Does Spiritual Awareness Foster Managerial Values? - A Quizzical Survey Conducted on a Group of MBA Final Year Students in Botswana

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Abstract

In this paper the authors review various modern theories of Leadership and Management and observe that there are diverse views in Leadership theories while Management theory broadly remaining the same. All these theories are secular in their character, originating mostly in the west where material dimension is predominant.

The Role of Spiritual connectedness and Consciousness in Leadership and Management is not to be found in these theories, though some ethical elements such as transparency, fairness and Corporate Social Responsibility find place in these theories.

While accepting the fact that material dimension is important for material progress of humanity, the authors express the view that spiritual dimension is not to be ignored. Spiritual awareness and conscious practice of spirituality promotes and fosters values in all human beings in general and in particular, a valuable asset for Leaders and Managers.

To verify this view, a Two-Quiz survey was designed and conducted on a group of 48 MBA final year students in the Faculty of Business, University of Botswana. The first quiz was to assess the spiritual awareness and the second Quiz was to assess Values in management. The numerical scores of spiritual awareness and Management values were analysed on a scatter plot with spiritual awareness as base, which indicated that the group as a whole showed a tendency of positive coefficient of correlation between these two variables.

The results support the view of the authors who recommend that Spiritual Foundation with conscious spiritual practices is a factor to be considered in leadership and management training and development.

A universal theory of leadership with spiritual foundation is presented in the concluding part of the paper.

INTRODUCTION

The word Spirituality is observed to be used with different usage, meaning, context and interpretations by different societies, faiths and beliefs in the world, yet it is generally understood as the inner spirit or being of a person.

Spirituality is not a theory but a reality of human existence, the invisible inner vital component of man's total personality.

Until a couple of decades ago Spirituality was mostly associated with religion and/ or historical philosophies and it was only a subject matter of interest to those few who were religious minded or philosophy minded.

Man learns more from failures than successes; it is those failures which make him stronger through introspection and contemplation- questioning himself, deep within, what has gone wrong, and why. Sooner or later, he will discover that something vital is missing in his perceptions and actions which he deliberately or unintentionally ignored. In the rat race of competing for worldly pursuits he feels that he had no time to apply his mind to that missing link to his inner spiritual reality and its direct connection to the reality of eternal supreme power which is the sole cause of creation and sustenance and dissolution of all entities in the universe of creation, that which is called God by the religions, and super consciousness by Spiritualists.

Spirituality is one of the latest phenomena to enter the realm of management debate (Kakabadse, 2002). It is observed that recent trends in international conferences in Australia, America, and India etc show great interest in this field shown by industry leaders, academicians and researchers finding some connection between Spirituality, Leadership and Management.

Some spiritual practices such as Pranic breathing, Yoga and meditation have been found to provide positive results such as health and psychological benefits derived therefrom, proven scientifically, have made tremendous impact on societies worldwide, drawing the attention of corporate leaders and managers in developed countries, giving recognition and encouragement for further study and applications.

However the broader picture of spirituality concept as it relates to having faith in existence of and connectivity of the inner spirit to God, the supreme power, creator and source of the entire universe, has not been inclusively considered in its application in Leadership and Management theories.

Results of a quizzical test conducted (Nanduri,2012)   indicated that spiritual awareness in a

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person can be measured and the numerical value arising there from appeared to have some practical use , encouraging further study of its applications. In this study this Quiz test has been used.

The authors consider it to be necessary to study various meanings and interpretations of the word Spirituality and state in the final analysis to give an appropriate   definition of spirituality in the context of this paper when we try to measure or assess spiritual awareness in a person.

As it will also be necessary to have clarity on various leadership and management theories, styles and functions of leaders and managers as they apply to organizations and business enterprises, a review is also made and included in this paper.

The authors having felt intuitively that Spiritual Awareness of a person shall have some positive impact on the managerial values he/she exhibits, ventured into investigating it through a Two-Quiz Survey, the details and outcomes are presented in the succeeding part of this paper.

MODERN THEORIES OF LEADERSHIP AND MANAGEMENT: BRIEF REVIEW

Bolden et al. (2003) made exhaustive review on leadership theories and their evolution over the past 70 years from the "great man" notion of heroic leaders, through trait theories, behavioural theories, situational leadership, contingency theory, and on to transactional and transformational leadership. It is observed that in their assessment, transformational leadership involves setting high ideals, ethical beliefs and values, in comparison with the other theories.

Oyetunji (2006) makes a detailed review of leadership styles and management, how these two functions are distinct yet interwoven. She too opines strongly through her research that transformational style of school headmaster as leader is best suited to school climate management.

Abstract Keynote- Leadership Development Contrasted with Leadership Formation; Distinctions, Relationships, Potential Synergies (Delbecq, 2012) - talks about the concept of organizationally sponsored Leadership Formation**.** Leaders and scholars understand the concept of Leadership Development. Most would describe Leadership Development as an educational experience emphasizing managerial and organizational skills contributing to the effective exercise of leadership. Organizationally sponsored Leadership Formation is less understood. Leadership Formation focuses on spiritual perspectives and disciplines that lead to spiritual maturity regarding the vocational calling of an organizational leader.

Ideal Profile of a Leader

An ideal leader is one who possesses purity of heart, individual character, courage and spirit of adventure, patience, determination, sacrifice and valour. If all these traits are present in a human being, he will be able to achieve success in various fields and also set an example to others, and be an ideal for others (Baba, 1987). Individual character cannot be acquired by reading books, taught by the teachers, or bought in the marketplace. It can be cultivated by daily practice and in the good company of people. In these days, there is an overall decline in individual character in all spheres of activity. Only physical, intellectual, financial skills and eloquent capabilities are considered important. Nobody is interested in individual character. Other qualities which are needed for a good leader are: compassion, forbearance, and controlled emotions such as anger and ego. The leader should also be free from jealousy and greed. With equanimity and absolute faith in God one can achieve anything in this world and rise to great heights.

Leadership versus Management: A Key Distinction

Organizations provide its managers with legitimate authority to lead, but there is no assurance that they will be able to lead effectively. Organizations need strong leadership and strong management for optimal effectiveness. In today's dynamic workplace, we need leaders to challenge the status quo and to inspire and persuade organization members. We also need managers to assist in developing and maintaining a smoothly functioning workplace. (Lunenburg, 2011)

PRESENT TRENDS: THE TRIAD OF SPIRITUALITY, LEADERSHIP AND MANAGEMENT

The Global Dharma Center (Globaldharma), launched Spiritual based Leadership Research Programme in 2002 (www.globaldharma.org).

The overall purpose of this research programme is to contribute to the emerging field of, and the consciousness about spiritual-based leadership in work organisations worldwide, by making high quality and reliable data, information, knowledge, and development methodologies about spiritual-based leadership easily accessible.It is defined from a consciously held spiritual basis.

Participation in this programme will be an opportunity for everyone involved to grow in their spiritual character, knowledge, and practice in the world.It will include spiritual-based leaders that are leading in work organisations in a variety of cultures and traditions around the world.The programme directors, researchers, and spiritual-based leaders will contribute their time, energy, and talent on a voluntary basis..

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SLAM launched Spirituality*,* Leadership and Management Conferences and since 1998 organised eight conferences around Australia, with thousands of participants joining from the world, and keynote speakers from Europe, North America and Asia as well as Australia (www.slam.net.au).

A wide range of subjects have been discussed and shared at the conferences over the years. The most recent conferences have been held in Sydney, with professionals from business, academic and community presenting and discussing "Leadership for the Emerging World" and "Wisdom at Work".

An abstract key note (Oumet, 2012) – "How Spirituality in Management works"-says that the speaker would talk about his own spiritual path and how that had led him to 35 years of experimentation with a new Integrated System of Management Activities (ISMA) that integrates business economics and human well-being. He would describe how God is the keystone, and will share specific organizational spiritual practices that have had powerful benefits for both the employees and the organization.   These include the authentic handshake, unusual meetings with laid off people, community meetings, and the Prize of the Heart.

EABIS (The Academy of Business in Society, Brussels) and YALE University (USA), supported by EFMD (European Fund for Management Development) organised an international series of conferences on practical wisdom for management from the world's spiritual and philosophical traditions, addressing the central question: *How can we bring back the value of wisdom in management and management education? (*www.eabis.org).

Modern universities have generated innovative methodological instruments, more objective analytical tools and more complex scientific procedures that support business strategy and decision-making. These have contributed to scientific progress and enhanced the quality of life for millions of people.

 The financial crisis taught them that virtue apparently is not taught through scientific progress and those analytical tools, procedures and models do not lead to virtuous leadership. So, how can we teach managers to make wise decisions?

The Practical Wisdom conference series look at the practical virtues inherent to managerial decision-making, which lead to wise decisions in strategic management, leadership, human resource management, etc.

Wisdom Leadership and Spirituality – A Dynamic Controversy?

Many people around the world are highly skeptical and suspicious of using the word

"spiritual" in relation to wisdom leadership and business life. They feel that it comes too close to the concept of "religion" – and all the conflicts that can arise from religious differences. Some feel that spirituality is too personal, and can be compromised if it is brought into candid conversations at work. Others feel that business – as well as education, government, and other kinds of organizations – should be kept secular and thus kept non-religious and non-spiritual.

In light of such sentiments, it might seem "wise" to avoid the perspective of spirituality in any discussion of wisdom leadership, and simply focus on *other* sources that leaders can draw from for the "deep understanding, keen discernment, and sound judgment" that characterizes true wisdom. But can we really do so and still be thorough and unbiased in our quest to discover the nature of wisdom leadership – especially in light of a broad movement around the world that says that spirituality can be the source of the highest wisdom for managing any enterprise? (Miller & Miller, 2005-6).

The authors emphasise that the source of Wisdom is Spirituality and therefore we should recognize this fact in our study.

SOME OTHER CONCEPTS OF LEADERSHIP WITH SPIRITUALITY

The Spirituality of Authentic Leadership

George (2007) in his address "Finding True North: The Spirituality of Authentic Leaders" strongly denounces leaders who are selfish and work for themselves instead of working honestly for the organizations and people to whom they have primary duty.

He laments that America today faces a major crisis in leadership that spans the fields of politics, government, business, non-profits, education and religion. Confidence in our leaders, especially in business and politics, has fallen to an all-time low.

"The root cause is that wrong leaders are chosen for the wrong reasons. All too often business and political leaders are chosen for their charisma instead of their character, for their style rather than their substance, and for the image rather than their integrity."

A new definition of successful 21st century leaders is offered by him - They are authentic leaders who bring people together around a shared mission and values and empower them to lead, in order to serve their customers while creating value for all their stakeholders.

 "Leadership is one of those great journeys into your soul. It's not like anyone can tell you how to do it. In studying leaders who have failed, I realized that their failure resulted from their inability to lead themselves".

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Spiritual Intelligence

In the paper -*Spiritual Intelligence and Transformational Leadership: A New Theoretical Framework* (Howard, et al, 2009) - the concept of Spiritual Intelligence had been proposed.

In this context they define spiritual intelligence as an interconnected configuration of affective orientations intimately linked to create meaning through connecting ideas, events, and persons rather than to a specific religious tradition or orientation

They quote in their reference Emmond's (1999) assertion that persons who demonstrate a capacity for heightened consciousness of transcendence possess spiritual intelligence. Spiritual intelligence empowers the individual to cope with and resolve life-world issues while demonstrating virtuous behavior such as humility, compassion, gratitude, and wisdom. Thus, he describes spiritual intelligence as a cognitive ability to envision unrealized possibilities and transcend ordinary consciousness through applying basic thought processes that have both temporal and existential meanings.

Spiritually grounded leaders exercising high levels of spiritual intelligence are animated thinkers who possess meaningful thought patterns, novel ideas, and rich imaginations because the soul is harmoniously integrated with the mind (cited in their references) (Kessler, 2000; Moffett, 1994).

Spirituality is beyond human logic and the authors' view is also that we should not link Spirituality with intelligence. It is rather a condition of knowledge and awareness which is known as consciousness in Spiritual Philosophy.

Spirituality in various Cultures and Traditions

The concepts of Religion and Spirituality are broadly correlated. A religion is generally considered to consist of rituals and practices in the worship of God, where as Spirituality is more into inner thoughts and practices for enlightenment to realize the unity of one's inner being with divinity.

Religion is a bottle with a label on it, spirituality is the thing inside. Religion is simply the culture of spiritual belief. (Shahadah)

Ancient Cultures and Traditions:

The authors have examined in detail various tenets, beliefs, customs and practices of the religions practiced by the following cultures existing since oldest times:

- African Spirituality
- China Spirituality
- Mayan Religion
- Vedic Spirituality

It is observed that with the exception of Chinese, there are common foundations; the most definable characteristic of these peoples is their intrinsic unflinching reverence for divinity and worship of basic elements of nature.

It has often been said that the Chinese are not deeply religious. It is true that they have shown a comparative indifference to metaphysical speculation; Chinese culture was perhaps the first to develop an intellectual skepticism concerning the gods. In their different ways most Chinese have shown themselves to be concerned primarily with the human person and society. In a predominantly rural country, this has manifested itself in a concern for the land and its prosperity. Thus religious practice has been closely linked with the question of the ownership of the land (www.sacu.org).

Recent Religions:

A review of recent religions, as stated below, shows that with exception of Buddhism and Jainism, all other religions believe in God as supreme power of the universe.
- Buddhism
- Christian Spirituality
- Hinduism and Hindu Spirituality
- Islamic Spirituality
- Jainism and Jain Spirituality
- Jewish Spirituality
- Spirituality in Sikhism
- Spirituality in Zoroastrianism
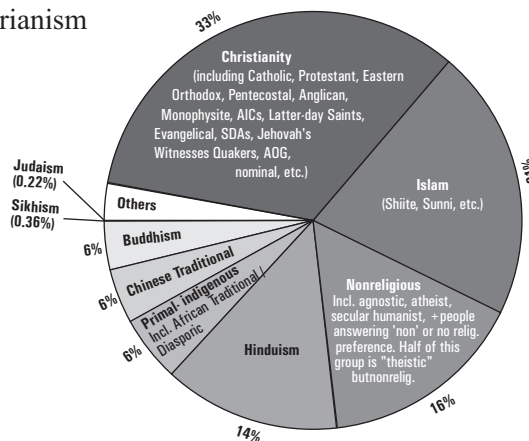
Note : Total adds up to more than 100% due to rounding and because upper bound estimate were used for each group.

From the *World Chart of faith population percentages* (Chart), shown above, it appears that over 75 % of world population follows leading religions which believe and worship God.

SPIRITUALITY IN THE CONTEXT OF THIS PAPER

Having reviewed all major religious principles and Spiritual tenets of the world, the authors have considered the following tenets which constitute Spirituality in the context of this paper:

1. Strong belief in the existence and supremacy of God, the creator and source of all objects and beings.
2. Belief that God exists everywhere including as in-dweller, the 'I', of all beings. This is our constant connectivity to God.
3. Belief in the practice of Love of God and fear of sin.
4. There is only one God and the goal of all religious faiths and beliefs is to realize this one goal. Finding unity in the diversity of various faiths.
5. To know the purpose of life and its value.
6. Belief and practicing values of Truth, Righteousness, Peace and Non-Violence with pure and self-less love.
7. Belief and practicing the ideal - one's Duty is God and Work is Worship.
8. To practice Love of fellow beings and serve selflessly.
9. Spirituality is constant integrated awareness of unity of one's inner being with Divine. (Experiencing and manifesting the Divinity within ourselves).

The Question: Does Spiritual Awareness Foster Managerial Values?

All practitioners of Spirituality know that human values are natural manifestation of inherent spiritual being. With conscious practices of Spiritual tenets, there will be great focus on values while performing actions.

Historical research with case studies of Leadership successes and failures may indicate this correlation descriptively. However the authors intend to take a different approach to investigate this phenomenon by means of two separate Quizzes (http://www.beliefnet.com) - one to determine the Spiritual Awareness and the other to determine managerial Values displayed using numerical and graphical analysis of the results.

Method used in the Study

1. Spiritual Awareness Test Quiz

This Quiz (Quiz 1) consists of 25 questions each having 4 choice answers. The respondent is

asked to tick one of the four which he/she thinks fit. Each answer has a numerical mark varying from 1 to 4, such that after all questions are answered, the minimum score is 25 and the maximum is 100.

This range of score 25 to 100 is graded into 8 categories, ranging from Hardcore Skeptic at the lowest category 1 and Fit for clergy, category 8 at the highest.

The topics of questions pertain to various aspects of common spiritual and religious beliefs, including existence of and faith in God,

2. Managerial Values Quiz

This Quiz (Quiz 2) has 8 Questions framed in values - honesty, Adherence to Truth, commitment, integrity, fairness, self sacrifice, Righteousness, self-discipline

Each question has multiple choice answers with numerical score. The score ranges from 0 at the minimum to 48 at the highest, with three grades- top 10 signify Idealist(model zone), middle 19 signify one who needs to focus on values(correction zone), and the bottom 21 , the third category indicates danger zone.

Both quizzes, answered together, are evaluated with each respondent having spiritual awareness score and managerial values Score.

The authors would like to name the respective scores as S A I (Spiritual awareness Index) and M V I (Managerial values Index), and to use these abbreviations in this paper.

Target Group

The target group was selected to be the students of MBA final year class in University of Botswana, and the test questionnaires were given to them in one of their classes. These students are working executives aspiring for senior roles in leadership and management.

They were provided with demographic data sheets to fill to facilitate analysis. They were also requested to write their names if they wished to be personally informed about individual scores.

RESULTS

The Number breakdown of respondents is as given below**:**
Total number of fully answered papers: 48 (Incomplete 11 were discarded)

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Genderwise breakdown:

Men	25	No name	12	48%
		Named	13	52%
Women	23	No Name	14	61%
		Named	9	39%

Spiritual awareness score on a scale of 25 to 100

Women's average	80
Men's Average	74
Group Average	77

Managerial Values Score on a scale of 0 to 48

Women's average	34
Men's Average	37
Group Average	36

Correlation of Spiritual Awareness Index and Managerial Values Index is as shown in the following charts and graphs.

Whole Group: Scatter plot and Graph shows increasing tendency of M V I with increasing S A I (Fig: 1)
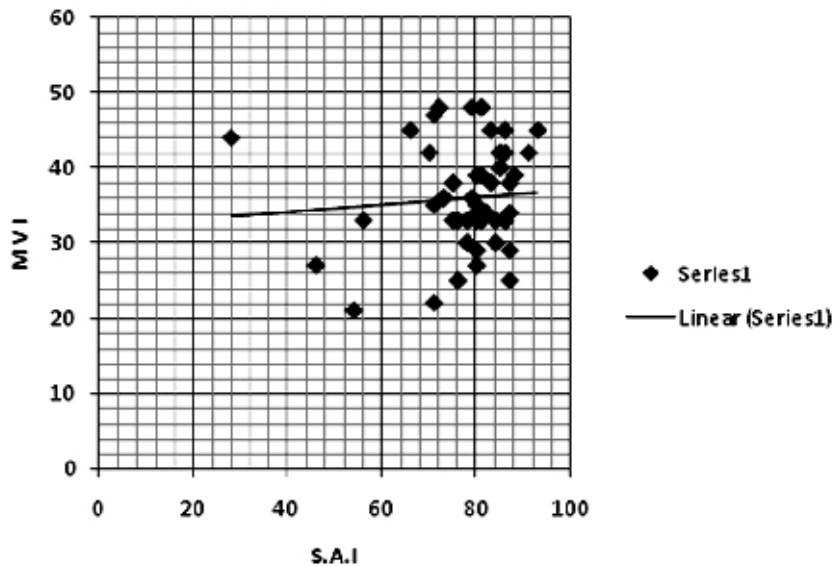
Fig. 1
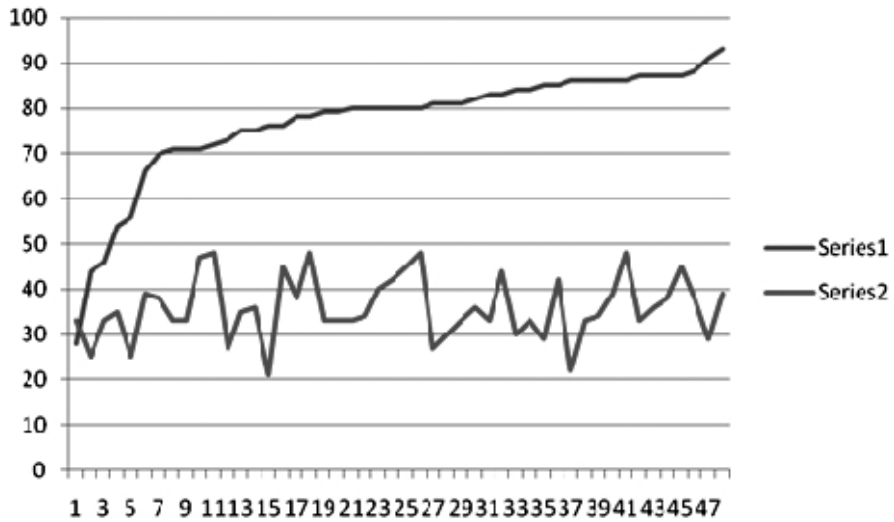
Fig. 2

Scatter plot and graph of 20 Males stated to be religious
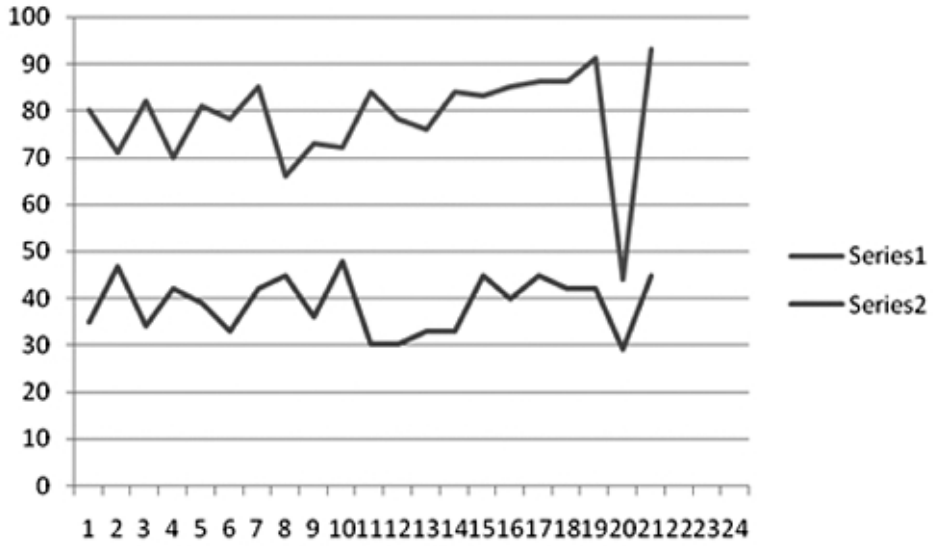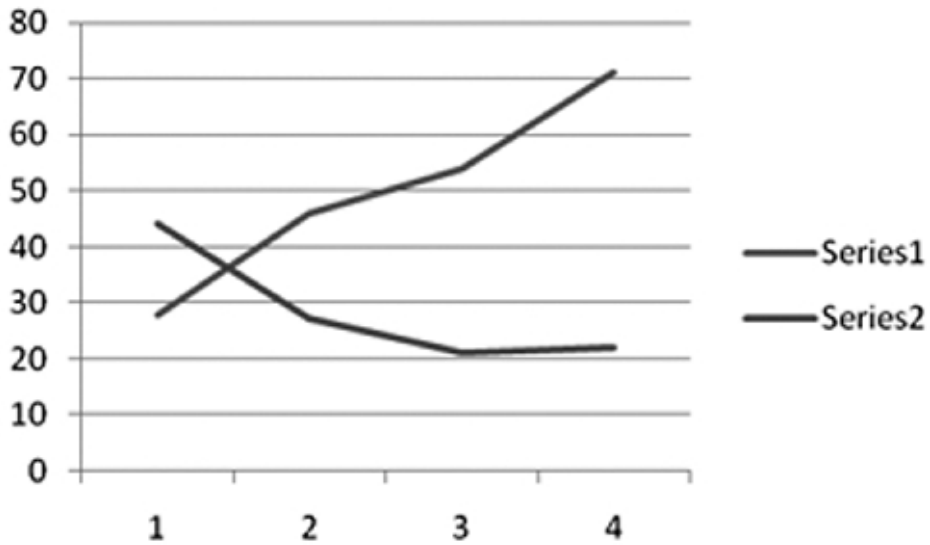
Male Scatter Plot
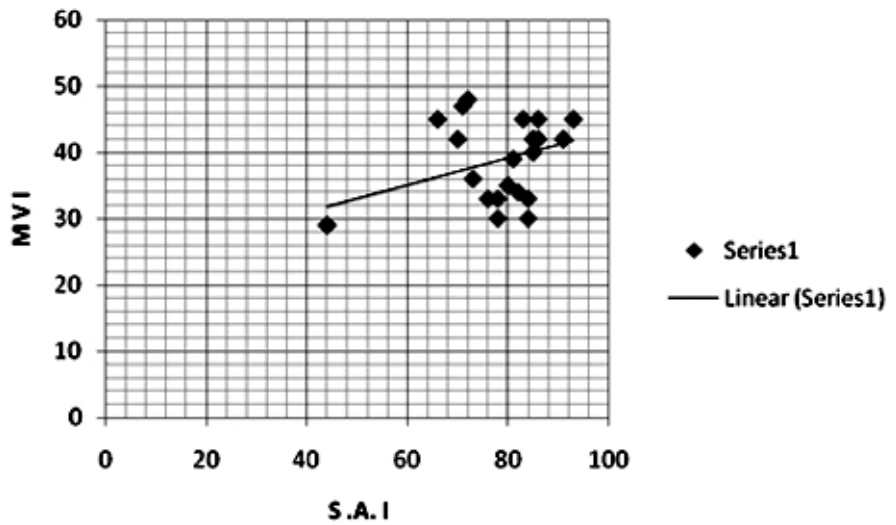
Fig. 3

Fig. 4

Fig. 5
Graph showing S A I (Series 1) and MVI (series2) of the 4 who stated "No Religion"

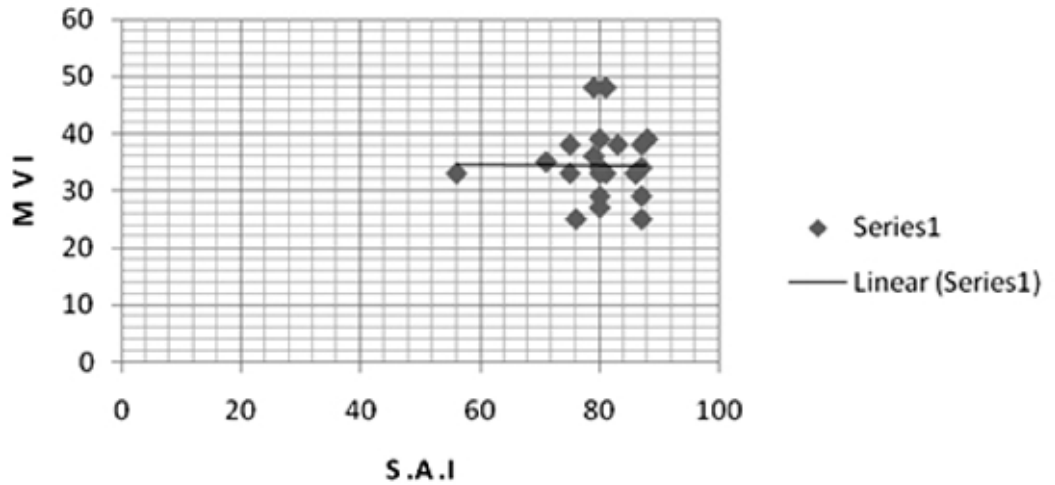**Scatter Plot and Graph of 23 women**

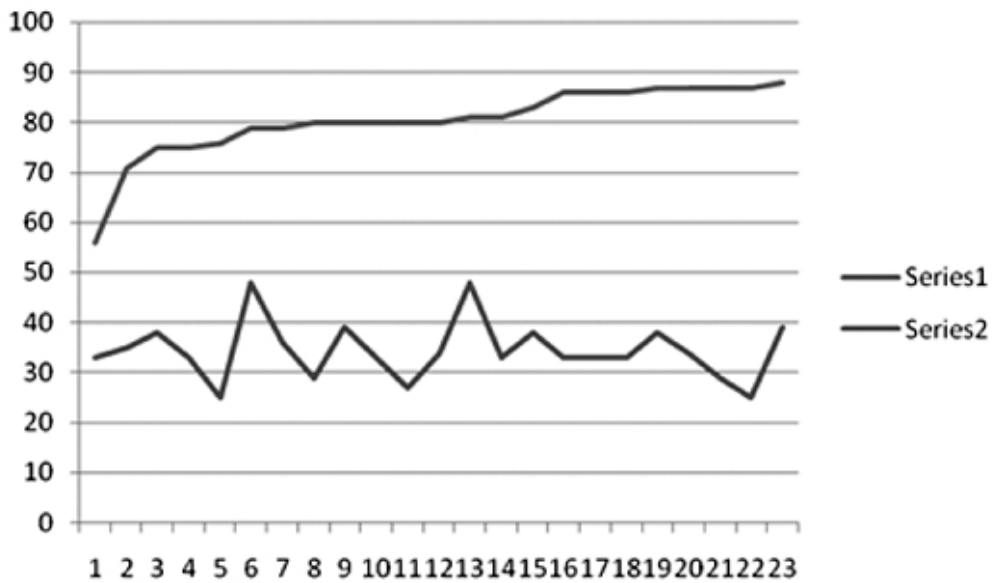

Fig. 6
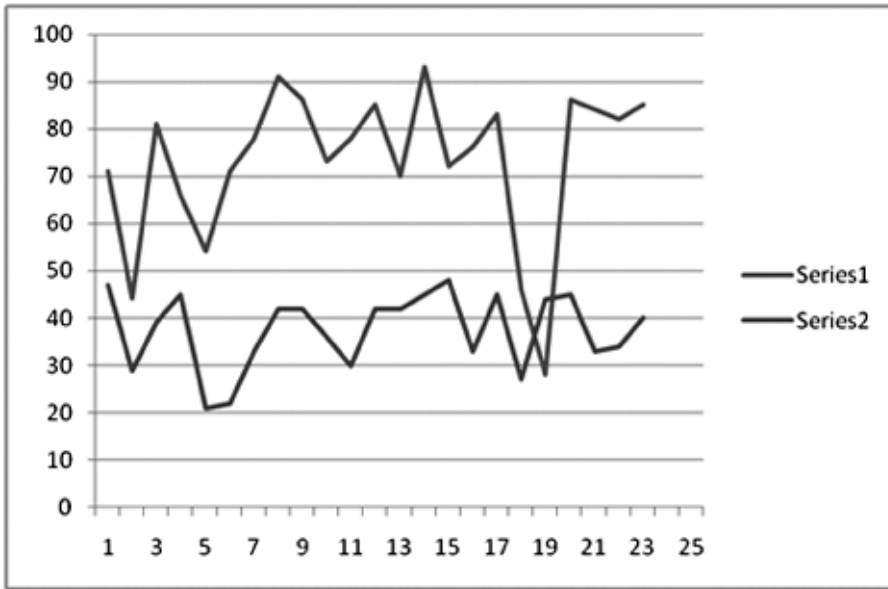

Fig. 7

Age related analysis of 23 men: Age from 23 to 46 years

S A I (series1)   MVI(series2)

Fig. 8

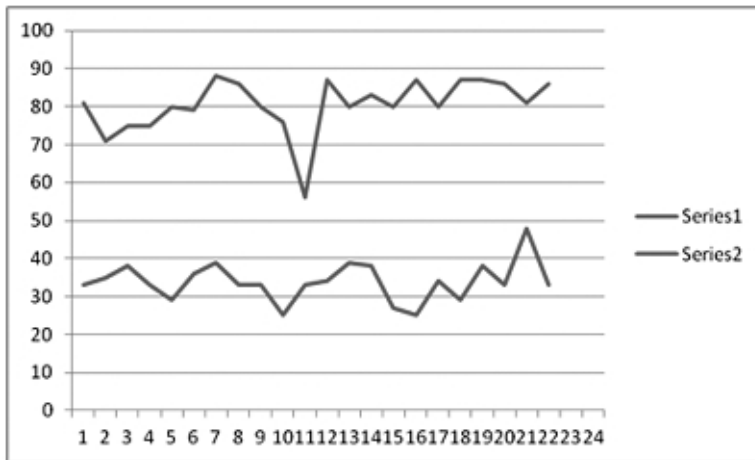**Age related analysis of 22 women, age ranging from 26 to 46 years**

Fig. 9

Category related analysis

S A I Category	Score Range	Description	Men	Women
1	25-29	Hardcore Skeptic	1	0
2	30-39	Spiritual dabbler	0	0
3	40-49	Active Spiritual seeker	2	0
4	50-59	Spiritual Straddler	1	1
5	60-69	Conservative seeker	1	0
6	70-79	Questioning believer	8	6
7	80-89	Confident believer	10	16
8	90-100	Candidate for clergy	2	0
		Total	25	23

Table 1

M V I Category	Score Range	Men	Women
1	0-23	2	0
2	24-38	10	19
3	39-48	13	4
	Total	25	23

Table 2

THE FINAL OUTCOMES

The following is the summarized outcome of the analysis of results obtained from this exercise:

1. All persons in the group are African origin working executives and 94% of the whole group believed in God.

2. The scatter plot for the whole group indicates a positive, though minor, correlation of higher Managerial values with higher spiritual awareness. Another inference also one may draw from this scatter plot is that about 90% of the points fall in a close cluster which indicates a general consensus situation of a homogeneous .group.

3. Among the 25 men in the group, 4 persons said that they do not follow any religion.   It may be observed from the graph of these 4 persons, that the lines of S A I and M V I cross each other, and amazingly a negative correlation surfaced.

4. Gender wise analysis indicates that on an average woman displayed higher spiritual awareness than men, while women's average score of Managerial values is lower than

men.

5. Age wise analysis in case of men indicates increased spiritual awareness with age, while the Managerial values score indicates a very small increase with age.

6. Age wise analysis in case of women shows that while the spiritual awareness remains nearly flat until about 40 years of age and increases thereafter, the managerial values curve is nearly flat and generally independent of age.

7. Category wise analysis of spiritual awareness shows that women are more confident believers than men, while clergy type and who can preach can be found mostly among men.

8. Category wise analysis of managerial values shows that more idealists (category 3) are found among men who can be termed as ideal leaders. In the second category both men and women would benefit from clarity and advice on exercising values which will enhance their overall personality to become highly authentic and successful leaders and managers. Category 3 may be termed as danger zone with very low values score and those who are in this category need to do a thorough introspection, and self-transformation.

CONCLUSIONS AND RECOMMENDATIONS

The authors would like to conclude that it would be highly beneficial for leaders and managers to develop spiritual outlook in life with daily practices which would make them better human beings worthy of the roles they are entrusted to play in the organizations. The world would be a better place for humanity with such leaders and managers

Researchers should continue to throw more light in this field, and the academicians should find ways of how the spiritual reality can be integrated into secular education.

Industry leaders should also apply their minds to institute suitable spiritual value based training programmes in their organizations to make them healthy, durable and sustainable.

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