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# Spiritual and religious diversity in the workplace: Implications for leadership

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## Abstract

This article offers a critical analysis of scholarship on spirituality and leadership. The article argues that the concept of spirituality is more disparate and contested than the current leadership literature acknowledges. It asserts that spirituality is often defined in opposition to religion and that this opposition is not an accurate description of a complex interrelationship. Scholars who uphold a view of bringing the "whole person" to work are inconsistent if they view spirituality as appropriate in the workplace but exclude diverse employees' particular, specific religious expressions from it. The concluding section offers implications from this critical exploration of leadership and spirituality and suggests that the task of effective organizational leadership is not to promote a single spiritual framework but, rather, to create a structure and culture in which leaders and followers can respectfully negotiate religious and spiritual diversity.



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