Spirituality as an Effective Technique for Executive Development: A Conceptual Research

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The purpose of this review based research was to explore whether spirituality can prove useful for the development of executives or not. To realize this, the empirical and theoretical work relating to the qualities and traits of spiritual people, revelations from the Holy Scriptures on characteristics of spiritual people, theories and researches on the qualities of effective leaders, effective management skills and appraisal criterions used by various organizations for their executives were reviewed in depth. The review supports adequately that the qualities required for effective managers such as initiative, flexibility, creativity, problem solving abilities, analytical abilities, interpersonal skills, wisdom, communication skills, independence, accountability, commitment and learning are the characteristics of spiritual people too. Spiritual people inherit or acquire these qualities due to their ability to experience and connect with their own ultimate formless higher self called the divine particle/consciousness or spirit through spiritual experience. The findings of this research provide a base to theorize that spirituality which can be learnt and enhanced can prove an effective tool for the transformation and development of executives/managers. This research proposes inclusion of spiritual orientation of the executives in the development programs and additional weightage to spiritual quotient along with other criterions while selecting people for executive-managerial posts.

Keywords: Spirituality, Executive Development.

JEL Classification: A13, M12

Spirituality and Executive Development – A Theoretical Perspective

"Trained and developed managers are vital not only for the success of the organizations but the economic growth of the country as a whole" says J. R.D. Tata (1965). "These are the bad managers, which cost billions of dollars each
year to the businesses, and having too many of them can bring down a company" says Beck and Harter (2014). "That, the organizations which cannot produce their own managers will die soon. The ability of an organization to produce good managers is much more important than producing goods and services." says the renowned behavioral scientist Peter F. Drucker.

It is beyond denial that modern organizations are operating in a business environment which is highly competitive and changing rapidly too. Managers have to be updated and well equipped with techniques and strategies to deal effectively with numerous routine and strategic issues concerning their organizations. Being the principal controllers, it is very genuinely expected of the managers that they make all possible efforts to ensure best use of every input so that the cost involved in goods and services produced, goes least and handsome profits are generated for future growth of the organization. As organizations are exposed to a highly competitive environment, hence need for effective executives/managers, has become inevitable for almost every organization nowadays. It is being believed that it is the Knowledge, Skills and Attitudes (KSAs) of managers which can provide competitive edge to the organizations. Actually organizations throughout the world need a genuine leadership featured by optimism, resilience, cooperation and a helping attitude towards people in their search for meaning, purpose of life and self awareness (Baron, 2016). Managerial activity is the principal activity that makes a difference in how well organizations serve people associated with them (Koontz, 2007). Increased attention is now being paid to the role of ethical and empowering leadership behaviors to foster cooperative and committed attitudes amongst employees. It is further emphasized that ethical and empowering leadership behaviors result into high quality Leader Member Exchange (LMX) relationships based on trust, mutual respect and liking (Brown and Trevin, O, 2006; Graen and Scandura, 1987; Liden et al, 1997 quoted in Hassan et al, 2013). Realizing the significance of managerial functions, organizations generally follow rigorous techniques while selecting candidates for their managerial posts. Not only this, organizations do not mind spending hugely on training and development programmes for enhancing competence and updating knowledge of their newly appointed as well as the old executives. All executive development programmes are based upon the belief that there is always a gap between what a person is doing and what he/she is capable of doing. Therefore, focus of Executive Development Programmes (EDP) is to help managers/executives to do their best and release the unutilized potential by learning new techniques, developing and adopting improved attitudes for creative thinking, better decision making, improved methods, better inter personal relations, organizational systems and performance. Role Playing, Simulation, Sensitivity Training, Transaction Analysis, In Basket Exercise, Case Study and Business Games are some of the executive development techniques which are generally used by organizations to develop effective management skills like time management, cooperation, team spirit, motivation, open mindedness, decision making, human relations and communication. But the
quantum of learning from all these techniques depends upon how involved and willing the trainees are to learn, improve and change. Anything which does not go deep into your mind or does not become your experience cannot be part of your personality. This point gets strengthened by Jankelson's (2010) opinion that 'leadership has nothing to do with attending conferences or courses on leadership, unless one gets inspired. Leadership is not about what one knows or how much one knows; it is what one embodies and thereby expresses in oneself'. So the effectiveness of any learning programme depends upon the seriousness and involvement of the trainees for their self development. The term self development refers to a deliberate attempt to undertake certain courses and practices to better your own self. It is a willful effort to improve one's own level of awareness, potential, interpersonal skills and attitudes. The Holy Scriptures and previous researches do claim that spirituality helps in self development in a greater way and makes people more effective in their personal, professional and social lives (Wigglesworth, 2004).

All the human beings are spirits on the journey of human life. Spirit refers to non physical existence which keeps the physical body alive. Spirituality is an ability of a person through which one is able to experience one's own spirit and then can easily distinguish between one's own physical and non physical self (King, 2008; Kaur, 2017). Spirituality is concerned with the study and experience of ultimate self which is beyond body, mind and breath. This ultimate/ higher self called consciousness/soul/spirit is a powerful formless, immortal existence which empowers all the three i.e. body, mind and breath. Once a person is able to experience this formless, immortal, metaphysical existence through spiritual practices, one gets transformed and acquires new perception about self, others and the whole universe. The spiritual experience enables a person to connect with one's own higher self who is characterized by peace, bliss, immortality, fearlessness, love and balance. Moreover it has been proved that spiritual practices increase the level of endorphins in the practitioners which help them to stay calm, relaxed, balanced and happy. The spiritual values like integrity, showing respect to others, fair treatment, humanity, honesty and gratitude are essential to become an effective leader (Reave, 2005). Spirituality can help the individuals to increase the level of their consciousness beyond the normal levels which can further result into increased intuition and creativity (Guillory, 2000 in Sukumarakurup and Christopher, 2002).

If practiced on regular basis, spiritual techniques can make people wise, compassionate, cooperative, visionary, decisive, tolerant, adaptable, resilient, committed, honest, balanced, great motivators and better time managers (Bhagavad Gita; Sri Guru Granth Sahib; Zohar and Marshal, 2000; Wigglesworth, 2004; Griffith, 2011; Diedrich, 2018). All these qualities are essential for managers to be effective in their respective roles.
Need for the Present Research

The interaction with many people following spiritual practices led to a belief that spirituality helps in transformation and makes people better human beings forever. To study this area more deeply and come out with scientific results the present research was planned. It aimed to investigate scientifically to what extent the qualities of spiritual people are similar to the qualities required for effective executives/managers so that the possibility of using spirituality as a tool for self development of executives may be weighed. This research significantly contributes to the pool of existing management literature as it provides clarity about the term spirituality which is generally confused with religion, morality or ethics. This paper is the first to synthesize the findings of previous researches undertaken in two separate fields of knowledge i.e. 'spirituality' and the 'qualities required for effective executives/managers'. Both of the areas have a great relevance for the corporate sector. By doing so, it has given a new insight to the corporate sector that spirituality can prove an economical and lasting technique for the development of their executives.

Meaning of Spirituality

While reviewing the literature it has been observed that the terms spiritual intelligence, spiritual quotient and spirituality although technically different from one another, have been used interchangeably by the researchers as well as the Holy Scriptures. This study has also considered these three terms as similar ones and used them interchangeably at some places. The researcher of this study being spiritual trainer, affirms that spirituality is the ability to connect with larger and higher dimension of one's own formless self called consciousness or spirit. The term spirit means "the part of a person that consists of one's character and feelings rather than one's body, often believed to survive after one's body is dead" whereas the term spiritual means "relating to or affecting the human spirit or soul as opposed to material or physical things" (Oxford Dictionary). A spiritual person is one who has experienced one's own spirit which is formless, immortal substance beyond body, mind and breath. Spiritual quotient may be described as a measure that looks at one's quantum of awareness about one's own consciousness and the universe in the same way as intelligence quotient looks at one's linguistic, mathematical and interpretational skills.

Although spiritual knowledge has been considered as supreme knowledge by the spiritual gurus since the time immemorial (Bhagavad Gita; Bible; Quran; Sri Guru Granth Sahib) but Zohar and Marshal (2000) by asserting that spiritual intelligence is the ultimate intelligence and writing a book on the same, has attracted the attention of entrepreneurs and management people around the whole world. In their opinion spiritual intelligence is an intelligence which integrates all our intelligences and makes us fully intellectual, emotional, and spiritual creatures that we are. It helps us to understand certain fundamental realities about our life. Zohar and Marshal (2000), claim that
spiritual quotient is the mother quotient and it further determines the level of all other quotients like physical quotient, emotional quotient and intelligence quotient in a person.

Nobel (2000/2001) and Emmons (2000) both agree that spiritual experiences are precursors to spiritual intelligence because Spiritual Intelligence is "the adaptive use of spiritual information to facilitate everyday problem solving and goal attainment" Emmons (2000). Emmons refers to four core abilities of spiritual intelligence which are – capacity to go beyond physical realm and reach higher levels of consciousness, the ability to handle everyday activities, events and relationships with a sense of sacred/ purity, ability to use SI to solve everyday problems and the capacity to engage in virtuous behaviour. Nobel (2000) agrees to all the dimensions of SI as stated by Emmons (2000) but has also added two more dimensions to spirituality – the realization that physical reality is embedded within a larger multi-dimensional reality and that the spiritual awareness can be used to promote psychological health not only of individuals but of global community as well.

Spirituality is not at all a personal phenomenon, has been rightly understood by the world now. By impacting your beliefs and thoughts, spirituality effects your actions and behaviour and thus your surroundings too. Wigglesworth (2004) very rightly says that Spiritual Intelligence (SI) is "the ability to act with wisdom and compassion while maintaining inner and outer peace regardless of the circumstances". She asserts that SQ leads to development of twenty one skills which relate to self- awareness, universal awareness, self- mastery and social mastery. King (2007) also claims that SI refers to "the set of mental capacities based on transcendent aspect of reality. It helps in recognizing the non-material aspects of one's existence which leads to deep existential reflection, enhancement of meaning, recognition of transcendent self and mastery of spiritual states". This is the recognition and experience of non physical aspect/ the divine aspect of your personality which makes you spiritual and transforms you into a better individual. Diedrich (2018) asserts that only a spiritually intelligent person is able to choose between the ego and the spirit. He drew attention to the most important aspect of physical body the 'spiritus' which means breath that gives vitality to physical body. In the Christianity, soul/ nephesh is seen as life possessing quality which makes humans and animals as living beings. Diedrich (2018) explains the major dimensions of SI as – Identification of Higher self i.e. spirit rather than ego, realizing that we are not bodies but the souls having human life experiences, assuming total responsibility for your life, your situations and actions as you are creator of your own destiny, you being a spiritual identity should not attach to outcomes or experiences. Spiritual intelligence being one of several types of intelligences can be developed independently (Vaughan, 2002). To him "it is integration of inner life of mind and spirit with the outer life of work in the world". Spiritual maturity can be developed through questing, inquiry, and practice and is expressed through wisdom and compassionate action in the world. Griffith
(2011) contends that full spectrum of human intelligence has five dimensions from Physical Quotient (PQ) to transcendental quotient (TQ) which means PQ, IQ, EQ, SQ and TQ. To him transcendental quotient is beyond spiritual quotient and SQ regulates all the other three quotients i.e. PQ, IQ and EQ. According to Griffith (2011), Spiritual quotient relates to “values and meaning in life and replaces ego with soul, both for personal identification and governing of PQ, IQ and EQ”. The qualities of soul can be experienced by turning attention from the object to the subject i.e. from seen to seer. This shift of attention from object to the subject in a person leads to transformation and provides ‘awareness about world and your place in it’ (Buzan, 2001). Mitroff and Denton, 1999 also believe that spirituality is the basic feeling of being connected with one’s complete self, others and the entire universe. Burack (1999) claims that spirituality by providing awareness about one’s own self and the entire universe leads to better insights, better mental growth and development and thereby improves a person as a whole. It also enhances the problem solving capacity of a person.

This study considers “spirituality as an ability of a person to experience his/her own consciousness/soul/spirit/higher self which empowers one’s breath, mind and body and witnesses the whole universe” (Kaur, 2017). After experiencing consciousness, one is able to experience the basic qualities of soul which are love, bliss, peace, knowledge, stability, fearlessness, detachment, infinity, immortality and existence without physical form. At this level of awareness, one is able to perceive and understand one’s own subtle, immortal, formless existence beyond breath, body and mind and one can clearly differentiate between physical and non physical, mortal and immortal, controller and the controlled, creator and the creation within one’s own physical body and in this universe also. This spiritual experience helps in transformation and an ordinary being can become a person with extra ordinary abilities.

**Meaning of Executive Development**

Executive Development is comparatively an educational process and must not be confused with one shot programme like training. It is an ongoing continuous activity for executives. The development programmes generally focus upon enhancing the capabilities of the managers so that they are able to perform their present and future higher roles effectively. Managers are there, not just to get the things done by others but also to lift a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations (Drucker, 2009). While discharging the significant duties of planning, organizing, motivating, instructing and supervising employees (Feyol), management people are supposed to make optimum use of the resources and powers given to them (Rastogi and Dev, 2004). Realizing the significance of management functions, modern organizations follow rigorous practices while selecting people for their managerial posts and are never hesitant in spending huge amount of money on development programmes for their executives even afterwards.
Objectives of the Study

- To investigate scientifically whether there exists, any similarity between the qualities of spiritual people and the qualities required for effective executives/managers.
- To explore the use of spirituality as a technique for development of executives.

Research Methodology

To realize the objectives of this research, relevant portions from the Scriptures of leading religions of the world, empirical researches on spiritual intelligence, literature relating to the qualities and traits of spiritual people, theories and researches on the qualities of effective leaders, effective management skills and the criterions used by various organizations for the appraisal of their executives, have been reviewed in depth.

Qualities of a Spiritual Person – A Review

There are mainly twelve religions in the world – Zorastrianism, Judaism, Shinto, Taoism, Confucianism, Hinduism, Jainism, Buddhism, Christianity, Islam, Sufism and Positivism. But out of all these, only two religions namely Hinduism and Sikhism have spoken very clearly about the qualities of a spiritual person. Being spiritual is the ultimate goal of life in both the religions. Ability to experience the spirit/vital force attached to the physical body is called spirituality and the person who has experienced one’s own spirit is known as spiritual person. Being spiritual is not an ordinary phenomenon. Experience of the higher self called spirit/soul/consciousness brings transformation in the practitioner and thus converts an ordinary person into an extraordinary being. It is an act of being divine (Bhagavad Gita; Sri Guru Granth Sahib (SGGS); Zohar and Marshal, 2000; Emmons, 2000; Wiggles Worth, 2004; Griffith, 2011; Kaur, 2017).

Sukhmani Sahib (Pg 65-72) in Sri Guru Granth Sahib (SGGS) tells about the qualities of a spiritual person. According to SGGS, a spiritual person means the knower of spirit is tolerant, balanced, humble, fearless, resilient, knowledgeable, positive, believes in universal brotherhood. He always prays for the well-being of all and considers friends and foe as equal. He is away from lust, anger, greed and pride. Chapter 16 of Bhagavad Gita also explains 26 qualities of a spiritual person which are quite similar to those mentioned in Sri Guru Granth Sahib (SGGS). As per Bhagavad Gita a spiritual person is fearless, knowledgeable, peaceful, soft-spoken, kind-hearted, tolerant, submissive, resilient, pure, well being of all, balanced, simple, non-violent, truthful, good learner and a good teacher. He keeps himself away from anger, lust, greed and pride (Barnala, Bhaktivedant, Hardyal, 1983; Chadha, 2007). Spiritual person does not need words to tell that he/she is spiritual. His/her personality and deeds reflect divine qualities which are adequate to tell the...
world about his/her divinity. Swami Vivekananda, the great spiritual leader was considered as most influential person at the Parliament of Religions in America because of his splendid presence, brilliant conversational powers, magnetic eloquence, unworldly simplicity and purity of character (Lokeshwarananda, 1991). This was the remarkable work of Zohar and Marshal (2000) on spiritual intelligence which drew the attention of whole world towards spirituality otherwise before that it used to be considered as a subject of saints. Zohar and Marshal (2000) considering spiritual quotient as ultimate intelligence identified 12 qualities of spiritual intelligence which are self-awareness, spontaneity, being vision and value led, holistic, compassion, celebration of diversity, field independence, humility, tendency to ask fundamental questions, ability to reframe, positive use of adversity, sense of vocation. All these qualities are sufficient to make a person successful in any kind of role.

Emmons (2000) proposes five components of spiritual intelligence – capacity to transcend, the ability to experience heightened states of consciousness, the ability to sanctify everyday experience, the ability to utilize spiritual resources to solve problems, the capacity to be virtuous. The transcendental experience helps a person to connect with the higher mind which is peaceful, stable and capable of doing everything. Hence by going into trance one can have solution to one's daily problems as well as can become virtuous spontaneously. Wiggins Worth (2004) is of the opinion that spiritual intelligence leads of development of 21 skills in a person which enables a person to know own self and the universe. She believes that it further leads to self-mastery and social mastery which not only benefits individuals but their families, communities and the companies they work for. She asserts that a spiritually intelligent person is loving, compassionate, kind, forgiving, peaceful, courageous, honest, generous, persistent, faithful, sees the potential in others, wise and inspiring. King (2007) proposes four core abilities of spiritual intelligence. The first one is critical existential thinking which enables a person to answer fundamental questions relating to one's existence. The second one is personal meaning production which gives understanding to a person why he is on the earth and what is the purpose of his life. The third one is transcendental awareness which makes a person aware of one's transcendental self beyond physical body and the fourth one is conscious state expansion where one is able to stay in formless state of existence.

Griffith (2011) states that shift of attention from objects to subject creates shift from ego to soul and activates the spiritual dimension of intelligence. The shift further results into wisdom, compassion, integrity, joy, love, creativity and peace. Researcher of the present research strongly believes that infinity and immortality are the inherent features of soul which make a spiritual person fearless and strong. As spiritual intelligence leads to bliss which refers to permanent happiness without any reason (Kaur, 2017) hence this study proposes Griffith (2011) to use the term bliss in place of joy as joy refers to a momentary pleasure only.
On the basis of the literature reviewed above which relates to the qualities of spiritual people, this study concludes that a spiritual person is wise, creative, compassionate, honest, loving, peaceful, blissful, kind, forgiving, fearless, initiative taking, helpful, resilient, courageous, balanced, caring, persistent, faithful, flexible, hopeful, simple, good learner and truthful.

**Qualities of Effective Leaders/Managers – A Review**

"Whether you oversee a whole department of employees or one assistant manager or an ever-changing group of volunteers, you as a supervisor are ultimately responsible for the work of others" (Colter, 1986). The task of supervision demands skill and experience, on the part of managers. Colter, 1986 believes that it is the duty of supervisors to clearly and consistently uphold the work standards for the people they manage. The only solution for this is to hire managers based on talent. John C. Maxwell (1998), the pastor and author of more than sixty books claims that there are 21 indispensable qualities of a leader which make him a person the others will want to follow and when this happens he is able to tackle anything in the world. These qualities are character, charisma, commitment, communication, competence, courage, discernment, focus, generosity, initiative, listening, passion, positive attitude, problem solving, relationship, responsibility, security, self-discipline, servant hood, teaching ability and vision.

A study conducted on 2700 supervisors who were selected as most effective by the top management of their companies as well as by the people who worked under them, identified traits and behaviours of these supervisors which made them effective in terms of departmental productivity, reducing absentee rate and employee turnover (Colter, 1986). These traits and behaviours comprise – clear work instructions (better communication skills), praise of others, effective listening, self-control, confident and self-assured, appropriate technical knowledge of the work being supervised, understands group’s problems, gains group’s respect through personal honesty, fair to everyone, maintains consistent standards of performance, gains people’s interest, loyal to both higher management and work group, humble and easy to talk to.

Gallup has studied performance of hundreds of organizations and measured the engagement of 27 million employees over the past two decades. It has discovered links between employee engagement at the business - unit level and vital performance indicators including customer’s metrics, higher profitability, productivity, quality, low turnover, less absenteeism, shrinkage (theft), and fewer safety incidences. By increasing employee engagement, everything in the organization can be improved. According to Gallup estimates, managers account for at least 70 per cent of variance in employee engagement scores across business-unit. Hence companies should focus on that every team within their organization, has a great manager.
Gallup has found that great managers are great motivators, assertive, accountable, keep trustworthy and transparent relationships, take decisions that are based on productivity not politics. The study reveals that about one in ten people only possesses all these necessary traits.

Covey (1989) the author of "The 7 Habits of Highly Effective people" states that we are what we repeatedly do. The 7 habits of highly effective people as prescribed by the author are – being proactive, begin with the End in mind, put first things first, think win/win, seek first to understand than to be understood, synergize and sharpen the saw. Out of the 7 habits, first three habits lead to self mastery. They move a person from dependence to independence. According to the author they are private victories and precede public victories. Once a person becomes truly independent he gets a foundation for effective interdependence. At this stage, he is fit for public victories and successfully performs in teamwork, extends cooperation and communicates well. The 7th habit is the habit of renewal which demands for a regular balanced renewal of the four basic dimensions of life. Actually this habit is a habit of continuous improvement that results into upper growth and lifts you to high levels of progress and understanding.

According to charismatic theory of leadership, followers make attributions of heroic or extra ordinary leadership abilities when they observe certain behaviours (Robert House, the first researcher of leadership theory). Review of literature relating to charismatic leadership theory identifies that charismatic leaders have Vision and Articulation. They are ready to take personal risk, very sensitive to follower's needs and have unconventional behaviour.

On the basis of research studies conducted by Zaccro, Kemp and Bader during 1990-2003, key leadership attitudes identified are Cognitive capacities, Personality, Motives and needs, Social capacities, Problem solving skills and Tacit Knowledge.

Cognitive capacities refer to general intelligence and creative thinking capacities. Personality comprises extroversion, conscientiousness, emotional stability, openness and agreeableness. Motives and needs include need for power, need for achievement and motivation to lead. Social capacities refer to self monitoring, social intelligence and emotional intelligence. Problem solving skills include problem construction, solution generation and meta cognition.

Fleenor et al stated that characteristics of successful leaders as identified by trait researchers were related to behaviour, skills, temperament and intellectual ability. According to trait theory the characteristics of successful leaders are self confidence, intelligence, ambition, perseverance, assertiveness, emotional stability, creativity and motivation.

Gardner 1989 published a study on leadership and concluded that the attributes like physical vitality and stamina, intelligence and action oriented approach,
eagerness to accept responsibility, task competence, understanding of followers and their needs, skill in dealing with people, need for achievement, capacity to motivate people, courage and resolution, trustworthiness, decisiveness, self confidence, assertiveness, adaptability/flexibility enable a leader to be effective in any situation.

Marques (2007) reviewed biographies of leaders from various disciplines. The idea behind this was to identify a set of common features among them to create a profile of important qualities needed in leadership. Qualities so identified were confidence, hard work, risk taking, communication skills and passion for realizing the purpose.

Research studies on trait approach leadership theory (1930-1950) claim that successful leaders possess certain personal qualities which make them effective in their roles. Stogdill (1974) reviewed various trait theories and identified various traits and skills which are critical to leaders. These are adaptability, dependability, decisiveness, dominance, assertion, cooperation, persistence, self confidence, creativity, persuasion, social skills, ability to cope with stress, ambitious and achievement oriented, energetic, responsible, diplomatic and tactful.

Transformational leadership is receiving more attention nowadays. Transformational leaders play the role of change agents and are able to change the perception and behaviour of their followers/subordinates. Empirical researches have shown a positive relationship between transformational leadership and organizational performance. Bass (1990) has identified four characteristics of transformational leaders which are charisma, individualized consideration, inspiration and intellectual stimulation.

Aristotle, the Greek philosopher states that there are four basic dimensions to all human experience across the world. They are equally important now as they were in the past. They are highly important for individual happiness at work and a sustainable corporate excellence. The four dimensions as suggested by Aristotle are, the Intellectual Dimension which aims at truth. The second dimension is The Moral Dimension which aims at goodness, the third dimension is The Aesthetic Dimension which aims at beauty and the fourth dimension is The Spiritual Dimension which aims at unity. The "Tripod of Exceptional Leadership" as envisaged by Chaudhry (2011) mentions about similar qualities to be possessed by exceptional leaders.

The "Tripod of Exceptional Leadership" as envisaged by Chaudhry (2011) has three pillars – wholeness, compassion and transparency. These three broad traits required for exceptional leadership further include eight attributes which must be there in any ethical thought leader of today. The first trait of exceptional leadership which is termed as wholeness includes truthfulness, freedom, unity, responsibility and connectedness. The second trait termed as compassion
includes love, respect for life, non violence and selflessness. The third trait encompasses fairness, tolerance and consistency. The purpose of "Tripod of Exceptional Leadership" is to provide a direction to the leaders to commence the journey from being an average leader to an exceptional leader.

Research conducted by Wang and Ruiz (2010) in Southeast Mexico, have found that being supportive, caring, understanding, fair, approachable, considerate, hard working, performance oriented and having a mindset for open communication, empowerment, problem solving and conflict resolution are indicators of effective managerial behaviour.

To summarize the above given discussion on qualities of effective managers, indicators of effective managers may be considered as intelligence, self confidence, sociability, will power, truthfulness, vision and articulation, freedom, unity, responsibility, compassion, connectedness, being supportive, caring, understanding, independent, fair, cheerful, enthusiastic, risk taking, alert, original or creative, expressive, tolerant, consistent, initiative, persistence, ambition, skill in dealing with people, need for achievement, capacity to motivate people, problems solving ability, courage, trustworthiness, decisiveness, assertiveness, adaptability/flexibility and respect for life.

**Findings and Conclusion**

On the strength of the empirical and conceptual researches reviewed and the revelations found in the Holy Scriptures, this study concludes that the characteristics of a spiritual person and the characteristics required for an effective leader/manager are quite similar. Majority of the traits such as truthfulness, independence, responsibility, accountability, analytical abilities, respect and acceptance for others, flexibility, fairness, tolerance, initiative, persistence, honesty, learning, problem solving capacity, cooperation, compassion and forgiveness have been found common for both the types of individuals i.e. spiritual people and effective managers. Previous researches do support that a higher level of Spiritual Quotient (SQ) in a person helps in generating many positive traits within a person which can render him effective in his personal as well as professional life (Burack, 1999; Zohar and Marshal, 2000; Cindy, 2004; Giffith, 2011; Kaur, 2017). It can be associated with the finding that a higher level of SQ leads to development of twenty one skills in a person which further enable to act with wisdom and compassion while maintaining inner and outer peace regardless of the circumstances (Wigglesworth, 2004). Not only this spiritual intelligence leads to better insights, better mental growth and development, better problem solving capacity and thereby improves a person as a whole (Burack, 1999). Various managerial skills like interpersonal skills, adaptability, decision making, accountability, leadership skills, knowledge and communication have a positive and significant relationship with spiritual quotient of employees (Kaur, 2017). It is believed that effective leadership can be assured if IQ, EQ and SQ are present in
managers at all levels (Mussig, 2003). Spiritual Quotient being the mother quotient, determines the level of all other quotients like Physical Quotient (PQ), Intelligence Quotient (IQ), Emotional Quotient (EQ), Happiness Quotient (HQ) and Adversity Quotient (AQ) in a parson (Burack, 1999; Zohar and Marshal, 2000; Cindy, 2004; Griffith, 2011; Kaur, 2017). To conclude, the spiritual practices, if encouraged by organizations, can help the employees to experience the ultimate truth about their own self and the universe. They will be able to experience their formless existence beyond body and mind which is capable of doing everything. This spiritual experience will add to/ change their previous knowledge about self and finally will result into positive and lasting changes in their perception, attitudes and behaviour towards self, others and duty. The organizations must realize that people have a high capacity for creativity and excellence and it is the duty of the organizations to unlock these for the benefit of the enterprise and the individuals (Burack, 1999). Spirituality is useful not only for individuals but for the organizations and society as a whole (Cindy, 2004). Organizations can be operated more effectively if executives/ managers are spiritual and they are able to understand unity and oneness within the whole universe.

**Implications and Future Directions**

The findings of this study may inspire the organizations to consider Spiritual Quotient (SQ) of the candidates along with other criterions at the time of selection of their managers. This will help in ensuring effective leadership at all the levels of the organization (Mussig, 2003). They may organize spiritual workshops for the newly recruited as well as the existing executives on frequent intervals so as to increase their wisdom, flexibility, creativity, problem solving abilities, analytical abilities, interpersonal skills, communication skills, initiative, accountability, commitment and learning. It is worth mentioning here that spirituality can be learnt and enhanced (Griffith, 2011; Kaur, 2016, 2017). It is not all difficult to experience subtle force i.e. consciousness beyond body and mind which is observer of everything in this universe. This consciousness is peaceful, blissful, wise, fearless, creative, independent, formless, immortal, detached but still caring and loving. All these characteristics can get reflected from one's personality if one is able to connect with one's own formless existence i. e. consciousness and live life with this awareness. There are a variety of spiritual practices prevalent in the world and almost all are producing good effects to the practitioners. But the best one appear to be that which takes the attention of practitioners from the object/ seen to the subject/seer within and without the physical body (Griffith, 2011; Kaur, 2016, 2017). Empirical longitudinal studies on impact of various spiritual practices, prevalent all over world, may be undertaken, by the future researchers to recommend the most effective spiritual practice for this purpose. Future researches may develop a scientific scale to measure spiritual quotient of people because till date the available scales on spiritual quotient have considered spirituality, religion, ethics and morality as one although all these terms are technically different from one another.
References


