

# Spitzer, R. J. (2000). *The Spirit of Leadership*. Provo, Utah: Executive Excellence Publishing

## Outline of the Book

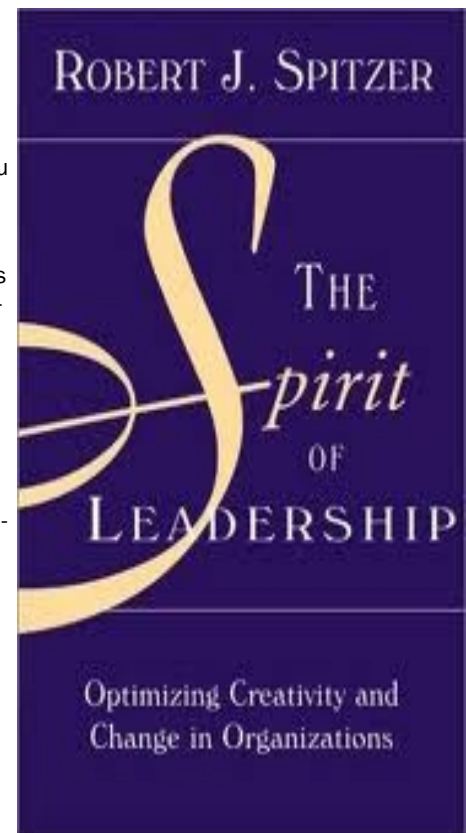
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- **“When we experience spirit, trust, and vision in a team, our creativity and energy increase substantially. Indeed, in these circumstances, our work can give us energy rather than take it away” (p.17).**

## BOOK SUMMARY

Spitzer’s purpose of this book is to help leaders and potential leaders make what he calls the most important choice in their life; which is what gives your life purpose? What kind of leader do you want to be? Do you want to be a driven leader or an inspired leader? Driven leaders are only product focused and are both product and people focuses because people are the most important as they make the product. If you only focus on the product, you will ruin the organization. You must build a culture based on trust, vision and spirit. A leader must know how to handle all of their employees which sometimes require humility, but cannot interfere with the goals the organization has set. It helps to point everyone to the goal and build a culture of we and us, not me or I. “Excitement towards goal” plus “humility” equals “inspired leadership toward common cause”(p.14). In addition to humility, leaders must also possess prudence, courage and self-discipline. All of these characteristics together will promote the “cause” to all members. Spitzer also incorporates how ones spirit-

uality and belief in God can enhance how they lead and prosper within an organization and how it can help you through the most troubling times. Within the book Spitzer outlines his plan for what leaders need to be mindful of when they are dealing with employees of an organization in order for the employees to feel happy and appreciated, and for the organization to be productive and meet its potential for success.



## ABOUT THE AUTHOR

Robert J. Spitzer, Ph. D., is a Jesuit Priest who has extensive experience and expertise in leadership, finance, physics, teaching, philosophy and of course theology. He is the current director of the Spitzer Center for Ethical Leadership in Ann Arbor, Michigan and President of the Magis Center of Reason and Faith in Irvine, California and has help to

found five other national institutes in the United States. He is the former president of Gonzaga University in Spokane, Washington. Along with the book “Spirit of Leadership”, he has also written four others and is in the process of writing 3 more. He has had an extensive career as a university professor having taught at St. Louis Univer-

sity, Georgetown University, Seattle University and Gonzaga University. He has been published several times in scholarly journals and has appeared on television. He is also a sought after public speaker with The British government, Toyota, Costco and Boeing among his many clients.

## CHAPTER 1 - SPIRIT, TRUST AND PEOPLE

This chapter talks about the importance of having spirit, trust and vision. If leaders fail to create a common cause, set clear objectives, set accountability, and when work is

more about equality than then pride, workers lose enthusiasm and team work loses out. In most organizations there is not a lot of time spent on spirit, trust and vision. Spitzer



list a few reasons for this. They are intangible and hard to give life to and easy to ignore, they don't seem as important as other organizational goals, and they are hard to control and define. Organizations who ignore these characteristics

are going to see an increase in what Spitzer calls opportunity costs. This is money lost from missed opportunities. These are opportunities that the organization could have had to make or save money that they missed due to their lack of proper structure, usually through lack of spirit, trust and vision. Spitzer indicates that these costs are responsible for more organizations failing than any other factor. They are easy to miss as they have no line on a financial ledger and cannot be budgeted for. Once an organization realizes their high opportunity costs, it is usually too late.

*“By integrating heart and mind, leaders will not only produce better organizations, but also a better world”*  
(p. 20).

### HOW CAN WE AVOID OPPORTUNITY COSTS?

Spitzer suggests two steps:

1. Develop the mind and vision of the inspired leader.
2. Develop the heart of the leader through personal commitments, people commitments, ethical commitments and leadership commitments.

#### **People, People, People!!!**

Making these changes will not be easy. It will take some time and a whole organizational effort with the leader at the top. Many books have been written about change in organizations, but most fail to mention the important part of any organizational change.

“People alone have the most

essential principle of adaptation: spirit that engenders resilience, hope, community and creativity” (p. 21).

Organizations have concentrated more on products and their process than their own employees. The shift has to be to more people friendly work cultures.

### 8 STEPS TO PEOPLE ORIENTATION

1. Education - allows stakeholders to become far more flexible and open to change.
2. Theory Y - managers used self motivation, inspiration, recognition of dignity and open communication as tools rather than old ways of fear and intimidation.
3. Total Quality Management - use of feedback and evaluation in everything.
4. Systems Theory - looking at organizations as organisms with different systems. Helps in long term goal management.
5. Win-win thinking - solving problems where both sides have some benefit.
6. Industrial psychology - recognizing and respecting different personalities.
7. Empowerment theory - allowing employees to be responsible for their own section and do what is right.
8. Team theory - working together and eliminating some of the hierarchical structure in organizations.

## CHAPTER 2-DRIVEN VS. INSPIRED LEADERS

There are 2 ways to get to a common goal: being driven and being inspired.

Driven leaders are completely goal orientated and want to reach those goals at all costs. In doing so they cause a lot of new issues. Many of them involve destroying there organizational culture by crushing enthusiasm, goodwill, trust, morale and other desirable characteristics.

Inspired leaders cultivate cultures and promote or eliminate some of the characteristics make driven leaders ineffective. They do not ignore the needs of their co workers, but embraces them. The

biggest difference between a driven leader and an inspired leader is their possession and communication of spirit. This has proved to create environments that are fun to work in.

Seven Effects of Spirit

1. Spirit imparts heightened energy.
2. Spirit gives rise to a sense of well being.
- 3.Spirit opens the way to creativity.
- 4.Spirit heightens our ability to connect with one another, commit to a common cause, and achieve unity beyond material boundaries.
- 5.Spirit magnifies our capaci-

ty for self-transcendence or self sacrifice beyond normal physical limitations.

6. Spirit embraces the future as if it were the present.
- 7.Spirit gives rise to peace, enthusiasm, inspiration, clear thought, good judgment and efficient action.

The 5 Debilitators of any organization are: fear, resentment, suspicion, compulsive ego and passive aggression.

## 12 QUALITIES TO HARNESS AND CONVEY SPIRIT

- |  |   |                        |
|--|---|------------------------|
| 1. Adaptability and openness to change.                    | and self accountability.                                  | among stakeholders.    |
| 2.Increased ability to take reasonable risks.              | 7.More group creativity arising out of group[ creativity. | 12.Increase in quality |
| 3.Increased creativity arising out of doing point 1 and 2. | 8.Decrease in the 5 debilitators.                         |                        |
| 4.Improved communication                                   | 9.Decrease in absenteeism.                                |                        |
| 5.Increased ability to work for a common good and cause.   | 10.Decrease in turnover of the top 25% of the workforce.  |                        |
| 6.More internal motivation                                 | 11.Increase in good will                                  |                        |

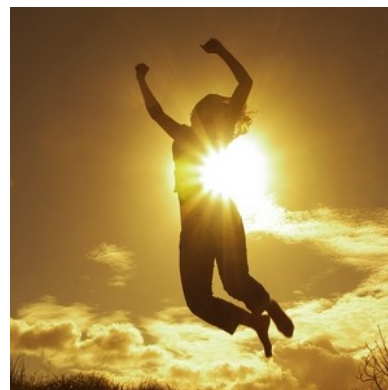
*“.....there are far more errors of omission than commission” (p. 31).*

***What kind of leader do want to be???***

## SPIRIT IN LEADERS

“Inspired leaders produce “group ethos”. When group ethos is consistent and strong, sympathy, emotion,

and even passion for spirit and common cause toward the common good are equally strong” (p.36).



“Rationale explanation builds spirit” (p.45).

Organizations need to buy into 3 master principles: minimize harm, keep promises and be fair.

## Chapter 3 - Three Qualities of Inspired Leadership

1. *Vision - An inspired leader must have a comprehensive vision and goals that promote the long term health of the organization that are viewed as positive for all of its stakeholders.*
2. *Rational Communication - Nothing resolves conflict better than an explanation of what is truly going on within an organization. There are three ways to accomplish this:*
  1. *Vehicles of communication - A leader should have scheduled meetings that allow both employees and stakeholders to hear your message and ask questions. It is important to use the proper method of communication. You cannot do everything over email or over interoffice message. Some things need to be said in person.*
  2. *Rational explanation of vision and goals - Once these have been determined, a leader needs to communicate them to their organization so everyone knows their role and what they need to contribute to the organization.*
  3. *Status Report: the good and bad news - members of the organization need to know why you have the goals you have and where are you in meeting them. Good news is easy to report, bad news needs to be reported honestly and a plan needs to be developed by everyone to help fix them.*
3. *Heart - “The heart of the leader is manifest in personal, ethical, people-centered, and leadership commitments that evoke spirit and build trust”.*

## CHAPTER 4 - SEVEN MYTHS OF MEDIOCRE LEADERSHIP

This chapter examines myths in leadership. While most of these are seen as a positive, they are in fact the opposite. It examines why the heart of a leader is so often missed.

1. Resources are always fixed.
2. The narrow view of maximizing shareholder wealth—to maximize stockholder wealth in the short term is a reasonable one.
3. Three financial statements - income statement, balance sheet and cash flow statement-give a comprehensive report on organizational performance.
4. Consideration of people should come after

consideration of product and process.

5. Leadership requires tough mindedness—matter of the heart make one “soft and should be avoided.

6. Principle - based ethics will make us less competitive; and the best we can do is look at harms and benefits.
7. Tangibles- money, equipment, and inven-



**LEADERSHIP**

*The leader always sets the trail for others to follow.*

## CHAPTER 5– MEASURING THE EFFECTS OF SPIRIT

This chapter talks about the benefits of having a leader and employees with great spirit. Spitzer says that an investment in “spirit” will improve the four objectives of



quality - improved product design, elimination of product defect, elimination of waste, and improved processes. An investment in people like training and educational programs, saves you long term in opportunity costs. They can be expensive at first but show some trust to your employees and are cheaper than the opportunity costs you incur.

### 10 Opportunity Costs

- 1.Waste in process and materials.
- 2.Cost of product defects
- 3.Lost revenue from poor customer service.
- 4.Lost market share due un-

- explored new markets.
- 5.Lost money due to slow processing and delivery.
- 6.Lack of “just in time” inventory.
- 7.Lack of being able to change fast enough.
- 8.Cost of the top 25% of critically skilled employees.
- 9.Cost of poor teams and closed communication.
- 10.Transaction cost.

*An investment in vision, spirit, and trust, therefore, will enhance the two central metrics of profit-making organizations: profitability and return on investment” (p.70).*

## CONSEQUENCES OF IMPLEMENTING THE 3 INSPIRED LEADERSHIP CHARACTERISTICS

When we implement the 3 qualities as discussed in Chapter 3, they will produce 3 consequences:

- ◆ A movement from driven leadership to inspired leadership will happen.

- ◆ Optimal co-participation in organization’s vision.
- ◆ Decreased opportunity costs.

“THE EXCITEMENT OF CONTINUED PROGRESS IS JUST AS GREAT AS THE EXCITEMENT OF PAST VICTORY, AND THIS MAKES ALL THE DIFFERENCE” (P.72).

## CHAPTER 6 - THE FOUR LEVELS OF HAPPINESS

This chapter deals with the development of morale or "Esprit de corps" that needs to be developed among the employees of an organization. To understand what makes for good morale, you need to understand the four things that make all humans happy.

- ⇒ H1—Immediate Gratification— This is when pleasure is produced by an outside stimulus. It is immediate, but not prolonged. When you get a new television or fishing rod.
- ⇒ H2 - Ego Gratification - Happens when your

inner thoughts come to the outside and we feel good.

- There are 4 forms:
1. Achievement
  2. Comparative advantage.
  3. Recognition and popularity
  4. Power and Control

Events like winning an award or being promoted are types of ego gratification.

- ⇒ H3 - Making a contribution - It is giving of ones time and expertise to help others to make the world a better place. It brings out feelings of self worth

and self value. It takes H2 to a new level.

- ⇒ H4 - Being involved with something "Ultimate". Something that has an effect on humanity forever. Finding a cure for a disease would be one of these things. People of faith strive for the best relationship with God. People without faith strive for it in finding the perfect good or perfect truth.

*"If progress is to be made, if civilization is to continue, there must be a drive for achievement, competitiveness, self-esteem, and credibility" (p.77).*

## PRIORITY IN HAPPINESS

There are 3 priorities in happiness. Pervasiveness, endurance, and depth. The more pervasive the better it is for everyone. The same holds true for endurance, the longer it lasts the better for everyone. Depth works the same way, the more good characteristics a person uses, the better it is for the world.

In order to lead the happiest life a person can, the next level needs to be the horizon or goal from the previous one. If a person does not live this way their life will result in a life of compulsion, destructive emotions, and undermine relationships. Within the four levels of happiness there are four levels of desire: 1) desire

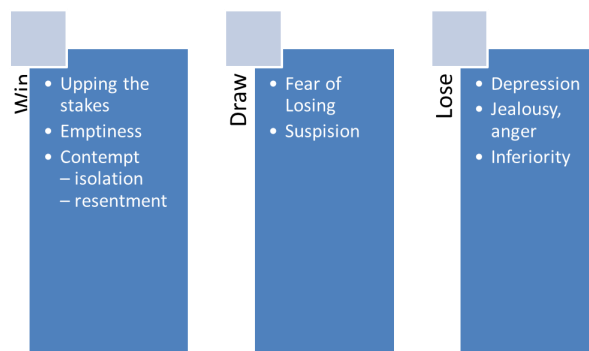
for pleasure and material goods, 2) desire for ego gratification, 3) desire to give away the good in ones inner world, and 4) desire to connect with what is perfect absolute and eternal.



## CHAPTER 7-THE COMPARISON GAME AND ITS RESOLUTION

This chapter deals with what happens when people live only in level one or two of the happiness scale. When faced with feelings of self worth, most people revert to comparing their lives to others in terms of possessions and achievement. In an organization these comparisons can create feeling of jealousy and break down teams and production. This also allow the 5

debilitators to creep in. There are 3 results in the Comparison Game.



**Is it OK to lose sometimes or do you always have to win??**

## ESCAPING THE COMPARISON GAME

In order to get out of the comparison game, you need to move to happiness levels 3 and 4. More importantly you need to ask yourself, "What am I looking or living for"?

There are 6 viewpoints one needs to look at when determining this.

H3 can only work if you can control H2 and not allow it to corrupt H3.

Viewpoint	H2 Attitude	H3 Attitude
View of meaning	Better than others	Good for others—making a contribution
View of others	Looking for bad	Looking for good
View of relationship	Being over and against others	Being with and through others.
View of commitment	Freedom from....	Freedom for.....
View of self	Treating people as objects	Treating people as human beings
Overall viewpoint	Viewing people and life as problems	Viewing people and life as opportunity

*One dominant H2 team member can transform an entire team into pure Byzantine intrigue” (p.108).*

*“H3 people on the team will be dragged down, their energy zapped” (p.108).*

## CHAPTER 8-FORMING HABITS TOWARD A NEW WAY OF LIFE

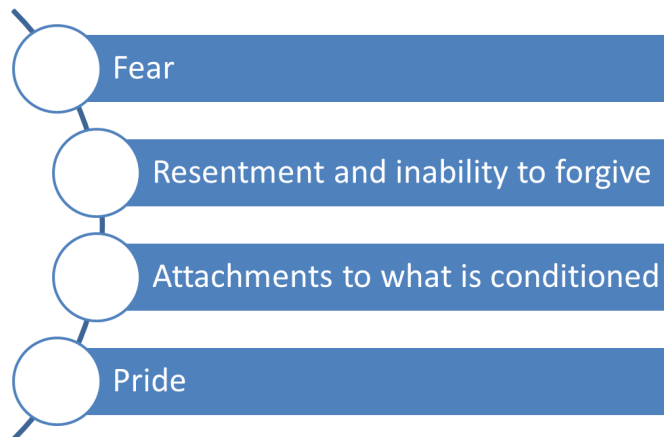
This chapter talks about the steps a person needs to follow in order to make a permanent change in their lives and not revert back to their old ways.

1. Tension - the mind wants to change but often reverts back to old ways, especially in times of pressure. There are 6 sub-points of tension:

- ◆ Getting expectations right
- ◆ Positive self-disclosure
- ◆ Repetition
- ◆ Keeping failure in perspective
- ◆ Don't let negative thoughts rule you
- ◆ Sleep and stress relief are

important.  
 2. Proclivity-is where you feel you have it accomplished the habit forming, but in fact you are only partly there.  
 3. Habit-this is where we make things a part of our normal lives.

## 4 STATES OF MIND THAT INHIBIT CHANGE



## CHAPTER 9 - GOD'S PRESENCE IN HUMAN CONSCIOUSNESS

This chapter deals with how a leader achieves H4.

There are 6 Manifestations of Transcendence:

1. The desire for unrestricted truth.
2. The desire to love unconditionally and to receive unconditional love.
3. The desire for the perfect justice and goodness and to be perfectly just and good.
4. The desire for unrestricted or perfect beauty.
5. The desire for unre-

stricted harmony with totality: to be at home in all that is.

6. Faith-a relationship with a personal God.



*"If you do not forgive, you will not forget" (p.160).*

*"We cannot be looking for the unconditioned in the domain of the conditioned" (p.155).*

*"God will not give us trials that His grace will not help us to endure" (p.131).*

## CHAPTER 10-THE ROLE OF FAITH IN LEADERSHIP

This chapter talks to us about how we can incorporate H4 and faith in God into our leadership.

The role of faith in human transformations.

- ◆ Faith in times of fear - sometime we look to God to help in what seems to be an unwinnable situation.

- ◆ Faith in forgiveness - Faith is very helpful in forgiving. Forgiving stops the destructive force of vengeance.

- ◆ The prayer of all prayers: "Thy will be done"

- ◆ Prayer and attachments - prayer helps you to try and find what is important and

what is not.

- ◆ Pride and Prayer - in order for positive change to happen, we need new habits to get past the pride that prevents us from making them.

**How much does faith play in your leadership?**

## CHAPTER 11-PERSONAL COMMITMENTS

This chapter talks about moving our organizations to cultures of cooperation and contribution. Achieving these things will create a culture all will buy into and morale will increase.

3 Action steps to get these incorporated.

1. Move from a training mentality to education mentality.
2. Facilitate Assimilative learning.

3. Make mutual commitments.

Within this there are 5 commitments to increase trust.

1. I commit that I will look for contribution to you and to our common cause before I make and comparisons.
2. I commit that I will look for the good news in you even if I should see the bad news.
3. I commit that I will con-

nect with you as a whole person before looking at your skill set and utility function.

4. I commit that I will look for the win-win before settling for the win-lose. I will trust you until give me ample reason to do otherwise, and I will "cut you plenty of slack" because I realize that, like me, you are not perfect.





*“Through this commitment, the seeds of esprit de corps are planted. A bonding, a unity, a common fabric charged with enthusiasm begins to merge. The whole becomes greater than the sum of its parts, resilience in hard times is quintupled” (p.133).*

## CHAPTER 12-COMMITMENTS ABOUT PEOPLE

This chapter talks about how a leader can build a people friendly culture that has the ability to adapt quickly to change. There is a 3 step process:

1. Note the changed environment.
- Higher education is more visible as more people need to be trained.
- Theory Y is more effective than theory X
- The push for quality requires more self and team accountability.
- The need for win-win for long term success.

- Advancing industrial psychology revealed some weaknesses.
  - Empowerment has become essential
  - High performance teaming has ups and downs.
2. Challenge outdated clichés. For example:
    - “A person is hired for their skill set”. We hire people not skills.
    - “When it comes to evaluations, personal qualities are insignificant. What we want is can they get the job done”? Are they good for the team is what we

need to know.

- “In order to make financial decisions based on what is best for company, you need to look at employees as units”. When you treat employees as such, they don’t work well for you.
- “What matters is a good return on investment. Everything is just icing on the cake”. Return on investment is essential, but if that is everything, the organization will have no team unity.

## CHAPTER 12-CONTINUED

3. Encourage growth in competency and personhood. 7 characteristics:

- Characteristics in stakeholders.
- Presence of the individual (the subject self).
- Commitments and trust.
- Intelligence.
- Relationships with co-

workers, friends and family.

- Environment
- A view of the whole person.

Spitzer also lists five people commitments that will create spirit and morale.

1. I will experience connection before classifying characteristics.

2. I will look at the whole person before the partial to avoid a gigantic error of omission.
3. I will look for intrinsic dignity in the midst of diversity.
4. I will refuse to allow clichés that marginalizes people to go unexamined.
5. I will move from the appreciation of dignity, to the actualization of unity and common cause.

## CHAPTER 13-THE ETHICAL LEADER

This chapter talks about moving to principle based ethics. Any other way has too much “gray” area. When we do not use principle based ethics, we allow the law to come into play which is not specific enough. What is not illegal is deemed as being “right” and we all know that is not always the case. Introducing it into an organization involves two steps; education in principle based ethics and ethical systems and processes giving rise to ethical communities.

**Education** involves fixing the following:

1. Organizational bias against ethics.
2. The criteria for ethics—right or wrong and why they are right or wrong. “the end does not justify the means”.
3. Support for principle based ethics.
4. Essential principles and questions for reflection

Two rules that need to be examined are the Gold and

Silver rules. Golden rule is due unto others as you would have them do unto you. The Silver rule is do know harm to others, if it can’t be avoided, minimize it.

Spitzer also speaks of the importance of being honest in your dealings. If a leader does not, the five debilitators will appear. The keys are:

1. Minimize harm if any
2. Keep promises
3. Be fair.

## CHAPTER 13-CONTINUED

While organizations need to follow the Silver rule, most do nothing to follow the Golden Rule. The more we pursue the Golden rule, the better an organization we will be.

Ethics based on virtues is a great way to introduce the Gold and Silver rules into an organization. The main virtues are: Courage, Self discipline, Humility, and Forgiveness.

Spitzer also lists three areas of ethical education.

1. Ethical Dilemmas are when 2 principles are in conflict with each other.
2. Specializations of Organizational ethics.

There are 8 of them:

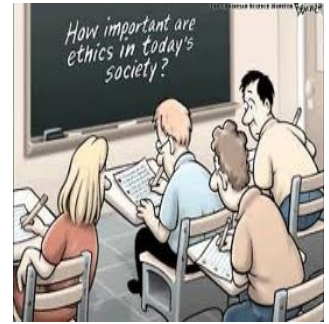
- \* Employee job security.
  - \* Employee rights, safety and working conditions.
  - \* Discrimination and affirmative action.
  - \* Advertising and marketing.
  - \* Customer safety and product liability.
  - \* Generic financial and accounting issues.
  - \* Computing, information technology and the web.
  - \* Public safety and environmental concerns.
3. Ethical precedents helps us look at how other organizations helped solve problems in the past. However, no two

organizations or problems are the same, but seeing how others have handled them will give leaders somewhere to start.

### Ethical Systems and Processes

Once the education has happened we can progress to implement it into our organization. Spitzer suggests a three point plan.

1. Create and education and communication conduit. This tells everyone what the ethics are.
2. Set up an ethics committee. This committee will makes the "big" decisions.
3. Action by decision makers. Leaders look at ethics reports to see if any opportunity costs are incurred.



*"Principles are absolute unless their actualization leads to a violation of a higher principle" (p.232).*

*"If people are patient with one another, challenge one another to grow, and do not exaggerate the offensiveness of mistakes, this mentality can open up communication, creativity and team spirit" (p.221).*

## CHAPTER 14 - Leadership for a New Environment

In this chapter, Spitzer explains how working environments have changed a great deal in the past 20 years. In turn, organizations need to change as well in order remain productive and successful. He goes on to list the environment changes necessary.

**The Changed environment** - leaders must change in these areas:

- i. Increased competitive compulsions
- ii. Increased education of stakeholders
- iii. Increased desire on the part of stakeholders to participate, create and contribute
- iv. Increased desire for training and education.

- v. Increased technical capacity
- vi. Increased sensitivity to dignity, rights, and self motivation.
- vii. Increased psychological awareness
- viii. Changed expectations for work environment.
- ix. Increased mobility and willingness to move
- x. Increased desire for participation in community.

**Proper adaptation to the changed environment**-overcoming competitive compulsions and optimizing teamwork, synergy, adaptability, specialization, and creativity.

**Overcoming the Generation gap**-positive changes are being brought in by younger leaders which is causing friction with older employees as it signals change. Both groups have to listen and work together or the organization will fall apart because they will always be at odds.

**The need for Cross-Functionality and Generalists**-we need to get specialists to talk to one another and work together to let their specialties help the greater good.

The Goal and Trend of Contemporary Leadership-Leader of today need to adapt to all the different types of employees in order to reduce turnover of skilled employees and make their organizations successful.

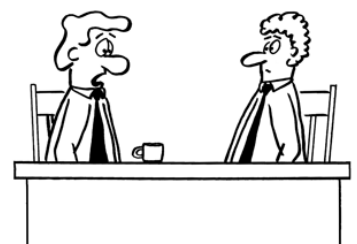
**"Inspired leadership brings the best out in a group. Uninspired leadership will produce high turnover, the five debilitators, and low morale" (p.253).**

Stu's Views

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I always want to do the right thing, but so often it interferes with my legal practice.



## CHAPTER 15-PRINCIPLES OF INSPIRED LEADERSHIP

In this chapter Spitzer outlines his principles for Inspired Leadership. They not only have responsibility for budgets and money, but for the people that help to earn it. Important areas of inspired leadership are; vision for the common good, dealing with negative feedback, and the ability to successfully soft bargain.

### Spitzer's 12 Principles of Inspired Leadership:

1. To strive to live according to the six higher viewpoints.
2. To walk the talk of the five personal commitments.
3. To embrace the vision of the people and ethics that manifest the ideal organization.
4. To seek and support the talent and the "good news" of stakeholders.
5. To listen proactively, making stakeholders' concerns your concerns.
6. To increase trust in the environment through empowerment and education.
7. To find better ways of rewarding stakeholders who practice the five personal commitments, people commitments, and ethical commitments.
8. To initiate 10 percent team rewards ( rewards given to leader to give the rest of the team).
9. To use "soft bargaining" techniques to solve problems and facilitate consensus in large teams.
10. To use co-designed and co-owned experiments to improve quality, processes, structures, and relationships.
11. To cultivate inspired leadership and facilitate team objectives, team unity, and team empowerment.
12. To cultivate the wisdom to know when oversight is required and us feedback appropriately.

*"If workers are capable of functioning adequately with minimum oversight, leadership must thank them for it; and support, reward, and reinforce them for it" (p.287).*



## CHAPTER 16-SELF MOTIVATION, CREATIVITY AND CARE

Leading by higher principles decreases the 5 debilitators while increasing trust, common cause, spirit, team performance, openness to change openness to cross functionality, and ability to take reasonable risks. Self Motivation has two parts to it; external and inspirational motivation.

External has a five step progression.

1. External motivation is short-term.
2. With respect to morale: fear, force, and bribe create long term passive aggression.
3. Stage 3 negative ethos (character)
4. Leadership's enhancement of fear and force through increased supervision.
5. Negative supervision creates an atmosphere ripe with the anticipation of collective aggressive aggression.

## CHAPTER 16-CONTINUED

### Inspirational Motivation

- \* Inspirational motivation tends to be more long-term than fear and force.
- \* Leaders can now afford to move from supervision/oversight roles to more inspirational roles.

"The empowerment of individuals through inspiration, spirited collegiality, and teams allows both leaders and team members to pursue quality objectives through co-designed experiments" (p.285).

### Creativity

Inspiration and trust allows for greater creativity because of the trust and vision for common goal. It frees the mind allowing it to reach new levels of creativity. It allows beings to reach serendipity. Serendipity works best when; the mind disengages its conventional function, feels free to take risks, relaxed, and has time to allow connections and clues to occur naturally.

The 12 principles allow for serendipitous functions to

occur in the course of business. Fear and force cripple it.

### Care for Society

"Society is in dire need of inspired leaders because the changes that have transformed the workplace have also transformed society" (p.291). Inspirational leaders are infectious!! They have the ability to transform organizations and even societies for the good! Inspired leaders need to eliminate the five debilitators not only in the work place, but also in society. The more they accomplish this, the better society will be.

## CHAPTER 17-CO-OWNERSHIP AND TEAM BUILDING

This chapter shows us how to build and develop teams within an organization.

Co-Participation is used to install a sense of co-participation and co-ownership. It follows these steps:

1. Solicitation of ideas
2. Sharing information
3. Proactive listening
4. Feedback and response

Co-designed Experiments are used to help fix morale problems, improve relationships, and find new ways to change.

The steps are:

1. Preparation Phase

2. Design Phase

3. Implementation Phase

“Since the five commitments and the 12 principles of leadership are crucial to the decrease of the five debilitators, they must be practices throughout the experiment. Hence, leaders must concentrate on inspiring rather than on overseeing”(p.307).



## CHAPTER 18-CREATING ESPRIT DE CORPS

This final chapter speaks to the creation of *Esprit de Corps* or morale. It rises out of actions and feeling of the leader of the organizations. Spitzer outlines his plans for success:

### Cultivating Inspired Leadership

1. Center on what is really important.
2. Focus on peace.
3. Focus on the commitment

of the day.

4. Focus on the reason for commitment.
5. Bring commitment to the workplace.
6. Review the day

### Creating Organizational Spirit

1. Create an educational program.

2. Build leadership support

3. Create strategic vision building
4. Foster Co-participation and co-ownership
5. Implement team structures
6. Analyzing feedback and measurement of results.

*“These improvements in structures, process, and relationships will last much longer than those designed without co-participation, because they are planned by those who have to live and work with them” (p.307).*

## CONCLUSION

Anyone who has a desire to enter into the field of leadership or management has a lot of issues to mull over. Often what worked five or ten years ago will not be relevant in today’s work force. In dealing with younger and older employees it can present many challenges that a leader must be ready for. However, it is people that make an organization and we must always remember this. Spitzer’s book provides a great overview of Inspirational Leadership and provides very de-

tailed explanations and plans of how to incorporate Inspirational Leadership into an organization to enhance it’s creativity, morale, trust and success. He is able to identify key points leaders have to emphasize and even what they need to try and avoid. What sets his book apart from others I have read is his connection of leadership to his faith in God. I don’t think it is very common for leaders or managers to look to their faith in God in order to help them lead. However, I think he puts

a very nice emphasis on how one can bring their faith into the role and make it work. It may be a stretch for someone of little faith to take all of his words to heart, but even without the spiritual piece, this book is an excellent blue print for someone to help change the direction of their organization and make it a success for the long term with people as it’s focus.

