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Abstract

In recent decades, leaders have needed to learn to surf into the wave of change. Throughout the business world, there are number of changes that are currently happening. The ideals of surfing can be used as an analogy to guide how leaders should react to these changes. Leadership is a process of influencing people, and it continues to change with the uncertainty and ambiguity in the business world today. Therefore, it is important to try to move through the five levels of leadership: position, permission, production, people development and personhood. Over the past decades, the nature, scope and intensity of organizations has changed drastically. Leadership and management are two different systems that are complementary to one another but not the same. Being an effective leader is critical and there are eight important rules Peter Drucker advises leaders to follow. Also, there are five skills of emotional intelligence that help leaders to maximize their own performance as well as the performance of their followers. In addition to emotional intelligence, spiritual intelligence has started to become more popular in leadership. Spiritual intelligence helps leaders to process intense, unplanned experiences which transform them into the leaders they are today. A great way for leaders to learn leadership lessons is through surfing.

Leadership: Learning to Surf into a Wave of Change

What if all business leaders had to learn how to surf before they could lead any

associates? This seems like a crazy thought, which might be true. However, leaders who know

how to surf and know how to teach their teams to surf could be pivotal in today's business world.

Throughout today's business world, the ability to lead people and teams is essential.

Therefore, leadership needs to be able to deal with whatever is presented to them. With changing

times in business, leadership and organizations need the ability to adapt at a moment's notice in

order to catch a wave of opportunity. Leaders in business today can use surfing as an analogy of

how to act and react to the changes throughout the business world.

Over the past few decades, there has been a major shift in the currents of the business

waters. The landscape of these waters has changed from a somewhat controllable and predictable

ocean to a place where the water is oscillating at all times. In other words, business has been a

predictable place where leaders could control and isolate most things. Now business has become

a place of uncertainty; there is no blueprint for leaders to read (Hansen, 2012).

This type of uncertainty impacts all levels of the business world. It is not just upper

management who need to be able to deal with these changes. Every level of leadership, from the

top to the bottom, needs to be able to adapt to the monumental shift in the global landscape that

is happening in order for an organization to succeed. Therefore, all leaders need to learn to surf.

Surfing can be used as an analogy to doing business, and learning the mindset and

mentality of a surfer could make a major difference for leaders. A surfer is a person who

respects the ocean and the power it has. A surfer uses this respect as well as knowledge of the

ocean in order to find great success in riding waves. In order for a surfer to have success, the

surfer has to be deeply connected to the randomness of the ocean. Once a surfer understands and appreciates the randomness, s/he is able to seize the moment and paddle into a wave in order to find success (Hansen, 2012).

Leadership must learn to move their associates and teams out of the lineup, which is a place where people are fighting for the chance to find success in riding a wave, and into a wave, where everyone will find success. In order to do so, leaders must understand that everything is connected in business, in one way or another. Therefore, leaders must know how to accurately read the pulses and surges of the ocean. If leaders can read these types of uncertainties, they will be able to find the right wave to steer their teams into, which will most likely lead to teams successfully riding a wave.

Using the current uncertainty of business is critical. Leaders must be able to use this uncertainty to innovate and change for the better. Surfers convert the confusion of the water into positive energy to understand the situation. This allows the surfer to find the rhythm of the ocean, which in turn allows him/her to be able to feel, without much thinking, when the time is right to paddle into a wave.

The chaos of the ocean does not bother the surfer because s/he is part of it. With this type of connection to the ocean, the surfer almost does not have to paddle into the wave. S/he naturally puts himself/herself into the right place due to in depth knowledge of the movements of the ocean. This oneness with his/her surroundings is where business leaders need to be. They need to be able to make decisions without much thought. Leaders need to learn to be one with the ocean of business.

With all the uncertainty and change that the business world is currently going through, it is important to define exactly what leadership is. Once a leader knows exactly what leadership is, it is critical for them to study the recent changes that are happening in business. Also, to be a great leader it is important to become a leader who has a great deal of emotional and spiritual intelligence. A great way for leaders to learn these leadership lessons is through surfing. Leaders and their associates must learn to surf into the wave of change happening in business in order to be successful.

Definition of Leadership

Leadership is a term that can be defined in a number of different ways. It is a term that is extremely diverse and means something different to everyone. John Maxwell (1993), simply defined leadership, in *Developing the Leader Within You*, as "leadership is influence - nothing more, nothing less" (p. 1). This is a simple view of leadership, but as long as someone can influence someone else they are in one way or another a leader.

Maxwell (1993), who is an expert in leadership, states that one of the major problems is people believe that leadership is achieving a position. Instead of naturally trying to influence people, they try to obtain leadership through gaining a title or position in a company. One of the problems with this, according to Maxwell (1993), is that those who try to obtain leadership this way often get frustrated because they only have a few followers.

Levels of Leadership

According to Maxwell (1993), there are five levels of leadership that help to define leadership. These levels are granted under influence. In other words, the higher level of leadership you have, the more influence you will have on your followers. The five levels of leadership, in order, are position, permission, production, people development and personhood.

Level 1: Position

The first of these five levels of leadership is position. Even though leadership is not defined by status, position is the basic entry level of leadership. This is the bottom level because with this the only type of influence you have is based on the individual's title. Most people use their positional leadership to lead by intimidation. Using title as the sole factor to influence people is a poor substitute for actual leadership skills. In other words, a boss is someone who makes his/her employees surf, where a leader coaches them and teaches them how to surf.

Position is the only level of the five levels that is gained by being appointed; all of the other levels are gained by ability. There are a number of characteristics of positional leaders. For example, most positional leaders are confident they have security that is based on the title, not their talent. Also, a characteristic of positional leaders is that people only follow them if they have authority over them. Once a positional leader tries to give people orders outside his/her authority they usually are not followed because most followers lack commitment to this type of leader.

One of the major characteristics of a positional leader is that they have a great deal of difficulty when it comes to working with white-collar workers, younger people, as well as volunteers. One reason for white-collar workers not following positional leaders is because they

are use to making decisions themselves, which makes them resent a dictatorial style of

leadership. Younger people are use to being independent and would rather people work with

them, not just tell them what to do. Volunteers view themselves as independent as well because

they are not getting paid. Therefore, they do not believe that they have any reason to listen to

someone who is a positional leader. Overall, positional leadership is not the best level of

leadership, which is why most people aspire to be more than just positional leaders.

Level 2: Permission

The second level of leadership that Maxwell (1993) describes is leadership by

permission. Getting people to work for you under permission can be seen as having people work

for you, even though they are not obligated to do so. This type of leadership only appears in the

second level of influence. This is one of the most important levels for people to develop because

a lot of times this level is skipped, which will not allow the leader to maintain his/her power in

the long-term.

Leaders by permission usually lead by interrelationships and people development.

Leaders in this realm usually have big hearts and create meaningful relationships with people by

giving their time and energy to make these relationships. Leaders who do not build these solid

relationships quickly find out they are unable to keep effective relationships for a long time.

Maxwell states this point well by saying, "Needless to say, you can love people without leading

them, but you cannot lead people without loving them" (p. 8).

Level 3: Production

The production level of leadership is where things take a turn for the better. This is where

things happen, such as profit increases or where goals are met. Also, during this level,

momentum begins to grow exponentially, which makes working together for the leader and followers much more fun. Influence on this level continues to increase and everyone becomes much more results oriented (Maxwell, 1993).

The difference in results is the major difference between this level of leadership and the previous level. In this level, an objective becomes quite clear and everyone begins working towards accomplishing that objective. In terms of surfing, in the level before this one everyone just goes out to sit in the lineup together because they enjoy each other's company. The difference in this level is that everyone wants to catch amazing waves together and they want results, which in the case of surfing is riding a good wave.

Level 4: People Development

Throughout this level of leadership it is all about making the people around you better. The way Maxwell (1993) says it is, "A leader is great, not because of his or her power, but because of his or her ability to empower others" (p. 10). Empowering others is critical to being a leader because without having a successor the leader is a failure. Developing others to do the work of the leader is one of the main responsibilities because when the leader has to move on the followers know how to take over the leader's responsibilities.

Also, developing followers helps the leader to gain more loyalty. The key to winning people over, according to Maxwell (1993), is by helping them grow personally. However, reaching this level of leadership is not easy. One suggestion Maxwell makes in succeeding in reaching this level is to slowly get in touch and stay in touch with everyone on your team. If you are the leader of a large team it will not be easy to win everyone over at first, which is why you have to stay on top of things and allow yourself time. Another suggestion is to develop key

leaders in your organization that will help be middle men and pass skills and lessons onto other people in the organization.

Level 5: Personhood

Personhood is by far the highest level of leadership anyone can reach, according to Maxwell (1993). It takes a lifetime of proven leadership in order to reach this level. The majority of leaders are not at this level and almost no one will ever reach this level. This level is achievable, but it takes a person who is committed to being a leader and a lifetime learner of leadership.

Conclusion

Overall, the five levels of leadership are quite simple. However, it takes a great deal of effort and time to move from one level to the next. Also, it seems that the higher you rise through these levels, the longer it takes to get to the next level. One reason for that is because when you are moving through the levels it usually means you are becoming a more successful leader, which usually results in being promoted or getting a new job. As soon as you are in a new job, you join a new circle of people that you have to go through each level with again, starting on level one.

Another result of rising through the levels of leadership is an increased level of commitment. Not only do your commitments as a leader become greater, but the commitment level of those working with or for you increases as well. However, the higher you go on the levels, the easier it becomes to lead others. One reason for this, according to Maxwell (1993), is that when people continue to follow you they do not just like you as a person, but they share in a common interest as well.

One of the most critical aspects to understand about these levels of leadership is that none

of them stand alone. If for some reason you neglect one of the previous levels while you are

leading people, your leadership will crumble. In order to continue to grow and move through the

levels of leadership, it is critical that you focus on your current and all previous levels as well.

Recent Changes in Corporate Leadership

Change happens in business daily. Organizations are always going through some type of

change. However, over the past few decades the nature, scope and intensity of change throughout

organizations has increased drastically (Nadler & Tushman, 1994). In these times, companies

are going through not only incremental change, but revolutionary change as well. In order to deal

with these types of change, leadership needs to have the ability to transform.

A study done by Andre Martin (2007) helps highlight these changes. Martin found that

84 percent of the 500 businessmen and women that participated in the survey believe the

definition of effective leadership has changed in the past five years. Also, Martin (2007)

compared results of his 2007 survey to data results from 2002, which he used as a benchmark.

Martin's study concluded that approaches focusing on flexibility, collaboration, crossing

boundaries and collective leadership are becoming a high priority for leadership.

According to Martin (2007), leadership challenges are becoming much more complex in

recent years. These complex problems are becoming harder to solve and they require much

different skill sets from leaders. Most leaders believe they have the skills and abilities to tackle

these complex problems. However, many leaders are struggling to solve such problems causing

problems to linger around for 6 months or more. Martin found that only 15 percent of challenges

were faced in the first six months, compared with 35 percent of challenges taking over two years to face.

Martin (2007) describes three main types of challenges: technical, adaptive and critical. Technical challenges were most often cited in the study done with 43 percent of respondents, followed by adaptive at 37 percent, and critical challenges at only 10 percent of respondents. Technical challenges are characterized as being within the current problem-solving expertise of the organization. Having more technical challenges could mean that organizations need to see challenges as being within their skills and abilities.

Another change that can be seen throughout Martin's (2007) survey is that there is a need for more interdependent work. Around 58 percent of the people believed that interdependent work was the foundation of effective leadership. Although this is a high number, there are also other shifts that are occurring in leadership as well, such as shifting reward systems. Rewards systems are shifting to reward more short-term individual production goals, which are linked to the long-term goals of the organization. One area that needs to be rewarded more often is teamwork.

Another result of change that is happening in corporations is a change in the skills leaders need to have. One of the most important things to people lately has been their work environment. Employees expect leaders to focus more on creating an environment that is conducive to working productively, which is a place where employees can help leaders succeed (Martin, 2007).

These skill set changes are extremely evident when looking at the different traits that people found important for leaders to have in 2007 compared to in the 2002 survey. A few key skills that rose to the top in 2007 were participative management as well as building and

mending relationships. Change management was another extremely important trait for leaders to have. Change management went from being the 7th most important leadership skill to the 3rd most important skill in 2007, which is a major jump for just five years (Martin, 2007). This shows that employees want their leaders to be more prepared to manage change as they continue to move through uncertain times in business.

According to Martin (2007), organizations are going through a change in how they approach leadership as well. There has been a movement through corporations to move from individual approaches of leadership to more collective approaches. For example, leadership use to be seen as a position for someone to have. Leadership is now being looked at more as a process. This is one of the biggest changes that organizations have seen over the past few decades.

How Leaders Differ From Managers

According to John Kotter (2001), leadership is different from management in that they are two different systems that are complementary to one another. Both are important to the success of businesses in a market that is full of change and ambiguity. Kotter (2001) believes that most corporations in the United States today are over-managed and do not have enough leadership. In order to learn how to be a better leader in an organization, it is first important to know the differences between managers and leaders.

One of management's critical goals is to deal with complexity, which has increased with more complex large organizations in the 21th century. Good management helps to bring order to these larger organizations. Leadership is different in that it is all about dealing with change. Leadership is needed in these recent times because change has come from every direction.

According to Kotter (2001), " Faster technological change, greater international competition, the deregulation of markets, overcapacity in capital intensive industries, an unstable oil cartel, raiders with junk bonds, and the changing demographics of the work-force are among the many factors that have contributed to this shift" (p. 26). Companies can no longer make minor changes in order to just get better year to year. Major changes are necessary in order to stay competitive, which is the reason more skilled leadership is needed.

The first major difference between the two is that management involves planning and budgeting compared to leadership, which involves setting direction. Management is all about getting orderly results and being able to predict these results before they happen. On the other hand, leaders need to set the direction of change, which is not the same as planning. Leadership analyzes patterns and relationships in order to create a vision and strategies for the organization. Some of the best visions and strategies that leaders create are simple and easy to understand for everyone in the organization. It is crucial for the vision to serve the interests of the people it is going to effect, such as customers, stockholders and employees (Kotter, 2001).

The second major difference between management and leadership, according to Kotter (2001), is the difference between organizing and staffing versus aligning people. In order to get people moving in the same direction, leaders need to align people not organize them. Managers organize people to help create human systems that will accomplish their goals and give them orderly results. Managers have trouble designing systems that will accomplish all of their goals. Aligning people is much different and its challenges are more in the realm of communication challenges than design challenges.

Communication problems can be a major issue for leaders because if people do not understand the vision or they do not believe in it, the vision will not work. Therefore, leaders look for the right people to fit in with the vision. Having the right people that fit with the vision allows the leader's visions and ideas to move forward. Also, with the right type of people and leaders, the employees will feel empowered. This, in turn, helps organizations adjust to rapid change (Kotter, 2001).

The final difference between managers and leaders is the difference between controlling and problem solving versus motivating people within organization. Management's goal is to make day to day jobs easier for employees to complete. Leaders, on the other hand, try to inspire and motivate employees by reaching people's deepest levels of meaning. According to Kotter (2001), these basic human needs are things such as "a sense of belonging, recognition, self-esteem and a feeling of control over one's life, and the ability to live up to one's ideals" (p. 30). Leaders use these human needs to create a high energy culture that will break through barriers to change.

What it Takes to be an Effective Leader

Many people think that in order to be an effective leader you have to be born with a natural ability to lead. According to Peter Drucker (2004), this is completely false because many of the best leaders have all kinds of different personalities, attitudes and values about life. However, Drucker points out eight simple rules to follow in order to be an effective leader.

The first rule that Drucker (2004) suggests that people follow to be an effective leader is to ask what needs to be done. It is crucial for a leader to ask others around them what needs to be done instead of coming into the position with their own agenda. Usually this question will render

more than one answer but an effective leader is able to decipher what is the top priority for the company. After determining this priority, the leader sets priorities and sticks to them in order to implement change.

The second rule that is important to making an effective leader is asking what is right for the enterprise. Even though effective leaders know that shareholders, employees and executives are extremely important to the organization, it is important to be able to determine overall what is going to be the right decision for the enterprise first. This rule is even more important at smaller or family run enterprises because decisions on hiring or promoting people need to be based on merit, not how close a leader is to them emotionally. Asking what is right for the enterprise will not always give you the right answer, but not asking the question at all almost always will give you the wrong answer (Drucker, 2004).

The third rule that is essential to an effective leader is developing a plan of action. Leaders and executives are people who need to implement ideas and visions. However, before implementing action it is important to develop a plan. Drucker (2004) believes that, while developing a plan, leaders need to think about "desired results, probable restraints, future revisions, check-in points, and implications for how they'll spend their time" (p.17). These will help a leader to develop what they intend to accomplish. Another important part of developing a plan of action is creating a system that will assess results. Most times effective leaders build one assessment at the half way point in order to make sure everything is on track. Finally, an effective leader will use this action plan as a basis for allocating time and resources.

The fourth rule that effective leaders need to apply is taking responsibility for decisions. According to Drucker (2004), before a decision is made it is important to clarify: the name of

the person accountable for carrying it out, the deadline, the names of the people who are affected

by the decision, and the names of people who have to be informed of the decision. These are all

essential parts and a number of organizations fail because these bases are not covered. Two of

the most important decisions to continually evaluate are new hires and people who have received

promotions. If these people are not performing, it is important for the leader to take

responsibility and do whatever they can to rectify the situation, even if that means firing the

employee (Drucker, 2004).

Taking responsibility for communicating is another critical rule to being an effective

leader. Drucker (22004) states that communication is essential to being a leader because it is the

way to transfer ideas or visions to others. Communicating to everyone involved is extremely

important, including superiors, subordinates and peers. Not only is communicating about telling

someone, but it is also about making sure each member of the team understands the information.

Deborah Blagg and Susan Young (2001) state that leaders need a talent for using simplicity

because more people are going to understand what the leader is saying if it is said in only a few

words. Many people, including Blagg and Young (2001), believe that communication is the real

work of leadership.

According to Drucker (2004), the next rule that is important to follow in order to be an

effective leader is to focus on the opportunities, not the problems. Solving problems within the

organization as a leader is something that needs to be done. However, it is important not to put a

focus on these problems because problems are not what produce results for the organization. In

order to produce results, as a leader it is critical to exploit the opportunities that are presented.

One of the biggest opportunities that leaders need to exploit is change. Leaders need to use

change in order to better the company and move it forward in a positive direction.

The next rule that Drucker (2004) believes is important to making an effective leader is making meetings productive. It has been found that most executives and other professionals are in meetings more than half of every business day, which means that time better be utilized to the fullest. These meetings need to be times where people work together, not just time to take a break and enjoy being around other people. Two important aspects of running an effective meeting are to know exactly what you want to accomplish and what kind of meeting it will be. Also, in order to make a meeting productive it takes self-discipline. Effective leaders will end the meeting as soon as the purpose of the meeting has been accomplished.

The final practice, according to Drucker (2004), is to think and say "we" instead of "I". This is not an easy task because most of the responsibility falls onto executives' shoulders. However, it is vital to follow this rule as a leader in order to keep the trust of the organization. Keeping the trust of the organization means putting the needs and opportunities of the organization before their own.

Overall, these eight rules are extremely important to follow in order to be an effective leader. However, Drucker (2004) mentions one additional practice that is just as important as these eight rules. The practice of listening first and speaking last is also important. Although many leaders have different personalities and styles of leadership, not all are effective. However, since effectiveness is a discipline, every leader has the ability to learn how to be effective.

Emotional Intelligence

According to Daniel Goleman (1998), emotional intelligence distinguishes good or average leaders from great leaders. Until Goleman discovered emotional intelligence, many people believed that intelligence quotient or IQ was the most important factor to determine who was going to be a great leader. This does not mean that IQ does not matter at all, but IQ is seen more as threshold capabilities by Goleman. However, the five skills of emotional intelligence help leaders to maximize their own performance as well as the performance of their followers. Goleman (1998) stated that the five skills of emotional intelligence are self-awareness, self-regulation, motivation, empathy, and social skill.

Self-awareness is the first component of emotional intelligence, which is defined as having a good understanding of one's emotions, strengths, weaknesses, needs and drives (Goleman, 1998). People who have self-awareness are centered and honest when it comes to dealing with situations. Also, this self-awareness helps people to recognize how feelings they may demonstrate affect others around them. Usually people who have self-awareness have a self-deprecating sense of humor as well, which can be a good thing as a leader. People who have this trait also know their strengths and weaknesses and often greet constructive criticism with open arms (Goleman, 1998).

The second trait that is important to having emotional intelligence is self-regulation. According to Goleman (1998), self-regulation is having "the ability to control or redirect disruptive impulses and mood" (p. 6). The biggest part of this is being able to think before acting and not immediately projecting judgment on a particular situation. People who have self-regulation control these thoughts in order to channel them and use them in positive ways. This is

an important trait to have as a leader because leaders who are able to control their feelings and

impulses help to create an environment of trust and fairness. Also, with the ambiguity and

change happening in today's business it is important to be able to regulate these emotions and to

be open minded to change.

The third trait of emotional intelligence is motivation. Motivation is having energy,

persistence and a passion to work for reasons other than money or status (Goleman, 1998).

There is almost no way for a leader to be successful and effective without motivation. Leaders

who are driven by their desire to achieve goals and their passion for the work are characteristics

of motivation. These types of leaders take a relentless approach to solving problems and getting

their work done. This type of leader always seems to keep an optimistic outlook because they

know, with the motivation they have, anything is possible.

Empathy is the next skill of emotional intelligence that is important in order to be a great

leader. Goleman (1998) describes empathy as the ability of leaders to understand others'

emotions and the reasons people react the way they do to situations. Empathy can be easily

recognized by people, which is one of the reasons it is so important to have in business. In

business, it does not mean taking on other people's emotions, but rather considering employees'

emotions when making decisions. Empathy is even more important today in leadership,

according to Goleman (1998), because of the increase in globalization, the need to retain good

talent as well as the increase in teamwork.

The final ability that is critical in order to have high emotional intelligence and be an

excellent leader is having social skill. Social skill by definition is being able to build networks

through dealing with relationships. Goleman (1998) describes social skill as "friendliness with a

purpose: moving people in the direction you desire, whether that's agreement on a new marketing strategy or enthusiasm about a new product" (p. 11). People with a great deal of social skill seem to be able to find common ground with others and have a knack for building rapport. Also, people with social skill are excellent at building and leading teams. Social skill requires a culmination of all the other dimensions of emotional intelligence combined. Due to this culmination of the other dimensions, people with social skills tend to be extremely effective in leading change.

Although some people are born with a great deal of emotional intelligence, it is a skill most others have to learn. Luckily, emotional intelligence can be learned with a lot of work and determination. However, the benefits of becoming savvy in emotional intelligence are plentiful for both the leader and the organization. The results of learning to have self-awareness, self-regulation, motivation, empathy and social skill are critical in order to be a great leader in business.

Spiritual Intelligence

Through the twentieth century IQ was an extremely important part of determining someone's intelligence, which was followed by emotional intelligence in the mid-1990s. Currently, in the early twenty-first century spiritual intelligence has started to become more popular. There is still a great deal of research to be done on spiritual intelligence, but it is gaining traction in some communities as the third foundation that completes intelligence.

Defining spiritual intelligence is not an easy task, as almost everyone who has done research on it has different opinions on exactly what it means. According to Richard Wolman (2001), "Spiritual intelligence is the human capacity to ask ultimate questions about the meaning

of life, and to simultaneously experience the seamless connection between each of us and the

world in which we live" (p. 83). Also, it is important to note that spiritual intelligence is not

about religion, but rather about having a sense of meaning to one's life. According to Danah

Zohar (2000), many people who are extremely religious actually have very low spiritual

intelligence and many atheists have very high spiritual intelligence.

The reason most extremely religious people do not have very high spiritual intelligence is

because contemporary religion is a set of rules and beliefs people follow from an external source.

On the other hand, spiritual intelligence is drawn from an internal source using the innate ability

of the brain in order to connect to the deepest part of the universe (Zohar, 2000). Spiritual

intelligence is a gift from the soul, which allows us as humans to feel connected to more than just

tangible knowledge.

Spiritual intelligence helps to connect the body and soul to another important realm. The

spirit is in the realm of the new paradigm, which is not based on ego. Ego is formed through

culture and language in young children starting at a very young age. Ego is something that makes

us operate in the old paradigm. Old paradigm thinking includes traits such as competition,

judgment, control, and having a win/lose attitude. These can be factors that turn people against

one another, which is a result of not having spiritual intelligence.

Although there are a number of people who operate in the old paradigm of ego, there are

a number of people who operate in the new paradigm of spirituality. When someone has a great

deal of spiritual intelligence they exhibit a number of extremely important traits such as

cooperation, inclusivity, acceptance and value of differences people have. Also, people with a

great deal of spiritual intelligence have a greater understanding for things without having to

pinpoint a reason for them happening. Spiritual intelligence helps people to respect each other more as well as encourage people who need it.

Not only can spiritual intelligence be extremely helpful for a person to have in everyday life, but leaders who have spiritual intelligence have a distinct advantage over those who do not. Spiritual intelligence can be demonstrated in the workplace without people even knowing it because most people associate spirituality with religion. Spiritual intelligence can be seen in a leader when they use integrity, honesty, empathy and kindness. Spiritual intelligence gives leaders a sense of what to do without any type of facts to define why they should do it, almost like a gut feeling.

Spiritual intelligence in leaders can be seen throughout history. Many people see leaders such as Gandhi, Martin Luther King, Mother Teresa, the Dalai Lama and Nelson Mandela as having a great deal of spiritual intelligence. These are all leaders that have had the best interests of other people at their hearts. People trusted these leaders because of how they moved people, whether that was emotionally, physically, or mentally (Wigglesworth, 2006).

Spiritual intelligence has a great deal to do with having an awareness and presence that is greater than one's self. Good surfers demonstrate this type of awareness a great deal. Surfers are always operating in the present and aware of their surroundings. Surfers have a number of dangers around them at all times and whether they are waiting for a wave or riding one, they have to stay aware. For example, surfers have to be aware of sharks in the water or even the rocks or reef that might stick out of the water. At all times in the water it is critical to stay aware and present.

Spiritual intelligence helps surfers to know which wave to paddle into and which wave to stay off. This type of knowledge is an inner knowledge that is sensed by the body and soul rather than just thought through by the brain. Spiritual intelligence allows surfers to stay calm and not panic even in the most trying situations. There are a number of different situations in the ocean where in an instant things can change and surfers need the ability to detect these changes, with minimum warning signs. Surfers are a prime example of why spiritual intelligence can be so important to leaders.

Learning through Leadership's Crucibles

Almost every leader, at some point or another, has gone through an intense, unplanned experience which has transformed them into the leader they are today. According to Warren Bennis and Robert Thomas (2002), these experiences are often called "crucibles". These crucibles that leaders endure cause a great deal of self-reflection. Leaders really look deeper into what their values are and what truly matters to them. Therefore, once leaders emerge on the other side of these crucibles they are often much stronger leaders because they are more sure of themselves and their purpose.

Most times these events are not of the pleasant kind. Bennis and Thomas (2002) made this clear when they stated, "Some crucible experiences illuminate a hidden and suppressed area of the soul. These are often among the harshest of crucibles, involving, for instance, episodes of illness or violence" (p. 65). These times of darkness seem to be one place where spiritual intelligence is most evident and is learned the most.

One of the first things people learn from these crucibles is the ability to engage others in shared meaning. Finding shared meaning is one of the traits of spiritual intelligence. Spiritual

intelligence helps us to understand the world is a big place and we need to have shared meaning. Most of the spiritual realm is grounded in sharing meaning between oneself and others.

The second leadership skill that can be learned through crucibles is to have a distinctive, compelling voice (Bennis & Thomas, 2002). Again this goes hand in hand with having spiritual intelligence because one who has this distinct, compelling voice usually has a great deal of spiritual intelligence. This can be seen a lot in surfers because they have a way of speaking, especially when it comes to safety in the ocean. There is a deep sense of just knowing that surfers have about the power and danger of the ocean, which is presented to people in a distinct, compelling voice of safety to others.

Another lesson that can be learned through the crucibles leaders have to endure is integrity. Integrity stems from the Latin adjective integer, which means whole or complete. People who have integrity have a sense of wholeness, which is a result of being honest and having consistent actions, values and morals. Most people who have true integrity that never falters is due to having spiritual intelligence.

The final and most important skill is called adaptive capacity. Bennis and Thomas (2002) see this as "an almost magical ability to transcend adversity, with all its attendant stresses, and to emerge stronger than before" (p. 68). However, this ability is not magical; rather, it is a spiritual ability given to some people. Having spirituality in one's life can help to transform an experience that is extremely hard and damaging into knowledge and power later. There is a reason why many surfers become stronger after the worst crash of their career. They may have to spend months attending to injuries before they reenter the water, but when they do return there is a new sense of gratitude and belonging that they never had before.

According to Bennis and Thomas (2002), adaptive capacity is made up of two distinct qualities: the ability to grasp the context of a situation as well as hardiness. Being able to grasp context implies that people have the ability to know how to act based on the situation they are in by having a good perspective on life. This ability to grasp context is one of the key characteristics of having spiritual intelligence. Without grasping context, leaders struggle at being able to connect with their constituents.

Hardiness is the second part of adaptive capacity for leaders. According to Bennis and Thomas (2002), "Hardiness is just what it sounds like—the perseverance and toughness that enable people to emerge from devastating circumstances without losing hope" (p. 68). This can be done without spiritual intelligence in rare circumstances, but most of the time this hardiness is due to having spiritual intelligence. Bethany Hamilton, a professional surfer who survived a deadly shark attack, said it best by saying "Life is a lot like surfing…When you get caught in the impact zone, you've got to just get back up. Because you never know what may be over the next wave."

Not everyone goes through crucibles in their lives, but many of the best leaders have. Through these crucibles leaders learn to have a deeper connection with themselves, people around them, the community they live in, nature and a higher power. Therefore, most leaders who have become effective leaders for a long duration of time most likely have a great deal of spiritual intelligence.

Lesson Leaders can Learn from Surfing

There are a number of different ways that leadership relates to surfing. Some of the best lessons that leaders could learn can be seen by either watching or going surfing. The more the business leaders of today look into surfing and its characteristics, the better equipped they will be to dealing with situations in the business world.

One of the biggest things surfing can teach us is how to manage the unexpected that happens in business. According to Bob Massie of the Harvard Business School (2008), leaders in business need to act more like surfers; they need to continue to paddle forward toward where the wave will be, while occasionally looking over their shoulder to make sure they are ready for when the big wave comes. With this balance of moving forward, but being ready for an unexpected, wave business leaders will be able to paddle into the perfect wave at the right moment, which will result in an exhilarating amount of success all the way the way to the beach.

Another important lesson that can be learned from surfing is choosing which waves to ride. It is important as a leader to choose the right wave because not all waves will move the organization forward. There are a number of bad waves leaders will encounter and they have to have the intelligence to know which wave is right for the organization to surf. It is important as a leader to select waves wisely because you do not want to waste precious time and money on a wave that is going to make you fall down.

Being courageous is a lesson that leaders can learn from Bethany Hamilton. Hamilton is a professional surfer who lost her arm at the age of 13 from a shark attack while she was surfing. Miraculously she was able to stay calm throughout the whole attack, which saved her life because it kept her from bleeding out. After the attack she was lucky enough to only suffer the

loss of her arm. However, she did not give up her dream of being a professional surfer. Less

than a month after the incident, she returned to the water to try and surf. On Hamilton's third

wave she was able to stand up and surf the wave to the shore.

Courage is one of the biggest lessons that can be learned from Hamilton's story. There

are a number of things in business that leaders can be scared of, but in order to be successful it

takes courage. Courage can take you a long way in business because in order to be the best

leader possible it is going to take going through times of uncertainty. Leaders could learn that if

you look hard enough there is always a way to accomplish your goals with courage.

Another lesson that can be learned from surfing is along the course of a leader's career in

one way or another they will get hurt. In order to become better, surfers push themselves, which

means sometimes they are going to experience pain from falling. A lot of the time if you have

not experienced any type of pain in a long time it means that as a leader you have not pushed

yourself enough. Therefore, it is important to continually push yourself even if that means that

you may have the chance of getting hurt. Rewards in business, as in life, are not granted to those

who are merely comfort seekers.

Using the power of observation as a leader in business is critical as well. Surfers use the

power of observation in order to observe the swell, find the best reef to surf, watch out for

potential dangers as well as recognize the talent around them. Leaders need to use the power of

observations for many of the same reasons. Leaders need to be able to find where the best

placement for their organization in the market is as well as watch out for potential dangers along

the way. Also, learning how to use the power of observation is pivotal in finding talented people

to bring onto your team as a leader.

Overall, business leaders need to look more at lessons that can be learned from surfing. There are countless lessons that can be learned by leaders, especially in times of uncertainty and ambiguity in today's business. These lessons could help leaders make better decisions as well as become better leaders in the long run.

Conclusion

Leadership is a very diverse topic and means different things to different people, but overall leadership is influencing others in any way. Without even knowing it, a number of people are in a leadership position, even if this is in a friendship. Leadership is a skill that many people develop over the course of a lifetime. There are a handful of people who are naturally born leaders, but in order to stay on top leadership skills always need continued development.

Recent changes in business and leadership make this a great time to get into the field. In today's business, there has been a shift toward more flexibility, collaboration, and collective styles in leadership. Also, there is greater uncertainty and ambiguity throughout business today, which is one reason there is such a need for strong leaders who know how to manage change. With these changes, it is critical that leaders align people in the right area of the business and give employees a simple vision in order to move in a positive direction.

Leadership continues to change as the dynamics of business change. With leadership continuing to change, it is important to realize that it is an ongoing process of learning in order to be the best leader possible. Moving forward there will be new movements within leadership. For example, a movement towards more spiritual intelligence could be the next big push in leadership. As a leader in the future, it is critical to remember to act like a surfer and read the

uncertainty in the waves. As a leader, once you learn to read the changing waters, you will be

able to select the perfect wave and find success in riding it.

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