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The Role of Love and Compassion in Leading a Diverse Organization

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Background

- **Mitroff, Alpaslan and O'Connor (2015) hold the world is vastly more complex than it used to be. They go on to say that colleges and universities, specifically business schools, will need to change, in order to equip their students with the skills they will need to succeed in the workforce and be vital members of society.**
- **van Dierendonck and Patterson (2015) note that servant leadership area of study that is increasing in interest both inside and outside of academia.**
- **Part of that includes the introduction of compassionate love as a component of one's need to serve.**

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Background

“Our keystone goal is to ensure student career success. By that we aim to effectively prepare students for their careers and lives, not just for graduation. Three pillars support that goal: ensuring fiscal and program viability, building thriving communities, and practicing ethically inspired leadership. Ethically inspired leadership means that we draw on our core, agreed upon values, to decide the ethical issues we face every day in our jobs as institutional leaders.”

“As we work in the dynamic, and in many ways uncharted, higher education environment we will have to change and adapt our goals and strategies. That will require leaders to bring together team members to define new directions and pursue them. The definition of those new goal directions and how they are pursued will have to be done within appropriate ethical bounds and in ways that inspire support and progress.”

- Dr. Douglas D. Baker, president of Northern Illinois University

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Theoretical Framework

- According to Jahoda (1964) Piaget's theory of development holds that individual development occurs at milestones in their lives. Developmental relationships are ones that engage a mentor and protégée where the protégée gleans the knowledge and experience of his or her mentor.

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Purpose of this Study

- **This study investigates the relationship between gender and expectations of love and compassion in organizational relationships.**
- **The study seeks to determine organizational behavior best practices for leaders who manage an organization with gender diversity.**
- **The results can serve as predictor of an individual's propensity toward humility, gratitude, forgiveness and altruism.**

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Findings

- The sample includes 99 undergraduate students who are pursuing their degrees in supervision and management.**

Chi-Square Tests

		Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square		17.432 ^a	8	.026

		13.00	14.00	15.00	Total
Male	Count	4	0	21	47
	% within Gender	8.5%	0.0%	44.7%	100.0%
	% within LG_9	44.4%	0.0%	42.9%	47.5%
	% of Total	4.0%	0.0%	21.2%	47.5%
Female	Count	5	6	28	52
	% within Gender	9.6%	11.5%	53.8%	100.0%
	% within LG_9	55.6%	100.0%	57.1%	52.5%
	% of Total	5.1%	6.1%	28.3%	52.5%

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Research Limitations

- This research was conducted to gauge the impact of gender on one's propensity toward a more compassionate style of leadership.
- This research has a cross-sectional design, which limits drawing conclusions about causality.

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Practical Implications

- The results of this study highlight the importance of benevolent leadership in relation to employees' work engagement. Organizations may use the outcomes of this research in their efforts to create an environment that fosters work engagement. Moreover, the findings of this study can be utilized in leadership development training programs.



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Questions

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