

The more we look at the problems and crises around the society, the more we realise that no leader can do everything. If a leader spread his efforts too thin, he would not be effective. As Tim said, managing the dilemmas is key for a socially responsible leader, prioritizing the areas of operations is crucial else there would be very little or

nothing that can result out of the efforts. Spending small energies to every cause is definitely not the best way to spend one’s resources for creating a lasting impact. An ideal responsible leader addresses the questions of: what are the key issues about which his/her organisation is most passionate of? And are there certain accelerators that he/she can provide his or her team through which they can accomplish the goal?

In your experience how do other leaders navigate their organisation, circumstances and complexity?

Tim’s Experience: Limiting to the context of how leaders navigate the priorities of the organisation both in for profit and non profit like SOS, the complexity and circumstances arise in identifying the priorities and expending right energies to achieve the goals. Socially responsible leaders need to have the ability to tap into people’s potential by understanding people’s motivations and self interests. This is no different from any other leadership basics. But the difference is to use the insights of such learning to find the right team to address the situations at hand. Complexities arise not only because of external and internal un-certainties but a majority of them due to the conflicts of ethical and moral standards. When a leader and his team uses the compass of moral responsibility as means to advance within the company any circumstance and complexity could be managed. A responsible leader amidst other set of motivations like learning, sense of purpose, belongingness, growth should always tie up the team, task, target, and thought to the vision of greater good.

How can a leader be most effective in getting this done – can you give an example?

Tim’s Experience: Take the example of SOS, some of our donors fund us to develop small children, others to develop adolescent kids, and some to support parents. Different perspectives, I pay attention to these different motivations, I articulate the needs, identify the gaps & design the approach on effective usage of the gifts that they give us. Identifying the potential donor’s interest, gaps in current service plans & the means to bridge the gaps is a complex mesh of human emotions, our needs, prioritisation of funds, allocation of energies and tapping the right sources. If a leader is specific to each engagement, and is objective about the task he/she could be successful.

Our Observation and further notes.

SOS works in an environment requiring levels of government funding. Businesses & individuals engage without personal touch by just donating the money and goods. While government role is to provide basics of safety/shelter, to transform a child's life requires a stronger individual commitment & mindset in utilising every such fund received in expending in right direction, proportion and making everyone in the village realise the value of such money coming in and living upto the expected moral potential and be responsible citizen. Ethical dilemmas for a socially responsible leader are to awaken the moral sense of responsibility for the underprivileged. Hence, a socially responsible leader should have the ability to drive the energy, ideas, and influence, the team to have enough passion and engagement for a priority task, and enables the team with the resources to carry forward the mission. The socially responsible leader addresses key questions of how to tie up the individual in the team to the cause? Identify and employ the right area of expertise amongst the available specific resources that lend them to the cause?

May we know your style of leadership?

Tim's Experience: I am a compassionate and passionate leader. My belief that children are not helpless and they are empowered to realise their potential and I am just a tool to make sure that they realize their potential keeps me grounded. My strategy is just to make sure that the organisation doesn't go static. I make change a part of the process for my team and enable the change organically adaptable into the organisation. Organisational design is my strength and I build the structures to cope with this change. Openness and rapport is key for being a good leader, it doesn't happen through phone calls and emails. I make sure that the people I work with never feel uncomfortable around me.

My executive assistant Moumita is good in making sure that I am as accessible as possible. I practice the principle of genuine humility; I treat everyone in my team as if he or she were the most important because they *are*. I hire people who have different thinking to complement what I have. I try to nurture differences collectively and I drive the decision making for conclusion rather than not make a decision. I trust the team to help make the right decisions. I build my teams allowing them the freedom and space

to make their talents and passion effective for making a positive impact. From childhood I am self-disciplined; I took responsibility for my own growth and understood that I always have a purpose larger than self. I made it a point that I always strive to build relationships of love. When I interact with the children in the village I try to share my experiences and inculcate the thoughts of what it means to have increased awareness of about one self. I also stress on the fact of exercising the personal spiritual discipline which finally becomes the guiding force during the dilemmas.

Why does the moral responsibility an issue? Is the lack of trust with charities? Is it our value system?

Tim's Experience: In America, how we deal with vulnerable reveals our values. We don't want to know in America today, children in foster care – ½ of them never graduate, 25% will be homeless, 25% will move every year. SOS has established a village model to take care. Most of us don't care that children sleep in cars. Collective consciousness of the society is detached – the detachment is from the thought and lives of the under privileged and the suffering. I think in other worlds the culture of attachment is weaved into the society. In US we measure giving results in economic matrices as against moral results. This has led to the commoditisation of care.

Consider research reports published by leading institutions in this field, based on their findings of what is important and measured by CSR divisions and management.

Between grant recipients and their funder's Chief Giving Officer (CGO): The funder wants to know: How to assess whether grantees are achieving the intended results, and how to estimate a "return on investment" (ROI) numeric for comparing and/or aggregating the effectiveness across different grants in achieving social results.

Between the Chief Giving Officer (CGO) and CEO: When pressing the CEO for significant commitment to philanthropic programs, the CGO is often asked to articulate a "business case" and demonstrate how supporting the philanthropic initiative will be valuable to business.

Between the CEO and the investor community: Investors want assurance that spending on corporate philanthropy enhances (or at least does not diminish) shareholder value. Concurrently, a number of investors ask that the

companies in which they invest demonstrate greater philanthropic leadership and social responsibility.

While the emphasis is certainly on measurement of results and tangibles, somehow, it makes the process very impersonal and business-like whereas in SOS Children's Villages there are four key components to its service model.

The village comprises of brothers and sisters brought up together – develop attachment

We have a fulltime foster parent in the village.

Children have individual homes – so there is a physical anchor to it.

There is this village – sense of belonging to the village & movement. A family committed to one another.

What can we do make the Society care? Not commoditize service? What can be done to encourage Corporate & Government leadership to care for care?

Tim's Experience: Business perspective: Speak the language of business leaders – it's good business sense to be in the business of social care.

Personal perspective personal engagement: Engage the individual person to develop a sense of belonging & passion for what you are doing;.

Connectivity: Social media, connectivity, reinforces the sense of how we all are connected. Its appealing to that sense of connectedness – to each other to nature – the bigger appeal to the universal interrelated needs whether its economies or nature or people.

You have to make a business proposition, personal engagement & present the bigger picture of interconnectedness.

Whose job is it? Government? Religious Leaders? Corporate leaders? Who is the best position to influence this?

Tim's Experience: It's the job of society. Everyone has a role to play. If we can convince business leaders to have that intentional discourse on this subject. Government, religion all has a role. But Business leaders have the potential and motivation to direct an intentional discourse.

Our Village is a set of people - business community, social and religious institutions all have to understand this and bring value and their moral compass.

Steve Jobs is a business leader whereas leaders such as Nelson Mandela, Gandhi emerge, but in the context of responsible leadership, everyone has a responsibility, so where is the moral compass? We have to look at what do we add to the world - as an individual, as a business. Business looks at the mirror but doesnot look at the window. Businesses need to care and look out of the window to care for the society.