2013

Social innovation through spiritual leadership

Lauren Klaus
Department of Education, Employment and Workplace Relations

Mario Fernando
University of Wollongong, mariof@uow.edu.au

Publication Details
Social innovation through spiritual leadership

Abstract

Keywords
leadership, spiritual, innovation, social

Disciplines
Business

Publication Details

This conference paper is available at Research Online: http://ro.uow.edu.au/buspapers/242
gap through an exploration of the organisational dynamics of one of the UK’s most prominent CSR indices; BITC’s Corporate Responsibility (CR) Index.

BITC is a business led charity founded in 1982. Each year since 2002 they have produced a CR index which benchmarks organisations in terms of their responsible business practice. The index has undergone many alterations over its 11 year history and is again on the precipice of transformation. This paper applies stakeholder analysis to map the organisational dynamics, interests and power relations that influence index development, arguing that networks and agency within the organisation and the organisation’s membership have an integral effect on change. The paper concludes by signposting how network theory may be applied to these various interests groups and power relations to add value to the analysis of stakeholders and our understanding of organisational change.

SOCIAL INNOVATION THROUGH SPIRITUAL LEADERSHIP

Lauren Klaus, Mario Fernando

Department of Education, Employment and Workplace Relations, Australia

School of Management, Management Science and Marketing, University of Wollongong, Australia

Abstract

There have been increasing calls for business leaders to follow profit making strategies that are aligned with a social purpose. The challenge for leaders is to identify and develop novel and unique organisational initiatives promoting better alignment between the competing interests of business and society. Social purpose related profit making often requires organisations to generate socially innovative ways of operating businesses.

In this paper, we examine how social innovation is promoted by successful leaders in organisations through spiritual leadership. Using Parameshwar’s (2005) ego-transcendence based spiritual leadership model, we explore the processes through which business leaders can foster social innovation. Spiritual leadership can help leaders with ethical decision making and help their organisations create a healthy balance between profits, people and the planet (Fernando, 2011). It is in this context that this paper explores the role of spiritual
leadership in generating profits whilst at the same time delivering win-win outcomes to organisation’s stakeholders and society through socially innovative ideas.

This paper reports on influential business leaders who are credited by the media for pioneering social innovations. Leader case studies are analysed using a cross-case and within-case analysis of representative excerpts from publicly available data. We analyse in particular the instances of oppressive conditions of personal and business failures. These highlight the extreme conditions of human adversity and oppression, which demands engaging several dimensions of leader behaviour to overcome the challenging circumstances. The study aims to capture the processes these successful leaders use when overcoming challenges to create socially innovative ideas. By exploring the responses of the selected business leaders to the challenging circumstances of their social innovations, this paper describes the potentially significant role played by spiritual leadership, particularly the role of higher purpose, in the development of social innovations.

CSR PRACTICES IN THE MIDDLE EASTERN COUNTRIES: A SYSTEMATIC LITERATURE REVIEW

Petya Koleva, Giuseppe Emanuele Adamo
University of Bedfordshire, Business School, UK

Abstract

The aim of this paper is to revise the existing literature on corporate social responsibility (CSR) practices in the Middle Eastern countries due to their increasing importance in global business and growing flows of foreign investments. Despite that many Western theoreticians have attempted to provide universal moral and ethical grounding for CSR initiatives, they proved to be inconsistent with the Middle Eastern contextual domain. The analysis shows clear necessity of detailed understanding of local business practices in the context of the examined countries due to their heterogeneity and unique links with Islamic culture. The paper reveals that local businessman remain attached to ethical postulates originating from Islamic perspectives for social responsibility that contrasts with the conventional form of CSR. The reviewed literature demonstrates that the features of social responsibility and justice from an Islamic perspective are deeply rooted in the framework of Islam – the Qur’an and the Sunnah that present clear codification of ethical standards as well as a set of explicit