

The Spiritual Basis and Practical Skills for Navigating an Organisation in an Uncertain Future

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Working definitions

- *Spiritual basis*: Being established in a relationship with the essential nature of life and the Source of creation
- *Practical skills*: The ability to apply one's values, knowledge and aptitude in a useful and meaningful way
- *Navigating an organisation*: To guide and manage a coherent unity or functioning whole
- *Uncertain future*: Indefinite, not clearly defined, doubtful occurrences that have yet to happen

THE question...

How can I, as a leader, guide and manage my organisation as a functioning whole...

employing each person's values, knowledge and aptitudes in a useful and meaningful way...

in harmony with the essential nature of life and the Source of creation...

while facing indefinite, not clearly defined, doubtful occurrences that have yet to happen?

The path of our journey with you today

- Relationship with “uncertainty”
- Spiritual-based leadership
- Spiritual-based organisations
- Scenario-based strategising
(from a spiritual point of view)

Domains of uncertainty

- *Individual*: day-to-day challenges; career; financial; evolution of inner purpose, values, and talent; etc.
- *Organisational*: shifts in talent base; culture; work processes; business direction; etc.
- *Industry environment*: trends in technologies; markets; competition; etc.
- *Global*: economy; interdependence; co-opetition; consumerism; sustainability; etc.

How uncertain is *your individual* future?

- How well can you predict what your day will be like tomorrow? Next month?
- How well can you predict the future of your career?
- How well can you predict your financial future?
- How well can you predict where your life's purpose and values will lead you?

How uncertain is *your organisation's* future?

- How well can you predict the future of your organisation?...
 - The talent you will have to work with
 - The work processes
 - The strategic direction
 - The culture
 - The “intellectual capital”

How uncertain is *your industry's* future?

- How well can you predict the future of your industry?...
 - Technologies
 - Markets
 - Competition
 - Talent base

How uncertain is the *global* future?

- How well can you predict the future of our global culture...
 - Global economy
 - Global interdependence
 - Global competition / co-opetition
 - Global consumerism
 - Global development and sustainability

What is your relationship with uncertainty? (1)

- What is your “inner dialogue” when you are faced with uncertainty:
 - Your perspectives
 - Your thoughts
 - Your imagined outcomes
 - Your emotions

What is your *relationship* with uncertainty? (2)

- Select two areas that seem most uncertain in your life today.
(They could be related to individual, organisational, industry, and/or global uncertainty...)
- What are your perspectives, thoughts, imagined outcomes, and emotions for each area?

What is your *relationship* with uncertainty? (3)

1 2 3 4 5 6 7

- Perspectives: **Crisis** ----- **Opportunity**
- Thoughts: **Pessimistic** ----- **Optimistic**
- Imagined outcomes: **Catastrophe** ----- **Ideal**
- Emotions: **Fear/dread** ----- **Enthusiasm**

What's missing today?

- A personal spiritual foundation that gives inner stability and wisdom in the midst of uncertainty

You must earn the right to lead every day, and spirituality is necessary to do that. (Spirituality)...gives you immense courage; yet you also embrace your own humanness and imperfections.

(Janiece Webb, Sr. Vice President, Mototola)

There are two fundamental things spirituality makes me aware of – both of which have had a major impact in the way that I work. First of all, spirituality makes me less egotistical. And secondly, it makes me less fearful.

(Parantha Narendra, Strategy Director, Eurotel)

What's missing today?

- An organisational spiritual foundation that:
 1. Guides our use of talents and skills wisely

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.

Kyocera 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.

What's missing today?

- An organisational spiritual foundation that:
 2. Enables us to generate a new future as a functioning whole

My concept of business is the harmony of ethics, energy, excellence, economy, ecology – with effectiveness and efficiency that leads to enlightenment. All this occurs through wisdom, coming from purity and beauty. This is my vision of the future of business.

(G. Narayana, Chairman Emeritus, Excel Industries)

What's missing today?

- An organisational spiritual foundation that:
 3. Shifts our relationship to uncertainty itself, from “fear and control” to “friend and ally”

When business is approached through a spiritual lens, we become willing to let go of many trivial and opportunistic concerns, and instead increasingly put energy into important challenges. It is important to be present to the unfolding “now”... (which) will encompass surprises and mysteries. Whatever our preparation, this will often take us outside the “comfort zone” of our expertise. Because of this deeper perspective... a sense of patience and a greater willingness to endure hardship unfolds.

(Andre Delbecq, former Dean, University of Santa Clara, USA)

Spiritual-based leadership

- Consciously-held spiritual view of life as the basis of business leadership
- Wide variety of spiritual outlooks
- “Spirituality” may or may not be connected with organised religion
- Increased personal capacity for trust, living in uncertainty, humility, courage, transparency, inner peace and insight in the face of uncertain times
- Creates a connection with the transcendent, the eternal, which does not change

N. S. Raghavan, Co-founder & HR Executive, Infosys (India)

- *Spirituality is something that gives a certain purpose and meaning to our existence. ... something that gives you joy, happiness and contentment that cannot be gotten through material pursuits and knowledge... something that gives you the motivation to do something for others.*
- *I remember reading a story that happened during the Second World War. The War Secretary at that time was asked, “Sir, how do you make people trustworthy?” His answer was cryptic and profound. “Simply by trusting them.” To me, this is such a strong way of building a trusting environment.*

Amber Chand, Co-founder & V.P., Eziba Inc. (USA)

- *Spirituality for me is the essence of being: it is a place where the heart resides; it is soul. My spirituality feels as if it is a quiet backdrop, a constant chanting and presence in my life. Compassion, balance, grace, and friendliness are words that ring as my spiritual theme.*
- *It was a moment when I stretched inside. I was accepting the responsibility for what had happened in the company. I stepped into the circle, stood in my own space, and felt all of it. It was in this humility that I found my greatest courage. Courage to me is not when I raise my voice and act aggressively and defensively against others; it is when I feel responsible and responsive to others' needs.*

S. K. Welling, Exec. Director, HMT International Ltd. (India)

- *Spirituality means refining my character, which leads to purity of mind and thoughts. Spirituality is actually purity, and for all this you ultimately have to have devotion and faith.*
- *Because of the spiritual feelings I have inside, I knew immediately that they didn't mean anything against me; they just wanted to show their strength, what they were feeling. I knew this very well in my heart, and since I had the inner feeling that they meant no harm to me, I had no reason to be concerned.*

Ricardo Levy, Co-founder & Chairman, Catalytica (USA)

- *Spirituality is a deep connection with a force greater than myself; it includes both longing and belonging, expressed through love and compassion.*
- *The whole concept of living in the unknown has become more and more important for me. I was never trained in how to do this; as an engineer, I was trained to do just the opposite. It is natural for me to become very passionate about the outcome, not realising that I am becoming so attached to something that is going to change, that is really unknown. To just ponder is such a gift, a domain for much learning for me.*

“Spiritual themes”

- N. S. Raghavan: *Love and trust*
- Amber Chand: *Compassion, balance, grace, and friendliness*
- S. K. Welling: *Purity of character*
- Ricardo Levy: *Oneness*

What is *your* spiritual theme?

- Write a 1-2 paragraph description of your spiritual view of life
- Summarise your spiritual view of life in 3-6 words – a “theme” that captures the essence of your view
- If your spiritual theme were the basis of your leadership...
 - How would that shift your relationship with uncertainty?
 - How would that impact your capacity to lead in the face of uncertainty?

Navigating your organisational culture and strategy

- Each can be a starting point for navigating the organisation
- Each depends on the other for success
 - Strategy cannot succeed without organisational culture and competency
 - Organisational success cannot exist without sound strategy

Navigating by developing a spiritual-based culture

- Specific statement of the group's spiritual view (of life, business) – a precursor to mission, vision, and values
- Three core competencies (from a spiritual basis)
 - *Exercise integrity*
 - *Expand intelligence*
 - *Encourage innovation*
- Three stages of transitions

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 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...

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.*

Methodist Health Care (USA) (1)

MHCS Belief Statement

The Methodist Health Care System... 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 human-kind. 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 (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 (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.*

What might be *your organisation's* spiritual theme?

- Imagine you were beginning the process of identifying a spiritual statement for your entire organisation (which would involve input from many others as well)
- Write a 1-2 paragraph description of what that spiritual statement might be
- Summarise your spiritual statement in 3-6 words – a “theme” that captures the essence of that statement

From a spiritual basis, what is your *relationship with uncertainty?* (1)

- Recall the two areas that seemed most uncertain in your life today.
- From the basis of your personal spiritual theme and your organisation's spiritual theme, what are your perspectives, thoughts, imagined outcomes, and emotions for each area?

From a spiritual basis, what is your *relationship* with uncertainty? (2)

1 2 3 4 5 6 7

- Perspectives: **Crisis** ----- **Opportunity**
- Thoughts: **Pessimistic** ----- **Optimistic**
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Organisational qualities for navigating in an uncertain future

1. High Integrity Relationships
that foster trust, collaboration and loyalty
2. Intelligence, learning and knowledge
that evoke unique, intuitive insights
3. Innovative products and services
that contribute value and fulfil true needs
4. Innovative management and work processes
that improve speed, quality and efficiency

Three core competencies for navigating in an uncertain future

1. Exercise integrity
2. Expand intelligence
3. Encourage innovation

The first core competency: *Exercise Integrity*

- How well do we tap into our spiritual views of life and our values, and bring them alive at work?
- How well do we consciously develop a unity of thoughts, words, and deeds at work?
- How well do we align our work with the spiritual statement, mission, vision, and values of our organisation?

The second core competency: *Expand Intelligence*

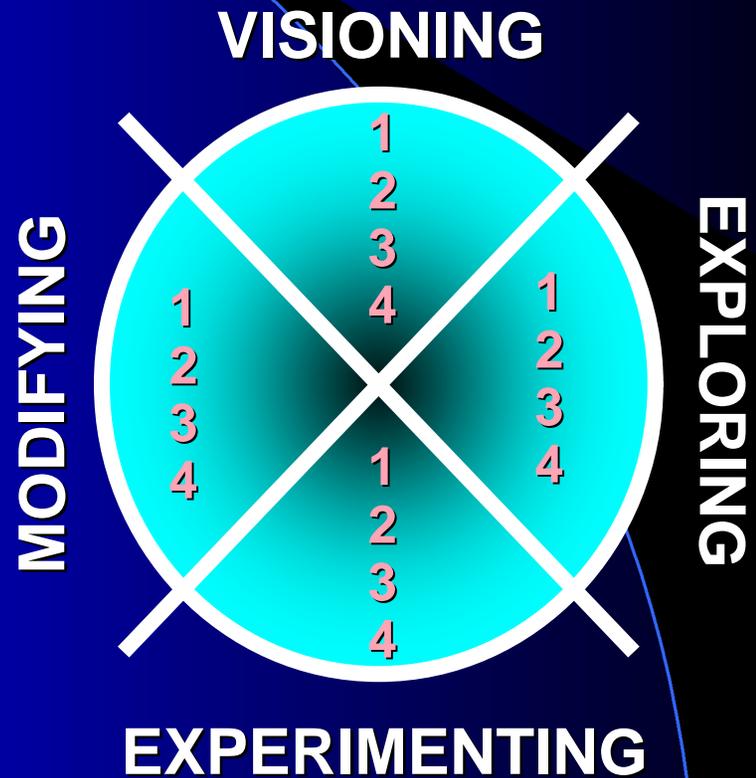
- How well do we stimulate the creation of new knowledge – being comfortable with the unknown and supporting each other to cultivate new learning?
- How well do we promote individual and group learning in alignment with what is most meaningful to each of us?
- How well do we help to formalise knowledge management – including, yet going beyond, the use of information technology?

The third core competency: *Encourage Innovation*

- How well do we innovate in alignment with the spiritual statement, mission, vision, and values of our organisation?
- How well do we set “stretch goals” with work challenges and pursue those goals creatively?
- How well do we actively develop an organisational culture that promotes innovation in four “Innovation Styles”[™]: visioning, modifying, experimenting, and exploring?

“Innovation Styles” questions

- Visioning: What ideas could give us an ideal future?
- Modifying: What ideas could adapt or build on what we’ve done?
- Experimenting: What ideas could combine different elements?
- Exploring: What ideas could start with totally new assumptions?



Uncertainty prompts periods of transition

- *Individual*: day-to-day challenges; career; evolution of inner purpose, values, and talent; etc.
- *Organisational*: shifts in talent base; culture; work processes; business direction, etc.
- *Industry environment*: trends in technologies; markets; competition; etc.
- *Global*: economy; interdependence; co-competition; consumerism; sustainability; etc.

Leading the transition process (from a spiritual basis)

LET GO >>

**LIVE IN
UNCERTAINTY**

>> GET GOING

Learn

**Appreciate
Ambiguity**

**Align
Your Goals**

**Loosen
Your Grip**

**Anticipate
the Future**

**Act
Creatively**

How uncertain is your industry's future?

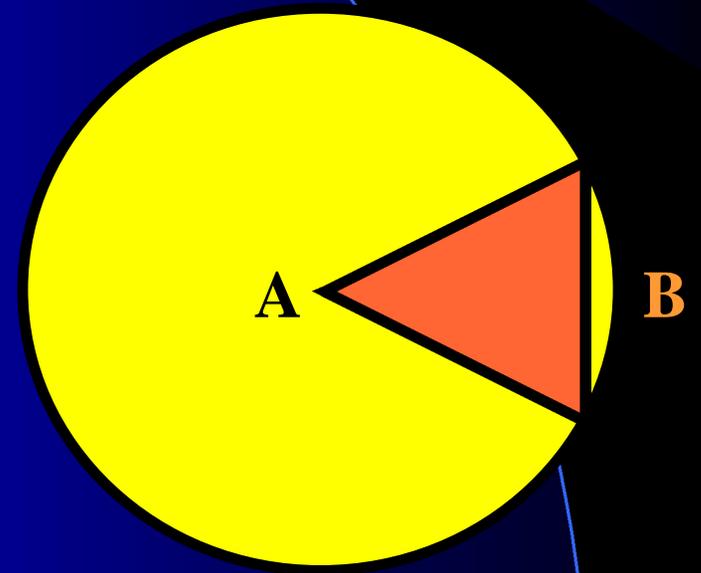
- How well can you predict the future of your industry...
 - ... with 80% certainty?
 - ... with 50% certainty?
 - ... with 20% certainty?
- How does this compare with your typical “time horizon” for strategic planning?

Navigating by developing scenario-based strategies

- “Forecast-based planning”
(traditional yet risky) looks for a straight path from A (now) to B (future)



- “Scenario-based planning”
(non-traditional yet conservative) provides a “positioning” in the field of all possibilities, and invites *learning* and *innovating* within that zone.



The spirit of humanity

I understand spirituality as the inner part of a human. It is our inner force. The higher you are in a company, the more your decisions affect things over the long-term. Our responsibility as leaders is not about ensuring that the company survives for even the next few years. Our responsibility is to ensure that the company will survive and thrive for the next 120 years. We cannot just pay attention to the short term. When you begin to think this way, you are really entering into the spirit of family, into the spirit of a multi-cultural environment, and into the spirit of humanity as a whole.

(Ramon Olle, CEO, Epson Europe)

Scenarios vs. strategies

A scenario is an *industry environment*, not a *strategic response*

- Scenarios describe qualitatively-different business conditions that you and your competitors will all face together
- Strategies are your creative initiatives and responses under those conditions

Scenario development

1. Start with a focus
2. List the key forces that will create the business climate that *you and your competitors* will face
3. What are alternate assumptions about how each of those forces might unfold?
4. What are 3-4 “story lines”, where each story is composed of a consistent set of assumptions?

A bank facing de-regulation...

FORCES	Scenario I TIGHT	Scenario II ISOLATED	Scenario III HEATED
<u>Economic:</u>			
Interest rates	Mod.-Low 6-9%	Low 5-7%	High 10-12%
Foreign trade	Deficit	Deficit	Balanced
Economic health	No recession, low disp. income	Recession	Rapid growth; inflation
<u>Technology</u>			
Cable/satellite	70%	50%	90%
Home computers	50%, 25%	40%, 20%	70%, 35%
“Pacing” tech	Breakthroughs	No breakthroughs	Breakthroughs
<u>Competitors</u>			
Indust. Consolid.	High	Moderate	Moderate
Intensity	Intense	Less intense	Intense
Options	Some	Few	Many

Scenario III: “Heated”

Mohan had never seen his parents so worried about him. Why should they be concerned? Life was good. So what if prices kept going up and up? So did his salary! So what if the interest rates for financing his new car, his new computer system, and even his wife’s new business had never been higher? Everyone was buying the latest “breakthroughs”, the economy was growing, the national budget was balanced, and he was giving his family all the things his parents could never afford. Besides, competition in business was very tough, and he thought that would eventually bring prices and interest rates down again...

Scenario-Based Strategies

	Scenario I	Scenario II	Scenario III
Force A	Assumption I A	Assumption II A	Assumption III A
Force B	Assumption I B	Assumption II B	Assumption III B
Force C	Assumption I C	Assumption II C	Assumption III C
Scenario-Specific Strategies			

A shift in the nature of business

I think a business exists to provide an innovative and compelling answer to a societal need in the form of services or products. When this purpose is approached through a spiritual lens, it will be shaped differently in many ways. The needs you pay attention to shift. The system you create to receive inputs and transform outputs will also shift (to include) the concerns of all stakeholders. The character of the organisation's culture will shift. Your tolerance regarding the discipline of having to meet expectations about profitability will shift. You will see all the elements of business challenges as part of a calling to service... from a spiritual perspective.

(Andre Delbecq, former Dean, University of Santa Clara, USA)

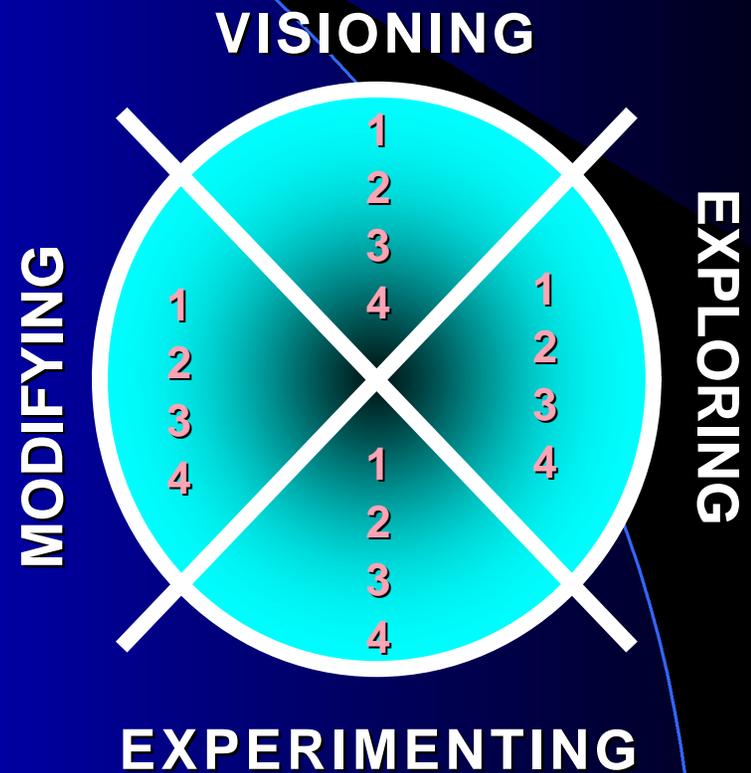
Scenario-based strategies

1. For each scenario, develop a strategy that draws from your spiritual basis – using key questions that expand your thinking, such as:
 - What do *we* want to be?
 - What does the *marketplace / society* want us to be?
 - What is possible for *anyone* to be?
 - What do our *capabilities* lead us to be?
 - What are we *called* to be?

NOTE: Start with a strategy of *what to be*, from which you can then develop the tactics of *what to do*...

“Innovation Styles” strategy questions

- Visioning: How can we be ideally positioned in the industry?
- Modifying: How can we build on our core competencies?
- Experimenting: How can we synergise different products, departments, partners, technologies?
- Exploring: How can we rewrite the rules of competition?



Remember: keep asking bigger questions

A spiritual basis will continually evoke questions that give you a more expanded sense of wonder...

- “How can we exceed our targets?” >>>
“How can we inspire every customer to spend wisely without wasting precious income?”
- “How can we beat our competition?” >>>
“How can we rewrite the rules of competition so everyone wins?”
- “What are our priorities?” >>>
“What is our spiritual purpose as a business?”

Scenario-Based Strategies

	Scenario I	Scenario II	Scenario III
Force A	Assumption I A	Assumption II A	Assumption III A
Force B	Assumption I B	Assumption II B	Assumption III B
Force C	Assumption I C	Assumption II C	Assumption III C
Scenario-Specific Strategies	1, 2, 3, 4, 5	1, 3, 4, 6, 7	1, 4, 7, 8, 9

Scenario-based strategies

1. For each scenario, develop a strategy that draws from your spiritual basis – using key questions that expand your thinking
2. Find common elements and key ideas
3. Combine these into a single strategy that *positions you across the uncertainty* (of the possible scenarios)

Scenario-Based Strategies

	Scenario I	Scenario II	Scenario III
Force A	Assumption I A	Assumption II A	Assumption III A
Force B	Assumption I B	Assumption II B	Assumption III B
Force C	Assumption I C	Assumption II C	Assumption III C
Scenario-Specific Strategies	1, 2, 3, 4, 5	1, 3, 4, 6, 7	1, 4, 7, 8, 9
POSITIONING STRATEGY		1 4 3 7 ... 9	

Questions to take with you...

- What is my spiritual view of life?
- What is a spiritual statement for our organisation?
- How can our organisation develop the three core competencies from a spiritual basis?
- How can we develop a “positioning strategy” that embodies our organisation’s spiritual statement?

THE question...

How can I, as a leader, guide and manage my organisation as a functioning whole...

employing each person's values, knowledge and aptitudes in a useful and meaningful way...

in harmony with the essential nature of life and the Source of creation...

while facing indefinite, not clearly defined, doubtful occurrences that have yet to happen?

From uncertainty to co-creation

Destiny is not where we wait for God to push us. We take part in creation, meet the Creator, reach out to Him, helpers and companions. (Martin Buber, in “I and Thou”)

We are working for God. We are his means. The whole cosmic creativity is through that (working for God). If we can become a part of that, what a joy it is! (K. C. Shroff, Co-founder, Excel Industries Ltd.)

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