Exploring the Connections between Spiritual Leadership and Performance Excellence

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Performance Excellence
The Baldrige Model

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Baldrige Award

- Most prestigious U.S. award for performance excellence
- Only 95 awarded since 1988
- Monfort College of Business is the only business school to ever be awarded MBNQA
- Baldrige Award Recipient Consortium
Core Values and Concepts

Visionary Leadership

Customer-Driven Excellence

Organizational and Personal Learning

Valuing Employees and Partners

Agility

Focus on the Future

Managing for Innovation

Management by Fact

Social Responsibility

Systems Perspective

Focus on Results and Creating Value
Baldrige Criteria for Performance Excellence Framework
Core Values and Concepts

The Role of Core Values and Concepts

The Education Criteria build on Core Values and Concepts...

which are embedded in systematic processes...
(Criteria Categories 1–6)

yielding performance results.
(Criteria Category 7)
Questions
Maximizing the Triple Bottom Line Through Spiritual Leadership

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AGENDA

- Introduction
- Definition of Leadership
- Review of Spiritual Leadership
- Spiritual Leadership Balanced Scorecard & Baldrige Criteria Business Model
- Questions
LEADERSHIP

“Leadership is the art of mobilizing others to want to struggle for shared aspirations”

Kouzes and Posner 2003
RELIGION vs. SPIRITUALITY

Religion is concerned with faith in the claims of one faith tradition or another, an aspect of which is the acceptance of some form of heaven or nirvana. Connected with this are religious teachings or dogma, ritual prayer, and so on.

Spirituality is concerned with those qualities of the human spirit—such as love and compassion, patience, tolerance, forgiveness, contentment, a sense of responsibility, a sense of wholeness and harmony—which bring happiness to both self and others.
RELIGION vs. SPIRITUALITY

- The common bridge between spirituality and religion is Altruistic love – regard or devotion to the interests of others.

- In religion this is manifested through the golden rule which is common to all major religions.
RELIGION vs. SPIRITUALITY

- From this perspective, spirituality is necessary for religion but religion is not necessary for spirituality.

- Spiritual leadership can therefore either be inclusive or exclusive of religious theory and practice.
SPIRITUAL LEADERSHIP

Comprises the values, attitudes, and behaviors necessary to intrinsically motivate ourselves and others so that, collectively, we have a sense of calling and membership – that our lives have purpose and meaning and we feel understood and appreciated.
## QUALITIES OF SPIRITUAL LEADERSHIP

### INTRINSIC MOTIVATION THROUGH VISION, HOPE, FAITH and ALTRUISTIC LOVE

### Hope/Faith (Effort)
- Endurance
- Perseverance
- Do What It Takes
- Stretch Goals
- Expectation of Reward
- Victory

### Vision (Performance)
- Broad appeal to key Stakeholders
- Defines the Destination and Journey
- Reflects High Ideals
- Encourages Hope/Faith
- Establishes a Standard of Excellence

### Altruistic Love (Reward)
- Forgiveness
- Integrity
- Honesty
- Courage
- Humility

- Kindness
- Empathy/Compassion
- Patience
- Trust/Loyalty
Causal Model of Spiritual Leadership

Spiritual Leadership → Spiritual Well-Being → Individual & Organizational Outcomes

HOPE/FAITH → VISION → CALLING

INNER LIFE

Altruistic Love

Membership

Make a Difference
Life has Meaning/Purpose
Organizational Commitment & Productivity,
Financial Performance
Employee Life Satisfaction
Corporate Social Responsibility

Be Understood
Be Appreciated

Maximizing the Triple Bottom Line through Spiritual Leadership

The Spiritual Leadership Balanced Scorecard & Baldrige Criteria Business Model provides a process for fostering the development of the motivation and leadership required to maximize the triple bottom line (People, Planet, Profit).
SPIRITUAL LEADERSHIP BALANCED SCORECARD & BALDRIGE - BASED BUSINESS MODEL

**Cat 1**
- Spiritual Leadership Process
  - Input/Output Model
  - Leading Indicators/Managing Metrics
  - Outcome Indicators/Strategic Performance Indicators

**Cat 2**
- Mission & Vision
- Internal & External Analysis
- Strategy & Objectives
- Implementation
- Evaluate

**Cat 3**
- Financial Performance
- Stakeholder & Customer Satisfaction
- Outputs: Quality Products & Service
- Cat 6
  - Inputs
  - Processes

**Cat 4**
- Performance (Vision)
- Effort (Hope/Faith) Works
- Calling Make a Difference Life Has Meaning
- Membership Be Understood Be Appreciated
- Learning & Growth
  - Org Commitment
  - Member Well-Being
  - Corporate Social Responsibility
- Spiritual Leadership Process

**Cat 5**
- Leading & Growth
- Org Commitment
- Member Well-Being
- Corporate Social Responsibility
- Spiritual Leadership Process

**Cat 6**
- Cat 7
  - Kaplan & Norton Balanced Scorecard Performance Categories

**Cat 7**
- Financial Performance
- Stakeholder & Customer Satisfaction
- Outputs: Quality Products & Service
- Cat 6
  - Inputs
  - Processes
QUESTIONS
Leading the Transformation to Performance Excellence

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Framework for Leading the Transformation to Performance Excellence (LTPE)

Spiritual Leadership Direct Connections and Indirect Connections

Forces and Facilitators of Change (f)
- Tension
- Resistance
- Alignment
- Criteria for Performance Excellence (CPE) Model
- Subject Matter Experts (SMEs)

Behaviors (b)
- Role Model
- Respect
- Collaborative
- Communication
- Persistent
- Accountable
- Systems Thinking
- Personal Involvement
- Personal Learning

Approaches (a)
- Stakeholder Value
- Compelling Directive
- Focused Strategy
- Enable, Empower and Engage (E3) People
- Deploy and Execute
- Measure Performance
- Review Performance
- Reinforce Behavior
- Learn and Improve

Culture (c)
- Culture Change
- Values Driven
- Teamwork
- Excellence
- Valued Employees
- Customer Focus
- Trust

Individual Leader Characteristics (i)
- Purpose & Meaning
- Humble & Confident
- Integrity
- Systems Perspective
- Attitudes & Motivations

Questions
Discussion

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Spiritual Leadership Causal Model

Performance Excellence Baldrige Model

Leading the Transformation to Performance Excellence