
Maximizing the Triple Bottom Line Through Spiritual Leadership

Dr. Louis W. (Jody) Fry
Texas A&M University Central Texas
International Institute For Spiritual Leadership

lwfry@ct.tamus.edu

lwf@iispiritualleadership.com

AGENDA

- Introduction
- Definition of Leadership
- Review of Spiritual Leadership Model
- SL Survey Results
- Questions

LEADERSHIP

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

Kouzes and Posner 2003

RELIGION AND 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 AND 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.

RELIGION AND SPIRITUALITY

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.

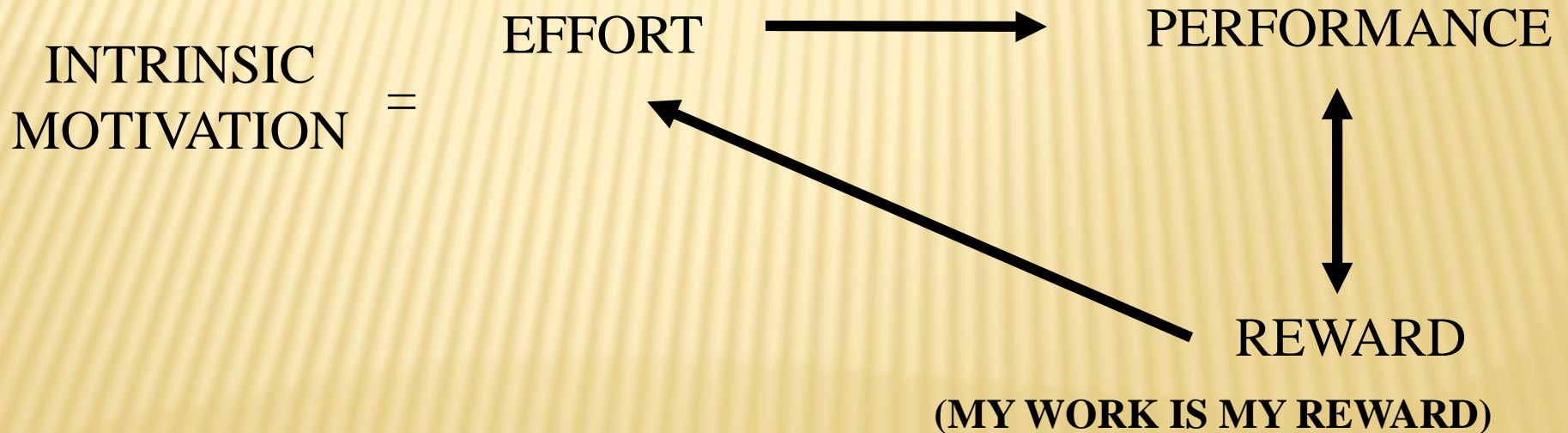
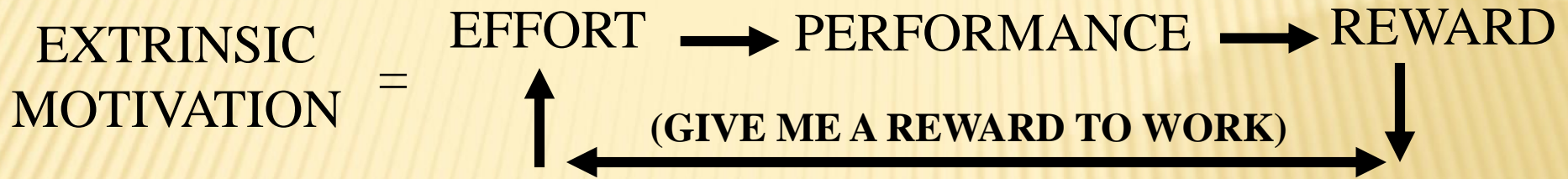
SPIRITUAL LEADERSHIP

Spiritual leadership comprises the values, attitudes, and behaviors necessary to intrinsically motivate one's self and others to satisfy fundamental needs for spiritual well-being through calling (a sense that one makes a difference and their life has meaning) and membership (a sense that one is understood and appreciated), which positively influences employee well-being, sustainability and corporate social responsibility, and financial performance – the triple bottom line.

ORGANIZATIONAL SPIRITUAL LEADERSHIP

- Initiated by the developing a ***vision*** that vividly portrays a journey of service to key stakeholders which creates a sense of ***calling***.
- Implemented through a culture and ethical system based on the values of ***altruistic love*** that creates a sense of ***membership***.
- Enables/supports the unit members' ***inner life*** or mindful practice (e.g., spending time in nature, prayer, meditation, reading inspirational literature, yoga, observing religious traditions, writing in a journal).

EXTRINSIC VS. INTRINSIC MOTIVATION



QUALITIES OF SPIRITUAL LEADERSHIP

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 Love (Reward)

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



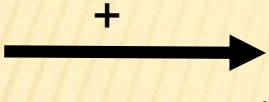
THE SPIRITUAL LEADERSHIP MODEL

SPIRITUAL LEADERSHIP

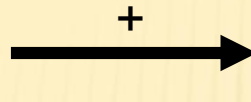
SPIRITUAL WELL-BEING

**TRIPLE
BOTTOM
LINE**

HOPE/
FAITH

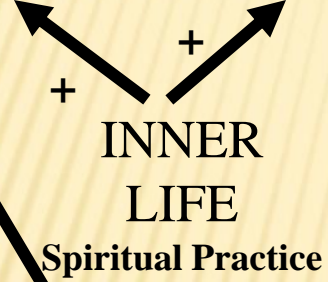


VISION



CALLING

Make a Difference
Life has Meaning/
Purpose



Organizational Commitment
Organizational Productivity
Life Satisfaction
Social Responsibility
Financial Performance

+



ALTRUISTIC
LOVE

+



MEMBERSHIP

Be Understood
Be Appreciated

+



SPIRITUAL LEADERSHIP SURVEY

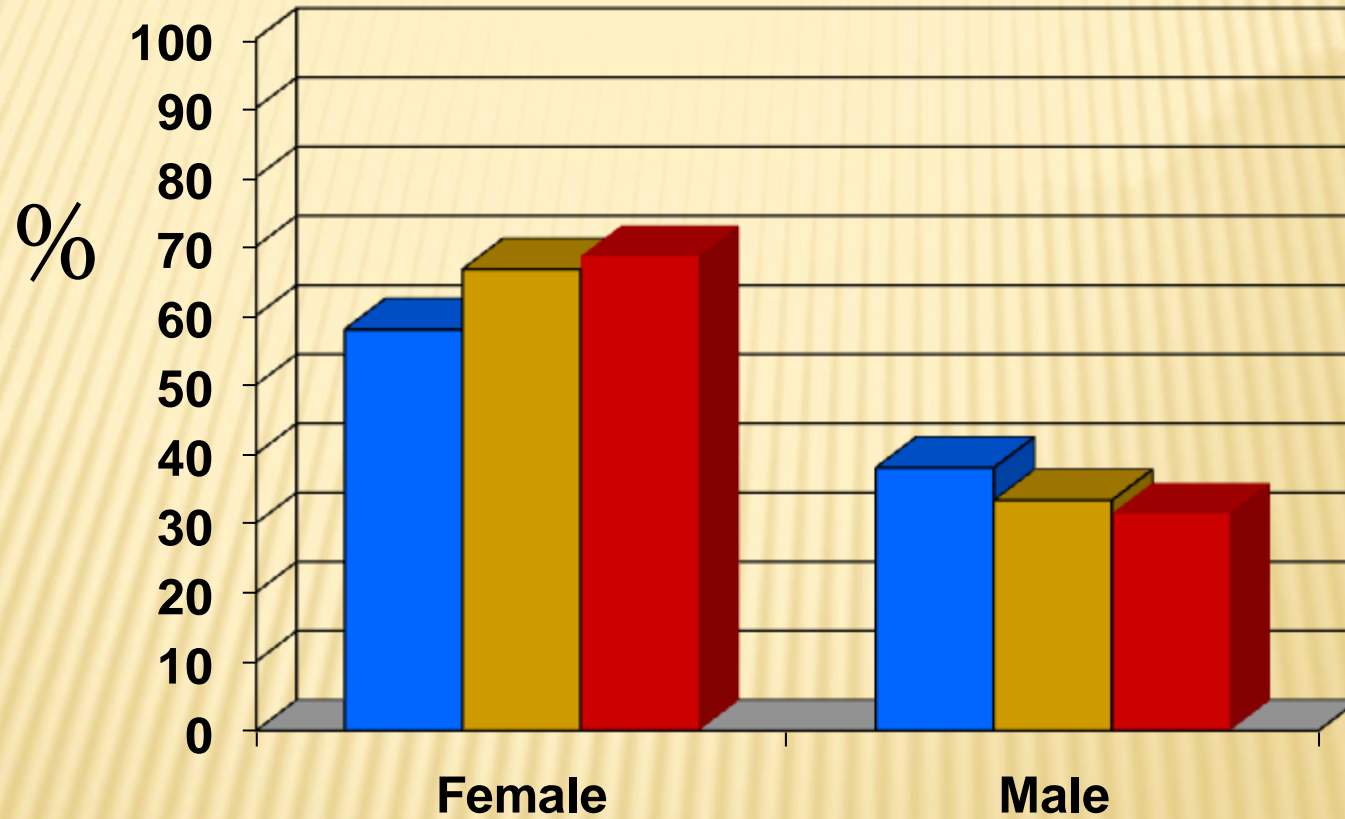
- **Consists of 43 items that measure Spiritual Leadership Theories' Nine Variables.**
- **Utilizes a 1-5 response set that ranges from strongly disagree, disagree, neutral, agree, to strongly agree.**
- **For the bar graphs:**
 1. **Averages are given in the lower right corner (possible range is from 1-5).**
 2. **Strongly disagree/disagree, and agree/strongly agree categories are combined to give percentage of respondents who agree, are neutral or disagree.**

SPIRITUAL LEADERSHIP SURVEY

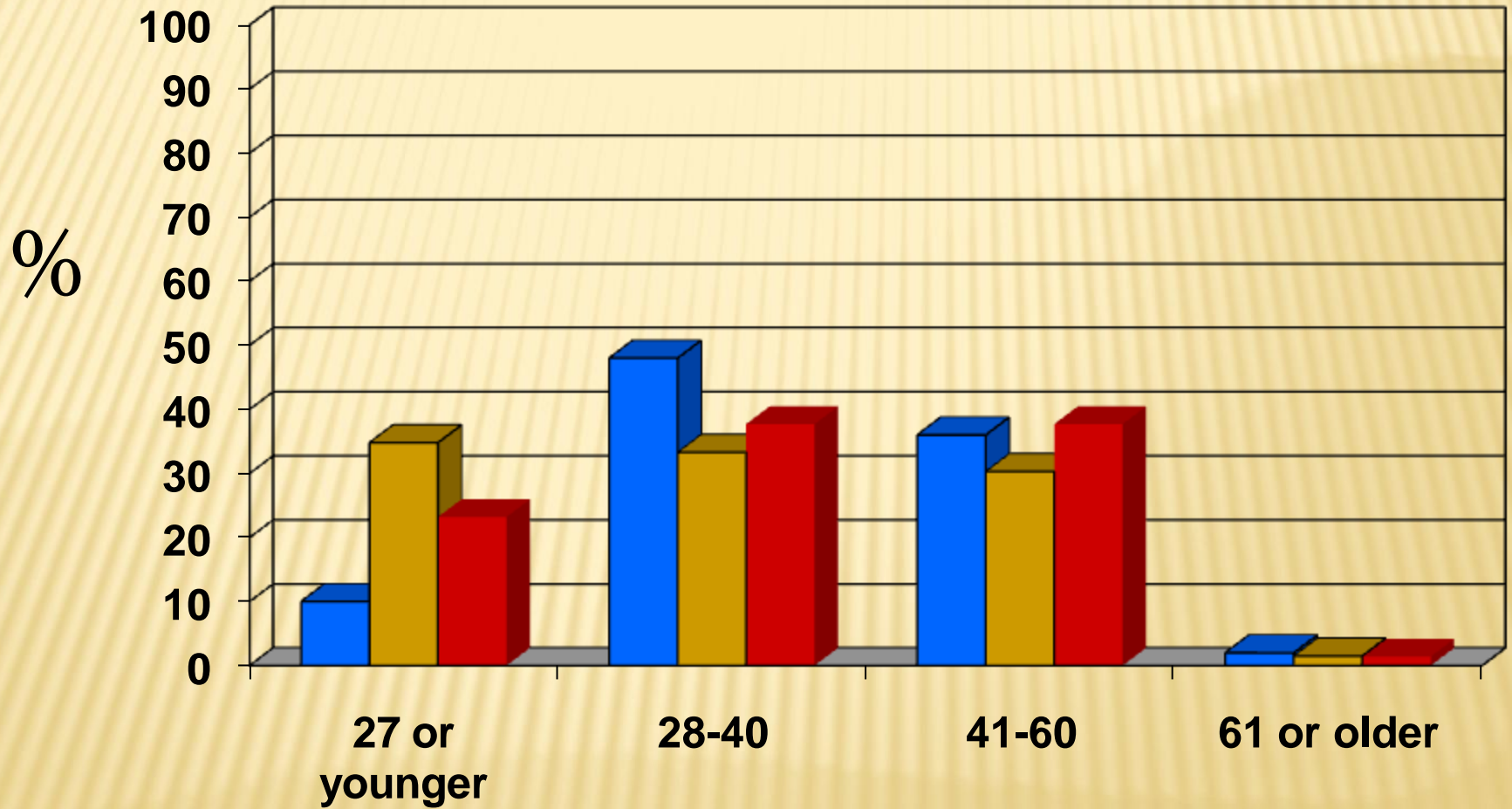
For spiritual leadership, the response averages for all variables should be above 4.00 and the agree percentages above 60%

Asterisks denote that the averages are significantly different

GENDER



GENERATION



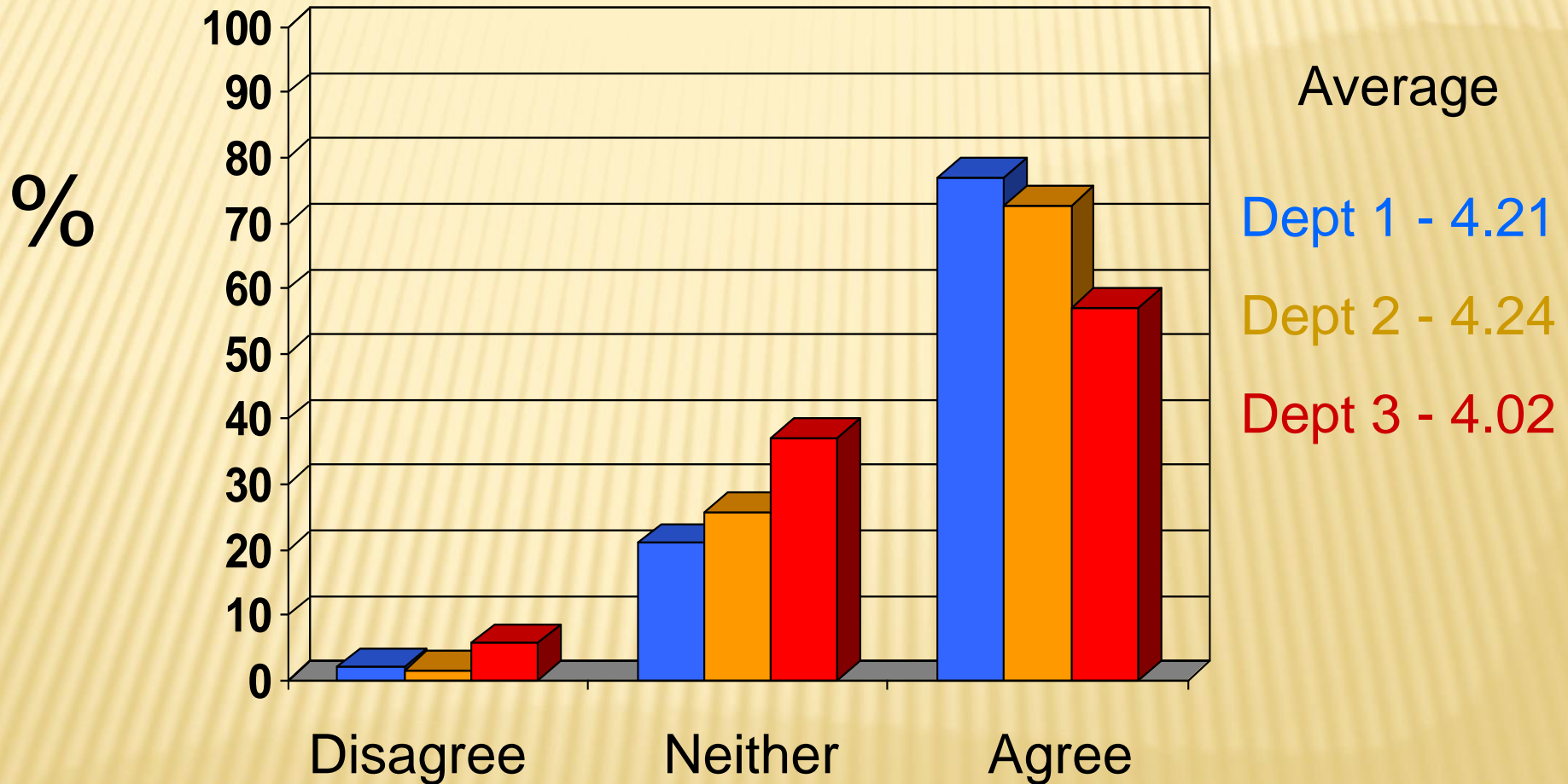
INNER LIFE

THE EXTENT TO WHICH ONE HAS A MINDFUL PRACTICE OR SEEKS MINDFUL AWARENESS

Inner Life Questionnaire Items:

1. I can be compassionate even if I don't think someone's suffering makes sense.
2. I seek guidance on how to live a good life from people including the wisdom of people I respect, of great teachers/writings, and from my Higher Self or a Higher Power.
3. I maintain an attitude of gratitude even when faced with difficulties.
4. I maintain an inner life practice (e.g., spending time in nature, prayer, meditation, reading inspirational literature, yoga, observing religious traditions, writing in a journal).
5. I have compassion for the hopes and fears of all people, regardless of how they view the world based on their culture and past experiences.
6. I know and can describe my purpose and mission in life.
7. I can empathize with other people's points of view and feelings, even during a conflict.
8. I know that my thoughts play a key role in creating my experience of life.

INNER LIFE



VISION – ANSWERS THREE QUESTIONS:

WHAT IS OUR JOURNEY?

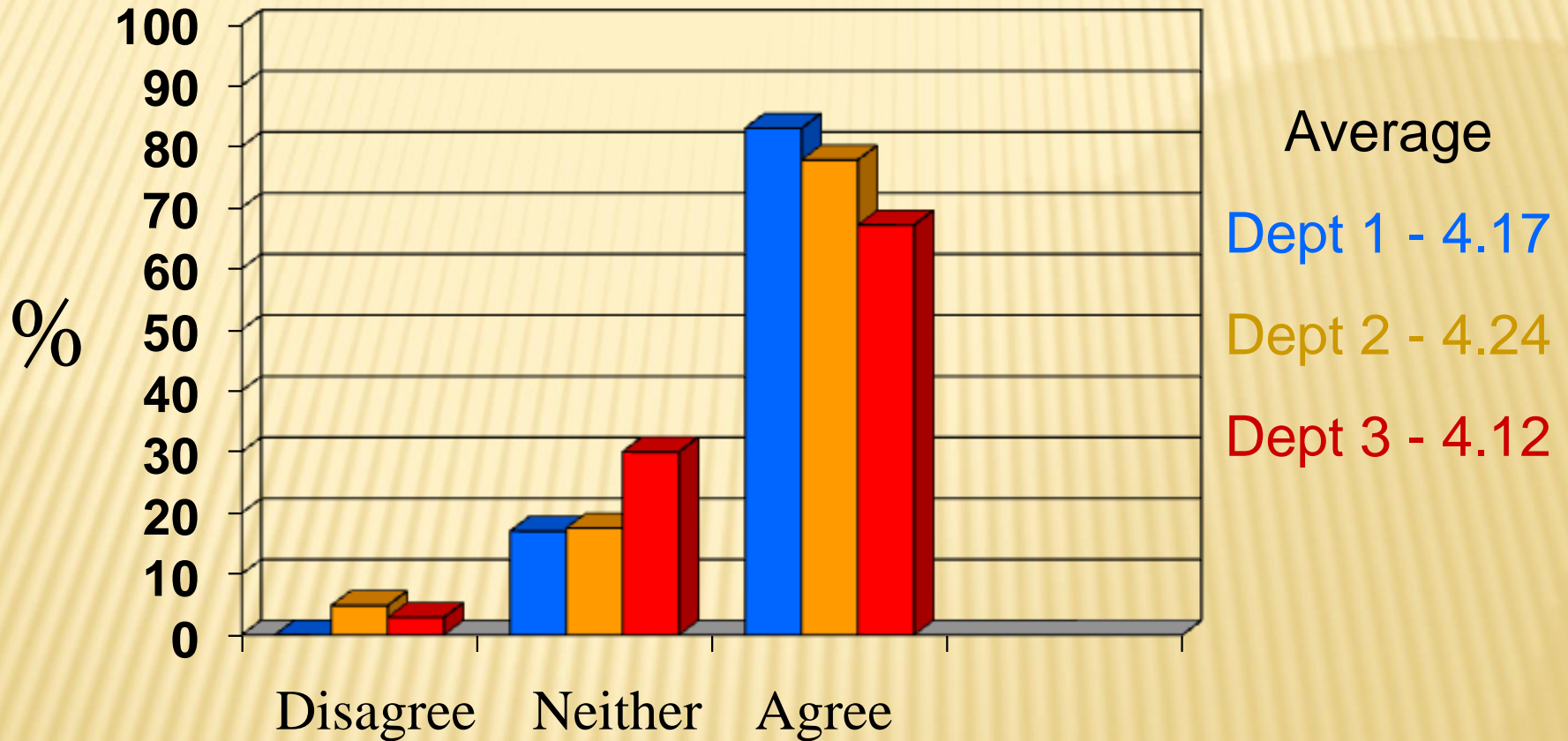
WHY ARE WE TAKING IT?

WHO ARE WE AND WHAT DO WE DO?

Vision Questionnaire Items:

- 1. I understand and am committed to my organization's vision.**
- 2. My organization has a vision statement that brings out the best in me.**
- 3. My organization's vision inspires my best performance.**
- 4. My organization's vision is clear and compelling to me.**

VISION



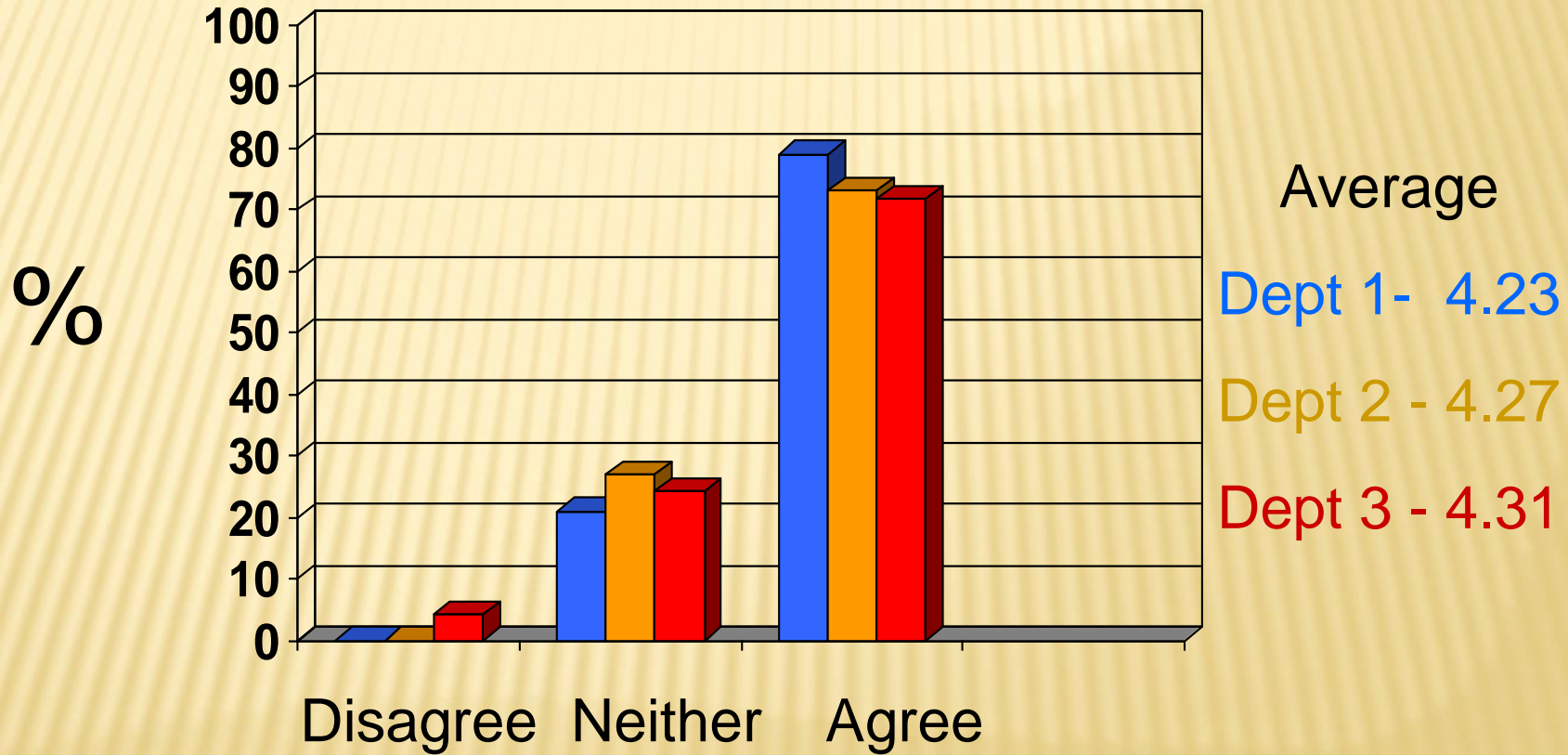
HOPE/FAITH

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 set challenging goals for my work because I have faith in my organization and want us to succeed.**
- 4. I demonstrate my faith in my organization and its mission by doing everything I can to help us succeed.**

HOPE/FAITH



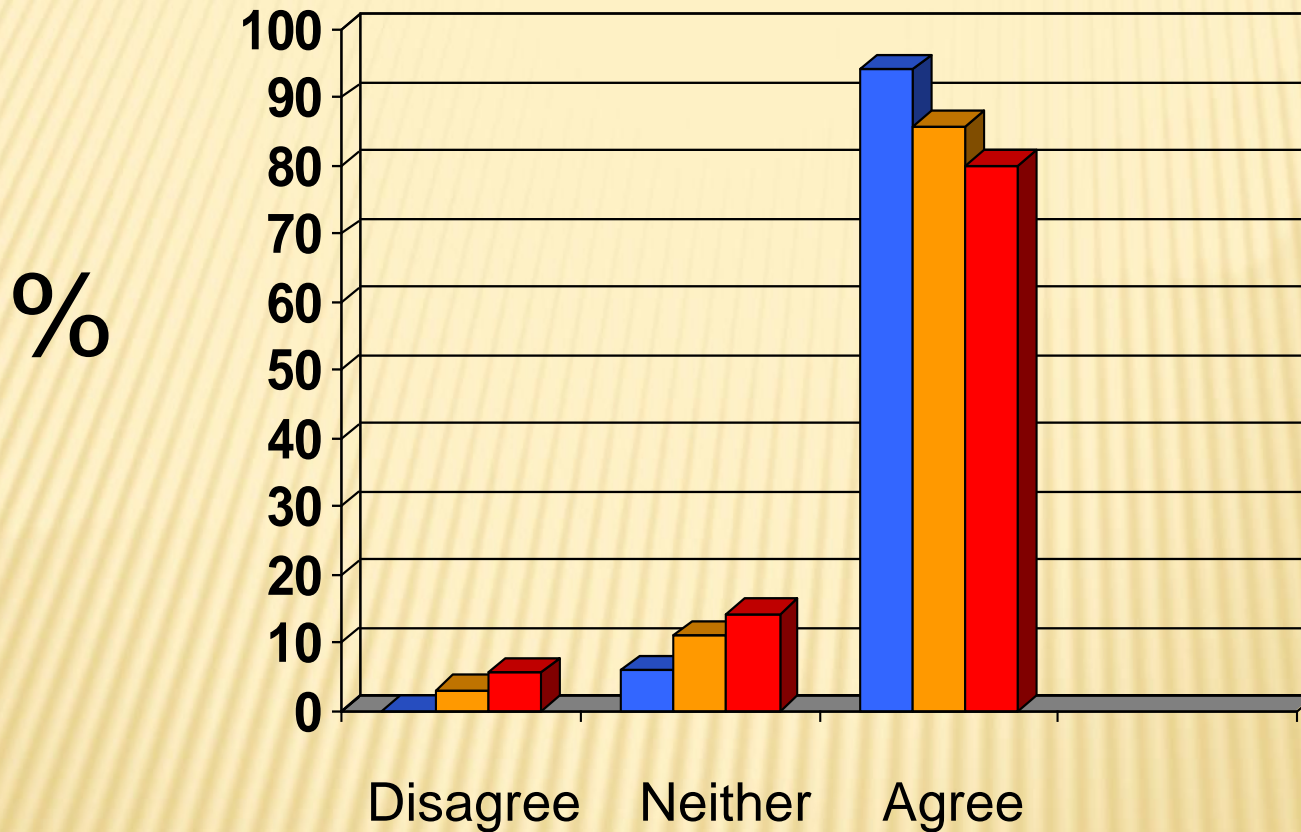
ALTRUISTIC LOVE

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 is kind and considerate toward its workers, and when they are suffering, wants to do something about it.**
- 2. The leaders in my organization “walk the walk” as well as “talk the talk”.**
- 3. My organization is trustworthy and loyal to its employees.**
- 4. The leaders in my organization are honest and without false pride.**
- 5. The leaders in my organization have the courage to stand up for their people.**

ALTRUISTIC LOVE



Average

Dept 1 - 4.39

Dept 2 - 4.44

Dept 3 - 4.12*

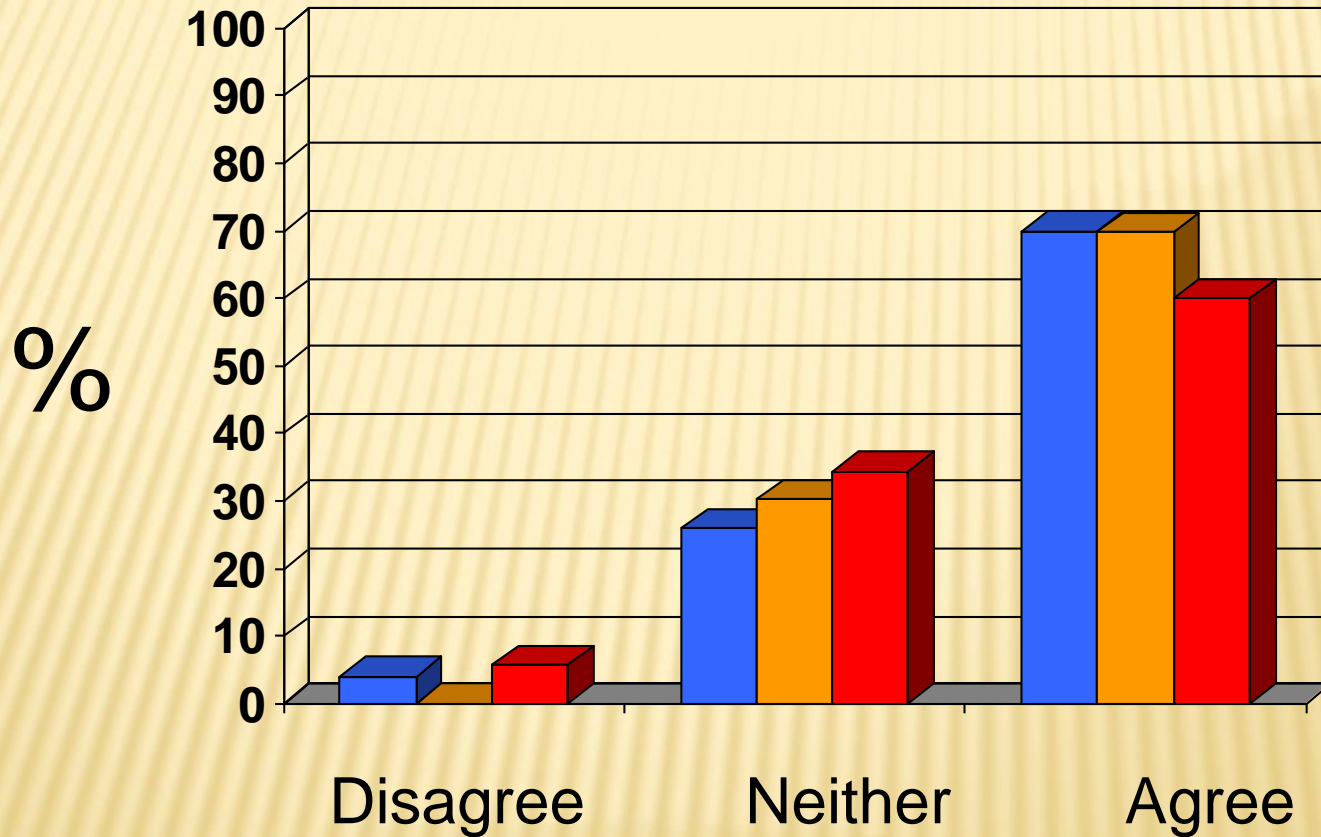
MEANING/CALLING

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

Dept 1 - 4.13

Dept 2 - 4.17

Dept 3 - 3.98

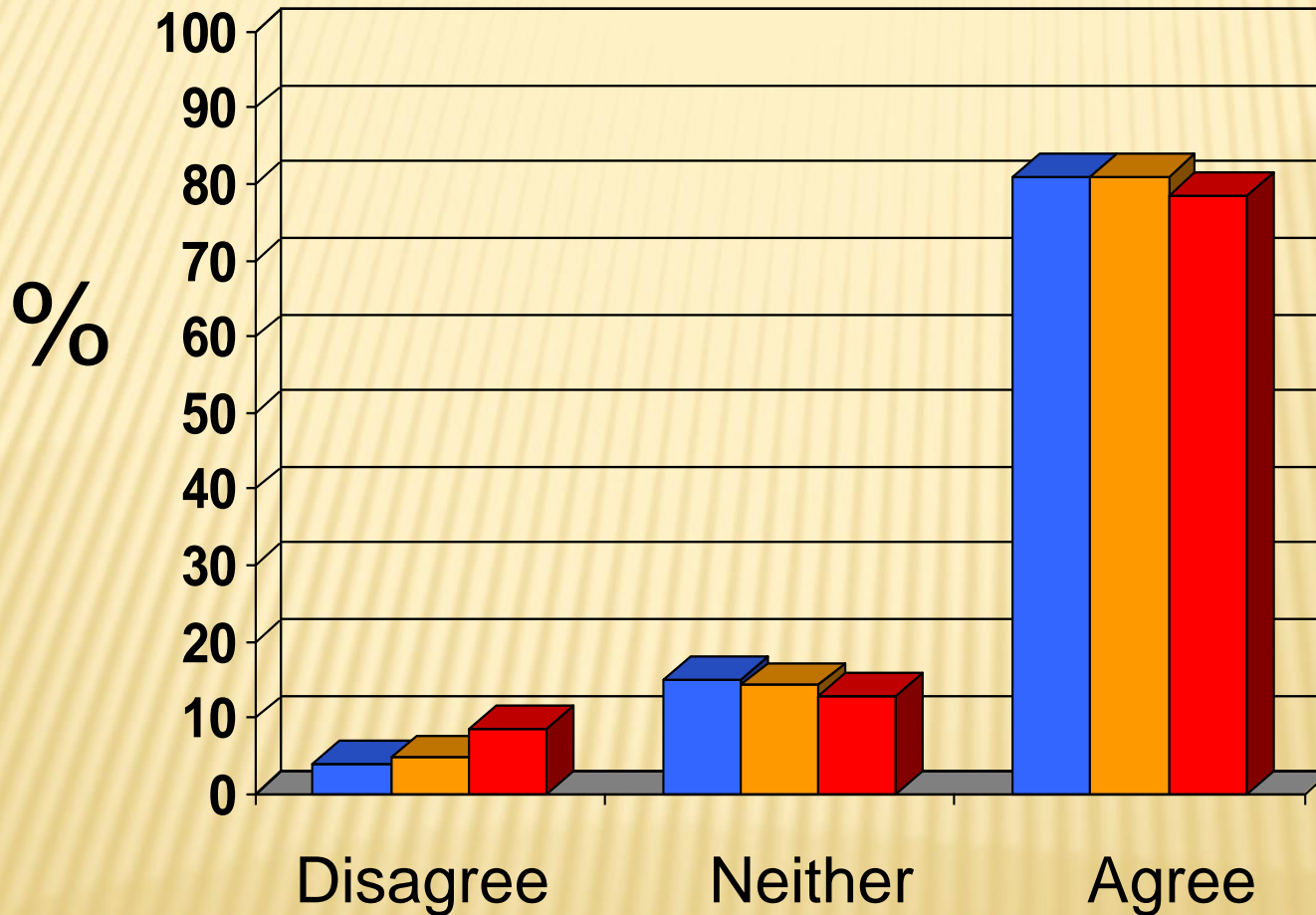
MEMBERSHIP

A SENSE THAT ONE IS UNDERSTOOD AND APPRECIATED.

Membership Questionnaire Items:

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

MEMBERSHIP



Average

Dept 1 - 4.26

Dept 2 - 4.30

Dept 3 - 4.21

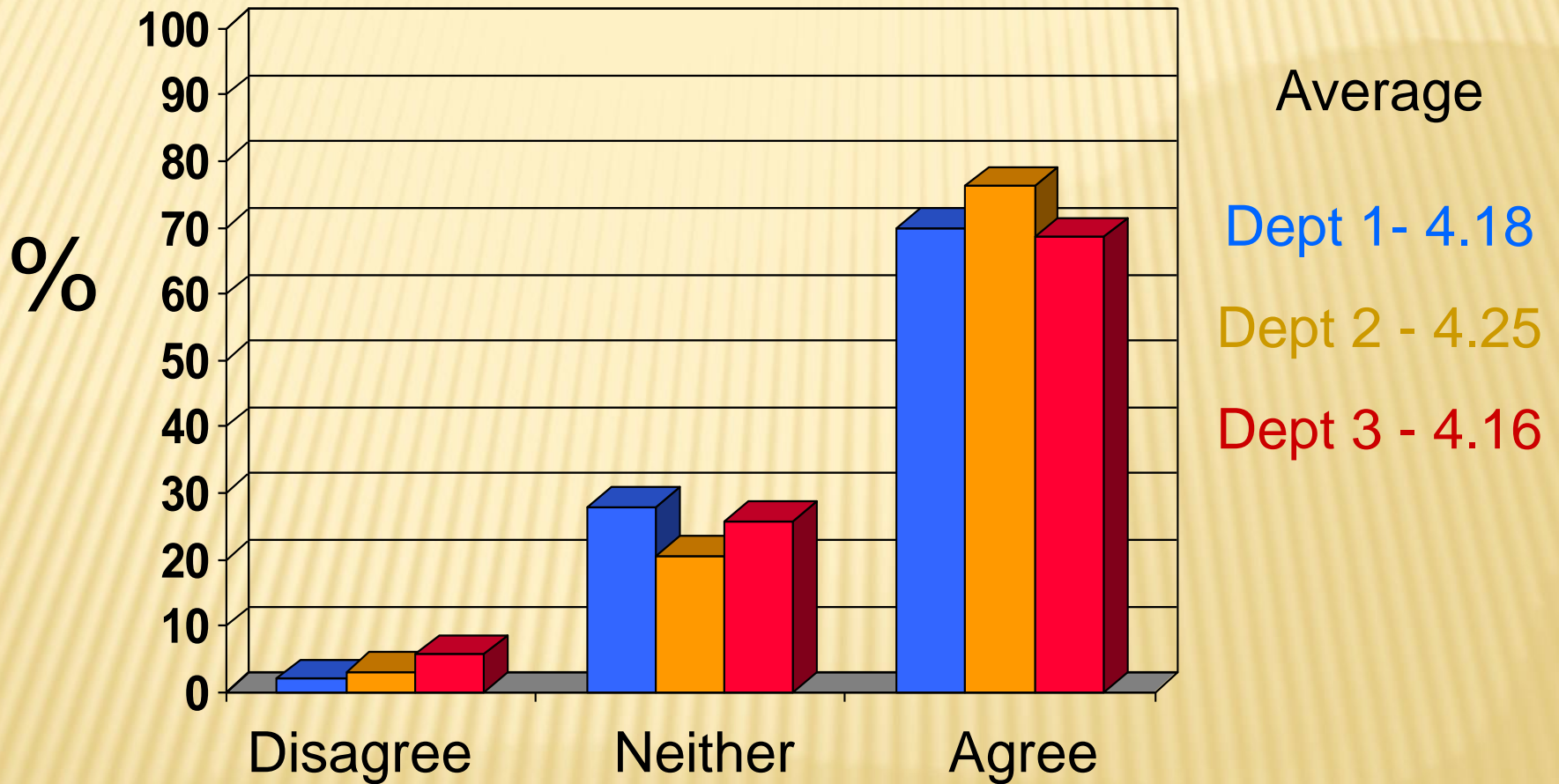
ORGANIZATIONAL COMMITMENT

DEGREE OF LOYALTY OR ATTACHMENT TO THE ORGANIZATION.

Questionnaire Items:

- 1. I 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 a strong sense of belonging to my organization.**

ORGANIZATIONAL COMMITMENT



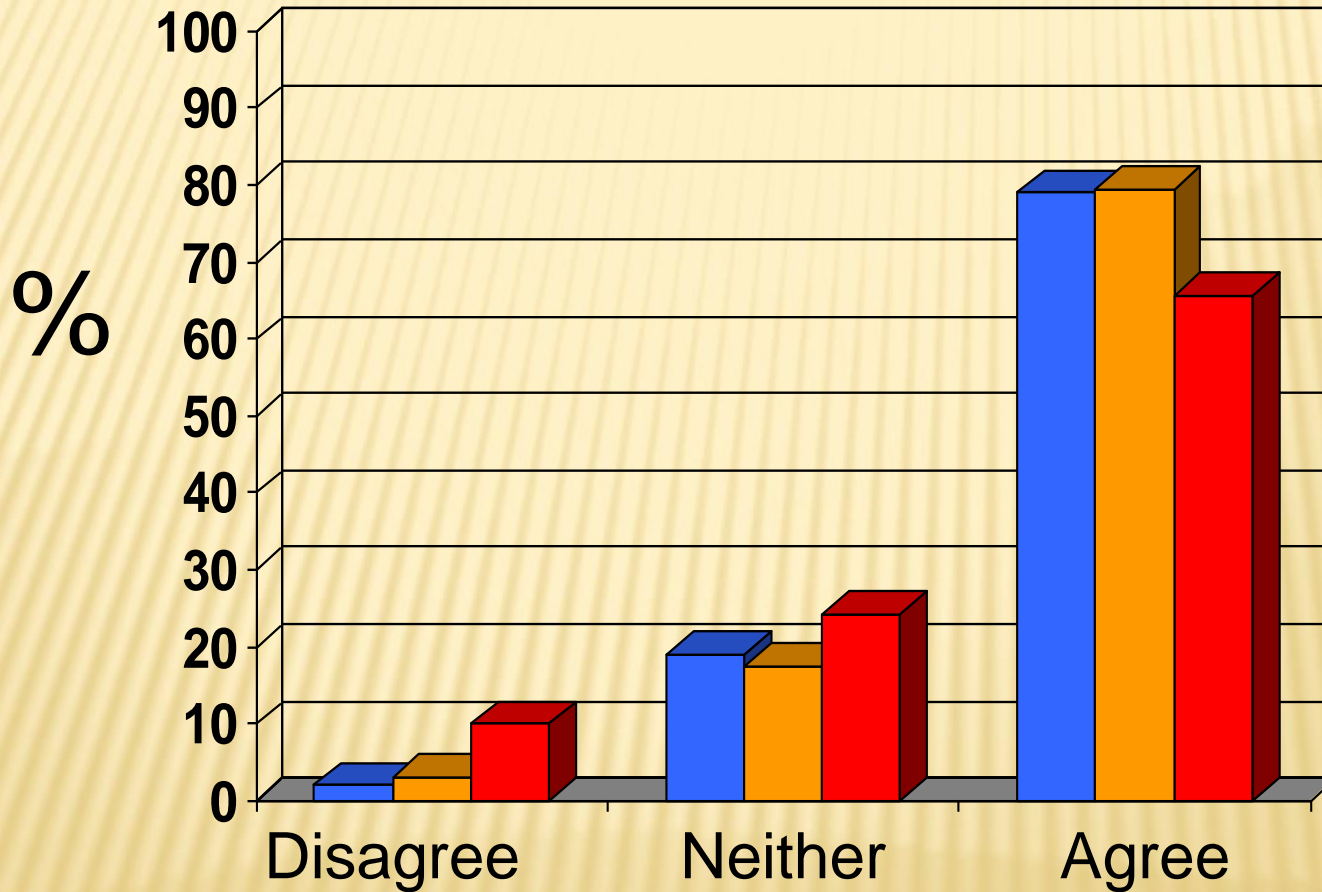
UNIT PRODUCTIVITY

EFFICIENCY IN PRODUCING RESULTS, BENEFITS, OR PROFITS.

Productivity Questionnaire Items:

- 1. In my department, work quality is a high priority for all workers.**
- 2. In my department, everyone gives his/her best efforts.**
- 3. My work group is very productive.**
- 4. My work group is very efficient in getting maximum output from the resources available.**

UNIT PRODUCTIVITY



Average

Dept 1 - 4.12

Dept 2 - 4.21

Dept 3 - 3.93*

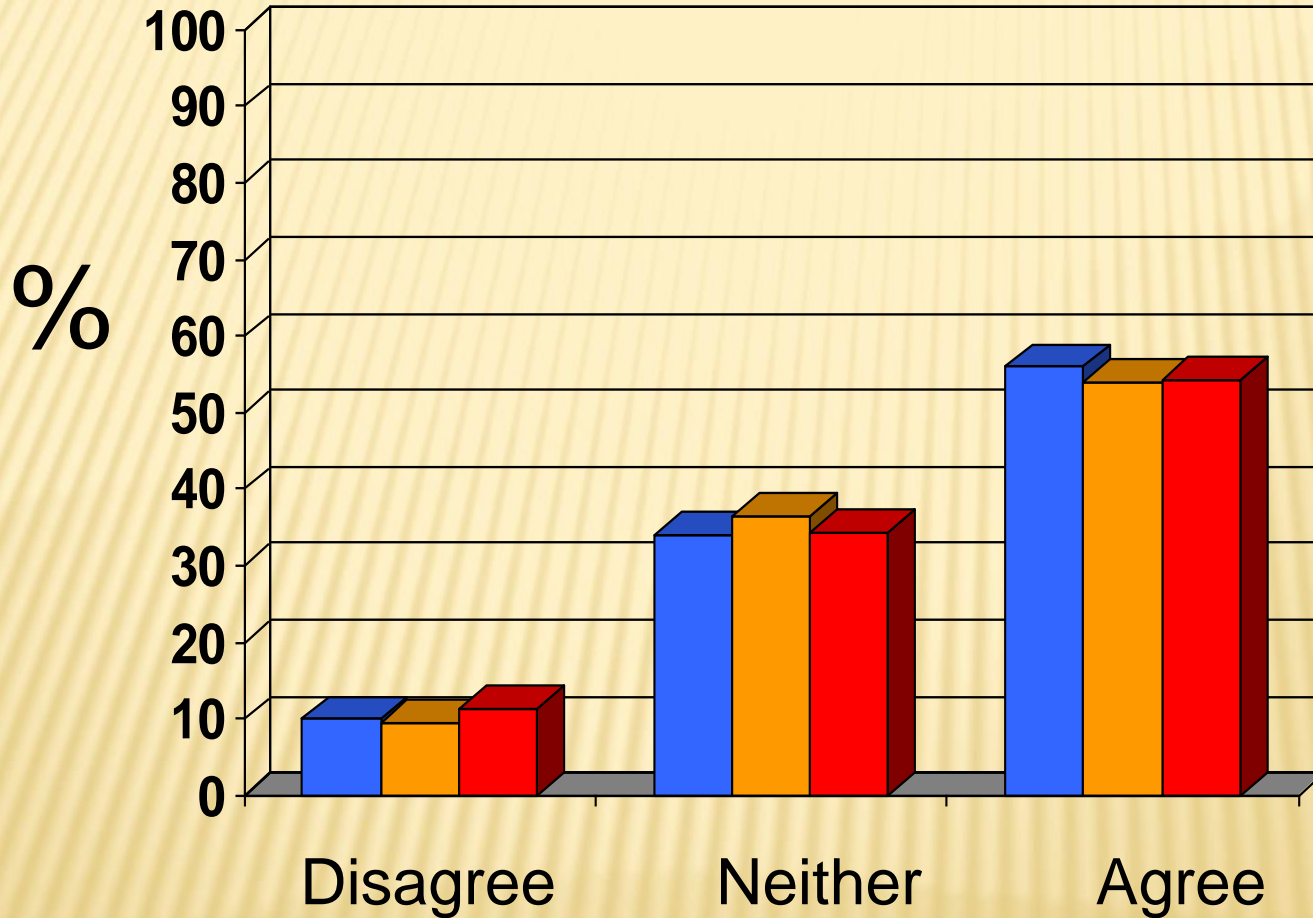
LIFE SATISFACTION

ONE'S SENSE OF SUBJECTIVE WELL-BEING OR SATISFACTION WITH LIFE AS A WHOLE.

Life satisfaction Questionnaire Items:

- 1. In most ways my life is ideal.**
- 2. The conditions of my life are excellent.**
- 3. I am satisfied with my life.**
- 4. So far I have gotten the important things I want in life.**
- 5. If I could live my life over, I would change almost nothing.**

LIFE SATISFACTION



Average

Dept 1 - 3.89

Dept 2 - 3.87

Dept 3 - 4.00

SUMMARY

- Respondents reported high (80-100% Agree) levels of Altruistic Love.
- Respondents reported moderately high (60-80% Agree) levels of Vision, Hope/Faith, Meaning/Calling, Membership, Organizational Commitment, and Productivity.
- Respondents reported moderate (40-60% Agree) levels of Inner Life, Satisfaction with Life.

SUMMARY

- Asterisks in graphs denote statistically significant differences.
- There were no differences in the spiritual leadership variables between Departments 1 & 2.
- Department 3 reported significantly lower altruistic love and productivity than Departments 1 & 2.
- For generation, the 27 or younger group reported significantly lower Meaning/Calling than the other age groups (3.84 to 4.05/4.27/4.85).
- Males scored significantly higher than females on Altruistic Love (4.47 to 4.21), Meaning (4.32 to 3.97), Membership (4.43 to 4.16), and Commitment (4.37 to 4.11).

SUMMARY OF EMPLOYEE COMMENTS

Good points:

- Vision is clear and values are strong.
- The organization does a good job of removing misfits.
- Great place to work. Sense of family. Great customers for the most part.
- New employees are well integrated and very happy.
- Positive moves on maternity leave and mileage reimbursement.

SUMMARY OF EMPLOYEE COMMENTS

General Themes:

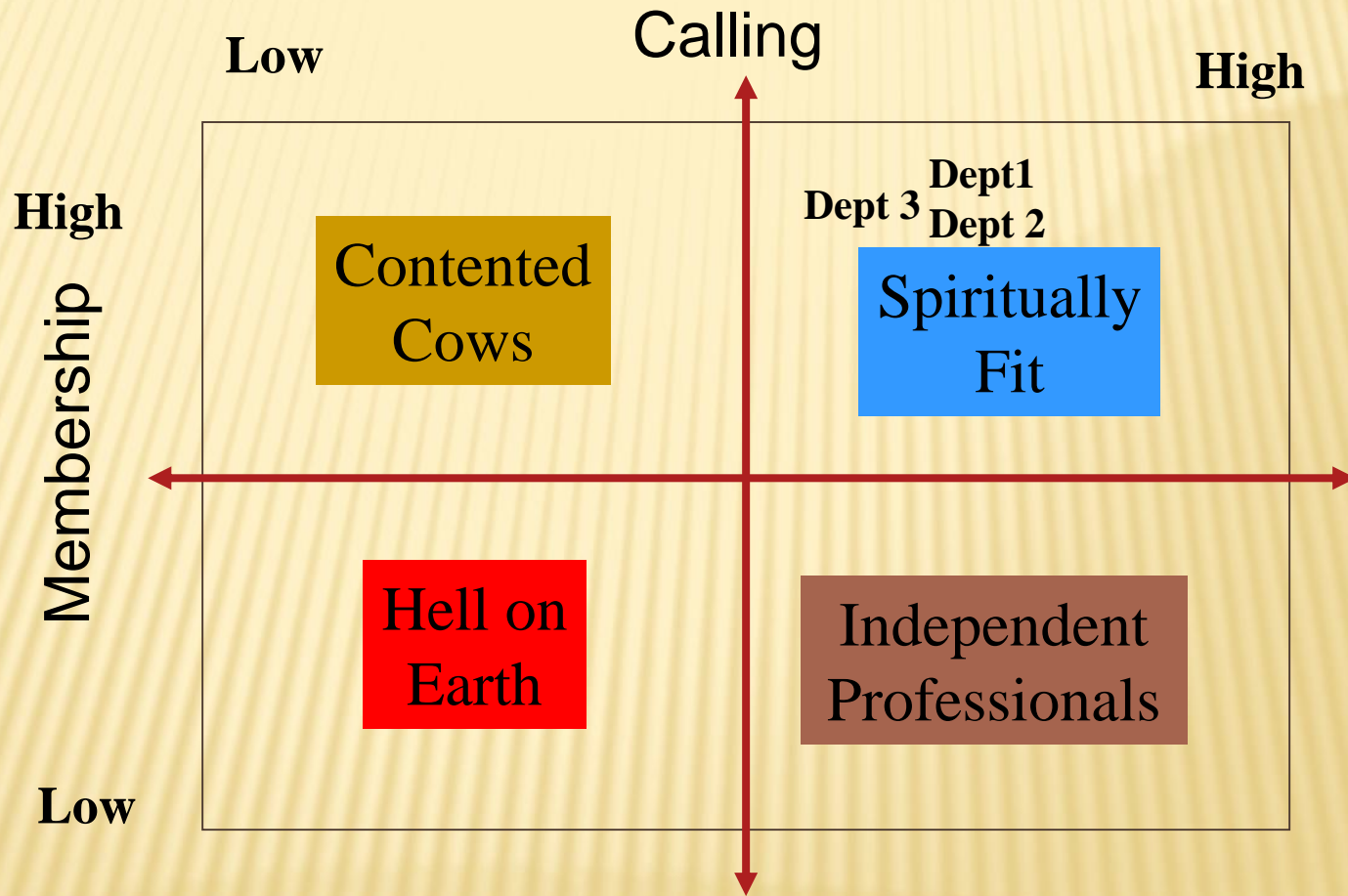
- Silos: Growth and influx of new people has created silos. Difficult to get to know people. A growing sense that we have become separate departments versus working together toward a common vision. Everyone just seems to do their own thing.
- Mentoring: System of mentoring not clearly understood. Some variance across Departments.
- Selection: More reactive than proactive. More focus needed on selecting on values.
- Voice: Hesitation to speak up and questions things. This affects innovation in that sometimes challenging ideas or the status quo threatens collaboration and leads to conflict, which is seen as “bad.” Fear of being labeled a “complainer.”

SUMMARY OF EMPLOYEE COMMENTS

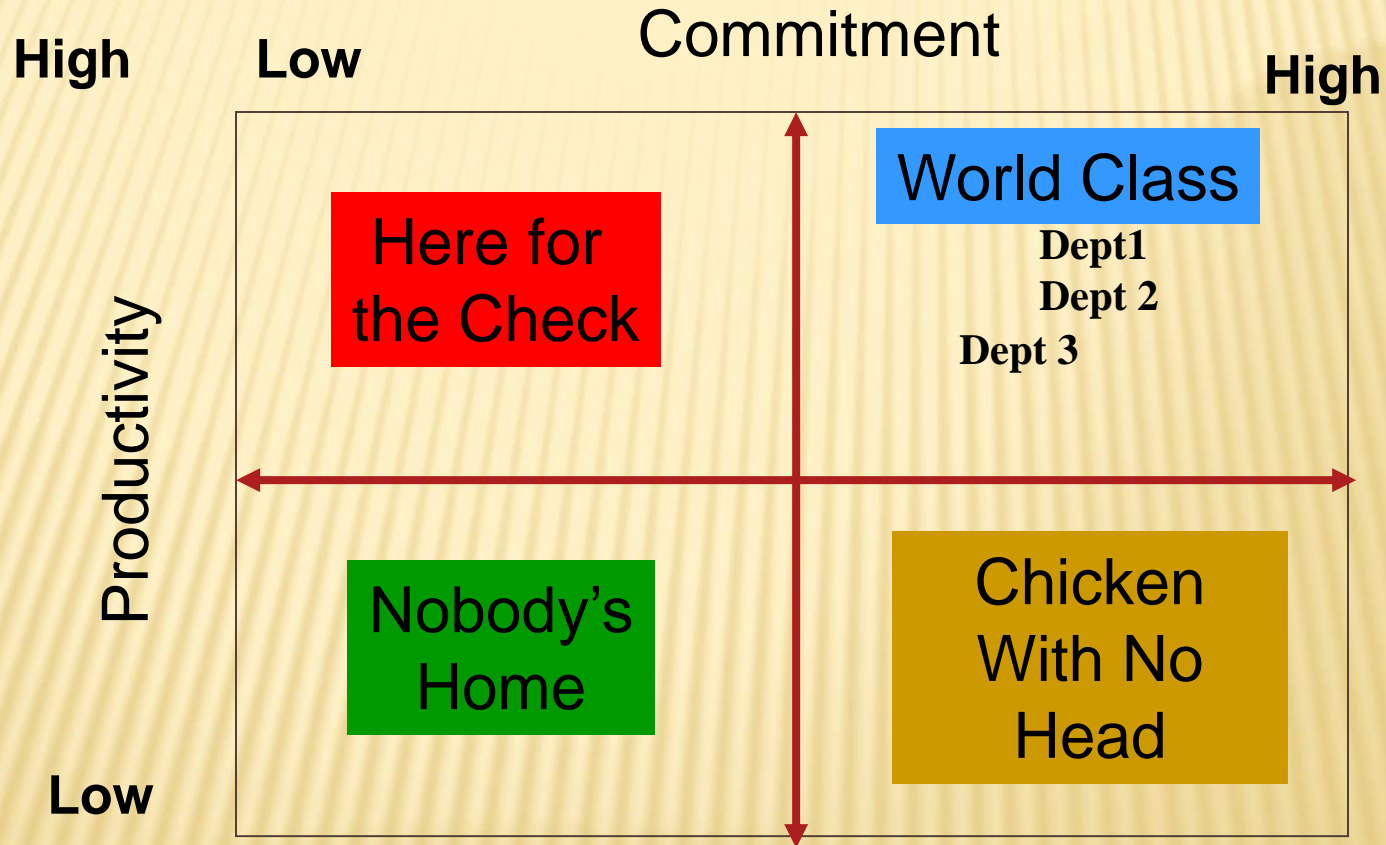
General Themes:

- Beginning of competition among employees. Being the “Best of the Best” rather than all one culture. Favoritism.
- Lack of clear steps to get to the leadership level. Need to clearly identify different career tracks and make sure all are valued equally by the firm, even though they may have different pay ranges.
- Uncertainty experienced in the different tenure group cohorts and what happens to those who don’t make the leadership team.
- Maintaining balance of accountability versus care for each other culture
- Need for increased team building/bonding activities.

SUMMARY OF DEPARTMENT SPIRITUAL WELL-BEING



SUMMARY OF DEPARTMENT PERFORMANCE



QUESTIONS

