

Class Syllabus

WCOB 510V: Module 3

Spiritual Leadership

Spring, 2013



UNIVERSITY OF
ARKANSAS
SAM M. WALTON
COLLEGE OF BUSINESS

Instructor

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Topic Schedule

Spiritual Leadership

March 18 – April 14

Face-to-face date: Saturday April 13

Course Website

<https://learn.uark.edu>

Course Description

This four week module provides you with an overview of a newly emerging set of theories and practices on spiritual leadership. This is not about religion, nor will you be asked to change your beliefs in any way. The purpose is to introduce you to leading edge thinking from academics and business leaders from around the world about an aspect of leadership that is typically missing in our conversations. Even if the concept of spirituality and/or faith is not of personal interest to you, as a manager, it is an increasingly important diversity issue, and as a leader, it can provide opportunities for innovation, creativity, organizational commitment, and high performance.

Course Objectives

- To heighten your awareness of the growing global interest in spiritual leadership.
- To provide spiritual leadership exemplars from the corporate and non-profit worlds.
- To familiarize you with the latest research and theories in the field, such as Servant Leadership, Spiritual Intelligence, Maximizing the Triple Bottom-Line, and Edgewalkers
- To help you understand the connections between spiritual leadership, moral development, values clarification, and ethics.
- To support you in your own development as a leader in a diverse and unpredictable world.

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Course Textbook

The textbook for this course will be *Leading With Wisdom: Spiritual-based Leadership in Business* (LWW) by Pruzan, Pruzan Mikkelson, Miller and Miller 2007. Other case material and articles will be provided through Blackboard.

You will be assigned one or two sections of the book each week. The expectation is that you will skim this material, and familiarize yourself briefly with each of the leadership case studies, and that you will read at least one case study in depth in each section. This will enable you to answer the one of the questions on Blackboard each week if you choose the LWW question.

Required Software

None.

Videos

All videos for this course can be found at:

<http://ice.waltoncollege.uark.edu/Mediasite/Catalog/Full/ab8a4b7cfa684af5ac65a072e82ad03a21>

Reading

The articles below are posted in Blackboard. They are chapters from *The Handbook of Faith and Spirituality in the Workplace: Emerging Research and Practice*, edited by Judi Neal, 2013. Springer Verlag, New York, NY. Used by permission.

You are expected to skim this material for a basic understanding of key concepts, and to read enough to respond with some thought to the Blackboard questions.

Week 1 Required Reading

“Some Basic Assumptions and Definitions, ” excerpt from *Creating Enlightened Organizations* by Judi Neal, Palgrave, 2013.

Chapter 3: Spirituality and Religion: Seeking a Juxtaposition that Supports Research in the Field of Faith and Spirituality at Work – Margaret Benefiel and Kelly Phipps.

Chapter 15: The Secret of Leadership Success - Mark Russell

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LWW: Section 1

Week 1 Supplemental Reading (not required)

Chapter 12: Understand it or Destroy it: Why Every Leader Needs to Understand Meaningful Work – Marjolein Lips-Wiersma

Week 2 Required Reading

Chapter 25: Spiritual Intelligence - Cindy Wigglesworth

Chapter 36: Spiritual Leadership and Faith and Spirituality in the Workplace – Louis W. (Jody) Fry

LWW: Sections 2-3

Week 2 Supplemental Reading (not required)

Chapter 16: Wise Leadership in Organizations – Integrating Eastern and Western Paradigms – Mark Kriger

Week 3 Required Reading

Chapter 19: Spiritual Capital as Practical Wisdom for Management – Theodore Roosevelt Malloch

LWW: Sections 4-5

Week 3 Supplemental Reading (not required)

Chapter 18: Wisdom, Spirituality, Social Entrepreneurs, and Self-Sustaining Practices: What Can We Learn From Difference Makers? – Sandra Waddock and Erica Steckler

Week 4 Required Reading

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Walking on the Leading Edge – Judi Neal

Chapter 37: Management, Spirituality and Religion: Where Do We Go From Here? - Andre Delbecq

LWW: Sections 6-7

Grading - Details of each assignment including due dates are after this table.

Assignment	Parameters	Criteria	Points
Leadership Paper	5-7 pages double-spaced	Includes all three assessments Demonstrates understanding and integration of several theories covered in the module Concrete action plan with due dates	100 points
Discussion Board	Answer one of the questions per week, 250-300 words. Minimum of 1 response to another student's entry.	Demonstrate understanding of key concepts. Incorporate personal examples from your life or work.	25 points (10 points first week, 5 points weekly after that)
Journal	Select a contemplative practice Journal minimum of 3 times a week	Quality of self-reflection Evidence of ways contemplative practice might be affecting your leadership	25 points (5 points per week, 10 points last week)

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Case Study	Read the parts of the case as assigned and discuss with your group each week. Class presentation at F2F		100 points Part A 10 points Part B – assignment 1 10 points Part B – assignment 2-5 10 points Part C 10 points Part D – no assignment Part E 10 points Part F – no assignment Part G 10 points F2F Presentation 40 points

Course Requirements

1. Leadership Self-Assessment and Action Planning Paper.

Due: On or before April 12

You will be learning several theories of spiritual leadership in this course. You will also be taking three self-assessment instruments:

- a. Spiritual Intelligence Assessment
- b. Personal Resilience Questionnaire
- c. Edgewalker Profile

These instruments are currently being used in organizations to support leadership development and coaching programs. They are being provided to you at no charge as a special favor to your professor. Please do not share the links with anyone else, as these are proprietary instruments. You will be sent these links by email prior to the course start-up. Please complete the assessment by March 18th. It takes one week to process the questionnaires so the sooner you take them, the sooner you have your reports to work with.

Paper requirements:

- The paper will be 5-7 pages in length, double-spaced.
- Introduction: 2 paragraphs describing your current leadership challenges and opportunities.

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- Self-assessment: 2 pages discussing your responses to the 3 self-assessment tools.
 - Were the results accurate?
 - If not, what was inaccurate, and how do you see yourself in a way that is different from the report.
 - Combining all reports, what are your top three strengths?
 - What are your top three areas of challenge? i.e., places where you would like to grow – not necessarily your lowest scores.
- Leadership theory application: 2 pages describing the two theories from this module that you found most relevant. Explain why. Make sure to demonstrate that you understand the theory and how to apply it to your professional situation.
- Action plan: 1 page that summarizes at least 3 concrete leadership development actions you can take that have come out of your questionnaire reports and your understanding of spiritual leadership theory.
- Make sure to be specific about the action items and to set dates for “by when” you will take each action. For example, do not say, “Read a biography of a spiritual leader this summer.” Instead, say “Read *Authentic Leadership* by Bill George by June 30, 2013.” Do not say, “Try to be nicer to my subordinates.” Do say, “Within the next two weeks, look for opportunities to be more understanding and compassionate towards Mary Smith. Keep her in my prayers and meditations, and remind myself that she wants to make a significant contribution to our team.”

2. Discussion Board Participation

Due: By end of each week.

Each week there will be discussion questions based on the readings and the lectures. You are required to post at least one brief (250-300 words) post for one of the reflection questions, and to respond to at least one post each week by a fellow class member. Your points for this course requirement will be based on the quantity and quality of your comments.

3. Contemplative Practice Journal

Due: At the end of each week

You are encouraged to take on or deepen a contemplative practice during these four weeks, as a way of strengthening your inner leadership. There are many forms of contemplative practice and each of these is briefly outlined in the document titled “Contemporary Practices Summary” posted on Blackboard. If you are a religious person, this can be a practice from your tradition that you are comfortable with and maybe that you are already doing. If you are not from a specific faith or religious tradition, there are many secular contemplative practices to choose from.

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The most effective approach to a contemplative practice is to practice it daily, even if it is only for a short time, like 5 minutes. Many teachers suggest 20 minutes in the morning and 20 minutes in the evening as ideal, and others suggest a full hour in the morning. In our busy lives, it is often very difficult to be contemplative even for 5 minutes a day, but it can be worth it.

Select one of the practices and decide what your commitment will be in terms of how often you would like to take on (or commit to deepening) this practice during the four weeks of this module. Begin this journal assignment by writing about which practice you chose, and why. Describe how often and when you would like to practice, and why you made those choices. Describe how you feel about this assignment.

After each contemplative practice session, make a short 2-3 sentence summary of your response to the session. You are welcome to journal more than that if feel inclined, but it is not required. A minimum of 3 journal entries per week are required for successful completion of this assignment.

Feel free to contact me at if you have any questions or concerns about this assignment before or during the first week of class.

4. Case Study: Team Project

Due: Case assignments due as completed. Presentation due in Face-to-face class.

This is a case study of an actual organization. It is one your professor has visited and is on the Board of their non-profit organization. Therefore, your professor can be a resource if you have any questions about the details of the case.

You will select your team members, and each team will be assigned a particular faith perspective that will be the lens through you conduct your case analysis. Your team may work through the parts of the case and will then respond to the assignments at the end of each part. Your team will be asked to create summary powerpoints for each part of the case which will be submitted through Blackboard, and you will then take this material to prepare a 10 minute summary presentation at the Face-to-face class.