



# Perspectives on Leadership: From the Science of Management to Its Spiritual Heart

*Gilbert W. Fairholm*

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In tracing the intellectual roots of business leadership over the last one hundred years, award winning author Gilbert W. Fairholm argues that until recently, spirit and soul have been absent from the major models. After outlining the elements of the five major ideas about leadership, he goes on to define and make operational a new focus that must exist in order to truly understand the leaders' role in relation to workers.

The study begins with scientific management and traces the evolution of leadership ideas through the quality movement, on to values-, culture-, and trust-based leadership models, and concluding with an emphasis on spirit in the workplace. It suggests that the leader in the twenty-first century will need to embrace a leadership style based on the main premise of each model along with a focus on ethics, community, service, and spirituality.



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