



Mgmt 510

Leadership Formation

Dr. Louis W. (Jody) Fry

Texas A&M University Central Texas

lwfry@tamuct.edu

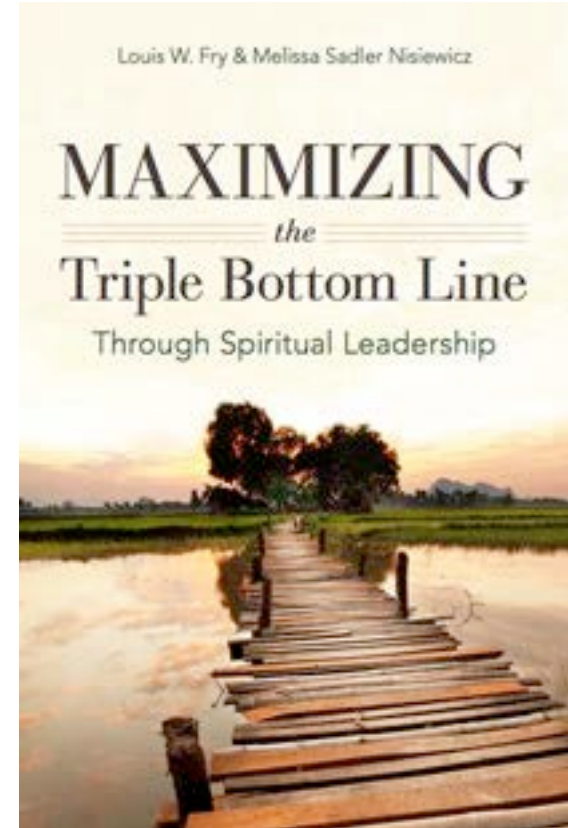
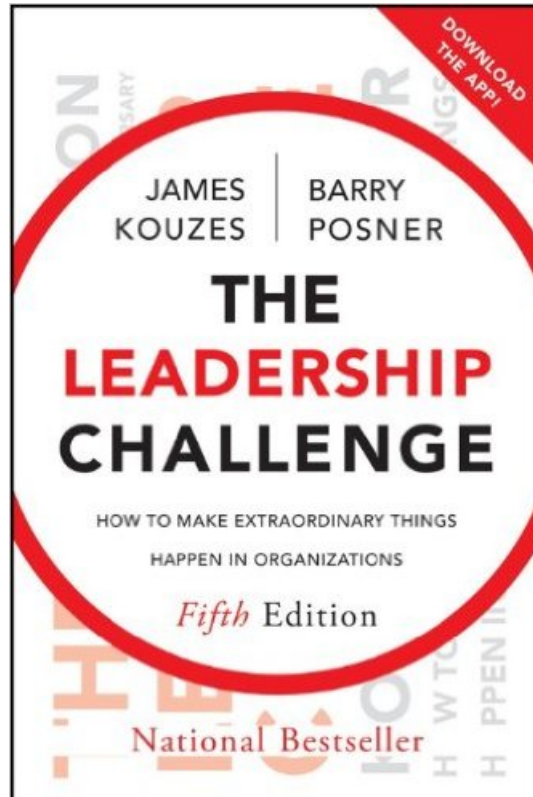
<http://www.iispiritualleadership.com/>



Agenda

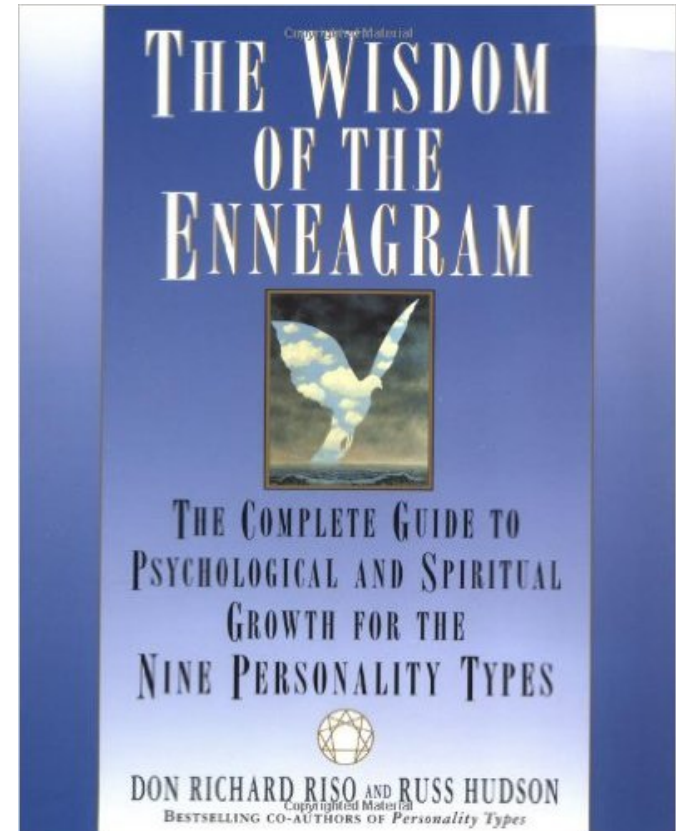
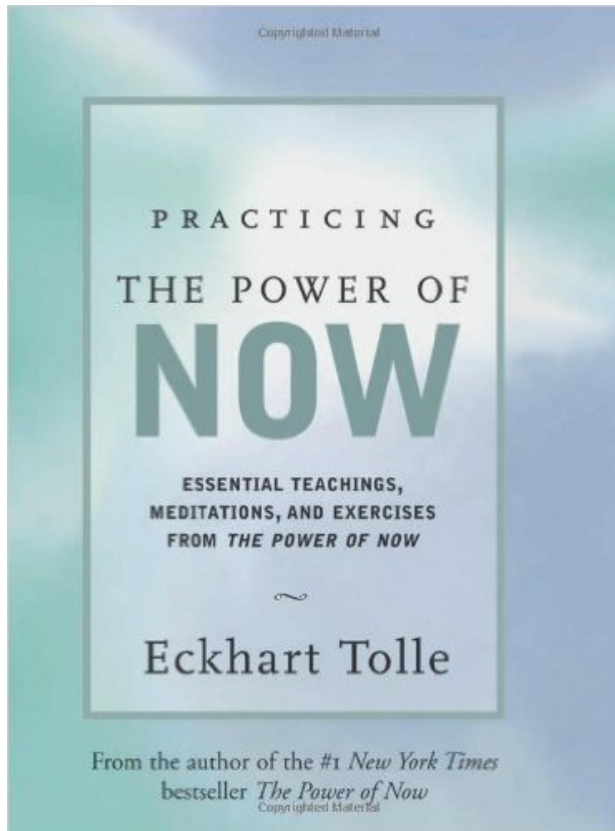
- ❖ **Course Theoretical Underpinnings**
 - Leading Versus Leadership
 - Leadership Formation
 - Spiritual Journey & Being-Centered Leadership
- ❖ **The Leadership Challenge**
- ❖ **Organizational Spiritual Leadership**
- ❖ **Personal Spiritual Leadership**
 - Practicing the Power of Now
 - Enneagram
 - Byron Katie - Loving What Is
- ❖ **Course Assignments**

Organizational & Personal Leadership



Published by Stanford Press

Organizational & Personal Leadership





LEADING VS LEADERSHIP

- ❖ An important distinction to make is in differentiating leading and leadership.
- ❖ In the case of *leading*, the emphasis is typically on leader development although in this course the primary emphasis is leader formation.
- ❖ In *leadership*, we focus on the collective social influence process that engages everyone and enables groups of people to work together in meaningful ways. Leadership's focus is on engaging all group members to meet followers' needs and enhance organizational commitment and performance.



The Leadership Challenge

5 Practices & 10 Commitments

❖ **Practice Number One: Leaders Model the Way.**

Commitment #1: Clarify values by finding your voice and affirming shared values.

- ❖ Commitment #2: Set the example by aligning actions with shared values

❖ **Practice Number Two: Leaders Inspire a Shared Vision**

Commitment #3: Leaders envision an exciting and ennobling future.

Commitment #4: Leaders enlist others in a common vision by appealing to shared aspiration

❖ **Practice Number Three: Leaders Challenge the Process**

Commitment #5: Leaders search for opportunities to change, grow, and improve.

- ❖ Commitment #6: Leaders experiment and take risks by constantly generating small wins and learning from experience



The Leadership Challenge

5 Practices & 10 Commitments

- ❖ **Practice Number Four: Leaders Enable Others to Act.**
 - Commitment #7: Leaders foster collaboration by building trust and facilitating relationships.
 - Commitment #8: Leaders strengthen people by increasing self-determination and developing competence.
- ❖ **Practice Number Five: Leaders Encourage the Heart.**
 - Commitment #9:* Leaders recognize contributions by showing appreciation for individual excellence.
 - Commitment #10:* Leaders celebrate the values and victories by creating a spirit of community



Leadership Development

Traditionally, leadership development has focused on developing the leadership abilities and attitudes of individuals

- ❖ Emphasizes Organizational Concepts and Skills
- ❖ Cohort groups meeting over extended period
- ❖ Usually focused to specific organization settings and roles
- ❖ Immediate experience integrated through case studies, role modeling, and action learning



Leadership Formation: Less Understood

- ❖ Individual Spiritual Formation- A Longer Tradition
 - Understanding of spiritual concepts, disciplines, practices and growth
 - Guided by 'spiritual master/guide/director/guru
 - Usually associated with a religious tradition
- ❖ Leadership Formation A Recent Development
 - More focused on spiritual concepts, disciplines and practices
 - Spirituality in context of organizational leadership
 - Sensitive to religious pluralism



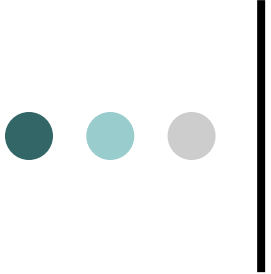
The Dignity of Individuals

- ❖ “*Sine Qua non*” of leadership formation- The presence of the Divine in each person requiring respect /compassion/love.
- ❖ Each individual is unique and has value.
- ❖ No individual is expendable.
- ❖ Tested in dealing with difficult individuals.
- ❖ When accepted as a whole person including both gifts and weaknesses.
 - Individuals are freed from fear and trying to prove or compete.
 - Fosters trust which allows greater focus on mission.



Spiritual Leadership Theory

- ❑ Grounded in the fundamental spirituality that underlies the world's spiritual and religious traditions, which essentially is about drawing strength from a Higher Power (God) to unselfishly love and serve others.
- ❑ Spiritual leadership draws on an *inner life* or spiritual practice (e.g., spending time in nature, prayer, meditation, reading inspirational literature, yoga, observing religious traditions, writing in a journal).
- ❑ To generate *hope/faith* in *vision* of service to key stakeholders through *altruistic love*.
- ❑ Which produces spiritual well-being through *calling* (a sense of purpose in that we make a difference and OUR life has meaning) and *membership* (a sense of belonging in that we are understood and appreciated).
- ❑ That then positively influences employee well-being, corporate social responsibility, and performance excellence – *the triple bottom line*.

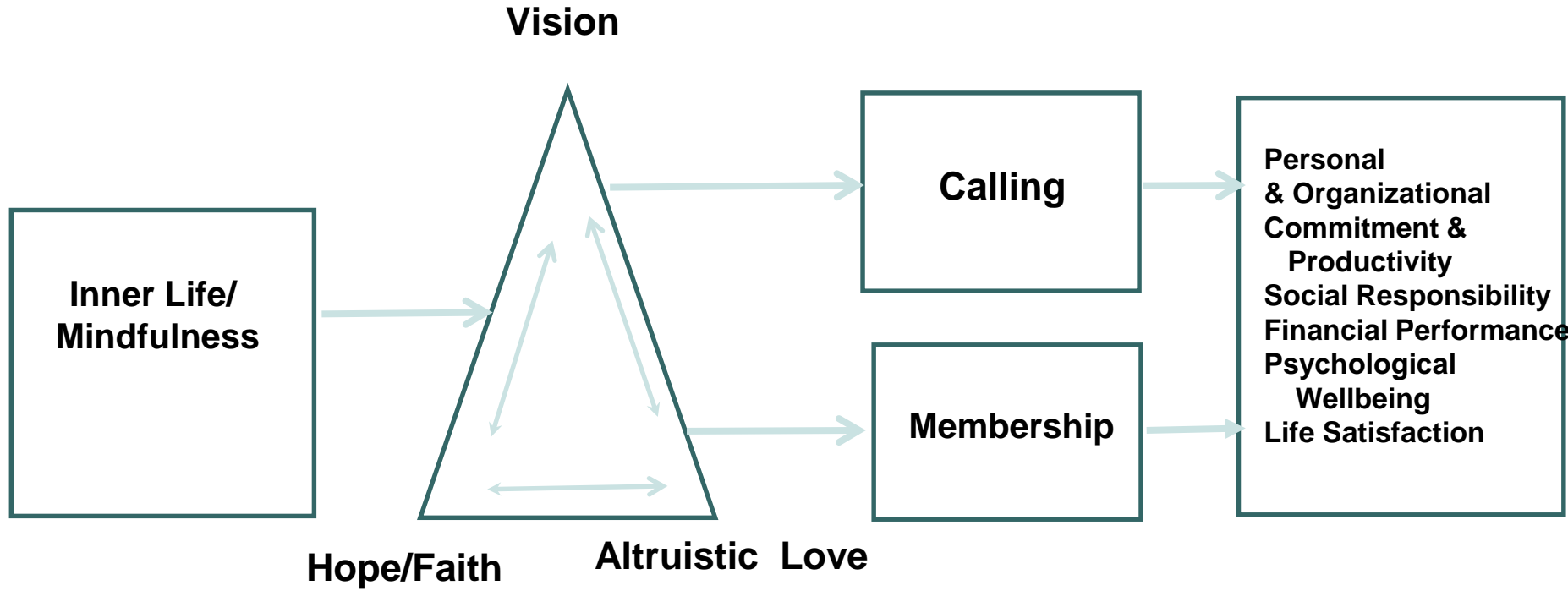


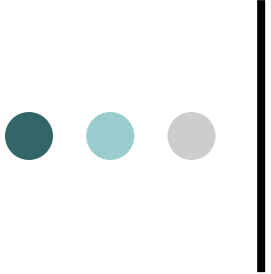
Spiritual Leadership Theory

Spiritual Leadership

Spiritual Well-being

Individual & Organizational Outcomes (TBL)

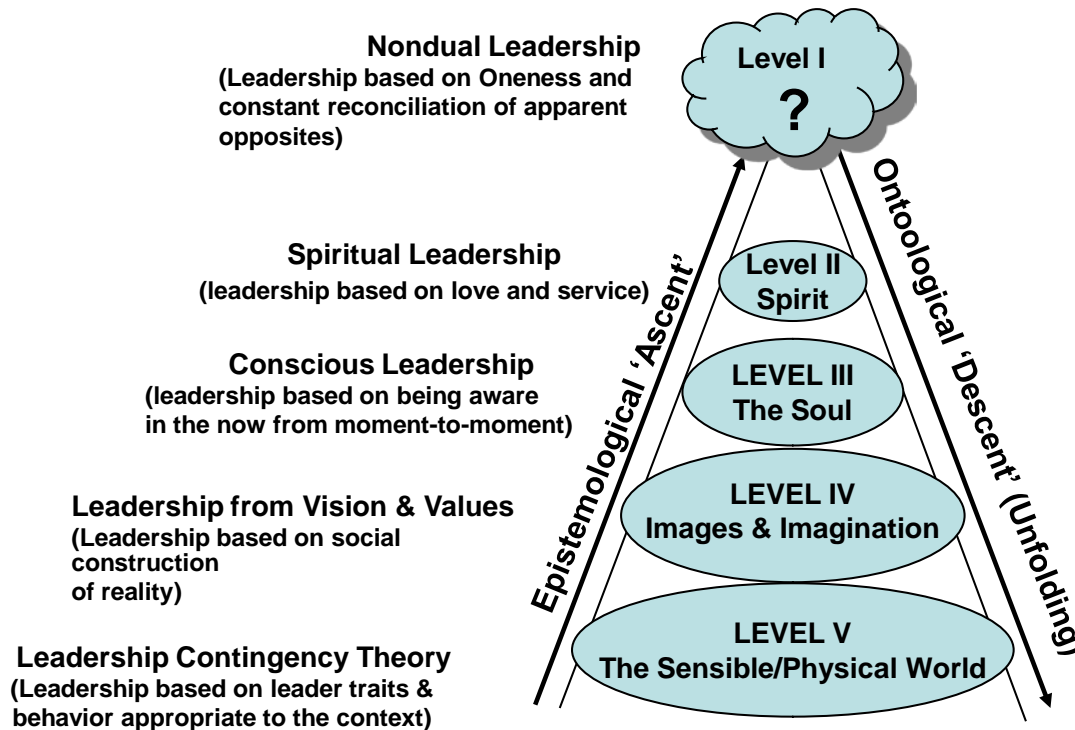




Inner Life as the Source of Spiritual Leadership

- ❖ The Human Condition
- ❖ Practicing the Power of Now
- ❖ Enneagram
- ❖ Loving What Is
- ❖ Mindfulness Exercise - Mindfulness in the Age of Complexity – HBR March 2014

Being-Centered Leadership & The Spiritual Journey



Fry, L. & Kriger, M. (2009). Toward a Theory of Being-Centered Leadership: Multiple Levels of being as Context for Effective Leadership. *Human Relations*, 62, 11, 1667-1696.



Course Assignments

All assignments require application of The Leadership Challenge 5 practices and 10 commitments, Organizational Spiritual Leadership, and Personal Spiritual Leadership Models and materials as appropriate. Basic premise is that The SL models incorporate and extend the Leadership Challenge practices and commitments



Course Assignments

- ❖ Individual Case Exam
- ❖ Personal Mission Statement
- ❖ Leadership Biographical Analysis
- ❖ Team Case Project
- ❖ Leadership Formation Journal.



LFJ Entry for The Leadership Challenge

I have learnt that when working in a team, I need to create a sense of togetherness by sharing the vision with my team members, giving them the opportunity to contribute and entrusting them with work that I would have naturally kept to myself. This will give them a sense of belonging and encourage them to do more.

I will also not relent on praising them for a job well done and to reward them for their efforts. Most importantly, I know now not to let my fears of being judged or failing in innovative ideas that I come up with, for these innovative ideas will shape my future. All I have to do is take one step at a time, learn from my experience and celebrate and myself for every little win.



LFJ Entry for Spiritual Leadership

I've thought deeply this week about the role of vision in spiritual leadership and how I can incorporate it into my professional life. Although I feel like I've found my calling, I haven't really thought about vision much at all. I haven't defined my vision for myself, and this prevents me from inspiring a vision in my team.

I do think we're in a good place, but it could be better. Altruistic love is a cornerstone in our office. We truly care for each other, we connect on common ground, and we have a great time together in the office. Everyone seems to understand why we're here and why our job is important, but I've never gone to them to get feedback on how to formally establish who we are.



LFJ Entry for the Power of Now

I had a wake-up call in relation to “the Now” today. We were celebrating my nephew’s birthday. When it was time to do the cake and open presents, I did what I always do at these events. I grabbed my phone and turned on the camera. I didn’t want to miss a moment.

Then I realized something about half way through everything. I was missing the moment, and I do this all the time. I get so caught up in making sure I take pictures to preserve the memory that I forget to just enjoy the moment as it unfolds in front of me.

I decided to put the camera down and just be present with my family at that particular moment. I made a resolution today that I might not have come across without the help of our current area of study. I might still take a couple pictures, but my days of missing the action just so I can get the perfect shot are behind me. ¹⁸ (c) IISL



LFJ Entry on Loving What Is

The video that I watched entitled “Fathers Don’t Die” was deeply emotional and I can relate deeply to the girl in the video. It was remarkable how it redefines the death of a father, that it is not the end of world. It made me to realize how vain and immature the worksheet was that I filled out. The situation I listed was real, but not so serious as this one. This would have helped me immensely when dad died. I am so happy knowing that my father is still alive in my thoughts and he’s never gone. He is in me and his lessons are in me. The action of turning the thought around and asking what is true and what is imagined is deeply revealing as to what is true or not. Even though he is not here physically he is always with me and this so true. It has provided me peace in his death.



LFJ Entry for the Enneagram

I was reading the Enneagram book and I found how they discovered and pieced together the Enneagram Personality Type to be fascinating. It is interesting how similar all of these different faiths are in regards to numbers and that they fit together in a coherent idea. My strongest type was 6 “The Loyalist.” I feel like this type fits me pretty well. I really want to delve in more to this personality test and understand the levels better.

I had my wife take the free test and she is also a 6. I wanted her to take the test so bad when I saw what unhealthy 6s go through in reading my own descriptions. She has battled anxiety her whole life and has had to get treatment for it. Sometimes her anxiety is so bad it can be extremely self-defeating.

She does have a relatively strong spiritual life and I wonder if I can help her cope better by doing meditation exercises with her and showing her the Power of Now and Mindfulness. Her taking the test explained something I already knew about her in an objective way and I am curious to see how to interpret our interactions through the lens of the Enneagram.

