

# **Spiritual Quotient Assessment (SQA) – A Rebirth Organizational Change & Development Value Proposition**

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## **Abstract**

The world of work is distinct from what it was two decades before, or here. There is a need for visible, integral ecological change in divergent environments globally that is sensitive to existing realities, such as COVID-19 and the effects of digital transformation (DX) within the paradigm of 4IR. In the field of employment, the synthesis of these variables poses a paradigm shift that compels individuals and organisations to assess their state of “fitness” and “proper” to be relevant in a fast-paced global village. In different contexts, starting with self, team, organisation and culture, the scantiness of 'rebirth' transition is noticed and is partially affected by the lack of identity in the sense of what has been known as 'new standard.' This has culminated in significant losses in world economies reflecting organisations' ill preparedness to effectively handle dynamic change. This state of ill preparedness calls for a 'rebirth.' Rebirth as a solution for organizational change and developed is an innovative and intuitive framework that precipitates agile organizations to unlock shareholder contribution in the advent of compelling and direful situations. Its adaptive nature of nimble-wittedness provides leaders and managers with real-time, credible and effective response for optimum sustainability. To achieve this, one of the innovations of the Rebirth Model is its flagship SQA tool for diagnostics. The SQA focusses on the foundational and fundamental quotients known as the Spiritual Quotient (SQ) and the Body/Health Quotients (BQ+HQ). These quotients play a vital role in enhancing a change process both at individual and organizational perspective. This proposition provides an outline of processes organizations could follow for successful implementation of Organizational Change and Development (OCD).

**Key Words:** Assessments, Change, COVID-19, Development, Digital Transformation, Organizations, Rebirth.

## **1. Context**

The world of work is different from what it was two or here decades ago. In divergent ecosystems globally, there is a desire for visible, integral ecological transformation that is responsive to the current realities, such as COVID-19 and the impact of digital transformation (DX) within the context of 4IR. The conflation of these scenarios present a paradigm shift in the world of work. Scantiness of 'rebirth' transformation is found within various domains beginning with the self, team, organization and society, and is partly influenced by the loss of identity within the context of what has become to be known as "new normal." This has resulted massive loss in world economies highlighting the ill preparedness of organizations to successfully navigate complex change. This state of ill preparedness calls for a 'rebirth.'

Rebirth as a solution for organizational change and developed is an innovative and intuitive framework that precipitates agile organizations to unlock shareholder contribution in the advent of compelling and direful situations. Its adaptive nature of nimble-wittedness provides leaders and managers with real-time, credible and effective response for optimum sustainability. The need for leaders and managers to consider models such as rebirth is exacerbated by reduced profits, increase in costs for remote employee management and the general instability in the global financial climate. The current reality organizations find themselves in requires human capital that is able to self-manage, purpose-driven, personal and organizational values-alignment and leveraging technology as an enabler for high performance and maximizing shareholder contribution.

## **2. Explication of the SQ/BQ+HQ**

### *Spiritual Quotient*

The spiritual quotient (SQ) is the capacity for transcending the physical and material to tap into infinite wisdom. It is the ability to experience heightened states of consciousness and to sanctify everyday experience. The ability to utilize spiritual resources to solve problems is through the SQ. REBIRTH emerges and seeks to promote spiritual intelligence, and collectively develop communal culture which appreciates the supra- consciousness through the SQ. The SQ proposes that in every domain of organizational change and

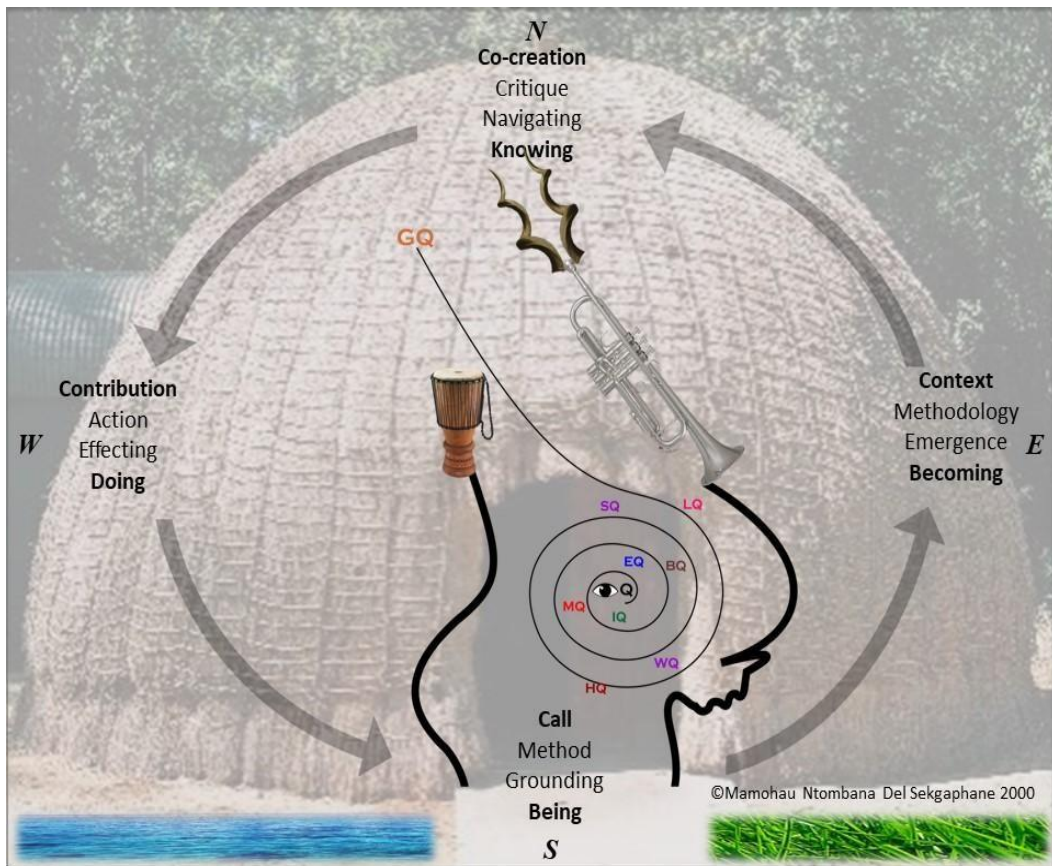
development, new rules for unifying community from the fragile to the anti-fragile through the reduction of fragility through deep psychological work towards harnessing anti-fragility will be required

#### *Body/Health Quotient*

The level of respect for self, other and human dignity within which the health quotient (HQ) as the level of harnessing of holistic health and well-being in human beings spirals out. BQ and HQ are therefore barometers for creating well-being and balance in the ecosystem.

### **3. Application**

Rebirth as a framework for organizational change and development applies a three-phased approach to support businesses seeking sustainable solutions to adapt, thrive and realize increased turnover. The first critical phase involves diagnostics/measurements, which provides leaders and managers with a perspective of human capital systems requirements in order to assess their fitness with desired organizational culture and strategic directions. Whereas the Rebirth Model covers eight (8) quotients, the SQA focusses on the foundational quotients known as the Spirituality Quotient (SQ) and the Body/Health Quotients (BQ+HQ).



The eight (8) quotients in the Rebirth Model are, Spiritual Quotient (SQ), Intellectual Quotient (IQ), Emotional Quotient (EQ), Moral Quotient (MQ), Body/Health (BQ+HQ), Social Quotient (sQ), Work Quotient (WQ) and Leadership Quotient (LQ). Out of the 8 Rebirth Quotients, the SQA (SQ,BQ+HQ) provides a foundational and fundamental look at the key quotients of the human capital. These quotients address the concept of purpose, existentialism/being and individual/organizational alignment integrating the Africa social systems that traverse the COVID-19 “avalanche” while at the same time activating and creating new behaviors. The outcome of this phase is a human capital that is grounded to the call of purpose and ready to navigate the context of their personal realities and those of their organizations. Spiritually intelligent people rise above the tangible and material impediments, undergo heightened states of conscious awakening, sanctify daily experience, use infinite intelligence to solve problems, and display qualities such as modesty, reverence, forgiveness, compassion and commitment to vision regardless of the perils being faced at any particular time.

The SQA provides a single score across each of the ten (10) key dimensions. Descriptors to these dimensions are provided in the next page. The score is based on a ten-point scale linked to percentile scores. The SQA Output Graph provides an indication of the SQ/BQ+HQ score approximation.

Table 1: SQA Output Graph

Low			Average			High			Dimensions
10	20	30	40	50	60	70	80	90	
								*	Purpose
							*		Co-existence
						*			Lived Experiences
						*			Human integration and Inclusion
				*					Coping and Coping Mechanisms
						*			Relationships
			*						Ergonomics and home office
		*							Relationships
			*						Environment
	*								Sickness and Disease Management

Each of the dimensions is scored across three categories of low, average and high. All categories are ranged between three equidistant points, with the low category starting at 10 to 30 while the high category starts at 60 to 90. Any score between 60 and 90 places an organization at an ideal position. A score of fifty (50) indicates that an individual is neither SQ/BQ+HQ compliant nor non-compliant. That could be further interpreted to indicate average qualities and characteristics of this SQ/BQ+HQ but with more to do for self-improvement and readiness for navigation the context of prevailing realities.

## SQA Dimension Descriptors

Table 2: Mapping the 10 SQA Dimensions

Dimension	Descriptor
1	<p><b>Purpose</b></p> <p>Measures whether an individual has understanding of meaning of their own life and existence goals and whether their goals are informed by this meaning or existence.</p>
2	<p><b>Co-existence</b></p> <p>Measures the individual's and technology in the context of digital transformation and 4IR as well as within the COVID-19 pandemic.</p>
3	<p><b>Lived Experiences</b></p> <p>Measures what has informed and continues to inform the understanding of individual's perspective of reality</p>
4	<p><b>Human integration and Inclusion</b></p> <p>Measures an individual's ability to integrate intrinsic and extrinsic experiences in order to facilitate diversity and inclusion.</p>
5	<p><b>Coping and Coping Mechanisms</b></p> <p>Measures the individuals' ability to cope with changes brought about by COVID-19, DX and 4IR and their preparedness for the "new normal."</p>
6	<p><b>Relationships</b></p> <p>Measures the impact of social disruption resulting from COVID-19 restrictions on the health and effective functioning on employees.</p>
7	<p><b>Ergonomics and home office</b></p> <p>Measures the employee's home working environment's suitability and impact on their general health.</p>
8	<p><b>Mental health and digitization</b></p> <p>Measures the impact of employee's disrupted social structures because of COVID-19 and their readiness for a similar situation because of digitization. This construct further measures employees' preparedness to integrate with 4IR solutions.</p>
9	<p><b>Environment</b></p> <p>Measures the individual's environmental health aspects and employee's capacity to handle COVID-19 related issues.</p>
10	<p><b>Sickness and Disease Management</b></p> <p>Measures both employee and organization's health and wellness program's ability to protect the human capital asset for optimum performance.</p>

## **Conclusion**

The SQA is a component of REBIRTH Model for Organisational Change and Development, which was developed specifically to facilitate an inclusive transformation through enabling an organisation to re-engage the issue of identity as catalyst for inclusivity. It is an intuitive a creative process, which starts in the Southern relational path, and unfolds into the four voices of global exploration, towards inclusive transformation and authentic identity. REBIRTH reconnects self, others, community and organisation to a collective identity of Botho-Ubuntu experiences in the South African organizational context and world of work. Using the SQA as a first step towards managing change will help individuals and organisations to be fully prepared for realities of the highly contended “new normal” in the after-math of the COVID-19 outbreak, DX and 4IR.

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She is also an academic at Da Vinci Institute of Technology Management and Innovation. She is the creator of the Rebirth Model and she is an Organizational Change and Development (OCD) expert. Her PhD was modelled on her work as an OCD director at the First Rand Banking Group (FRBG). It was while at FRBG where the concept of Rebirth was tested to turnaround business for optimum performance.

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