BUAD 604: SPIRITUALITY AND LEADERSHIP
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Schedule of Readings/Videos

Module 1: The Meaning of Work

***The Art of Happiness At Work:* Chapters 1 and 7**
His Holiness The Dalai Lama and Howard C. Cutler, M.D.
 (2003) Riverhead Books: NY
ISBN: 978-1-59448-054-6
*In "*The Art of Happiness At Work*", the Dalai Lama, a monk of Tibetan Buddhism, discusses freedom and the meaning of work in our lives.*

TED Talk: What Makes Us Feel Good About Our Work
Dan Ariely
In this 20-minute TED Talk, Dan Ariely, a professor of behavioral economics and psychology at Duke University, discusses the factors that impact both employee efficiency and employee satisfaction in their work.
https://www.ted.com/talks/dan_ariely_what_makes_us_feel_good_about_our_work

***Joy at Work:* p. 23-40 and 72-83**
Dennis Bakke
(2005) PVG: Seattle, WA
ISBN: 0-9762686-4-7
Dennis Bakke, a former CEO of AES, a fortune 200 global power company, describes how they made the four values of integrity, fairness, social responsibility and fun the core values at the heart of the company. Bakke outlines specific philosophies of business and the approaches that they used.

Module 2: Leadership in Today's World

***Spiritual Leadership: The Quest for Integrity:* Introduction and Chapter 1**
Leonard Doohan
(2007) Paulist Press
ISBN: 978-0-8091-4495-2
In these sections, the author states that, "many contemporary organizations are still overmanaged and underled." He reflects on the state of leadership today and what is needed to be a leader that inspires others.

TED Talk: How Great Leaders Inspire Action
Simon Sinek
In this 20-minute TED Talk, Simon Sinek, discusses what truly inspires people to lead and be led in an organization or movement.
https://www.youtube.com/watch?v=u4ZoJKF_VuA&feature=youtu.be

Module 3: Leadership Reimagined

***Spiritual Leadership: The Quest for Integrity:* Chapter 2 and 3**
Leonard Doohan

Spirituality and Leadership Praxis
Nada Korac-Kakabadse, Alexander Kouzmin and Andrew Kakabadse
(2002) Journal of Managerial Psychology (17, 3, p 165)
The authors of this article provide an overview of a wide variety of research on spirituality and leadership. In addition, they review various spiritual and philosophical traditions and possible implications for leadership.

Module 4: Vision, Values, and Leadership Effectiveness

***Spiritual Leadership: The Quest for Integrity:* Chapter 4 and 5**
Leonard Doohan

Spiritual Values and Practices Related to Leadership Effectiveness
Laura Reave
(2005) Leadership Quarterly (v. 16, pp. 655-687)
This research reviews more than 150 studies that explore the relationship between spiritual values/practices and leadership effectiveness. In addition, it explores the difference that some perceive between "religion" vs. "spirituality".

How Leaders Inspire: Cracking the Code
Mark Horwitch and Meredith Whipple Callahan
(2016) Bain & Co.
In this research by Bain & Company, they have identified 33 distinguishing characteristics that increase an organization's competitive edge. As you read the article and look at the infographic, reflect on which of these characteristics might be considered "spiritual".
http://www.bain.com/publications/articles/how-leaders-inspire-cracking-the-code.aspx

Module 5: Spiritual Practices for Effective Leadership

***Spiritual Leadership: The Quest for Integrity:* Chapter 8**
Leonard Doohan

Don't Let Power Corrupt You
Dacher Keltner
(2016) Harvard Business Review (October, 2016, p. 112-115)
https://hbr.org/2016/10/dont-let-power-corrupt-you

Importance of Religious Beliefs to Ethical Attitudes in Business
Tisha L. N. Emerson and Joseph A. Mckinney
(2010) Journal of Religion and Business Ethics (v. 1, issue 2, article 5)
http://via.library.depaul.edu/jrbe/vol1/iss2/5/?utm_source=via.library.depaul.edu%2Fjrbe%2Fvol1%2Fiss2%2F5&utm_medium=PDF&utm_campaign=PDFCoverPages

Module 6: Ignatian and Benedictine Leadership

Spiritual Leadership: The Quest for Integrity: **Chapter 6**
Leonard Doohan
In this chapters, Doohan discusses the importance of reflection for effective leadership.

Heroic Leadership: **Chapter 2**
Chris Lowney
(2003) Loyola Press: Chicago, IL
ISBN: 978-0-8294-2115-6
In this chapter of his book, Chris Lowney provides an overview of Ignatian leadership principles and outline four "pillars" that characterize Jesuit leadership that might provide insight for leaders today.

Contributing to an Ignatian Perspective on Leadership
Ronald L. Dufresne, Karin Botto, E. Springs Steele
(2015) Journal of Jesuit Business Education (volume VI)
While reviewing principles of "servant", "authentic", and "transformational" leadership, Ronald Dufresne and his colleagues provide an overview of the extant research on models of Ignatian leadership and offer a new model balancing oneself and others with reflection and action.

Leadership in the Ignatian Tradition: Personal and Communal Discernment
Debra Mooney
http://www.xavier.edu/mission-identity/trustees/Leadership-in-the-Ignatian-Tradition.cfm
http://www.xavier.edu/jesuitresource/jesuit-a-z/terms-d.cfm#Discernment
http://www.xavier.edu/jesuitresource/online-resources/Academic-Prayers.cfm#an_ignatian_prayer
In this short article, Dr. Debra Mooney provides an overview of the principles of Ignatian discernment and its use in effective leadership on both the communal and personal levels. Additionally, Mooney outlines eight steps towards communal decision making through the lens of Ignatian discernment.

Benedictine Rule of Leadership: Classic Management Secrets You Can Use Today: **Ch. 4, 5, 6, and 8**
Craig S. Galbraith, PhD and Oliver Galbraith, III, PhD
(2004) Adams Media: Avon, MA
ISBN: 1-59337-005-9
In these four short chapters, the authors offer approaches to leadership through venturing and innovation (chapters 4-5), developing a corporate ethical base (chapter 6), and corporate rituals (chapter 8) through the lens of Benedictine spirituality.

Module 7: Spirituality, Leadership and Workplace Dynamics

Religion and Corporate Culture
Society for Human Resource Management
(2008) SHRM, Alexandria, VA

In this Survey Report, the Society for Human Resource Management looks at what organizations are doing in terms of religion and religious accommodations and determining the impact of religious accommodations in the workplace.

Six Components of a Model for Workplace Spirituality
(2006) Graziadio Business Review (v. 9, issue 2)
In this short article, Kent Rhodes does a brief review of implications for spirituality in the workplace. He then offers six effects that can be benefits of blending spirituality into the workplace.

Spiritual Leadership, chapter 7
Leonard Doohan
In this chapter, Doohan explores the impact on an organization when the leader is spiritual.