

ESSENTIALS OF SPIRITUAL COACHING RELATED TO LEADERSHIP EFFECTIVENESS

MS. DHANVEET KAUR RAHAL

RIMSR, BANDRA(W), MUMBAI.

ABSTRACT

This review of various studies shows that there is a clear consistency between spiritual values, spiritual practices and effective leadership. Spiritual ideals, such as integrity, honesty, expressing concern, listening caringly, appreciating the contributions of others, mindfulness and humility have been demonstrated to have a positive effect on organizational success. Practices towards Higher Consciousness that have been emphasized in many spiritual teachings have also been found to be crucial leadership skills (Reaves, 2005).

Values voids results in feeling alienated from others and disillusioned. Lacking cohesive social and interpersonal guidelines for interaction, there is no sense of purpose...no bonding power of membership and calling in life. People may pursue wealth/power as a source of happiness and fight vehemently to protect their 'rights' at all costs or resort to violence and chaos over negotiable issues (Gibbons, 2015).

This research article will discuss the concept of Spiritual Intelligence and its relevance in Managerial coaching practice that can lead to change from the long term perspective. This study explores spiritual coaching in the workplace or a global company (with culturally diverse stakeholders) through the coach's perspective, and the coach's own spiritual progress as important factors that contribute to the longevity and resilience of an organisation; The study was underpinned by the following research questions:

- What definition of Spiritual Coaching are coaches working to?
- What are the observed manifestations of Spiritual Coaching – both in the individual and within organisations?
- What are the possible advantages of applying Spiritual Coaching in the workplace?

A call for training and coaching programs to include spiritual intelligence is made as it is shown to be very beneficial for leadership and organizational performance. "Work forms one of people's most significant communities and is expected to satisfy their deeply held need for meaning" (Amram 2009).

KEY WORDS: Spiritual values in workplace; Spiritual intelligence; Servant and transformational leadership; Socially responsible enterprises; Spiritual coaching;

Acknowledgment

I would like to express my appreciation and gratitude for the devoted efforts of my spiritual mentor and PhD guide Dr. Mrs. C. G. D'lima (Ex- Director General of Rizvi Institute of Management Studies and Research, Mumbai) who graciously made herself available to answer my questions related to spiritual and philosophical matters. Her words always guide me to a deeper spiritual understanding. She is a Force of Spiritual Revelations, Blessings and Love-in-Action in my life.

References

- Amram, J. Y. (2009). *The contribution of emotional and spiritual intelligences to effective business leadership*. Dissertation retrieved from <http://yosiamram.net/papers/>
- Anderson, B. (2012). *Mastering leadership*. The Leadership Circle. http://www.leadershipsmarts.com/wp-content/uploads/2012/02/Mastering_Leadership.pdf
- Autry, J. (1991). *Love and profit: The art of caring leadership*. (New York: Avon 1991) 46.
- Barry, S. (2014). *Spiritual Intelligence: Definitions and measurements*. [http://pre-beta.com/clients/zampella/wp-content/uploads/2014/08/Spiritual IntelligenceBarrySmithPaper.pdf](http://pre-beta.com/clients/zampella/wp-content/uploads/2014/08/SpiritualIntelligenceBarrySmithPaper.pdf)
- Bennis, W. (1998) *Toward the new millennium*. Leading Organizations: Perspectives for a New Era, ed. Gil Hickman (Thousand Oaks: Sage 1998) 6.
- Brazdau, O. (2015). *A journey through the Consciousness Quotient*. Retrieved 8 Nov. 2015 from <http://www.consciousness-quotient.com/psychology-of-becoming-conscious/>**
- Brown, M. Treviño, L. Harrison, D. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes* 97 (2): 117-134.
- Carbone, C. & Nauth, K. (2012). *From smart house to networked home*. *The Futurist: A Magazine of forecasts, trends, and ideas about the future*, 46(4). Retrieved from <http://www.wfs.org/futurist/july-august-2012-vol-46-no-4/smart-house-networked-home>
- Covey, S. R. (2005). *The 8th habit: From effectiveness to greatness* (1st Edition.). New York: Free Press.

Csikszentmihalyi, M. (1990). *Flow: The psychology of optimal experience*. NY7 Harper and Row. <http://www.authenticdiscipleship.org/pdfs/3-leadership-dev/LD%20-%204.1%20-%20Faith%20Coaching%20Fundamentals.pdf>

Delaney, M. K. (2002). The emergent construct of spiritual intelligence: The synergy of science and spirit. *Dissertation Abstracts International: Section B: The Sciences and Engineering*, 63(5-B), 2565.

Dena, P. (2015). *Spirituality coach priorities*.
<http://lifecoaching.lifetips.com/tip/157763/spirituality-coaching-tips/spirituality-coaching-tips/spirituality-coach-priorities.html>

Dr.D'Lima, C.G. (1991). *Creativity-Its application*. Bombay Psychological Association.
<http://www.bpa-india.org/activities/lectures>.

Dr.D'Lima, C.G. (2003). *Concept Attainment Model*. (Seminar in Research Methodology Of Education). Somaiya College, 1 April. [http://www.somaiya.edu/media/pdf/Sunita\(1\).html](http://www.somaiya.edu/media/pdf/Sunita(1).html).

Dr.D'Lima, C.G. (2003). *Multiple Intelligence*. (Seminar in Research Methodology Of Education). Somaiya College. [http://www.somaiya.edu/media/pdf/Sunita\(1\).html](http://www.somaiya.edu/media/pdf/Sunita(1).html)

Dr.D'Lima, C.G. (2008). *Developing Spiritual Intelligence*. (Lecture to PG Management). RIMSR, 21 October

Dr.D'Lima, C.G. and Menezes, V. (2010). *Emotional Intelligence? In Education in India: Vol. VI*. Edited by Shubha Tiwari. Published by Atlantic, 2010. ISBN 10: [8126913754](http://www.abebooks.com/Education-India-Vol-VI-Edited-Shubha/3723378718/bd) / ISBN 13: [9788126913756](http://www.abebooks.com/Education-India-Vol-VI-Edited-Shubha/3723378718/bd) . <http://www.abebooks.com/Education-India-Vol-VI-Edited-Shubha/3723378718/bd>

Emmons, R. A. (1999). *The psychology of ultimate concern: Motivation and spirituality in personality*. New York: Guilford Press.

Emmons, R. A. (2000). Is spirituality an intelligence? Motivation, cognition, and the psychology of ultimate concern. *International Journal for the Psychology of Religion*, 10(1), 3–26.

Ferch, S. (2005). Servant-leadership, a way of life. In L. C. Spears (Eds.), *The international journal of servant-leadership* (pp. 3-8). Spokane, WA: Gonzaga University & Robert,K. Greenleaf

Fowler, J. W. (1995). *Stages of faith: The psychology of human development and the quest for meaning* (New edition.). New York: HarperOne.

Fry, L. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14(6), 693–727.

Fry, L.W. (2005). *Toward a theory of ethical and spiritual well-being, and corporate social responsibility through spiritual leadership*. In C. Dunne, R.A. Giacalone & C.L. Jurkiewicz

(Eds.), *Positive psychology and corporate responsibility*. Greenwich, CT: Information Age Publishing.

Gibbons, S. (2015). *Inner resources*. Retrieved 18 Nov. 2015 from http://www.regent.edu/acad/global/publications/innerresources/vol1iss1/gibbons_devotional1.pdf.

Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. Mahwah, NJ: Paulist Press
Zohar, D., & Marshall, I. (2001). *SQ: Spiritual intelligence the ultimate intelligence*. London: Bloomsbury Publishing.

Gronn, P. (2006). The significance of distributed leadership. *Educational Leadership Research*, 7, 160-172.

Haring, H. S., Heaton, D. P., & Alexander, C. N. (1995). A unified theory of leadership: Experiences of higher states of consciousness in world-class leaders. *Leadership and Organization Development Journal*, 16(7), 44–61.

Hildebrant, L. S. (2011). Spiritual intelligence: Is it related to a leader's level of ethical development? *Dissertation Abstracts International Section A: Humanities and Social Sciences*, 72(4-A), 1365.

Jenkins, T. (2015). *Cultural Leadership*. <http://tobyjenkins.weebly.com/cultural-leadership.html>

Karadag, E., (2009). *Spiritual leadership and organizational culture: A study of Structural Equation Modeling*. <http://www.ajhepworth.yolasite.com/resources/9804spiritual%20leadership%20AJ%26Toni.pdf>

King, D. B. (2008). *Rethinking claims of spiritual intelligence: A definition, model, & measure*. Unpublished master's thesis, Trent University, Peterborough, Ontario, Canada.

Leonard, B., and Biberman, J. (2007), Utilizing multi-dimensionality in the workplace: a meta-study, *Department of Management/Marketing, The University of Scanton Pennsylvania, USA*: 33,12, 935-946.

Marques, J. (2006), The spiritual worker: An examination of the ripple that enhances quality of life in and outside the work environment, *Journal of Management Development*, 25,9, 884-895.

Marx G. (2006). *Future-focused leadership: Preparing schools, students, and communities for tomorrow' realities*. Alexandria, VA: Libra.

Maxim, M. (2008). Spiritual Intelligence in Executive Coaching. *International Journal of Evidence Based Coaching and Mentoring*. Special Issue No.4, October 2010. International Coach Academy, CPCP 2008. Research Paper.

McCollum, B. (1999). Leadership development and self-development: An empirical study. *Career Development International*, 4(3), 149–157.

McCormick, D. (1994) Spirituality and management, *Journal of Managerial Psychology*, Vol. 9 Iss: 6, pp.5 – 8.

McNerney,T. (2015). Servant-Leadership - Leadership for our times. Retrieved 1 November. 2015. From <http://www.greenleaf.org.uk/images/community/Servant%20Leadership%20%20Leadership%20for%20our%20Times.pdf>

Milliman, J., Ferguson, J., Trickett, D., and Condemni, B. (1999), Spirit and community at Southwest Airlines: an investigation of a spiritual values-based model, *Journal of Organisational Change Management*, 12,3, 221-233.

Mussig, D.J. (2003), A research and skills training framework for values-driven leadership, *Journal of European Industrial Training*, 27,2/3/4, 73-79.

Nasel, D. D., & Haynes, W. D. G. (2005). Spiritual and religious dimensions scale: Development and psychometric analysis. *Australian Journal of Psychology*, 57(1), 61–71.

Paloutzian, R. F., Emmons, R. A., & Keortge, S. G. (2003). *Spiritual well-being, spiritual intelligence, and healthy workplacepolicy*. In R. A. Giacolone, & C. L. Jurkiewicz (Eds.), *Handbook of workplace spirituality and organizational performance* (pp. 123–137). New York7 M.E. Sharpe.

Reave, L. (2005). Spiritual values and practices related to leadership effectiveness. *The Leadership Quarterly*, 16(5), 655–687.

Reimers-Hild, Connie I., (2014). *Future-focused leadership: Three mega-trends influencing distance learning*. (2014). Kimmel Education and Research Center - Faculty & Staff Publications. Paper 24. <http://digitalcommons.unl.edu/kimmelfacpub/24>

Rubenstein, H. (2003). *Ethical Leadership*. Retrieved July 01, 2008, from <http://www.conservativemonitor.com/opinion03/28.shtml>

Russell, R. (2001) The role of values in servant leadership, *Leadership & Organization Development Journal*, Vol. 22 Iss: 2, pp.76 - 84

Sergiovanni, J. T., & Starratt, J. R. (1988). *Supervision: Human perspectives*. New York, NY:McGraw-Hill.

Shared Leadership, (2015) *Boundless Management*. Boundless, 21 Jul. 2015. Retrieved 18 Nov. 2015 from <https://www.boundless.com/management/textbooks/boundless-management-textbook/leadership-9/other-leadership-perspectives-73/shared-leadership-363-10556/>

Spears, L.C. (Ed.). (1998). *Insights on leadership: Service, stewardship, spirit and servant-leadership*. New York, NY: John Wiley & Sons.

Tischler, L., Biberian, J., and McKeage, R. (2002), Linking emotional, spiritual, and workplace performance, *Journal of Managerial Psychology*, 17,3, 203-218

Umidi, J. (2005) *Transformational Coaching: Bridge Building that Impacts, Connects, and Advances the Ministry and the Marketplace*: Xulon Press, 2005. 1-59781-163-7.

Vaughan, F. (2002). What is spiritual intelligence? *Journal of Humanistic Psychology*, 42(2), 16–33.

Wackrill J., Baxter G., Gitsham M. & Pegg M. (2012) *Leadership in a rapidly changing World* (Ashridge Research Report)

Wheatley, M. (2002). *The Servant-leader: from hero to host* at <http://www.margaretwheatley.com/articles/herotohost.html> The Listener – a journal for coaches

Wheatley, M. (1999). *Leadership and the new science: Discovering order in a chaotic world*. (San Francisco: Berrett-Koehler 1999) 11.

Whitworth, L., Kimsey-House, H., & Sandahl, P. (1998). *Co-Active Coaching: New skills for coaching people toward success in work and life*. Mountain View, CA: Davies-Black Publishing.

Wigglesworth, C. (2012). *SQ 21: The twenty-one skills of spiritual intelligence* (1st ed.). New York: Select Books.

Wright, T. A., & Staw, B. M. (1999). Affect and favourable work outcomes: Two longitudinal tests of the happy-productive worker thesis. *Journal of Organizational Behavior*, 2, 1–23.