



Spirit in Work

Issue 11 January 2008

Inside:

Spiritual Leadership – Ethereal or
Real ?

by Rob Katz

Spirit in Work

Our sponsoring organizations



The International Center for Spirit at Work is a membership organization that supports people who are interested in the integration of spirituality and work. We provide comprehensive world class, faith-neutral, spirituality-at-work products, programs, tools and research that are practical and easily accessible. Our mission is to support global transformation by integrating spirituality and the workplace and our vision is to be the recognized global resource for the spirituality in the workplace movement.

ICSW website: www.spiritatwork.org

For membership or more information or to receive our free Spirit at Work e-newsletter, contact Robin Clare@ robin@spiritatwork.org, +1 860 232 3331



The Voice of Leadership, Management and Ministry

MODEM is a national and ecumenical Christian network which seeks to initiate authentic dialogue between exponents of leadership, organisation, spirituality and ministry in order to aid the development of better disciples, communities, society and world.

MODEM's website: www.modem-uk.org

MODEM is a registered charity, charity number 1048772

For membership and information contact:

Peter Bates, Tel & Fax +44 1272 493172, e-mail: membership@modem-uk.org



qualitylife company

bringing soul to work...

QUALITYLIFE COMPANY was founded in 1999 by Debby and Dunne Edelstein as an alternative school for business. Through workshops, conferences like the annual Soul of Business conference, programmes, conversations and tailor-made interventions, QualityLife Company drives the Soul of Business conversation in South Africa. The first Soul of Business conference was held in 2004.

QUALITYLIFE COMPANY's website: www.qualitylife.co.za

To find out more or to join the company, send a blank e-mail to join-qlc@quallife.co.za or phone +27 11 880 9749

Spirit in Work

Contents

Our sponsoring organizations 2

Spiritual Leadership: Ethereal or Real
by Rob Katz 4

International Spirit at Work Awards 2007
by Alan Harpham 7

Notices and Forthcoming Events 9

Our Editorial Team 15

Editorial

As readers will see from the previous page, MODEM has been joined by two other organizations as co-producers of this journal, which makes this our first international issue. And it seems that there could be other Spirit at Work organizations who will wish to come on board. In the meantime, it is so good to welcome to the team Debby Edelstein of the Quality Life Company (South Africa) Judi Neal of International (USA-based) Centre for Spirit at Work and Rob Katz of SpiritPower (also South Africa). As can be seen from their profiles on the final page, these colleagues are all have a fine track record within the Spirit at Work movement. These three now join me on the editorial team, and the organizations of the first two have also agreed to be sponsors of Spirit in Work.

The intention is to retain the basic format of the journal. That is, each issue will typically contain a reflective article or two, often a book review, plus notices of forthcoming events. The events section will consist of two sections: international notices – which will be sent to all readers, and regional/national notices which will go just to readers who reside in the particular region or country in which those events are to take place.

This issue begins with a piece from our new co-editor Rob Katz, *Spiritual Leadership: Real or Ethereal?*, followed by an article on last year's International Spirit at Work Awards by Alan Harpham. As Alan explains, a fuller article on ISAW 2007 will be provided by Lynne Sedgmore in the next issue.

David Welbourn

On submitting material to Spirit in Work

The editors welcome contributions from our readers, including items for review, news items, notices of events or courses, and articles short or more substantial. Generally the upper limit for length of article is 1,500 words. The editors reserve the right to edit submitted material to fit limited space. Please submit contributions by email to Debby Edelstein debby@quallife.co.za, Judi Neal judi@spiritatwork.org, Rob Katz spiritpower@web.co.za, or David Welbourn welbourn@ntlworld.com

Spiritual Leadership: ethereal or real?

by Rob Katz

“Businesses have become the most powerful and influential institutions on earth in recent years. Their impact exceeds that of nation states and more than rivals that of any government institution. In the interests of a healthy and sustainable world order it is vital organizations understand and honour their social and planetary responsibilities” (Howard & Welbourn, 2004:1)

Companies such as Enron, Worldcom, Tyco and others involved in scandal have not lived up to this standard and have demonstrated great weaknesses at leadership level. In part this may be due to an inordinate focus on the bottom line (profitability). What these scandals have resulted in, however, is a much closer look at businesses and on what exactly constitutes sustainable success.

The world of work is changing at an accelerated pace and the demands on leadership and leadership education need to change to keep up with the pace.

The global crises such as the September 11 terrorist attacks and the subsequent “war on terrorism” have caused individuals, leaders and organizations to look for a deeper meaning and purpose in their lives. It can be argued that people want the workplace to be a meaningful environment, as they spend on average more 50 per cent of their time there.

One has to question whether it is the traditional leadership approaches we see today that have led to these global crises not being effectively managed. Has the corporate world reached a phase where it has outlived predictable leadership patterns and is demanding a new approach to leadership? It would seem that a new approach – spiritual leadership – is required to address these issues and ensure that businesses are sustainable into the future.

The term ‘spiritual leadership’ has been bandied about in corporate circles for some time now. But there isn’t a widespread understanding of what is meant by ‘spiritual leadership’.

Organizations of the twentieth century have predominantly focussed on analytical and mechanistic techniques to increase shareholder value and wealth (Zohar & Marshall, 2004) and leaders have largely used intelligence quotient (IQ) or rational intelligence to drive success, which is defined by profitability and the bottom line.

What happens in such an environment then is that leaders become attentive to the bottom line alone and ignore the effect the company has on its community or nation, or to global and environmental issues (Zohar & Marshall 2004, Howard & Welbourn 2004, Lerner 2000).

So individuals, organizations and communities are searching for a deeper sense of purpose and meaning in their lives and at work. The intelligence that leaders display in these circumstances, where more attention is given to responsible bottom line reporting, is called spiritual intelligence (Zohar & Marshall 2000, 2004).

Spiritually intelligent leaders show overriding characteristics of self-awareness, spontaneity, vision and value leading, holistic viewpoint, compassion, embracing diversity, field independence, enquiring mind, ability to reframe problems and opportunities, positive use of adversity, displaying humility and possessing a sense of vocation.

Researchers in the field would argue that 'Spirit' matters in today's corporate world, and organizations and leaders cannot selfishly drive only for the bottom line without consequences. A combination of spiritual intelligence, emotional and intellectual intelligence enables the more modern leader to achieve the organization's goals, in a more holistic manner, while at the same time meeting the needs of employees and the communities in which it operates.

So what are some of the benefits of Spiritual Leadership? These leaders

- Focus on creating meaning and the worth of work in the workplace for all people
- Their organizations show concern for environmental and global issues
- They introduce work-life balance into the workplace
- They show self-awareness and manage from within instead of reacting to external factors
- Corporate Social Responsibility programmes are a key focus of their goals
- They concentrate on the whole person – body, mind and spirit
- They aim for long term sustainable businesses that focus on more than the bottom line
- They ensure that natural resources are protected and used in a more responsible way
- They show integrity and work for the betterment of all stakeholders, thus averting the scandals of Enron and Worldcom
- They practice holistic leadership that embraces material capital, social capital and spiritual capital, which should in turn result in improved and sustained profits
- They guarantee work that provides meaning and purpose for employees, which will drive work performance and productivity
- They show improved care for the community both locally and internationally.

So what is the ingredient that makes for a spiritually intelligent leader? If one compares the characteristics listed above, one could easily describe a statesman such as Nelson Mandela as a leader who displays traits of spiritual leadership. In contrast, the response to the recent Hurricane Katrina in New Orleans displays George W Bush as showing decidedly non-spiritual leadership.

As organizations strive to meet the challenges of globalization, and as leaders aspire to drive their businesses to the next level of sustainability, one cannot but help question the current leadership styles and whether those are still enough to sustain success and growth. It would be wise for business leaders to investigate the level of spiritual leadership and intelligence of some of the world's most successful companies. While it may open up a can of worms for some local leaders, it may also propel leaders to re-educate themselves and their executives on the changing face of leadership today.

Rob Katz is CEO of SpiritPower and one of the new editors of this journal. See his photograph and fuller profile below.

Note: In writing this article the author has referenced the works of Zohar & Marshall (*Spiritual Intelligence*, 2000 & *Spiritual Capital*, 2004) and Howard & Welbourn (*The Spirit at Work Phenomenon*).

"I have found (a research project) that those who tend to have some sense of spirituality or moral compass to guide them tend to be more effective in their relationships with others at work.

They can understand why people might be resistant to change and help them overcome their concerns.

They are more open and authentic as individuals, and as a consequence, get the most out of their people.....

Good quality and committed people will be scarce in the employment markets of the future. To attract and retain them, a new type of business leader is required. Graduates leaving university want to work for employers who occupy the humane high ground in terms of their attitudes, actions and value systems".

Professor Cary Cooper, Lancaster University, February 07 issue, Director Magazine, Institute of Directors.

International Spirit at Work Awards 2007 by Alan Harpham



The 3rd Annual International Spirit at Work Conference was held at Simpsonwood Conference Center near Atlanta from October 19th to 21st last year.

As one of the Awards Selection Committee members I was privileged to be able to attend along with another 100 or so attendees. Simpsonwood is a beautiful wood on the outskirts of Atlanta in the USA. It was given to the Methodist Church in the US some years ago by the widow who owned it to be developed as a full-time Conference Center. It has a number of modern buildings nestled in delightful woodland with walks and trails all over. The refectory was located in a different building to the one where the Conference meetings were held and where the sleeping accommodation was provided so we got to walk each day through the lovely woodland unless we decided to forego the plenteous food provided for the three meals a day!

Of course also on offer was plenty of spiritual food provided by the keynote speakers and the awardees themselves as they shared their various stories and experiences. This year for the first time in my four years on the selection committee we had a British entrant and honoree the Centre for Excellence in Leadership led by Lynne Sedgmore CBE, their CEO with Dr Ann Limb, one of their board members, and Lyn Baldwin their HR Manager. It was a delight to at last witness the award being presented to colleagues from the UK as well as the other recipients.

Lynne has promised to prepare a longer write up of the event and the participants and this is by way of a brief introduction only.

This year's honorees were:

- *An Cosan* from Eire – a charity providing community based adult education, early childhood education and care and enterprise opportunities in a disadvantaged area of Dublin
- *The Bio Seehotel Zeulenroda* from Germany – a leading conference hotel with a philosophy to value all living creatures and to live in harmony with everything
- *Centre for Excellence in Leadership* from UK – a government funded leadership improvement agency in further education
- *Conner Partners* from US – a consultancy offering consultancy, coaching and mentoring services to organizations engaged in large-scale transitions and transformations

- *Prairie View* from the US – a not-for-profit outcomes based regional behavioral and mental health system with six locations in Kansas including psychiatric hospital, pastoral counseling and other services
- *Ternary Software Inc* from US – an innovative software development service for emerging technology companies practicing an innovative organizational system called Holocracy
- *Tyson Foods* of the US – the world’s largest processor and marketer of chicken, beef and pork and the second largest food production company in Fortune 500 – a faith friendly company

As well as presentations about them and their various innovative ideas to practice SaW, there were a number of other topics discussed and a number of keynote speakers including:

- John Renesch – *Becoming Spiritual Globalists*
- Dr J – Robert Ouimet – *How Spirituality in Management works; to reconcile the growth of human well-being with productivity and profits*
- Patricia Aburdene – *Megatrends 2010* – her new book
- Judy Martin – led the Pioneers Roundtable bringing in many of the other attendees.

I look forward to reading Lynne’s perception of the event in the next issue of SiW with more details about the awardees and what they are doing.

Alan Harpham is a member of the UK Editorial advisory group for Spirit in Work, a Board Member of the International Center for Spirit at Work (see www.spiritatwork.org), and Chair of Ecumenical Board of Workplace Ministry Hertfordshire and Bedfordshire.

*The other members of the **UK Editorial advisory group** of Spirit in Work are: Yochanan Altman, editor of the Journal of Management, Spirituality and Religion and the Ven Malcolm Grundy, Director of the Foundation for Church Leadership*

Notices and forthcoming events (international)

Centre for Spirituality and the Workplace

You are cordially invite to attend

The Management, Spirituality and Religion Interest Group of the Academy of Management 2008 Doctoral Student / New Faculty Consortion & Most Promising Dissertation Awards

Join distinguished scholars: André Delbecq, Ian Mitroff & Jay Conger... and senior researchers, practitioners and educators, in exploring questions critical to informing the future of Management, Spirituality and Religion

The MSR Doctoral Student / New Faculty Consortium is intended to promote cross-disciplinary scholarship in the fields of management, spirituality and religion. As part of the program, Most Promising Dissertation Awards will be granted to doctoral students who propose or are performing novel theoretical and/or applied research related to the integration of management with either spirituality or religion

Place

Academy of Management Annual Conference, Anaheim, California, USA

Date

Friday, August 8 and Saturday, August 9th 2008

Contact

Dr Arthur L Jue

2008 Consortium Chair

ajue@sbcglobal.net (408) 588-8836

Why attend the Consortium?

- Gain ideas on how to better integrate MSR into your research, teaching, and/or professional practice
- Obtain hints, tips, feedback, coaching, and encouragement on your dissertation and/or current research underway
- Network with like-minded colleagues and create lasting friendships
- Help shape the future of MSR inquiry and application
- Receive mentoring by internationally recognized MSR scholars
- Prepare for more effective teaching and/or publishing in the field

Most Promising Dissertation Award Submission Guidelines

If interested in applying for this award, please submit a summary of either your proposed topic or current dissertation research to the Consortium Chair with no more than four pages describing its relevance to MSR, theoretical concerns, anticipated methodologies, and potential connections with managerial action and/or practice. Refined proposals or final findings are not required.

Submission Deadline: April 30, 2008 (early submissions encouraged)

Individual, academic, and corporate co-sponsorships welcome!

To co-sponsor the 2008 Consortium and/or the MRS Endowment Fund for Doctoral Research, please contact the Consortium Chair, Dr Arthur L Jue, ajue@sbcglobal.net, or Dr David Trott, davidt@stedwards.edu. Contributions are tax deductible.

Pre-registration is encouraged to help in planning for food and logistics.

Register today at:

https://www.surveymonkey.com/s.aspx?sm=UMjmgTU_2bb37BMvBcc8dgog_3d_3d

Notices and forthcoming events (in the UK)

The Journal of Management, Spirituality and Religion
www.jmsr.com

and the

Centre for Excellence in Leadership (CEL)

are proud to sponsor

Spirituality and the workplace – The work of humanity: creating heaven on earth

A two-day workshop with Martin Rutte

**Tuesday 8 and Wednesday 9 April 2008
at the British Psychological Library, London**

This is the JMSR's fourth sponsored workshop and offers a unique opportunity to engage with a leading contributor in the field of spirit at work. Please join with us for an opportunity to explore in depth the impact of this perspective on leadership in organizations.

Martin Rutte is president of Livelihood, a management consulting firm in New Mexico, USA. He has worked with many of America's leading corporations. His pioneering work on spirituality in the workplace was featured on the ABC-TV special *Creativity: Touching the Divine*. He is co-author of the New York Times business bestseller, *Chicken Soup for the Soul at Work*, and is currently working on his new book *The Work of Humanity – Project Heaven on Earth*. He has helped to launch and has addressed numerous international conferences on spirituality in the workplace. For more about him, visit www.martinrutte.com, www.spiritualityandtheworkplace.ca and www.projectheavenonearth.com

For more information and joining details etc., contact Sue Howard, Director of Corporate Affairs for the JMSR amsrhoward@hotmail.com. The closing date for payments is 8 March.

**“The most basic task of corporate leaders is to
unleash the human spirit which makes initiative,
creativity and entrepreneurship possible”**

(Barlett & Ghoshal, Harvard Business Review 1995)



The Wales Management Council and the Church in Wales are working in partnership to develop and promote a new view of leadership, management and organisational behaviour as a creative stimulus for businesses and organisations of all sizes across Wales. We believe that the growing emphasis on the importance of the beliefs and values, which underpin the workplace, provides a significant opportunity to develop models of holistic management and leadership in Wales and beyond. We focus on **'what really matters'** in all organisations. We address the **'spiritual bottom line'** as the way forward for enlightened organisations.

Each of our speakers addresses these broad issues in very different ways, coming at the spirituality of organisations from many different points of view.

Members of Telos include people from a wide variety of business backgrounds, consultants, some civil servants and academics and people from the Churches and faith communities. **The events are free of charge, unless stated differently, and they include lunch. The venue is 39 Cathedral Road, Cardiff CF11 9XF.**

Organised by

Christopher Ward, Chief Executive, Wales Management Council, PO Box 61, 25 Cathedral Road, Cardiff CF11 1AA. Tel 029 2022 4114.

Rev Robin Morrison, Bishops' Adviser on Church & Society, The Church in Wales, 39 Cathedral Road, Cardiff CF11 9XF. Tel 029 2034 8260.

Telos Programme 2008

February 15. 12.00 - 3.30. Sir Roger Jones OBE, Chair of Swansea University Council; ex Chair of the WDA. *'What needs to change and why?'*

March 14. 12.00 – 3.30. Dan Langford, Group Marketing Director, Acorn. *'Expanding horizons.'*

April 11. 11.30 – 3.00. Martin Rutte, President of Livelihood, a Management Consultancy in Santa Fe, NM. Founder and Chair of the Board of the Centre for Spirituality and the Workplace, Sobey School of Business, Saint Mary's University, Halifax, Canada. *'Spirituality in the Workplace: The Canadian & US experience'*.

May 9. 12.00 – 3.30. Robin Morrison, Church in Wales. *'From the enlightenment to enlightened organisations.'*

June 13 12.00 -3.30. Antoinette Glynn, Managing Consultant, Sanford Career Management.

July 11. 10.00 – 4.00 Telos Business retreat with Stephen Powell and Robin Morrison. A chance for busy people from any organisation to have a day out in beautiful surroundings, stepping back from normal pressures to reflect on direction and purpose.

BOOK NOW

lisamartin@churchinwales.org.uk **02920 348252**

THE SPIRITUALITY IN THE WORKPLACE NETWORK, DOUAI ABBEY

The network was set up in September 2000 by Father Dermot Tredget, a Benedictine monk at Douai Abbey, and David Welbourn, an industrial chaplain. They both had an interest in Spirituality in the Workplace, both knew of others who were interested and decided to invite the latter – initially about a dozen people – to an exploratory meeting to see if there was a desire for a network. There was, and since then the SiW Network has been meeting at roughly 3-monthly intervals, all the time attracting new members. There are now about 60 names on the mailing list. Meetings are held at Douai Abbey, near Reading.

Some members meet informally on the evening before the main meeting of the network, arriving in time for an evening meal and overnight stay. Others join them for breakfast the next morning, and others arrive in time for the main meeting, which runs from 9.30am until 12.45pm. The agenda of the main meetings consists of a study item, a practical spiritual exercise and news and information sharing. The group regularly joins the resident monks at their short time of prayer just before lunch. Meetings finish after lunch.

Contact David Welbourn on welbourn@ntlworld.com if you would like to join the network or for further information.

Launch of a new UK Spirit at Work website

We are delighted to announce the launch, during 2007, of the website of a new UK SaW umbrella organization, the Foundation for Workplace Spirituality – www.workplacespirituality.org.uk The Foundation is intended to serve as a market place for SaW practitioners, and the website is being offered to all individuals and groups in the UK who are involved or interested in workplace spirituality. The aim is co-ordination and the avoidance of duplication. Joining is through registration as a practitioner, and this can be arranged by simply accessing the website. The website (already accessible) is in the process of being built up, but the intention is that it will list resources, carry articles, publish a newsletter and operate chat rooms.

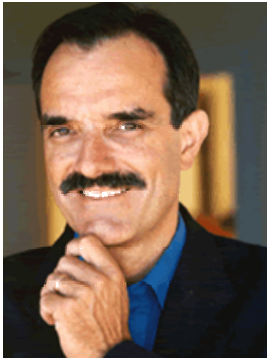
The three persons mainly responsible for this initiative are Josie Gregory, Eve Poole and Lorraine Flower, and this work represents the continuation and expansion of their efforts for the last six years as organisers of ICOS – the International Conference on Organizational Spirituality.*

* The highly successful ICOS conferences, which have hitherto been hosted by the University of Surrey, are temporarily on hold while a new host for them is being sought.

OUR EDITORIAL TEAM



Debby Edelstein is credited with pioneering the Soul of Business movement in South Africa. She is co-founder of QualityLife Company which hosts the annual Soul of Business Conference: a unique gathering of leaders who are bold enough to deviate from the 'Business as Usual' agenda. In 1999 she initiated conversations with change agents and thought leaders in the South African business community around the role of business in transforming society. With her husband, Dunne, she has recently established an "Alternative School for Business" - a network of learners and teachers who are committed to bringing soul to the workplace and spirit into organisations. Debby is an international speaker, writer and thinker on the new leadership, and is invited to address and participate in leading edge conferences and think-tanks around the world. Debby sits on the advisory board for the Centre for Spirituality and the Workplace in the Sobey School of Business at Saint Mary's University in Canada.



Rob Katz holds a Civil Engineering and a Masters degree in Commerce (Business Data Processing) from the University of Cape Town; and a diploma in Business Administration, which he obtained with distinction. Rob is currently studying for his DPhil covering Spiritual Leadership at the University of Johannesburg. Former roles have included being CEO of EDUCOR (the largest Private education company for Higher and Further Education and Training in South Africa), international director of Ixchange, (a previously listed software organisation), and – from 1992-8 – MD of Microsoft (Sub Sahara and Indian Ocean Islands). He is a member of various professional societies including the Computer Society of South Africa, the Institute of Directors and the Young Presidents' Organisation. He was appointed to the Council on Higher Education (CHE Board) in July 2006 (advisory body on Higher Education to the Minister of Education). He is CEO of Spiritpower, a leadership coaching and facilitation organisation.



Judi Neal received her Ph.D. from Yale in Organizational Behavior. Formerly a manager at Honeywell, she left the corporate world to become a management professor and to run her own consulting practice – Neal & Associates (www.judineal.com). Judi is the CEO of The International Center for Spirit at Work, a professional membership organization (www.spiritatwork.org) and founder of the International Spirit at Work Award which recognizes organization who nurture the human spirit. She is the author of *Edgewalkers* (Praeger 2006), *Creating Enlightened Organizations*, and *Virtues at Work: a 12 Month Program*. She is Professor Emeritus at the University of New Haven School of Business. Judi is quoted frequently on spirituality in the workplace and is a popular keynote speaker.



David Welbourn was, from 1969 until his retirement in April 2006, an industrial chaplain, latterly with the Surrey and North-East Hants Industrial Mission. He is convener and coordinator of the Spirit in the Workplace Network which meets quarterly at Douai Abbey, near Reading. David has written numerous articles on 'faith and work', was editor of the *ICF Quarterly* and a member of the editorial team of its successor *Faith in Business*. He is author of three published book and his most recent is 'The Spirit at Work Phenomenon' (Azure 2004), which he co-authored with Sue Howard. He is a member of MODEM's leadership committee.