

Executive Summary

Over the last two decades that passed, the world lost faith in many of the strongest financial markets, strongest companies and even strong currencies as they collapsed without a clue. Technology and Science advances neither prevented nor predicted these outcomes and the world sent out a desperate plea for a change of leadership style. As it appears the current leadership practices does not seem to solve any of the major issues facing our world today. Differences are still approached through negative conflict, mostly leading to war and creating global anxiety. Poverty and hunger are still global issues and the gap between the haves and the have nots continues to grow. Only a very few leaders pay heed to the humanitarian tragedies and other global issues such as human rights, poverty, starvation, preventable diseases and environmental protection.

In such a backdrop concepts such as Spirituality have gained more acceptance than before as they look at the world in a fundamentally different manner. A spiritual approach looks away from mental competition and focuses more on cooperation based interconnectedness of life. Further, it deeply analyses self and incorporates values such as love, compassion, forgiveness, trust and integrity regardless of whether you are religious believer or not. It is therefore, a concept that can stand alone without a religion.

Spirituality combined with Leadership leads to a Spiritual Leadership that starts to ask profoundly different questions about what it means to be human? What is really meant by growth? And seek to find what power and value distributions are needed to enhance both organizations and society as a whole. Spiritually intelligent leaders use multiple intelligences such as planning and administering through reflection, uses techniques that help them become more aware of themselves in a larger context. In addition literature has justified both theoretically and practically that organizations who have embraced Spiritual Leadership have shown faster rates of growth and increased efficiencies more than other comparative organizations.

The Case Study in concern collects evidence from an educational institute in Sri Lanka that has achieved tremendous organizational outcomes both quantitatively and qualitatively due to Spiritual Leadership. The Rector/Principal is selected as the key inspiration for Spiritual Leadership whose behavior is analyzed overtime to determine the outcomes. The data is collected over a period of three months through observations,

interviews, focus groups and other readings of secondary data. A qualitative as well as a quantitative approach is undertaken to analyze the case and form conclusions.

The case study results in a few important findings. First, there exists strong evidence to justify that the Rector/Principal is a Spiritual Leader. Second, the relationship between Spiritual Leadership and Organizational Outcomes are present due to other variables such as Calling, Membership and Community that augment the relationship between the original variables (Spiritual Leadership and Organizational Outcomes). In addition it can be also mentioned that individuals contribute more of their efforts to leaders who practice spiritual leadership and in the context of an educational environment the results prove to be more sustainable in the long term.

The case looked at spiritual leadership leading to organizational outcomes through the lenses of Religious Spirituality. Since spirituality can exist with or without the presence of a religion a question remains on whether that it can be applied to any kind of organizational system with or without the presence of a religion.