



**Sample Report
Spiritual Leadership: Measurement
and Establishing a Baseline**



AGENDA

- Introduction
- Definition of Leadership
- Review of Spiritual Leadership Theory
- Survey Results Discussion
- Organization Issues
- Action Plans
- Questions

PURPOSE

To determine if there is a relationship between the Qualities of Spiritual Leadership and Organizational Commitment and Productivity

LEADERSHIP



“Leadership is the art of mobilizing others to want to struggle for shared aspirations”

Koozes and Pozner 1987

RELIGION vs. SPIRITUALITY

Religion is concerned with faith in the claims of one faith tradition or another, an aspect of which is the acceptance of some form of heaven or nirvana. Connected with this are religious teachings or dogma, ritual prayer, and so on.

Spirituality is concerned with those qualities of the human spirit—such as love and compassion, patience tolerance, forgiveness, contentment, a sense of responsibility, a sense of wholeness and harmony—which bring happiness to both self and others.

RELIGION vs. SPIRITUALITY

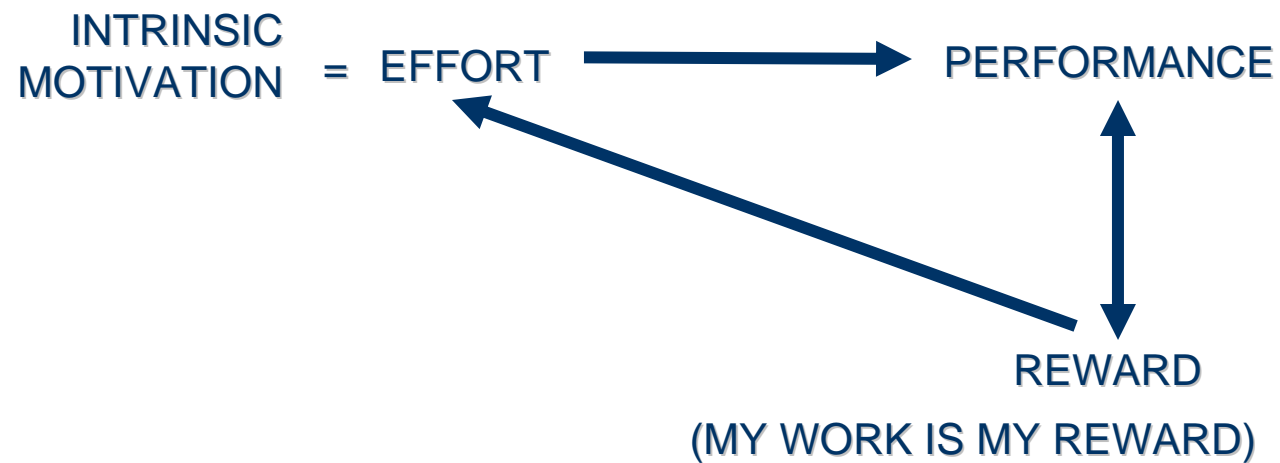
- The common bridge between spirituality and religion is Altruistic love – regard or devotion to the interests of others.
- In religion this is manifested through the golden rule which is common to all major religions.
- From this perspective, spirituality is necessary for religion but religion is not necessary for spirituality.
- Spiritual leadership can therefore either be inclusive or exclusive of religious theory and practice.

SPIRITUAL LEADERSHIP

Comprises the values, attitudes, and behaviors that one must adopt to intrinsically motivating one's self and others so that they have a sense of spiritual survival through calling and membership – i.e. they experience meaning in their lives, have a sense of making a difference, and feel understood and appreciated.

Fleischman, 1990; Fry, 2003;
Maddock & Fulton, 1998

Extrinsic vs. Intrinsic Motivation



Spiritual Leadership Qualities

Qualities of personal leadership as Intrinsic Motivation through Vision, Hope/Faith and Altruistic Values

Hope/Faith (Effort)

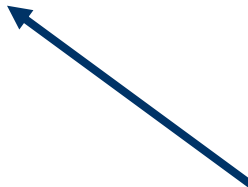
- Endurance
- Perseverance
- Do What It Takes
- Stretch Goals
- Expectation of Reward
- Victory

Vision (Performance)

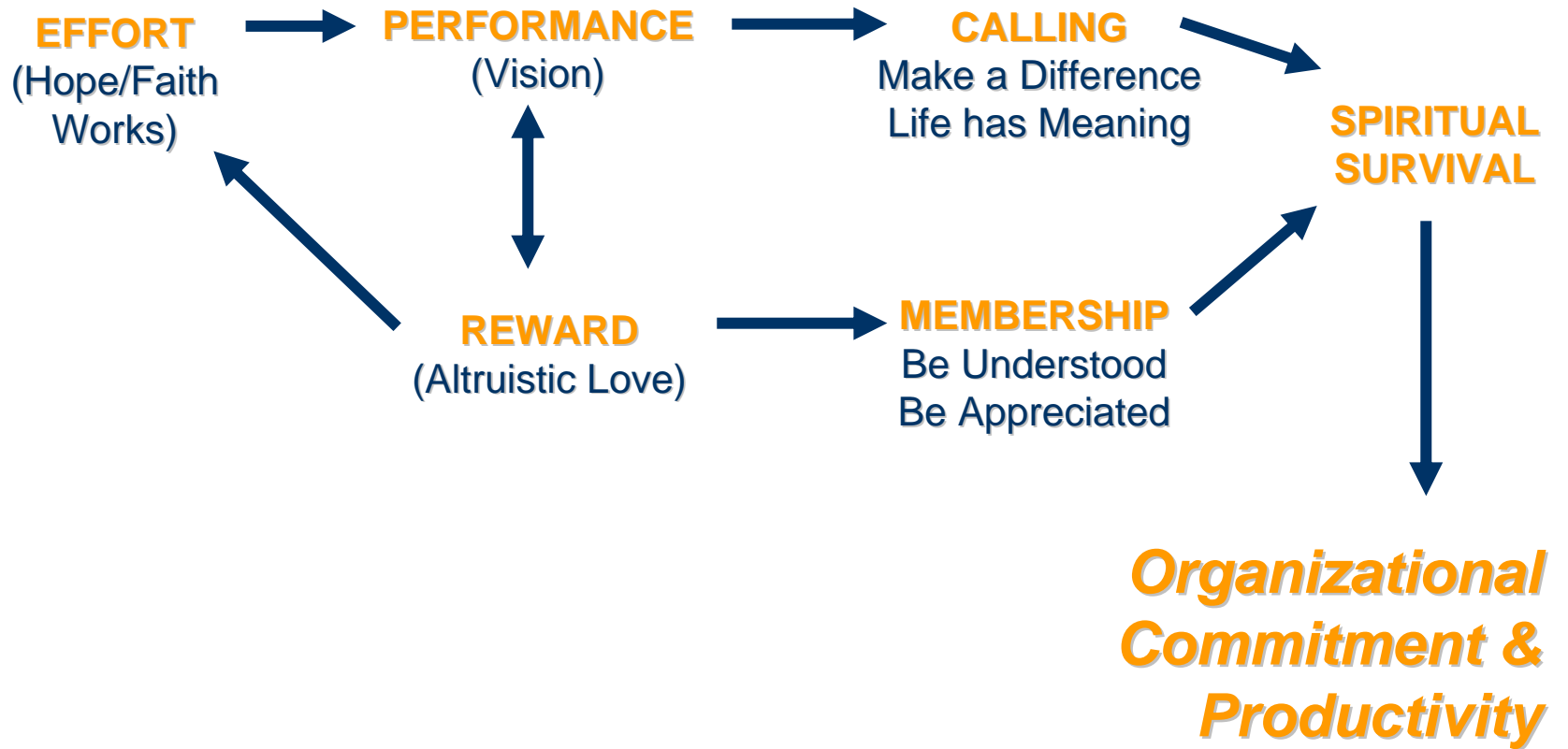
- Broad appeal to key Stakeholders
- Defines the Destination and Journey
- Reflects High Ideals
- Encourages Hope/Faith
- Establishes a Standard of Excellence

Altruistic Values (Reward)

- Forgiveness
- Integrity
- Honesty
- Courage
- Humility
- Kindness
- Empathy/Compassion
- Patience
- Trust/Loyalty

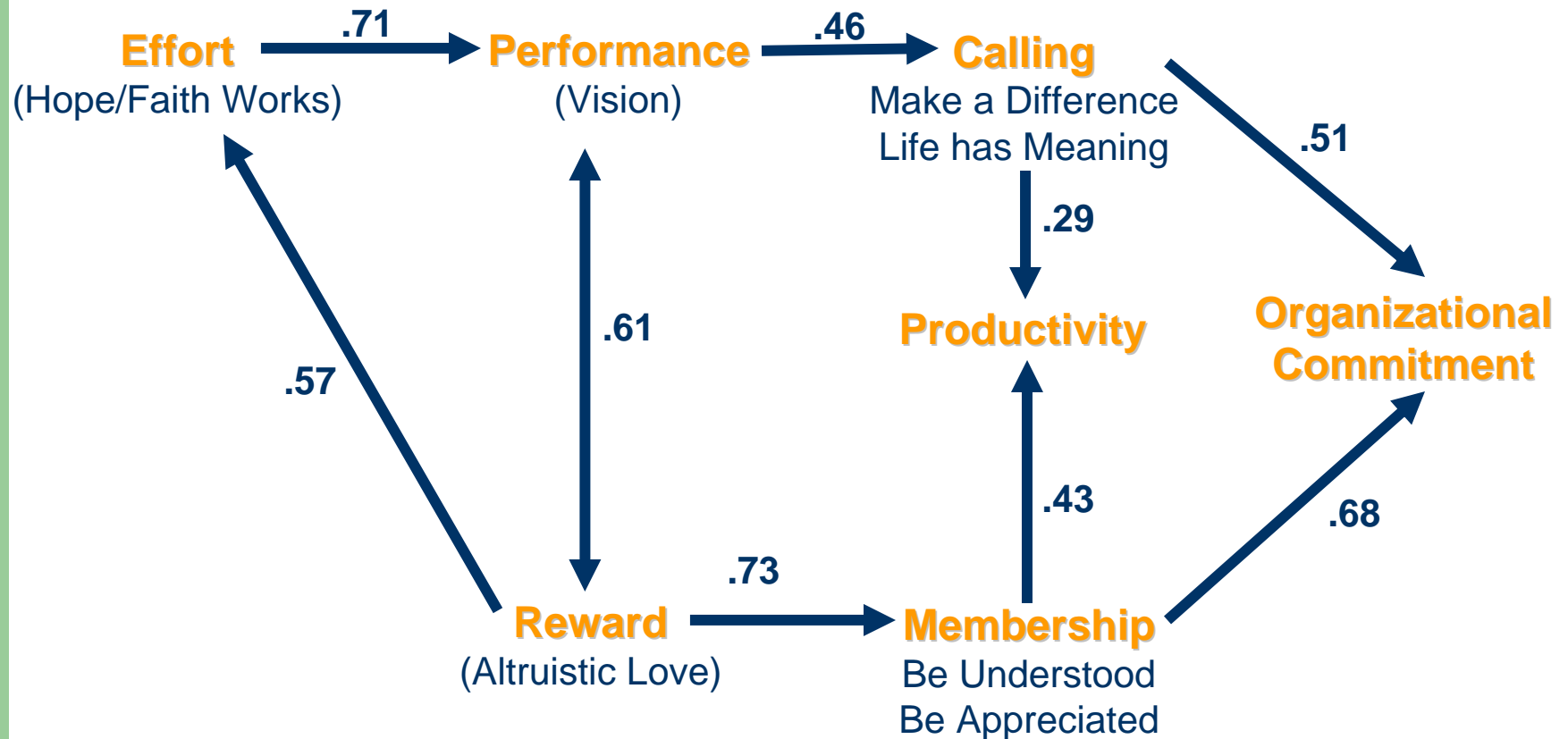


INTEGRATION OF THEORIES



INTEGRATION OF THEORIES

Variable Correlations



Spiritual Leadership Survey

- Consists of 37 items that measure Spiritual Leadership Theories' Seven Variables.
- Utilizes a 1-5 response set that ranges from strongly disagree, disagree, neutral, agree, to strongly agree.

For the bar graphs:

- Averages are given in the lower right corner (possible range is from 1-5).
- Strongly disagree/disagree, and agree/strongly agree categories are combined to give percentage of respondents who agree, are neutral or disagree.

SPIRITUAL LEADERSHIP

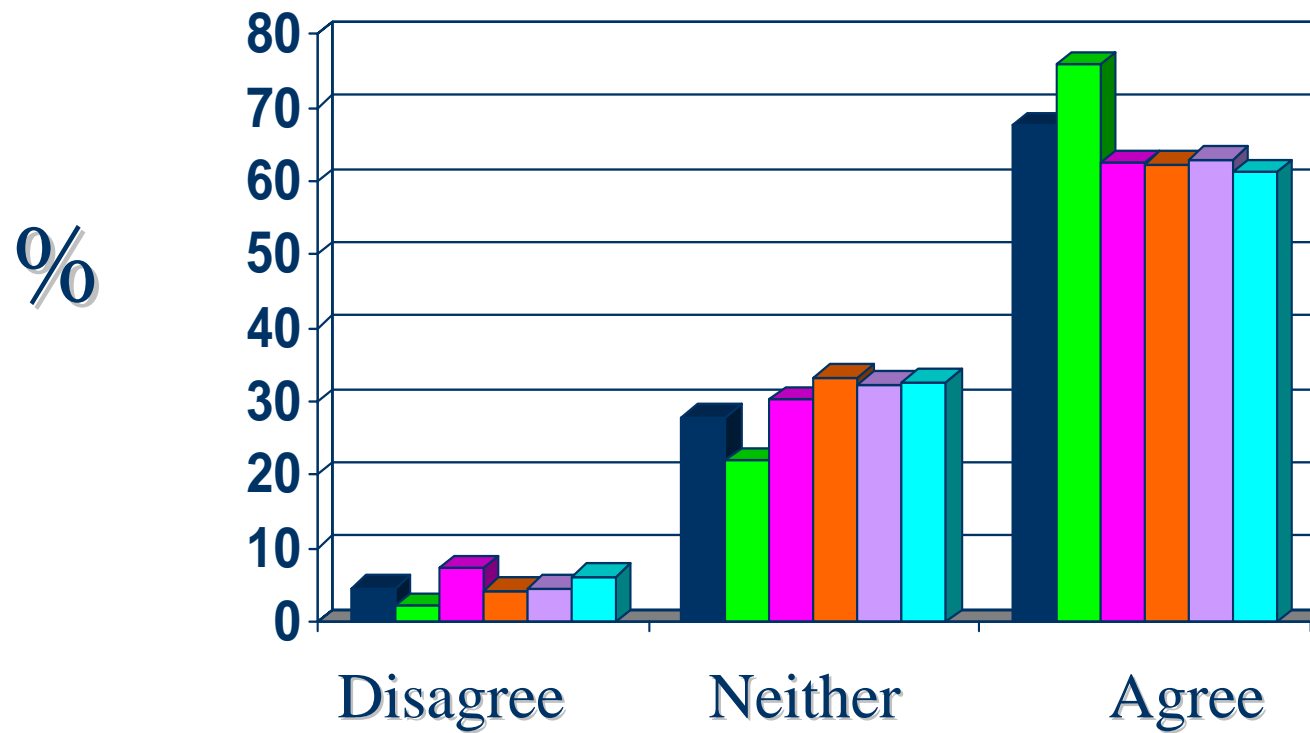
Survey – Vision

Vision – Answers three questions:
What is our journey?
Why are we taking it?
Who are we and what do we do?

Vision Questionnaire Items:

1. I understand and am committed to my organization's vision.
2. My workgroup has a vision statement that brings out the best in me.
3. My organization's vision inspires my best performance.
4. I have faith in my organization's vision for its employees.
5. My organization's vision is clear and compelling to me.

Vision



**Average
4.05**



SPIRITUAL LEADERSHIP

Survey – Altruistic Love

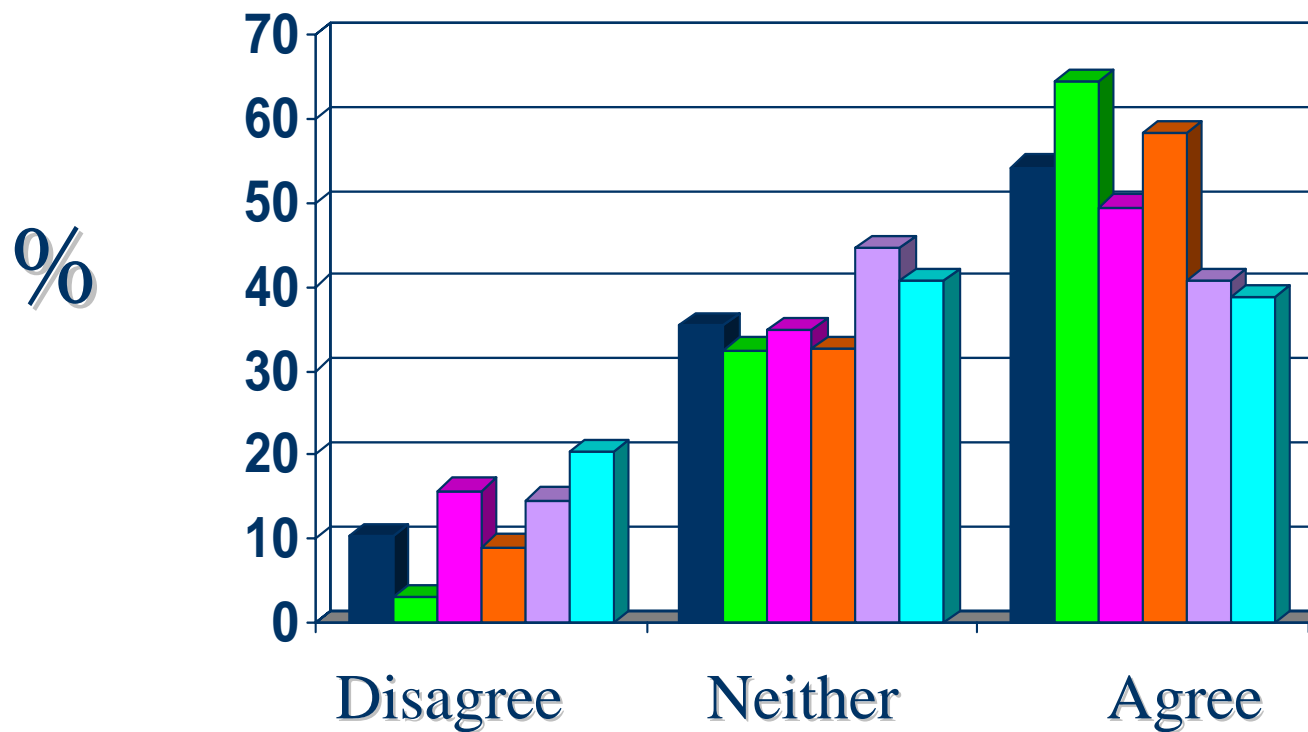
Altruistic Love

A sense of wholeness, harmony, and well-being PRODUCED through care, concern, and appreciation of BOTH self and others.

Altruistic Love Questionnaire Items:

1. My organization really cares about its people.
2. My organization is kind and considerate toward its workers, and when they are suffering, wants to do something about it.
3. The leaders in my organization “walk the walk” as well as “talk the talk”.
4. My organization is trustworthy and loyal to its employees.
5. My organization does not punish honest mistakes.
6. The leaders in my organization are honest and without false pride.
7. The leaders in my organization have the courage to stand up
8. for their people.

Altruistic Love



**Average
3.89**

■ IB	■ HO	■ DIST
■ DES MOINES	■ RETAIL	■ POWER CARE

SPIRITUAL LEADERSHIP

Survey – Hope/Faith

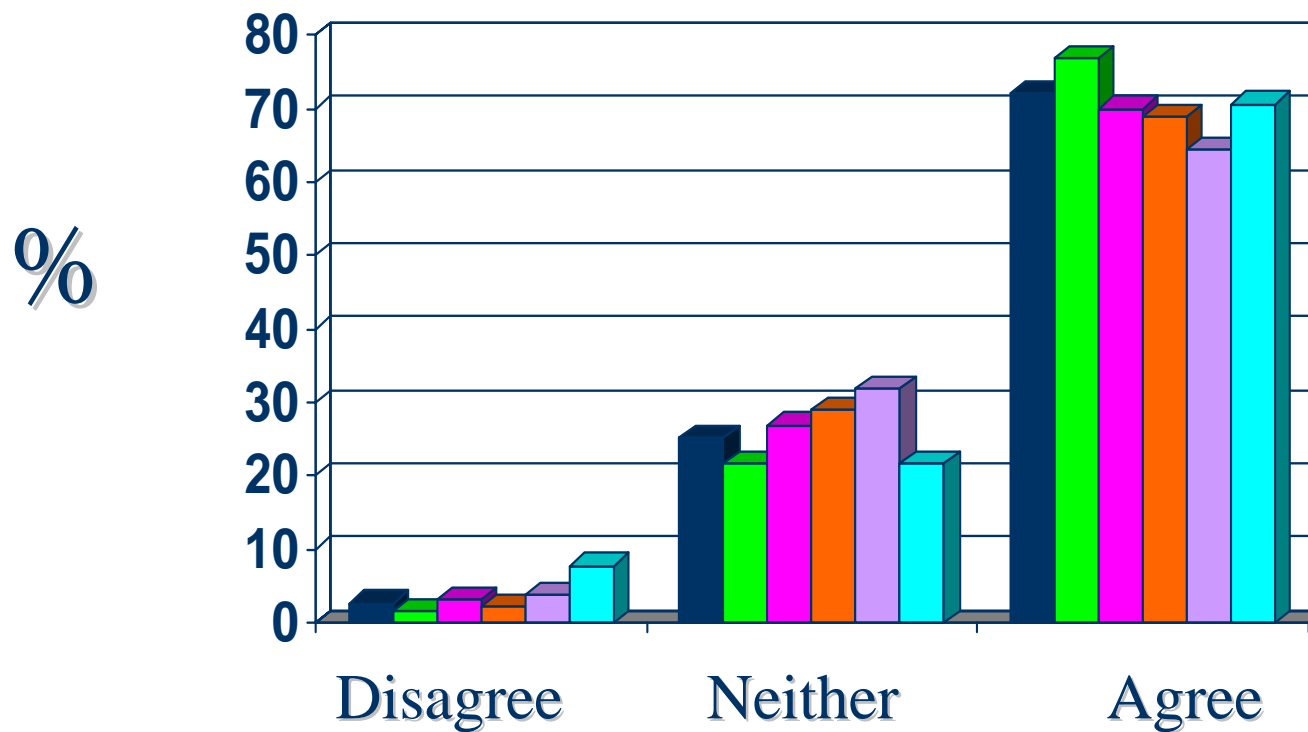
Hope/Faith

The belief/conviction that things hoped for (the vision), but yet unseen or proven by evidence, are true.

Hope/Faith Questionnaire Items:

1. I have faith in my organization and I am willing to “do what it takes” to insure that it accomplishes its mission.
2. I persevere and exert extra effort to help my organization succeed because I have faith in what it stands for.
3. I always do my best in my work because I have faith in my organization and its leaders.
4. I set challenging goals for my work because I have faith in my organization and want us to succeed.
5. I demonstrate my faith in my organization and its mission by doing everything I can to help us succeed.

Hope/Faith



**Average
4.16**

■ IB	■ HOME	■ DIST
■ DES MOINES	■ RETAIL	■ POWER CARE

SPIRITUAL LEADERSHIP

Survey – Meaning / Calling

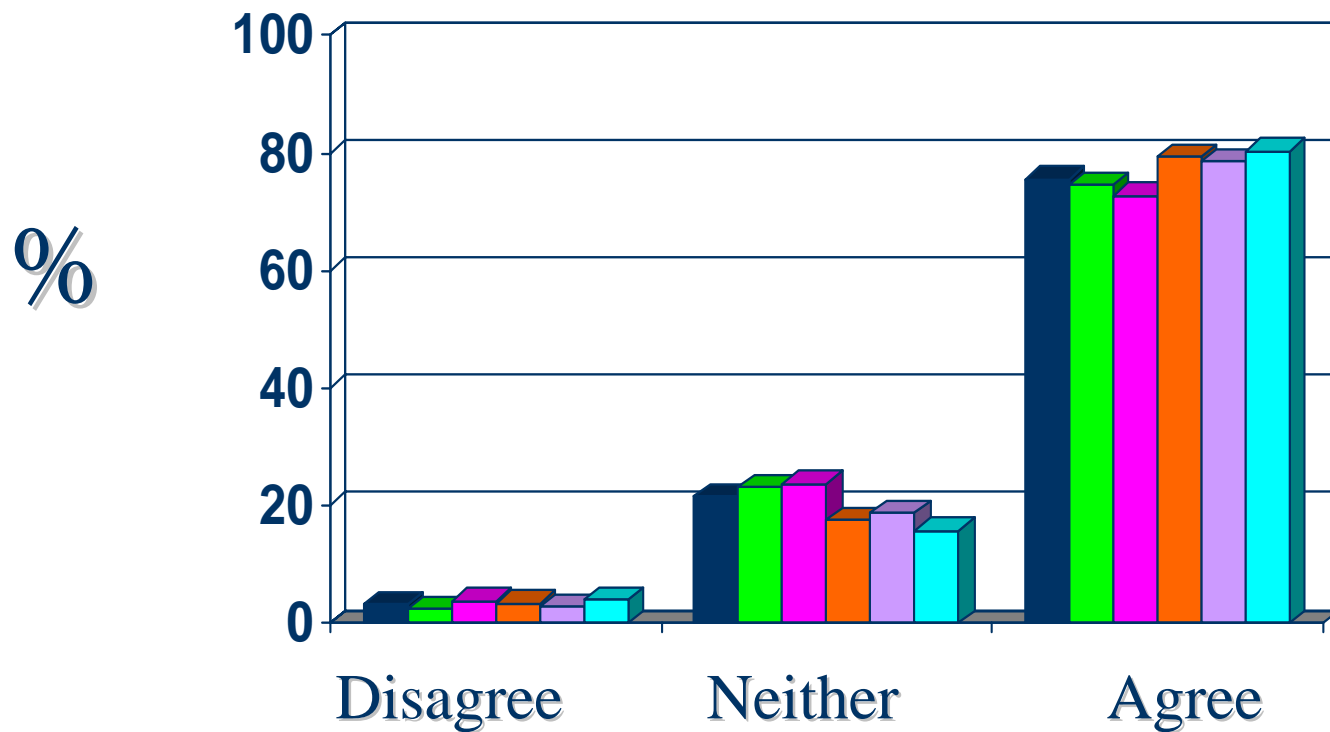
Meaning/Calling

A sense that one's life has meaning and makes a difference.

Meaning/Calling Questionnaire Items:

1. The work I do is very important to me.
2. My job activities are personally meaningful to me.
3. The work I do is meaningful to me.
4. The work I do makes a difference in people's lives.

Meaning/Calling



**Average
4.18**

■ IB	■ HOME	■ DIST
■ DES MOINES	■ RETAIL	■ POWER CARE

SPIRITUAL LEADERSHIP

Survey – Membership

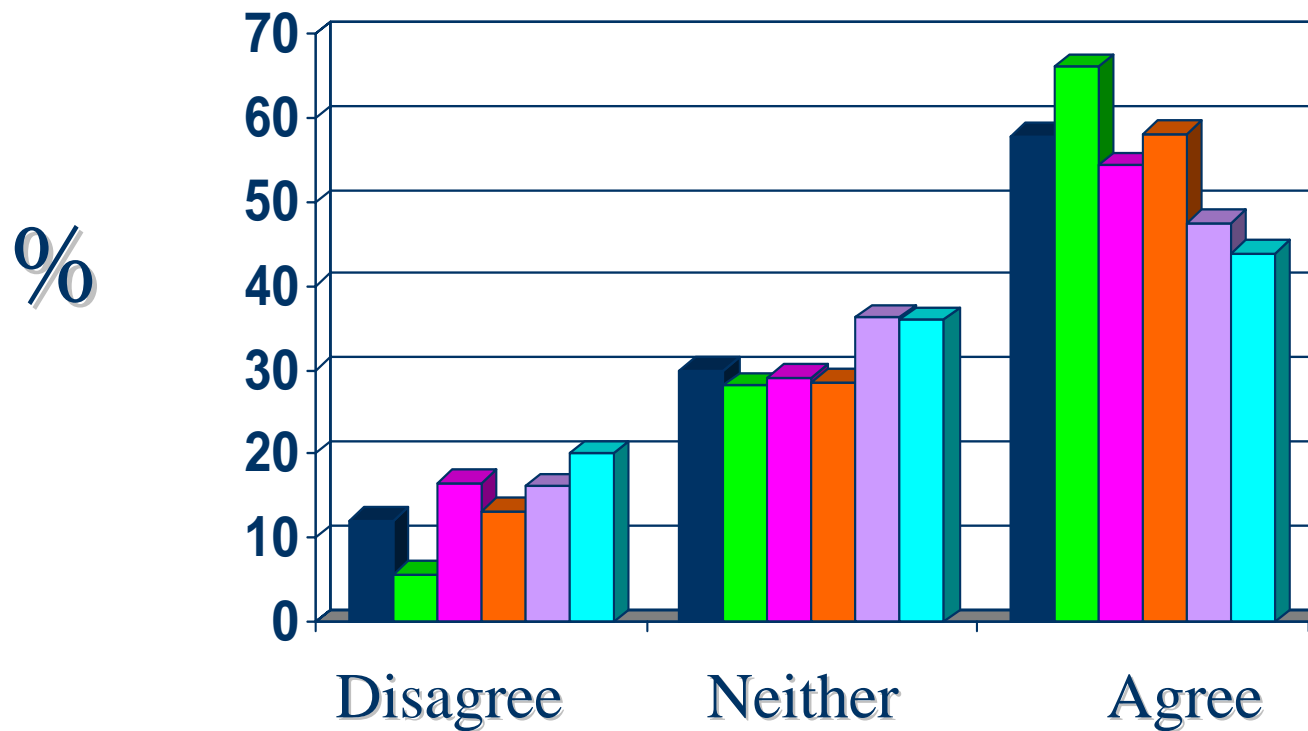
Membership

A sense that one is understood and Appreciated.

Membership Questionnaire Items:

1. I feel my organization understands my concerns.
2. I feel my organization appreciates me, and my work.
3. I feel highly regarded by my leadership.
4. I feel I am valued as a person in my job.
5. I feel my organization demonstrates respect for me, and my work.

Membership



**Average
3.83**



SPIRITUAL LEADERSHIP

Survey – Organizational Commitment

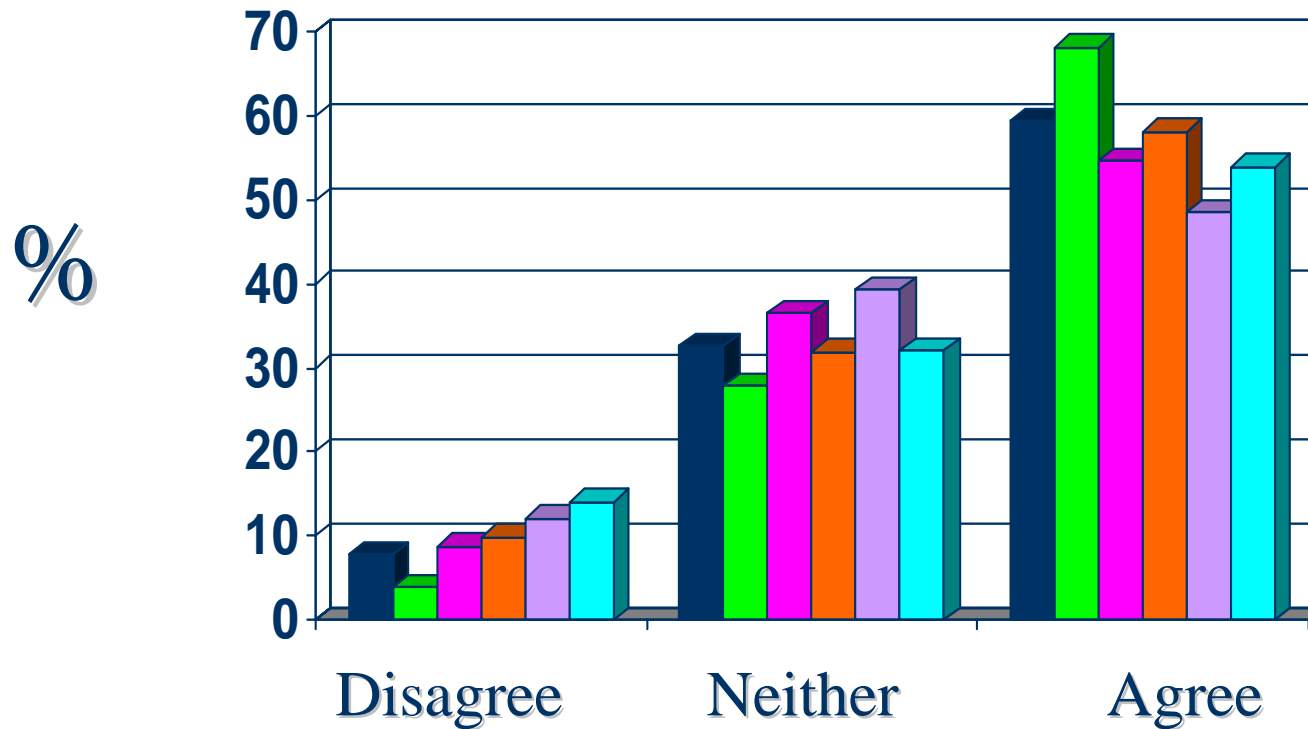
Organizational Commitment

Degree of loyalty or attachment to the organization.

Commitment Questionnaire Items:

1. I do not feel like “part of the family” in this organization.
2. I would be very happy to spend the rest of my career with this organization.
3. I talk up this organization to my friends as a great place to work.
4. I really feel as if my organization’s problems are my own.
5. I feel very loyal to this organization
6. I feel a strong sense of belonging to my organization

Organizational Commitment



**Average
3.98**



SPIRITUAL LEADERSHIP

Survey – Productivity

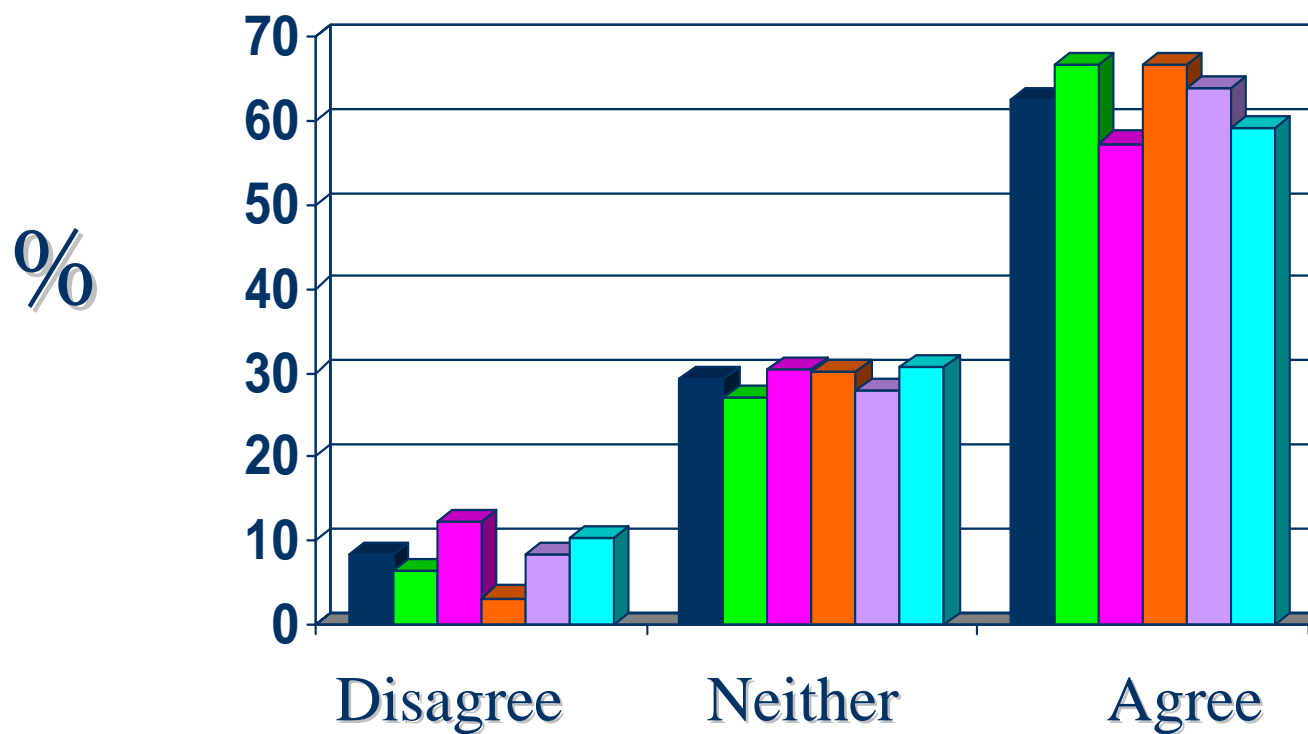
Productivity

Efficiency in producing results, benefits, or profits.

Productivity Questionnaire Items:

1. Everyone is busy in my department/grade; there is little idle time.
2. In my department, work quality is a high priority for all workers.
3. In my department, everyone gives his/her best efforts.
4. My work group is very productive.
5. My work group is very efficient in getting maximum output from the resources available.

Productivity



**Average
3.98**

■ IB ■ HOME ■ DIST
■ DES MOINES ■ RETAIL ■ POWER CARE

Summary

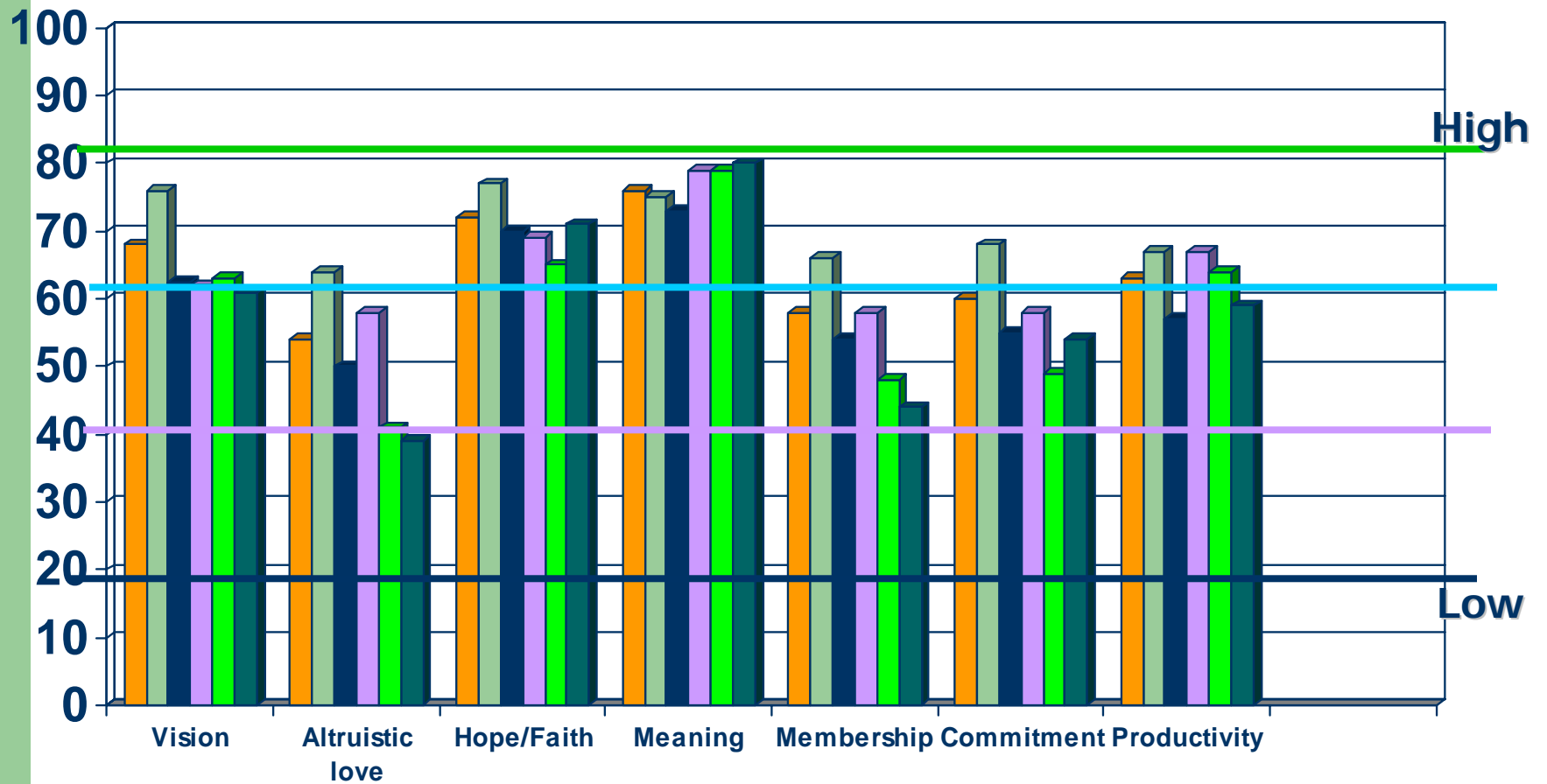
- Respondents reported moderately high levels of Vision, Hope/Faith, Meaning/Calling, Organizational Commitment, and Productivity.
- Respondents reported moderate levels of Altruistic Love and Membership.

Conclusions

Significant Mean Differences

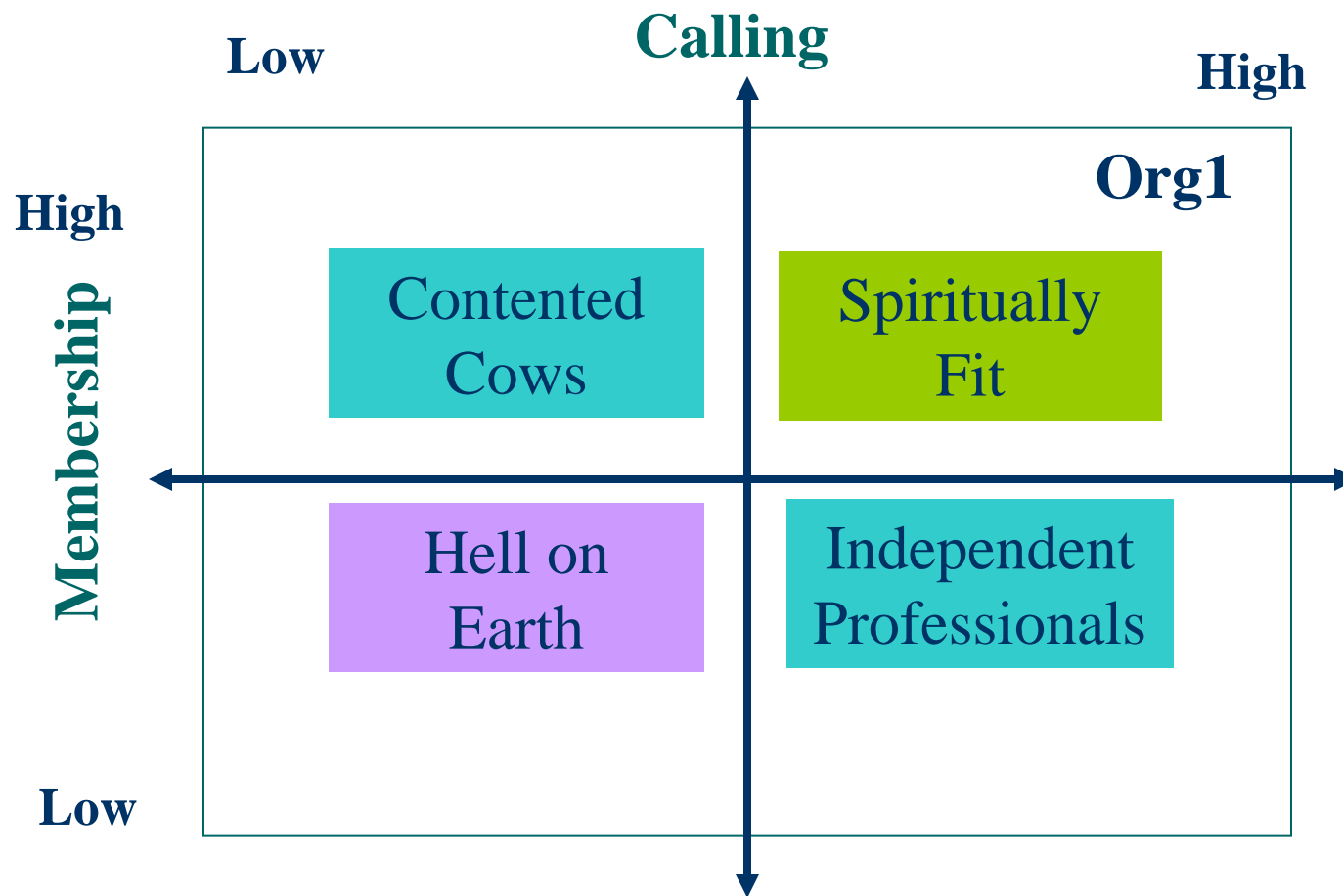
- Altruistic Love:
Power Care (3.57) lower than Des Moines (3.98) and Home Office (4.06)
- Membership:
Powercare (3.52) with Home Office (3.99)

SL Scorecard



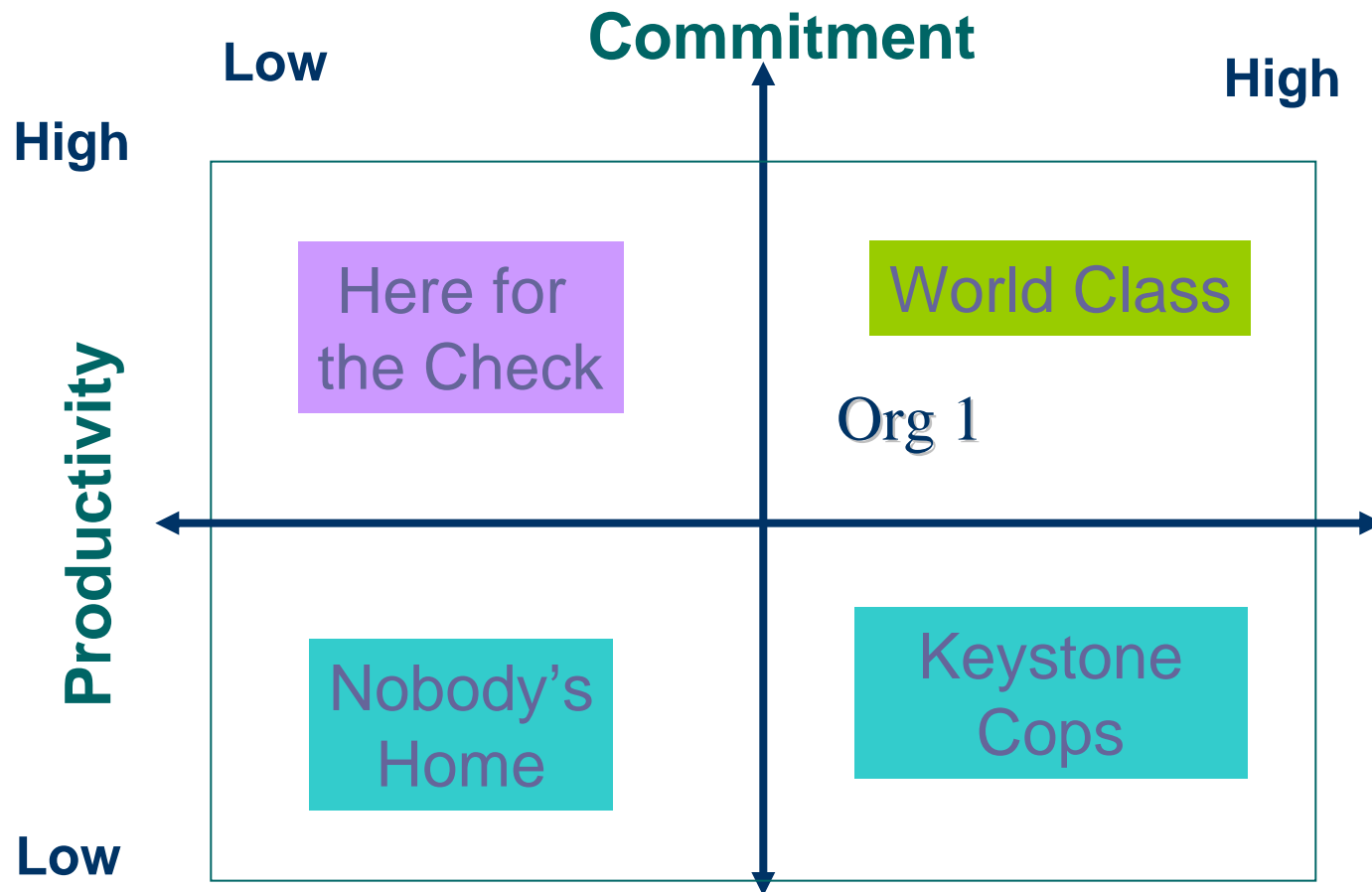
SPIRITUAL LEADERSHIP

Summary of Firm Spiritual Survival



SPIRITUAL LEADERSHIP

Summary of Department Performance: Commitment & Productivity



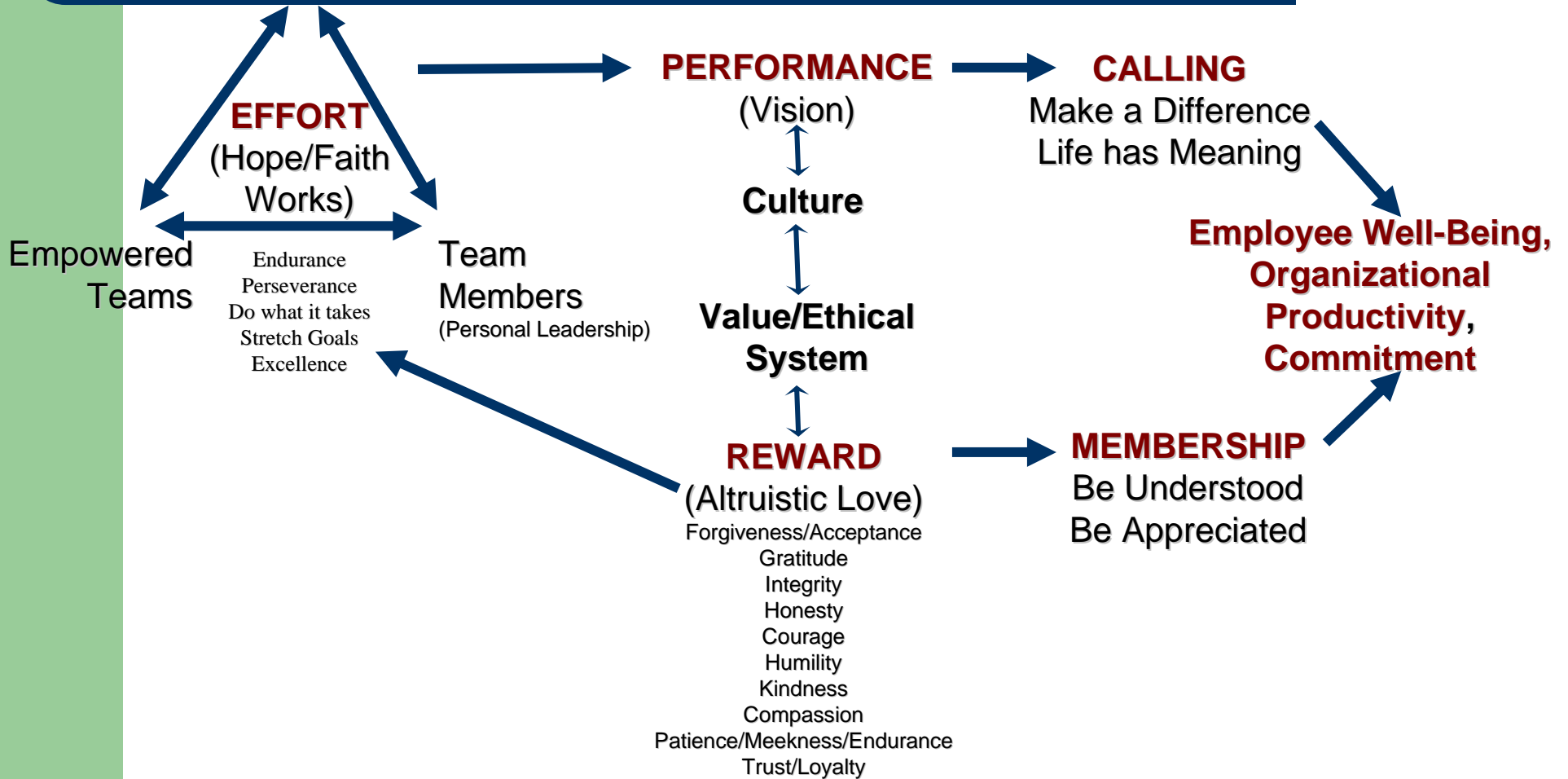
Conclusions

- The survey results reflect positively on the overall efforts of the organization.
- The variable correlations strongly support Spiritual Leadership theory.
- The theory predicts over 80% of the variance for organizational commitment & 30% for productivity

SPIRITUAL LEADERSHIP

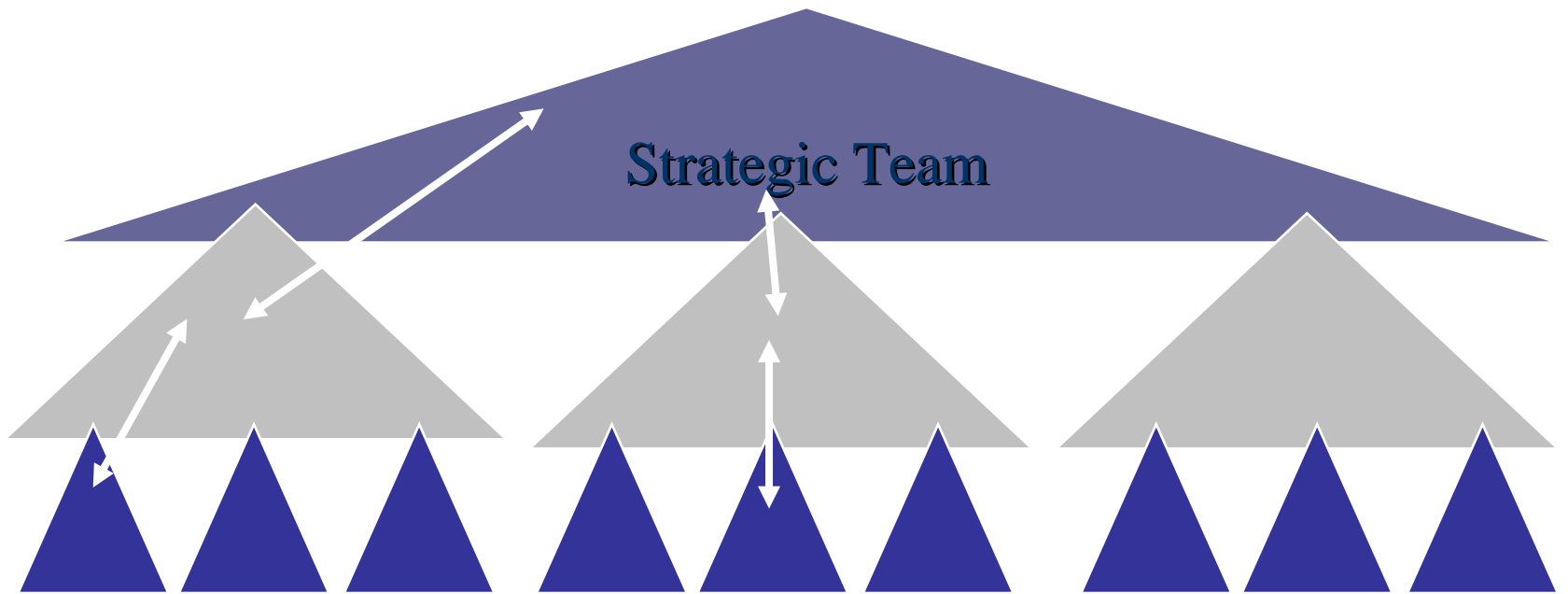
Intrinsic Motivation Through Hope, Faith, and Altruistic Love

Strategic Leaders



SPIRITUAL LEADERSHIP

Linking Pin Approach



Action Plan

Strategic Level

- Conduct strategic level review and analysis.
- Create shared organizational vision.
- Develop stakeholder criteria and goals.
- Develop strategy to implement goals.
- Review/Develop information systems to measure effectiveness.

Elements of Empowerment

- Empowered teams receive information about organizational performance.
- Employees receive knowledge and skills to contribute to organizational goals.
- Employees have the power to make substantive decisions.
- Employees understand the meaning and impact of their job.
- Employees are rewarded based upon organizational performance.

Action Plan (Empowered Teams)

- Conduct team level review and analysis.
- Define/Implement essential elements of empowered teams.
- Create shared org/team vision and personal mission statements.
- Develop stakeholder criteria and goals.
- Develop strategy to implement goals
- Review/Develop information systems to measure effectiveness.

QUESTIONS



Feel Free to Contact Me: fry@tarleton.edu