

## Editorial

It is a great privilege to introduce you to this 2011 edition of the *Journal of Spirituality Leadership and Management* (JSLaM). This edition follows the latest SLaM conference held in September 2011 in Sydney, Australia with the title *Wisdom at Work*; some of the papers presented here were part of the conference proceedings and were inspired by the notion of *wisdom*.

Spirituality, Leadership and Management is a unique combination. Most journals involving spirituality also focus on religion or faith. Whilst this aspect of spirituality is not excluded, we see a particular significance of spirituality with regard to human evolution and consciousness. It is along the lines of: everything matters; all action has implications; the world is one and interconnected; there is more than we can know; human experience is core to human reality. This is spirituality, simply!

Spirituality is today making a great comeback in the management field as more leaders are realising that in order to best serve the sustainability of society, our planet, and even our organisations, contemporary business has to go a lot further than competitiveness, power, and profits. There is a deepening urgency in the need to appreciate the long-term impacts of actions on the world and on its peoples. There is a growing interest in developing the leadership and management skills that can model and cultivate learning and the taking of initiative.

Within management practice, we increasingly notice the need to separate the terms leader and leadership. The leader is in a position of authority (as manager) and may or may not conduct his or her practice employing the qualities of leadership. The articles in this publication will look to management practices that attempt to cultivate and transform the inner and the outer life, the full scope of the human experience of the managers themselves and their followers. Leadership!

The theme of learning and its links to spirituality and wisdom is a dominant theme in many of the papers. Patrick Bradbery has fashioned the anagram WISDOM as the Wholistic Interactive Spiritual Development of Managers. Fast-tracking a history of the learning organisation, he offers a model of learning and development that integrates the psychological and the spiritual capacities of managers towards developing thinking and behavioural practices for a learning organisation. This is more than a good idea; its goal is resilient leadership and management capabilities.

Learning for professional development that facilitates expertise, wisdom and spirituality is the theme of Glenn Martin's article. He argues that a combination of direct experience and immersion in the experiences of others through the use of story and storytelling will enable an awareness of and a commitment to positive values and ethics.

Applying an Integral approach to leadership development for an Australian public health service (APHS), Paul Van Hauen reviews a model of leadership that continues to be in use in APHS. The article offers the theoretical basis of the model and powerful endorsements as to its effectiveness in practice. Learning and consciousness are significant partners in this program.

Steven Segal explains management guru Peter Drucker's plea for the necessity of spirituality for actualising the functions and the effective performance of management. He shows how this is not a technical task but an existentially challenging and demanding one. Spirituality is shown to offer the missing ingredient that has eluded scholarship for too long: an essential integrative function within the life of an organisation.

However, simply being spiritual is not enough for establishing job satisfaction. American authors Green, Duncan and Kodatt use structural path models to show that spirituality has to be integrated into the workplace in order to establish job satisfaction. Further, the leaders' personal religiosity/spirituality impacts how the followers perceive them as transformational leaders.

Transformation is the central theme of a revealing paper for outdoor leaders by Brymer, Gray and Cotton. In their extensive study of leaders and leadership, they link the value of outdoor experiential training with developing transformational leadership qualities.

The editorial team will be seeking to build an International Editorial Advisory Committee over the coming year. We invite submissions from people wishing to join this 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 issues regarding the complexities of spirituality within the leadership and management fields.

We'd like to thank all the authors who contributed to this publication. You have each been very patient in the reviewing process. We have papers awaiting publication and we are proud of the quality of this publication. We invite authors to consider the JSLaM as an innovative and thoughtful vehicle for publication of your work.

We'd also like to thank the many reviewers who participated in our double-blind peer reviewing process. This was done by authors and others whose fields provided the specialist knowledge that particular articles required. Your contribution has been brilliant towards enhancing the communicability of articles and ensuring that they are structurally and semantically sound.

Great thanks are due to Glenn Martin who has laboured many hours editing the articles towards uniformity and consistency in spelling and grammar.

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