



ACADEMY OF MANAGEMENT  
**MSR NEWSLETTER**  
 Management, Spirituality & Religion

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 Religion  
 Volume 6 Summer 2006

**FROM THE CHAIR'S CORNER**

There are 680 MSR members as I write this letter on the eve of the AOM Annual Meeting to be held in a few short weeks. In a little over 5 years, our MSR community has come into being and continues to be a potent, enriching attraction for the entire management profession. The heartfelt pulse of management's sense of being grows stronger as our MSR community grows larger, wider and deeper across all aspects of our domain.

Pause and appreciate with me for just a moment that whereas 15 years ago there were virtually none, today there dozens of graduate-level as well as a growing number of undergraduate-level courses specifically designed for students that address aspects of management, spirituality and religion in the workplace. Whereas

there were barely a handful of empirical research studies, we are encountering more and more scholars and doctoral students every year with impassioned interests in exploring further the numerous paths of MSR related topics. More and more, professors are undertaking bold research projects across incredibly diverse organizational contexts. Whereas 15 years ago there were very few scholarly articles, there are literally hundreds today – and – there are increasing numbers of journals with special editions dedicated to aspects of our MSR domain. We have become a vibrant community in ways that for many scholars 15 years ago might have been inconceivable. Many trailheads have been marked, and professors, students, and practitioners alike are enjoying one

another in offering their support, encouragement, and most of all a contagious enthusiasm. I am very excited.

At the upcoming AOM Annual Meeting in Atlanta, I look forward to reconnecting with many of you. For those who will be in Atlanta, I encourage you to especially engage one/some/all of the four recipients of this year's "Most Promising MSR Dissertations" Awards. These students and young faculty are the trailblazers of today; please take the time to meet, greet, and get better acquainted with our newest MSR scholars/pioneers.

**David Trott, PhD**  
**St. Edward's University**

**Peter Vaill**

*If you are a managerial leader, you are managing and leading a system of spiritually conscious and spiritually concerned people. This is not a choice; it probably isn't even just another way to frame the situation... because you have knowing, self-referencing subjects as your organizational members, no matter what your frame, and these knowing, self-referencing subjects are agreeing to start thinking about What It All Means. They are going to be seeking meaning, expressing their meaning needs (1998, p.178).*

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*The unexamined life is not worth living.*

Socrates in  
*Apology*  
 by Plato, sct. 38.

*That's what makes death so hard – unsatisfied curiosity.*

Collins, 2001, p.1



## MSR Mentoring Awards

Consistent with our domain of interest, which investigates, "...nurtur[ing] the human spirit in private, non-public or public institutions", the Management, Spirituality, and Religion (MSR) interest group at the Academy of Management was pleased to announce its first call for nominations for its Mentor Award.

This Award honors a person who has made an outstanding mentoring contribution to a member of the MSR interest group. Examples of mentoring contributions that would be considered for the Award include helping guide the MSR member to successes s/he would not have had without the mentor's direct assistance, personally serving as a role model for the MSR member, and personally serving a mentorship role in the Academy of Management as a whole for a MSR member.

Nominating a colleague for this award is an opportunity to honor someone who has merged professional and personal standards by providing excellent mentoring service and/or serving as a role model to a MSR member—helping them realize that success is possible. Applications were required to be lodged with the nominee's CV and a letter of nomination detailing the nominee's outstanding mentoring contributions. Special attention was to be paid to detailing the impact of these contributions for the MSR member and other supporting information that would help the committee make its decision.

Deadline for nominations closed on February 1, 2006. Nominations were to be forwarded elec-

tronically to John Young at [johneyoung@mindspring.com](mailto:johneyoung@mindspring.com).

Award details:

- The award is available annually but may not be awarded if appropriate nominations were not received.
- No self-nominations.
- The award recipient does not need to be a member of MSR to be considered, but it is expected that the mentee would be a member of MSR.

## MSR Best Paper Award Abstract I

### ***Work with Toil: Moving Beyond Good Work to Redeemed Work***

Research in Organizational Behavior (OB) and Human Resource Management (HRM) is increasingly focused on examining personal meaning at work, but not much of this work is from an explicitly faith-informed worldview. Christian theology from a Neo-Calvinist perspective can lead to the development of a more nuanced approach to addressing work beyond simply a generally positive orientation. Particularly, the Christian themes of

Creation, Fall and Redemption are used as a framework to analyze current management theories and to prescribe further perspectives on the nature and meaning associated with work. The themes of Creation and Fall are consistent with two underlying paradigms of work ideology found in common theories in OB, MSR and HR Management literature: One paradigm reflects a more positive, hopeful view of human nature and work, and can be found in concepts ranging from empowerment, trust, justice, vocation, OCBs, servant leadership and forgiveness. The second paradigm focuses on the "dark side" of organizational life and includes concepts such as

job stress, role conflict, absenteeism, grievances, unethical or illegal behaviors and shirking. We suggest the need for the development of a third paradigm, drawn from the Christian theme of Redemption, which recognizes the tension between work as it was intended at Creation, and work that has been marred by the Fall – i.e., "toil." Such a perspective requires the understanding that there is a dark side to human nature and work itself, but that individuals can and should utilize their creative capacity to move toward the possibility of redeeming work.

*Margaret Diddams & Denise Daniels  
Seattle Pacific University*



## MSR Best Paper Award Abstract II

### ***Measuring the Intangible: The Development of the Spirit at Work Scale***

The Spirit at Work Scale (SAWS) is a new 18 item measure assessing the experience of spirituality at work. Three hundred and thirty-three employees of a large mid-western university, ranging in occupations from the trades through senior administration, responded to a 102 item instrument assessing aspects of spirit at work. Factor analyses revealed 4 distinct factors: engaging work, sense of community, spiritual connection, and mystical experience. Using the results of item analyses and factor analyses, 18 items were selected to constitute the new scale. Analyses reveal high internal consistency for both the total scale ( $\alpha = .93$ ) and the four subscales ( $\alpha$ 's from .86 to .91). There was no relationship between SAWS scores and age, gender, education, or income. However, SAWS scores were related to occupation and marital status. Management and professional staff reported significantly higher levels of spirit at work than did administrative, clerical, technical, or trades staff. Individuals who were separated, divorced, or widowed reported more spirit at work than those individuals who were single. Significant relationships between some demographic factors and some of the subscales were also found. SAWS is a short, psychometrically sound, and easy to administer measure that holds much promise for use in research and practice.

*Val Kinjerski & Berna Skrypnik, University of Alberta*

### **Distinguished Speaker: Lee Bolman -- "Spirituality in Management: Past, Present, or Yet to Come?"**

Lee Bolman is an author, scholar, consultant and lecturer who currently holds the Marion Bloch Missouri Chair in Leadership at the University of Missouri-Kansas City. He has written numerous books on leadership and organizations with co-author Terry Deal, including *The Wizard and the Warrior: Leading with Passion and Power* (2006); *Reframing Organizations: Artistry, Choice, and Leadership* (1991, 1997, 2003); *Leading with Soul: an Uncommon Journey of Spirit* (1995; 2d ed., 2001); *Reframing the Path to School Leadership* (2002); *Escape from Cluelessness: a Guide for the Organizationally-Challenged* (2000); *Becoming a Teacher Leader* (1994); and *Modern Approaches to Understanding and Managing Organizations* (1984). Bolman and Deal's books have been translated into more than ten languages. His publications also include numerous cases, chapters, and articles in scholarly and professional journals. Lee consults and lectures worldwide to corporations, public agencies, universities and schools. He holds a B.A. in History and a Ph.D. in Organizational Behavior from Yale University. Prior to assuming his current position, he taught at Carnegie-Mellon University (1967 to 1971), and at Harvard University (1971 to 1993). He lives in Kansas City, Missouri, with his wife, Joan Gallos, the two youngest of his six children, Christopher and Bradley, and an orthopedically-challenged Dalmatian, Vincent Van Gogh of KCMO.

*Chair: Margaret Benefiel, Andover Newton Theological School*

## **MSR Officer List 2005-2006**

### **Chair**

Dr. David C. Trott  
St. Edward's University  
3001 S. Congress Avenue  
Austin, TX 78704  
Work phone: (512) 448-8736  
Fax: (512) 448-8767  
Email:

### **Chair-Elect**

Robert A Giacalone  
Temple University  
HRM Dept-Fox School of Business and Mgmt  
1810 n. 13th st.  
Philadelphia, pa 19122  
Work phone: (215) 204-7038  
Fax: (215) 204-8362  
Email:

### **Program Chair**

Margaret Benefiel  
Andover Newton Theological School  
68 Bailey St.  
Dorchester, MA 02124  
Work phone: (617) 436-8341  
Fax: (617) 929-0431  
Email:

### **Program Chair-Elect (PDW Chair)**

Kathy Lund Dean - Idaho State University Ph: (208) 282-3461

### **Division Webmaster**

Charles Fornaciari - Florida Gulf Coast Univ Ph: (239) 590-7384

### **Treasurer/Secretary**

Dr. Matthew Sheep - Ohio University Ph:

## **Domain statement: Management, Spirituality and Religion Group**

The study of the relationship and relevance of spirituality and religion in management and organizations. Major topics include: theoretical advances or empirical evidence about the effectiveness of spiritual or religious principles and practices in management, from approaches represented in the literature including religious ethics, spirituality and work, and spiritual leadership, as well as applications of particular religions, and secular spiritualities to work, management/leadership, organization, and the business system; and evaluation studies of the effectiveness of management approaches that nurture the human spirit in private, non-public or public institutions.

Total number of members: 670

### **By Member Type**

Academic: 412

Emeritus: 10

Executive: 92

Student: 156