

The Whole-Person Leadership Framework—Spirit, Soul, and Body

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Abstract - The rapid integration of artificial intelligence and digital technologies into organizational environments has transformed the nature of leadership, creating a growing need for approaches that emphasize uniquely human capabilities. This paper introduces the Whole-Person Leadership Framework, a holistic model that conceptualizes effective leadership as the integration of three interconnected dimensions: spirit, soul, and body. The spirit dimension represents purpose, vision, ethical awareness, and the pursuit of meaning; the soul dimension encompasses identity, values, emotional intelligence, empathy, and relational competence; while the body dimension focuses on disciplined action, presence, resilience, and the practical execution of leadership responsibilities.

Drawing upon contemporary leadership theories, human-centered management principles, and emerging discussions on leadership in the age of artificial intelligence, this conceptual study examines how the integration of these dimensions contributes to ethical decision-making, adaptability, employee engagement, and organizational effectiveness. As intelligent systems increasingly perform analytical and routine tasks, leadership success depends more heavily on human qualities such as compassion, moral judgment, self-awareness, and authentic relationships. The proposed framework offers a comprehensive perspective for leadership development by aligning personal transformation with organizational performance. The study contributes to leadership literature by providing a holistic and human-centered approach that enables leaders to navigate technological change while fostering trust, resilience, and sustainable organizational growth.

Index Terms—Whole-Person Leadership, Human-Centered Leadership, Spiritual Leadership, Emotional Intelligence, Artificial Intelligence, Leadership Development, Organizational Behavior, Ethical Leadership

the rapid evolution of artificial intelligence (AI), automation, and digital technologies, modern organizations have undergone significant transformation. Advanced AI systems can perform various analytical, administrative, and other routine tasks more efficiently than ever before. As a result, organizations become more effective and make decisions faster and better. The increasing reliance on intelligent systems brings changes to the nature of leadership as well. Today, leaders should possess a variety of uniquely human traits such as empathy, ethical considerations, self-awareness, and charisma. Thus, there is

an obvious need for developing leadership approaches based on human-centric values and ideas.

Leadership theories that have emerged over decades helped to clarify the concept of effective leadership and shed light on its various aspects including traits, behaviors, competencies, and performance. However, some leadership theories focus exclusively on external aspects of the concept such as the acquisition of skills and achieving certain goals. They tend to neglect the importance of incorporating purposes, emotions, values, and embodiment into leadership practices. In the context of modern challenges, a holistic view might be critical. Moreover, even though AI can help humans make decisions by analyzing data and making predictions, there is no technology that would be capable of replacing some uniquely human traits, like compassion, morality, intuition, and building authentic relationships. In fact, as technology takes over organizational functions, these unique human traits become increasingly valuable. Thus, there arises a need for leadership frameworks that would include both personal and professional development.

In this paper, we propose a new leadership framework – the Whole-Person Leadership Framework. It perceives leadership as an interaction of three components: spirit, soul, and body. Spirit includes vision and meaning, purposefulness and ethics. Soul involves identity and values, emotional and social skills,

I. Introduction

and empathy. Finally, the body aspect covers disciplined action, presence, and implementation of leadership practices. This research study is based on three major goals. Firstly, it aims to investigate the phenomenon of Whole-Person Leadership Framework. Secondly, it tries to reveal the essence of the importance of the spirit, soul, and body elements to the success of leadership practices. Thirdly, it seeks to understand whether this whole person concept is relevant to AI-led organizational culture. The study attempts to find the answers to the following research questions: What is Whole-Person Leadership? How can spirit, soul, and body impact the efficiency of leadership practices? Why is this leadership concept particularly crucial in the age of artificial intelligence?

As for the significance of this study, it can be viewed from three perspectives. It brings valuable insights to both managers and organizations. From the viewpoint of managers, this paper helps to understand how self-reflection, ethics, and interpersonal skills can be acquired to increase their efficiency. From the point of view of organizations, it offers a human-oriented approach to fostering resiliency, adaptability, and mutual trust. Finally, it draws attention to the need to integrate purpose, emotional intelligence, and practical steps when implementing leadership training programs.

Apart from technological evolution, organizations in the contemporary era are operating in an uncertain, rapidly changing, globalized, and stakeholder-savvy environment. Today's leaders not only have the responsibility of meeting organizational objectives but are also tasked with fostering the welfare of their employees, creating innovations, maintaining ethics, and building inclusivity in the workplace. All this requires a more comprehensive definition of what leadership is than the traditional one. Current leadership issues may include the need for balancing efficiency and meaning in the pursuit of organizational objectives, the combination of technology and human values in the workplace, and performance against social responsibilities. Given the increased search for meaning, authentic leadership, and supportive organizational settings among employees today, leaders need to develop greater awareness about themselves and other people.

A. Research Gap

Despite the fact that various leadership theories, such as Transformational Leadership, Servant Leadership, Spiritual Leadership, Authentic Leadership, and Human-Centered Leadership, have contributed greatly to the study of effective leadership, the majority of previous researches tend to analyze

certain aspects of leadership rather than taking a holistic approach. Specifically, Transformational Leadership theory centers on inspiration and organizational transformation, Servant Leadership centers on service to followers, and Spiritual Leadership theory focuses on purpose, vision, and values.

Equally, Emotional Intelligence theory is concerned with interpersonal skills, and research concerning digital leadership revolves around organization adaptation in terms of technology. On the other hand, there has been very little research on integration of the dimensions of Spirit (purpose, vision, values, and ethics), Soul (emotional intelligence, empathy, self-awareness, and relationships), and Body (health, resilience, energy management, and disciplined action) into an overall model of leadership. There is also scant evidence on how all these three dimensions impact on leadership effectiveness and organizational effectiveness, especially during AI-driven digital transformation in organizations. Moreover, since more and more of the processes in the analysis and operation become automated by means of AI, there is an increasing need for leaders who will possess technological knowledge along with emotional intelligence, ethical judgement, resilience, and human-based decision-making skills. However, despite the importance of these competencies, there is still a lack of integrated models of leadership that would take into account both the human and technological sides of leadership in AI environments.

For this reason, this study aims to close these research gaps and introduces the framework of Whole-Person Leadership by incorporating Spirit, Soul, and Body into a comprehensive framework of leadership. The current study also aims at exploring how Whole-Person Leadership influences Leadership Effectiveness, Employee Engagement, and Organizational Effectiveness taking into account Emotional Intelligence, Ethical Leadership, and AI Readiness.

B. Research Objectives

The current research seeks to accomplish the following research objectives:

RO1: Developing a whole-person Leadership Framework by combining the Spirit, Soul, and Body aspects of leadership.

RO2: Examining the effect of Whole-Person Leadership on Leadership Effectiveness in AI-based organizations.

RO3: Examining the effect of Whole-Person Leadership on Employee Engagement.

RO4: Examining the effect of Whole-Person Leadership on Organizational Effectiveness.

RO5: Examining the mediating effect of Emotional Intelligence and Ethical Leadership in the link between Whole-Person Leadership and organizational effectiveness.

RO6: Examining the moderating effect of AI Readiness on the link between Whole-Person Leadership and Leadership Effectiveness.

C. Significance of the Research

1. Theoretical Importance

Through this research, leadership literature gains a frame-work that is called Whole-Person Leadership Framework, which brings together three interrelated dimensions, which include Spirit, Soul, and Body. Unlike previous leadership theories that only addressed single aspects of leadership, such as transformational behavior, servant orientation, or emotional intelligence, this framework offers a holistic approach that takes into account ethical intentionality, emotional capacity, and disciplined action. The importance of this research lies in its contribution to leadership theories through the addition of human-based leadership concepts in the age of Artificial Intelligence.

2. Practical Implications

The results of this research will be beneficial in guiding organizations that are interested in developing effective leaders who have the ability to implement technological change without compromising human values. This model can help guide organizations on how to create leadership development programs that will foster ethical thinking, emotional intelligence, resilience, and employee wellness. Organizations that apply Whole Person Leadership approach will experience enhanced engagement, adaptability, innovation, and organization performance. The approach is especially useful for organizations adopting Artificial Intelligence technologies.

3. Importance for Managers

For managers and organizational leaders, this research provides a useful guideline on how to develop their leadership abilities apart from technical and administrative skills. For example, managers can benefit from using the Whole-Person Leadership Model to improve their purpose-oriented leadership, emotional intelligence, ethics, resilience, and relationships. HR specialists can include the model in leadership evaluation, succession planning, executive coaching, wellness programs for employees, and leadership training programs. At

last, this model helps create the culture of trust, cooperation, innovation, engagement, and sustainable organizational performance in AI-driven organizations.

Literature

A. Literature Summary

Leadership has been widely explored using different theoretical approaches such as trait theories, behavioral theories, transformational theory, servant leadership theory, authentic leadership theory, spiritual leadership theory, emotional intelligence theory, and human-centric theory. The advancements made in artificial intelligence (AI) have broadened the scope of leadership studies in such a way that digital leadership, ethics, and collaboration between humans and AI have received considerable attention. However, most of the literature focuses on studying leadership aspects separately without taking into account multiple aspects of human-centric leadership simultaneously.

Author	Theory/Variable	Key Finding	Gap
Northouse (2022)	Leadership Theory	Leadership depends on traits and behaviors.	No holistic model.
Fry & Cohen (2009)	Spiritual Leadership	Purpose and values improve commitment.	Focuses only on Spirit.
Goleman (2005)	Emotional Intelligence	EI improves leadership effectiveness.	Covers only Soul.
Kluge et al. (2024)	Human-Centered AI	AI should support human capabilities.	No integrated leadership model.
Van Quaquebeke & Gerpott (2023)	AI Leadership	AI changes leadership roles.	Ignores holistic leader development.

Fig. 1. Proposed Whole-Person Leadership Framework.

B. Research Gap Analysis

Despite the existence of several leadership theories that have greatly contributed to leadership research, the theories focus on particular areas of leadership. Few studies have been done concerning the combination of purpose, emotional intelligence, ethical leadership, resilience, and physical health into one leadership framework. Furthermore, there are no empirical studies conducted on Whole-Person Leadership in organizations utilizing AI. This is where the suggested Whole-Person Leadership Framework comes in handy.

Areas where Further Research is Needed Current leadership theories only pay attention to individual leadership qualities

Existing Study	Gap Identified
Spiritual Leadership	Focuses only on Spirit.
Emotional Intelligence	Focuses only on Soul.
Human-Centered Leadership	Limited attention to Body (well-being and resilience).
AI Leadership	Emphasizes technology but lacks holistic human development.
Existing Leadership Models	No integrated Whole-Person Leadership framework.

Fig. 2. Proposed Whole-Person Leadership Framework.

but not a holistic one. Not much empirical evidence on incorporating Spirit, Soul, and Body in leadership theory exists. The relationship between Whole-Person Leadership and AI-supported workplace environment has not been studied extensively yet. There are not many studies about the joint effects of Whole-Person Leadership on Leadership Effectiveness, Employee Engagement, and Organizational Effectiveness. The role of mediators such as Emotional Intelligence and Ethical Leadership, and the role of a moderator like AI Readiness, have yet to be explored.

C. Theoretical Foundation

1. Social Exchange Theory (Blau, 1964)

Workers appreciate leaders that express trust, justice, and caring. This theory helps explain why Whole-Person Leadership improves worker engagement and organizational commitment.

2. Spiritual Leadership Theory (Fry Cohen, 2009)

This theory centers on purpose, vision, values, and ethics as important motivators for effective leadership. Supports the Spirit component of Whole-Person Leadership.

3. Emotional Intelligence Theory (Goleman, 2005)

Self-aware, empathic and emotionally stable leaders have better relationships with workers and more effective leadership practices. Supports the Soul component.

4. Human-Centered Leadership Theory

This theory is centered around employee well-being, resilience, and personal development. Supports the Body component of Whole-Person Leadership and the balance between technology and humanity.

A. Evolution of Leadership Theories

Leadership is among the areas that have attracted the highest degree of research interest within the scope of management and organizational behavior. As explained by Northouse [1], there has been great change within leadership theories. Initially, there were traits approaches aimed at uncovering what qualities made effective leaders. The emergence of Transformational Leadership by Bass and Riggio [2] shifted the emphasis towards visionary and motivational skills of the leader and his ability to develop people. The role of emotions was addressed within the theories by Goleman [3], [4]. In general, all these changes have helped gain insight into leadership, but many classic theories still concentrate on particular competencies of leaders.

TABLE I

Summary of Major Leadership Theories

Leadership Theory	Key Focus
Trait Theory	Emphasizes inherent traits and characteristics of effective leaders.
Behavioral Theory	Focuses on leadership behaviors and actions rather than personal traits.
Transformational Leadership	Inspires followers through vision, motivation, and organizational change.
Servant Leadership	Prioritizes serving others, employee development, and ethical leadership.

Spiritual Leadership	Promotes purpose, values, meaning, and commitment within organizations.
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A. Human-Centered Leadership

Human-centered leadership stresses the significance of comprehending workers as individuals who need not only emotional but also social and developmental care. Culture within an organization is one of the most significant factors which help develop human-centered leadership [6]. The significance of the issues such as ethics, trust development, and employee well-being has been additionally emphasized recently within the context of the importance of technology within organizations [13], [23]. Furthermore, studies in human-centered artificial intelligence imply that organizations obtain better results when technology helps to complement the capabilities of humans but does not substitute them [11], [12].

B. Spiritual Leadership

The topic of spiritual leadership became the subject of a great number of studies concerned with meaning, purpose, vision, and values in organizations. According to Fry and Cohen [5], spiritual leadership helps transform an organization by creating intrinsic motivation and commitment among its members. Recently conducted systematic reviews support the idea that spiritual leadership increases employee engagement, commitment to an organization, and employee well-being [8], [14]. Purposeful leadership seems to be especially relevant now since employees tend to find more and more meaning in their work.

C. Emotional Intelligence and Leadership

Emotional intelligence has emerged as an important determinant of leadership effectiveness. In his work, Goleman [3] defined emotional intelligence as the capacity to understand and manage one's own and others' emotions. Similarly, Goleman, Boyatzis, and McKee [4] explored the importance of emotional intelligence in a leadership context. There are several studies which prove the positive correlation between emotional intelligence and organizational commitment, leadership effectiveness, and teamwork [9], [18], [20]. Components

such as self-awareness, self-regulation, empathy, and social skills allow effective responses to organizational challenges and help form better relationships.

D. Leadership in the AI Era

The advent of artificial intelligence has led to changes in the role of leaders and organizational operations. The concept of digital leadership suggests that artificial intelligence will alter the traditional approaches of leaders by helping automate tasks and make decisions based on information analysis [7]. Nonetheless, there are still some actions where human abilities to reason ethically, show empathy, and use creativity cannot be replaced by machines. Research focused on the importance of human-centric approaches to artificial intelligence underlines the need to preserve human agency in organizations and achieve meaningful interaction between people and technology [11], [12]. Moreover, some studies have pointed out the increasing need for leadership reflexivity, adaptability, and ethics in the context of AI assistance [10], [13], [23].

Some recent studies have focused on how to use AI to become an effective leader by ensuring that the human values remain intact. Generative AI provides leaders with new opportunities and challenges in terms of developing skills and improving organization effectiveness [16]. It is evident that the use of AI in leadership positively impacts employee flexibility and innovation [17]. In addition to these, some other studies suggest that the future leaders will need to develop their skills in emotional intelligence, ethical decision-making, and technology-related aspects in order to succeed [15], [18], [21].

Theoretical Foundation of Whole-Person

Leadership

A. Spirit Dimension

The Spirit dimension is at the base of the Whole-Person Leadership Framework, and it is concerned with such aspects as purpose, values, vision, and ethics. The aspect of purpose is essential because it helps the leader understand his or her mission and purpose within an organization and find the right course of action that will be beneficial for the team and the company as a whole.

Values are important principles for making decisions and performing certain actions. Vision allows the leader to present to others the future of the company, and, thus, inspire employees to work hard. Ethics allows the leader to act responsibly, consider the effects of decisions made, and be open to everyone. Given the fact that we live in a highly technological

world, the aspect of ethics becomes particularly important for leadership.

B. Body Dimension

The Body dimension refers to the manifestation of leadership through the physical and behavioral traits. This dimension looks at a leader's capability of maintaining good health, energy, and endurance when performing the tasks required of them in the role. Being healthy means that one is able TABLE II

Dimensions of the Whole-Person Leadership Framework

Dimension	Key Elements
Spirit	Purpose, Values, Vision, Ethics
Soul	Emotional Intelligence, Empathy, Self-Awareness, Relationships
Body	Health, Energy Management, Re-silience, Work-Life Balance

to achieve optimal levels of productivity, concentration, and decision making capabilities. By being healthy, a leader is able to perform efficiently under tough conditions. Energy management is also an important attribute for this dimension because a good leader is able to manage his energy and be both productive and motivated.

Other aspects that fall under the Body dimension include stress management and work-life balance. Stress management allows leaders to keep themselves calm during difficult times so that they can think rationally. Maintaining a balanced work life is important for the sustenance of a good health status. Through these traits, leaders are able to act upon their purpose and emotions.

A. Integration of Spirit, Soul, and Body

According to the Whole-Person Leadership model, it is important for good leadership to come from an integration of the Spirit, Soul, and Body, and not from just one of these elements. The Spirit element is responsible for creating purpose, value, vision, and ethics, the Soul element involves emotional intelligence, empathy, self-awareness, and relationships, while

the Body element makes sure that all the other elements are implemented in practice.

B. Variables

The suggested research will study the effect of Whole-Person Leadership on organizational performance in an environment enhanced by artificial intelligence (AI). There is one independent variable, three dependent variables, two mediating variables, and one moderating variable in the study.

Independent Variable (IV)

1. Whole-Person Leadership (WPL) Dependent Variables (DV) 2. Leadership Effectiveness

3. Employee Engagement 4. Organizational Effectiveness Mediating Variables 5. Emotional Intelligence

6. Ethical Leadership Moderating Variable

7. AI Readiness

C. Hypotheses Formulation

From the literature review and theoretical background, the following hypotheses can be formulated:

H1: Whole-Person Leadership positively impacts Leadership Effectiveness. H2: Whole-Person Leadership positively impacts Employee Engagement. H3: Whole-Person Leadership positively impacts Organizational Effectiveness. H4:

Emotional Intelligence positively impacts Leadership Effectiveness. H5: Ethical Leadership positively impacts Organizational Effectiveness. H6: Emotional Intelligence is the mediator in the relation between Whole-Person Leadership and Leadership Effectiveness. H7: Ethical Leadership is the mediator in the relation between Whole-Person Leadership and Organizational Effectiveness. H8: Leadership Effectiveness positively impacts Employee Engagement. H9: Employee Engagement positively impacts Organizational Effectiveness. H10: AI Readiness positively moderates the relation between Whole-Person Leadership and Leadership Effectiveness.

Proposed Whole-Person Leadership

Framework

A. Design of the Whole-Person Leadership Framework

Three dimensions must be incorporated for the design of the Whole-Person Leadership Framework for leaders to succeed in leading their organization. Spirit, which is made up of purpose, values, vision, and ethics, Soul, which includes emotional intelligence, empathy, self-awareness, and interpersonal

relationships, and the Body dimension, which entails health, resilience, and behavioral performance.

The Whole-Person Leadership Framework states that for leaders to become effective, all the three dimensions discussed must be combined. In essence, the Spirit dimension gives the reasons why leaders do what they do, the Soul dimension informs the relationship between the leader and other people while the Body tells how leadership is done.

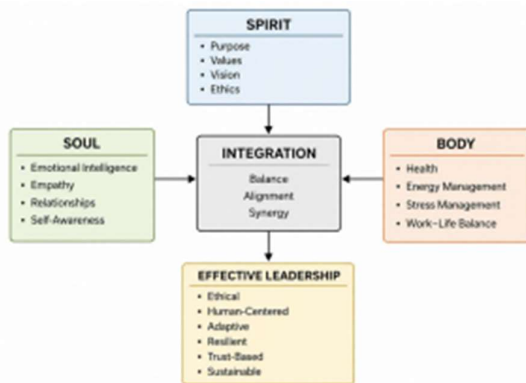


Fig. 3. Proposed Whole-Person Leadership Framework.

B. Components of the Framework

The Whole-Person Leadership Framework is made up of three inter-related components. Firstly, the Spirit element of the framework forms the foundation of leadership because it helps in instilling the values of purpose, values, vision, and ethics. A leader who exhibits strength in this aspect can inspire others and drive them to move towards achieving future goals. Secondly, the Soul component of the framework deals with the emotional and relational side of leadership. A leader who is emotionally intelligent, empathic, self-aware, and relationally focused can be effective in creating an atmosphere of trust at the workplace. Thirdly, the Body element of the framework relates to the behavioral and physiological side of leadership.

A. Leadership Development Process

The leadership development process according to the Whole-Person Leadership framework is a continuous process of development and improvement. The process starts at the level

of the spirit, where by leaders develop themselves by defining purposes, values, visions, and ethics. In this way, they are able to identify their leadership personality and direction.

Next, the development process concentrates on the soul and body levels, whereby leaders improve their capabilities in areas such as emotional intelligence, empathy, relationship building, self-awareness, resiliency, health, stress management, and work-life balance through learning and reflection.

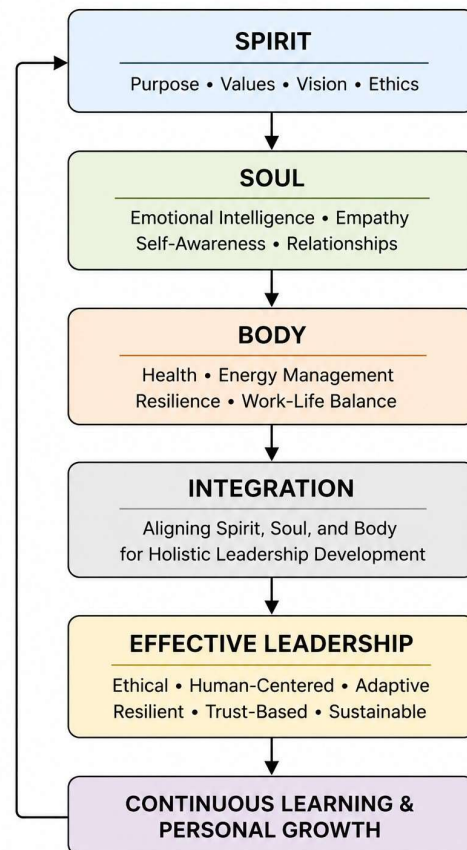


Fig. 4. Leadership Development Process within the Whole-Person Leadership Framework.

V. METHODOLOGY

A. Design

The present research utilizes a conceptual research de-sign for framing and analyzing the Whole-Person Leadership Framework. The research process is anchored in a thorough review of the extant literature on various topics including theories of leadership, emotional intelligence, spiritual leadership,

ethical leadership, and leadership in AI-based organizations. Instead of gathering empirical data, the research builds on theoretical constructs and viewpoints in order to formulate a comprehensive framework incorporating Spirit, Soul, and Body aspects of leadership.

A. Data Collection Procedures

The research is based on secondary data gathered from several types of academic and professional sources. These sources include peer-reviewed journal articles, books, conference presentations, leadership reports, and case studies that have been published in the literature. The materials that contributed significantly to leadership development, human-ized leadership, emotional intelligence, spirituality, ethics, and technology revolution were chosen. The acquired data served as the theoretical basis for the suggested framework.

B. Data Analysis Approach

In order to analyze the gathered data, the qualitative content analysis method was applied. Certain key concepts and themes were extracted and analyzed to identify the role of leadership dimensions. Based on the findings, the Whole-Person Leadership Framework was created, focusing on the significance of Spirit, Soul, and Body. Through this methodology, the research has managed to form a theoretical basis for modern organizations.

VI. Results and Discussion

A. Effect of Spirit on Leadership

The results imply that the Spirit aspect is an essential component in the leadership equation by instilling the qualities of purpose, values, vision, and ethics. Leaders with a strong sense of purpose are better equipped to motivate their team members as well as keep them committed towards organizational targets. The same applies to the aspect of values, ethics, and vision. Thus, with an understanding of this aspect, leaders become more focused and motivated to make sound decisions.

B. Effect of Soul on Leadership

The Soul aspect improves the effectiveness of leadership by virtue of emotional intelligence, empathy, self-awareness, and relationship skills. Effective communication and conflict resolution skills enable a leader to be more adept at communicating with people, solving conflicts and promoting cooperation within teams. Empathy and good relationships ensure that an effective work environment is created, where employees feel motivated to do well at their jobs. With self-

awareness, the leaders are able to identify their strengths and weaknesses, enabling personal development.

TABLE III

Expected Outcomes of Whole-Person Leadership

Leadership Dimension	Expected Outcome
Spirit	Ethical decision-making and strategic direction
Soul	Employee engagement and stronger relationships
Body	Sustainable performance and resilience
Integrated Framework	Organizational effectiveness and adaptability

A. Effect of the Body on Leadership Performance

The Body dimension affects the performance of leadership through the focus it puts on well-being, resilience, energy, and work-life balance. Individuals who take care of their health and well-being tend to perform better in a work environment because they can withstand the pressures of the work environment. Good stress management enables one to make sound decisions even when faced with difficult circumstances. Work-life balance will also reduce the likelihood of experiencing burnout.

B. Impact on Organizational Success

The combination of Spirit, Soul, and Body results in the creation of an overall leadership approach that contributes to increased organizational effectiveness. Whereas Spirit acts as a source of guidance and ethical leadership, Soul helps strengthen interpersonal relationships, and Body facilitates sustainable implementation. All these components work jointly to facilitate employee involvement, enhanced decision-making, organizational culture, and increased adaptability to changes. In the modern technological work environment where AI carries out many activities, combining the development of all

these dimensions allows leaders to promote innovations, build trust, and ensure organizational success.

Managerial Implications

A. Managerial Implications

The Whole-Person Leadership Model brings into sharp focus the need for development of leaders not only in technical and managerial terms, but also as individuals. Managers ought to work towards developing themselves as purposeful, emotionally intelligent, ethical leaders who take care of their own well-being in order to become effective leaders in their organizations.

B. Implications for Human Resources Professionals

Human Resources professionals have an important part to play when it comes to holistic development of leadership skills in organizations. Human resources can adopt the approaches of emotional intelligence, ethical leadership, wellness programs, and values training as elements of talent management processes. Such programs would enable organizations to discover leaders that not only have competencies in their profession but interpersonal skills as well.

C. Leadership Development Programs

Organizations should consider creating leadership development programs encompassing all three aspects of the Whole-Person Leadership Model. This would require training activities covering elements such as purpose and values clarification, developing emotional intelligence skills, building relationships, resilience training, and stress management strategies.

D. Improvement of Organizational Culture

Application of the Whole-Person Leadership model can lead to the establishment of a positive and sustainable organizational culture. Managers who act with ethics and empathy, practice self-awareness, and maintain work-life balance help build trust and cooperation among employees. This can ensure that organizations develop a culture that nurtures innovation, adaptability, and well-being of employees.

Challenges and Limitations

A. Challenges for Implementation

Even with its potential advantages, there may be some challenges for implementing the Whole-Person Leadership

Framework. First, organizations may place more emphasis on technical skills and achievements rather than on developing a person holistically as a leader. Second, the limited time and resources, as well as lack of organizational support, might make it challenging to implement leadership development initiatives that are concerned with the purpose, emotional intelligence, and wellness. Third, measuring such characteristics as spirituality, self-awareness, and empathy may prove difficult since they are subjective concepts.

B. Limitations of the Study

This research is conceptually oriented, and it depends on theoretical literature and theoretical assumptions for its development. The model proposed in this research has not been empirically tested using questionnaires, interviews, and case studies, and therefore, the conclusions that could be drawn in such a case are only theoretical conclusions. Empirical testing needs to be done in order to establish the validity of this model.

IX. Directions for Future Research

The Whole-Person Leadership Framework could be extended to a cross-cultural study to evaluate the influence of Spirit, Soul, and Body factors on leadership effectiveness in different cultures. Other directions for future research include applications of this framework within specific industries, including health care, education, information technology, and manufacturing. Finally, empirical research using questionnaires and longitudinal studies could be performed to evaluate the effects of the proposed framework on leaders' performance and effectiveness.

X. Conclusion

The growing impact of artificial intelligence and digital transformation has drawn attention to the need for leadership paradigms that value aspects of humanness. In this study, the Whole-Person Leadership Model has been discussed, wherein Spirit, Soul, and Body have been seen as interrelated dimensions of leadership. This model proves that being a leader is not only about having technical know-how but also about purpose, values, and well-being.

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