



**Judi Neal**

People and Organizations that Take Risks, Build Bridges, and Break New Ground

**EDGEWALKERS**



# **ASSESSING QUALITIES AND SKILLS OF THOSE INTEGRATE SPIRITUALITY AND MANAGEMENT: PEOPLE WHO WALK BETWEEN WORLDS**

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# Overview

- What is an Edgewalker?
- Purpose of the study
- Design of the study
- Results
- Next steps
- Resources



# What is an Edgewalker?

- Walk between the worlds
- Knack for knowing the future
- New rules to the game
- Others see them as risk-takers



# Edgewalker Qualities

- Self-awareness
- Passion
- Integrity
- Vision
- Playfulness



# Edgewalker Skills

- Knowing the future
- Risk-taking
- Manifesting
- Focusing
- Appreciating



Giacomond by  
Franz Buchholz



# Purpose of the Study

- Developmental tool for organizations
- Research tool



# Design of the Study - Pilot

- 69 participants
  - Spirit at Work email list and Master of Arts in Organizational Leadership
  - Edgewalker Women’s workshop
- 5 qualities, 5 skills
- 100 items reduced to 50 items
- “Appreciating” = “Connecting”
- Factor Analysis: Seeing, Being, Doing



# Test Revised Instrument

- 47 participants
  - Puerto Rico Project Management Co. n=16
  - Catholic Hospital in Arkansas n=31
- Personal Resilience Characteristics (Hoopes 2004)
- Combined database n=130



# Group Comparisons

- Four groups compared:
  - Spirit at Work email list
  - Edgewalker Women
  - Project Management firm
  - Hospital
- Three variables not significantly different across the groups
  - Integrity
  - Manifesting
  - Focusing



# Descriptive Statistics

- Of 10 variables, there was a wide range of responses except for “Integrity.”

	Integrity
1_SA	11. I am very aware of my core values.
3_IN	13. I tell the truth, even if it hurts me.
3_IN	23. I live in alignment with my core values.
3_IN	43. I am good at keeping a confidence.
3_IN	83. I tend to be trusting.



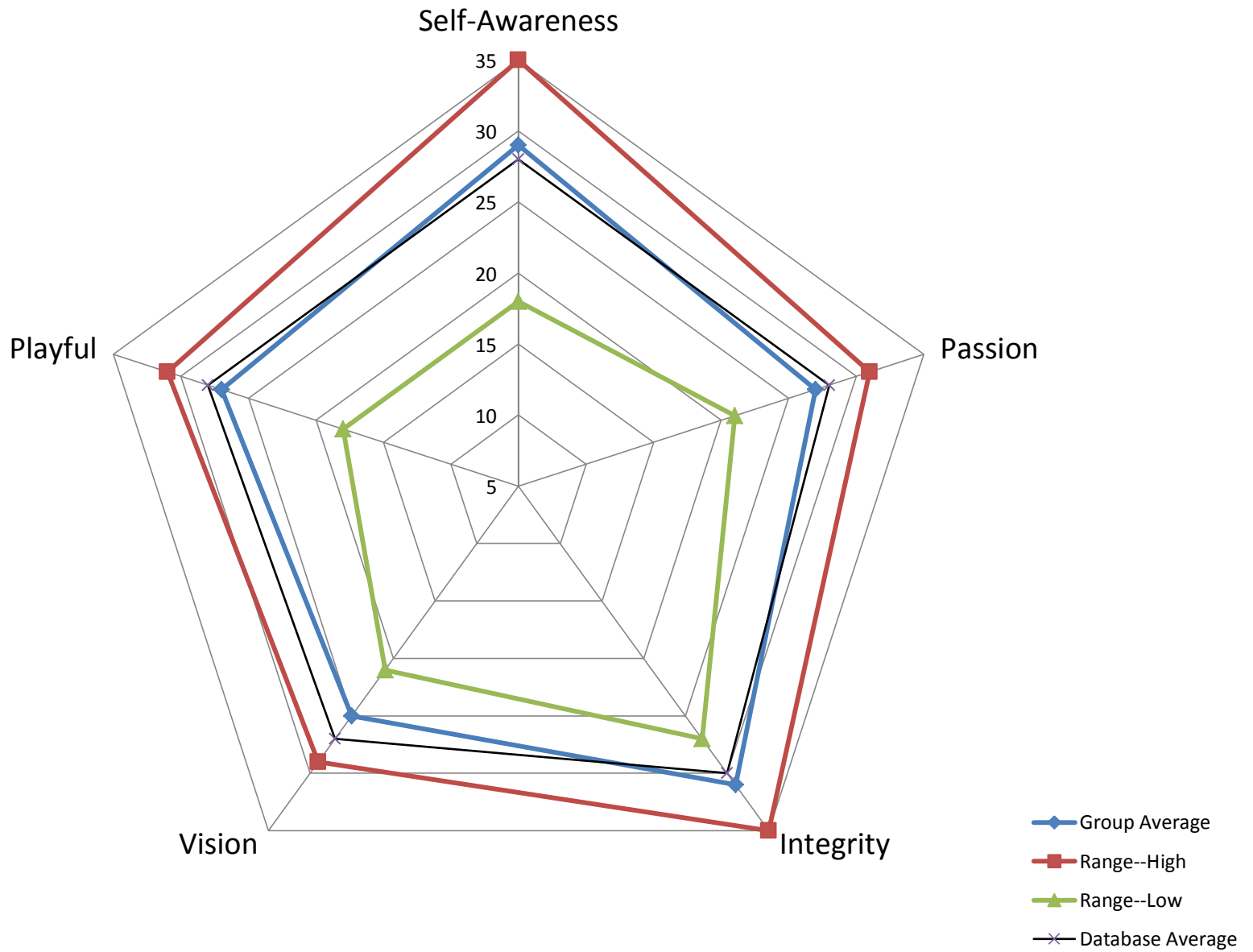
# Demographic Relationships

Characteristic	Industry	Job	Employees	Income Type	Race	Household Income	Gender
Self Awareness	**	*	**	*	*	n.s.	**
Passion	*	*	*	**	n.s.	**	n.s.
Integrity	n.s.	*	n.s.	n.s.	n.s.	**	n.s.
Vision	***	n.s.	**	**	n.s.	n.s.	n.s.
Playful	*	n.s.	**	*	n.s.	n.s.	n.s.
Knowing the Future	*	n.s.	***	**	n.s.	n.s.	n.s.
Risk Taking	***	**	***	***	n.s.	n.s.	n.s.
Manifesting	n.s.	*	n.s.	***	n.s.	n.s.	n.s.
Focusing	*	n.s.	n.s.	**	n.s.	n.s.	n.s.
Appreciating	*	n.s.	n.s.	*	n.s.	n.s.	n.s.

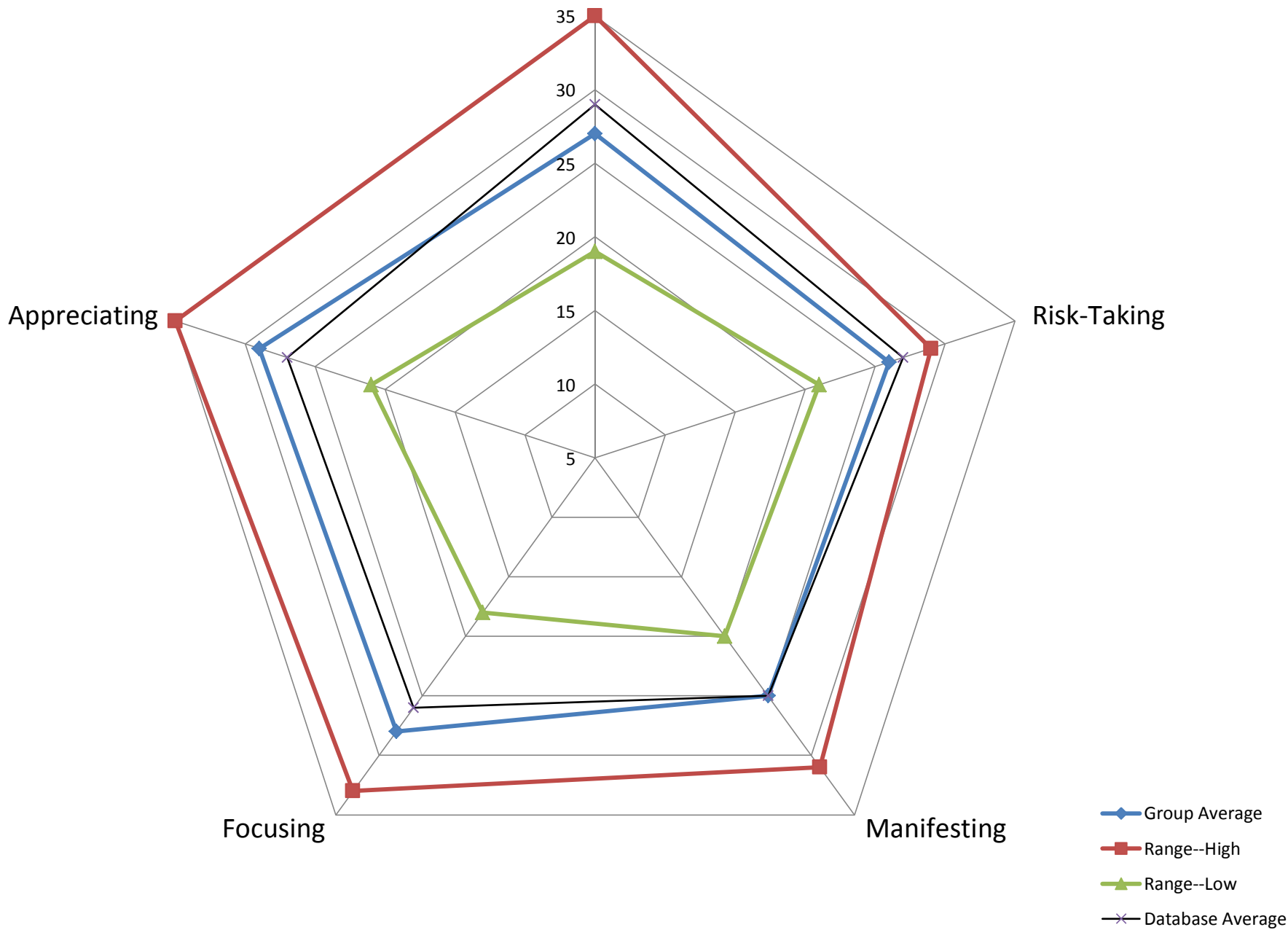


# Personal Resilience Characteristics

Characteristic	Today's Mood	Number of Moves	Patience	Resilience Self-Report
Self Awareness	***	n.s.	*	*
Passion	n.s.	n.s.	n.s.	n.s.
Integrity	n.s.	n.s.	*	**
Vision	n.s.	n.s.	n.s.	n.s.
Playful	n.s.	*	n.s.	n.s.
Knowing the Future	n.s.	n.s.	n.s.	n.s.
Risk Taking	*	*	n.s.	n.s.
Manifesting	n.s.	n.s.	n.s.	n.s.
Focusing	n.s.	n.s.	**	**
Appreciating	n.s.	n.s.	**	**



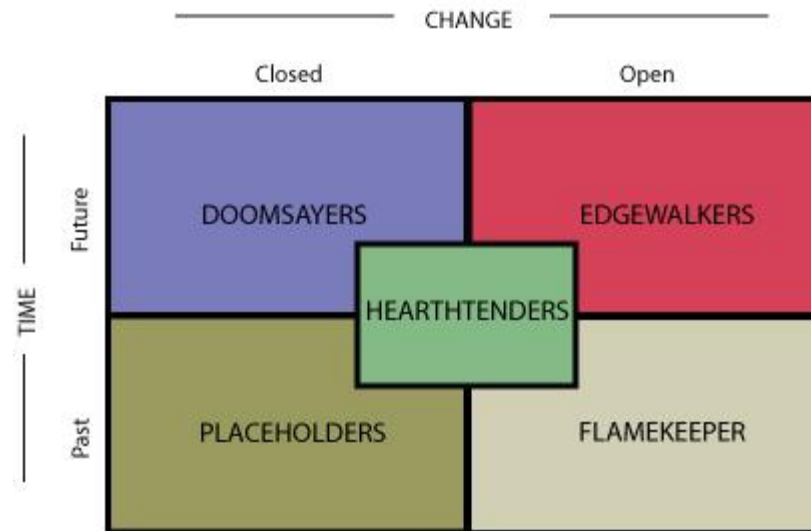
# Knowing the Future





# Future Research

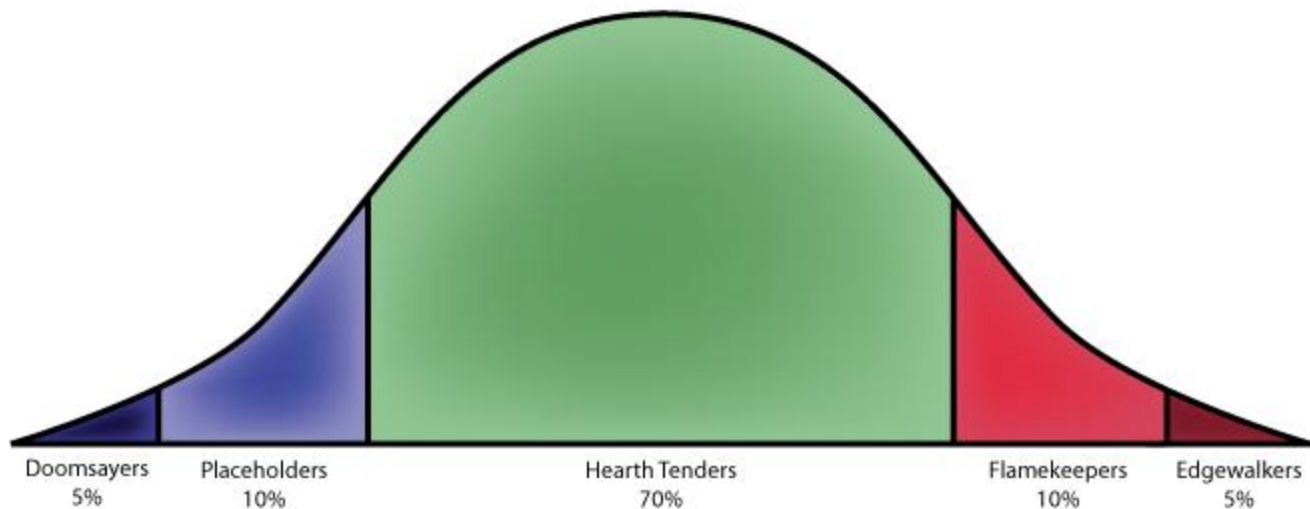
## Organizational Orientation





# Organizational Profile

Distribution of Orientations  
in a Traditional Organization





# Future Research

- Develop norms
- Compare with other measures:
  - Spiritual Leadership (Fry)
  - Spiritual Intelligence (Wigglesworth)
  - Integration Box (Miller & Ewest)
  - Innovation (Miller, Miller, Pruzan & Pruzan)
- Outcome measures:
  - Spiritual Well-being
  - Turnover, absenteeism, etc.
  - Productivity, quality, organizational performance



# Resources

- Edgewalkers, by Judi Neal
- Edgewalker Collaborative Network
- [www.edgewalkers.org](http://www.edgewalkers.org)
- Edgewalker e-newsletter
- Strategic Solutions – Susan Furness
- Tyson Center for Faith and Spirituality in the Workplace, <http://tfsw.uark.edu>

