

# Editorial

## Special conference issue: 'Leadership for the emerging world'

It is a great pleasure to be presenting this special edition of the newly launched *Journal of Spirituality, Leadership and Management*. The conversation on the subject of spirituality in leadership and management is a complex and challenging one and it is hoped that this journal helps further the goals of opening, broadening and facilitating this conversation.

All the papers in this edition were originally presented as papers at the Spirituality, Leadership and Management Conference: **Leadership for the Emerging World** held in Sydney, Australia in February 2010.

Spirituality is not an easy word to write about or to clearly define. You will notice the breadth of application in these writings as authors wrestle with the notion. It often presents as the 'something more' that is needed by organisations and by leadership; to make a difference; to consider the connectedness of people, community and environment; to appreciate the underlying, the not-yet-known, the not-yet-seen. For one organisation, spirituality may be about ethics and values, for another it is the humanness of the individuals, for another it is about finding wisdom. In referring to the practice of management, Peter Drucker speaks frequently of the essential nature of creating and finding spirit in organisations. We have for too long been dwelling in a universe that is devoid of meaning and purpose and that is neglectful of humanity's moral and spiritual aspirations. In the wake of our mechanistic world, a primary casualty has been genuine dialogue with the voice of the other – other ways of knowing, other cultures, other forms of life, other perspectives.

How do we create prosperous and innovative organisations that act with integrity, creativity and care? How do we combine social responsibility with an organisation's economic mission? The papers are a thought-provoking opportunity to reflect and exchange ideas on how to approach the complexities of leadership in the 21st century. These same challenges also bring opportunities for change – on a personal, organisational and global scale – as never seen before. Through exploring approaches to leadership that are responsive to the emerging world, and by focusing on how each one of us can make a meaningful difference, these papers celebrate life and human potential.

The selection criteria for this special edition were quite specific. The papers needed to be accessible and enjoyable to read and the work needed to be applied and useful for a practitioner in the management world. All the manuscripts chosen are geared towards the many people in the field of leadership that seek inspiration towards making the world a better place.

The creation of this edition has been an interesting process. All the authors of papers from the conference mentioned were invited to have their papers refereed in a double-blind peer review process. About a third of the authors chose this option. The authors themselves were the peers in the reviewing process and each author completed two (blind) reviews. A carefully crafted review form had been designed to invite constructive criticism and suggestions for improvement. We saw this as a proactive reviewing process and almost all the authors have expressed their gratitude at the considered and thoughtful way in which their work was reviewed. They have commented on the perceived value of being reviewers. When a review was not completed thoroughly enough, an extra suitable reviewer was sought. After the reviewing suggestions were completed, the papers were passed back and forth through the editors, sometimes quite a few times. Through conversation with the conference committee, it was decided to use these edited papers as the springboard to relaunch the journal.

In the first paper Ben-Zion Weiss explores how a mixture of drama and yoga can enhance inner experiences of wellbeing for modern leaders. Claire Jankelson continues the focus on the inner experience through her discussions on the 'confluent' leadership model. The third paper, written by Ekaterina Zhuravleva and Elizabeth More, reports on a research project that investigated how spirituality is manifested in the workplace. Elisabeth Gortschacher presents a compelling argument for a new perspective on leadership qualities where the leader is first connected with their own internal purpose and identity. In contrast, Heather Davis focuses on 'other-centredness' and mindfulness as a means to the attainment of effective leadership literacies.

Following on from the other-centred approach, Josie McLean and Sam Wells encourage us to learn from natural systems and develop characteristics

they attribute to emergent leaders. In Patrick Bradbery's paper we are asked to shift focus and journey into a world of deeper levels of learning. Peter Rennie presents a comparative case study and argues for a more collaborative organisational approach. Ray Elliot's contribution to this edition discusses leadership coaching and the important role of the coach's spiritual beliefs in the coach/coachee relationship. In the last paper of this edition Richard Harmer takes on the current conceptualisation of spirituality and presents research to underline a new framework for promoting spirituality in the workplace.

More than anything, our wish is that this journal is widely read and well-read. This is why we have chosen to make it a free publication. It is a great resource for the members of the organisation Spirituality, Leadership and Management and we hope it will become a journal that is actively referenced, referred to and read by management practitioners as well as academics.

Future editions of the journal will invite a broader base of submissions and will not be limited to conference attendees. It is hoped that the journal will include sections that are not refereed, such as book reviews and responses, longer or shorter, to papers published. This edition is probably larger than usual, with ten carefully selected papers.

The editors are aware of some shortcomings in this edition. Whilst the referencing style is consistent within any single paper, the referencing of all the papers has not been brought into line with the

guidelines. This publication has been more lenient with authors, and being a voluntary organisation we have not had the resources to ensure that all the papers have the same referencing styles. Our intention is to apply greater pressure to authors in upcoming editions. Our guidelines have been upgraded and will be available to authors.

The editorial team will be seeking to build an International Editorial Advisory Committee. Now that this publication is complete, we invite submissions from people wishing to join such a committee. We hope that this journal will, in time, be produced more than once a year and that Guest Editors will come forward with journal issues that tackle particular and relevant complexities of spirituality within the leadership and management fields. It is anticipated that this journal will be published annually as an electronic publication.

We'd like to thank all the authors who contributed to this publication. It has been wonderful working together with each of you towards crafting this special edition. You have been endlessly patient as yet another set of red marks were sent back to you. Great thanks are due to Glenn Martin who has laboured many hours editing the articles towards uniformity and final corrections in spellings and grammar. Dr Paul Taylor was also instrumental in the editing process.

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