

Editorial

The papers in this edition represent a wide sweep of the world, from India to Canada, the USA, New Zealand and Australia. We are clearly at an exciting stage of development as the thirst to push the exploration of spirituality in leadership and management further is apparent through the many journals, social media sites and other publications that are becoming bolder and unashamed about including spirituality in their titles.

Many of the articles in this journal are directed towards the practical application of ideas about spirituality. The very idea of practice is becoming a focus of attention in scholarly articles. More people are questioning what we actually do, when we do what we do. Everyone has a practice or a particular way of operating in the world. The kinds of questions being asked in this journal include: What is your practice? Are you seeking to consciously and conscientiously bring a 'practical wisdom' to what you do? What constitutes a satisfying work experience? These may be perennial questions, but they are also questions that can get lost in the endeavor to elucidate the abstract territory of spirituality with new insights or clarity.

The relevance and significance of the notion of spirituality within leadership and management was clearly seen in a recent event I ran that focused on spirituality, leadership and management. People were asked to think about a moment of time that spirituality (whatever that may mean to them!) was present in their workplace. (And it was suggested that if they couldn't actually think of such a time, then to make one up for the sake of the workshop). It was fascinating that almost every person present related, not an exalted moment, but some of their most painful workplace moments or experiences. Spirituality was not most evident in the occurrence of sweet moments; it was associated with indescribable, emotionally awkward and painful experiences; moments that were paradoxical and, occasionally, ineffable.

The time when spirituality is a subject that can be spoken about and seriously considered is coming upon us. It is, in fact, becoming urgent. People in these times will pursue meaning and understanding. It's only right!

The papers and articles in this edition seek to further the conversation about spirituality. Together we seek understanding, and invite readers to examine, question and reflect on the issues raised. In the shared pursuit of wisdom we hope to enable individuals and communities to live better lives.

I suspect that if we were to name a spiritual centre in the world, it would be India, and we are pleased to offer a paper by Bindlish, Dutt and Pardasani that draws on the ancient spirituality of India. Their perspective uses broad brush strokes of spirituality to show how spirituality actually forms a kind of backbone of support for leadership, resulting in the possibility of a unified leadership theory.

Phronesis, as practical wisdom, is fast becoming a useful and broadly applied ideal with regard to the practice of leadership and management. Grant and McGhee recognise several characteristics that inform and therefore regulate an individual's choice of values and spirituality. Including self-transcendence, interconnectedness, a sense of purpose, and a belief in an Ultimate Concern, these provide the understanding that connects them to workplace concerns and, in turn, can realise the espoused organisational values.

The significance of virtues for leadership was the focus of Green, Wheeler and Hodgson's paper. They examine the relationship between spirituality, leader virtue and effective leadership. In their study, 134 leaders were rated by followers, peers and supervisors, with the leaders themselves reflecting on virtues such as prudence, justice, temperance and fortitude. The positive relationship between being a virtuous, spiritual person and being an effective leader leads to challenging questions with regards to the future of leadership development.

Millennials are those born between 1982 and 2003. O'Malley and Williams examine the particular meaning-making and attitudes with regard to flourishing (emotional, social and psychological well-being) and religiosity within this group. Flourishing directly impacts people's ability to effectively respond to organizational climates and therefore this study has great implications for developing today's effective leaders.

Close to 80% of new ventures fail. Why? One perspective is that leadership is ineffective. Sundararajan, Sundararajan and Henderson propose that when entrepreneurs develop a heightened self-awareness they respond more effectively to the demands of particular scenarios they face through the capacity to vary their leadership styles.

This edition also includes an interview with thought leader, author and founder of Barrett Values Centre, Richard Barrett. Interviewer Martin draws out the case for Barrett's resistance to using the word spirituality, preferring instead a word like consciousness. His theory on developing consciousness and opening towards

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wisdom is intrinsic to a new paradigm of leadership. Ultimate performance in leadership means operating out of passion and without fear!

This edition of the journal is graced with two book reviews. Matheson addresses *The Spirit of Project Management* by authors Judi Neal and Alan Harpham, which describes the unlikely association of project management with spirituality. The review describes the book's intrinsic practitioner value for leadership, management and organisational change.

Inner peace – global impact: Tibetan Buddhism, leadership, and work is edited by Kathryn Goldman Schuyler and reviewed by Martin. He gives a taster about the contribution of Tibetan Buddhism to leadership showing that this book addresses a much needed gap in the leadership literature.

This journal seeks to overcome the divide between spirituality, leadership and management. The articles have been carefully selected to have broad appeal and to go beyond the ordinary and verge on the extraordinary in the most practical way possible! This may seem to be an enigma. I would like to believe that we are simply trying to extend our methods of inquiry to include thoughtfulness and the imagination and yet keep our feet firmly placed on the ground.

It has been a great pleasure to work with the authors who contributed to this journal. Our gratitude and thanks for your patience and the insightful applications of your work. Our deep gratitude too goes to our many reviewers. Each paper had either two or three reviewers and many papers went between authors and reviewers a number of times towards achieving the standard that we have come to expect in this journal. Many of the authors were also reviewers. It has indeed been a great privilege to work together with such an erudite and ethical community of writers.

As usual, we invite submissions for future editions of the Journal. See the guidelines for contributors at the end.

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