



# The Bold Possibility

- Spirituality is the basis for revolutionary, transformational leadership
- Leaders develop within themselves a purity and unity of thought, word, and deed
- Leaders actively express their spirituality in every aspect of their lives
- Spiritual values transform all aspects of life in business and society

# For Example ...

William George, Chairman of Medtronic, the world's largest producer of medical electronics:

*We are all spiritual beings. To unleash the whole capability of the individual -- mind, body, and spirit -- gives enormous power to the organization. It truly empowers members of the organization to devote their entire beings to the ultimate purpose for which the organization exists, which is to serve others. This has nothing to do with religion. People of many faiths, or no faith at all for that matter, can join together in a common cause of service to others through their work.*

He also says they “lead by values” rather than “manage by objectives.”

Those values, in *priority* order, are:

1. Restoring people to full health
2. Serving customers with products and services of unsurpassed quality
3. Recognizing the personal worth of employees
4. Making a fair profit and return for shareholders
5. Maintaining good citizenship as a company

About this prioritisation, he wrote in 1993:

*Medtronic is not in the business of 'maximizing shareholder value;' rather, our purpose is to 'maximize patient value.' The 'real bottom line' for Medtronic is the 1,300,000 patients who were restored to full life and health last year by Medtronic products... If we first serve our customers well, provide products and services of unsurpassed quality, and empower our employees to fulfill themselves and the company's mission, we will indeed provide an outstanding return for our shareholders.*

(Medtronic stock has grown at more than a 2x the S&P 500 average growth for the past 40 years.)

# We're in a "Spiritual Revolution in Leadership"

...that naturally results in:

- Living and working in harmony with Creation
- Being spiritually fulfilled

...as the basis of:

- Achieving our desires
- Generating wealth and global prosperity

# What is “Spirituality”

"Spirituality" has many meanings:

- Tapping into a deeper meaning of life...
- Living in harmony with the essential nature of Creation...
- Having a relationship with the Source of Creation...
- Experiencing union with Divinity.

*Spirituality is the thread that strings together the pearls of the world's religions.*

# The “Spiritual Thread”

Buddhism -- *That which you do not desire for oneself, do not do to others.*  
(*The Staff of Wisdom, 2c AD*)

Christianity -- *Do unto others what you would have them do unto you.*  
(*Mathew 7.12, 70 AD*)

Confucianism – *Do not impose on others what you yourself do not desire.*  
(*Analects XII.2 3c BC*)

Hinduism -- *Do nothing to your neighbor which you would not have your neighbor do to you.* (*Mahabarata, 5c BC*)

Islam -- *Do to all men as you would they should do to you.*  
(*Mishkar-el-Masabih, 14c AD*)

Judaism -- *What is hurtful to you do not to your fellow man.* (*Talmud*)



# What is a “Revolution”?

“Revolution” has two meanings:

- A FUNDAMENTAL CHANGE
- A COMPLETED ROTATION  
(around an axis)

The OUTER revolution (fundamental change) is a natural result of an INNER revolution (a return to our spiritual nature).

The INNER rotation has first importance.

# What is “Leadership”?

Terry Pearce: *Leadership is inspiring and guiding others to instigate change from the inside-out, based on their own intrinsic motivations.*

Max DePree: *Leadership is a serious meddling in the lives of others... a position of servant-hood (where) integrity is the lynch-pin.*

# Faculties of a Spiritual-Based Leader

Examine and strengthen four  
faculties in yourself:

1. ***Establish Your Spiritual View of Life:***  
Learn and validate what is spirituality  
means to YOU.
2. ***Explore Your Spirituality from Inside Out:***  
Identify how you best grow your spiritual  
awareness

# Faculties of a Spiritual-Based Leader

- 3. *Embody Spiritual Principles in Your Leadership:*** See what it looks like waking up as a spiritual leader
- 4. *Engage in Revolutionary Activities:*** Stretch your ideas about who you are, how you can lead, and what you can contribute to transforming your organisational culture, wealth-creation activities, and relationship with society

# 1<sup>st</sup> Faculty

## Establish Your Spiritual View of Life

Practices for strengthening this faculty of a spiritual-based leader:

- Establish your own spiritual view of life and spiritual theme
- Define your own relationship between spirituality and religion
- Continue to ask, “What does this situation look like from my spiritual theme?”

# Examples of Spiritual Views & Themes

***Spirituality is man's quest into his innate Divinity. It's more like a road, than a state of affairs; a quest more than an arrival.***

***Spiritual Theme: "Opening up to love"***

*(Magnus Vrethammar, President, Pergo Flooring - Europe)*

***I think of spirituality as having two parts: It's getting in touch with your deepest inner self and becoming who you are behind the mask of the false ego. And of course, this is only possible as you come into union with the Transcendent.***

***Spiritual Theme: "Wonder"***

*(André Delbecq, former Dean of the Santa Clara University School of Business, USA)*

# Your Spiritual View & Theme

**What is my own understanding  
of 'spirituality'?**

**OR**

**What does spirituality mean to me?**

**How would I summarise my  
*spiritual theme* in a few words?**

## 2<sup>nd</sup> Faculty

# Explore Your Spirituality from the Inside-Out

Practices for strengthening this faculty of a spiritual-based leader:

- Take consistent time to be in silence
- Identify your spiritual purpose and values
- Consistently nurture your spiritual growth
- Strengthen your spiritual purpose and values through consistent, day-to-day practices
- Check up on your purity and unity of thought, word and deed



# Examples of “Nurturing Spiritual Growth”

*In my everyday life I meditate every day; this is as important as my physical exercise. And then of course I continue to read spiritual literature and to enjoy spiritual dialogues with others.*

*(Ricardo Levy, Co-founder and CEO of Catalytica, Inc., USA )*

*Challenges are part of life. I know I need God’s guidance to go through life’s struggles, so I make it a point to start and end my day with prayer. I pray and meditate every morning. I also pray in the car while on my way to and from the office. I draw spiritual nourishment from books which I keep on my nightstand for easy access. I try to hear mass two to three times a week.*

*(Floy Aguenza, President and COO, Planters Development Bank, Philippines)*

# **Your Way(s) of Nurturing Spiritual Growth**

**How do I best explore and  
nurture my spiritual growth?**

# 3<sup>rd</sup> Faculty

## Embody Spiritual Principles in Your Leadership

Practices for strengthening this faculty of a spiritual-based leader:

- See spirituality as the basis of personal/ career and organizational success
- Appreciate work in terms of spiritual opportunity and spiritual growth
- Talk your thought; walk your talk

# Examples of “Spirituality as the Basis of Personal Success”

***My knowledge of spiritual texts tells me that the best way to look at success is to ask: Have I followed my inner conscience? Have I given my best effort? Have I done what was right? Have I learned from my effort? This is what is most important.***

***(Ananth Raman, Chairman, Graphtex Manufacturing, USA)***

***Success in my personal career has been driven by my thinking that we should do things in a fair way: we should do good to the people in the organisation, to our customers and to society as a whole. It is my spiritual thinking that has led me to this. If I have a feeling of loving people, then I can provide a better service to the people. If I love, then I can serve better. This is success.***

***(Dr. A. K. Chattopadhyay, Executive Director, Tata Refractories, India)***

# Examples of “Spirituality as the Basis of Business Success”

***The motivation for what we do is beyond the bottom line. Everyone knows we are in business to make money, which goes without saying, but that is only part of the story. Everything we do is so clearly focused on environmental, social and ethical issues.***

*(Lars Kolind, CEO, Oticon, Denmark)*

# Excel Industries (India)

(excerpt from  
“Mission for Next 50 Years”)

*Satisfaction of our shareholders, customers, our own people, suppliers, institutions, investors, society, and community is paramount to us. We have a responsibility towards industry and community. Rural community is heart of India. We will be friends and contributors to well being of both industrial and rural community.*

*Company is togetherness, We will work and contribute, learn and grow together in the spirit of “Saha Viryam.” We pray to the Almighty that we be granted the strength to fulfil this mission.*

# **Your Spirituality and Your Success**

**From my spiritual theme, what  
is my definition of personal success?  
... of organisational success?**

**How does my spiritual theme contribute to  
my personal and organisational success?**

# 4<sup>th</sup> Faculty Engage in Revolutionary Activities

Practices for strengthening this faculty of a spiritual-based leader:

- Revolutionise your workgroup culture
- Revolutionise your organisational culture
- Revolutionise your wealth-creation activities
- Revolutionise your relationship with society



# Revolutionise Your Workgroup Culture

When you feel spiritually “centred”...

- Encourage informal dialogues
- Reinforce “work as a spiritual opportunity”
- Set “safe” conditions for open conversation
- Lead through appreciative inquiries, such as:  
*What are your most wonderful moments of spirit at work?*  
*What three wishes would you make to heighten the spirit, innovativeness, and intelligence of this organisation?*

# Kyocera (Japan)

## **Corporate Motto:**

***Respect the Divine and Love People.***

*Preserve the spirit to work fairly and honourably, respecting people, our work, our company and our global community.*

## **Management Rationale:**

*To provide opportunities for the material and intellectual growth of all our employees, and through our joint effort, contribute to the advancement of society and humankind.*

# Revolutionise Your Organisational Culture

- Identify a spiritual theme for the organisation
- Develop the mission, vision, and values from that basis
- Involve people from throughout the organisation
- Align the various processes and procedures with these statements – seek a unity of thought, word and deed throughout the “system” of the organisation
- Celebrate how much the culture is *already* spiritual-based

# Examples of “Developing an Organisational Culture”

***What’s most important is not that you have established all your values throughout the organisation, but to see that your organisation begins to expand its awareness and to think along the lines of these values.***

*(Ananth Raman, Chairman, Graphex Manufacturing, USA)*

***We must work passionately toward excellence – both inner and outer excellence. Excellence requires a continuous effort to improve yourself and the organisation in a holistic way.***

*(Ramón Ollé, President, Epson Europe, The Netherlands)*

***We believe that spiritual methods will increase productivity and efficiency, and will make everyone a better human being – to help him / her manifest their latent Divinity.***

*(Ashoke Maitra, Corporate Director Human Resources, Times of India, India)*

# ServiceMaster (USA) (1)

## **To honor God in all we do**

*We believe that every person — regardless of personal beliefs or differences — has been created in the image and likeness of God. We seek to recognize the dignity, worth and potential of each individual and believe that everyone has intrinsic worth and value. This objective challenges us to have commitment to truth and to deliver what we promise. It provides the basis for our belief in servant leadership. It is not an expression of a particular religious belief, or a basis for exclusion. Rather, it is a mandate for inclusion, and a constant reminder for us to do the right thing in the right way.*

# ServiceMaster (USA) (2)

## **To help people develop**

*At ServiceMaster, work is about developing, contributing and feeling the accomplishment of a job well done...*

## **To pursue excellence**

*We continually seek better methods of delivering service and believe that every time we touch a customer's life, we should provide added value for that customer...*

## **To grow profitably**

*By achieving economic success, we will have the resources to positively affect the lives of our shareholders, customers and associates...*

# A Process of Involvement...

Develop a spiritual statement/theme for your organisation – and from that basis develop the mission, vision and values statements

- Pass them down and back up the organisation
- Have people identify their own purpose/values
- Have workgroups engage in a dialogue:
  - Can we authentically align with this?
  - How would we put it into actual practice?
- Encourage creativity to align the culture with the spiritual theme; act on suggestions right away
- Celebrate people who live it in their work

# Methodist Health Care System (USA) (1)

## **MHCS Belief Statement**

*The Methodist Health Care System, a Christian organization established by the Texas Annual Conference of the United Methodist Church, exists to provide quality health care services. As it fulfills this purpose, the System participates in the redeeming activity of God that makes the world a better place for all of humankind. This health system is based on the belief that God can heal through the lives, actions and words of persons, regardless of various religious perspectives. Therefore, in all endeavors the Methodist Health Care System strives to treat everyone it serves as a person of sacred worth and value, created by God.*



# Methodist Health Care System (USA) (2)

## **MHCS Mission Statement**

*To provide high quality, cost-effective health care that delivers the best value to the people we serve in a spiritual environment of caring in association with internationally recognized teaching and research.*

## **MHCS Vision Statement**

*People will seek Methodist as a globally recognized leader of pioneering medical expertise and innovative, personalized care.*

# Methodist Health Care System (USA) (3)

## MHCS Values Statement: “I CARE”

**I ntegrity:** *We are honest and ethical in all we say and do.*

**C ompassion:** *We embrace the whole person and respond to emotional, ethical and spiritual concerns as well as physical needs.*

**A ccountability:** *We hold ourselves accountable for our actions.*

**R espect:** *We treat every individual as a person of worth, dignity and value.*

**E xcellence:** *We strive to be the best at what we do and a model for others to follow.*

# Your Approach to Developing an Organisational Culture

**From my/our spiritual theme, what would be my/our approach to developing an organisational culture based in spirituality?**

# Revolutionise Your Wealth-Creation Activities

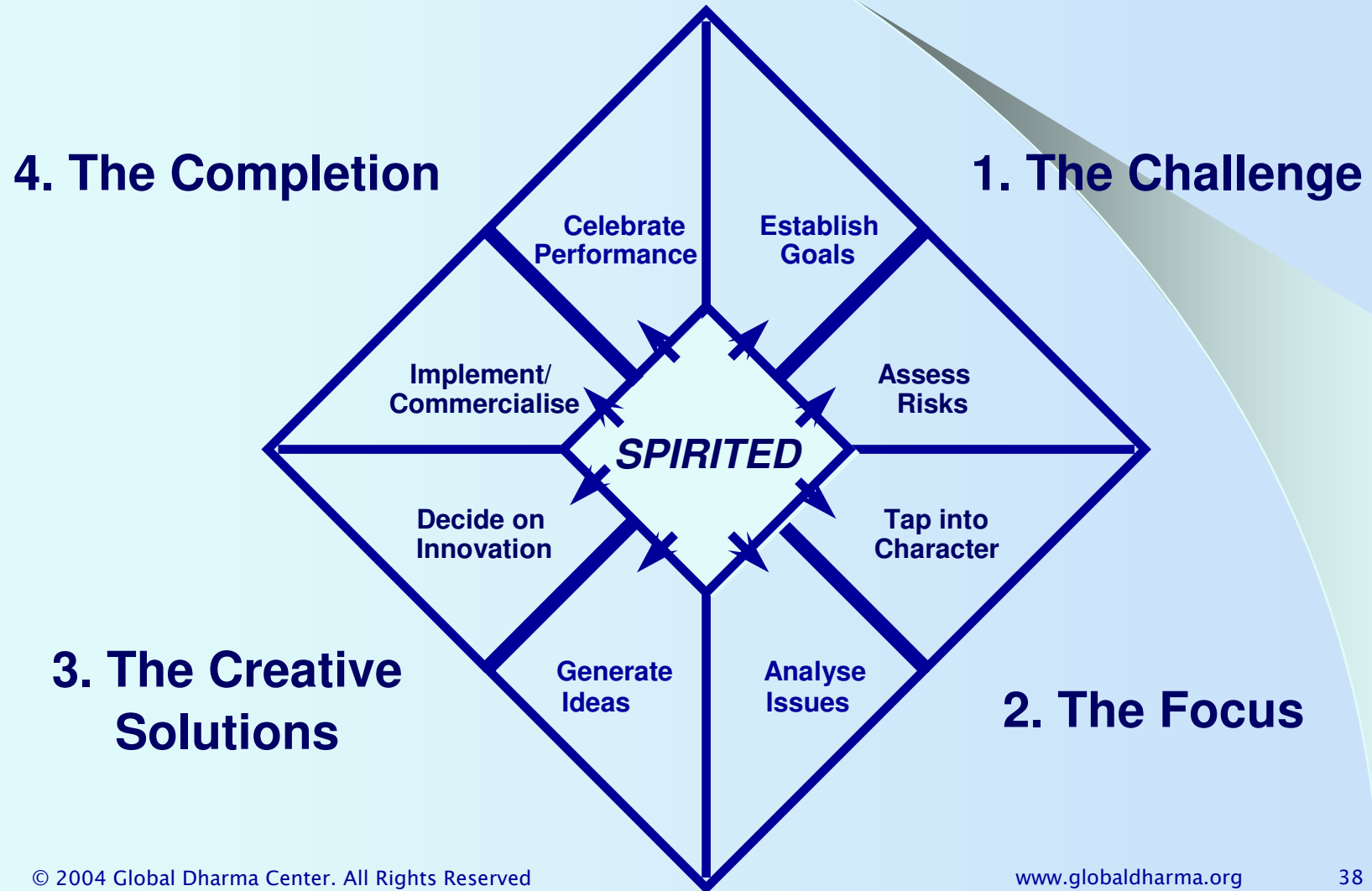
- Be strong in your spiritual theme
- Encourage everyone to express their creativity at work: *“As part of creation, we naturally share in creative powers.”*
- Develop new strategies, new products, new services, and new processes drawing from your spiritual theme
- Make decisions in accord with your spiritual theme and values

# Example of “Spirituality and Wealth-Creation”

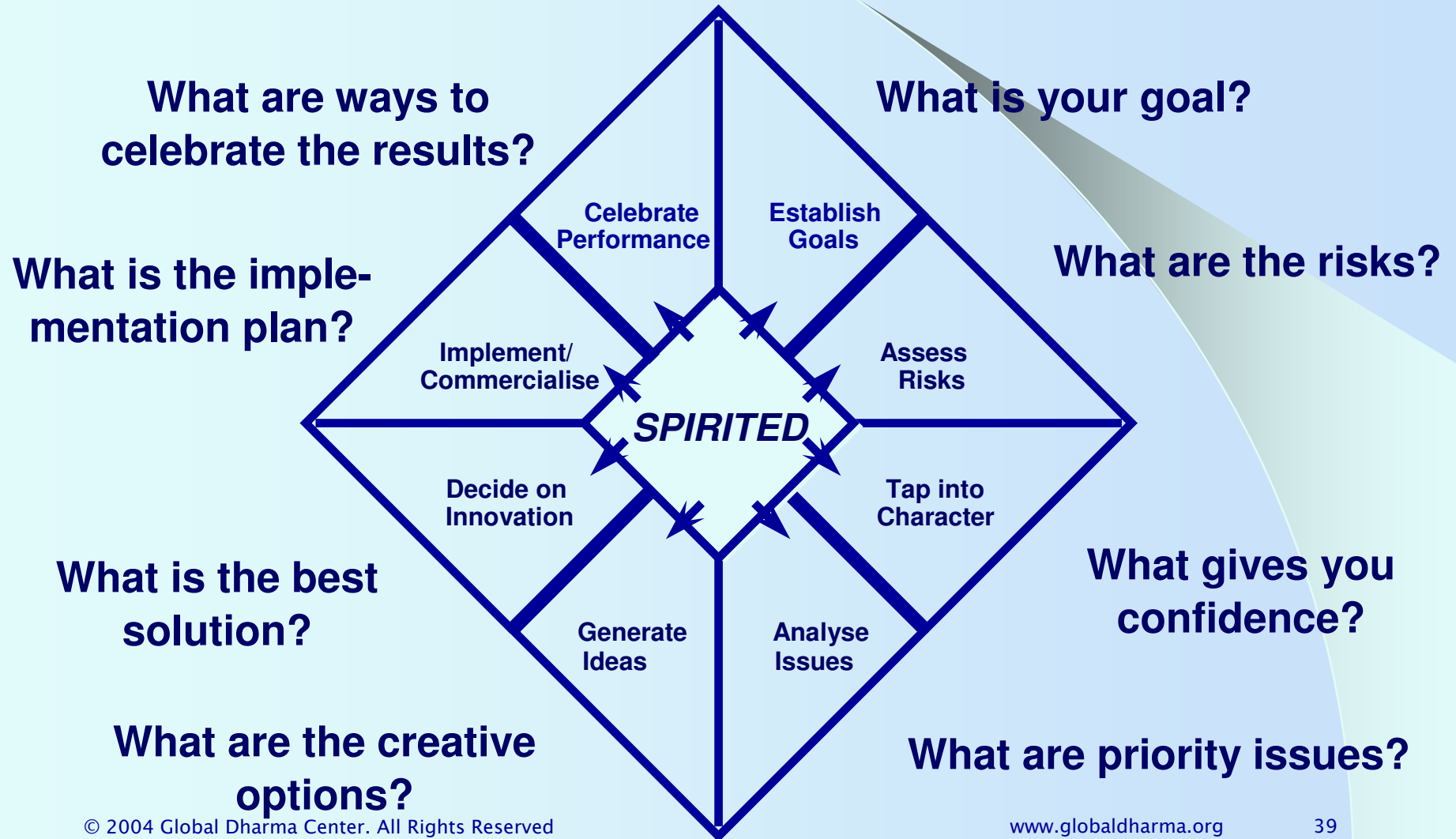
*I don't think there is anything wrong with creating wealth financially in a business, as long as the experience you deliver is rich to all of the stakeholders, which includes the society. You cannot have a manufacturing plant that is making a lot of money and yet causes a lot of environmental pollution. That would not be wealth creation. So wealth does not just have to do with money. It is about protecting everyone's interest, along with creating joy and growing. This is how I would describe being spiritual: it is creating joy all around you and expanding the circle of joy and prosperity.*

*(Deependra Moitra, Associate Vice President with Infosys Technologies, Ltd., India )*

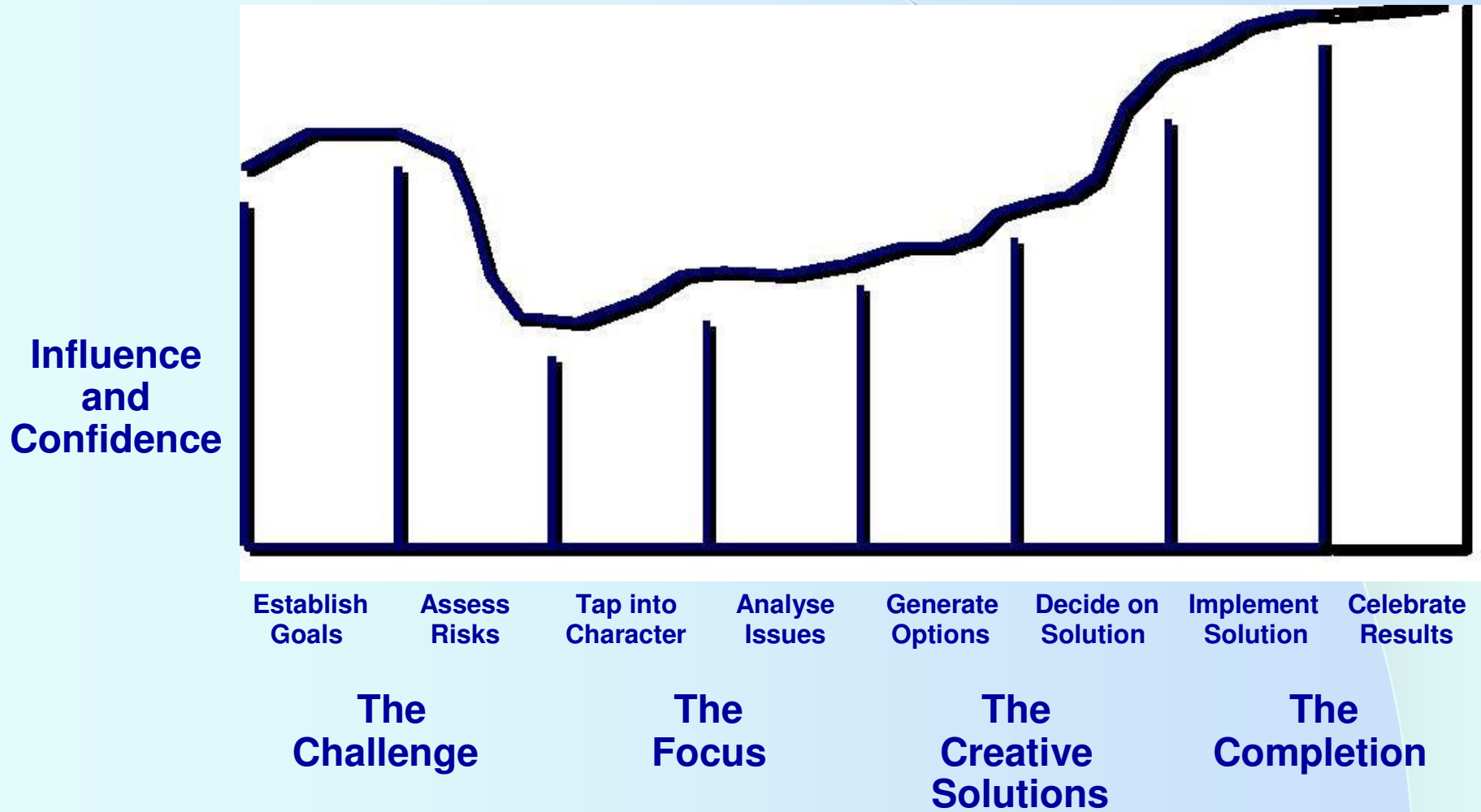
# The Creative Journey



# Creative Journey -- Q's



# Tapping into Character





# **Your Spirituality and Wealth-Creation**

**From my/our spiritual theme, how  
can I/we lead the wealth-creation  
activities of my organisation?**

# Revolutionise Your Relationship with Society

- Be strong in your spiritual theme
- Practice “triple bottom line” reporting (3P’s): People, the Planet, and Profits
- Equate “business health” with “society’s health”
  - Help end the cycle of “meeting unlimited desires through limited resources”
  - Help shift society’s focus from “materialistic consumption” to “fulfillment and service”
- Promote spiritual-based leadership in public

# Example of “Spirituality and the Role of Business in Society”

*We are working to include the principles of the human values (truth, right action, peace, love and non-violence), that are so central in our spiritual paths, in the books we are publishing for primary and secondary schools. Our evaluation committee is working on this, contacting our authors and trying to integrate the human values into our books - not only into books about societal affairs, but also in books about mathematics, biology or history. And in all our publications we want to produce products recognised for their high quality. We aim at excellence in everything we do. This also applies to the charitable donations we make, e.g. in supporting schools economically.*

*(Francisco Roberto Canada, Director and Partner of Errepar S.A., publishing firm in Argentina)*

# **Your Spirituality and Your Organisation's Role in Society**

**From my/our spiritual view of life...**

**How do I/we see my/our organisation's role in society?**

**How would I/we lead my/our organisation to fulfil that role?**

# Faculties of a Spiritual-Based Leader

- Establish Your Spiritual View of Life
- Explore Your Spirituality from the Inside Out
- Embody Spiritual Principles in Your Leadership
- Engage in Revolutionary Activities:
  - Revolutionise your workgroup culture
  - Revolutionise your organisational culture
  - Revolutionise your wealth-creation activities
  - Revolutionise your relationship with society