
Editorial Observations

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The issue is about human ethical interrelationships and how it can be strengthened. The issue features articles by Huff, Bruce, Haskins, and Sirgo. Huff offers us the provocative realization that traditional public administration can learn a great deal from Native American thought. Bruce suggests that mercy is a virtue in the classical secular and religious sense and that focusing on that virtue is a way that public employees can better serve their clients and one another. The Haskins article discusses ethos and argues that managers can learn from classroom teachers in terms of how to build ethos. Sirgo explains the life of Steward Udall and why he was such an important moral exemplar, especially in the area of improving the environment. This issue also includes a book review by Pamela T. Brannon on The New Golden Rule: Community and Morality In a Democratic Society by Amitai Etzioni.

Richard Huff's "Creating the Future Through Relationships: A Native-American View of Modern Administration" examines public administration from the perspective of the traditional Native-American culture. He juxtaposes the common themes found in Native-American culture against modern public administration practice that focuses on control to illustrate the possibility that bureaucratic control over people and events is artificial. His reflection helps us see other dimensions of administration where new possibilities emerge for change through relationships. He invites us to re-think public administration by integrating Western and Native-American worldviews. This reconceptualization of traditional public administration challenges the reader to think of new pathways for creative thought and action. The implications are that consensus and informal relationships achieve the best results in the administration of public programs. He argues that public administration can and should be viewed as a multi-dimensional human enterprise based on interdependence of those involved in giving public service and those who receive that service.

Willa Bruce's "Mercy in Public Administration" suggests that mercy is a virtue in the classical secular and religious sense. She offers mercy as a virtue important for those in the practice of public administration and introduces mercy as a way that public employees can better serve their clients and one another. She suggests that those

who act with mercy will more completely carry out their role as representative citizens who act on behalf of all. She suggests that public administrators should see their work responsibilities in a sacred light so that they bring mercy into all their dealings. Whether mercy is a religious ideal or a philosophical virtue, it is a way of dealing with others that offers a new and useful perspective on public administration. Mercy is an aspiration and certainly an important aspect of virtue ethics in public administration.

William A. Haskins's "Ethos and Manager's Credibility: Lessons from the Classroom" explores the topic of ethos within the contexts of education and management. If virtue ethics is the cause, then ethos is the effect. But in turn, ethos is a cause and its effect is credibility. Thus, if a manager is to maximize credibility with his workforce and others, ethos and ultimately virtue ethics are important. Haskin identifies and discusses the major dimensions of ethos in terms of how the lack of trust is dysfunctional to the manager. He looks at the approaches used by the classroom teacher that help create ethos for teachers and suggests ways managers can improve their abilities to communicate more effectively and ethically with others building on the approaches of teachers.

Henry Sirgo's "The Moral Work of Stewart L. Udall to Extend Ethics to Encompass Ecological Thinking" focuses on the life and particularly the cabinet service of Stewart L. Udall to demonstrate the importance of depth of belief, persistence and a long-term perspective. Sirgo notes that Udall served as a moral exemplar for successor interior secretaries including Rogers C. B. Morton, Cecil Andrus and Bruce Babbitt. Essentially, he was a role model for anyone who cared about public service and the environment. Virtue characteristics of particular note were his persistence, his willingness to battle for environmental causes, and the vigor that he fought his battles. Sirgo quotes Udall's resignation letter, which captured the heart of the man, with the following words: "my involvement as a private citizen in the causes I have espoused as Secretary of this Department will continue. If we are to win the never-ending battle for these values there can be no resignation or withdrawal from the constant quest for an environment that promotes and fulfills the highest human attributes" (Udall, 1968).

Pamela T. Brannon reviews The New Golden Rule: Community and Morality In a Democratic Society by Amitai Etzioni. Brannon notes

Etzioni's new golden rule is a way to regenerate society by balancing the social order with personal autonomy. She says that Etzioni develops his idea by introducing his audience to the concepts of core values, thick social order, and the moral voice. And he also proposes directions for public policy that would enhance society and enable it to operate under this new rule. She says his ideas and suggestions are interesting, thought provoking, and provide another dimension by which public administrators and managers might evaluate their own philosophies for public service, and what constitutes the "good society." Her review is clearly positive and helps the reader understand this valuable book.