

Effect of Spiritual Intelligence on Effective Change Management: A Review of Selected Researches

by

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Abstract

Spiritual intelligence (SQ) does find its roots back in the paradigm of religion nevertheless the business use of spiritual intelligence has nothing to do with religious beliefs. Because of the fragmented literature and lack of empirical studies, Spiritual Intelligence (SQ) is gaining interest of researchers. Researchers believe that the change management process can benefit greatly by introducing spiritual perspectives in the organizations which is believed to compliment change process by helping employees meet new and on hand goals with added rapidity. Acknowledgment of spiritual intelligence as the primary aspect of the human persona has broadened the possibilities towards managing change. Spiritual leadership holds the attitude or values considered important to intrinsically motivate one self and others to have feeling of connectedness with the outer world. This incorporates sense of meaning, well-being, vision and a culture of love where people feel loved, appreciated and cared. The spiritual leadership is considered an ultimate way for transformation of organizations because such leadership can incorporate vision, faith, and altruistic love in employees necessary for change process. Yet there is a need to empirically test the claims about spiritual intelligence with reference to change management. This paper intends to focus on exploring contribution of Spiritual intelligence in the construct of Effective change management.

Key Words: Spiritual Intelligence, change management, spiritual leadership, change management models

Introduction:

With the dawn of sixteenth century, Machiavelli pointed out the difficulties and risks involved in the implementation of change. Apparently after 500 years the problem still exists. An extensive review of literature in multidisciplinary field of Change Management shows that resistance is institutionalized in the process of change. Despite the research efforts, organizations are noticed to have less success rate when it came to change management. The body of knowledge is growing yet the practicality of theories and models is in question.

Today when organizations are exposed to political, regulatory, and technological changes, importance of change management models and theories cannot be denied. On the other hand, the failure of change programs encourages the researchers to concentrate on more sensitive and apparently clichéd issues. The impracticality and malfunctioning of change initiatives triggered the need to investigate more on human aspects of change management¹. Therefore, in recent time,

efforts have gone beyond just the allocation of resources. The immense body of work on the topic of change management has shown the efforts made to understand the process of change completely. Researchers have revealed that change programs faced a malfunction of poor planning; monitoring and controlⁱⁱⁱ bringing in light the importance of change leaders.

In the context of Change management, a leader is one of the people who can be change agent, a team leader or anybody who is related to the process of change.ⁱⁱⁱ The pertinent literature on change management has found to be focusing on leadership. Researchers believe that where a concentrated power can block the change process of any organization, the transformative leadership can be a key to continuously reaffirming the importance, efficiency, and effectiveness of change^{iv}. Along with the participation, empowerment, power, influence, contingency theories, traits and skills ... multiple intelligences in leadership are locale of curiosity for many researchers. Cook and Macaulay (2004) debated^v in their book that “four intelligences” are vital for effective change management. They discussed the “intelligences” and their implications on leadership. This is to be mentioned that all the intelligences were debated as important in making a leader capable of managing change. Cook and Macaulay (2004) claimed that “Spiritual intelligence” helps the leader to transform the organization.^{vi}

Spiritual intelligence (SQ) does find its roots back in the paradigm of religion nevertheless the business use of spiritual intelligence has nothing to do with religious beliefs.^{vii} Because of the fragmented literature and lack of empirical studies, Spiritual Intelligence (SQ) is gaining interest of researchers. Researchers believe that the change management process can benefit greatly by introducing spiritual perspectives in the organizations which is believed to compliment change process by helping employees meet new and on hand goals with added rapidity. Acknowledgment of spiritual intelligence as the primary aspect of the human persona has broadened the possibilities towards managing change.^{viii}

Spiritual leadership holds the attitude or values considered important to intrinsically motivate one self and others to have feeling of connectedness with the outer world. This incorporates sense of meaning, wellbeing, vision and a culture of love where people feel loved, appreciated and cared. The spiritual leadership is considered an ultimate way for transformation of organizations because such leadership can incorporate vision, faith, and altruistic love in employees necessary for change process.^{ix} Yet there is a need to empirically test the claims about spiritual intelligence with reference to change management.

Problems in Change Management:

A much-accepted dilemma about models of change management is the gap between theory and practice. When much acclaimed theories are put in to practice, they don't deliver glossy and promised results.^x Resistance being the much talked about problem in change management programs is often highlighted by many researchers.^{xi} Resistance can hinder the process of change from within the organization. Such as in public sector, employees' resistance often calls for a failure of change management programs.^{xii} Whereas in other cases when attitudes and behavior of employees is not an issue, its external environment that causes the problem.^{xiii}

Resistance is often generated when culture and change management are not in juxtaposition.^{xiv} Culture does not necessarily have to be taken in a conventional context. It could be a culture of values^{xv} and creating a culture of value in an organization is transforming the way employees value and the way they work to achieve certain goals.^{xvi} The behavior, tone, style and attitude of employees towards work not only define the culture of an organization^{xvii} but also require transformational qualities of a leader leading change.

Failure of a transformational process is attributed to insufficient guiding coalition because there is always a need for structured or unstructured team that is committed to transformation process. Let it be head of the organization, head of the department or few other people who are willing to pull up as a group. A change without a proper guiding coalition will be very short term and unable to overcome major reasons of inertia.^{xviii} It is therefore inferred that in the process of change management lining up the political sponsorship is critical.^{xix}

Leadership is Important:

When the causes of failed change management programs went beyond monitoring and controlling, researchers realized the need of emphasizing leadership beyond being just a manager. It is a no brainer that a transformational leadership does an exceptional job in the process of change management.^{xx} The point to be noted here is that the phenomena of transformation work in two dimensions. The leaders not only have to transform the followers but also themselves. Similarly, leadership doesn't have to be top management only. It refers to leadership at all levels of an organization and all stages of change.^{xxi}

Motivating Change (MC):

Prior to implementation of a change program, those who are subjected to change regardless of their position in an organization need to be motivated.^{xxii} It is proven that change of any kind causes insecurities to the individual subjected to change.^{xxiii} These insecurities in the individuals can be attributed to the fact that moving from known to unknown (change) has an ability to affect people's competencies, worth and coping abilities. This fact calls for a need to motivate those who are involved in change process^{xxiv} so that people involved in change can be productive to the maximum.

In researches of the human aspect of change management, motivation is found to be an important variable.^{xxv} Therefore it is assumed that a leader must possess certain abilities that can motivate himself as well as his or her subordinates. These capabilities may entail a range of activities that leaders must perform. Woodward and Hendry^{xxvi} also highlight the need of a leader to be motivated himself before he motivates his subordinates. Whereas for motivating the individuals/subordinates, researchers believe, that the leader leading the change should create a readiness for change^{xxvii} by elaborating the need and future benefits of change program.

Empirical evidence shows that communication in general^{xxviii} and communicating the good history of process of change in an organization helps motivate the employees in creating a readiness for a change that is yet to be implemented.^{xxix} Previous work on effective change management reveals this "readiness for change" can be made more effective with helps of training and developing activities. The researchers argue that training the employee is an immensely important source of motivation.^{xxx} It is because as mentioned earlier, the change causes insecurities about abilities, therefore the training programs can help employee prepare for the change in a more learned and confident way. Organizations may offer courses, arrange seminars and workshops or hold discussions simply. Literature supports that formal knowledge of change management theories is found to be motivating for senior managers as well as subordinates. The main purpose is to assist the process of change by a gaining knowledge skills and abilities needed for change.^{xxxi}

Motivation can also be created in employees, by crafting dissatisfaction with present situation.^{xxxii} Unless the employees are not dissatisfied with the current situation, they will not sense a call for change in the current situation. A leader can create dissatisfaction in employees by

selling benefits of the required change process.^{xxxiii} The more benefits of change communicated to employees the more employees will be motivated to participate and compliment the process of change. Flamholtz and Randle^{xxxiv} claim that the momentum of change cannot be built unless dissatisfaction with status-quo exists. Once the dissatisfaction with current state is crafted through communicating the benefits of change and explaining the desired performances, subordinates are more likely to facilitate the change process.

Resistance to change is the most usual thing a leader can expect before the change process is started. Overcoming resistance is a major factor in motivating employees. Some researchers even believe that resistance to change is the reason in making change happen successfully. It is because unless there is an emotion no matter a negative one, it cannot be replaced with enthusiasm for facilitating change.^{xxxv} A leader must overcome the resistance in subordinate and regarding that the earlier discussed factors of the creating dissatisfaction with present status quo and narrating the benefits of change process are believed to be helpful.^{xxxvi} Besides that, leaders can also overcome resistance of their employees by celebrating or accepting^{xxxvii} their diversity, encouraging their participation,^{xxxviii} recognizing their achievements^{xxxix} communicating his vision and providing direction to others for the process of change^{xl} along with energizing them for unusual process of change.^{xli}

It is to be pointed out that motivation is not a onetime activity; it is an ongoing process that goes within every phase of change management. In bringing change, a motivating leader always has to explain reasons for decisions, be fair and equitable in treatment to people.^{xlii} For the purpose of creating motivation, a leader always has to^{xliii} get feedback^{xliv} by listening to employees.^{xlv} Similarly by giving role autonomy to subordinates,^{xlvi} a leader can motivate him for change. Literature also focuses on qualities that a leader should possess to be helpful in bringing change. Motivational qualities of a leader are always found to be undeniable. A leader has to be consistent in word and deed^{xlvii} and build respect for the owners' integrity and recognize that executive management values the employees.^{xlviii} The adopted model emphasizes on creating a readiness for change and overcoming resistance to change for the purpose of motivating people related to the process of change. As briefly mentioned earlier creating a readiness for change means that the employees should be incorporated with a feeling of need for change by revealing the pitfalls of current status of a situation and creating a desire for a certain status in future and the management should always communicate realistic positive results of the change.^{xlix}

The second factor of the model for change management is overcoming resistance to change model suggests three strategies for coping with resistance in the process of effective change management. First of these strategies is being empathetic to those who are undergoing the process of change. Management needs to put itself in their shoes and understand what is the nature of resistance and then coming up with the coping strategies accordingly. The second strategy for coping with resistance is communication. Though it can lead to complications in the process still is found to be one of the most effective strategies for coping with change. The model also suggests for the participation and involvement of members in the process of change for the purpose of reducing resistance.^l

Creating Vision for Change:

Effective change management is difficult to achieve unless leadership creates and circulates a shared vision.^{li} The vision that a leader articulates must be a clear one.^{lii} By clarity it means that the vision should be related to what change is needed with certain specifications^{liii} and it should also describe clearly what future state the leader is aiming for. Therefore, the vision

should clearly communicate to employees what is expected from them in terms of behaviors and also what state leader wants to achieve in future. Along with clarity, a vision has to be realistic in nature.^{liv} This means it should not convey unachievable or superficial purposes and goals. Such unrealistic visions can cause demotivation in employees ultimately leading them to be unproductive in change process.

For a vision to be effective it has to be shared with rest of the organization or the people subjected to change. It means a leader's vision not only has to be communicated to the employee but also the employees should sense a feeling of ownership and relatedness to the vision.^{lv} The vision has to be passed on to the employees in such a way that there is no changing in the purpose of the vision due to any perception barrier.^{lvi} Therefore, it is advised by the body of knowledge that the leaders must try to ascertain how the vision is perceived by employees and stakeholders.^{lvii} Higgs & Rowland^{lviii} have coined the term of "framing change" to the framework of effective change management where they prioritize vision as the first element in the framework of change process. Similarly, in a comparison of three models of emergent change, the authors report three researchers emphasizing on the need to develop / create a vision and a common direction shared vision for finding the ways to manage and organize for competitiveness.

The creation of vision addresses two main aspects of change process. Creation of vision statement may entail mission, valued outcomes and valued features that an organization values ultimately describing a desired future which is indispensable for change process.^{lix} Apart from that, vision creation also incorporates commitment in members that ultimately leads to a facilitated change management.^{lx} A clear vision in lined with an organization past and present strategies energizes commitment.^{lxi}

Developing Political Support for Change:

The theoretical framework of change management is incomplete without the conceptual contribution of political support need to bring change.^{lxii} Therefore for developing political support first thing can be identifying the key stakeholders in the process that will be affected by change or will be benefited by the process.^{lxiii} Identification of the key stakeholder can lead to achievement of positive and significant participation from them.

Once the key stakeholders of the process are identified, the need is to influence them in such a way that they participate positively in the process of change. The process of influencing stakeholders can be anything from convincing them formally to motivate or getting support from them.^{lxiv} The political support can be developed strongly by involving key stakeholders in this process completely.^{lxv}

Of all the stakeholders, top management^{lxvi} is the most critical one, obviously the reason being it is the most powerful in an organization. Studies expose that top management sometimes can show a lack of commitment that can hinder the change implementation to its worse. This lack of commitment can lead to wrong decision making, erroneous allocation or investment of resources or lack of participation when necessary.^{lxvii} Therefore they key people involved in the process and they must be motivated and trained enough to gain political support from.

Besides top management, organizations import the political support from outside the organization. Bringing in a change agent or a team for a particular purpose is practiced in well-developed organizations. A change agent with power^{lxviii} or a project champion with authority, knowledge and influence^{lxix} is found to be very important in order to access where organization is standing when it comes to political support needed.

Managing the Transition (MT):

Change process is not simply a before and after scenario. It is a whole process where the transition phase is as important as anything. The organization should have a proper plan for its transition phase for handling the products, services, customers, suppliers etc. in the time when organization has left its original state and is changing continuously, and also has not attained the desired one. Therefore, its responsibility of a leader is not only to communicate and describe a desired future state but also to find linkages between the present and desired states. The change leader will have to focus on building the bridges across the whole process and people involved^{lxx} which means that a change leader should be fully prepared for the transition phase of the change.

The transition phase can face a huge resistance and can be actually responsible for failure of an organizations change plan. This resistance in transition phase can be overcome by creating conditions for change.^{lxxi} That is why putting up together a group of people with enough skills knowledge and expertise, who can give guidance to stakeholders for a certain behavior^{lxxii} and who can work together as an effective team^{lxxiii} in the phase of transition, is critical. In a study of successful change management, 69% of 259 senior executives in Fortune 500 companies in the USA mentioned that team building is important for change management success. These teams, specified for change, must have a clear role and responsibility definition with decided parameters for change.^{lxxiv}

The component of strategizing change for transition phase^{lxxv} is the one that requires a high degree of focus by authorities for organization as a whole and also at an individual level. The strategizing phase is designed according to what kind of change, i.e. radical or incremental, is to be brought in organization. However, it is emphasized that the transition phase has to be incremental so that the persistence can be observed specially when there are times of discrepancy. The divergence from a desired standard is caused by lack of focus and inconsistency. It is the point which makes it necessary for the process to be incremental^{lxxvi} so that focus is not lost anywhere in the process.

Now when the organization has left the current state and has not reached the desired state yet, transition phase requires strategizing the change through activity planning and tracking,^{lxxvii} by using management information system,^{lxxviii} aligned with management structure.^{lxxix} This planning simply means making a systematic plan^{lxxx} by using the existing resources,^{lxxxi} for transition process.^{lxxxii}

The transition phase is facilitated by producing realistic plans, schedules, deadlines by breaking down process into possible and necessary detail.^{lxxxiii} This can also emerge the need for training and providing organizational development tool kit of interventions.^{lxxxiv}

After the processes are defined and broken down into needed details and also the required trainings are given, high performance standards^{lxxxv} should be established. In this component of effective change management it is assumed by the researchers, that continuously convincing people of the need for change^{lxxxvi} and having high trust in executive management^{lxxxvii} can help all stakeholders maintain energy for system-related change.^{lxxxviii} This phase of transformation requires a leader to not only seek for continuous stakeholder participation^{lxxxix} but also taking difficult and unpleasant decisions without any hesitation if it is for the benefit of organization.^{xc}

Sustaining the Momentum (SM):

Researchers believe that once change is acquired in organization, its sustenance is very important.^{xc} A leader will have to keep an eye on the fact that the organization, after attaining the

desired change, will not bounce back to the previous state of being. The momentum of change can be maintained by building a support system for change agent (let it be a leader, change team or change champion), not only by reinforcing new behaviors^{xcii} but also by developing new competencies and skills and providing resources for change.^{xciii}

However, in this process problems are expected to arise, so the management should have ability to resolve conflicts^{xciv} between employees that may arise because of new roles and responsibilities. A change leader should develop a clear decision-making structure that develops systematic change process^{xcv} not only to resolve conflicts but to facilitate continuous monitoring of the process.^{xcvi} Nevertheless, it is to be understood that this is only possible when a leader or change agent has clear understanding of strategic goals^{xcvii}.

It is found in the previous researches that knowledge of change management theories is an important contributing factor in the construct of Effective Change Management.^{xcviii} The way managers get formal training of change management or organizational behavior^{xcix} is help manage the change process effectively in all phases.

Likewise, there are some personal competencies owned by leaders, that are critical for on the whole change management process. Woodward & Hendry^c found that a self-motivated leader, having ability to influence or negotiate, with not only positive attitudes towards change but also commercial awareness of things, can be driver of change process. Moreover, he has to understand customers' need^{ci} with an openness to others' views^{cii} should possess rational judgments and should also know how to sell benefits of change.^{ciii}

Change Management Theories:

To date there has been numerous debates on how to manage or organize a change in an organization. These debates included different approaches ranging from "rational linear view" of organizational change to "systematic multivariate view" of organizational change.^{civ} Within these views, the focus somehow remained on the contingencies required for making change management effective.^{cv} These contingency approaches presented a model that was an ideal one for the time being, for a particular organization.^{cvi} That is why, till today, the investigations are focusing on all kind of approaches that could possibly explain change management to the best effect.^{cvii}

Among all the models presented to understand the process of change management, Kurt Lewin's model^{cviii} of "*unfreeze, change, refreeze*" gained much popularity. The model basically advocates that every organization goes through the phases of "*unfreeze, change, and refreeze*" in the time of change.^{cix} Since then it is copied and modified by many researchers and practitioners. The paradigm of "*unfreeze, change, and refreeze*", though had "era limitation" because the times in which this model was developed had much less economic, social, political, technological complexities as compared to today.^{cx}

Now the times have changed and change literally has become a norm not an exception and a necessity not a choice. According to German Institute for Economic Research, individualism at workplace, shift from production to service, digitalization of processes, globalization and demographic changes are the factors that are forcing organizations to change continuously and adapt to more detailed and sensitive approaches to change management.^{cxii}

Another widely accepted yet modified model for change management is by J.P. Kotter. Kotter^{cxiii} believed that a leader has to adhere to the stages of establishing the sense of urgency, creation of a coalition, developing a clear vision, sharing a vision, empowering people to clear obstacles, secure short-term wins, consolidate and keep moving and anchor the change. This model

is believed to be a clear and easy to follow however once the process has started it is assumed that changing the direction will disturb the whole process. Researchers believe that it is a top-down model which eliminates the participation aspect of people involved in change. Here “ADKAR” is the model that answers this problem with Kottar’s model efficiently. In this model, A is for awareness for need of change, D for desire to participate and support change, K is knowledge needed for change, A ability to implement and R is for reinforcement to sustain change.^{cxiii}

The main criticism that ADKAR faced, by researchers, is that this model completely overlooks the “transition phase” of change. Transition phase has been advocated as important phase by researchers^{cxiv} and this shortcoming is well addressed by Waddell, Cummings, and Worley’s^{cxv} model of effective change management.

This review therefore is based on ECM model proposed by Waddell, Cummings, and Worley in 2000.

Spiritual Intelligence:

Leadership qualities are far beyond the planning, controlling and monitoring activities now. There was a time when leader and manager were meant to be taken as synonyms. Now many new dimensions are added to the construct of leadership. Along with values vision and many more, the use of multiple intelligences is one of the new dimensions that are widely debated as phenomenal contributors to the effective transformative leadership.^{cxvi} Some researcher researched on the topic of spiritual intelligence with the unquantifiable and intangible variable whereas others wanted to quantify it to make basis for empirical studies. For this research the theory proposed by Yosi Amram^{cxvii} is used and for empirical data the questionnaire developed by him was used.

The following section will give an overview of Spiritual intelligence as per revealed by prevailing body of knowledge on the topic. The dimensions are those as theorized by Yosi Amram in 2007. The term spiritual intelligence is often used interchangeably with spirituality. Some people take spirituality as in relation to God, human beings or earth and some define spirituality as a commitment to a certain faith or path. However, the contribution of spirituality in betterment of life leads us to the concept of spiritual intelligence.^{cxviii}

Because of the increasing body on knowledge in the area now spirituality is neither rooted in religion nor has its use in business organization been related to the religion.^{cxix} The researchers have been working on the integration of framework of spirituality and intelligence into spiritual intelligence. Because of rising value of transformative leadership, awareness and personal meaning (major dimensions of spiritual intelligence) the subject is getting stronger roots in management sciences with passage of time.^{cxx}

Spiritual Intelligence can be defined as ability of a person to use multiple levels of mind, by having self-awareness, transcendence, and problem-solving skills, meaning, transformation, inner directedness, grace, expression, truth, critical thinking, ego-self-mastery and some social and personal spiritual competencies (discussed later on in this chapter). For this research, the adopted scale designed by Amram Yosi has categorized the framework of SQ into five major dimensions of Consciousness, Grace, Meaning, Transcendence, and Truth. Each of the subscale is discussed below.

Higher Consciousness:

One of the most emphasized dimensions of spiritual intelligence, is of higher consciousness, higher self or called higher awareness.^{cxxi} A higher consciousness of a leader refers

to his^{cxxii} refined awareness about the situations he is in. This awareness can be about his emotions i.e. how he feels about things, his reactions to certain events in a rational way, his limitations (accurate self-assessment) and awareness of self-confidence about certain tasks.^{cxxiii} The activities that are evident for a higher consciousness also include the use of imagination by a leader. The person with higher consciousness will have a heightened awareness about himself, his own feelings, emotions, surroundings, events and even others, not only with the use of concrete self-knowledge but also on the basis of his imaginations and intuitions^{cxxiv} about situations and events.

Self-awareness, therefore, envelops not only the feelings of a leader within himself but also the external factors that make him feel in a certain way. A leader with a heightened awareness and consciousness will be aware of things that motivate him for certain tasks. The completions of tasks and accomplishment of goals are triggered if a leader knows the internal and external factors that motivate him. It can be inferred that higher consciousness helps leaders accomplish their goals in uncomplicated ways once they have knowledge about themselves and others.

Researchers believe that a leader has a capability to separate himself from his existence in a present situation and look at things with a holistic view, if he has the ability to practice or experience the moments of higher consciousness. A spiritually intelligent person looks at the things with a bigger scenario and his rapport^{cxxv} with the universe. Therefore, in an organizational context, the leader will look at the problems with a holistic view while keeping his organizational goals, objectives and benefits in his mind. That is why; awareness of being one with the universe is another much emphasized element^{cxxvi} of this construct.

Meaning

Meaning refers to experiencing a worth in routine activities of daily life. A spiritually intelligent leader or person experiences the significance in his daily tasks. This significance is felt through a sense of purpose for that specific activity. This worth or significance cannot be experienced unless the persons finds a purpose no matter for himself or a larger whole.^{cxxvii}

There has been a debate on the overlap of Emotional intelligence and Spiritual intelligence construct. Researchers find it a merged construct, which needs to be defined with more sensitivity. Literature reveals that “meaning” is the factor that helps distinguish Emotional intelligence from Spiritual intelligence.^{cxxviii} Fundamentally, it is the transformative power of meaning that differentiates SQ from EQ. EQ allows a person to behave correctly with in a scenario, while allowing the situation to guide him. SQ, on the other hand, asks the person whether he wants to be in the situation in the first place. The meaning therefore helps the person know the purpose of the existence of a person in a specific place or situation. Literature shows that meaning incorporates a sense of responsibility in a leader. The leader will be able to balance between people, his inner and out self and his work and personal life if he experiences “meaning.”^{cxxix} It can be because the meaning inculcates sense of purpose in a person allowing him to priorities the different aspects of his life.^{cxxx} Which simply refers to “understanding the context and meaning of our actions frees us to make conscious choices rather than enslaving us to respond reflexively to life’s demands.”^{cxxxi}

Likewise, “meaning” also refers to the ability of a spiritually intelligent leader to sense of a call-in suffering or pain.^{cxxxii} A spiritually intelligent person feels a sense of service when he feels pain around him or people in suffering. In an organizational perspective, the leader senses the need of change for the benefits of organization.

Grace

Grace refers to the ability of a person to live in coalition with sacred, to show love for life based of joy, beauty and gratitude. Apart from specifying “grace” to spiritual intelligence construct, research shows that a graceful presence is a standard for mature and effective leadership too^{cxiii}. Some studies suggest that grace is an important dimension in the construct of spiritual intelligence.^{cxiv} A graceful leader will be able to keep him calm and composed in the times of change or chaos.^{cxv} Consequently his calm presence will ramify keeping the subordinates calm around him. This can be inferred that “grace” is a much important dimensions with respect to this particular research as it predicting significance in chaotic times of change. The ability to appreciate beauty and to ability to enjoy it engender calmness in a leader. The beauty in general refers to beauty as in flora and fauna and in organizational perspective it is the ability to see beauty in ones work.^{cxvi}

Transcendence

The researchers observe that definition of spiritual intelligence is imperfect without including transcendence or holism to it.^{cxvii}

It is an ability to see the interconnectedness of things and looking them as a whole^{cxviii}. Therefore, ability to visualize and practicing meditation or getting a trance state,^{cxix} along with having a transcendent vision of service to key stakeholders^{cxl} seems particularly helpful in refining the definition of spiritual intelligence. Ideally, being transcendent can make a person go beyond self-ego into an interconnected wholeness^{cxli} and make him see the work as a whole.^{cxlii}

Truth

Truth is the ability to live in open acceptance, curiosity, forgiveness, and love for all creation, as well as respect for the wisdom of multiple spiritual traditions. Yosi^{cxliii} proposed a seven-dimension model of spiritual intelligence, including truth being one of them. Truth is the ability to accept^{cxliv} what is true no matter what his previous beliefs have been. This ability allows one to see things clearly without any biasness. Truth also allows one to live with love for all creations and a respect for all spiritual beliefs around.^{cxlv} From business application, the scope of spiritual intelligence widens as a manager or a leader has to work along with many cultures and ethnicities. The acceptance and unbiasedness related to religions or geographical/cultural differences is a must have for a leader.

Truth also refers to truth about oneself. The true knowledge about oneself^{cxlvi} that can be about abilities, knowledge, limitations and emotions ultimately leads to taking right action whenever needed.^{cxlvii}

Conclusion:

Effective Change Management models are claimed to be an ultimate answer to the continuously evolving issues and highly competitive world of today, yet many of the theories of Change management lack empirical evidences. The packages presented to the organizations as models for change management are beautified with words and promises for a dramatic result. The failure of such programs brings us to the gap of theory and practice in change management.

Effective change management is the key to any business survival and leading change can always be declared ultimate assessment criteria of a leader. For a leader change is both important

and difficult as fact of the matter is that change of any kind is resisted the most by people who are to be benefited the most from it.

Use of multiple intelligences is gaining its long overdue attention in this decade. Researchers are being done on how a leader can increase his /her effectiveness by using these intelligences. This review aimed at measuring the contribution of Spiritual intelligence in bringing effective change. It was therefore found that the literature supports that the sustenance of momentum can be attained by creating a support system. Here it is proven that support for change is positively related to Effective Change Management. It can be hypothesized in further research that support for change combined with sustenance of momentum are positively related to effective Change management.

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liv Gill, 2003, Parish, Cadwallader & Busch, 2008; Green, 2007
lv Sutanto et al, 2008
lvi Devos, Buelens, and Bouckennooghe, 2007
lvii Sutano et al. 2009
lviii Higgs & Rowland, 2010
lix Waddell, Cumming & Worley, 2000; Gill, 2003
lx Parish, Cadwallader & Busch, 2008
lxi Waddell, Cumming & Worley, 2000; Gill, 2003
lxii Waddell, Cumming & Worley, 2000; Lee & Krayner, 2003
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lxiv Agócs, 1997; Anderson & Anderson, 2001
lxv Tichy, 1983
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lxix Sutanto et al, 2008; Gill, 2003
lxx Anderson and Anderson, 2001
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lxxvi Woodward & Hendry, 2004
lxxvii Waddell, Cumming & Worley, 2000; Flameholts & Randle, 2008
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- lxxix Waddell, Cumming & Worley, 2000
lxxx Sutanto et al. 2008
lxxxi Agócs, 1997
lxxxii Gill, 2003; Gildner, 2006
lxxxiii Gildner, 2006
lxxxiv Agócs, 1997; Tichy, 1983; Green, 2007
lxxxv Woodward & Hendry, 2004
lxxxvi Saka, 2001; Gallos, 2006
lxxxvii Devos, Buelens & Bouckennooghe, 2007
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xc Woodward & Hendry, 2004; Saka, 2001
xci Waddell, Cumming & Worley, 2000)
xcii Anderson & Anderson, 2001
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xcv Sutanto et al. 2008
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xcix Andrews, Cameron & Harris, 2008
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cix Green, 2007
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cxi Ibid.
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cxv Waddell, Cummings, and Worley, 2000
cxvi Cook and Macaulay, 2004; Selman et al. 2005; Fairholm, 1997; Rego & Pina e Cunha, 2007
cxvii Yosi Amram, 2007
cxviii Vaughan, 2002
cxix Kakabadse, Kauzmin & Kakabadse, 2002
cxx Ibid.
cxi Zohar & Marshall, 2004; Sisk, 2008; Vaughan, 2002; Heaton, Schmidt-Wilk & Travis, 2004
cxii The use of male gender is just for the symbolic use and fluency of text. This is not based on gender discrimination.
cxiii Wigglesworth, 2004

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- cxxiv Smith, 2005; Vaughan, 2003; King & DeCicco, 2007
cxv Sisk, 2008
cxvi Zohar & Marshall, 2004
cxvii Yosi & Dryer, 2007
cxviii Selman et al, 2005
cxix Sisk, 2008
cxx Yosi & Dryer, 2007
cxxi Fry & Cohen, 2006
cxxii Sisk, 2008
cxxiii Wigglesworth, 2002
cxxiv Yosi & Dryer, 2007
cxxv Smith, 2005
cxxvi Fry & Cohen 2006
cxxvii Yosi & Dryer, 2007; King & DeCicco, 2007; Heaton et al, 2004; Wigglesworth, 2002; Cook & Macaulay, 2004
cxxviii King, 2008
cxxix Sisk, 2008
cxli Fry & Cohen 2006; Smith, 2005
cxli Yosi & Dryer, 2007; Wigglesworth, 2004; Yosi, 2005
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