



SOBEY SCHOOL OF BUSINESS

SAINT MARY'S UNIVERSITY

The Sobey School of Business's Work and Spirituality Initiative and the Centre for Leadership Excellence at Saint Mary's University welcome you to this conference.

The Road to Meaningful Work:
Putting Spirituality on the Map

August 24, 2004

7:30 am – 1:30pm

Sobey School of Business

Saint Mary's University

CONFERENCE PROGRAM



**Saint Mary's
University**

Halifax, Nova Scotia, Canada

PROGRAM

REGISTRATION & CONTINENTAL BREAKFAST

7:30 am - 8:00 am

Room 100G (1st floor corridor between Sobey and Loyola Buildings)

INTRODUCTIONS AND WELCOME

Dr. Alan Miciak, Dean, Sobey School of Business, Saint Mary's University

8:00 am - 8:10 am

Room Sobey160 (room SB160)

PLENARY SESSION

Keynote Speaker – Martin Rutte

8:10 am - 8:55 am

SB160

Spirituality and the Workplace

Martin Rutte is a dynamic, international speaker, author, and consultant on spirituality in the workplace. As President of Livelihood, a management consulting firm in Santa Fe, New Mexico, he explores the deeper meaning of work and its contribution to society. Martin has worked with such organizations as The World Bank, Sony Pictures Entertainment, Virgin Records, Labatt Breweries, and London Life Insurance in expanding their outlook and positioning themselves for the future. He was the first Canadian to address the Corporate Leadership & Ethics Forum of the Harvard Business School, and returned for four years as keynote speaker. He has been a speaker on Spirituality in Business at conferences in: Canada, USA, Mexico, Brazil, South Africa, New Zealand and Germany. He is co-author of the New York Times business bestseller, *Chicken Soup for the Soul at Work*. Currently Martin is working on two books, *Religion @ Work, Inspiring Words from the Faith Traditions on Work, Business, and Economics* and *Project Heaven on Earth: The Work of Humanity*.

martin@martinrutte.com

TRACK 1: DISCUSSION-FOCUSED SESSIONS ON INTEGRATING SPIRITUALITY INTO THE WORKPLACE

9:05 am - 10:00 am

SB153

Creating Vessels to Foster and Sustain our Spirits: A Seminar-discussion on Developing Spirituality in the Workplace

Dr. Beth McIsaac Bruce, Instructor, Atlantic School of Theology, Halifax, NS

In this session, Beth will introduce some qualities of spirituality and some areas of focus for developing a workplace environment that can assist to foster and sustain personal spiritual well being. Participants will be invited to reflect on some of the ways in which they might begin to practice and embody a sustainable spirituality at work.

Dr. Beth McIsaac Bruce is a SMU alumna. She is currently a sessional instructor at Atlantic School of Theology working with individuals training for spiritual leadership in the church and community. Her education includes a Bachelor of Arts with Honours in Religious Studies, a Master of Arts in Theology and a Doctor of Ministry degree. She has taught Religious Studies at Saint Mary's University and at Mount Saint Vincent University. Her work has also included community outreach, facilitating educational opportunities for clergy and other leaders, and spiritual care. She offers a private spiritual mentoring practice in Halifax that is called *Spiritcare*.

bbruce@ns.sympatico.ca

Chair of Session: Jennifer Johnson, Manager, MBA program, Sobey School of Business, Saint Mary's University

TRACK 2: EXECUTIVE COACHING, LEADERSHIP TRAINING, AND PERSONAL DEVELOPMENT

9:10 am - 9:55 am

L181

Spiritual Intelligence at Work: Coaching ...an Overt or Covert Operation?

Sheila Kelly, Professional Executive Coach, Halifax, NS

With client stories and her own experiences, Sheila's presentation will focus on:

- Spiritual principles which are relevant to workplaces and how they can be integrated rather than taught;
- How she meets her clients 'where they are,' using their agenda as a catalyst for new (spiritual) perspectives;
- The principles which form the basis of a co-active coaching alliance;
- Using "Focus Statements™" to help clients tap into higher-level objectives;
- The importance of a "Personal Leadership Manifesto™" to connect leaders' values with team cohesiveness;
- Current research and initiatives with a spiritual/coaching impact
- Aegis Coaching leadership model:

As a professional executive coach, Sheila Kelly has been on the leading edge of coaching in Halifax Regional Municipality and beyond. After leaving a tough union environment in the mid-90's, Sheila voluntarily facilitated a *Course in Miracles* spiritual study group and designed and delivered workshops with a spiritual focus through the Nova Scotia Community College. Sheila has spent hundreds of hours coaching individual managers and executives. She uses 360 feedback tools, the Myers-Briggs Type Indicator™, EQ competencies as well as tools that she has designed herself. She has also designed and developed workshops introducing coaching skills for performance improvement and dealing with (so-called) difficult people.

Sheila@unleashingtheleaderwithin.com

Chair of Session: Ken DesRoches, University of Prince Edward Island

TRACK 3: ACADEMIC-FOCUSED SESSIONS

9:05 am - 10:05 am

SB160

Why Do People Work?

Dr. E. Kevin Kelloway, Professor of Management and Psychology at Saint Mary's University

In one of the 20th centuries most influential management books, Douglas McGregor postulated that managerial assumptions about the nature of work and the motivation to work shape organizational design and actions. In this paper, Dr. Kelloway considers answers to the question "Why do people work?", that have emerged historically and as a result of empirical enquiry. Dr. Kelloway explicitly considers the implications of these formulations for the design of work and organizations.

E. Kevin Kelloway is Professor of Management and Psychology at Saint Mary's University. He currently holds the positions of Chair of the Department of Management and Director of the CN Centre for Occupational Health and Safety. He is the author/editor of eight texts and over 90 research papers dealing with a variety of topics including leadership, occupational health psychology, unionization and the management of knowledge workers. Kevin also maintains an active consulting practice to both private and public sector organizations on issues related to leadership, motivation, occupational health and work attitudes. Kevin.kelloway@smu.ca

Training for the World of Work: Where's the Spiritual Component?

Paul Vreeland – Regional Coordinator, Baha'i Institute Board of the Atlantic Provinces

Is work a blessing or a curse? What is work's highest purpose? What people think about the nature of work has a profound affect. Vocational education has been highly successful in preparing students for hands-on technical competencies. However, our education is incomplete unless it addresses the reality of spirituality in the workplace. An education that claims to prepare youth for the world of work must indeed include the spiritual component of work itself, as reality is connected to thought. Paul Vreeland will describe "Education for Self-Knowledge": a spiritual curriculum that he piloted with students of trades.

Paul Vreeland is the regional coordinator for the Baha'i Institute of the Atlantic Provinces. The Institute, which is responsible for grassroots spiritual education promoting the acquisition of knowledge, spiritual insights, and service to humanity, is part of a worldwide network of 400 institutes in over 170 countries. Mr. Vreeland is also a writer. His "Awaiting Ziafo" won a Grain Magazine prize for creative non-fiction in 2001, and his essay on "World Order and Governance" was selected for publication in the 2001-2002 volume of The Baha'i World. He has a MA from Landegg Academy, Switzerland.

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A Different Take on Planning in Higher Education

Dr.Reg Urbanowski, Associate Professor, School of Occupational Therapy
Faculty of Health Profession

Strategic planning is a process premised on shared values. The cultural value supporting the Socratic notion of the university as a physical location where intimate intellectual relationships could be developed between professor and student is being challenged. The world has clearly become a much smaller, more complex place to effect good planning. The definition of success in many higher education institutions has progressed from excellence within the confines of a campus, to unprecedented growth in the number of students, number of campuses within a defined region, or country, and the number of meaningful international linkages that an institution can develop. Fiscal measures of success have been re-defined to include the competent use of information technology and advanced marketing strategies. These criteria, and countless more, have pointed to the need for a new model of planning. This paper will briefly review a research study of higher education executives that suggests a critical review of conventional planning methods is required. An outline of a new planning model premised on notions of spirituality, shared meaning, and organizational harmony formed from the results of the research will be presented.

Reg Urbanowski has been an academic for eighteen years. He is currently an associate professor in the School of Occupational Therapy at Dalhousie University. He has conducted research, written, and presented seminars on the topic of spirituality for the last ten years in Canada and abroad. He has served as a higher education consultant and taught in programs in Finland, Austria, Malta, the Netherlands, and the USA.

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Chair of Session: Jim Grant, Doctoral Program, Saint Mary's University

10:00 am – 10:15 am Refreshment break

TRACK 1: DISCUSSION-FOCUSED SESSIONS ON INTEGRATING SPIRITUALITY INTO THE WORKPLACE

10:15 am - 11:00 am

SB153

Connecting with Others in a High Tech Environment: Quilting as a Means to a Spiritual End

Amy Lynn Bell, Digital Image FX Inc., Dartmouth, NS

Technology promises to allow us to work faster and smarter in a global marketplace. But unfortunately, it can also be a source of isolation, alienation and distraction. Amy-Lynn will discuss how introducing art and crafts such as quilting into the work environment can help connect workers while also enlivening the Spirit. She will provide practical methods that can be applied to any workplace with positive results.

Amy-Lynn Bell has worked with her husband Wayne at Digital Image FX since 1993. Prior to filling her days with Internet software development and Telehealth projects, she taught art to adults and children part-time while home schooling her three sons. A Northern Ontario native, she received her formal art education at the University of Toronto and Sheridan College. Her interests include the Nova Scotia wilderness, Benedictine Spirituality, Medieval Art & Architecture and Quilting.

amy@digital-fx.ca

Chair of Session: Mary Liz Grise, Dalhousie University

10:15-11:00

SB159

Contemplative Practice Applied to Complex Decision-Making

David Sable, Executive Director of the Nova Scotia Information Technology Human Resources Council, Lecturer in Religious Studies at Saint Mary's University

The objective of the session is to enable participants to discover a new way of making a complex decision or facing a conflict that may more accurately reflect the whole situation and guide them to the most appropriate action. Through individual and interactive contemplative practices participants will connect with a deeper understanding and new language to describe their complex situations and conflicts. These practices will also build their listening and inquiry skills.

David Sable is a founding member of the Governing Council of the Shambhala Institute for Authentic Leadership, a non-profit organization that creates learning environments to support the deeper understanding and skills leaders need in today's complex world. David has worked with Peter Senge (author of *the Fifth Discipline*), Margaret Wheatley (author of *Leadership and the New Science*), and other groundbreaking leaders in organizational development. He has been a training and education consultant in the U.S. and Canada for 20 years, and is currently the Executive Director of the Nova Scotia Information Technology Human Resources Council. He also teaches Buddhism at Saint Mary's University and is conducting research on transformative learning in the classroom. David holds a B.Sc. and a Master's degree in Developmental Psychology from Columbia University. He was trained and authorized as a meditation instructor in the Tibetan Buddhist tradition 30 years ago and has been practicing and teaching contemplative practices ever since.

David.sable@smu.ca

Chair and Assistant Facilitator of Session: Leah Plumridge, Student, Saint Mary's University

TRACK 2: EXECUTIVE COACHING, LEADERSHIP TRAINING, AND PERSONAL DEVELOPMENT

10:15 am - 11:00 am

L181

Wild Women at Work

Wendy Nickerson, Psychologist and Personal/Executive Life Coach

This seminar is based on Wendy's new book coming out in October 2004 entitled, *Wild Women Never Get the Blues! How to Use your Intuition to Create Your Best Life*. This seminar will focus on:

1. Bringing your whole and authentic self to work while using your intuition or higher sense of knowing (some refer to this as the *wild* or unconventional part of ourselves) for the highest good of yourself and those around you in the workplace.
2. Gaining insight into your spiritual contract by 'seeing' more than the obvious and understanding the spiritual meaning of your work and of 'coincidences' in the workplace.

Dr. Nickerson is a Psychologist and Personal and Executive Life Coach. She is the founder of Atlantic Coaching Enterprises with locations in Nova Scotia and Florida. After being born and raised in Woods Harbour, Nova Scotia, Dr. Nickerson went on to receive undergraduate and masters degrees in Psychology at Acadia University and a doctorate degree in Clinical Psychology at the Florida Institute of Technology. She has had a long-standing interest and knowledge in the processes of both life mastery through personal development, and with maintaining work environments that feed the soul and excite employee participation. Dr. Nickerson conducts inspirational and motivational seminars throughout Canada and the United States.

WizeWendy@aol.com

Chair of Session: Wendy Forsyth, Mount Saint Vincent University, Zibenza Consultants

TRACK 3: ACADEMIC-FOCUSED SESSIONS

10:15 am – 11:15 am

SB160

Did Not Our Hearts Burn Within Us? Telling Our Stories on the Road to Meaningful Work.

Mary-Liz Grisé, Assistant Professor, School of Business Administration, Dalhousie University

Sometimes to find that which we seek simply requires us to name what is already there. In every work environment, there are stories of inspiration and courage, of people who have done the right thing in spite of obstacles, who have paid attention to the desire of the spirit to seek integrity and honesty, and who are energized and driven by a noble vision. There are stories of those who are strengthened and led by the larger Spirit who goes by many names, but by a unique name to each person within their own mental and spiritual framework. This presentation will explore David Cooperrider's model of Appreciative Inquiry as one way to put spirituality on the map in Halifax. By discovering the "best of

what is" from varied traditions and work domains, we can chart a path to dream about "what could be", design "what should be", and sustain "what will be".

Mary-Liz Grise teaches Management Information Systems at the School of Business Administration at Dalhousie University. Her Ph.D. dissertation at Queen's University dealt with the topic of using technology to support groups and she continues to have a keen interest in organization theory, electronic meeting systems and group facilitation techniques. On the non-academic side of life, Mary Liz and her husband are raising four children in Dartmouth and are active members of St. Vincent de Paul Parish in Cole Harbour.

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*Restorying a Culture of Ethical and Spiritual Values:
A Role for Leader Storytelling*

Margaret McKee, Doctoral Candidate in Management in the Sobey School of Business at Saint Mary's University

In this presentation, Margaret will outline some of the connections between the literatures of organizational storytelling, spirituality in the workplace, ethical organizational culture, and authentic leadership. She suggests that a leader storytelling that integrates a moral and spiritual component can transform an organizational culture so members of the organization begin to feel connected to a larger community and a higher purpose. Authentic storytelling is inherently connected to ethical leadership and the creation of a more ethical culture. Authentic stories, like authentic leadership, appeal to the heart and mind, to deeply held assumptions and values, and to our inner sense of being. Leader role modeling in authentic storytelling is essential in developing an ethically and spiritually based organizational culture. Implications for authentic storytelling research and practice will be discussed.

Margaret McKee is a communications specialist and university instructor conducting research in the area of ethical leadership. With a bachelor of Public Relations from Mount Saint Vincent University and an MBA from the University of Toronto, Margaret is currently working on her doctorate at the Sobey School of Business at Saint Mary's University. Margaret also runs her own independent communications consulting firm.

Margaret.mckee@smu.ca

What is the Relationship Between Faith/ Religion/ Spirituality and International Development?

Owen Willis, Lecturer in International Development Studies at Dalhousie University, Doctoral Candidate in Theology and Development at the University of KwaZulu-Natal, South Africa

The development literature remains essentially silent about the role of faith/ religion/ spirituality in the international development project. Although spirituality is central to the lives of millions of people in the global south, and many faith based organizations are actively involved in development, few northern academics and professionals in the field of international development make explicit reference to religion's role in development, and, if they do, the subject is

often subsumed under another category, such as culture. Spirituality is “a development taboo,” yet, paradoxically development may be “the new religion of the West.” The presentation will explore the relationship between spirituality and international development.

Owen Willis was born and brought up in Kenya, where for many years he was responsible for the development initiatives of a church throughout East and Central Africa. He brings that experience to bear in his primary research area encompassing faith/ religion/ spirituality and international development. He holds masters degrees in International Development Studies from Dalhousie University and in the Sociology of Sport from the University of Leicester, U.K. Currently he is a PhD candidate at the University of KwaZulu-Natal in South Africa. He is a part-time lecturer in the International Development Studies Department at Dalhousie and coordinates Dalhousie’s Uganda and Kenya Summer Programmes.

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Chair of Session: Jim Grant, Doctoral Program, Saint Mary's University

TRACK 1: DISCUSSION-FOCUSED SESSIONS ON INTEGRATING SPIRITUALITY INTO THE WORKPLACE

11:15 am - 12:00 pm

SB159

Leadership in Convening Strategic Conversations

Judith Richardson, Speaker, Author, Professional Executive Coach, Educator

This session will explore the question: How can we host conversations that are personally meaningful and strategically powerful? How can we ensure that everyone's voice is heard and everyone's contribution received? In the session, participants will be able to explore and practice conversational tools and methods that enhance a group's capacity for inquiry and insight, for dialogue and connection, and for breakthrough thinking.

Judith Richardson is a pioneer in the fields of sustainable leadership, essential partnership, international teamwork, educational renewal, organizational health and balance, and workplace diversity. Author of *Engaging Leadership* and Keynote at International Conferences, Judith was nominated for International Coach of the Year 2003, and works with International Organizational Development across North America, Europe, Jamaica, Denmark, Sweden, Hawaii, Australia, Israel and Russia. She is currently involved in, and co-creating, numerous organizations and networks, including From the Four Directions leaders' network, Envision Halifax Leadership, Emergent Feminine, and sits on various Boards and Advisory Councils internationally. Judith has careers in management, education, and law, and has experience in indigenous forms of restorative justice and mediation, energy work through Jin Shin Jyutsu and Reiki, coaching, and systems thinking and design.

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Chair of Session: Beth McIsaac Bruce, Atlantic School of Theology

TRACK 2: EXECUTIVE COACHING, LEADERSHIP TRAINING, AND PERSONAL DEVELOPMENT

11:15 am - 12:00 pm

L181

Innerwealth: Nature's Guide to Practical Personal Spirituality in Life and Leadership

Peter Davison, Speaker, Author, Educator, Consultant

In this session, Peter Davison presents Innerwealth technology's universal laws of nature, the 5 truths that make it possible for the Human Spirit to heal, thrive and inspire others. Participants will explore a no fuss method for how to tap a deeper wellspring of human potential, culture change, environmental awareness and harmony. Be it music or nature - when people are in the right environment their spirituality thrives. The program presented in this session is dedicated to helping people reunite with their true nature using a real world, roll up your sleeves skill set for living with authenticity, harmony and inspiration, in everyday life and work.

Peter Davison is an international speaker and author who focuses on awakening new levels of understanding on human dynamics, personal mastery and inspired life at work and on transforming corporations, communities, families, and personal lives into more balanced, respectful, and conscious environments. He is an internationally recognized educator in the field of healthy relationships and life/work balance and has spoken and put on workshops across Canada and internationally in the United States, Israel, Nepal, Northern Ireland and Trinidad. His work promoting healthy relationships has been quoted in Oprah Magazine. peter@innerwealth.ca

Chair of Session: Mary Joy McLaughlin, "I Am" Bag

TRACK 3 PANEL SESSION

11:20 am – 12:20 pm *Spirituality and Transformational Leadership in the Workplace*

SB160

Sandra Bauld, Senior Director, Northwood Homecare, Halifax

Rabbi David Ellis, Regional Chaplain of the Atlantic Jewish Council, Halifax

Mary Ellen Googoo, Director, Mi'kmaq College Institute, University College of Cape Breton

David Hawkins, Founder and Former CEO and President of Hawk Communications, Sackville, NB

Father Con Mulvihill, Chaplain at Saint Mary's University, Halifax

Moderator: Connie Bean, Business Development Centre, Saint Mary's University

Sandra Bauld is the Senior Director of Northwood Homecare, which provides home support and nursing services to approximately 1800 community based clients in HRM , Hants West, and Windsor. Sandra has worked as an Instructor with the former Victoria General Hospital School of Nursing and has been a Staff Nurse at the Halifax County Rehabilitation Centre. She has also worked as the Executive Director of Dartmouth Community Homemakers Association. She has two daughters and is involved in Church and Community endeavors at various levels.

Rabbi Ellis studied for rabbinical ordination in Israel. He graduated from North Texas State University and did graduate work at the University of Texas. He also taught for many years in the Jewish community of Denver. Rabbi Ellis serves the Maritime Jewish communities as Regional Chaplain of the Atlantic Jewish Council.

Mary Ellen Googoo is the Director of the Mi'kmaq College Institute at the University College of Cape Breton. She was previously employed with the Cape Breton-Victoria Regional School Board as a teacher at Holy Angels High school and Consultant for Mi'kmaq education. Her educational background includes a B.Ed. from UNB, a Diploma in Special Education from Acadia, a Diploma in Curriculum Development from UCCB and a Masters Degree in Curriculum/Administration from St. F.X. She resides in Membertou with her husband, Francis, and is the mother of seven children and a grandmother of seventeen with two more grandchildren on the way. She is affiliated with the Tripartite Education Committee as a delegate for the Nova Scotia Native Womens Association. She is also on the Mi'kmawey Elders Advisory Committee.

David Hawkins is a Montrealer by birth and a Maritimer by choice. David has over 35 years of business experience and is the co-founder and former President of Hawk Communications Inc. He remains active in the business world where he is a director of Office Interiors Group, EPC Industries (Polycello), Pizza Delight Income Trust, Goose Lane Editions and SG-5 Innovation. A longtime volunteer, David is a past director of both the Atlantic Provinces Chamber of Commerce and the Canadian Chamber of Commerce. Today, he is a member of the National Advisory Council, Mount Allison University and a member of the Boards of Canada World Youth, Beaverbrook Art Gallery, Northrop Frye International Literary Festival, New Brunswick Arts Foundation, and Atlantic Wildlife Institute (Chairperson). Earlier this year he was nominated for Outstanding Volunteer Fundraiser at the Atlantic Region Philanthropy Awards.

Fr. Con Mulvihill is a Roman Catholic priest with advanced degrees in Theology and English literature. After teaching high school for six years in Central Canada, he moved to Halifax to become the chaplain at Saint Mary's University. He is a spiritual director and currently serves as the superior of the Jesuit Community of Halifax.

12:30 pm - 1:30 pm LUNCHEON PDR (limited to those who have previously reserved a seat).

Guest Speaker: Mr. Kenneth DesRoches, *Organizational Soul*

Ken DesRoches is a Lecturer in the School of Business Administration at the University of Prince Edward Island (P.E.I.). He is a graduate of Saint Dunstan's University (BA - '69) and the University of Prince Edward Island (B Ed. - '72). Ken began his professional career in 1969 as a school teacher with the Charlottetown School Board. At the time the governments of Canada and P.E.I. were beginning the implementation of the Comprehensive Development Plan for the Province. In 1970 he was engaged by the Rural Development Council as a core councilor with a role in facilitating public participation in the plan process and in community economic development. In 1974 Mr. DesRoches was appointed Executive Director of the Occupational Training Center, a vocational training center for the adult handicapped. During his term at the center he became very active in municipal affairs and was elected an alderman for the City of Charlottetown. His keen interest in economic development led, in 1976, to his appointment as the Assistant General Manager of the Charlottetown Area Development Corporation (CADC). In 1980 he became General Manager and in 1982 was appointed Chief Executive Officer. He left CADC in 1985 to become the Executive Vice President of Prince Edward Hotel Corporation. In 1986 he was appointed Deputy Minister of Community and Cultural Affairs for P.E.I. In 1989 he was appointed the first Deputy Minister of a newly created Department of the Environment. Following the organization of the new department he became, in 1991, the Chief Executive Officer of Enterprise P.E.I., a newly developed agency designed to integrate economic development efforts in the Province. In the period from 1991 to 1993 he also served as Chair of the Management in Government Task Force, a major initiative of the Cabinet Committee on Government Reform. Mr. DesRoches left the public service for the private practice of management consulting in 1994. He established a significant practice known as the Matrix Consulting Group in Charlottetown. In the spring of 2000 Mr. DesRoches was appointed President of Slemon Park Corporation. He has retired from that position to establish a smaller home based consultancy focused on management, training and evaluation.

Mr. DesRoches is a life long resident of Prince Edward Island where he is married to Anne Marie. He has three daughters and four grandchildren.

Thank you for your support and participation in our conference. Special thanks go out to all of our presenters, chairs, and volunteers. Please sign up for our email list if you have not already done so.

Cathy Driscoll, Conference Organizer
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