

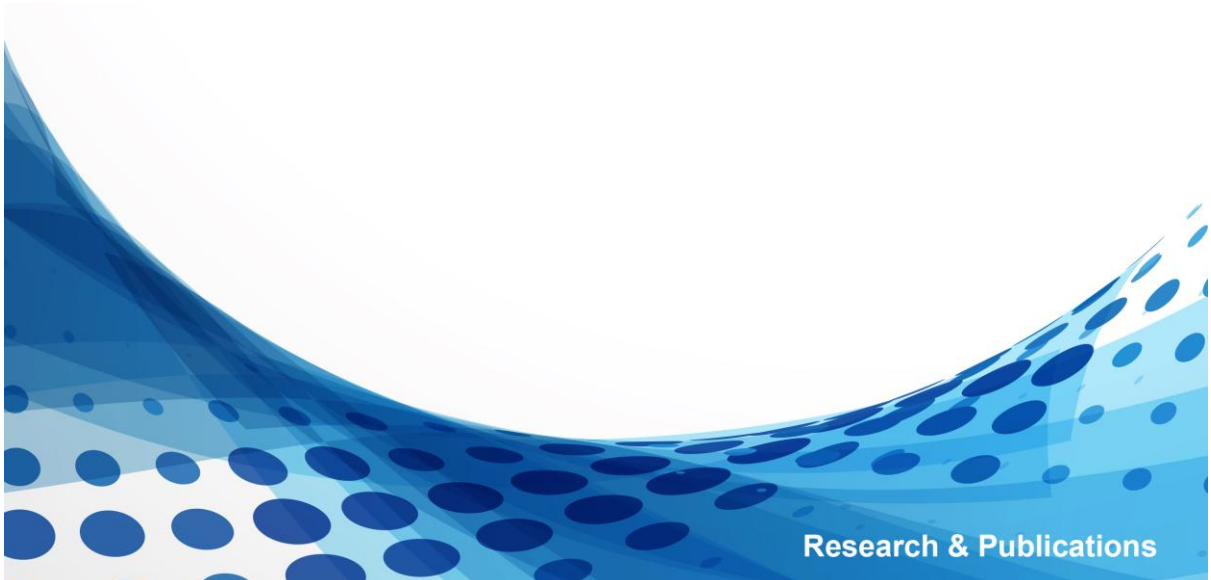


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Working Paper

Spiritual Leadership: One More Leadership Style? Should We Care? Absolutely!

**Reema Nayyar
Neharika Vohra
Rupashree Baral**



Research & Publications

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Spiritual Leadership: One More Leadership Style? Should We Care? Absolutely!

*Reema Nayyar, Research Scholar, Department of Management Studies, Indian Institute of Technology
Madras,*

Prof. Neharika Vohra, Professor, Indian Institute of Management Ahmedabad, and

*Prof. Rupashree Baral, Professor, Department of Management Studies, Indian Institute of Technology,
Madras*

Most leaders search for ways to improve how employees grow and perform as a team and, in turn, improve organizational performance. Advice on how to lead well—heroically and successfully—is a dime a dozen.

The current context, variously defined as brittle, anxious, uncertain, nonlinear, and incomprehensible, makes people anxious and fearful, which, in turn, prevents them from flowing. Amid the chaos and unprecedented change, the need for leaders to engage with their people is greater than ever.

We believe that one conceptualization of leadership formed over the last 25 years, spiritual leadership (SL), can serve as an anchor to help leaders make headway in the current context. However, SL is also a concept that is poorly understood and often rejected before its usefulness is evaluated.

We interviewed 40 people—21 entrepreneurs and 19 mid-level managers—about their understanding of spiritual leadership and their responses to it. Most said that spiritual leadership sounds interesting, but they do not want to engage with religion in their organizations, or that they are focused on business rather than spirituality. Others said they had no idea of what this was.

On the basis of the doubts and questions raised by the people we interviewed, this paper attempts to share what spiritual leadership is and how it has been shown to impact the performance and well-being of people, and how it can be incorporated in the context of small or large businesses, for-profit or not-for-profit, service or manufacturing, business, education, or sports.

Spirituality and Religion: Are They the Same?

Religion and spirituality are often confused and treated as one and the same. The leaders we spoke to shared their hesitation to engage in anything related to religion. One manager said, “There is already a lot of discrimination in organizations, and I do not think I want to add to it by adding religion or spirituality in leadership.” There is rightly a desire to keep organizations secular and to treat religion as a personal matter.

However, religion and spirituality are not the same.

As humans, we operate at the levels of body, mind, and spirit. When we pay attention to the spirit, we are practicing spirituality. Sri Aurobindo described spirituality as “nothing other than practical psychology.” When leaders focus on how people think, what motivates them, what calms

them, and what helps them make decisions, they start to focus on spiritual aspects of themselves and their teams.

Practicing spirituality at work involves focusing on the purpose of the work being done, the purpose served by the organization, understanding and aligning with personal values, and taking responsible action. To be spiritual is to be self-aware and reflective about one's actions, the reasons behind them, and the intention to act in a way that preserves the good of the whole.

For managers, spirituality is the ongoing practice of seeking clarity of purpose, building self-awareness, and cultivating personal values that guide responsible action. Unlike religion, which is anchored in doctrine or institutional belief, spirituality is inward-looking. Spirituality focuses on qualities that directly influence leadership effectiveness: compassion, forgiveness, humility, contentment, and harmony. When leaders nurture these qualities, they enhance their own well-being and create work environments where people feel respected, motivated, and valued. Spirituality concerns the qualities of the human spirit, such as love, forgiveness, contentment, and harmony, bringing a sense of joy and fulfillment to oneself and others. For managers, embracing spirituality means strengthening the inner foundation that drives wise, ethical, and people-centered leadership. It is the discipline of aligning who you are with how you lead on a day-to-day basis.

Religion is typically organized and institutional, grounded in the beliefs, teachings, and practices of a particular faith tradition. Religious systems often outline specific rules, rituals, and expectations—what individuals should or should not do—to live in alignment with that faith. These guidelines define what it means to belong to a particular religion and provide a structured pathway for followers seeking connection with the divine or a higher power. Religion offers external structure, a shared identity, and collective practices that shape how individuals express and live out their beliefs.

One of the reasons SL is often confused with religion is that its foundations can be traced to Eastern philosophies that emphasize selflessness, ethical action, and the welfare of the broader community. Many of these philosophies have, over time, become closely associated with religion or religiosity. Nonetheless, their principles align closely with what modern organizations seek in leaders—clarity of purpose, integrity, and a commitment to people.

The roots of SL are deeply embedded in Eastern spiritual texts, such as the Bhagavad Gita, which advocates *nishkama karma* (selfless action) and extends beyond moral duty to the psychology of kindness, comprising compassion and concern for others. This resonates conceptually with Fry's dimension of altruistic love, portraying spirituality as a foundation for effective leadership in the Indian context.[1] The Noble Eightfold Path in Buddhism emphasizes the elimination of suffering through ethical conduct, wisdom, and mental discipline, offering practical guidance for leaders to promote the well-being of others. This resonates with Fry's dimensions of altruistic love and calling, where leadership is portrayed as a means of serving others. In Chinese civilization, Confucianism advocates inner values such as benevolence (*ren*), righteousness (*yi*), and propriety (*li*). Cultivating these values fosters leaders' character development, enabling them to work for the collective good and provide righteous guidance. The

altruistic orientation of SL is also paralleled in Sikhism, which emphasizes *seva* (selfless service) and *sarbat da bhala* (the welfare of all).

Spirituality is broader in scope than religion and may even serve as its foundation. The arena of SL focuses on deeper matters of the spirit, the whole self, and fundamental questions of purpose.

What is Spiritual Leadership?

Over the last 100 years, studies on leadership have proliferated. Leadership involves creating a shared vision and motivating, engaging, and inspiring followers to work toward a desirable yet challenging collective goal by transcending their self-interests. [2] Most leadership styles focus on achieving this purpose by influencing the body, heart, and mind of the other person.

SL integrates all four fundamentals of human existence—*physical (body)*, *emotional (heart)*, *logical (mind)*, and *spiritual (spirit)*. This integration is significant because when individuals bring their whole selves to work, their full energy determines both their level of engagement and the depth of their connection to their responsibilities and colleagues. While SL shares common ground with other leadership styles, one aspect sets it apart: its focus on the inner life of individuals—the search for meaning, purpose, values, connection, and inner stability.

SL has been defined as comprising the values, attitudes, and behaviors necessary to intrinsically motivate oneself and others, fostering a sense of spiritual survival through calling and membership.[3] Spiritual survival has two main aspects. The first involves using one's competence and skills in the service of others or in creating social value, thereby deriving meaning and purpose from work. The second involves developing positive connections with coworkers. Such positivity arises when there is harmony between one's core nature and the roles assigned to oneself and others.

Based on ethical and moral values, SL involves:

- leaders identifying their core values, communicating them to their followers, and acting in accordance with those stated and espoused values
- **creating an environment** in which organizational members **experience a sense of calling**, where individuals perceive their work as meaningful and impactful
- establishing a **social and organizational culture based on altruistic love, in which** leaders and followers demonstrate **genuine care, concern, and appreciation for themselves and others**, fostering a sense of membership and of being understood and appreciated.

SL represents an orientation that integrates the interests of the individual, the organization, and society at large, moving away from the limited lens of performance metrics. Genuine care, concern, gratitude, and acceptance (termed as altruistic love) form the cornerstone of SL. Spiritual leaders are willing to be guided by an inner moral compass that helps them cultivate a culture of hope and faith.[3]

Let us try to understand this through a few examples:

Example 1: Amit Khurana joined the Indian Police Service (IPS) 10 years ago with dreams of doing good and a commitment to protecting the poor and marginalized. However, over time, his motivation eroded and he often contemplated leaving the service. A chance conversation with his senior led him to openly discuss questions of evil, suffering, and his role in society. Having space for these deeper conversations helped Amit feel more capable of handling challenges. He also began having similar conversations with his direct reports. This shows that SL is the capacity to recognize that matters of the spirit are as important to their teams as matters of the body and mind. For spiritual well-being, people need to make sense of what is happening around them, seek guidance, and build resilience.

Example 2: In the workplace, a spiritual leader cultivates a sense of self-transcendence and spirituality in themselves and others. Geeta B., a software coder working at an IT services firm in India, felt that she was wasting her time and potential by endlessly coding for an organization based in Luxembourg. She often complained to her teammates and her manager, Mahesh Mistry. Mahesh engaged Geeta in a friendly and non-threatening conversation, helping her see how her work contributed to the organization and to the people (strangers to her) it served. He also helped her recognize how her work supported her family and contributed to the country. Furthermore, he guided her in connecting her role to her dream of working with destitute women and in rising above (transcending) her narrow perspective, relating her work to a larger purpose. Self-transcendence is the realization that each of us is part of a greater whole (other people, nature, the universe, spirit, etc.). This realization supports meaning-making. Once Geeta transcended herself, she felt renewed vigor and was dedicated to her work, believing that there is something greater than the self.

SL requires strengthening the capacity to focus on the larger good, role-modeling of behavior, and care and concern for others. It assumes that all humans have the capacity for altruistic love and intrinsic motivation. Kindness is related to the evolution of communities. Thus, SL is not merely a set of traits; it is a combination of mindset and behaviors displayed by the leader.

Why Focus on Spiritual Leadership: Multiple Positive Outcomes

You would not be alone in wondering, “Will SL really help my business?” One of our interviewees shared, “I’m not sure if I would see any value in practicing SL. I would almost question the impact?”

Research suggests that spiritual leadership can foster value congruence across strategic, team, and individual levels. When the fundamental needs of both leaders and followers are met, it strengthens commitment and enhances productivity within the organization. Creating an environment in which individuals feel appreciated encourages team members to undertake positive extra-role behaviors (such as helping colleagues and speaking positively about the organization).[4] Research shows that spiritual leadership can have a significant positive impact on performance,[5] ethical climate, corporate social entrepreneurial orientation, innovation, and the overall organizational effectiveness.[6] In addition, SL influences virtuousness [7] and learning capacity [8], thereby contributing to organizational development.

While the literature strongly supports the positive impact of SL on individual and organizational outcomes, translating these benefits into real-world business scenarios remains a

challenge for practitioners. This paper, therefore, seeks to clarify what spiritual leadership is and how managers can put it into practice.

Spiritual Leadership: What It Means for Managers

Fry [3] identified three core areas that define the action field of a spiritual leader: vision, altruistic love, and hope/faith. Below is an adapted outline of what these actions look like in real organizational life.

Table 1: Behaviors of Spiritual Leaders

Vision	Altruistic Love	Hope/Faith
Helps employees understand <i>where the organization is headed</i> and <i>why their work matters</i>	Leads with genuine care, respect, and compassion so people feel safe, appreciated, and understood	Sustains commitment and resilience within the team, creating momentum, stability, and shared confidence to drive performance
Appeals to key stakeholders to act as per the purpose	Practices forgiveness by treating mistakes as learning opportunities; shows patience and supports growth	Demonstrates endurance by persevering through difficulty and uncertainty
Defines a clear path and direction to achieve the organization’s purpose	Shows kindness through empathy, kindness, and generosity	Models resilience by drawing on inner resources to recover from setbacks
Upholds ideals as a beacon for behavior during dilemmas and crises	Acts with integrity—there is congruence between what the leader feels, thinks, says, and does	Maintains commitment by keeping their word
Sets a standard of excellence for the team	Displays courage by admitting mistakes, value lapses, or task-related errors	Sets stretch goals and encourages the team to complete challenging tasks and reach their potential
	Practices humility by remaining grounded and not abusing power	

Source: Adapted from [3]

Recognizing that this list may seem daunting or impractical, the next section can help leaders understand how this conceptual list can be practiced by leaders across multiple contexts.

Actions that Demonstrate Spiritual Leadership: Practical Guidance for Managers

The following behaviors, which map to the list above, may be practiced by managers to be spiritual leaders and reap benefits for individuals, teams, and organizations. The list is illustrative rather than exhaustive.

1. Build Stronger Communities at Work

Mahatma Gandhi wrote perceptively, “Leadership today is less about power and more about *getting along with people*.” Many workplaces function efficiently yet feel disconnected. Healthy workplace relationships strengthen collaboration and reduce isolation. Community-building activities, such as cross-team projects, informal circles, and shared problem-solving sessions, help employees recognize their interdependence. The Indian ethos of *vasudhaiva kutumbakam* (“the world is one family”) captures this idea well. For instance, at a sports retailer, associates shared their weekly practice and achievements in their favorite sports. Associates encouraged one another, offered support, and checked in on each other’s progress throughout the week. Connecting through sport helped the team build relationships that extended beyond the immediate task of selling merchandise.

2. Create a Values-Driven Culture

Values matter only when leaders practice them consistently. SL offers several ways to embed values into everyday work:

- **Articulate and model values clearly**

Failing to articulate the values that guide a team or manager can lead to ambiguity in how situations are interpreted. Values help in better decision-making, but articulating values is insufficient: Leaders need to model these values in their actions and decisions.

For example, a regional head of a bank began each weekly meeting by linking team decisions to organizational values such as integrity, collaboration, and customer centricity. When a long-standing customer requested a larger-than-usual overdraft, the manager neither simply granted nor denied the request. Instead, the manager helped the trader and the team to find a workaround within the bank’s processes that allowed the customer to tide over a working capital crunch. This required balancing the value of customer support with integrity. This manager and his team had a record of being the best performers over the years.

- **Practice “giving voice to values” dialogues**

Mary Gentile of Darden University acknowledges that people need to learn how to give voice to values. In situations involving ethical dilemmas or value violations, it is helpful when team members are skilled in raising issues. In a large superstore, a manager facilitated short monthly discussions in which small groups explored real ethical dilemmas faced by them—missed quality checks, merchandise left on shelves that was 4 hours past the expiry date without customers noticing, or a high-performing colleague consuming some of the products despite explicit policies against it. The manager trained all his team members in the “giving voice to values” methodology, and over time, they reported greater confidence in speaking up as ethical reflection became routine. The conversations shifted from blaming each other to sharing personal discomfort around an observed behavior and taking corrective action to serve the customer.

- **Recognize people who uphold values**

Leaders reinforce adherence to values by highlighting employees who act on them, even when it is inconvenient. For example, a regional manager at a large logistics firm supported a delivery manager who declined a lucrative but unsafe contract. In another case, aboard a ship, a deckhand noticed an unusual vibration near the engine room and, worried it might indicate a mechanical issue, halted a routine operation without explicit permission. The disruption caused a delay, and subsequent checks revealed only a minor issue—nothing that required breaking protocol. However, instead of chastising the deckhand for breaking the sequence, the chief engineer brought the entire crew together and emphasized that the deckhand had courageously displayed vigilance, responsibility, and care for the collective. By recognizing the behavior rather than punishing it, the engineer reinforced the importance of values in action. Such stories about what is supported, and what is not, spread quickly, reinforcing what the leader truly stands for.

- **Ensure hiring, promotions, and rewards reflect values**

One of the places where the metal hits the road and is visible for all to see is decisions about promotions, rewards, and selection. For example, a manager in a pharmaceutical company whose values included empathy and collaboration chose not to promote a high-revenue sales manager because of repeated complaints from his team members about belittling behavior. The manager clearly signaled that values matter as much as numbers.

- **Address values violations consistently**

Practicing SL involves responding to inappropriate behavior every time it occurs—regardless of who is involved, how senior they are, or how much revenue they bring in. Team members quickly notice when values are enforced selectively. If violations by high performers or influential individuals are ignored, it signals that values are optional and that status or performance can excuse behavior.

For example, during a busy weekend, the manager of a large hotel witnessed a high-net-worth guest speaking rudely to a housekeeping staff member, blaming them for a minor service delay and using demeaning language in front of other guests. The staff member politely explained to the guest that there had been a miscommunication and apologized for the inconvenience, but the guest became increasingly agitated and continued the verbal abuse. Instead of ignoring the situation, the manager intervened immediately, apologized to the staff member in front of the guest, calmly reminded the guest of the hotel's standards of dignity and respectful conduct, and offered to resolve the service issue directly. The manager later checked in with the team member to ensure they were okay.

These practices help a leader continuously align the organization's publicly declared values with their day-to-day micro actions. Close attention to practicing what is said is one of the hallmarks of a spiritual leader.

3. Leader as a Bridge Between the Immediate and the Large Purpose

Spiritual leaders focus on the real reason behind what they do. They are also able to link the work to a higher goal for their team members. For example, a sugarcane juice machine manufacturer ensures that their machines work flawlessly because any defect means the buyer cannot sell juice

that day. The manufacturer tells their team that they are in the service of quenching thirst in the summer and enabling their customers to earn a livelihood. The factory workers take pride in this. Many have stayed for over 15 years, even though they are paid standard wages. Several say that they feel they are serving people and helping them cope with the heat. Similarly, a fintech startup that, through its product, reduces the cost and time laborers spend on money transfers to their villages frames its work as increasing the productivity of the laborers and of the nation.

4. Frame Corporate Giving as a Service and Not an Obligation

In India, companies are legally mandated to allocate 2 percent of their profits to CSR. Many companies treat this as one more box to tick to achieve compliance and find the easiest and least painful way to meet the legal requirement. Spiritual leaders, however, approach giving as a way to build a culture of service. A midsize insurance company, for example, uses its CSR funds to encourage employees from different functions to volunteer their time and expertise to support three nearby villages. Small, cross-functional teams work on solving problems faced by the village, such as access to clean water, preventing school dropouts, lift irrigation for farms, and water harvesting. The CEO shared in a meeting that employees directly or indirectly involved in the CSR showed greater empathy and compassion, and were guardians of the protection of the interests of the insured (which is a key indicator in the success of an insurance company).

Another IT services firm encourages employees to spend meaningful time with organizations working in areas such as disability inclusion, orphan care, juvenile delinquency homes, and elder care. When employees donate personal money to a cause of their choice, the organization matches their donations. The CSR leader overseeing this engagement noticed that such visits fostered an emotional connect and a deeper understanding of the challenges faced by these communities. Employees who participated in immersion activities also seemed more proactive in bidding for projects that benefit people requiring special attention.

5. Model Humility and Simplicity

Spiritual leaders practice stewardship, exercise restraint in their need for power and status, and show respect for all. Rather than seeking to establish status, they focus on building trust, care, and empathy. For instance, Vijaypat Singhania, a business tycoon, was known to personally host and care for his team of top leaders. He would even cook and serve them food when they visited his home in London.

Spiritual leadership is about taking responsibility and admitting mistakes. Dr. Satish Dhawan, one of the leaders at ISRO who was in charge of testing missiles, exemplified this during early missile tests. When the team, which included A. P. J. Abdul Kalam, succeeded, he generously shared the credit; when tests failed, he told the press that he would take the blame. When leaders do not flaunt their wealth or power, they reduce power distance, and people in the team feel valued for the work they do. It helps members of an organization in which leaders do not self-promote and instead shift attention to the good of the collective.

Other examples of modeling simplicity are when a senior consulting partner in Gurgaon uses public transport because it aligns with her values on sustainability and openly shares her reasons with the team. A well-known business leader, during a business downturn, flew economy on eighteen hour flights, signaling that comfort is secondary to responsibility. When a budget was allocated to a department for spending on office equipment, a plant manager chose to retain his old—yet functional—chair and laptop but nudged his team members to divert spending on safety equipment. Avoiding visible displays of hierarchy helps build an inclusive culture in which people feel respected.

6. Demonstrate Commitment to Inclusion and Dignity

Regardless of role, background, or identity, spiritual leaders ensure their team members feel respected, safe, and valued at work. This commitment to inclusion and dignity is reflected in everyday choices, especially in moments of pressure, conflict, or power imbalance. Leaders who raise their voice against rules or laws that strip identity and dignity of transsexual people demonstrate SL. A leader who makes reasonable accommodations for individuals with disabilities or those on the spectrum reflects a commitment to inclusion. When employees see leaders consistently champion dignity, they feel safe to express concerns, share new ideas, and participate fully.

Consider the example of how a project lead displayed SL when a junior analyst, a senior executive, and the project lead were making a pitch for a large project to a very important client. When the client twice asked the analyst to repeat himself, the senior executive jumped in and made a dismissive remark about the analyst's accent. The project lead stepped in, reiterated the company's values of respect and professionalism, and redirected the conversation to the pitch. Later, the lead checked in with the analyst and spoke with the senior executive to reaffirm that inclusion is non-negotiable. By addressing the behavior in the moment, the leader signaled that no individual or situation takes precedence over the dignity of an individual.

7. Encourage Openness and Speaking Up

Behaviors associated with SL create a climate in which people feel safe to raise concerns, share ideas, and admit mistakes without fear of blame or retaliation. When employees feel they can speak openly, teams become more innovative, more resilient, and better at preventing small issues from escalating into major risks.

Encouraging openness is not just about having an open-door policy alone—it requires leaders to *actively* build psychological safety. This means responding to difficult feedback with curiosity rather than defensiveness, thanking employees for bringing forward uncomfortable truths, and ensuring that concerns are followed by visible action. When employees see that their voice leads to improvement rather than punishment, they grow more confident in speaking up.

It also requires leaders to address power imbalances. Junior staff, frontline workers, contract teams, and those from underrepresented backgrounds often hesitate to raise issues. Spiritual leaders intentionally make space for these voices: inviting input, asking clarifying questions, and acknowledging contributions publicly.

Over time, teams learn that speaking up is an act of responsibility. Leaders who consistently reinforce this value cultivate a culture of transparency, shared ownership, and continuous learning. Take the case of a nurse who reported that a surgeon was regularly using a phone in the operating theatre, breaching safety protocols. The administrator discouraged escalation, saying, “Doctors are hard to retain.” This response eroded trust and contradicted SL.

8. Promote Potential and Encourage Growth Through Challenging Goals

Setting stretch goals and providing the right support structure help team members achieve beyond their own expectations. Tata Motors, for instance, was struggling after the expected gains from buying Land Rover did not materialize. Cyrus Mistry, then chairman of the board, with the support of Ratan Tata, pushed the team to innovate, improve operations, find new markets, and set stretch goals to make the acquisition profitable. The leadership team internalized these expectations and set challenging goals for their teams, eventually leading to a turnaround after years of losses.

Spiritual leadership is also demonstrated in helping teams adopt a growth mindset (I can do it even if I have not done it yet) rather than a fixed mindset (I can't do it because it has never happened here before). At Decathlon, a global sports retailer present in 79 countries, spiritual leadership is part of the DNA. Each associate at the store is expected to pursue their passions, learn new aspects of the business, learn multiple skills, and excel in what they do (<https://brendonfalconer.com/decathlon-mindset-mental-toughness/>).

9. Motivate the Team in Times of Adversity and Uncertainty by Remaining Calm

Ernst Shackleton[8], in 1914, set out to reach Antarctica on the famous Endurance expedition with a crew of 28 men and 68 dogs. When the ship got trapped in Antarctic pack ice and was eventually lost, the crew did not lose hope. Despite the harsh cold and overwhelming odds, Shackleton remained hopeful and optimistic. He used daily routines, encouraged the team to do what was in their best interest in the long run (give up prized possessions and carry no more than 2 pounds of weight), and ensured they took care of one another. He did not allow the team to dwell on worst-case scenarios and led from the front. He chose a few strong men and undertook the journey in an open boat for 800 miles to find help.

Remaining calm when situations become difficult and helping the team reframe the challenge are some of the actions that spiritual leaders will take. By keeping morale high and anxiety at bay, leaders show that resilience can be built. The patience and persistence they demonstrate help the team remain motivated.

Practicing Spiritual Leadership Needs Work on Self

A leader who is keen to practice spiritual leadership may be derailed because of contextual factors such as working in an organization that rewards only performance or focuses only on the urgent, immediate, and short term. Even more important is the risk of inner saboteurs that stop people from being a spiritual leader despite their best intentions.

In practicing spiritual leadership, one's influence over the inner world is often stronger than one's influence over senior leadership or organizational context. In the next paragraph, we have shared some of the likely saboteurs and practices that can help leaders bring out their best selves. Fear—of vulnerability, failure, appearing incompetent—can prevent leaders from being authentic, honoring commitments, and supporting their team in hard times. Yet fear is an emotion that warns us that something needs attention. Leaders who ignore or suppress it miss the opportunity to understand its message and respond with wisdom and clarity. The hunger for power, visibility, getting ahead, being “the best,” or being the only one can interfere with sharing visibility, allowing the best person to shine, and choosing the right person to solve a problem. There may be multiple reasons why leaders feel insecure. Recognizing the havoc that hunger plays in our actions can help leaders make the right decisions. When our ego (the desire to be the best, most, and so forth) takes root, the ability to practice spiritual leadership diminishes. Being busy, overworked, or stressed does not allow leaders the time to reflect, attend to self, and fill the inner tank that fuels and intrinsically motivates us to do the right thing. Not being able to listen and reflect only causes leaders to make quick decisions without checking on the assumptions, facts, or context. Spiritual leaders will need to create space for being mindful of what is happening in the moment to them and those around them. At WMG Bharatnomics, a curated forum where top leaders explore India-centric ideas on economics, leadership, culture, policy, and social transformation, Sri M shared with CFOs and CXOs that silence is a superpower for leaders. Spiritual leaders learn when silence is empowering and when it becomes inaction. Creating pauses, practicing silence, and learning to listen deeply are some of the skills and actions that leaders can practice to be spiritual leaders.

Concluding on a Note of Caution

Spiritual leadership can have far-reaching consequences in all contexts. In modern contexts of immense uncertainty, where corporate layoffs and downsizing are now the norm, it can serve as a bridge between people's fear, disengagement, and anxiety and the values and vision of the organization. This leadership approach, which comprises altruistic love, hope/faith and vision, helps team members feel heard, valued, and appreciated. When this happens, they move beyond the self- and organization-centric boundaries, experience a sense of meaning, enable more effortless team collaborations, contribute to organizational thriving, and work for the greater good [10].

However, the core concept of spiritual survival and its two attendant concepts, calling and transcendence, are ill-defined and not properly measured. When misunderstood or applied superficially, these ideas risk being reduced to buzzwords or even tools for manipulation. Employees are quick to sense insincere efforts. For spiritual leadership to be effective, managers must approach it with clarity, authenticity, consistency, and genuine intent. Meaningful work is a boundary condition for spiritual leadership actions to make a change in how team members respond. Without attempts to make the work meaningful compassionate, loving workspaces may not yield the outcomes spoken in this paper [10].

The focus on the human core and humanness is worth the attention and effort of leaders. The only caution is not to become overwhelmed by its depth, nor to use it to appear noble or wise while continuing to act in ways that are disrespectful or exploitative.

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