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## THE LEADERSHIP OF THE FUTURE – GURU LEADERSHIP<sup>233</sup>

### LIDERSTVO BUDUĆNOSTI – GURU LIDERSTVO

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**Abstract:** *Academic literature is full of models and metaphors of leadership. The empirical research of leadership has been well-defined but has narrow focus on various leadership aspects such as behavior, power dimensions, traits and skills. On the other hand, the concept of spirituality has attracted the academic community attention in the last decade - from best-selling books about spirituality all way down to behavior textbooks. Literature in this field can only be found in non-academic publications, ancient scriptures or as discourses by leaders. The question is: does this concept work and deliver results? Is this concept used by companies and their leaders or it is just one more theoretical aspect of leadership? This paper aims to show what kind of leadership approach is used by best companies in the world, and to make suggestion for further research and improvement of leadership theory.*

**Key words:** *leadership, spirituality, leadership guru.*

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**Sadržaj:** *Postoji mnogo teorija i modela liderstva u akademskoj literaturi. Empirijska istraživanja dala su dobro definisan, ali uzak fokus na pojedine aspekte liderstva, kao što su ponašanje, dimenzije moći, osobine i veštine lidera. Sa druge strane, koncept duhovnosti znatno je privukao pažnju akademaca u poslednjoj deceniji, kroz najprodavanije knjige koje govore o duhovnosti, pa sve do udžbenika za ponašanje. Literatura vezana za ovaj koncept dostupna je samo u ne-akademske publikacijama, drevnim spisima ili publikacijama samih lidera. Postavlja se pitanje: Da li ovaj koncept zaista donosi dobre poslovne rezultate? Da li ga primenjuju kompanije i njihovi lideri ili je on samo još jedan teoretski aspekt liderstva? Svrha rada je da predoči koji vid liderstva koji primenjuju najuspešnije kompanije na svetu i da sugestije za dalja istraživanja u oblasti liderstva.*

**Ključne reči:** *liderstvo, duhovnost, guru liderstva.*

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## 1. INTRODUCTION

At the outset of the field of leadership, the primary focus was on studying an individual leader, who was most likely a male working in some large private-sector organization in the United States of America. In that sense, leadership would be defined as the art or process of influencing people to perform assigned tasks willingly, efficiently and effectively. Enabling people to feel they have a say in how something they do results in higher levels of job satisfaction and productivity [1]. It involves setting a clear direction and vision for an organization – often a “new” direction and vision if circumstances demand it – the others will be prepared to follow [2]. But today, the field of leadership focuses not only on the leader, but also on followers, peers, supervisors, work setting/context, and culture, including a much broader array of individuals representing the entire spectrum of diversity, public, private, and not-for-profit organizations, and increasingly over the past 20 years, samples of populations from nations around the globe [3].

Leadership can no longer be simply described as an individual characteristic or difference, but rather is depicted in various models as dyadic, shared, relational, strategic, global and a complex social dynamic [4]. An integrative definition of leadership was given by Patterson in [5]: *A leader is one or more people who selects, equips, trains and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional and physical energy in a concerted coordinated effort to achieve organizational mission and objectives. The leader achieves personal growth, renewal, regeneration and increased stamina not only for his/her own self but also through leader/follower interactions. The leader recognizes the diversity of followers and ensures that the desired objectives are achieved by followers' own learning. This can be a result of their own or others' successes, mistakes and failures along the path of completion of objectives.*

What is desperately needed is leadership. This includes leadership in the near term to restore confidence in the economic system, and longer-term leadership in areas such as the environment. The key traits that leaders require include vision, integrity, decisiveness, accountability, great communication skills, and an ability to inspire others [6].



*Nevena Vrcelj* rođena je 1988. godine u Ogulinu. Diplomirala je 2011. godine na Fakultetu za poslovne studije u Beogradu, Megatrend univerziteta, na smeru Međunarodno poslovanje kao student generacije sa prosečnom ocenom 10,00. Master studije je završila 2013. godine na Fakultetu organizacionih nauka, smer Finansijski menadžment i menadžment finansijskog rizika sa prosečnom ocenom 10,00. Objavila je više naučnih radova i učestvovala na domaćim i međunarodnim naučnim konferencijama.

## 2. SPIRITUAL LEADERSHIP

Fry in [7] describes spiritual leadership as “*the effect of spiritual brings together or creates a sense of fusion among the four fundamentals of human existence (body, mind, heart and spirit) so people are motivated for high performance, have increased organizational commitment and personally experience joy, peace and serenity*”.

Some of the key characteristic mentioned in literature are: vision, altruistic love, humility, kindness/compassion, concern for others, patience/meekness/endurance, intrinsic motivation, character and integrity, honest communication, conscience and values, hope/faith, perseverance, do what it takes, stretch goals, expectation of reward/victory, excellence [8].

In general, there is a lack of empirical evidence to support the various models and theories of spiritual leadership. There are, however, several empirical studies related to leader spirituality [9]:

- Green, Kodatt and Duncan (2011) analyzed the relationship between ratings of leaders' transformational leadership done by followers and leader self-assessed spirituality. The higher leaders scored on existential spiritual well-being and extrinsic religiosity, the more followers rated the leaders as transformational.
- Reave (2005) reviewed over the 150 studies that she loosely linked to spirituality. Reave used the independent variables of integrity, honesty, humility, respect for others, fairness, expressing caring and concern, listening responsively, appreciating others, and taking time for personal reflection as examples of spiritual values. She found that these leadership values are often related to outcomes such as organizational success and follower motivation.
- Sanders, Hopkins and Garoy (2003) collected data on follower spirituality, follower job commitment and leadership spirituality using structural equation modeling. The researchers found that spiritual leadership was related to follower spirituality which was in turn related to employee commitment.



**Nikolina Vrcelj** usmerila je svoje naučno i stručno delovanje prema različitim oblastima menadžmenta, kao što je organizaciono ponašanje, poslovna komunikacija, poslovna etika, rukovođenje i liderstvo i strategijski menadžment.

Naučni rezultati su verifikovani publikovanjem više od 40 naučnih i stručnih radova na konferencijama i simpozijumima, odnosno časopisima u zemlji i inostranstvu, kao i učestvovanjem u četiri naučnoistraživačka projekta koje finansira nadležno ministarstvo nauke Republike Srbije u dva projektna ciklusa.

Rođena je 1984. godine, a diplomirala je na Fakultetu za poslovne studije u Beogradu, Megatrend univerziteta. Student je doktorskih studija na Fakultetu organizacionih nauka u Beogradu, smer menadžment. Položila je sve ispite predviđene nastavnim planom i programom sa prosečnom ocenom 10,00 i trenutno radi na izradi doktorske disertacije.

- Green, Wheeler and Hodgson (2012) carried out a study of 143 working adult leaders from the southern part of the United States who were about to begin leadership training. Five instruments used in this study (Multifactor Leadership Questionnaire, Leadership Virtues Questionnaire, The Spiritual Well-Being Scale, Daily Spiritual Experiences Scale and Allport - Ross Religious Orientation Scale) are measuring three separate constructs: virtues, spirituality/religiosity and effective leadership. The study found that leader spirituality, leader virtues and effective leadership are all interrelated. It points to the possibility that being a virtuous, spiritual person leads being an effective leader.

Based on literature, evidence exists to support the idea that more spiritual leaders are, the more followers view those leaders as effective. Leadership and spirituality have the potential to improve the workplace, humanity, and the environment, only if they are defined and practiced in an integrated way by people.

### 3. LEADERSHIP GURU

Global Guru is a research organization. All Global Guru Sites choose remarkable leaders who make an impact. They are not industry leaders, but people who support knowledge, personal and organizational development in their fields through speaking, training, books and media. The Top 30 Gurus, in their respective categories are the “Cream of the Crop”, the World’s Top 30 most influential Professionals Speakers, Trainers and/or Consultants in their areas. Their research came from e-mail sent to 22,000 businesspeople, consultants, academics and MBA’s around the world for nomination and public opinion poll [10]. In a survey Global Top 30 Leadership Gurus of over 22,000 business people, Robin Sharma is ranked in The Top 5 gurus along with John Maxwell, Ken Blanchard, John Kotter and Antony Robins [11].

Robin Sharma is one of the world's most highly respected leadership gurus. While Ideas of Robin Sharma are not new he surely is the best at using bite sized leadership strategies to effect better leadership in his audience. His mantra is that everyone, regardless of title must be a leader in new economy. They should take up challenges of personal excellence and do what is required [12]. Definition of leadership given by Robin Shrama at [13] is: “*Leadership has nothing to do with the title on your business card or the size of your office. Leadership is not about how much money you make or the clothes you wear. Leadership is a philosophy. It’s an*



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*attitude. It's a state of mind. And it's available to each one of us."*

He is devoted to the mission of helping organizations develop people who Lead Without a Title so that they win in this period of intense change. His clients include Microsoft, GE, FedEx, IBM, Nike, NASA, Yale University, Harvard Business School, The Young Presidents Organization, Panasonic, Unilever, L'OREAL, Oracle, The Coca-Cola Company, American Red Cross, Canada Post and a lot of other successful companies [14]. Sharma's books, such as *The Monk Who Sold His Ferrari* and *The Greatness Guide* have topped bestseller lists across the globe and have sold millions of copies in more than 70 languages.

Robin Sharma distilled ten of the most valuable and practical insights on leadership that he has taught to his global corporate clients like Starbucks, IBM, Nike, General Electric and FedEx [15]. These ideas have helped them do achieve their goals and great success in their industries:

1. ***The job of a leader is to grow more leaders.*** If leader is not building more leaders, then he is not leading, he is following. Leader's job is to inspire people to own their talents, express their gifts and do the best work of their lives.
2. ***Leaders should inspire people to dream about big success and to work hard in order to achieve it.*** "Nothing happens until you move", Sharma said.
3. ***Your behavior reveal your beliefs*** – you tell the world what you believe via how you behave.
4. ***Ideas are worthless without execution.*** The best leaders and the organizations that make great results are all about "less talk and more do". Less meetings and more delivery. Less analysis and more rolling up of sleeves and getting amazing projects done.
5. ***When you learn more you get to achieve more.*** Genius is much less about natural talent and much more about out-studying, out-preparing, out-practicing and out-learning everyone around you. Almost nothing yields the return on investment that investing in workshops, conferences, online course, audio books/books and coaching does.
6. ***Take care of the relationships and the money takes care of itself.*** Leadership is about relationships. The smartest, fastest and most effective leaders all get that the whole game is about people—developing teammates, serving customers and making the world a whole lot better by the way you show up in it. Learn to listen like a master. Commit to being more inspirational. Keep your promises. Do nice things for people. Be the most generous person you know.
7. ***Respect is not granted but earned.*** A title, position and a large office do not guarantee people will respect you. Leader has got to earn that gift. And the quickest way to earn respect is to give it.
8. ***Don't confuse movement with progress.*** Most people in business are spending the absolute best hours of their days being busy being busy. "I teach my clients a whole system of tactics to 20X productivity but a few to apply are these: start your day at 5 am, set 5 daily goals and get them done before leaving the office (that's 1850 "small wins" in 12 months), use your first 90 minutes at work to fuel your most important project and get good at saying "no", Sharma explains.
9. ***Victims don't do giant things.*** Victims make excuses while leaders drive exceptional results.
10. ***Life is short so be of use.*** To truly be a leader has nothing to do with ego-stroking, applause and fame. No, to be a leader is to make phenomenal contributions that

make the world better and cause a lasting difference. To lead is to serve. And to be of use.

According to Sharma, excellent leaders have impressive habits as well. These often include: an early morning workout, a meticulous daily plan, an hour a day for learning, attending a conference every 90 days, consume smaller amounts of food, a weekly period of renewal and reflection, scheduled family dates and dinners, nature walks, associating with positive performers, little or no TV [16].

#### 4. CONCLUSION

Spirituality is the major constituent for most the types of leadership because spirituality is the key driver in the primary leadership traits. Followers associate good leadership with behaving ethically. The real leader for first and foremost must be a good human being. Leader must be a initiator, motivator, listener, communicator, consultant, presenter, fast and right decision maker, risk taker, tolerant and good speaker. Leader is an action hero, someone who not only brings a change in life, but transforms it. He inspires people to reach their full potential and brings out the best of them.

Concept and strategies of “applied” spirituality presented by Robin Sharma and others leadership gurus should be incorporated in companies all around the world as a best practice that makes a great results in various industries. We live in a new economy, economy of chance, and we should take new opportunities. In that sense, organization should do things in a different way and follow practical strategies given by leadership experts and gurus. On the other hand, concept also gives leadership scholars tools to help people develop their leadership capacity through developing their own spirituality and skills. Further studies should consider this concept in order to gain empirical evidence as a science proof that guru leadership is the leadership that 21 century requires.

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