



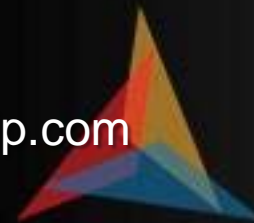
CPA Firm

Spiritual Leadership Survey

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INTERNATIONAL
INSTITUTE FOR
**SPIRITUAL
LEADERSHIP**

AGENDA

- Introduction
- Definition of Leadership
- Review of Spiritual Leadership Balanced Scorecard Business Model
- Wellness Survey Results
- Questions



LEADERSHIP

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

Kouzes and Posner 2003



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.



RELIGION vs. 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.



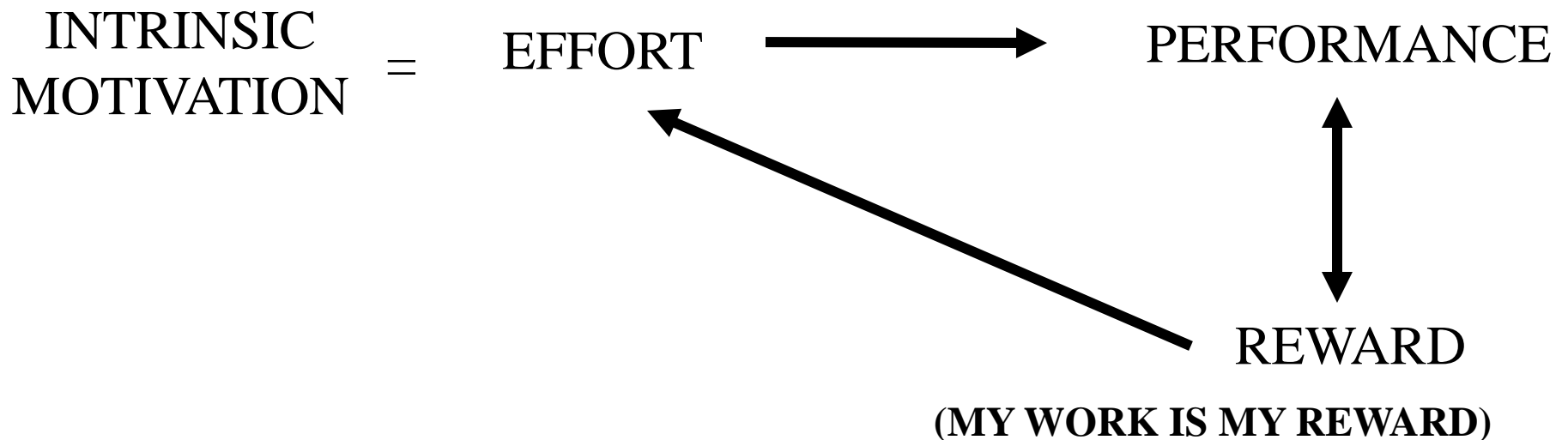
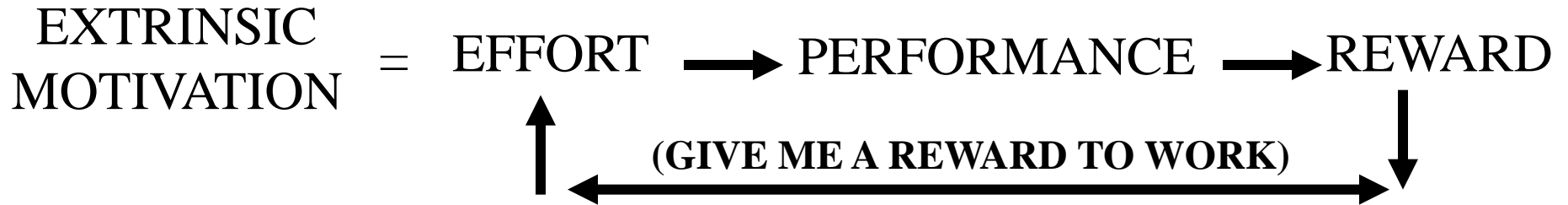
SPIRITUAL LEADERSHIP

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

Fry (2003, 2005, 2008)



Extrinsic vs. Intrinsic Motivation



QUALITIES OF SPIRITUAL LEADERSHIP
INTRINSIC MOTIVATION THROUGH
VISION, HOPE, FAITH and ALTRUISTIC LOVE

Hope/Faith (Effort)

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



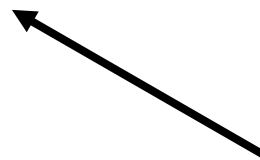
Vision (Performance)

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



Altruistic Love (Reward)

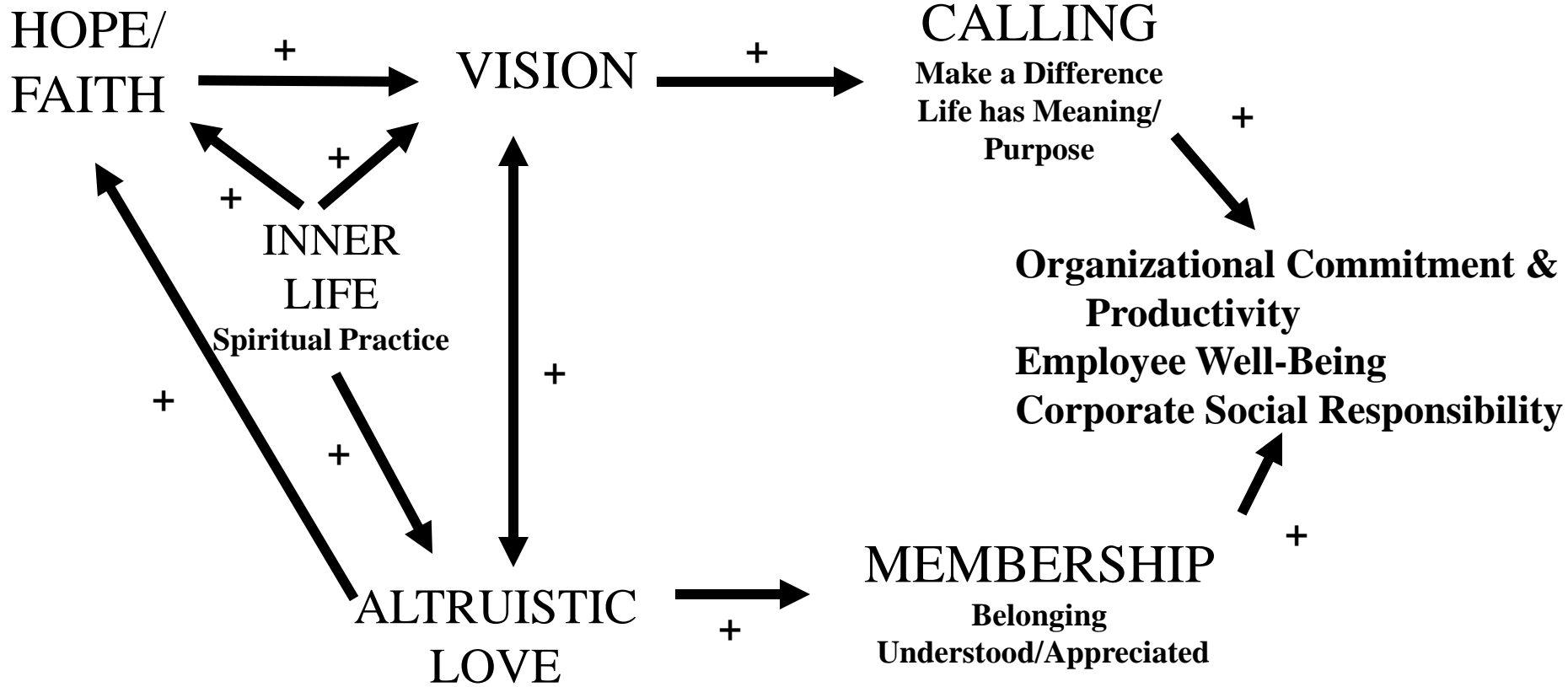
- Forgiveness
- Integrity
- Honesty
- Courage
- Humility
- Kindness
- Empathy/Compassion
- Patience
- Trust/Loyalty



Spiritual Leadership

Spiritual Well-Being

Individual & Organizational Outcomes



Maximizing the Triple Bottom Line through Spiritual Leadership

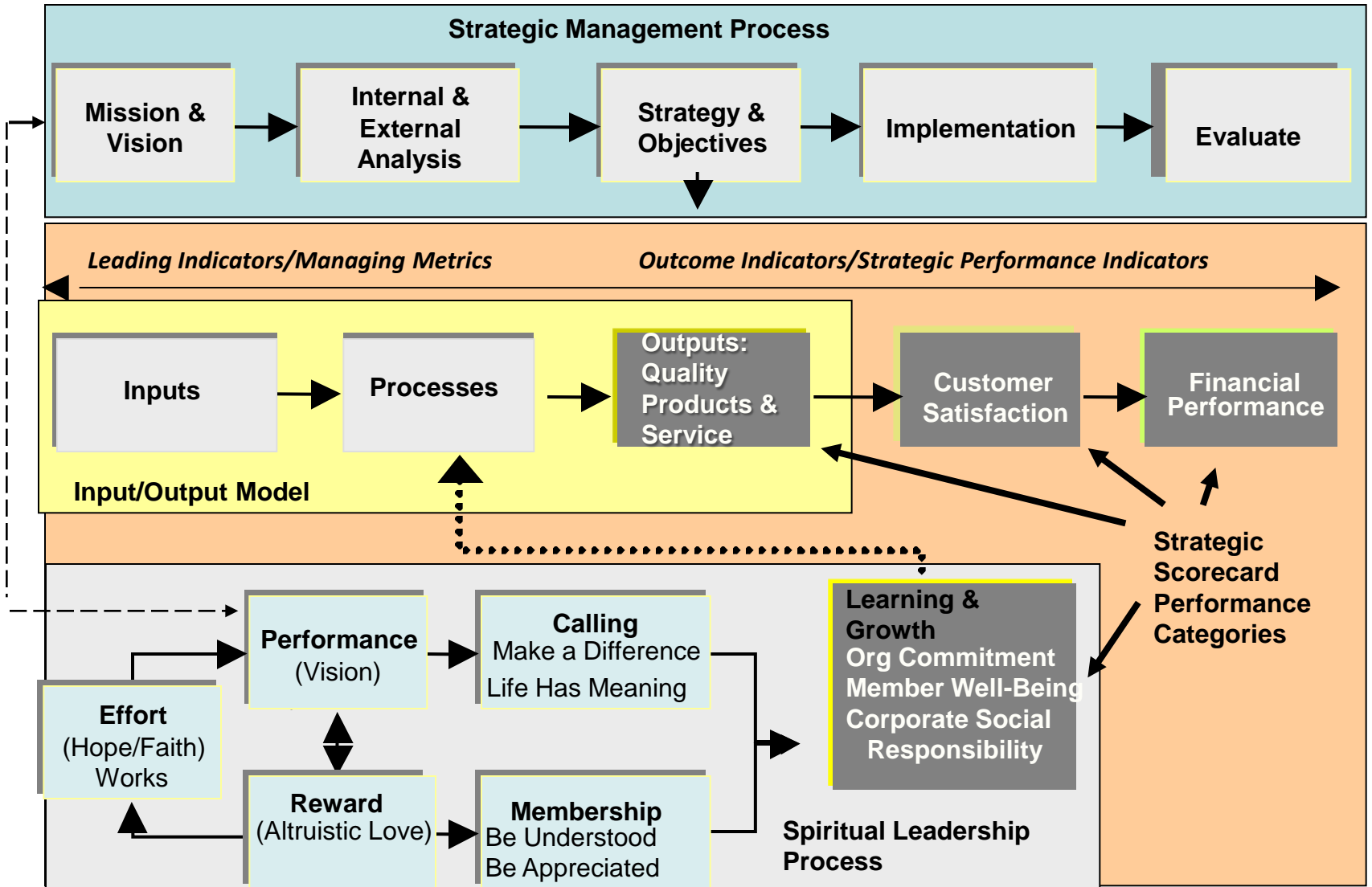
The Spiritual Leadership Balanced Scorecard Business Model provides a process for fostering the development of the motivation and leadership required to maximize the triple bottom line (People, Planet, Profit).



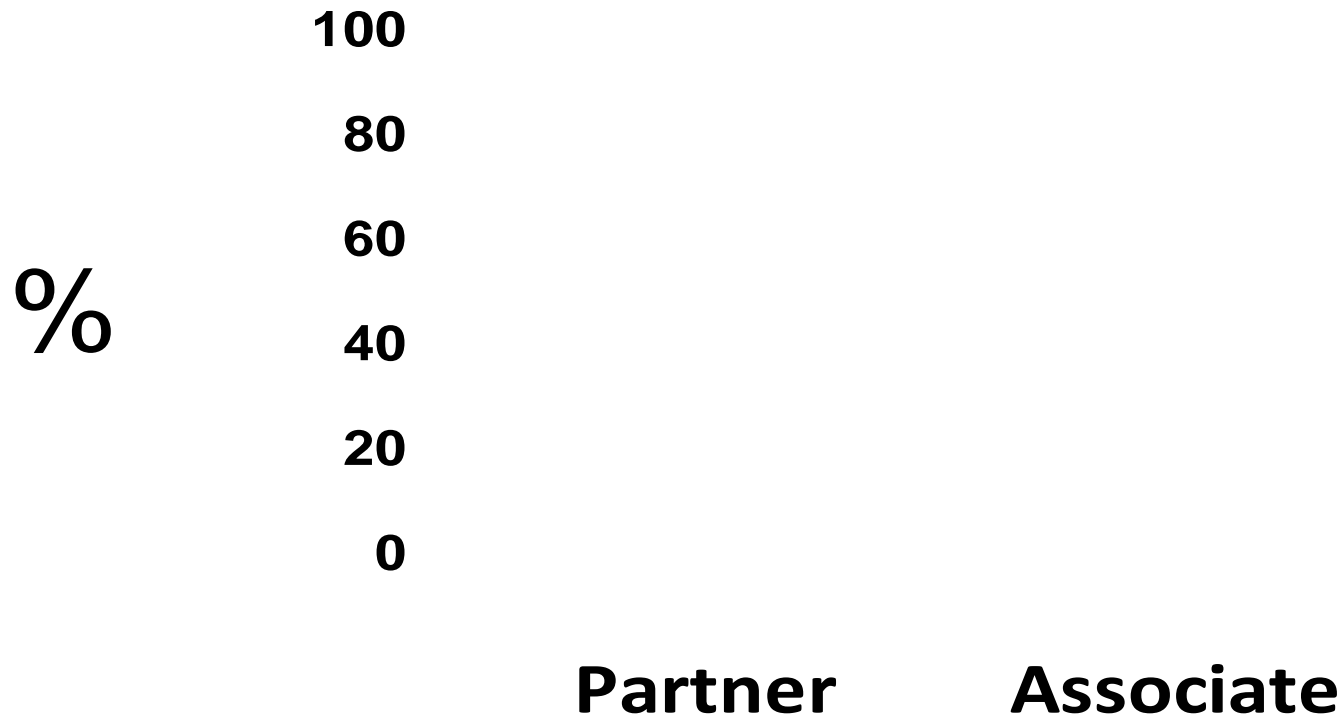
Spiritual Leadership as the Keystone for the Triple Bottom Line



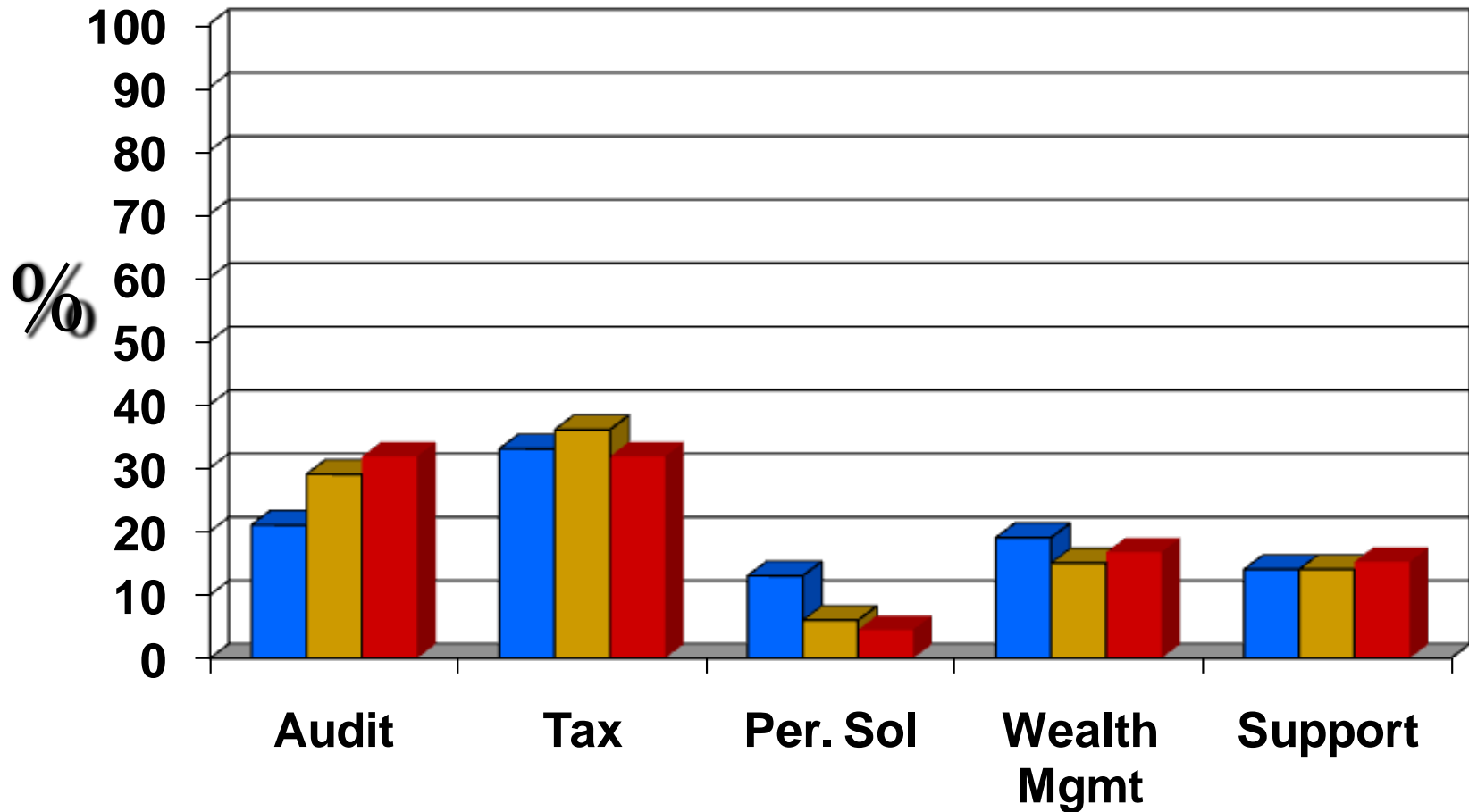
SPIRITUAL LEADERSHIP BALANCED SCORECARD BUSINESS MODEL



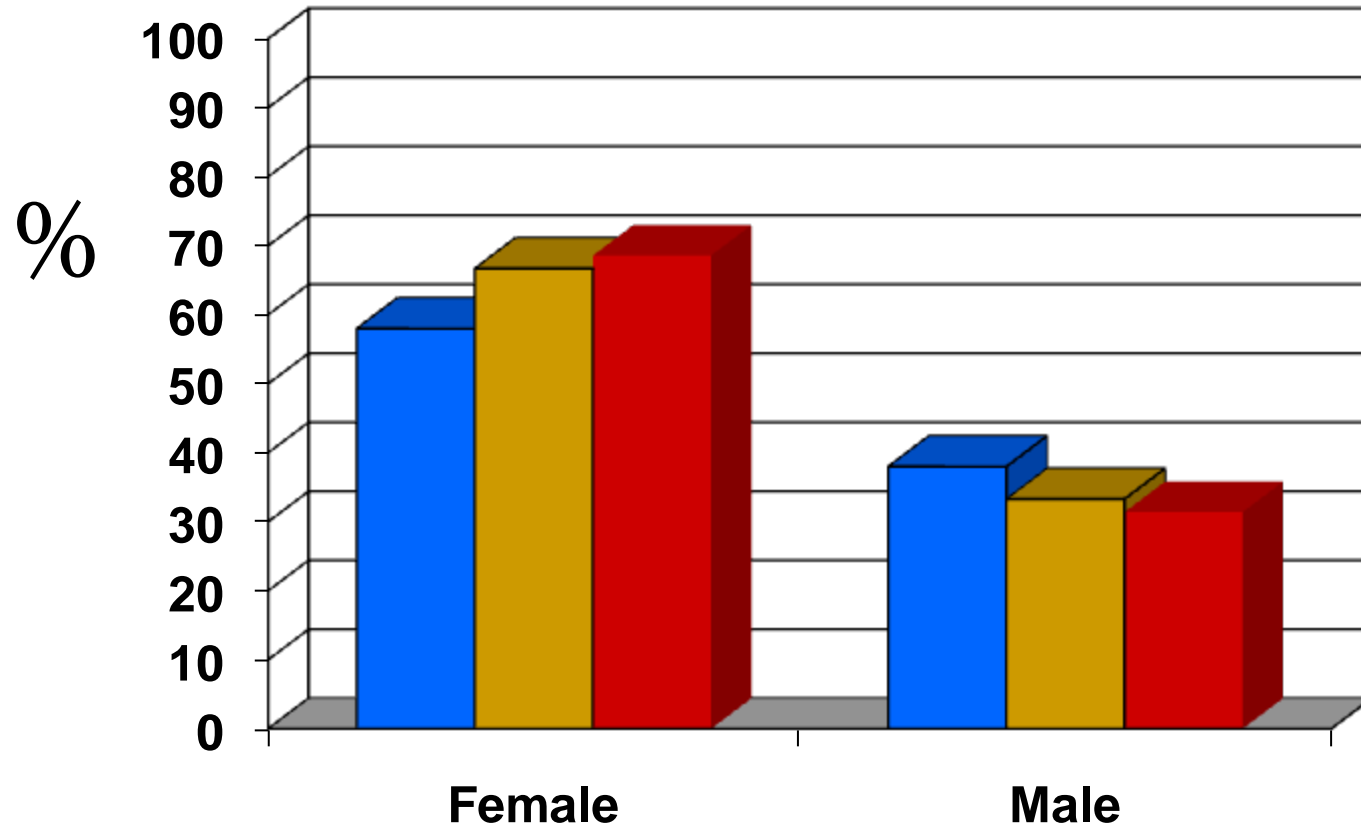
Status



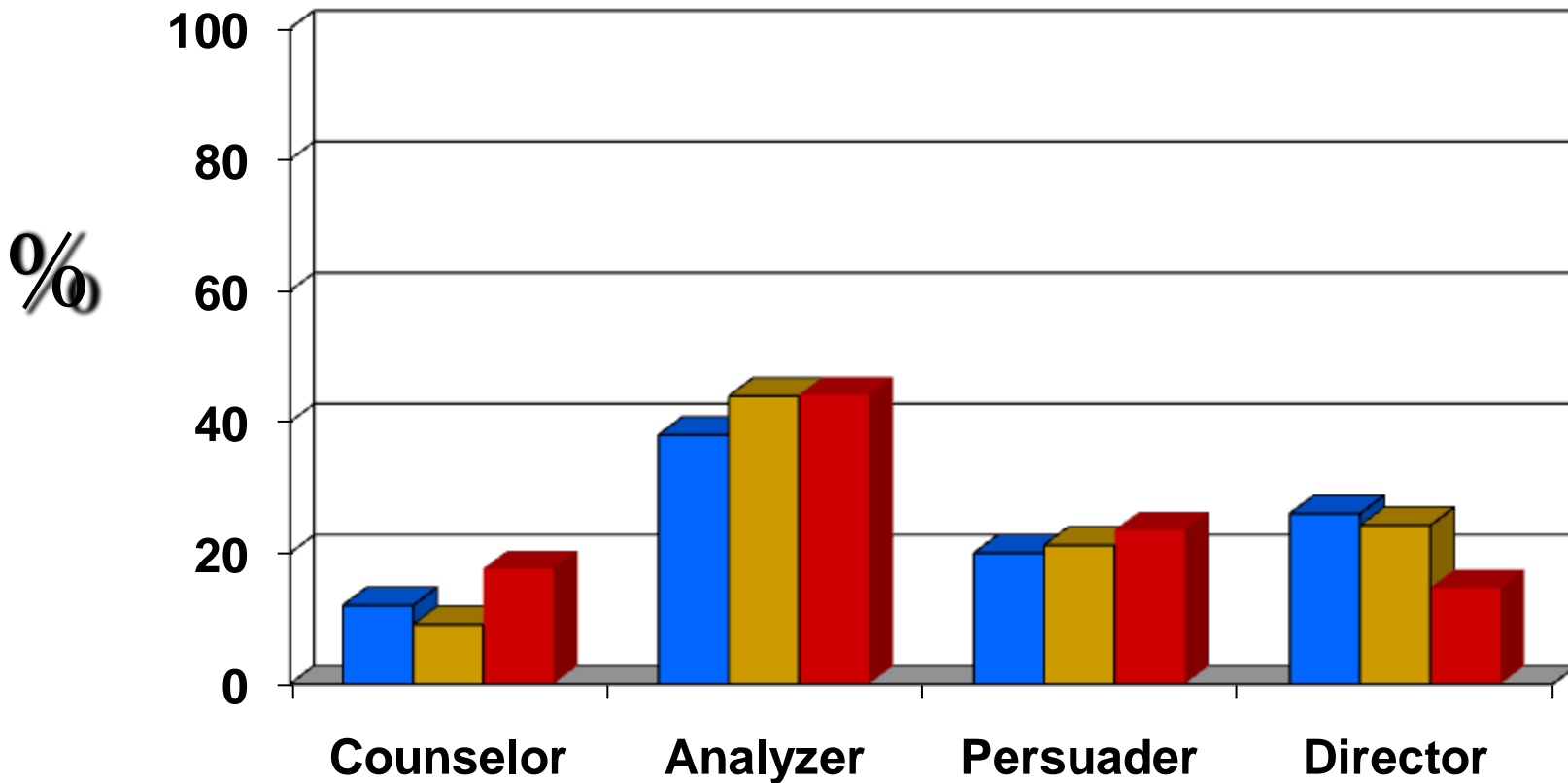
Team



Gender

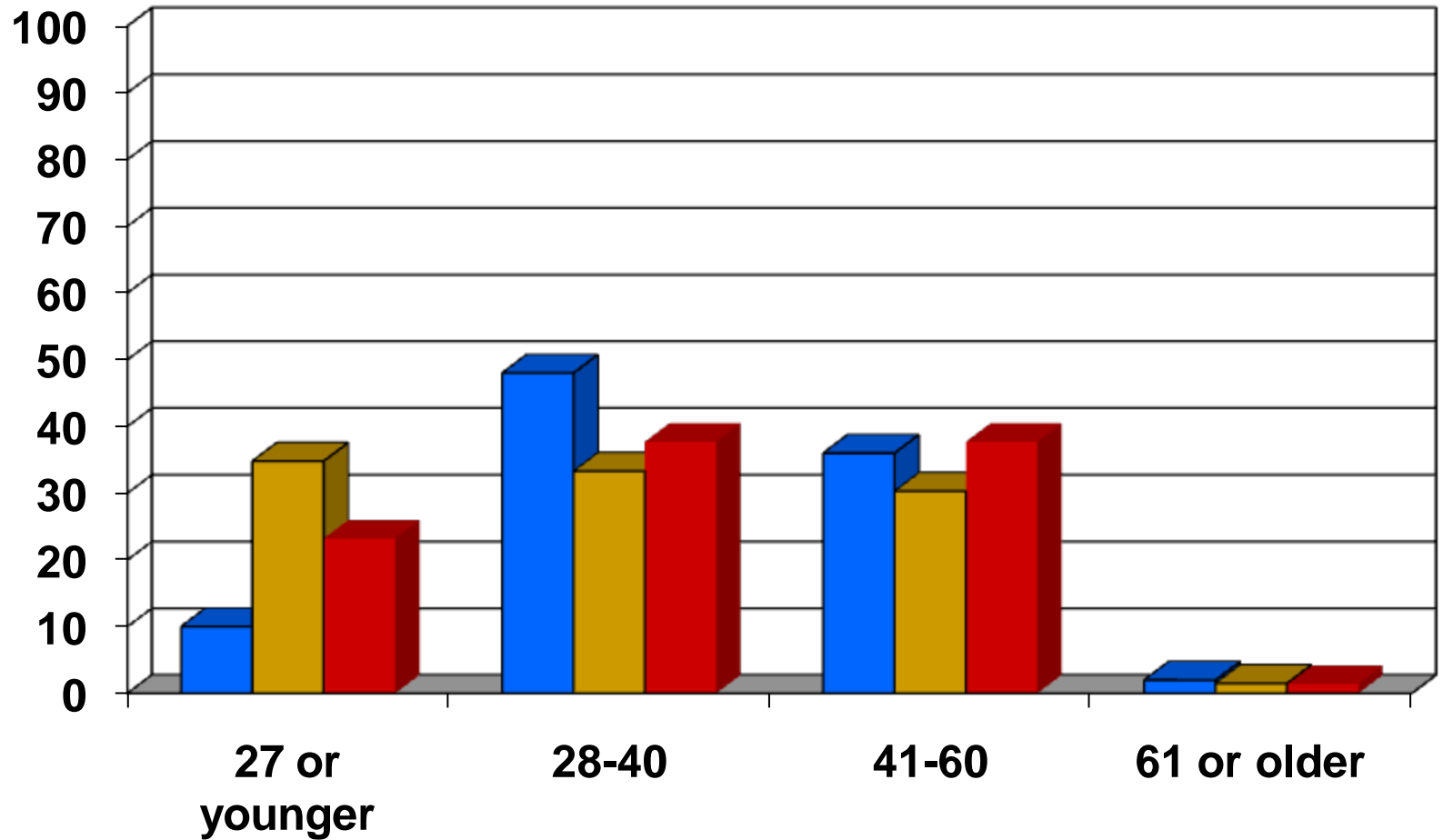


Personality Style

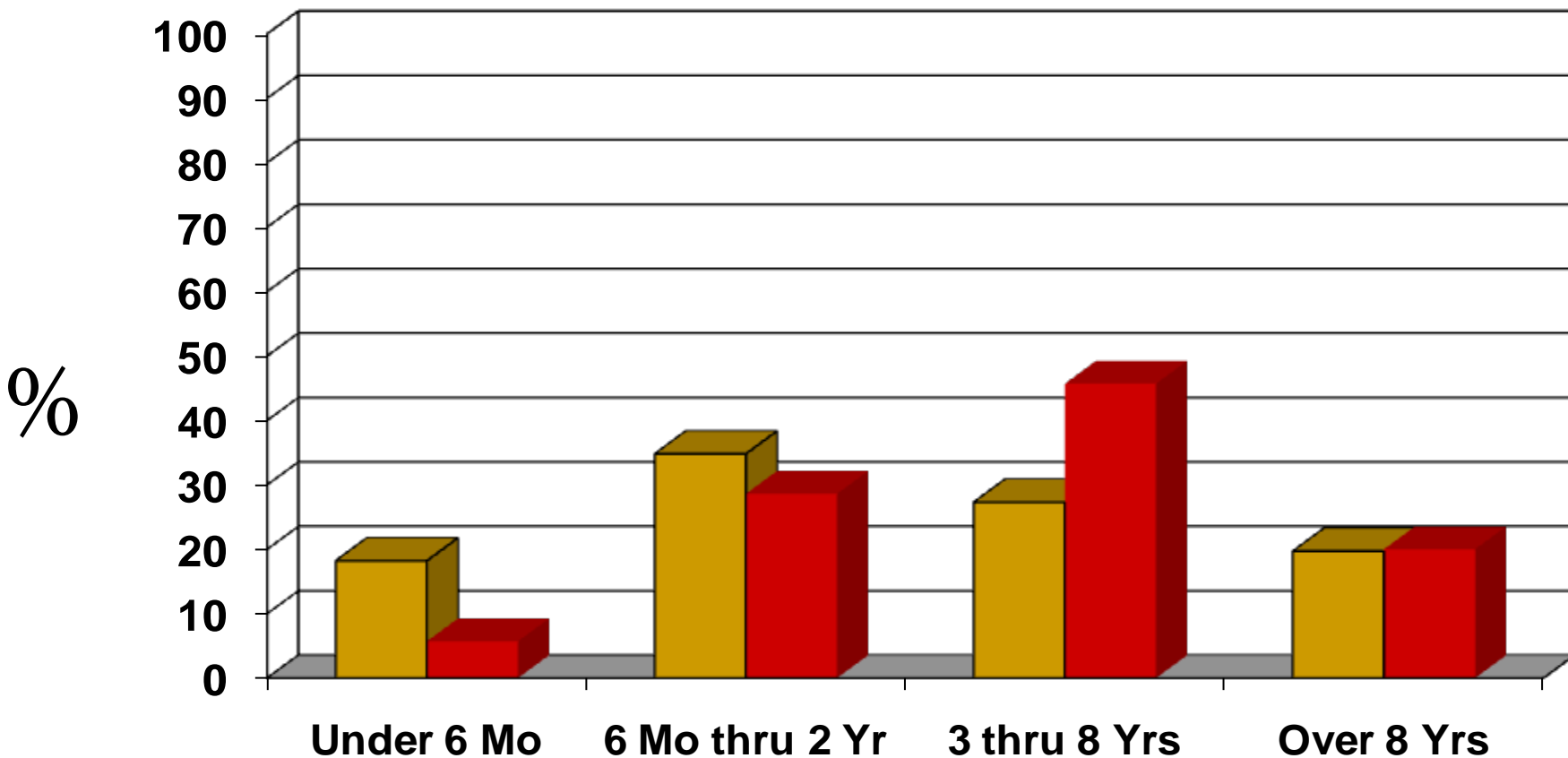


Generation

%



Tenure



2007, 2009 Tenure data



Spiritual Leadership Survey

- **Consists of 40 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.**



Vision – Answers three questions:

What is our journey?

Why are we taking it?

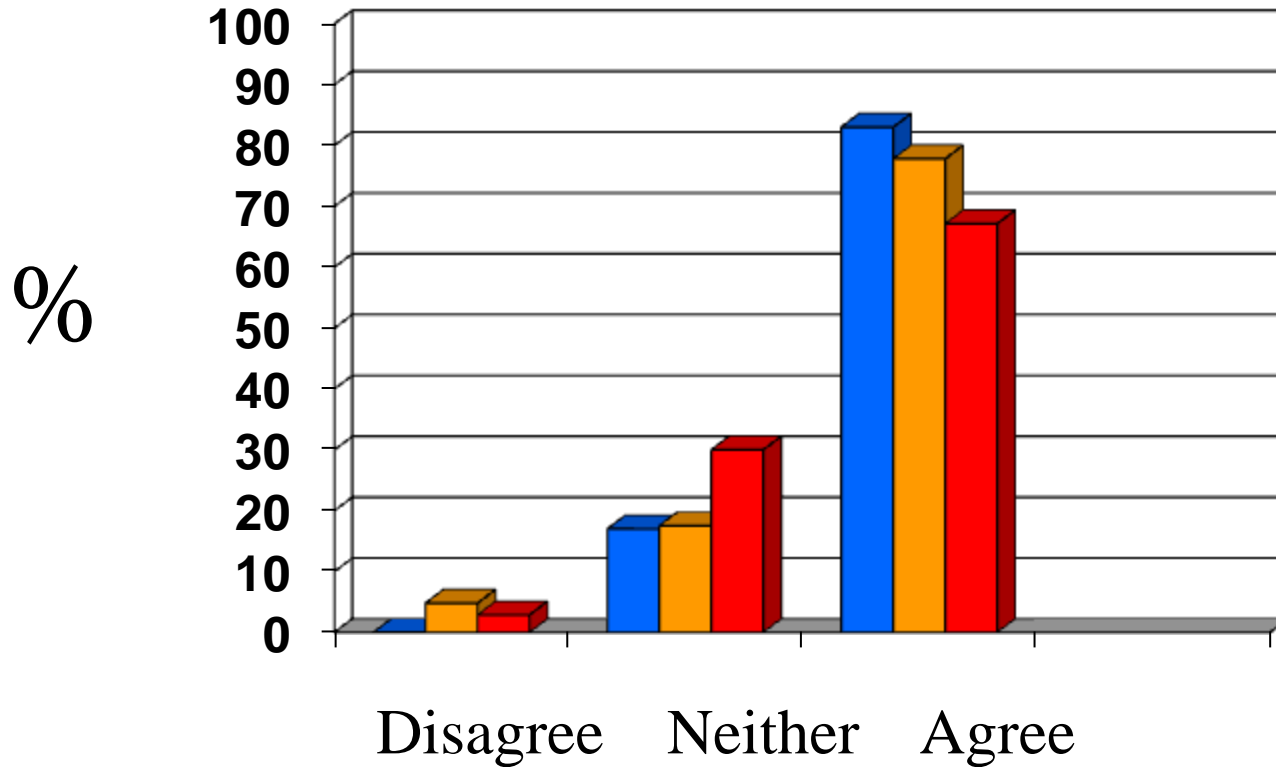
Who are we and what do we do?

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



Average

2005 - 4.17

2007 - 4.24

2009 - 4.12



Hope/Faith

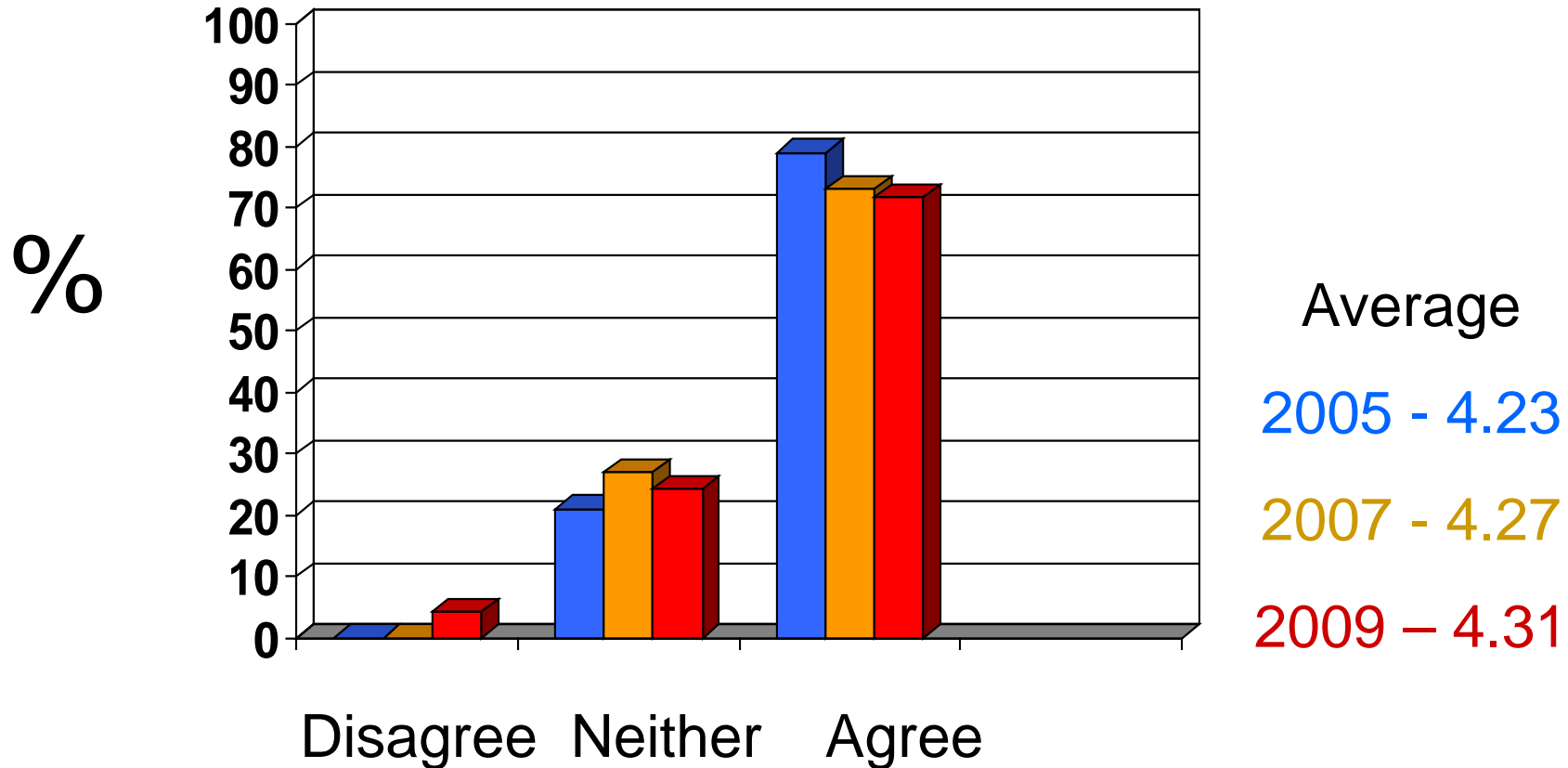
The belief/conviction that things hoped for (the vision), but yet unseen or proven by evidence, are true.

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

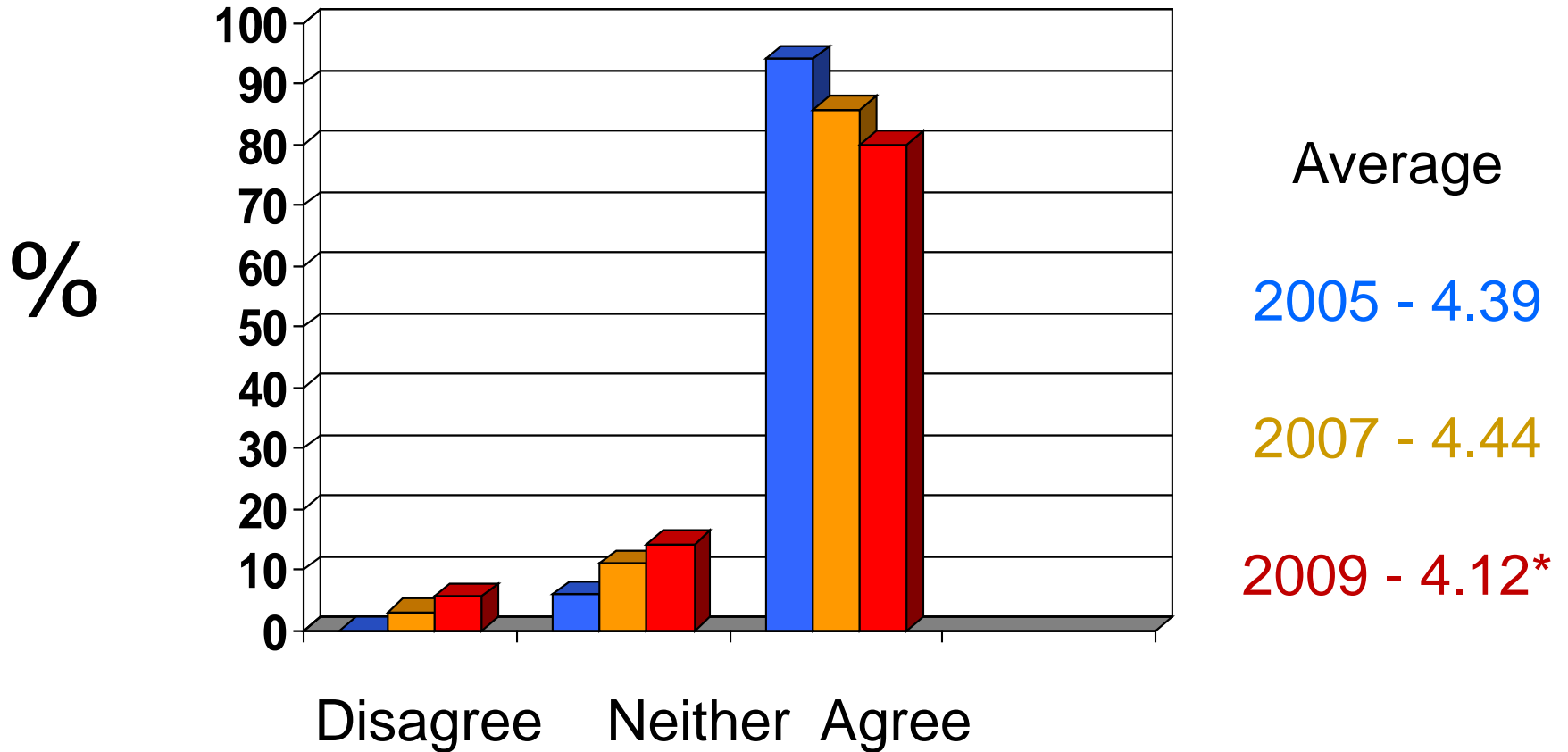
A sense of wholeness, harmony, and well-being PRODUCED through care, concern, and appreciation of BOTH self and others.

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



Meaning/Calling

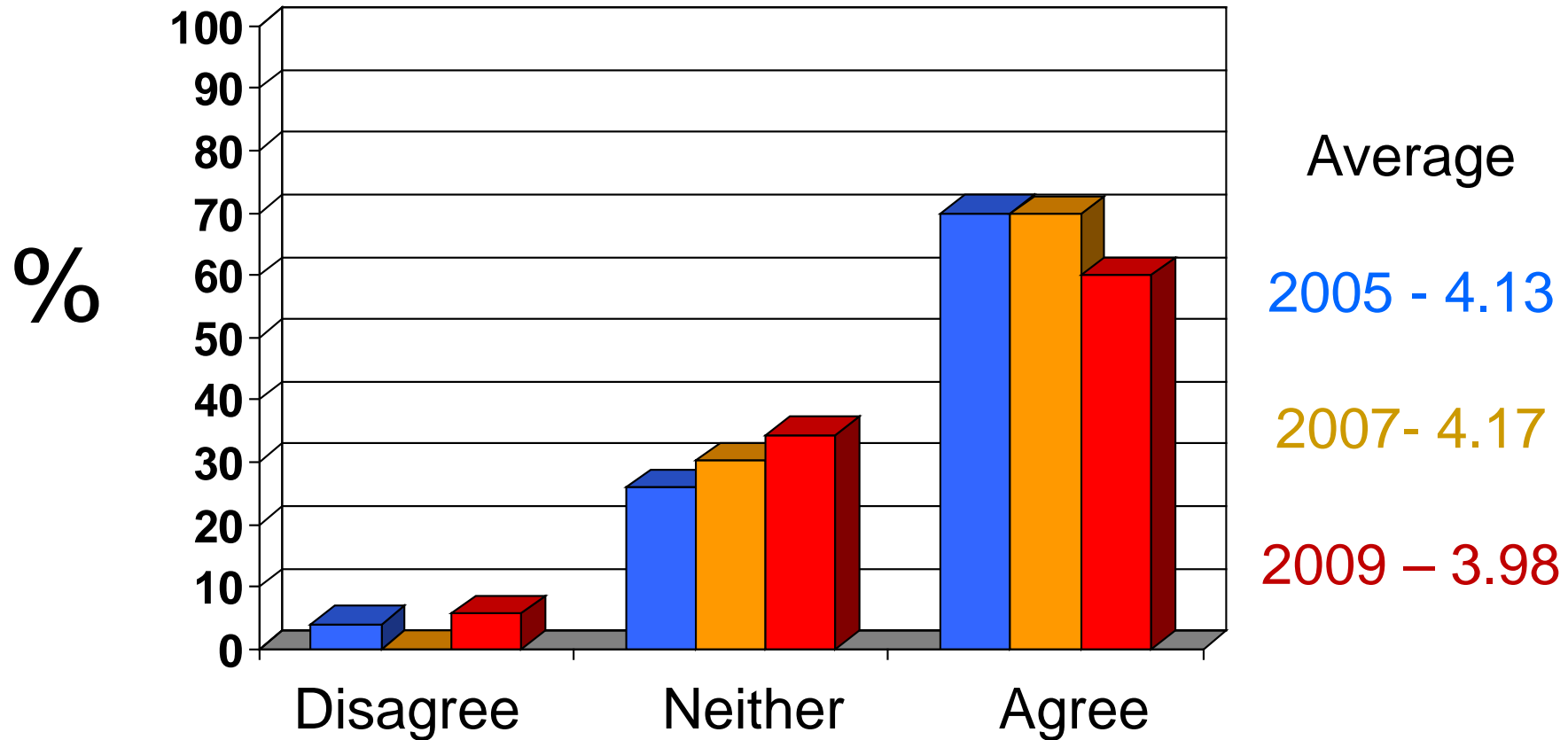
A sense that one's life has meaning and makes a difference.

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



Membership

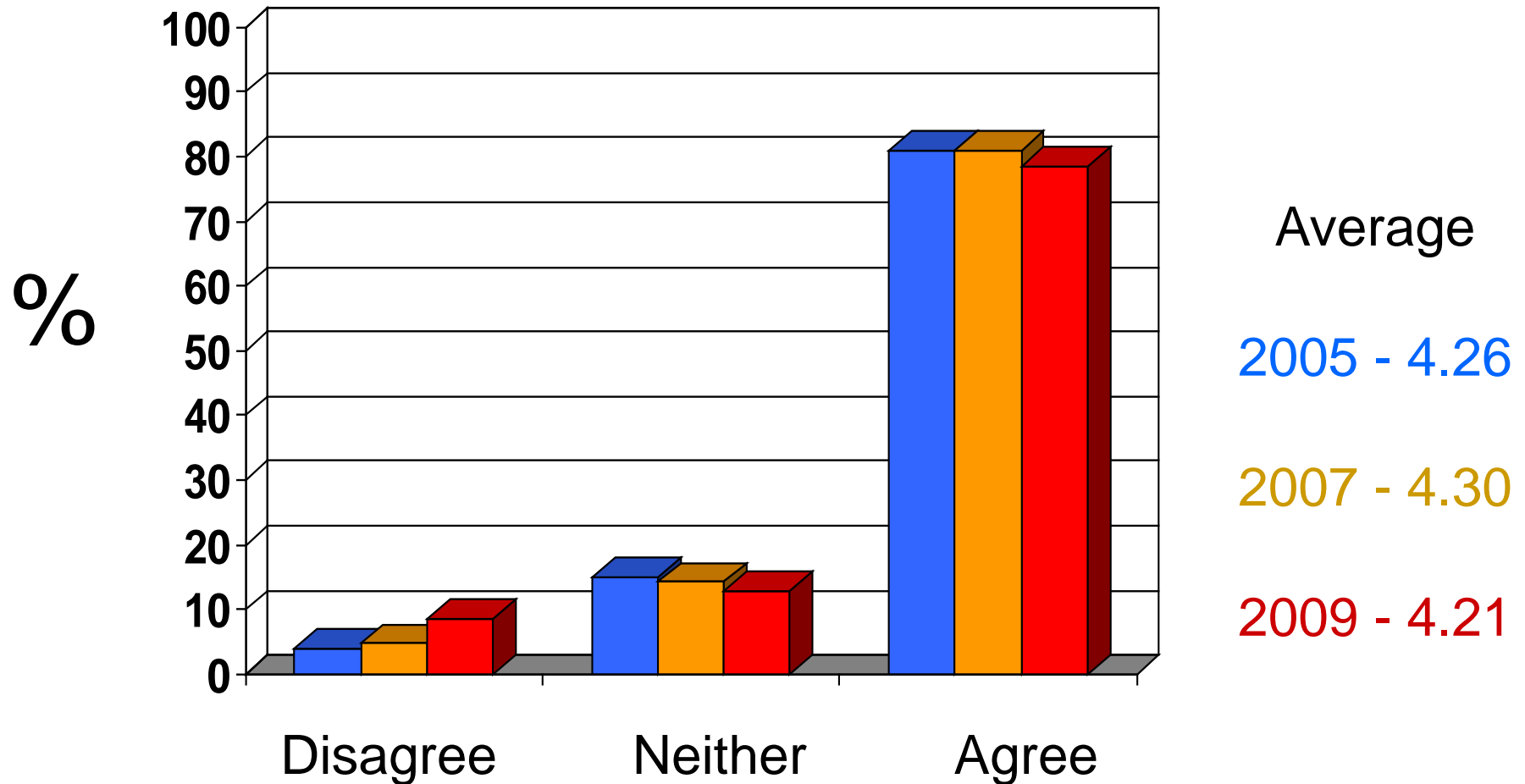
A sense that one is understood and Appreciated.

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



Inner Life

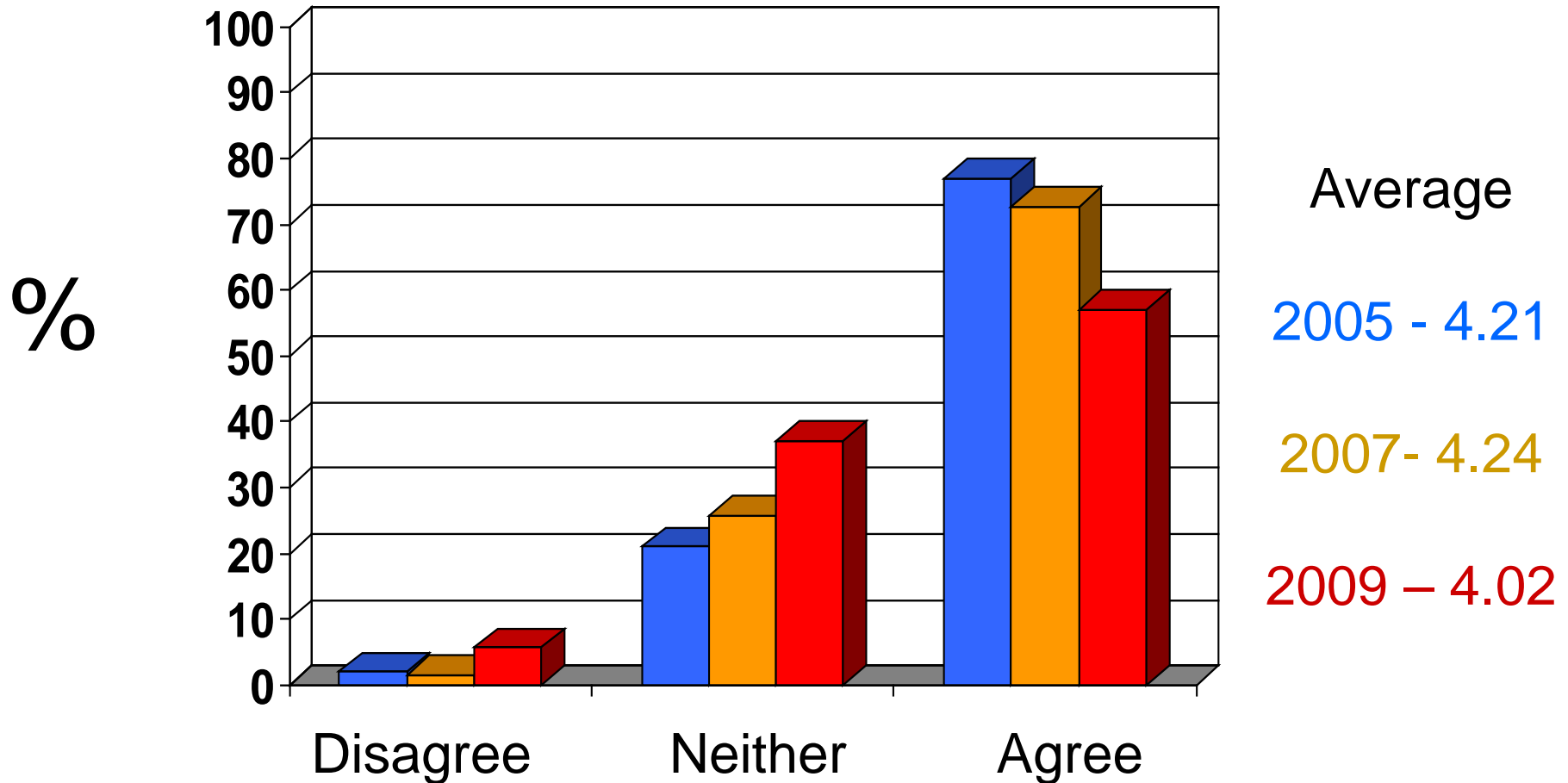
The extent to which one maintains a spiritual practice.

Inner Life Questionnaire Items:

- 1. I feel hopeful about life.**
- 2. I consider myself a spiritual person.**
- 3. I care about the spiritual health of my co-workers.**
- 4. My spiritual values influence the choices I make.**
- 5. I maintain a spiritual practice (e.g., spending time in nature, prayer, meditation, reading inspirational literature, yoga, observing religious traditions, writing in a journal).**



Inner Life



Organizational Commitment

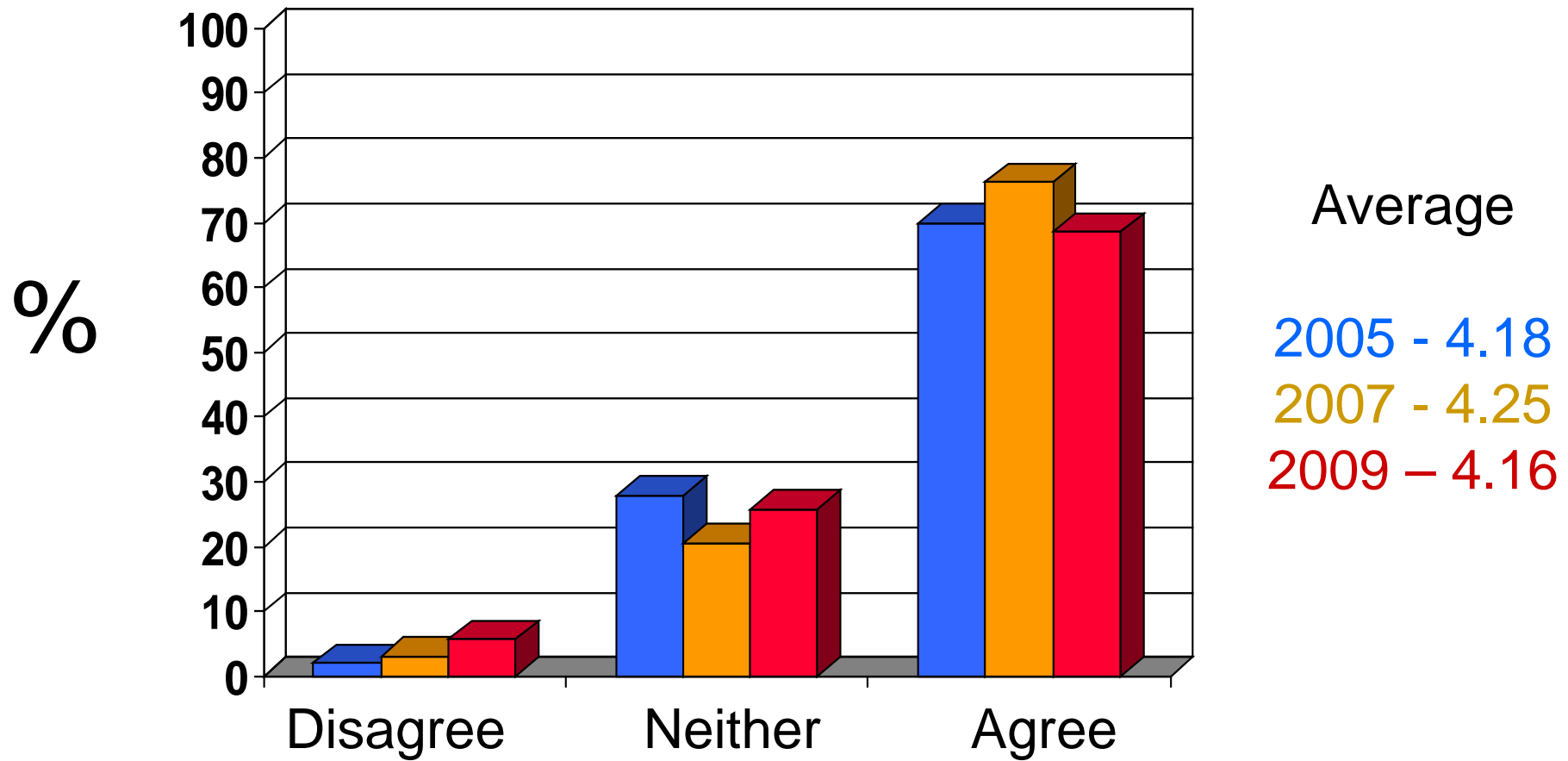
Degree of loyalty or attachment to the organization.

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



Productivity

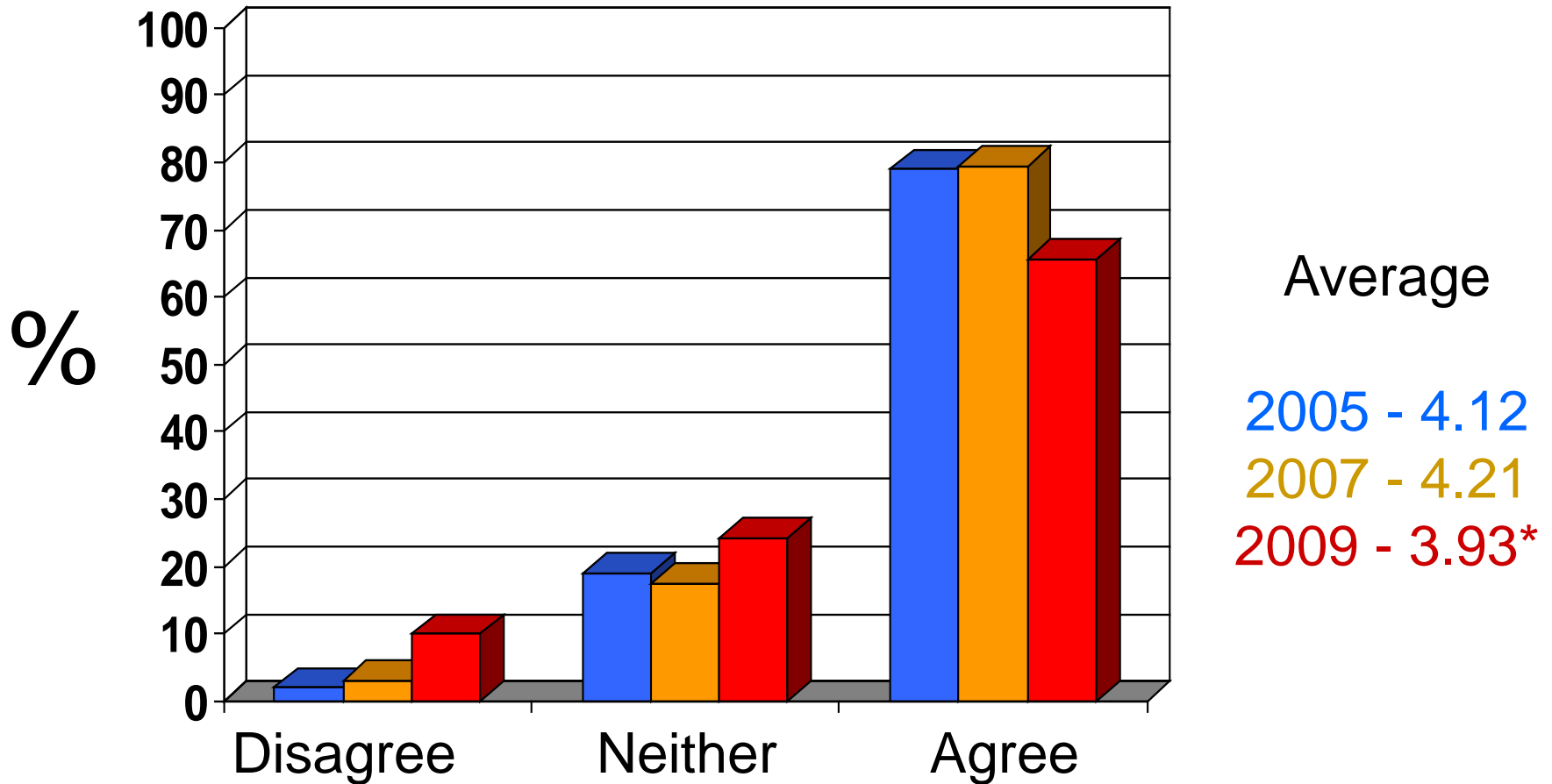
Efficiency in producing results, benefits, or profits.

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.**



Organizational Productivity



Life Satisfaction

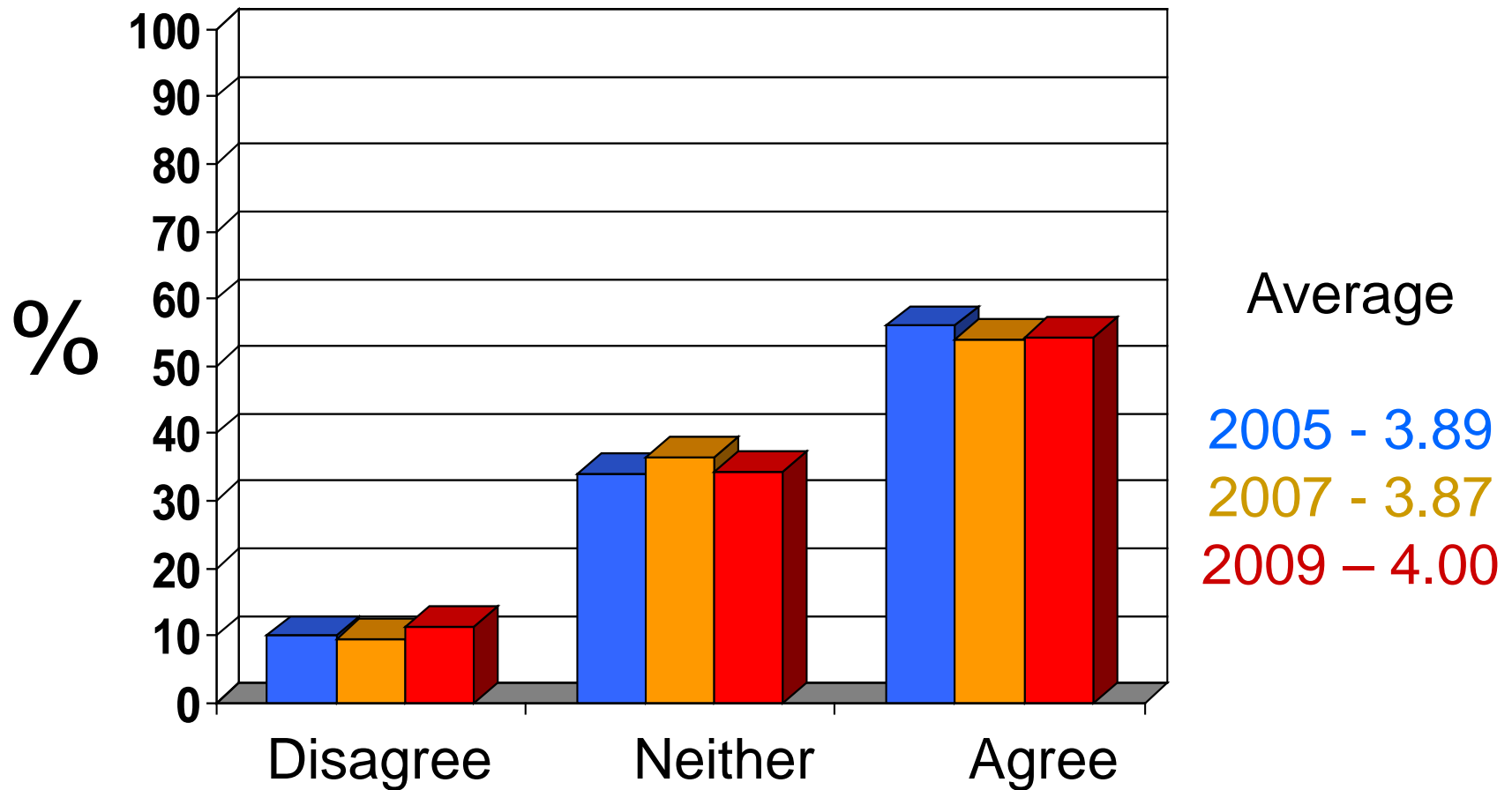
One's sense of subjective well-being or satisfaction with life as a whole.

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



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

- There were no differences in the spiritual leadership variables between 2005 and 2007.
- For 2009 all variables declined from 2007 with the exception of Hope/Faith and Life Satisfaction. The declines were statistically significant for Altruistic Love (4.39 to 4.13) and Productivity (4.12 to 3.93)
- Partners scored significantly higher than associates on all variables.
- 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).

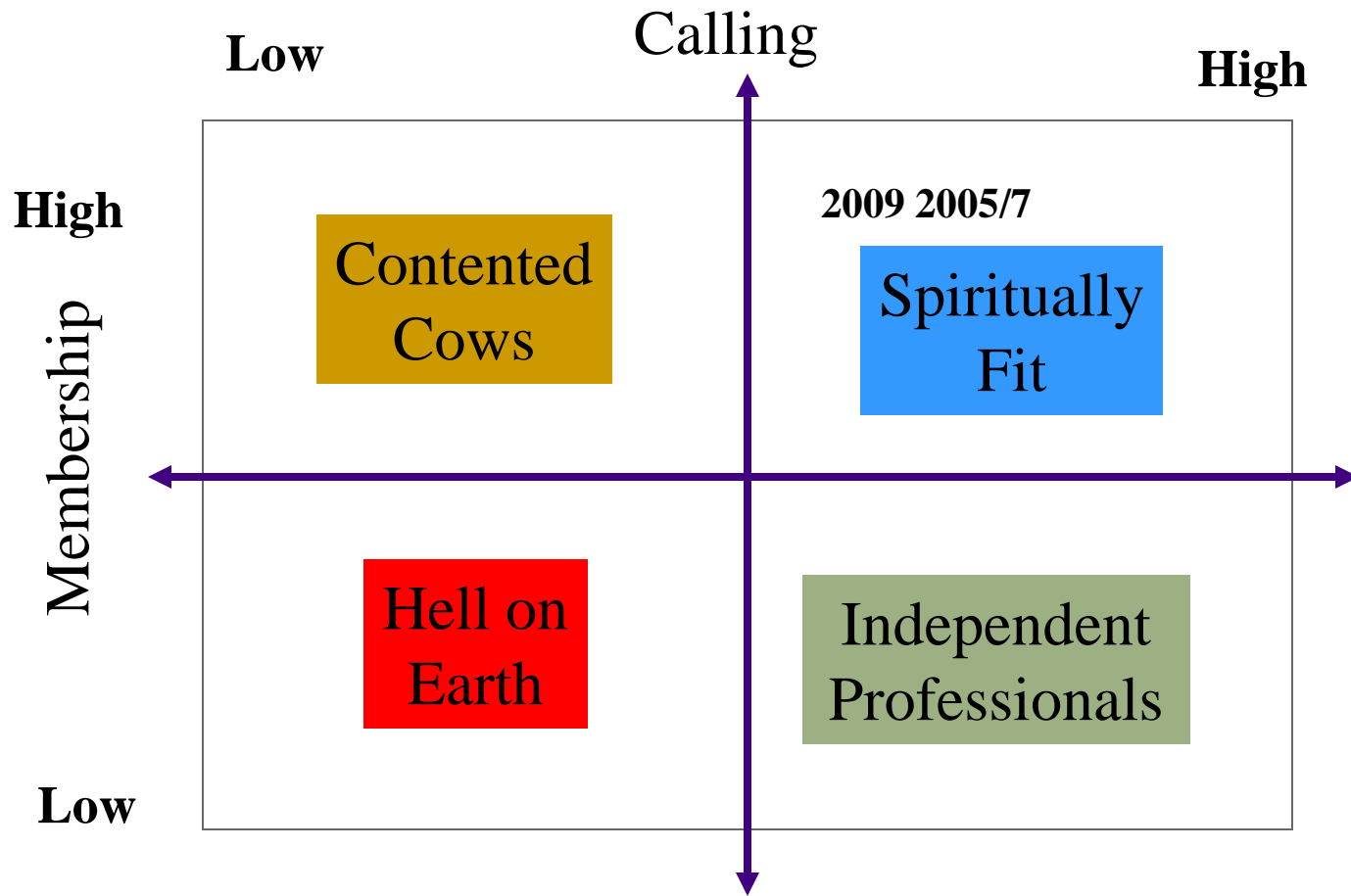


Summary

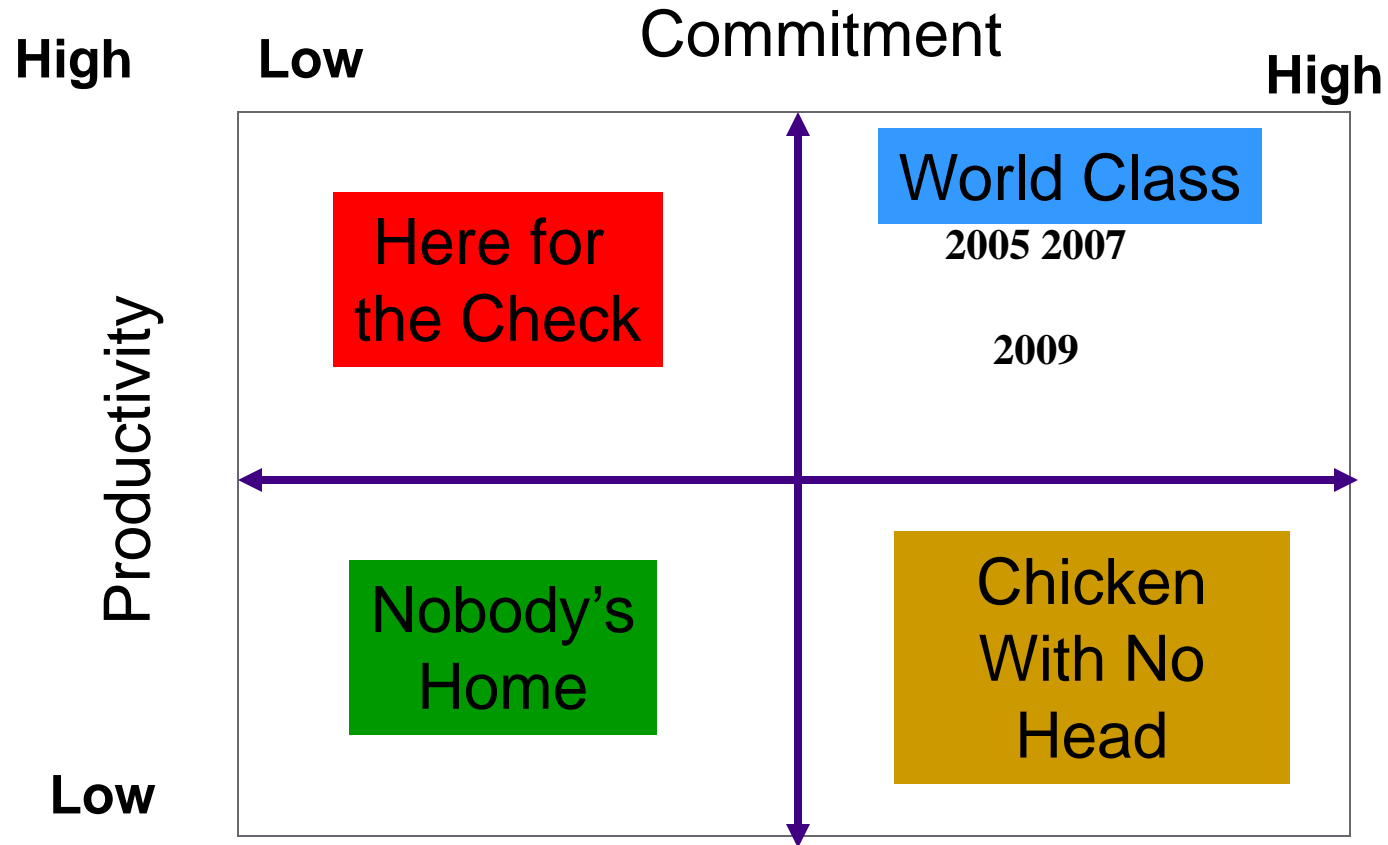
- For of personality, counselors scored significantly lower than the other personality styles on Vision (3.88 versus 4.15), Altruistic Love (3.96 versus 4.26), Hope/Faith (3.94 versus 4.22), and Membership (3.92 versus 4.23).
- For the teams, personnel solutions had significantly lower Membership (3.84 to 4.02/ 4.30/4.35/4.36) and Commitment (3.83 to 4.08/4.16/4.27/4.28).
- For tenure, people with over 8 years report significantly higher Meaning/Calling than the other tenure groups (4.58 to 4.00/3.91/3.83). People with less than 6 months reported significantly lower Commitment than the other tenure groups (3.87 to 4.15/4.21/4.46).
- 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).



Summary of Firm Spiritual Well-Being



Summary of Department Performance: Commitment & Productivity



2009 What do we need to do to move employees from “neither” to “agree” categories and maintain high levels of the triple bottom line (People, Planet, and Profit) as we grow?

- Leadership and firm culture:
 - Active program to promote cooperation and collaboration (lifting all boats) versus competition, especially among those aspiring to become partners.
 - Actively role model seeking to hear people out and promote open dialogue.
 - Promote as a value that it is everyone’s responsibility to exercise their voice.
- Implement 360 degree feedback so everyone is able to give and receive feedback, be heard, and have an opportunity to respond.
- Conduct training on a process for identifying, surfacing, and addressing within and between service line issues. This includes understanding conflict styles and managing conflict and change through collaborative, consensus-based decision making.



QUESTIONS

