

# Soul & Soulfulness

Aristotle De Anima (Psyche)

ROBERT KUGELMANN, *Psychology & Catholicism, Contested Boundaries* claims that the point of intellectual trading zones is the exchange of ideas that the trading zone exchange has made it possible for some subcultures in psychology to engage in exchange with religious communities and traditions. He adds, however:

*Some subcultures, in particular the more narrowly defined experimental ones, have no interest in exchanges, nor do the religious groups seem interested in their wares. But [...] in both theoretical and applied areas of psychology there has been lively interest in the boundaries, and much interest in what the other side has. In these trading zones, there are many crossings and exchanges.*

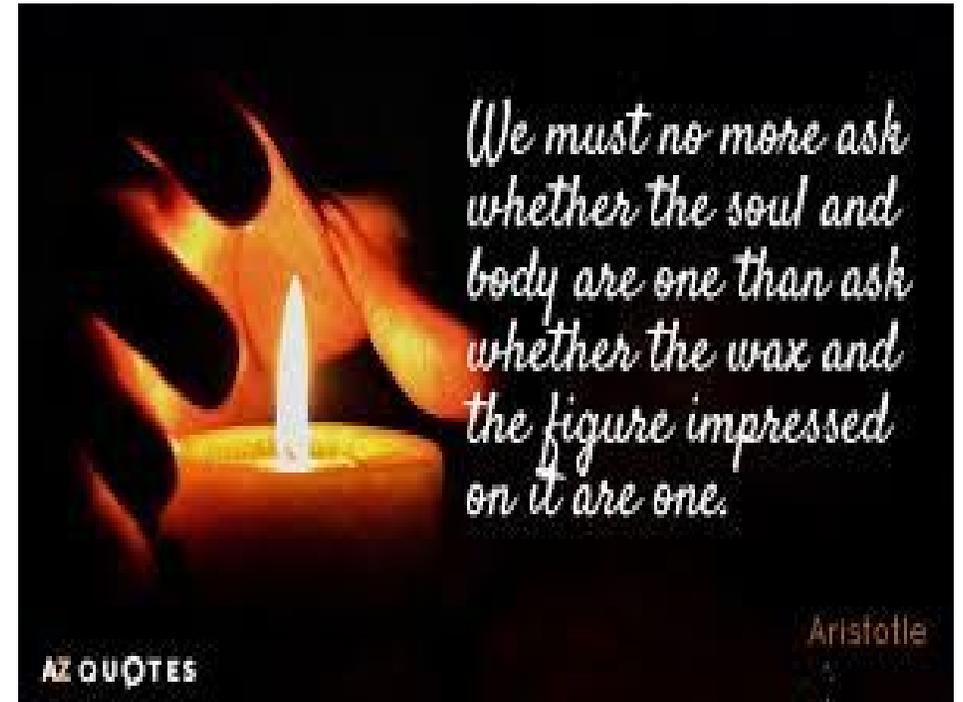
*Yet Thomistic psychology must exercise serious caution in trading zone exchanges. In a bold confrontation with the basic failure of scientific psychology, the influential Thomistic psychologist Robert Edward BRENNAN in 1941 warned that scientific psychology does not have the answers to the existential pursuit of meaning, purpose, spirituality, and the cure of mental illness. BRENNAN, in his formative work *Thomistic Psychology: A Philosophical Analysis of the Nature of Man*, concludes in the final chapter *Modern Psychology, Modern and The Thomistic Synthesis* with an intrepid apologetical assertion:*

*Without a soul, psychology is like a temple without a deity or a home without a family spirit. [...] It is difficult to see, then, how the investigator can avoid assuming some definite philosophic attitude toward the subject matter which he is studying.*

*In this case, the subject matter is man, regarding whom there can be but only one satisfactory attitude. It is the position which recognizes in every human being, regardless of race or age, a creature possessed of soul and body; a cosmic entity made out of spirit and matter, an organism quickened with a principle of rational life; a corporeal substance that not only vegetates with plants and senses with the animals but also, and more importantly, reflects on its own intellectual nature and stretches out, by its faculty of divine love, toward a Good that is supremely perfect*

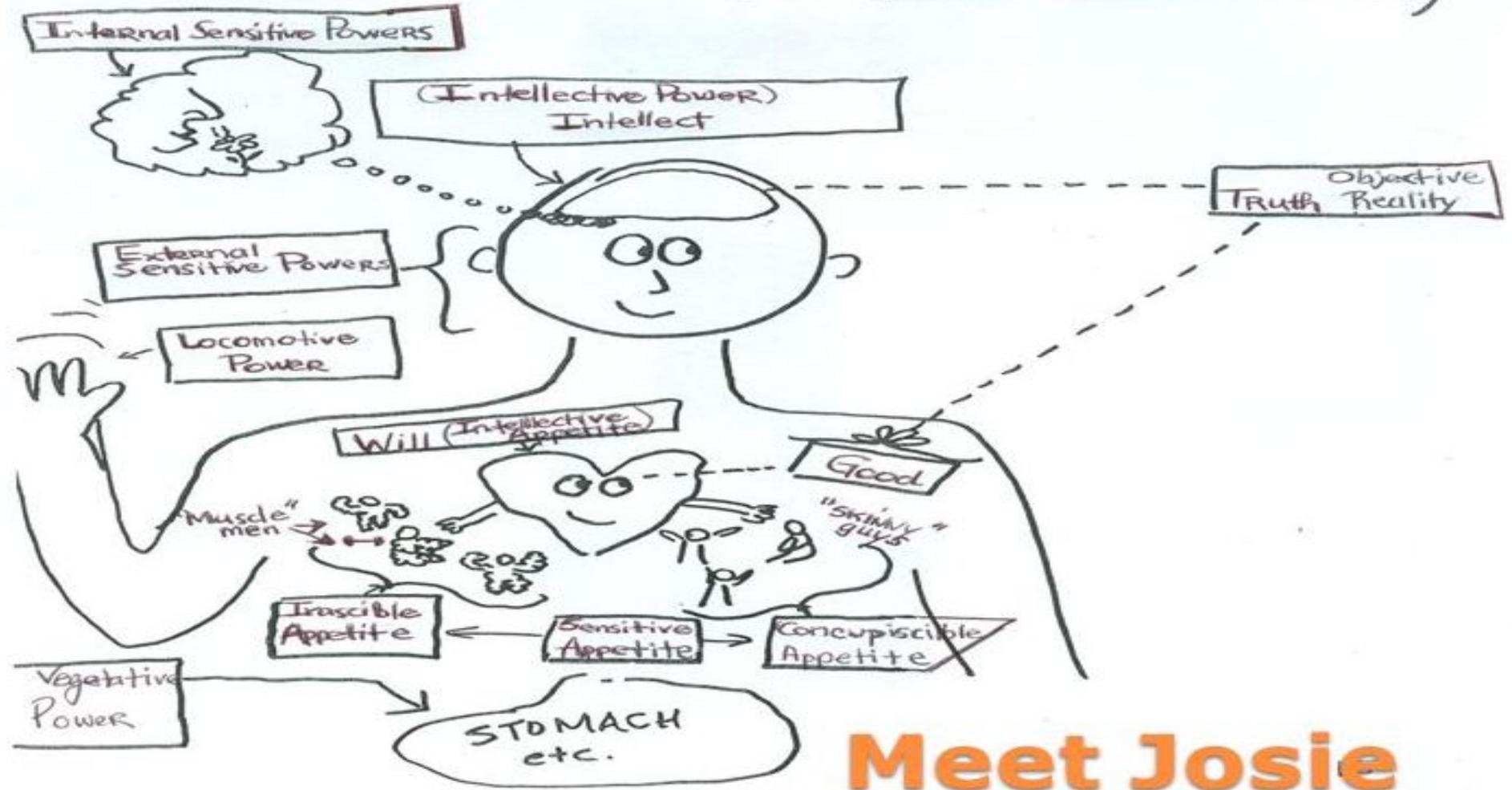
*Thomistic Psychology, Robert Edward Brennan, O.P.*

*WHEN ARISTOTLE SETS OUT TO DEFINE THE SOUL, HE IS NOT SAYING 'LET US AGREE TO USE THIS WORD THIS WAY,' BUT MAKING A STEP TOWARD UNDERSTANDING OUR COMMON EXPERIENCE OF AN ASPECT OF THE WORLD.*

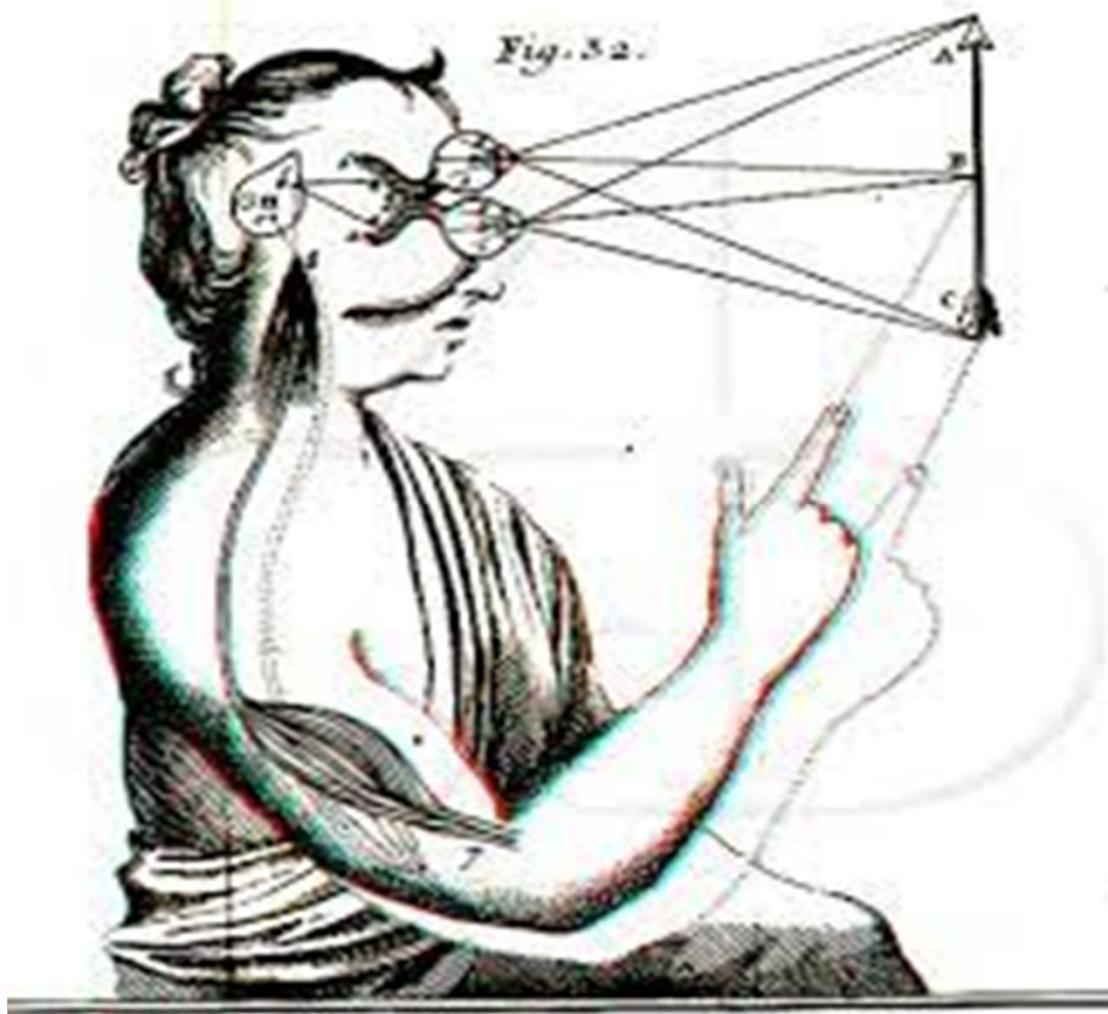


The Five Generic Powers of the Human Person	The Sub-Generic Powers	The Specific Powers
Intellectual	Speculative Practical	(These are not two distinct powers but rather two modes of reasoning of which one and the same power, the intellect, is capable.)
Appetitive	Rational Sensitive	Will Concupiscible Irascible
Sensitive	External	Sight Hearing Taste Touch Smell
	Internal	Common Sense Imagination Cogitative Power Memory
Locomotive	NA	Legs, arms, and other muscle groups.
Vegetative	NA	Powers common to animals and plants involved in nutrition, growth, sexual reproduction, and the maintenance of physical health.

# + The Human Powers (also called the Powers of the Soul)



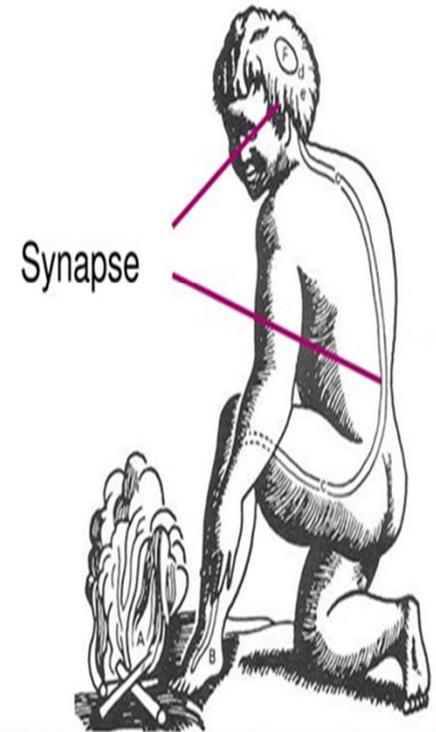
**Meet Josie**



## Pain Pathway – Descartes (1664) Medical School (1970)

- Straight wire
  - Now with synapses
- Stimulus magnitude determines
  - Signal strength
  - Cortical response
  - Pain appreciation
- No fire – no pain

Melzack R, Wall PD: Pain mechanisms: a new theory.  
Science, 150:971, 1965.



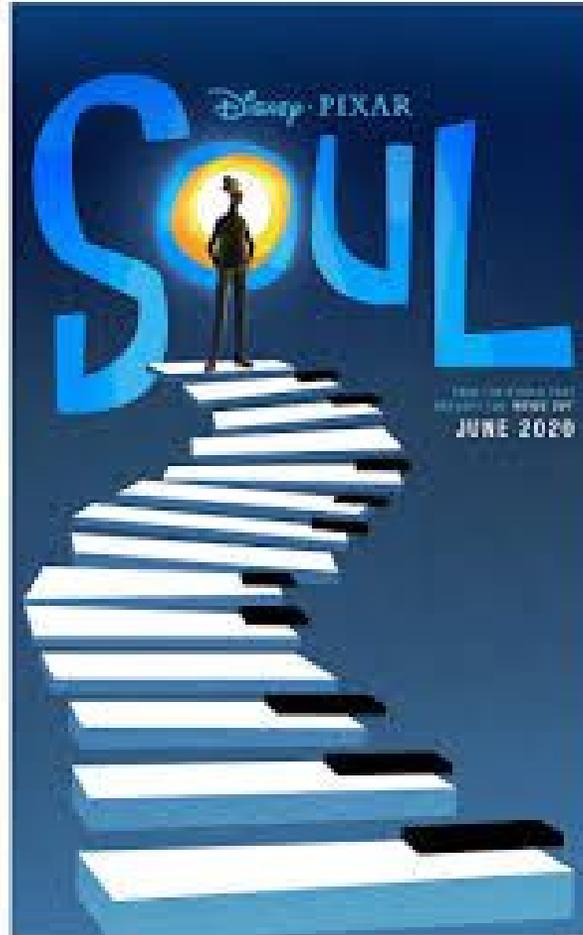
HOW YOU SEE YOURSELF:



HOW MOST PROFESSORS SEE YOU:

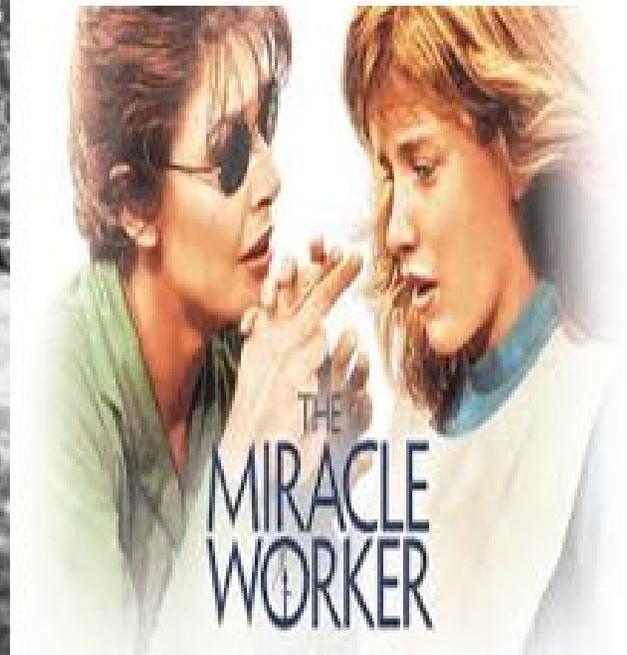


WWW.HOHOES.COM





In the beginning the Word already existed.  
The Word was with God,  
and the Word was God. John 1:1



"Once grasped, it cannot be relinquished: it is and remains the irreversible condition of our knowing anything at all. Helen Keller, once she knew what water was, had only one burning desire: to know what everything else was." Symbol & Existence, A Study In meaning Explorations of Human Nature, Walker Percy

“ According to St. Thomas, the person, not the intellect, knows; and neither the senses nor the intellect grasp the existence or essence of anything without the assistance of the other faculty. Gilson adds that, for S. Thomas, the existing man, and the individual person, not the intellect or senses, grasps the existence (esse) of anything: we sense with our intellects and intellectualize with our senses.”

Etienne Gilson, *Thomist Realism and the Critique of Knowledge*

# THE MOVING FORCE OF LIFE

S  
O  
U  
L  
F  
U  
L  
N  
E  
S  
S



*Soulful Means We Are Moved to Greatness  
by The Deep Powers of our Psyche*



Team Soulfulness Zone the Motivational-Organizational Moving Force!

## One and The Many



Just Like the Business News Channel

## Pandemic Disorder of The Many



Sudden Arduous Disruptive Chaos

# Soulful Leadership HEFT and Organizational Diffusion

- Love
  - Humility
  - Wisdom
  - Particular Reason
- BUILD CORE VIRTUES**

- Prudence
- Justice
- Temperance
- Courage



Redpath interprets Aristotle and Aquinas as basically developing metaphysics from the perspective of philosophical psychologists. He observes that human beings are, as agents of actions, relating their actions always to organizational situations. In terms of a social plan of action to be completed (the end) “people judge, estimate, hesitate and argue with themselves, weigh alternatives, seeks help from friends and try to figure out how they should direct their movements (actions).”

These human powers to estimate and evaluate sensible realities as to their utility, advantage and sensory suitability are known as particular reason. It is somewhat similar to what contemporary sociological symbolical interactionists describe as “role taking” which is foundational to social intelligence: Taking the role of the other is necessary for love, friendship, cooperation, teaching, learning, good parenting, being moral, making peace, and compromising...In short, it is central to success of all kinds that involves other people. To be able to successfully take the role of the other may lead us to compassion, sympathy, or empathy; however, it can also aid us in successfully exploiting or destroying those we have come to understand. Those who successfully play on our fears and hatreds depend on this ability...The successes of an Adolf Hitler or Joseph Stalin on the one hand, and a Martin Luther King, Jr, or Mother Teresa, on the other hand, depend on their ability to take the role of the other.

## Soulful Leadership Exemplars



Nurse Florence Nightingale: Sensing, Loving and Estimating (Cool Calculation)    General George S. Patton: Sensing, Courageous and Estimating (Cool Calculation)

***“We sense with our intellects and intellectualize with our senses.”***

*Do the next right thing, for the right purpose, for the right reason, the right way, with the right people, with the right resources, at the right time*



Courageous Resilience Under Fire: Fall Back & Bounce Forward in Existential Arduous Situations

## Spiritual Soulful Emergence

Practical  
Wisdom &  
Will



Emotional  
Mastery &  
Will

Virtuous & Moral Habits of Soulful Character

**Slide 19**

---

**WM2**

William Mcvey, 4/25/2020

Intrinsic: personal growth, well being, community participation, loyalty, virtue, authentic-coherent behavior, competent skills, good communicator, sanity

## Personalistic Integrated Leadership Psychology

Extrinsic: anxiety, depression, narcissism, physical illness, toxic behavior, political games

1. *Personal Integration* is the central feature of human development.
2. The best employees are inherently proactive and inclined to bring their best efforts to the workplace and the process to learn and to grow. In other words, they are predominantly intrinsically motivated.
3. There is a soulful organismic principle in human life toward a more complex, yet organized, condition.
4. The soulful desire to develop an integrated sense of self is thus a central feature of who we are as persons and the nature of human activity. It can be thought of as *the moving force of life (soulfulness)*.



*For the things we have to learn before we can do them, we learn by doing them.* Aristotle, 384-322 B.C.



**Better to illuminate than merely to shine.**  
Thomas Aquinas, 1225-1274, A.D.

## Spiritual Focused Vision

Practical Reason

Soulful  
Organizational  
Leadership

Rational-Emotional Mastery

Virtuous Habits of Moral Character (HEFT)

*A Not-So- Elementary Christian Metaphysics* in Chapter Six, “St. Thomas’s and Aristotle’s teaching About the Nature of Philosophy, Science, As A Study of the problem Of the One and The Many”, he writes:

Aristotle thought that causes are principles, and principles are starting points, and measures, of being, becoming, or knowing. For this reason, he thought of philosophy as study of causes, principles of effects, which we first encounter in our experiences of sensible being.

Redpath, Peter A. *A Not-So-Elementary Christian Metaphysics Volume One* (Manitou Springs, Colorado, USA: Socratic Press, 2012)

Aristotle’s fundamental thought that principles are causes. In other words, as a cause, by definition, a principle is not merely a type of logical category; rather it is a dynamic explanation of movement, i.e., being, becoming and knowing. It is the starting point of some action in a person and in creation. One of the great features of Redpath’s treatment of Aristotelian-Thomistic metaphysics is that it is written in a scientific-philosophical language that is accessible to the contemporary reader. For example, he draws attention to four terms used by St. Thomas’s metaphysics that often confuse readers, namely matter, subject object and principle.

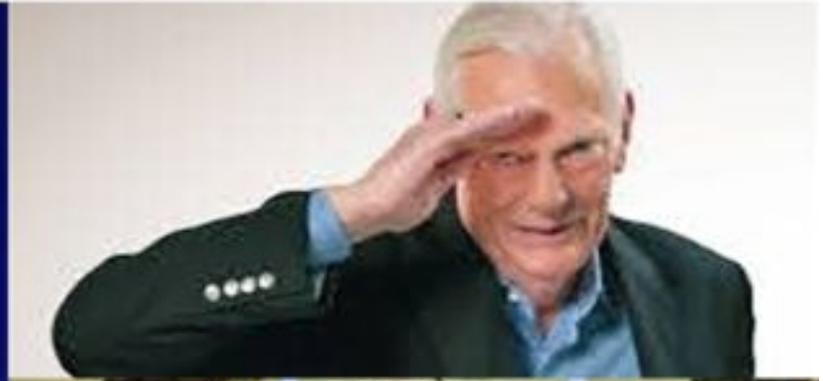
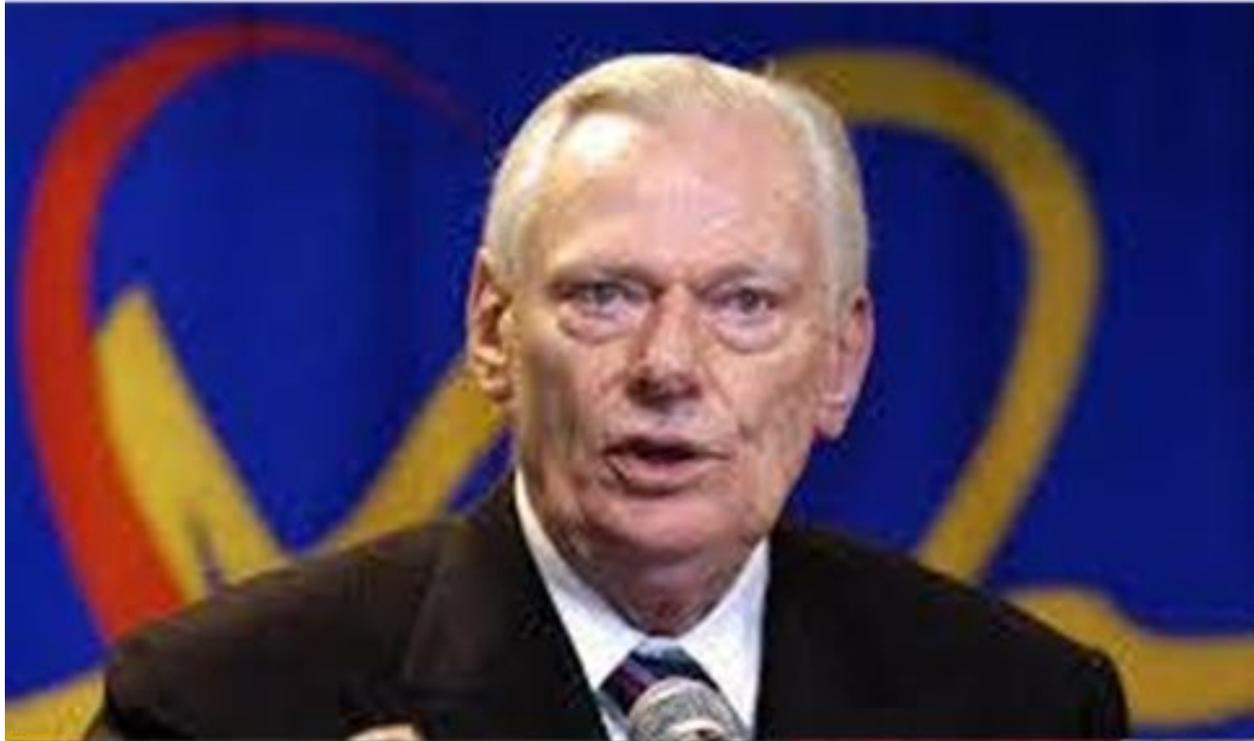
From the viewpoint of a Thomistic metaphysical psychology of organization, it is the capability of a wise person that allows a person to sense and develop an organization; it is an intellectual and sensing faculty.

According to St. Thomas, Aristotle and the Many say wise man know order, that his office, business, duty is to know the order existing in things in both speculative and practical ways: to recognize and establish order in things.

Hence, St. Thomas understands the office of the wise man essentially to involve understanding the divine rule of government that exists as the proximate principle of unifying and harmonizing all the parts of creation as one of the best order of the parts involved. Because St. Thomas considers the order of creation to consist in parts fitting, proportionately, harmoniously arranged to guarantee maximization of their qualitative performance resulting from maximization of their qualitative organization, he maintains that arts that study the created order are essentially architectonically arranged according to an analogously proportionate, corresponding perfection of order, or organization.



Exemplar-Leadership Common Sense Virtual Contemplative  
Intensity of Perfection, Excellence and Progress



Southwest is a culture of habits of distributed leadership embedded in the organizational whole by means of tacit and explicit knowledge Herb Kelleher establishes his concept of leadership on the virtuous habit of love: If you are careful about hiring people, it should come as no surprise that acts of love and generosity will naturally spill out of them. It should come as no surprise that when you get enough people with these attributes the same company, a corporate character is created that practices love as a way of doing business. Kelleher looks to recruit persons who are willing to express their capacity to love in relation to other employees and customers. AQUINAS teaches that acts and habits are specified by their objects and the proper object of love is the good so that wherever there is a special aspect of good, there is a special kind of love. For Kelleher, the primary function of the executive leadership of Southwest is that “acts of love and generosity spill out of them.” If we follow this definition of AQUINAS, it means the employees are not working just for a paycheck. They are working at Southwest because it is a culture that allows them to develop the virtue of love by doing acts of goodness to others.



## The Infusion and Diffusion of Organizational Soulfulness Principle

Kelleher taught from the conception of Southwest that there was a simple strategy based on three objectives that required extreme discipline and intensity of focus.

We basically said to our people, there are three things that we are interested in. The lowest costs in the industry—that can't hurt you, having the lowest costs. The best customer service—that's a very important element of value. We said beyond that we're interested in intangibles—a spiritual infusion—because they are the hardest things for your competitors to replicate. The tangible things your competitors can go out and buy. But they can't buy your spirit. So, it's the most powerful thing of all.

In the previous chapter, we put forth the importance of the executive leadership practice of the virtue of humility and the cultural practice of humility at all levels of organizational leadership.

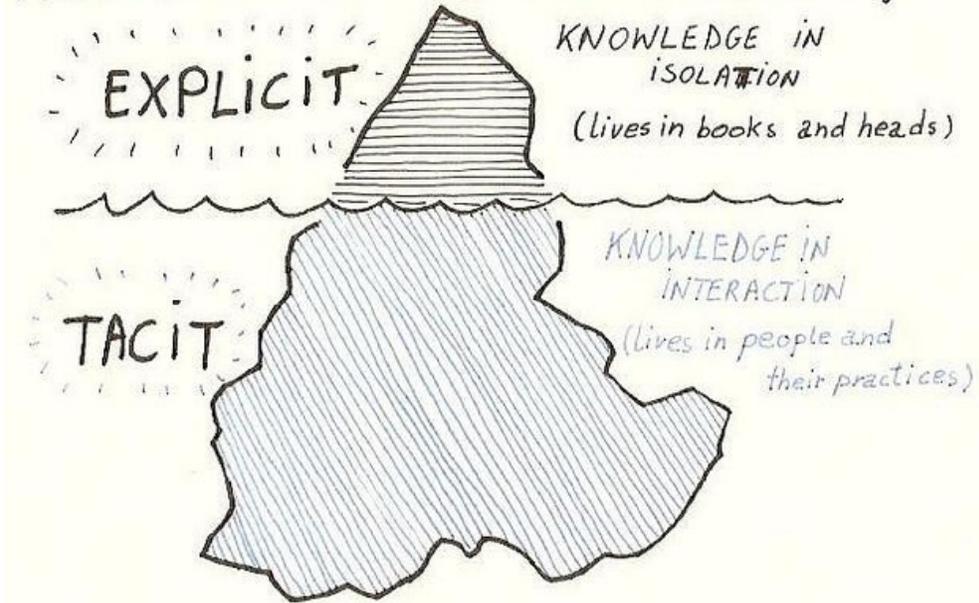
Kelleher was asked in an interview, "One of your values in the mission statement is humility as a corporation. With all your wonderful results, is Southwest really humble?"

He responded: No question. I constantly have warned our people over the years that, as we became bigger and more successful, our primary potential enemy was ourselves, not our competitors. Getting cocky, getting complacent, thinking that the world was our oyster, disregarding our competitors, both new and old.

I think humility is very important in keeping your eye on the carrot, keeping focused outwardly instead of inwardly, and knowing when you must change.

An investor in the airline industry some years ago that I was talking to said, "Southwest Airlines is the most humble and disciplined airline that I deal with." I said, "The two go together."

# KNOWLEDGE AS AN ICEBERG!



## Explicit knowledge:

- Data, information
- Documents
- Records
- Files

5%

## Tacit knowledge:

- Experience
- Thinking
- Competence
- Commitment
- Deed

95%

Truth is not born nor is it to be found inside the head of an individual person, it is born between people collectively searching for truth, in the process of their dialogic interaction

Mikhail Bakhtin



Rational Soulful Front-Line Strategic Action Learning , Dialogue-Interpret & Continuous Improvement



### Diffusion of Principles

- 1) "Power should be reserved for weightlifting and boats, and leadership really involves responsibility."
- 2) "A company is stronger if it is bound by love rather than by fear."
- 3) "We will hire someone with less experience, less education, and less expertise, than someone who has more of those things and has a rotten attitude."
- 4) "You must be very patient, very persistent. The world isn't going to shower gold coins on you just because you have a good idea. You're going to have to work like crazy to bring that idea to the attention of people."
- 5) "I forgive all personal weaknesses except egomania and pretension."
- 6) "One piece of advice that always stuck in my mind is that people should be respected and trusted as people."
- 7) "It is my practice to try to understand how valuable something is by trying to imagine myself without it."
- 8) "I've found that many of the greatest ideas surface in bars because that's where many people cultivate inspiration."

In an interview to new CEOs looking for success. Kelleher gave a straightforward word of advice. It really marks the change in executive leadership beginning in the 70s.

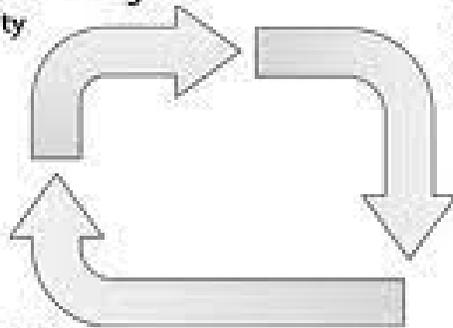
First, they must focus intently upon what's important, not be trapped in bureaucracy. Be results and mission-oriented. Keep it as simple as they possibly can, so that the values and the destination of the organization are well understood by all the people that are part of it so that they can feel that they are truly participants in it.

# Cardinal Virtues

- a. **Prudence**
  - helps us make judgments and direct our actions toward what is good.
- b. **Justice**
  - helps us to give God and our neighbors what is rightfully theirs.
- c. **Fortitude**
  - helps us to act bravely in the face of troubles and fears.
- d. **Temperance**
  - Helps us to keep our desire under control and balance our use of material goods.

## TECHNE

or knowledge of change and variability

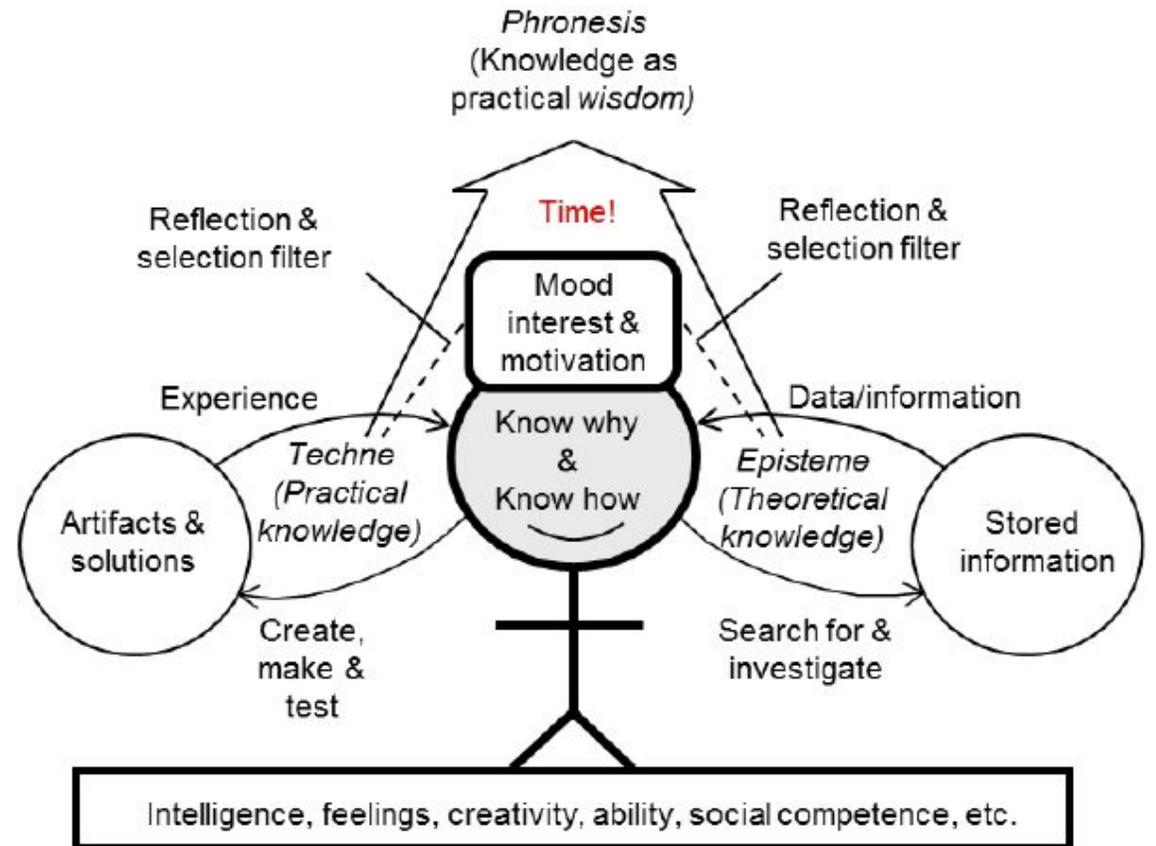


## PRAXIS

or principled action to engage uncertainty

## PHRONESIS

or practical reasoning regarding impact of action on the course of change



There's teamwork and emergent front line prudent teamwork!



This is imprudent at the Edge Recovery Chaos



# MOTIVATIONAL HOPE & GOAL-STRATEGY IS NOT A PEP TALK. IT IS A FRONT-LINE ACTION CULTURE BASED ON THE EXPERIENCE WOW, WHY, HOW, WHAT & AS DAILY HABIT & PROCESS



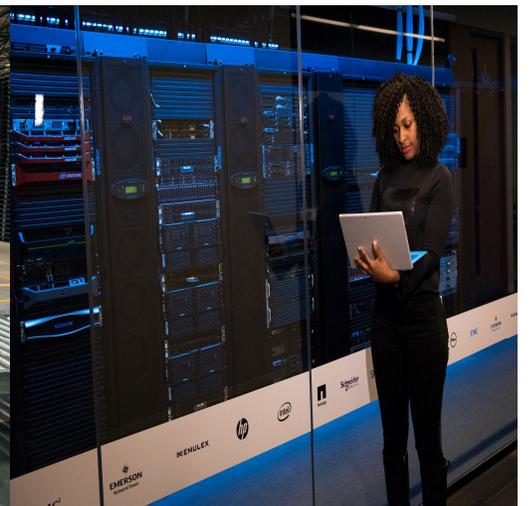
shutterstock.com • 1186089967



## Everyone Buys In

- Hire the right people. Put them in the right job. Remove the barriers that let them do their job and enjoy the WOW.
- It is all about rational beliefs and feelings being expressed in daily actions.
- *“Starting with WHY when hiring dramatically increases your ability to attract those who are passionate for what you believe.”*

Simon Sinek



Idealized Influence—a leader is to instill pride and trust among followers so that they will emulate the leader and his/her ideals.

Inspirational Motivation—leader must create a sense of team spirit, passion, and optimism for the organization's vision. It is the function of leadership to provide a culture of inspiration for achievement.

Intellectual Stimulation—the leader must question old assumptions, cast problems in a new light, encourage creativity and innovation, and look at more effective ways to make decisions. The leader solicits ideas and nurtures and develops people who think independently and who value learning.

Individual Consideration—The leader pays attention to the needs of individuals, and seeks to develop followers by supporting, mentoring, and coaching employees to reach their full potential. A concern exists to keep lines of communication open so that followers feel free to share ideas in this supportive environment. This type of leader also makes a strong effort to recognize followers for their unique contributions

21<sup>st</sup> century issue of the informal becomes the formal



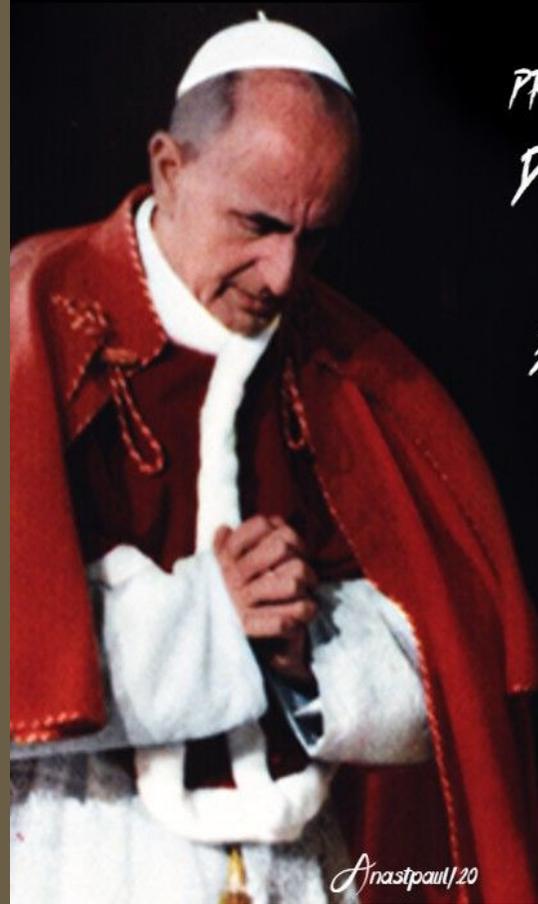
APOSTOLIC EXHORTATION  
**EVANGELII NUNTIANDI**

OF HIS HOLINESS  
**POPE PAUL VI**



ON EVANGELIZATION  
IN THE MODERN WORLD

ST POPE PAUL VI  
(1897-1978)



DO YOU  
REALLY  
BELIEVE WHAT  
YOU ARE  
PROCLAIMING?  
DO YOU LIVE  
WHAT YOU  
BELIEVE?  
DO YOU  
REALLY  
PREACH  
WHAT YOU  
LIVE?

Anastpaul/20

"Find new ways to spread the word of  
God to every corner of the world."

Pope Francis

TheFamousPeople.com



Aquinas teaches: There is a need, on the part of the appetite, of a moral virtue to strengthen it and urge it on. Wherefore a twofold virtue is necessary with regard to the difficult good: one, to temper and restrain the mind, lest it tend to high things immoderately; and this belongs to the virtue of humility; and another to strengthen the mind against despair and urge it on to the pursuit of great things according to right reason; and this is magnanimity. Therefore, it is evident that humility is a virtue. It could be said that the purpose of the virtuous habit of humility is to check and moderate the decision making, strategy and goal setting of executive leadership. Humility is a virtue that in a sense cautions executive leadership from tending to egocentric sudden, rash, impetuous and unnecessary behavior when making strategic decisions, goal setting and policy procedures. Thomas AQUINAS, Summa Theologiae II-II, q. 161, a. 1.