

GLOBAL LEADERSHIP AND THE GLOBAL FITNESS FRAMEWORK

CONFERENCE NOTICE & CALL FOR PAPERS

It is now generally accepted that humans are subject to an increasing number of crises which threaten to cause direct or indirect disruption and harm to this or future generations. At all levels - individual, group, society and global - we find ourselves affected by urgent global issues such as :

- Obesity, heart disease, hyper-tension, dementia;
- Breakdown of family and society;
- Wealth distribution / exploitation;
- Over consumption / sustainability;
- Global population / economic dynamics;
- Global warming;
- Role and effects of religion.

While there is a widening acceptance of the threats posed by these urgent global issues, and an increasingly productive level of discussion about how to manage their effects, there has not yet been a coherent attempt to define how we must organise ourselves *strategically* to confront them.

We believe a completely new approach to dealing with such issues at all levels is required. We have developed such an approach termed **Global Leadership** and established its use in a wide range of research areas. We are keen to see this expand but are becoming overwhelmed by the level of interest shown and the need to formalise and co-ordinate what is by necessity a very wide range of activities.

We are now looking for individuals or groups to take the lead in specific applications. To this end, Anglia Ruskin University is facilitating a **two-day networked global conference** in March 2008.



We are seeking outline proposals for papers and other contributions (guest speakers, lecturers, text books, papers, and lecture and topic notes). We are also keen to receive views as to the scope and content of the programme from individuals and from other universities interested in collaboration.

Outputs from the conference will include an **MA in Global Leadership**, and the creation and development of a **Global Fitness and Leadership Network**, of individuals, groups and organisations keen to be involved in development and adoption of ideas generated at the conference

We believe Global Leadership is relevant to your research, and have further illustrated our ideas and applications thereof to whet the appetite and encourage your participation.

If you would like to know more, or are interested in taking part in the conference, please email either :

John Rayment (j.j.rayment@anglia.ac.uk)

Jonathan Smith (jonathan.smith@anglia.ac.uk)

**Please forward this call
for papers to anyone else
you feel may be interested**



GLOBAL LEADERSHIP

The four elements of Global Leadership are :

1. **contemporary mission**
2. **global outlook**
3. **new paradigm**
4. **effective decision making**

The relative importance of each of these elements varies according to the research context, so to ease understanding of our intentions, once we have outlined and defined each of the elements, we illustrate specific applications in the following categories :

- a) **fitness of individuals**
- b) **health and wellbeing**
- c) **team performance**
- d) **performance of organisations**
- e) **nation states**
- f) **spirituality in the workplace**
- g) **religion and faith**
- h) **role of business / business schools**
- i) **public finance / economics**
- j) **education**
- k) **nature**



Element 1: CONTEMPORARY MISSION

Individuals and leaders need to establish a mission which takes into account the changing environment including urgent global issues such as those outlined previously. The Globally Responsible Leadership Initiative (2005), a partnership between the European Foundation for Management Development and the UN Global Compact, defined Globally Responsible Leadership as:

The global exercise of ethical, value-based leadership in the pursuit of economic and societal progress and sustainable development

We might suggest a generic mission of:

Developing a sustainable, just and fulfilling human presence on the planet

At first sight, the idea of a mission might seem irrelevant when one is considering the actions of individuals, but many suffer from mental illness, or simply a lack of ambition, motivation and drive, and this is where we believe the concept of a mission may help.

It is also our view that all levels of humanity influence each other, such that, unless individuals accept a role in tackling the urgent global issues, their solution becomes far more difficult, so we would look to encourage individuals to see this as a personal mission.



Element 2: GLOBAL OUTLOOK

In our view, a global approach should consider the physical, mental and spiritual fitness of individuals, groups and societies, and we illustrate this in a model we call the Global Fitness Framework (GFF) as shown in Figure 1.

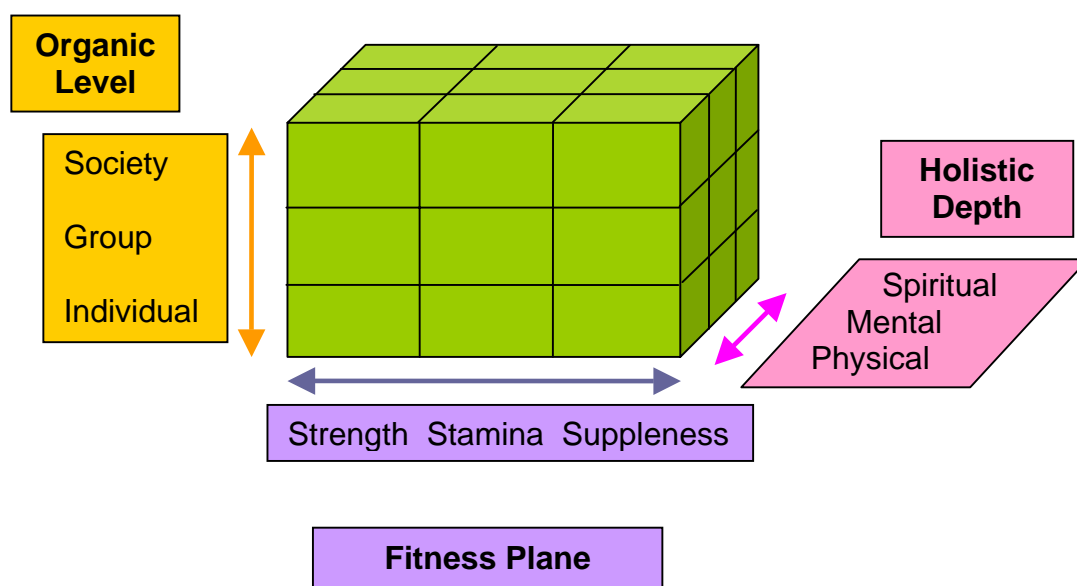


Figure 1: The Global Fitness Framework

The axes of the GFF cover organic level, holistic depth and fitness. Organic level relates to whether an individual, group, or society is being considered, holistic depth considers physical, mental and spiritual aspects, and the fitness plane examines strength, stamina and suppleness. Thus, each of the 3 aspects has 3 elements, giving a total of 27 individual cells.

Organic Level relates to whether an individual, group, or society is being considered. In a business setting a group can be anything from a small team to the organisation itself. Society adds the community, cultural and environmental aspects from local to international level. The societal aspects of the framework encourage leaders to adopt a broader focus. For example, leaders are increasingly required to lead multi-national businesses with new challenges in terms of cultural awareness and integration, and a role in assisting to resolve the urgent global issues outlined above.



The Fitness Plane considers an entity's ability to carry out its mission or objectives – is it 'fit for purpose' i.e. does it have the required strength, stamina and suppleness? Strength is the power that can be applied to a task, stamina is the ability to sustain application of that power, and suppleness is being able to bend and flow, or resist power in various ways. Fitness is often thought of purely in terms of an individual's physical condition, but the GFF broadens this to include mental and spiritual aspects, and concern for groups and societies, facilitating a more comprehensive assessment of 'fitness for purpose'.

Holistic Depth considers an entity's physical, mental and spiritual aspects. There are many different types of mental strength, such as good memory, and ability to solve complex problems. Mental stamina is required in circumstances where an instant solution to a problem cannot be found. There are disadvantages in having too much mental strength or stamina. A leader may seem to be dogmatic, rigid, prefer traditional methods when circumstances warrant change, or be unwilling to compromise. This is where suppleness is important so that 'win-win' solutions can be found.

Spirituality is a major component of our framework, so we clearly view it as crucial. In fact, we believe that while it is the spiritual level which is the most controversial and least understood element of the framework, it is also the most important.

In the GFF, any aspect of humanity which is neither physical nor mental is spiritual, but there is also an implied hierarchy, with spirituality at the top covering ultimate objectives, philosophical approaches, values, and inter-relationships, on which the mental processes of decision making and problem solving should be based, carried out through physical action. Spirit is 'life force', inner drive, determination ... it relates to everyone, whether religious or not. We believe that spirituality is a vital component of all human existence, at all organic levels.

Spiritual strength reflects such factors as depth and breadth of conviction, commitment, influence and power, clarity of beliefs and the ability to resist attack on them. Spiritual stamina is the ability to maintain beliefs and act accordingly in the long term. Spiritual suppleness considers the ability to listen to other views on spirituality and spiritual issues with an open mind, consider their validity, reflect upon them, and change one's own views when relevant to allow for new thoughts and ideas. This requires the ability to understand and accept that there are many attitudes, approaches and beliefs, each of which may contain some truth.

The general decline in religious belief (at least in the West) has left many people without a spiritual foundation to their objectives, philosophical approaches, values, and inter-relationships, and we believe could help explain some of the psychological and moral dilemmas faced by modern humanity.



Narrow and exclusive definitions of spirituality, demise of colonialism, unclear role of and attitude to nation states, and globalisation may have also contributed to the lack of an appropriate and relevant framework of objectives for basing global decisions on. Its effect is that many individuals, groups, societies and humanity collectively lack clear, valid missions, motivation and guidance as to how to lead their lives and make crucial decisions. At a global level, inconsistent and unjustified political actions are commonplace.

We believe spirituality can be positive, negative or non-existent, and are concerned that particularly at the global level, the balance may have shifted. Positive spirituality may have fallen such that issues are missed, decision making inconsistent and often with negative (in effect, if not intent) objectives, and implementation sporadic. A new spiritual foundation to humanitarian decision making must be found, based on shared positive spirituality, and will require individuals and leaders to be brave, make tough decisions and follow them through. They must be prepared to make and accept fair criticism, stand against those using negative spirituality but also challenge themselves and the validity of their beliefs, philosophies and values. This will require high mental and physical fitness at all organic levels.

In our view, a key reason why leadership has not developed the required global outlook is the continued focus on importance of individual nations and religions, each with their own, often conflicting, beliefs, attitudes and objectives.

Global leadership should focus on connectedness and recognise that humanity should be viewed as a whole, not a collection of isolated individuals, communities, tribes, or even nations. The circumstances into which we, as individuals, are born are entirely fortuitous, so the idea that certain elements of humanity are superior to others, or have a right to a better life style, using a disproportionate share of global resources is at best questionable. Global problems affect everyone, and require united actions to solve them, with the objective of optimising the total utility of humanity. Indeed, it should have a broader focus than humanity, including concern for all life forms.

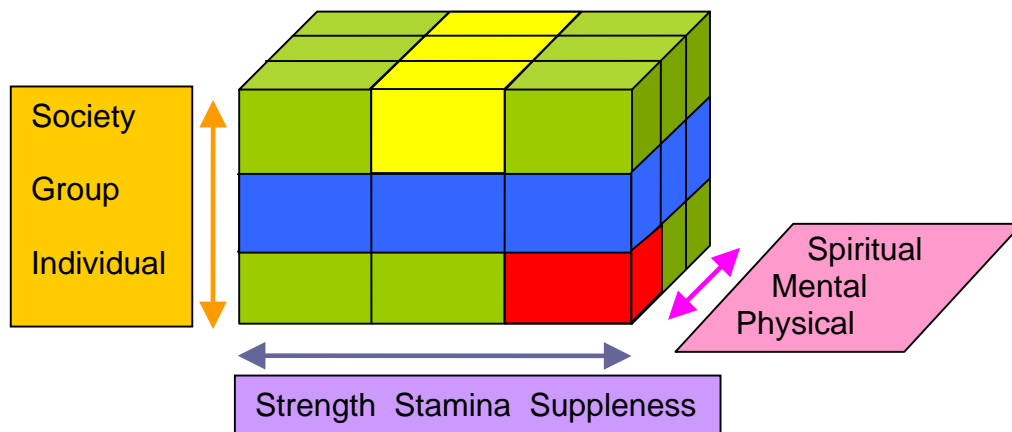
Global leadership should seek consensus on the objectives of humanity, status of individuals, and a yardstick for assessing the legitimacy of solutions and actions by individuals, groups and societies.

Generic Use of the GFF

There has been a great deal of work done in studying some of the cells in the framework, and its modular nature enables this work to be recognised and valued. Cells in the framework are, however, inter-connected, and influence each other, such that as well as considering the 27 cells separately they also need to be considered in clusters and as a whole. Figure 2 illustrates three possible focus points:



- the cell representing physical suppleness of an individual, shown in red in figure 2. There are 27 such cells in the framework;
- the core covering physical, mental and spiritual stamina of a society, shown in yellow in Figure 2. 27 such cores are available;
- the slice covering physical, mental and spiritual fitness of a group, shown in blue in Figure 2. 9 such slices exist.



Physical suppleness of an individual



Holistic stamina of a society



Holistic fitness of a group

Figure 2: Illustrative Focus Points

More work has been done by researchers on elements represented by cells toward the bottom front left of the framework (individual, physical, strength) than on those represented toward the top back right (society, spiritual, suppleness). The authors suggest however that although the latter elements are more complex they are of increasing importance for leaders in the modern world.



Element 3: NEW PARADIGM

We define the current business / social paradigm as having the following attributes :

- Individuals should act in their own self interest
- This also applies to organisations and nations
- Market forces will result in optimisation
- Demand based on purchasing power
- The public sector can deal with any adverse aspects
- Natural resources are there to be exploited
- Business (and population) growth is desirable

The number and significance of urgent global issues mentioned previously shows that this current paradigm - our very way of being - has not been adapted to cope with changing circumstances.

The drive for increasingly efficient production may have been desirable when demand exceeded supply and natural resources seemed limitless, but now such an approach is not sustainable in the long term nor, many would argue, the medium term. This situation can only worsen as the massive populations of China and India strive for similar standards to those in the West.

Like the mythical slowly boiling frog, leaders have not recognised that changing circumstances have made the current paradigm untenable. Now, a fundamental change is required, in our view along the following lines :

Individuals, leaders and decision-makers

Act ethically, honestly and with integrity in all their activities

Recognise their role in shaping the future of humanity and the whole planet

Recognise that all aspects of their followers' lives are important, and need to be valued and nurtured

Organisations

Focus on co-operation with customers and suppliers;

Work collaboratively with other businesses

Actively reduce their use of natural resources and impact on the environment

Contribute to the development of the local community

Nations and Societies

Recognise each others' basic humanity, value and rights

Act together to tackle issues



Element 4: EFFECTIVE DECISION MAKING

Our concern here is that certain elements of decision making tend to be overlooked or poorly performed, particularly at a global level. Rayment (2001) has a model for decision making: ASK SIR L, standing for the seven stages Appreciate, Specify, Causes, Solutions, Implementation, Review and Learn.

In assessing urgent global issues, it often seems to be the ASK phase that is weak. Examples include global warming (slow acceptance, understatement of potential extent, little recognition of the less obvious consequences such as flooding and storm damage) AIDS in Africa ('families' with no adults, or only extremely sick ones, thus young children having to run homes) and the future role of men.

Failure to anticipate adverse results from the implementation of action 'packages' is another indicator of weakness in this phase of decision making. Could increased levels of terrorism have been anticipated, given the current international stance of not challenging religious indoctrination / using force to invade and control 'enemy' territories / destroying people's homes / allowing drug and oil money to become available to 'freedom fighters' / low level border controls / expansion of the internet and potential of mobile phones as bomb detonators?

Another issue with problem solving is whether there is the political will to implement the solution. A pertinent question here is 'who will actually suffer?' so for global warming, perhaps the answer is NOT the rich / powerful / politically aware / 'West' but the poor / weak / isolated / third world. Thus, it is not seen as so much of a problem by the people most able to solve it. Some people thought that it would take a major disaster before real action was taken, but since New Orleans this may be viewed as over-optimistic.



ILLUSTRATIVE APPLICATIONS

Having outlined the four key elements of Global Leadership, we now illustrate its use in the categories given above.

a) FITNESS OF INDIVIDUALS

Age-related Fitness Levels of Individuals

It may be insightful to see how the holistic fitness of individuals varies with age. One might expect physical, mental and spiritual fitness to develop at different rates, as illustrated in Figure 5.

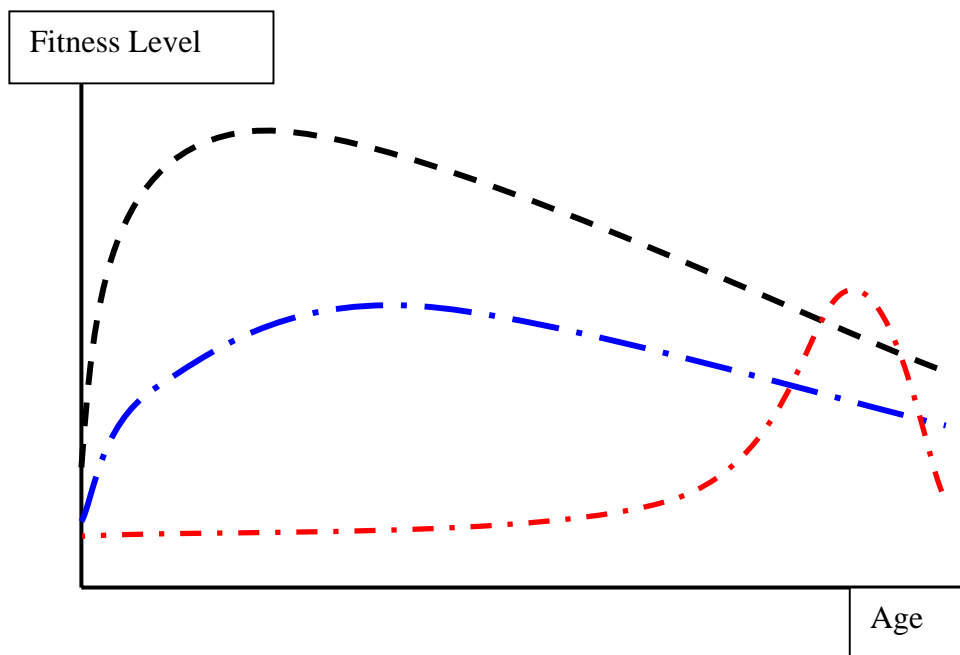


Figure 5: a schematic representation of an individual's age-related fitness levels

For different individuals, each of these elements will grow peak and decline at different rates, and a more detailed study could break each dimension into the 3 fitness elements of strength, stamina and suppleness. Deeper analysis could examine the impact of different approaches to spiritual education and their influence on individual's spiritual strength, stamina and suppleness.



Male and Female Fitness

An analysis of the typical physical, mental and spiritual strength, stamina and suppleness of the two sexes could be performed based on the GFF. This could be linked to exploration of whether there are types of environment more suited to one of the sexes, and if so, what implications follow. An extension could be analysis of why many people are deciding not to have children, in apparent contradiction of evolution theory.

b) HEALTH & WELLBEING

Much work has been done by researchers on elements represented by cells toward the bottom front left of the GFF (individual, physical, strength) and we are keen to receive inputs showing how such work relates to its broader elements. Interest has been shown in the links between physical and mental fitness, performance and toughness, both of individuals and groups, and we would be keen to see this extended to spirituality and society.

Are there differences between the meaning of the terms health, wellbeing and fitness? Does health tend to relate to the physical, wellbeing more the mental / spiritual, but both being passive, denoting relative lack of illness, with fitness more positive, suggesting fitness for a purpose, or to achieve a mission? The global approach of the GFF would encourage consideration of the full range: physical, mental and spiritual health, wellbeing and fitness of individuals, groups and societies.

Governments have become increasingly concerned over the 'health of the nation', initially tending to focus on the more negative aspects such as effects of smoking drinking and other drugs, and food intake: quantity and quality. More recently this has broadened to concern for positive fitness, but even now tends not to specifically cover spiritual aspects.

Focus on the ASK phase of decision making would encourage patients, doctors and society to consider the wider effects of particular treatment regimes and approaches. For example, the physical, mental and spiritual benefits of music therapy, and the long term mobility consequences of encouraging people to build stamina through running.

c) TEAM PERFORMANCE

Since Belbin (1981) introduced the importance of team roles, increasing emphasis has been placed on the need to have a balanced, well trained, team in sport or work environments if



optimum performance is to be obtained. Physical, mental and spiritual attributes of team members, the contemporary requirements of various roles, and the ability to gel together could all be studied under the Global Leadership umbrella.

Again, it is becoming increasingly recognised that it is difficult for any group to maintain superior physical fitness, whereas correct mental attitude can give a sustained advantage. Clough (2005) uses the term Mental Toughness to cover the ways in which the mind can be trained to cope with physical and mental stress, particularly in the workplace. Mental Toughness considers mental strength and stamina, but we argue that it would be a stronger theory if it covered all aspects of the GFF, adopted a global approach and was related to a contemporary mission and paradigm. We would argue, for example, that an important part of mental attitude stems from a strong spiritual foundation, and a group that can develop strong shared spiritual values is likely to perform better and recognise potential issues such as excess mental toughness.

d) PERFORMANCE OF ORGANISATIONS

Kaplan and Norton (2000) introduced the concept of a Balanced Scorecard in an attempt to ensure performance of organisations is measured in more than purely monetary terms. While the Balanced Scorecard is valuable in encouraging wider performance measurement, it has little to say on the spiritual level, and organisations are left with little guidance as to how to set valid objectives and values, or motivate employees. Combined with Global Leadership, the Balanced Scorecard could provide a comprehensive analysis of strategies and performance of organisations of all types and the validity of the underlying paradigms.

e) NATION STATES

Historical analyses such as that undertaken by Diamond (2005) will help identify underlying causes of humanity's current inability to solve urgent global issues and other problems. One approach could be to consider the roles and purpose of nations particularly given the range of urgent global issues facing humanity. How and why did nations develop? What are the basic attitudes and decision making processes of their leaders, and are they valid in the modern world?

More broadly, the GFF could be used to examine the physical, mental and spiritual attributes of different nation states, to facilitate analysis of their actions at important historical periods, or as a longitudinal study. For example, the relative fitness of participants in, say the Napoleonic wars or World War 1 or 2 could be assessed to help understand the outcomes.



Similarly, the United States and Iraq could be assessed as part of an analysis of the causes and outcomes of the two Gulf Wars.

A possible application would be to consider the power of leaders of nation states who may seem to act in a manner which is not necessarily supported by the majority of their citizens, and may reflect apparent lack of concern for the lives of those in other countries.

Spiritual fitness is a useful concept when considering societies and nation states. Do countries (both individually and collectively) still have a strong 'life force', or have their reasons for existing (geographic; defensive; exploitive; maintain law / order / monarchy) declined due to environmental changes, to such an extent that they may no longer serve a valid purpose and the individuals and societies within (and humanity in general) may cease to support their existence?

Perhaps globally we are now at the stage the United States was at in the period leading up to its civil war, with individual nations (rather than states) recognising the need for a united approach, but each still wanting to be able to control its own future, including its own defence, and suspicious of the motives of others. If so, can we find a way to achieve on a global scale what the United States did at a national level?

f) SPIRITUALITY IN THE WORKPLACE

This is a topical research area, but focuses almost exclusively on the spiritual aspect of organisations. While we are keen to see more focus on spirituality in general, the authors argue that the study of spirituality in the workplace would benefit from a more global approach which also recognises and embraces the physical and mental dimensions and links individual, group and societal spirituality.

g) RELIGION AND FAITH

The concept of organisations needing to be 'fit for purpose' could be used to assess the role and practice of religion and faith. They were powerful, and may have had an important role, in the early stages of development of society, but their role may be increasingly under threat, and the relevant organisations may be losing some of their physical, mental and even spiritual fitness. The general decline in religious belief (at least in the West) may have left many people without a spiritual foundation to their objectives, philosophical approaches, values, and inter-relationships, which we believe could help explain some of the psychological and moral dilemmas faced by modern humanity.



A longitudinal study could be undertaken, comparing the role and fitness of particular religions say during the 5th, 12th, 19th and 21st centuries. This could help establish the most appropriate future practice of such groups, and relationships between them and secular aspects of society.

h) THE ROLE OF BUSINESS SCHOOLS

We believe business schools are partly to blame for the current lack of global leadership in that they have failed to develop and promulgate business philosophies, approaches, tools and knowledge that fit contemporary circumstances, or to recognise the role and power of business - including governments and public service organisations - in addressing urgent global issues.

The role of business schools should be to think, lead and educate, and they have failed in all three. They do not have contemporary missions, they do not have a global outlook, they have not identified the shortcomings of the current business paradigm, which has existed, and been supported by business schools, for several hundred years, and their decision making tends to suffer from the same weaknesses as covered above.

In short, business schools are not 'fit to lead', being part of the problem rather than solution. They need to recognise the need for and adopt global leadership approaches before they can carry out the role required of them.

For each of the remaining three categories, we have highlighted some well known problem areas and issues. We believe global leadership can help resolve them.

i) PUBLIC FINANCE / ECONOMICS

- Wealth distribution: international; earnings of top managers / sports stars
- Level of inheritance tax
- Do the poor pay a higher % tax than the rich?
- What level of aid and grants should be provided to the 'third world'? How should it be distributed? How should 'third world' debt be handled?
- International terms of trade e.g. the international coffee market



- Financial relationships between international corporations and (individualistic) nations: location of facilities: relative tax rates, transfer pricing; measures aimed at dealing with issues such as global warming e.g. EU carbon tax / credits

j) EDUCATION

- Purpose / aim: currently focused on 'mental'
- Attitude to spirituality: role of religious education / schools
- Attitude to physical education: Is there excess concern with high performance / natural talent?
- Concept and meaning of 'life long learning'
- Link to 'age-related fitness levels of individuals' outlined above

k) NATURE

- What is humanity's role in running (or ruining) the planet?
- Inability / unwillingness to control population levels;
- Treatment of animals: validity of 'keep them alive in zoos' approach; the tiger as a spiritual emblem, but facing physical exploitation e.g. as an aphrodisiac or charm.
- Can animals and birds be used as indicators of environmental health and decline?
- Sustainability of natural resources e.g. rain forests.

Final Point

The above are purely illustrative, early thoughts, but reveal the potential and scope of global leadership. We need your involvement.