



VOLUME 3

An inquiry into the nature, activities and results of leading from a spiritual basis



**SPIRITUAL-BASED LEADERSHIP
INTERVIEWS EXCERPTS**

Photo: William Miller, Global Dharma Center

A research project conducted by the Global Dharma Center



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An inquiry into the nature, activities and results of leading from a spiritual basis

INTRODUCTION

The overall purpose of the Spiritual-Based Leadership Research Programme is to contribute to the emerging field of, and the consciousness about spiritual-based leadership in work organisations worldwide, by making high quality and reliable data, information, knowledge, and development methodologies about spiritual-based leadership easily accessible.

While consciousness about spiritual-based leadership is relatively new in the work world and as a field of study, we feel it has gained a strength and momentum such that it deserves a focus of research at this time.

The following are the *intentions* and *rationale* that underlie our engagement in this research:

- Many people are sceptical about the mix of business and spirituality. Some people are positive about business and sceptical about spirituality: “You can’t really be competitive in business if you’re spiritual.” Some people are positive about spirituality and sceptical about business: “Business greed is too corrupting for spirituality to make a difference.” Our intention is to address views such as these by investigating if and how business can be effective while operating from a consciously held spiritual basis.
- Traditional business goals typically focus on financial/productivity gains. Texts from spiritual traditions worldwide propose that there is a much more profound role for human endeavour – that of selfless service to society and the spiritual upliftment of everyone. Our intention is to help investigate how business goals can be defined and prioritised from a spiritual basis, and how businesses can thrive and evolve from that basis.
- The students and faculty at universities as well as consultants and organisational leaders require examples of, and knowledge about, spiritual-based leaders in work organisations. Our intention is to provide an easily accessible knowledge base and website, which will include cases, stories, examples, and analytical data for class work, teaching, and publications.
- There may be significant, demonstrable differences among spiritual-based leaders in their perspectives, qualities, and attributes. The practices and processes of spiritual-based leaders might also vary depending on the type of organisation (family owned, publicly traded, etc.) and the cultural traditions of the society the organisation operates in. Our intention is to develop a typology for these diverse types of spiritual-based leaders and to identify a framework within which people can consciously develop themselves as spiritual-based leaders.

Distinctive characteristics of this research programme:

- It is defined from a consciously held spiritual basis.
- Participation in this programme will be an opportunity for everyone involved to grow in their spiritual character, knowledge, and practice in the world.
- It will include spiritual-based leaders that are leading in work organisations in a variety of cultures and traditions around the world.
- The programme directors, researchers, and spiritual-based leaders will contribute their time, energy, and talent on a voluntary basis. All findings, information, and publications (other than published books) will be available at no cost.

Programme Directors:

This programme is the coordinated, volunteer effort of: Debra Miller, William Miller, Kirsten Pruzan Mikkelsen, and Dr. Peter Pruzan.



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION I

Spiritual View of Life

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one in-depth questions about their spiritual view of life. At the end of these questions, we asked them to create a “spiritual theme” that would summarise all that they had shared.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Spiritual View of Life

I believe in God the Father and Jesus Christ as the Son of God, and that we were placed on this earth for a purpose. I believe we have been given our life for a reason, that there is a purpose for our life and we need to discover what we are here for. The truth is we are here to do good – to make the world a better place, to be a better person, and to help others to have a better life. This is what I keep trying to do everyday.

When confronted with a situation, I am basically guided by the question, “What would Jesus do?” I read an exercise in a book by a Jesuit writer where he talked about seeing Christ in others and helping others see Christ in you. And I try to do that. All of these help me to cope as my day unfolds and, most especially, prepared me for what would be one of the greatest challenges in my life.

Behner, John R. – El Salvador

“Former Country Manager for Nabisco in El Salvador”

Spiritual Theme

“Realising God by serving others.”

Only saying “serving everyone” does not include that, which is the most important to me, which is to realise my oneness with God.

Spiritual View of Life

Spirituality is the application of the human values - truth, right conduct, peace, love and non-violence - in your way of doing things. But it's also more than that. It's trying to see God in everyone and trying to interact with everyone on a very loving basis, seeing everything as being perfect, and not pointing your finger at anyone or anything.

Each of the human values that you are trying to live and put into practice comes out in reflections of what you are doing. Like driving a modest company car, not having the biggest, latest model. When there is an emergency situation, and there is no other vehicle, you loan your company car or your own personal car to be used for the emergency. Being spiritual is being humble and trying to help. It includes keeping expenses to a minimum and not wasting the utilisation of space and equipment. We shouldn't waste time. Also, water and electricity is to be taken care of, because the resources really belong to everyone, if we waste it, we waste it for so many people.

Budin, Philip – USA

“CEO of Royaltions, Ltd. in the USA”

Spiritual Theme

For me spirituality is equanimity.

Spiritual View of Life

To me, everything is spiritual; it's all God. How can anything not be spiritual? To me death is not bad and there is no right or wrong; I come from my heart and have an equal mind. That's part of my teaching from Sathya Sai Baba, my spiritual teacher whom I call Swami. So if I view things from a different standard than the world. It makes me very strange and odd, which I am.

I feel that Swami told me to go back into business, after being retired for 10 years from the age of 30 to 40, so that I could learn that these things can occur from a calm consciousness – that business can be done from an expanded consciousness, from a state of equanimity. In business, I can put on a lot of different hats, but none of them are me.

At the beginning of my spirituality, when I first encountered Swami, I thought that spirituality and money were at opposite ends of the scale. God and dollars did not mix. But then I found that money was just another form of energy; this took me twelve years to learn. I gave away just about all of the money I had made in order to be spiritual because I believed that a rich man couldn't get to God and to God was where I wanted to go. Then I learned the hard way, which seems to be the only way to learn, that this wasn't true.

Canada, Francisco Roberto – Argentina

“Director and Partner of Errepar S.A., a major publishing firm in Argentina”

Spiritual Theme

Loving God.

Spiritual View of Life

To me, spirituality is the search for true happiness.

I have had major health problems all of my life. I was born with a serious heart problem, I went through major heart operations at the age of 18 months and again when I was 10 years old, and in spite of these problems, I always felt God's close presence in my life in the form of Christ or Mary. At the age of 20, I forgot a little about my religious practice, but in my heart I always kept my love for God. I always desired to live a God-loving life.

Lately I have so beautifully seen that all ways, those of religions and even of atheism, whether they are easy or difficult, are leading to God. Even a person who rejects God is searching for God in his own way. I suppose it is our final purpose in the world to understand that all is God, and to help others find God.

Chand, Amber – USA

“Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world”

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a “God-being tapestry.”

Spiritual View of Life

I find that spirituality is a very, very big word. It reminds me of a story my mother told me about an experience she had when she was three years old. She had a chalkboard slate in school and she was asked to write the word “God” on the slate. She began to cry and said, “But God is so big; how do I fit it in my little slate?”

As a spiritual woman, I seek to infuse everything in my life with a perspective some might consider “ other-worldly “ for its experience goes beyond the tangible, that which is understood only through our sensory perceptions. Spirituality goes beyond physical matter for it is the very essence of being. It is the invisible place within me that yearns to connect and experience life in all its marvellous manifestations, no matter how challenging and how difficult it might appear.

My spirituality guides me in many wonderful ways, through writing, poetry, contemplative prayer, and authentic, clear-hearted conversations. It is an invisible, essential place within my being. Frankly, language does so little justice to what it feels like; this is why I have been turning more and more to poetry and contemplative practice as a place to understand the heart of spirituality. Spirituality is a space where the heart resides; it is soul. When I speak of feeling soulful that, to me, is also spirituality. When I reflect on spirituality I literally feel my eyes soften, my body relax into itself, and an experience of peacefulness emerge. There is lightness.

What comes to mind when I think about my overall spiritual perspective is that of a tapestry. A woven tapestry that has many threads weaving through it with a central thread that runs throughout. My spirituality feels like a beautiful, beautiful, strong, powerful, central thread in this tapestry that is my life. My spirituality offers me a quiet backdrop from which to meet the exigencies (demands, pressures) of my life. It is that constant, quiet hum of OM (the sacred primordial sound of creation) in the background, a deep and enduring presence in my life.

Chattopadhyay, A. K. – India

“Former Senior Vice President of ACC Limited Refractories Division in India”
“Executive Director of Tata Refractories, Ltd. in India”

Spiritual Theme

My spiritual theme is a combination of the four goals found in my spiritual view of life:

- To align oneself with a super power
- To find out the reasons within oneself

- To have faith in others
- To have a caring nature

Spiritual View of Life

Spirituality is the manifestation of the perfection that is already there within you. Spirituality is when I look at myself, I look within and not outside, and respond from my inner feelings where we are all perfect beings. I believe that, yes, there is some super power who creates things in a systematic and organised manner and I can align my thoughts with this; this too is spirituality to me. And when I can feel that I have peace in what I have, rather than looking to what I don't have, this is spirituality.

To me, spirituality also means the synchronisation of my body, mind, brain and everything. Sometimes I do act in a different manner between my mind and my body, but I feel that spirituality calls for a synchronisation of all of these things. If I preach something, then I should also follow it. Whatever I do should go with what I think; everything should go in one direction.

I believe a super power is there that we cannot see, but he exists. Somebody is creating this entire universe in a proper manner. My spiritual view of life calls for me to: align myself with a super power; go within myself to find out the reason for things within myself, not looking to the external environment; have faith in others, even when I am cheated sometimes; have a caring nature, which to me is caring for everyone in society, starting with my wife, my children, my colleagues, and all others.

There is so much suffering because of competition among people to see who can have the better shirt, the better house, which I feel is unhealthy. This is the source of many of our problems arising in our society today. I try to stay focused on what I have, rather than what others have. This way of thinking about what I do have, rather than what I don't have, is what I call spirituality. I see harmony in nature; I try to find peace in everything.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you'll ever do is still ahead of you.

Another such spiritual theme for me would be: “Educate and obey your conscience.” Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Spiritual View of Life

To me spirituality is three things: First of all, you are dealing with the whole person. That includes the person's spirit or soul. You cannot separate their body or their mind or their heart from their spirit, because they are all so inter-related, and there is a synergistic relationship between all

these four dimensions of our nature. Any attempt to compartmentalise will reduce that synergistic effect and it will have negative repercussions on your body, your mind, your heart, your emotions, your thinking and so forth.

Another dimension would be that you are dealing with those principles that are universal and timeless.

Thirdly, spirituality deals with peace of conscience. Obeying or following your conscience, means that you are true to that which you have internalised as being right and this gives you tremendous tranquillity and courage.

When I am in India I always use the “Namaste” greeting, saluting the God within you. I really do believe that we are all children of God, and I often acknowledge that God is the source of the principles and the emperor of all the credit and glory. I say to those who are not of this belief, “That’s fine, I respect you as well, I just want you to know that personally I believe that the source of all the principles that give your life its integrity, and its power and it’s meaning, all of them link up to the Divine.”

Cruz, Alvaro – Colombia

“Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia”
“CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda.”

Spiritual Theme

Love and respect others.

Spiritual View of Life

Spirituality is a permanent attention to the inner self. To be able to perfect one’s behaviour and attitudes, both inwardly and externally with others, basing one’s conduct on the human values of love, truth, peace, right conduct and non-violence. Spirituality is something you must persist in every day, every hour. Together with my wife, I have worked on being able to apply and reflect on this every day.

Spirituality is a permanent way of life where you are working towards attaining two main principles or goals; these goals are love and happiness. At work, if you have a spiritual outlook, you will have a wider outlook, you will be more patient and you will have greater respect for and a better understanding of the people you work with.

Cuneo, Federico – Peru

“Senior Partner with Ernst & Young in Peru”
“Chair of Peru 2021, an NGO comprised of business executives working on sustainable development and corporate social responsibility for the country”

Spiritual Theme

Unity with the rest of the world, love, eternal life and light – those would be words I would use as a theme.

Spiritual View of Life

When I began to feel tolerance, patience and no hatred toward others, this to me was spirituality. In other words, spirituality is being able to connect with the collective soul, the collective intelligence that is fused with God. While I cannot put this into very good terms, I know there is something there that I can relate to and can connect to when I meditate with a good intention. I know that I can obtain the things I need and can give the things that all people need.

One of the things that really struck me the most in one of the books I read was, “Remember, that you are a spiritual being, temporarily in flesh and bone that will go back to eternity. Yet we need to experience being flesh and bone in order to grow as a spirit.” So if we come from eternity and we go back to eternity where there is no time, where there’s no space, then our time as flesh and bone is a mere fraction. This is what has now shaped my perspective of life. In the past, I had some idea of reincarnation, and I believe it more now. But this is not an issue for me.

Since starting on this spiritual journey, my perspectives of life have changed. I now understand that the most important thing is my soul, or my spirit, or my being. Whatever happens to me while I am in this flesh and bone is really a minor thing in my existence. In one way, this is good because I can look back at the bad things that have happened and say that it gave me some experience. However, I feel bad sometimes because I love my kids, my mother, my wife such that I want them to last in my life for eternity.

Another concept that is important to me is the concept of light, the concept of working for the light, receiving the light, and reflecting the light. This is an energetic awareness that is starting to appear in my life now and it is very meaningful to me.

Out of reading one of Thich Na Hahn’s books (a Vietnamese Buddhist monk), the most important thing I retained is that when we pray, God is inside of us rather than out there in heaven as I learned from the Lord’s Prayer – “Our Father who art in heaven”. This has really changed my life. God is not out there; therefore I cannot hide. It’s not like God is a judge to punish me. God is more like a brother that I have inside who is trying to do good for me. I am conscious that I have God inside and so my actions are different. I feel that I let God down when I do things that I am not supposed to do. God is the light that I have inside and is always there.

I think that Joseph Jaworski’s book, *Synchronicity*, really helped me to understand that there is a collective mind and that you can access it and influence things and then things can start to happen. Many things have happened to me like this.

Daugherty, Thomas – USA

“Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA”

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God's love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

Spiritual View of Life

I conceptualise spirituality as the connection among myself, other people and the Divine. It is the common linkage between these three aspects of existence for me. Spirituality is also staying connected with my own spiritual centre, my connection with the Divine – which is an inner place of peace – and then listening to what I hear there. To me the Divine both lives within me and apart from me. I do believe that the Divine is both transcendent and immanent.

While Methodist Health Care System is very definitely a Christian organisation that believes in God, we are also inclusive of all religions. So for me the word Divine is a more inclusive way to talk about God or higher power. I think that all the world's religions have some relationship with the holy, or Divine, so I prefer to use that word most often.

The God within me is that part of me which calls me to deal with my ego and be accountable and responsible for my behaviour. God calls me to live my life with a strong sense of caring, compassion, and love for my fellow human beings. I spent a lot of time and energy examining my inner world and listening to God within. To me, God is within me, but not totally within me; God is also apart from me. When I recognise this and listen to that voice beyond myself it directs me and at the same time sets me free. I realise I live to serve and help make the world a better place for having been here. I try to stay connected with this motivation, even though I realise that there is no such thing as a pure motivation.

Delbecq, André, D.B.A. – USA

“Former Dean of the Santa Clara University School of Business in the USA”

“Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA”

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don't do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Spiritual View of Life

For me, spirituality is particular to the individual. The journey is undertaken in light of your own personality, life history, education, spiritual tradition or non-tradition. It is that personal journey of entering into becoming the true self. The fruit of becoming is always a change in what you "do". The test of spirituality is increased compassion and a new way of being present to and touching others.

In the Organizational Behavior Teaching Society (an academic American association focused on teaching challenges for faculty in management studies), we tried to define spirituality for two years and it was very unsuccessful as well as very boring. Then we changed the topic to "How is your spirituality impacting your teaching?" All of a sudden it was one of the most electric conference sessions that people chose to attend. So spirituality is less a matter of definition; it is more a matter of sharing our deep lived inner experience that one taps into and draws from in every aspect of life, including professional/organisational efforts.

Hopefully, an individual's spiritual journey unfolds towards greater light as opposed to greater darkness; although I believe we have the freedom to make choices, and sometimes our choices lead away from light. So for me, the spiritual journey includes the choices you make in the unfolding inner journey. True spirituality seeks to avoid any dualism between the inner self and outer action. Our actions dealing with the secular and mundane are part of the spiritual journey.

That the spiritual can be integrated with (is not separate from) the secular is an important affirmation for the MBA students and executives who spend time with me at Santa Clara University. They begin to understand with greater certitude that it is in the "now" of the everydayness of their leadership efforts that the spiritual journey is lived and unfolds (if being an organisational leader is their vocational calling). The spiritual journey is engaged as they struggle with their daily tasks including the boring, the mundane, the frustrating, the agonising, and the rewarding.

It is wonderful to watch their increased inner peace even when they have a day that in the past they would have considered to be a day of misery. They develop the capacity to see that even struggles have meaning. They find that there is something to learn in every moment, and by remaining in touch with their inner peace even during trials, they are able to bring a different presence to the challenges. They know all too well that without spiritual awareness such challenges would lead to burnout and dysfunction. So spirituality is no longer a separate part of their lives; it is no longer peripheral to their leadership.

Franklin, Carol – Switzerland

“Former Head of Human Resources for Swiss Re Insurance in Switzerland”

“Former CEO of the World-Wide Fund for Nature (WWF) in Switzerland”

Spiritual Theme

Caring for and being responsible for the earth and its inhabitants. Be responsible. Be the change you want to see in the world. Help move the world forward.

Spiritual View of Life

For me, spirituality and ethical behaviour are very similar. Spirituality may be defined as “caring for the earth in the widest sense.”

I was brought up a Protestant Christian, but I am not active in the church. My spiritual view of life includes being personally responsible for the earth, including people. It's like the “Hippocratic oath” taken by doctors. It deals with not doing harm, making sure that when you leave the earth it is not in a worse condition than when you got here, enabling future generations to live in similar if not better conditions. As an ecologist, I don't think there are any hard-core ecologists who are not spiritual, but that is not enough. Caring for the earth means not only caring for the environment, it also means caring for people. It's a sense of responsibility. I am more pragmatic - more “hands on” spiritual or ethical - than transcendental.

I think it is typically European not to use big words or to talk about God, although people from a lot of different cultures do that. That's why I find it so difficult to work with Americans; they use words that we as Europeans would never use, and they think that our critical way of looking at things is very destructive.

I believe that we will reincarnate after death, and that we are responsible for what we do - and that we probably will have to live with the results of our actions at some other time; a kind of karma-concept.

Govindan, Rajan – USA

“Former Senior Managing Director with Bankers Trust in the USA”

“Chief Operating Officer of Bear Stearns Asset Management in the USA”

Spiritual Theme

To me this would be “happiness and contentment” and “to act with right conduct.”

Spiritual View of Life

To me, spirituality in the workplace means two things: one is you have to be “correct and righteous.” I hesitate to use the word righteous because it has many connotations, but you have to be very correct in how you conduct yourself at work. I think this is one of the most important things and it can apply to everyone. The second is more personal to me, and that is that God has given me the work to do and I must leave the results up to God. It has taken me 35 years to really

understand this, and today I understand this even more. Work is an activity that has been given to me to do by God and I must do it well.

Spirituality to me is also that people should behave as human beings; this is actually what I mean when I say “correct and righteous, or correct behaviour.” To me this means that you must be honest, fair and objective. My personal goal is to become more human, not to be an animal as my spiritual teacher, Sathya Sai Baba, says. To me a human being means to act with right conduct, to act with moral character in everything that I do.

I think there is a spiritual maturation process. I know that God is in me, but I still struggle to say, “I am God.” I do not feel that I am good enough to say that at this point. I would like to believe that God and I are the same, but I know I’m not there. It’s just my inadequacies that cause me to not be able to say, “I am God.” I do know that God is within me, and He makes me talk, see, hear, etc. I wish I could say that “I am God,” but I still have too much baggage at this point. I still get angry and have desires and this prevents me from being able to say, “I am God.”

Jensen, Niels Due – Denmark

“Group Chairman for Grundfos Management A/S in Denmark”

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Spiritual View of Life

For me the simplest way of defining spirituality is that it gives me a deeper meaning of life, and therefore also regulates the way I behave on a regular daily basis in my private life as well as in my job-life.

My spiritual view of life is based on being a Lutheran Christian, and I try my best to live up to the basic rules from the New Testament in the Bible. However, it is not something that I am conscious about every day. It is kind of in the back of my mind all the time, and therefore I instinctively base my decisions on these ground rules from the New Testament, although, of course, like any other person, I am a number of times failing on the way; that’s for sure. I should note that I don’t try to separate the way I think and decide and act in my private life as compared to my business life. It all goes together.

Jiang, Niran – Australia

“Formerly Senior Trends Manager for Coca Cola and Marketing Manager for S. C. Johnson in the USA”

“CEO for the Institute of Human Excellence in Australia”

Spiritual Theme

My spiritual theme would be interconnectedness, wonderment, and compassion.

Spiritual View of Life

For me, spirituality is everything; I don't put it in a separate compartment. As I was created with a soul, for me, life is life-force, the connection with the universe. It's where we come from, what we are carrying, and where we are going. Spirituality for me is what makes everything shine.

I want to contribute what I can in a process of "whole system change" to create a world that works for everyone – not just humans, but for all species, plants, everything that has a soul. And everything has a soul for me. I think this has been an indirect result of growing up in China, where you grew up with a strong sense of collectiveness that's above individuality. As a child you were taught every day about how to consider others, to take care of your family, your society, and eventually to build a world that works for everyone. You were trained with such a mind-set.

Kanu, Victor-Krishna – Zambia

"Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden"
"Director of The African Institute of Sathya Sai Education in Zambia"

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Spiritual View of Life

I define spirituality as the practice of Human Values. It is distinct from religion, although there is a connection. A person is spiritual if he practices truth, right conduct, love, peace and non-violence.

I see myself as an individual who is connected with the entire Universe. What is important is love, caring for others, and accepting what Sai Baba says: 'God first, others next, myself last.' Always think of others, not myself.

Kolind, Lars – Denmark

"Former CEO of Oticon in Denmark, one of the world's premier suppliers of products for the hearing impaired"
"Chairman of Grundfos in Denmark"

Spiritual Theme

I believe that the theme of my spirituality would be: "love God and love your neighbour."

Spiritual View of Life

I probably see spirituality in a relatively narrow sense because I was brought up in a home that had a quite strong Lutheran Christian touch. I have been strongly influenced by that upbringing and I am still strongly influenced by it. This early interest in Christianity led me early on to be active in that part of the Danish Boy Scouts that was associated with the Danish national church

(roughly 85% of the Danes are members of this church). I might add, that later on I became a leader of the scouting organisation in Denmark and then of the World Scout Foundation. Through my work with scouting I met a lot of interesting people from all walks of life, such as bank managers, engineers and housewives, who were all strongly influenced by the combination of the church, religion and scouting.

I must admit that I find it difficult to reply to the question as to how I interpret spirituality. I fully understand how broad the concept is, but for me, personally, it is strongly associated with Christianity. So my answers will take that as a starting point.

For me spirituality is the acceptance of the existence of a God, whatever that is, and to adhere to my religion. That is how I understand spirituality; however, I am quite open to other peoples' interpretations.

I try to do a lot of things – and I obviously don't succeed in doing all that I try to do – but I try to live and act and lead according to the principles of Christianity, the way I understand them. I have become conscious of the fact that I am much more Lutheran than I thought I was. I am in particular very strongly influenced by the Lutheran tenet that it is your duty to work hard. I am so strongly influenced by that principle, that I hope that in ten years times I can have a little more relaxed attitude towards this feeling of obligation.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Spiritual View of Life

A few months ago I was asked to give a talk at Harvard University where they had a one and a half day forum on “Leadership, Values and Spirituality.” For that talk, I brought with me this definition of spirituality: *the deep inner search for a fuller personal integration with a transcendent greater than our narrow self.*

Even with this definition I find it difficult to communicate the full meaning of spirituality. It is a concept whose very articulation seems to miss the point. I find that for me spirituality is a deep connection with a force greater than myself; it is a very individual, lived experience that includes both longing and belonging, expressed often and perhaps best through love and compassion.

When we try to define spirituality we are actually attempting to articulate something that cannot be articulated. We are trying to do our best, but we are trying to define the Infinite, which by definition is a contradiction. Yet we need to try. As I said earlier, spirituality for me is a lived experience, an individual journey that includes longing and belonging; and fruits of this journey are love and compassion.

I think that longing and belonging are two of the most important concepts. Our longings are windows into our spirituality. In a sense they are interlinked with two aspects of belonging: love and compassion. It's all a marvellous intertwining circle. One of my favourite quotes from

Abraham Joshua Heschel is: *Needs are spiritual opportunities*. I find this so true, just as longings are also opportunities for us to learn about our spirituality.

Another quote that is a bit longer also expresses this same concept about needs. It comes from the Hindu book *Will I be the Hero of My Own Life?*:

"We are such creatures of wants that even simple things like being hungry set up an intense inner vibration from which our mechanism speaks. Generally speaking we then just want to respond to that vibration to feed the system. Rarely do we take the time to observe the nature of the vibration itself. We do not use the hunger as an opportunity to understand our own essence and the dynamics at work in us. We don't let the vibration intensify and change to reveal its subtler component. Were we to do so, we would begin to recognise the nature of wanting itself, independent of its particular form."

Maitra, Ashoke – India

"Former Director of Human Resources for the Times of India"

"Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India"

Spiritual Theme

I think my spiritual theme is "Manifestation of latent Divinity."

Spiritual View of Life

My definition of spirituality is that each soul is potentially Divine. The goal is to manifest this Divinity, by any means that suits you. I believe that I am not the body, I am the soul, and that each soul is potentially Divine.

My goal in life is to manifest the Divinity in myself and in every person. I may do it by yoga: karma (path of action), bakthi (path of devotion), or jnana (path of wisdom). Or, I may do it by teaching, training, or being a carpenter. What matters to me spiritually is to give expression to the Divinity that is perceived as dormant, but is actually alive in each person. Meditation is different for everyone; technology is different and everyone's mantra is different because there are many types of human beings. So I believe in a large amount of plurality.

Our regular worldly education process does not allow you to see your Divinity. Its goal is to cram lots of knowledge into you. I wanted to go and do my Ph.D. in one of the top American Business schools. They told me that I would have to take the GRE exam. So I wrote to them and told them I am not interested in their school. They wrote back and asked why. I replied saying, "After 20 years of experience, after being a top rated HRD person, after showing you the publications and work that I have done, if you tell me you are going to evaluate me on the basis of a GRE, there is something substantially wrong with your system and I do not want to be part of a system which is so insensitive." They said no; this is our requirement. Since I have the freedom to agree or disagree I did not go to their school. To me, this kind of system has lost consciousness.

Merchant, Nilofer – USA

“President and founder of Rubicon Consultants, a marketing consulting firm in the USA”

Spiritual Theme

“Living authentically” speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn’t get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be “a wellspring of nourishment”.

Spiritual View of Life

I have a phrase I really like that I feel best defines spirituality for me: “Living fully the glory of God is being fully alive.” To me this means using your gifts to the fullest, working in a position that is using all of you, and being in true, intimate relationships with other people in the community – all of those things that bring you fully alive. The second element is the aspect of being present. To me this means that when you are there, you are really there; you’re not distracted by being somewhere else.

I think there are two things that every person needs. I think people really want to know who they are, their essence; and then I think that people want to be acknowledged and recognised for that. In other words, I think people want to know for themselves, “Who am I and why am I here?” And, then I think they want other people to listen to them well and help them to use their gifts.

I think it is so clear that we were each born with our own unique essences, but we get distracted. We look in the mirror or to the outside world and think, “this is it”. It’s not easy to hear and feel that inner voice, especially since it’s not visible. I’ve never found that the answer comes from outside, even from a spiritual teacher. The answer is truly within you, and all of the spiritual methods and processes are designed to help you get quiet enough, fearless enough, courageous enough, compassionate enough, loving enough to discover who you really are. Sometimes I think we are our worst enemies and unfortunately, throughout our lives we haven’t been given permission by our parents, teachers or bosses to really pursue the fullness of who we are.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Spiritual View of Life

My definition of spirituality is very simple. Usually this is a term that has several definitions and is often abstract. But my definition is that spirituality is “an approach to fulfilment.” Now what

fulfilment is to one individual will differ from what fulfilment is to me; that is why I often say that I have my own thoughts on these types of subjects. It is important to me how I achieve fulfilment; it is a path. That is why I say that spirituality is “an approach to fulfilment.” To me is it nothing less and nothing more.

Ultimately what is most important to me is: joy, satisfaction, peace and fulfilment. Now how do I get this? I have a 4-pronged approach. Here is society, here is my family, here is my professional life, and here is my personal life. Since joy, satisfaction, peace and fulfilment are what are most important to me, I look to see how I can achieve these in each of the four areas of my life. I do not want to say that I am able to do all of this in the manner that I would like to do, but this is an approach that I am trying to take.

Let’s take my professional life. I want to contribute something that has an impact on the way people think and do work. I do not merely want to be a player; I want to be someone who really has an impact on people and on businesses. So here I have specific goals for myself. Another goal is to become a most sought after leader. Now here my intention is not to become famous or popular. It is more like being a coach that people feel comfortable coming to talk to and feel that they will benefit by their interactions. This is another way I see that I can create an impact.

The personal side is what I call “self-mastery.” This is what I want to achieve even though I feel that I am far away from it now. But my ultimate goal is self-mastery; that I have control over my mind, body, actions and thoughts.

The third aspect is family. Here are the things that are important to me, such as peace and the education of my child. Wealth is important because I have seen that nothing moves without that. It is important to the extent that I can live a peaceful, comfortable life, but not so much wealth that it takes away my peace of mind.

The fourth aspect is society. I definitely want to do something for the society. Since I grew up in rural areas, one of the things I saw that was absolutely lacking was good education, even at the primary level, and good primary healthcare. I have started contributing to 2 organisations in rural areas, where primary healthcare and primary education are provided. These projects are still in their embryonic stages, and there is lot to accomplish.

All of this is a framework for me to operate in life. Perhaps I am doing well in some of these dimensions and not so well in others. That is my challenge as an individual: to balance and take an integrated perspective of all four. I do not want to do one thing at the cost of another. For example, I do not want to excel in my professional circles at the cost of my family life. So there is a need for me to balance and that is where I am struggling right now.

Narayana, G. – India

“Chairman Emeritus for Excel Industries, Ltd. in India”

Spiritual Theme

My spiritual theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

Spiritual View of Life

Spirituality is inspired responsibility towards people, other living beings, and the world... seeing and relating with Divinity in every aspect. Self-improvement plus world service equals spirituality. God is spirituality.

Nara means man and Narayana means God. Nara to Narayana is the path of humanity to Divinity. The positive, helpful, truthful and responsible way is the "Divine light" way. Every human can become divine light. Nara to Narayana is this path of light.

- Being positive is accepting the joy of Self. Being negative is denying the joy of Self. Positiveness is the brightness of Self. Negativeness is the darkness of Self.
- Helping others is extending the light of Self and helping approaches the immortality of Self. Hurting others is destroying the light of Self and hurting others is the death of Self.
- Being truthful is lifting the Self and the truthful way is bliss for Self. Being untruthful is sinking the Self and untruthful is greed for Self.
- Being responsible is being divine.

These concepts and practices are the essence of all philosophies, all religions, all psychological theories, all management approaches, and all self-improvement methods.

Man can be what he chooses to be. This freedom to choose opens the door of immense potential within each of us. Basically, any person can be a happy person or an unhappy person, and a divine or devilish person. Divinity, happiness, unhappiness and "devility" (devil-ness) are the four faces of man in the four phases of life. The four keys are:

- positiveness is happiness
- negativeness is unhappiness
- helping others is divinity
- hurting others is devility.

That is, a positive person is a happy person. A negative person is an unhappy person. A helping person is divine. A hurting person is devilish. When you are positive, you are happy within yourself; your positive outlook towards the world generates a happy feeling within you. But a negative outlook towards the world will generate an unhappy feeling within you. When you help others, divinity shines in and around you. When you hurt others, devility dances around you.

Being positive is accepting the joy of Self. Aspects of positiveness are: appreciating, finding strengths, trusting, accepting, attending, responding, loving, recognising, respecting, sincerity, carefulness, alertness, truth, and pleasantness.

Being negative is denying the joy of Self. Aspects of negativeness are: criticising, finding faults, doubting, neglecting, non-responding, blaming, insulting, anger, jealousy, insincerity, dishonesty, carelessness, laziness, falsity, and roughness.

Helping others is extending the light of Self. Aspects of helping are: cooperating, adjusting, coordinating, training, sharing, facilitating, supporting, giving, guiding, motivating, inspiring, assisting, participating, accommodation, and teamwork.

Hurting others is destroying the light of Self. Aspects of hurting are: obstructing, restricting, spoiling teamwork, creating disorder, discouraging, leaving, taking without sharing, opposing, inconveniencing, snatching, misguiding, de-motivating, imposing, dictating, and rigidity.

No other person can make you happy or unhappy. You cannot say that another person has made you unhappy. Even if you abuse me, I can be happy. No other person can make you divine or devil. You become divine or devil.

The journey of Self-fulfilment and Self-realisation is nothing but moving from negative-ness to positive-ness and from hurting to helping. You realise your full potential when you are totally positive inside and when you are always helpful to all outside.

You cannot decide what I will be. We name or blame others just for the satisfaction of our mind. One has to take responsibility for himself or herself; others can only assist in the process. You can choose and be what you want; you are the key. Plan for progress. Help others.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Spiritual View of Life

For me, spirituality is how you live your life. Spirituality is how you approach life and what you do with your life.

When you view your life as spiritual, you do start to make certain choices. For example, I choose to be a vegetarian because I respect life. I am careful about what I say. I am aware of violence when it appears in my thoughts, words, and deeds and I try to control that. There are certain positive values that I have accepted and I try to be aware of all of those values in everything that I do.

Through experience, I have noticed that as I’ve become more aware of myself, I’ve become more content with myself. I have learned things about other people and life that have just seemed to come to me and I have become more content and happy with myself.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Spiritual View of Life

I understand spirituality as the inner part of a human. It is the driver of our human vehicle. It is our inner force. I do not understand man in terms of duality – that he is matter and mind, or matter and spirit. I see man as both, fully integrated, fully associated. And it is impossible to segregate one from the other. For me spirituality is the inner part of this total, integrated concept of humanness.

It seems that today we have a lot of resistance to expressing our spirituality because it seems that the spiritual life belongs to the past; it is easy for people to misunderstand what you mean. In today's language we seem to avoid strong words, and spirituality is a strong word. This avoidance of strong words is why we don't say that people are dead; we say that they have passed away.

If you understand yourself as a full human being, you will understand that your inner force is spirituality. Nobody can deny its existence. It is the most inner part of ourselves. And it is a force as the main driver of our human nature. When we are experiencing, say, the emotion of love or resistance to others, these are very strong feelings that are not simply related to our chemistry. Spirituality is really the inner force – not only in the exceptional moments, the super tasks, but also in our daily life.

Pillai, Anand – India

“Head of the Learning and Development Department for HCL Technologies in India”

Spiritual Theme

Connecting with God, the source of “being.”

Spiritual View of Life

For me, spirituality is that state of “being what you were meant to be.”

I recognise that spirituality is different for every person. Spirituality for a religious person is to be lost in a personal God, or to be lost in a formless God, or meditation. Spirituality for a materialistic person is to be lost in possessions. Spirituality for a workaholic, or achievement-oriented person is to be lost in success. But spirituality for a “being” is to be lost in “being.”

Have you ever noticed that we are the only creatures who are called “beings”? We do not refer to any other thing or animal as a being. Our self-worth comes *in being* who we are, *not in doing* what we do, *not in achieving* what we achieve, *not in having* what we have.

In each category I just mentioned above, there is a careful and conscious detachment. In the case of the religious person he is definitely detached from the world. In the case of the materialistic person, he is definitely attached to the material, and therefore is detached from anything else. In the case of the workaholic, he is definitely attached to his work, so much so that he is detached to the natural relationships of a husband, or wife, or a child, or other people; because he is so task-oriented, he does not have the opportunity or time to be people oriented.

Whereas if I am a “being,” a spiritual being, and I do everything out of that, then the coordination factor is within me, it is not outside. I become attached to my inner being and detached from the outer world.

Ploix, H el ene – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: “To contribute to society”. And to try to be attentive to others and have a better understanding of them.

Spiritual View of Life

As a child I was struck by a story in the New Testament; the parable of the talents (Mathew 25: 14-30). A man was leaving on a journey. To one of his servants he gave five talents (or gifts), another was given two talents, and a third was given only one talent – each according to their ability. The one who was given five talents invested them and returned ten to his master when the master returned; the one who was given two talents returned four, while the servant who had been given only one had buried it and simply returned it to his master. I learned from this, that it is better to receive five and return ten than to save the one and give back the one; that is, if you are given some gifts, you have to make them grow, to multiply them. That is your duty in life. Also, when I was a girl scout, I learnt one prayer that says that you have to give without counting.

These are words which express what is deeply important for me. I was told that I should do this, I should manage my gifts well, and that we must give, and do so without counting. This is what I have been trying to do in my life. This is the best way I can describe my spirituality and how it affects my work.

Raghavan, N. S. – India

“Founding Director and former Joint Managing Director of Infosys in India”

Spiritual Theme

“Love and trust” automatically came to my mind as my theme.

Spiritual View of Life

Defining spirituality has always been difficult for me because I do not fully understand what it means. For me, it is something that is beyond the body and mind. It is something that gives a certain purpose and meaning to our existence. It is something that gives you joy, happiness and contentment, which cannot be gotten through material pursuits and knowledge. It is also something that gives you the motivation to do something for others and makes you feel happy when you do it. Spirituality is really even beyond all of this explanation; it is something that is not in the materialistic realm.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Spiritual View of Life

Until now, I have never formally attempted to define spirituality. For a long time, spirituality was just a cliché, a word that all of us bandied around without any real understanding.

So I would say that my definition of spirituality would be the awareness of myself as part of supreme consciousness, that feeling of 'I', those things that are within me. And then to extend that to mean that 'I' and the Divine are the same. The Divine is in all of us. I also believe spirituality is knowing the true core of being within you, and realising it is the same within everyone.

I believe there are three ways to inquire in these areas, in these directions: it can be through meditation, or self-inquiry, or even the study of knowledge.

What I care to know is that there is a Being; there is awareness. It reminds me of a teacher who once asked his student, "What is it knowing which everything else is known?" To me this is awareness and this answers everything. As long as I know I am, then everything else is known.

I basically associate spirituality with a sense of values. The values that we learned at our grandmother's lap, the values we learned in school, and the values we use to live in the community. These are simple, like self-respect, dignity and love. To me these are all values that are a part of you and should arise out of a feeling of union with all others. If you realise this, I think that a lot of life's problems will be solved. Then you are able to de-link the 'I' from the body.

Today, I may still need to discipline an employee by reprimanding him. But I can see that it is just an act, whereas five years ago I would have really gotten angry. Some of the words I say are just the same, and the decibel level is just the same, but now I do it because I believe it is my role to do it. There is absolutely no malice or anger at all in this for me. I think that the question of ego and malice is because of body consciousness, once you release this notion that the 'I' is not the body, then this will naturally go.

Ranganathan, V. V. – India

"Formerly a Senior Partner with Ernst & Young India"

"Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India"

Spiritual Theme

"Seeing God in everyone"

Spiritual View of Life

Spirituality to me is an intangible, subjective experience; ultimately, it is impossible to give a definition of spirituality. One may refer to several teachers and their teachings, but one must go through various experiences in life to truly understand its meaning and what it can do to one's life. According to that part of our scriptures called the Upanishads¹, Brahman, the supreme God, is consciousness. It is the ear of the ear, the eye of the eye, the speech of the speech, and the

¹ The "wisdom texts" of the Vedas, the essential ancient teachings of India

prana (life energy) of the prana. All these organs have a function to play, but there is something behind them; that is the subjective experience. By subjective I mean it is beyond the senses.

Someone told me this a long, long time ago and I wrote it down, but I don't remember where it came from: "The first thing to realise is, 'There is God, God is on earth, God is in you, and God is in everyone.'" To me this is a wonderful way of looking at humanity. If you are able to work in that context, it completely changes the way you look at people and then you start sharing that invisible bond.

This view is based on the "mahavakyas" (the four most fundamental teachings of the Upanishads): "*Prajananam Brahman*," meaning "Consciousness is Brahman." "*Atma Brahman*," meaning "Self is Brahman." "*Tat Tvam Asi*," meaning "God and myself are one." "*Aham Brahma Asmi*," meaning "I am Brahman." Brahman has the meaning "Supreme God".

I quote from the Upanishad text:

*Om purnamadah purnamidam purnat purnamudachyate
Purnasya purnamaadaya purnameva vasishyate
Om santih santih shantih.*

The chanting starts with Om which is the symbol for Brahman. The literal meaning of the verse is:
That is *whole*, this is *whole*. From the *whole*, the *whole* comes out.
The *whole* having come out of the *whole*, what remains is still the *whole*
Om peace, peace, peace

This alludes to the principle "Aham Brahma Asmi," meaning "I am Brahman." Consciousness in us (which is Brahman) has the same strength and vigour of the Brahman. Consider this to the fire you light from another fire. The source fire does not lose its original strength nor the new fire become any less inferior.

The realisation that the personality is different from the power that drives the persona was something that started gaining ground in me after I started reading the Upanishads (the essential ancient Indian teachings). All of the four Vedas talk about Brahman, the Godhead. Brahman in common parlance is understood as consciousness. But what is consciousness? In the Upanishads, there are different ways of comprehending a situation and one of them is called upama. Upama means comparison. So by comparison, perhaps consciousness can be compared to electricity; it is energy that drives different gadgets like a heater or cooler. It can cool or heat, but itself never gets hot or cold. This is a very earthly way of looking at the concept of consciousness.

The Upanishads also talk of Brahavidhya, the science of knowing the Supreme Reality, meaning that you move away from your five sense perceptions to the extra-sensory. In the Upanishads, it says not to get carried away with understanding the concept of Brahman. That is not spiritual enlightenment. Spiritual enlightenment is a very subjective experience.

Sinclair, James E. – USA

"Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania"

Spiritual Theme

My theme for spirituality would be “Live it.”

Spiritual View of Life

To start with, I think spirituality is a much maligned and non-defined concept. Spirituality is a perspective that comes in glimpses, but has the capacity of being a constancy. Spirituality lies in the musings of the musician, or the reverie of the professor teaching just that one point that’s been built over a long period of preparation, that gives him or her a moment of success. It’s that point when the mind is quieted, and the circumstances, situation, problem or event is looked at in a different perspective. And the perspective in which it is looked at is the perspective of the observer. That is a moment of spirituality.

Spirituality is a constant event within the human experience. It is included in our thoughts and activities that take place in our day-to-day lives. There are means of allowing these wonderful spiritual moments to happen; and the means to allow this is to simply get out of its way. We need to cease our busyness, physically and in our minds, and then something wonderful can happen. In order to do this, there are activities that can be undertaken that can lay the groundwork, but recognise that spirituality is ripeness. The apple doesn’t say it’s going to fall from the tree, it just knows it and it happens.

I would say that spirituality is birthed in silence and its purpose is for our material lives, in whatever form evolution is all about. I believe that every calamity is an opportunity. It’s what you’ve unconsciously trained all your life for; this is why you are alive. So when a calamity comes upon you, this is your opportunity. The Chairman, or the man or woman who lost their fortune in Enron, have a phenomenal opportunity of a lifetime. They have to sort through the maze of confusion and ask, “What in the world are we trying to do?” “What are we really after?” So the spirituality we are trying to deal with must be the most practical, the most definable aspect of our lives and not something that constantly eludes definition.

Spirituality is not an active individual; spirituality is not a code of morals. Spirituality is unity with Divinity and it’s the closest you’ll get to unity with Divinity because God exists in the quietude between these words and is the source of these words. So spirituality is not how one acts or what one believes, and it’s not the morals that you carry. In that sense, it could be that Djengis Khan² and Mother Teresa were experiencing the same thing, except Mother Teresa liked to touch people and Genghis Khan liked to kill them. Because Djengis Khan rose to greatness in the affairs of humanity, it means the worst of our experiences are also Divine. And maybe his rise, as followed by his fall, was the egoistic self-destructive safety valve of nature.

Such greatness and influence in the world doesn’t happen because of the strength of a person’s ego, but the need of an individual at that time, who would be interpreted by history as less than desirable. Is it possible that the moment of silence, or the quietude that exists, or the answer to “who am I?” is actually a driving force that, for a moment, drove a force to pull nature forward in a less than acceptable manner?

So spirituality is not the “procedure”; it is the “event.” We don’t control the event in the ego sense, and it could be that the procedure is only a prayer or an allegory that so solidifies itself within the individual that it takes up the area of belief. The character of belief required to materialise, be it in business or anywhere else, is the same character of belief that the apostles asked Christ about

² Djengis Khan lived from 1162-1227 and was a Mongolian emperor who conquered most of Asia.

when they went out to do the miracles of healing that he instructed them in and failed. They came back and said, "We believe in you, but we failed." Jesus told them, "It's not the faith 'in me' – it's the faith 'of me' that does the work."

The person who drinks too much is only trying to kill the pain. The person who holds on to God's feet in a dire situation is motivated the same way, except he made a better decision. The person who takes mescaline to see God, just might, but he's going about it in a way that's going to destroy his psyche. So before we start judging what people do or asking how someone who seems to be right is right, know that we're only asking about the one motivation that exists in life, the prime director, and that is to go forward and to avoid significant pain. This is the basic instruction of life and everything around it is to survive. The richest man you meet is the one who least believes he's going to survive; he's the one with the most fear. Now the basic question is: what is it that is trying to survive? The answer is survival itself. So if we just get out of its way, it will all happen.

Vrethammar, Magnus – Sweden

"Former President for Europe of Pergo Flooring in the UK"

"President of an executive coaching and business development firm Creability AB in Sweden"

Spiritual Theme

Spirituality is an opening process. And then the question is, "What are you opening up to?" I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is "opening up to love."

Spiritual View of Life

I would say that 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.

Building on my definition, I would say that spirituality is a state of mind and a feeling of a universal divine presence. This state of mind and this feeling are benevolently, urgently and continuously waiting for me to open up. Spirituality, to me, also describes the goal for every thing and every being in the universe, from a stone to an insect to a human being to an angel. From this point of view, there is no difference; everything in the universe is seeking to return to its source of being.

Webb, Janiece – USA

"Former Senior Vice President with Motorola Corporation in the USA"

Spiritual Theme

I think my spiritual theme would be "God in everyone."

Spiritual View of Life

For me, spirituality is getting in touch with the essence of God inside of me – finding God inside myself. It's knowing that if I really get quiet, let my brain quit talking to me, and get a feel for the essence, I can really find God within me.

Also, I have realised that this is all energy and that we're all connected. So spirituality is also learning to manage my energy – not in a controlled way, but as a balance of life. With this there is harmony and peacefulness because I am not allowing myself to chase false gods.

For me life is miraculous, therefore I know there is a creator. I believe that God is in every one of us and that He intended it that way. We are on earth to figure out how to find God within us. I very much relate to and appreciate the Buddhist practices, even though for me God is the higher power, the creator of our earth and creator of all this magic. Although Buddhism does not talk about God, I think that all religions are connected. I see people manifesting their God in a way that works for them. I also believe there are many interpretations and that we are all trying to get at the same thing. There is a creator and it lives in every one of us if we are willing to find it. I believe we can all make choices as to what we want to find within ourselves.

I believe that God put us on earth to find joy and happiness and to become enlightened. I do believe in reincarnation and that we will continue through many lifetimes until we have found this; to me this is what enlightenment is. I believe He will test us with a thousand episodes and it's our job to learn how to walk through them. God is the great workshop designer. I think it is just as important to accept the perfection in each of us, as it is to accept the imperfections, the parts that are so fallible. Especially when I am learning a lesson for the fifth time!

I honour my physical-ness because I feel that God gave that to me to house my soul and therefore it is important to take care of it. God also gave me a mind to think and be intellectual and it's important to take care of that too. He also gave me a spiritual side, which is my soulful side.

When I look at other people I see their auras and energy. I think that all people are God's people, some may have blocks to realizing that, but I still see them as works of art. I see God's plan and things I can learn from them. And yes it can be hard to see God in everyone, especially in a large corporation like this one where there are people who can be quite cruel with blind ambition. God gives us such potential and we can take it in any direction we want.

I do believe in the pure potentiality of every single being. It really is unlimited and we are the ones who put limits on it. Now that potentiality may manifest itself in a different way than we thought it would when we started our journey, but we just have to trust.

I also believe that faith is an important part of life; it's what gets me through the bumps. Faith is a heart and soulful-ness knowing. I don't have faith in man-made systems or man-made judgments, but I have faith that I will survive them. I know that my relationship is with God and that's where I place my faith.

Welling, S. K. – India

“Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India”

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Spiritual View of Life

What is spirituality to me? I firmly believe in reforming myself first. I must improve myself first, and that is what I have been doing in the last five or six years. I have tried to ask and answer the question “Who am I?”

First of all I have to refine my character, which leads to purity of mind and thoughts. I've strived all my life to curtail selfishness, jealousy, hatred. All these don't ever come in my mind at all now. This self-effort, which I have developed in myself, has brought me to this platform. And I strive for spiritual leadership.

To me, spirituality is actually purity, and for all this you ultimately have to have devotion (bhakti). Bhakti means faith. And first of all you must have bhakti as a leader. I have tremendous faith. And when I say that I have faith I am not just saying faith for faith sake. What do I mean by faith? Take for instance a work situation. We have a plan for this company presently. As an individual and as a leader of this company, I must be totally committed to it, and I must totally have faith that the plan will be successfully implemented. That is what I call faith.

And another thing – which I don't know if this comes naturally to me or if I developed it – is that I have tremendous trust. The word mistrust is missing in my dictionary. That is why, even sometimes my wife tells me, “Look, any Tom, Dick, and Harry you meet, you say he is good.” I reply, “I just don't see any negative thing about anybody and that is probably why I can sometimes get in trouble.”

The third and last thing that is very, very close to my heart, is the people orientation. I have love and affection.

I do not know how this faith, trust, and love have come in me. They have just come.



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION II

Distinction between Spirituality and Religion

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their views about how spirituality might be distinct from and/or related to religion.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Distinction Between Spirituality and Religion

I came from a Catholic upbringing, observing all the rituals as most Filipinos do. We're born, baptised and schooled that way without much of a choice. However, apart from religion, I have always found great comfort in my faith.

Behner, John R. – El Salvador

“Former Country Manager for Nabisco in El Salvador”

Spiritual Theme

“Realising God by serving others.”

Only saying “serving everyone” does not include that, which is the most important to me, which is to realise my oneness with God.

Distinction Between Spirituality and Religion

Religious beliefs generally have to do with the way you worship God, the ritualistic part of worship. Spirituality is more the practical application. I also see spirituality as having a personal relationship with God.

Canada, Francisco Roberto – Argentina

“Director and Partner of Errepar S.A., a major publishing firm in Argentina”

Spiritual Theme

Loving God.

Distinction Between Spirituality and Religion

Spirituality and religion are not the same. Religion is the necessary structure to bring forth awareness of a God-presence in you. This is the first step towards God, which is the first step on the spiritual path. I am a Christian and I have loved my religion all of my life. Especially I love the Christian mystical writers, Santa Theresa de Jesus, St. John of the Cross, and others. They transcend the religion and go beyond it, as true spirituality transcends religion.

Chand, Amber – USA

“Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world”

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a “God-being tapestry.”

Distinction Between Spirituality and Religion

I think there is a tremendous difference between spirituality and religion. Religion for me has been dogma and rules and boundaries and boxes. It has divided and separated people. It may offer many beautiful things like rituals and ceremonies, but to me this is not spirituality. Spirituality has no borders or restraints, it never separates, it always connects. Even though I grew up in a Hindu household, I was encouraged to learn about other spiritual practices, so as a child I attended the Church of England while at a boarding school in England, and over the years I have cultivated a tremendous interest in Buddhism. In the end, I agree with what Sathya Sai Baba, my own spiritual teacher, says: “Religion is the language of love.” I will accept this definition of religion. But when I look at what is happening on our planet in the name of religion, I feel less and less inclined to use that word in my vocabulary. So I do not therefore consider myself as a religious person.

Chattopadhyay, A. K. – India

“Former Senior Vice President of ACC Limited Refractories Division in India”
“Executive Director of Tata Refractories, Ltd. in India”

Spiritual Theme

My spiritual theme is a combination of the four goals found in my spiritual view of life:

- To align oneself with a super power
- To find out the reasons within oneself
- To have faith in others
- To have a caring nature

Distinction Between Spirituality and Religion

For me there is a difference between spirituality and religion. I can follow one religion; you can follow another religion. The differences in following one religion or another have nothing to do with the spirituality that is common between them.

Of course I pray to God Almighty, but I don't do rituals and ceremonies like a lot of Hindus do. I do have a temple in my house where God is. I go there and pray for two or three minutes. I don't pray for something specific. I ask to think in a positive way, to think in a way that is good for others, things along those lines. I also ask for courage to face any type of adversity.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you’ll ever do is still ahead of you.

Another such spiritual theme for me would be: “Educate and obey your conscience.” Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Distinction Between Spirituality and Religion

I make a real conscientious effort in my leadership, writing, and speaking not to refer to any one particular religion, but only to deal with that which is universal. Although I am an active member of the Mormon Church I don’t get any Mormon theology snuck into it in some secret way. I have no hidden agenda. I am often asked the question, “How much has your Mormonism influenced your view”, and I say, “It has influenced me tremendously, but all that we are dealing with here are principles that are universal and timeless.” And then I would say, “If you disagree with me, just tell me which principles you believe in – and do you live them?”

Cruz, Alvaro – Colombia

“Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia”
“CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda.”

Spiritual Theme

Love and respect others.

Distinction Between Spirituality and Religion

I feel there is a difference, because although religion might be one way of living a life, spirituality can lead into expansion, into greater consciousness. In order to keep their devotees some religions in the West have limited the possibilities of expanding their intelligence for greater discernment about life. However, as our spiritual teacher teaches us, most religions coincide on the basic principles of spirituality: love, respect, human solidarity and non-attachment are taught in these religions. I grew up in a religious environment as more than 90 percent of the Colombians are members of the Catholic Church, and for a number of years I was an active participant in all of the Catholic practices. I believe that if you practice certain principles for a long time, you can evolve yourself spiritually, whether it is within a religion or outside a religion.

Cuneo, Federico – Peru

“Senior Partner with Ernst & Young in Peru”

“Chair of Peru 2021, an NGO comprised of business executives working on sustainable development and corporate social responsibility for the country”

Spiritual Theme

Unity with the rest of the world, love, eternal life and light – those would be words I would use as a theme.

Distinction Between Spirituality and Religion

Spirituality and religion do meld somewhere, but to me religion is a set of rules, which I think is good; it is an organised thing that you are suppose to learn and follow. Spirituality is more of a feeling that you are a free soul – it is feeling my inner essence. You don't have to follow any rules because in essence you work for the collective, so you respect the collective. I don't see the need to create a set of rules or go to church on Sunday. I don't knock it because I think it is beautiful for many people; but to me spirituality is not this, although it can include it.

I think the Catholic Church is very good and, using business terms, it is a very good product for a certain market. However, it is not for me even though I thank God that it is there. Since I began to read many books on spirituality, I respect Christ more, I respect the Bible more, I pray more, and I feel that God lives inside me; however I do not go to church.

I think that in meditation you are connected, and when you pray it has a lot more meaning than when I went to a church and prayed. I find the church to be disruptive because of people talking and impressing others by wearing the best clothes. I pray ten times more now than when I went to church. I love God more.

Daugherty, Thomas – USA

“Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA”

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God's love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

Distinction between Spirituality and Religion

I personally think that spirituality and religion are closely related, and it's not a matter of one or the other. On the other hand, I think the two can be separate for other people: a person can be very

religious and not very spiritual, or very spiritual and not religious. For me, my religious life is where I stay grounded with our Christian traditions and where I find a community of like-minded people.

Delbecq, André, D.B.A. – USA

“Former Dean of the Santa Clara University School of Business in the USA”

“Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA”

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don't do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Distinction Between Spirituality and Religion

Spirituality and religion are, of course, not the same. Religion encompasses the belief system (dogma) associated with a world view, patterns of worship and ritual prayer, and brings together a community that shares a particular spiritual path and disciplines.

Spirituality, in contrast, is specific to the individual, and encompasses each person's lived experience. Each individual's worldview is never exactly the same as another's, even if they share the same “religion” since no two individuals have the same DNA, parents, life experiences, etc.

Franklin, Carol – Switzerland

“Former Head of Human Resources for Swiss Re Insurance in Switzerland”

“Former CEO of the World-Wide Fund for Nature (WWF) in Switzerland”

Spiritual Theme

Caring for and being responsible for the earth and its inhabitants. Be responsible. Be the change you want to see in the world. Help move the world forward.

Distinction Between Spirituality and Religion

I think spirituality is broader than religion. All religions must be spiritual, but not all spirituality must be religious.

Govindan, Rajan – USA

“Former Senior Managing Director with Bankers Trust in the USA”

“Chief Operating Officer of Bear Stearns Asset Management in the USA”

Spiritual Theme

To me this would be “happiness and contentment” and “to act with right conduct.”

Distinction Between Spirituality and Religion

To me spirituality is very different from religion. Religion is about rituals, whereas spirituality is more about understanding what you are doing and how you are living with right conduct.

Jensen, Niels Due – Denmark

“Group Chairman for Grundfos Management A/S in Denmark”

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Distinction Between Spirituality and Religion

I think that spirituality is the same as religion.

Since there is quite a bit of discussion going on in Denmark and other European countries as to religion at the workplace, I should add on that I feel that the question of religion is something which you want to keep to yourself. You do not walk around showing off that you are a Christian or a Muslim.

I do not mind at all that other people have a religion different from mine, as long as they keep it private and practice their religion in private, away from the workplace. With this, I primarily think of

Muslims of which an increasing number is settling in Denmark and also come to work at Grundfos. We have nothing at all against the Muslims being highly religious, but of course we do mind it, if their behaviour differs considerably from the behaviour we expect from ordinary Danish workers. With this I am thinking of the demand to pray at fixed hours five times a day and the use of religious symbols. At Grundfos we do not engage in any discussion about women wearing scarves, unless it is causing danger for the work security for the person wearing it. That is, you cannot wear a scarf, if you work at a machine turning around in front of you, risking that the scarf will get caught.

Jiang, Niran – Australia

“Formerly Senior Trends Manager for Coca Cola and Marketing Manager for S. C. Johnson in the USA”

“CEO for the Institute of Human Excellence in Australia”

Spiritual Theme

My spiritual theme would be interconnectedness, wonderment, and compassion.

Distinction Between Spirituality and Religion

Religion is a human attempt to compartmentalise spirituality in one dimension of our relationship with the universe and with God. Religion is a part of spirituality, and on a philosophical basis all religions are on the path of enquiring into who we are, where we come from, where we go, and what life is about. I think spirituality is much broader than what is typically represented by religion.

When I grew up in China during the Cultural Revolution, religion was all torn down. The slogan of the Cultural Revolution was, “Tear down the old and build the new”. Idols were destroyed, and all the different churches were closed down because of the communist idea of collectively building an ideal society based on, “You take what you need, and you give what you can.” We were taught that there is no God, only humans on a journey. The time of the Cultural Revolution was a time of great division, also within the families. Nobody spoke about God; instead it was a time full of ideals of building an ideal society that works for everyone.

Kanu, Victor-Krishna – Zambia

“Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden”

“Director of The African Institute of Sathya Sai Education in Zambia”

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Distinction Between Spirituality and Religion

The distinction between spirituality and religion is that spirituality does not necessarily require belonging to a specific religious denomination or organisation, or practising a particular form of

worship. Spirituality is inherent in religion but transcends all religions, races, cultures, social or political organisations. Spirituality is the all embracing. Religion, on the other hand, claims to be concerned with a special relationship with God. That relationship is dictated by the teachings of the masters and accompanied by doctrines, forms of worship, rituals and codes of conduct sanctioned by the office bearers of that religion.

Kolind, Lars – Denmark

“Former CEO of Oticon in Denmark, one of the world’s premier suppliers of products for the hearing impaired”

“Chairman of Grundfos in Denmark”

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Distinction Between Spirituality and Religion

Spirituality for me is not really very distinct from religion. Spirituality is a slightly broader concept, but I must admit that my answers to this interview – and what I am doing in my work – are not inspired or influenced by a broader concept of spirituality, they are influenced by my religion.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Distinction Between Spirituality and Religion

I think this is a very good question. For me religion is in an organised path to spirituality. It is not necessarily everybody’s path. For those who practice an organised religion it provides a structure to deepen their spirituality. I admire people who have grown up in a strong religious tradition and have well developed practices in their connection with the Infinite. If religious teachings are practiced well, they do go deeply and they have the value of focus. I believe those who practice religion in this way have an advantage over those of us who have been generalists.

Another way of saying it, a particular religion is just one *approach* to the spiritual journey. Spirituality has a much broader context that encompasses religious practice. In my definition of spirituality I talk about a force greater than ourselves, and I believe that every religion has this same concept. Now, what is that force? How do you define it? How do you get there? The answers vary enormously between religions. But at the end of the day, it’s all the same – it all thrives to address the mystery.

Maitra, Ashoke – India

“Former Director of Human Resources for the Times of India”

“Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India”

Spiritual Theme

I think my spiritual theme is “Manifestation of latent Divinity.”

Distinction Between Spirituality and Religion

To my mind religion is a reflection of spirituality. It is a comment on spirituality. There was a person who was self-realised, who said something that someone found to be intrinsically true. Then they did a knowledge management job and captured it as an expert system and it became a religion. Then the self-realised followers went and spread it. And it became a community or a race or a religion, that's all it means. The same thing happened with Christ, the same happened with Buddha.

So there was always a person who was self-realised, Al-Mohammed or Guru Nanak, or Sri Ramakrishna, or Sai Baba or any one. Because you are congruent to this thinking it brought you together and some synchronicity happened. Because you believe in it, you go and tell 10 people and 10 become 100 and 100 become 1000 and it becomes a cult, or a sect, or a religion.

So I think religion is a comment on spirituality. It is like the way we comment about things in the newspaper. It is a comment piece about a self-realised soul, and when that becomes managed as an expert knowledge system it becomes a religion.

Merchant, Nilofer – USA

“President and founder of Rubicon Consultants, a marketing consulting firm in the USA”

Spiritual Theme

“Living authentically” speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn't get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be “a wellspring of nourishment”.

Distinction Between Spirituality and Religion

To me, I see this as three circles that may or may not overlap each other. One would be religion, the other spirituality and the third would be faith. I believe that people can be spiritual without being faithful and can be religious without being either spiritual or faithful.

I am a practicing Christian and go to church every Sunday. However, I do not consider myself a religious person. I consider myself to be a spiritual person and I use my religion as a way to express and nurture my spirituality.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Distinction Between Spirituality and Religion

For me spirituality and religion are completely separate and unrelated. But yet I can understand how most people see a link between the two. I think how we see spirituality and religion is mostly due to our upbringing. Most people are introduced to a certain religion during their childhood. If they want to progress on the path of spirituality through a religious means, I do not think there is anything wrong with that, as long as they do not become rigid and dogmatic. I think when religious principles come in the way of your being spiritually open, then it becomes a problem.

Narayana, G. – India

“Chairman Emeritus for Excel Industries, Ltd. in India”

Spiritual Theme

My spiritual theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

Distinction Between Spirituality and Religion

Religion is seeing God above. Spirituality is experiencing Divinity in others and self.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Distinction Between Spirituality and Religion

Religion I see as something that has been handed down to you. You may choose to apply some of the religious values in your life, and your life might become more spiritual because of that. But it is something external to you, whereas spirituality is something that is within you; it's how you live your entire life.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Distinction Between Spirituality and Religion

This is a very interesting question for me. We cannot deny in our Christian culture that there is a direct relationship between spirituality and religion, because we were educated to believe in the duality of matter and spirit. That means our generation was taught that there is some part of man that is other than and distinct from material things. Religion tried to express what this other part of man was, because man was not capable of understanding it by himself.

If you are not capable of understanding the total concept of the world, including God in it, then you cannot understand even yourself. Religion educates us in this additional concept of the human that is spiritual. But today the big mistake is to equate man's spirituality with religion. And that's why the new generation doesn't have much to do with either spirituality or religion. People tend to think today that everything about man is rational, whereas I believe that not everything about man's life is rational; otherwise we have to deny a very big part of ourselves.

Pillai, Anand – India

“Head of the Learning and Development Department for HCL Technologies in India”

Spiritual Theme

Connecting with God, the source of “being.”

Distinction Between Spirituality and Religion

My spirituality shifted from the religion I was born into, which was Hinduism, to my faith, which is in Christ. When I told my family about my salvation experience with Lord Jesus, they were very upset. But I told them, “Look, I have not changed my religion. I am a Hindu by birth and I will continue to be a Hindu. Neither will I be changing my name. What has changed is that my faith is now with Lord Jesus and that is whom I want to follow. My parents are the same, and my clothes are the same. What has changed is inside me.” To put their doubts to rest I don't plan to go into full time ministry or anything like that.

Ploix, Hélène – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: “To contribute to society”. And to try to be attentive to others and have a better understanding of them.

Distinction Between Spirituality and Religion

My understanding of spirituality, being from a Catholic family, is much linked to religion, to prayers, to belief in God. As Christians we are told that we have to distinguish between the spiritual and the temporal; the spiritual is about the church. That is why I was a little hesitant to participate in this interview. In my opinion, the Catholic religion is very much about appearance and about rituals. I think that it can become much too narrow.

Raghavan, N. S. – India

“Founding Director and former Joint Managing Director of Infosys in India”

Spiritual Theme

“Love and trust” automatically came to my mind as my theme.

Distinction Between Spirituality and Religion

The ritualistic form of religion has never appealed to me. I am not a highly religious person and I do not participate much in the ritualistic religion. Due to the respect I have for my parents and close relatives, I have been willing to do these rituals in order not to hurt their feelings.

But I believe very strongly in that part of religion that says you should show love, kindness and compassion towards people and try to make a difference in the lives of the people you touch. But the religion that says you must do this kind of prayer, or you have to follow this ritual, is not what I choose to follow.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Distinction Between Spirituality and Religion

I think there is a distinction between spirituality and religion. I tend to consider religion more as formal, more as ritualistic, more as concentrating on a set of belief systems, like karma, death and re-birth. These are not the ultimate Truth; they are belief systems. Does karma exist? I don't know. Is there rebirth? I don't know. These are all belief systems that help us answer a lot of questions about life's mysteries, but they are not the ultimate Truth.

I used to run in two parallel worlds: religious rituals and spirituality. The way we learn spirituality as a Hindu is through the rituals. You do the rituals and most of the time you do not understand them; at some point, you try linking the rituals with the spirituality. But because of these rituals, you do develop a sense of values. You also have values that come from your parents and where you have lived. Basically, all of these become your core values.

All of the different religions have their own belief systems and at some point they do cross over with each other. While in spirituality there is no belief system. Spirituality talks about ultimate Truth, there is nothing to question. You must realise it, you must understand it, you must feel it. This is where I draw the line between spirituality and religion.

Sometimes, I think that perhaps I should start another religion. Because there are certain belief systems from Hinduism that I find acceptable, there are some from Christianity and there are some from Judaism. But unfortunately, each of these are suppose to contradict the others. I find it very difficult to classify myself as a Hindu because I don't want to lose all of the wonderful things that Christianity has.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

“Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India”

Spiritual Theme

“Seeing God in everyone”

Distinction Between Spirituality and Religion

Because I was born into a Brahmin (priestly class) family, our atmosphere at home was quite charged with religious ceremonies, and I attended a number of these religious functions. Sometimes I was even made to perform some of these ceremonies even without understanding what they were, because in those days it was sacrilegious to even question anything that was religious. So I used to think that spirituality and religion were one and the same; I did not understand the subtle differences. So anything that had to do with some priests surrounding a fire and performing some rituals was spirituality to me. It has been very difficult to un-programme myself and think differently.

Having said that, I think the real understanding of the difference between religion and spirituality came to me when I met and listened to Swami Ranganathananda at the Ramakrishna Mission. I listened to a lot of his lectures in my twenties and began to take an interest in these things. He was a great man and he speaks so well. He is very lucid in his presentations and is very, very

clear in his thoughts. I was fortunate to visit him recently in Calcutta, before he passed away, to pay my respects to him and he personally signed a copy of the *Bhagavad Gita* that he had authored an extensive commentary on. In those early days when I had listened to Swami it struck me that God doesn't reside only in temples. That was a time that I also read and learnt that the temples here in India are like national flags: the flags evoke a lot of pride and consciousness in people. But the national flag is not the nation; it only represents the nation. In the same way, temples are not God, or the only place God is; they represent God. It is a place where you can go and get the concentration to transform yourself to that plane above the normal sensory perceptions.

Sinclair, James E. – USA

“Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania”

Spiritual Theme

My theme for spirituality would be “Live it.”

Distinction Between Spirituality and Religion

The fact of what makes this all happen is not the intellectual activity of a discourse or the writing in a book. It is the white spaces on the page between the words, that hold the words, or it is the quiet moments between each word that I am saying now. Is this what is meant when it is said that God “exists between the gaps?”

This is not poetry. If you had video cameras at the time of Christ you wouldn't have many of the Christian churches that exist now. Jesus never defined himself as someone different; he went through periods of growth. Sathya Sai Baba, my spiritual teacher in India, is not standing there saying, “This body is God.” He is saying, “I am Divine.” “I am God.” So if this Divinity is what spirituality is, then is it in the practice of praying to God that is spiritual? Or is it in the means of the artist? You know those moments in your life when time didn't exist? Those moments of joy when you had no body consciousness? What was that?

Vrethammar, Magnus – Sweden

“Former President for Europe of Pergo Flooring in the UK”

“President of an executive coaching and business development firm Creability AB in Sweden”

Spiritual Theme

Spirituality is an opening process. And then the question is, “What are you opening up to?” I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is “opening up to love.”

Distinction Between Spirituality and Religion

Spirituality for me is a universal context; it is limitless. Religion for me is limit; it is content, and it is dogma.

Webb, Janiece – USA

“Former Senior Vice President with Motorola Corporation in the USA”

Spiritual Theme

I think my spiritual theme would be “God in everyone.”

Distinction Between Spirituality and Religion

I see spirituality as different from religion. I do not necessarily need organised religion. I think spirituality is taking the principles that are taught in most religions and living them as a natural way of life. I am respectful of organised religion, but not to the point where I would sell my spirituality or my soul for it.

In the name of religion people will kill, maim, judge and shun others, and to me spirituality says you never have to do that. So the distinction is very important to me.

Welling, S. K. – India

“Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India”

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Distinction Between Spirituality and Religion

In religion, what happens is that you have rituals and other things. To my mind, the purpose of the rituals in a religion are usually misunderstood. For me, being spiritual is more important, because spirituality, in my opinion, is identifying myself with others. Most of the problems an individual has are because of the self. First you ask yourself the question, “Who am I?” and seek to find out – it is very difficult.



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION III

Purpose of Business

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their views about the purpose of business, based on their spiritual view of life.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Purpose of Business

It is very clear in our minds that our business must be profitable to be sustainable – of course, this bank has been set up by the shareholders and they expect a good return. However, equally clear to us is that it is not profit at all costs. This must be balanced with all of the other concerns of the organisation, and its role in society. In our case, profitability and social impact are fundamentally intertwined.

Sometimes we do face certain dilemmas. From time to time, we have had to foreclose on our customers’ property and that is difficult. When that happens we first try to work with them before foreclosing and then we give them all the chances to recover their property. In this we know that we have been fair to our customers and we can sleep at night. In some cases we do have to go to court in order to recover assets. Corruption is still a problem in our country and giving bribes is a common practice, but we do our best to remain ethical in these situations and have been able to truly make a stand.

Behner, John R. – El Salvador

“Former Country Manager for Nabisco in El Salvador”

Spiritual Theme

“Realising God by serving others.”

Only saying “serving everyone” does not include that, which is the most important to me, which is to realise my oneness with God.

Purpose of Business

The purpose of a business is to make other people happy, especially your clients and your employees. In business, serving your customers and making sure that your customers are happy is the reason for your business and the reason for your being there. But not only your customers, also your employees should be happy. There should be a lot of employee enthusiasm and satisfaction, and this should be made a part of this energy of trying to do the best they possibly can.

I tried to instil in the employees the idea of serving, and that the reason for them to be there was to serve our clients and to do the best possible job. For example, if they were in manufacturing, they were told to look at the quality of the products as if they themselves were going to eat them.

Budin, Philip – USA

“CEO of Royaltions, Ltd. in the USA”

Spiritual Theme

For me spirituality is equanimity.

Purpose of Business

The purpose of being in business is to make money. The purpose of making money is to pay the bills. Even if you live in a monastery or ashram, you have bills to pay, you must live, you must travel.

Canada, Francisco Roberto – Argentina

“Director and Partner of Errepar S.A., a major publishing firm in Argentina”

Spiritual Theme

Loving God.

Purpose of Business

The book *Sai Baba's Mahavakya on Leadership* by General Chibber has helped me to clarify my thoughts on the purpose of business as seen from my spiritual point of view. The book begins with a message where our spiritual teacher tells the students at his schools and university to always act with high dignity with the people they work with. That is the concept for business we work with, our goal is to make people aware of their inner potentials, to help bring out these potentials, and to always strive for excellence. Excellence is the way that God made the world. I also think this should be the purpose of business in general.

Chand, Amber – USA

“Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world”

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a “God-being tapestry.”

Purpose of Business

I think businesses, through their leaders, need to redefine themselves and redefine the very structures and foundation of their existence. I think that business leaders must literally steep themselves in values, which includes the question of how they are impacting people and the planet, as well as their profits. I believe this must become the continuous question, like a mantra,

that business leaders use to ask themselves what it means to be successful and how to go about creating that success.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you’ll ever do is still ahead of you.

Another such spiritual theme for me would be: “Educate and obey your conscience.” Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Purpose of Business

Spiritual-based leaders respect others and are guided by the fundamental ethic: service to others comes before serving one’s self. From an existential perspective, the *raison d’être* of organisations is to serve human needs. Really, there is no other reason for their existence. Individuals and organisations grow when they give themselves to others. Relationships improve when there is a focus on serving the other, be it at the level of the individual, the family, the organisation, the community, the society, or all of humanity. The phrase so eloquently developed by Greenleaf sums this up: servant leadership.³

In short: The purpose of business organisations is to serve human needs. Period!

Cruz, Alvaro – Colombia

“Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia”
“CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda.”

Spiritual Theme

Love and respect others.

Purpose of Business

For government it is investing in society. As far as my own business goes, the purpose is personal fulfilment, secondly happiness, and thirdly entering into activities enabling me to contribute to the well being of my country.

³ Robert Greenleaf (1904-1990) was former Director of Management Research at the American telecommunications company AT&T., who developed the concept of servant-leadership. See for example his book: *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*, Paulist Press, New York, 1977.

Daugherty, Thomas – USA

“Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA”

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God’s love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

Purpose of Business

Health care is a very complex business and a very complex service. To whatever degree we are successful in bringing all of these complex factors together, I think it can result in people focusing around a central theme where they realise that the reason we are here is that *we care*. This cuts through all of the divisions that can be set up by religions and professional status and keeps us focused on our true purpose for being here.

Delbecq, André, D.B.A. – USA

“Former Dean of the Santa Clara University School of Business in the USA”

“Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA”

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as

tapping into a mysterious abundance. I don't do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Purpose of Business

I think a business exists to provide an innovative and compelling answer to a societal need in the form of a needed service or product. The successful "solution" encompassed by the product or service must be innovative in the sense that it continually seeks a solution at the edge of unfolding technology, and/or is efficient in a solution that encompasses high quality at a low price avoiding waste. So to me this is the discipline of business. This is what we ask of the business organisation, and this is how we should judge business organisations.

When this purpose is approached through a spiritual lens, it will be shaped differently in many ways. The needs you start becoming attentive to shift. You become willing to let go of many trivial and opportunistic concerns, and instead increasingly put energy into important challenges. The transformational system you create to receive inputs and transform outputs will also shift, allowing greater attention to stewardship, justice and inclusiveness of the concerns of all stakeholders. The character of the organisation's culture will shift. The relational culture of the organisation will be more attentive to the gifts of all, and compassionate regarding each person's needs. Your own willingness as a business leader to endure the mystery of suffering will shift. For example, your tolerance regarding the discipline of having to meet Wall Street's expectations about profitability will shift. You will see all the elements of business challenges as part of a calling to service.

Because of this deeper perspective regarding the nature of business, a sense of patience and a greater willingness to endure hardship unfolds. All of the struggles of business leadership as a form of societal service take on a very different coloration when they are seen from a spiritual perspective. Servant leadership now becomes a reality.

Franklin, Carol – Switzerland

"Former Head of Human Resources for Swiss Re Insurance in Switzerland"

"Former CEO of the World-Wide Fund for Nature (WWF) in Switzerland"

Spiritual Theme

Caring for and being responsible for the earth and its inhabitants. Be responsible. Be the change you want to see in the world. Help move the world forward.

Purpose of Business

The purpose of business is to make the world a better place for our children. I do NOT think that the business of business is business. You can say that the purpose is to make a profit, but it must be an ethical profit, profiting the employees and the communities they are in, making products that are worthwhile and that do not harm the world. Only sustainable businesses that care for people, the planet and profit will survive.

I declined a lot of jobs before accepting the position of COO at the museum. A multinational pharmaceutical company asked me to work for them, but I said, no thank you. They produce a lot of things that I don't think are good. A grand casino asked me to be on their board, and I said no, it is not going to be in my portfolio. I will only work for a company that has good products that make the world a better place. The idea is that the product itself has to be worthwhile; it has to be in alignment with my spiritual view of life, which is caring for and being responsible for the earth and its inhabitants.

Govindan, Rajan – USA

“Former Senior Managing Director with Bankers Trust in the USA”

“Chief Operating Officer of Bear Stearns Asset Management in the USA”

Spiritual Theme

To me this would be “happiness and contentment” and “to act with right conduct.”

Purpose of Business

I think the purpose of business is to make money through proper values. There is so much corruption today in business and all of it represents an absence of values and an absence of character. So spirituality is clearly needed in business today. However, I still feel a bit confused about who should enforce these types of values and develop this character. If government attempts to do this, it will become very inefficient.

I think it is the business leaders' purpose to ensure that the employees do things well for the company, so I think it is their job to develop these values and character in people. You need to lead them so that they behave properly toward their customers and co-workers and so that the company is a wholesome place. I think when a company environment is wholesome it will be quite productive. I think we do need profit-making enterprises, but they should make their money by applying proper values.

Jiang, Niran – Australia

“Formerly Senior Trends Manager for Coca Cola and Marketing Manager for S. C. Johnson in the USA”

“CEO for the Institute of Human Excellence in Australia”

Spiritual Theme

My spiritual theme would be interconnectedness, wonderment, and compassion.

Purpose of Business

The Chinese thinking paradigm is the opposite of the American. When we write an address on an envelope, we write the country first, then the city, the street third, then the apartment number and finally your name. This is very illustrative of our thinking orientation. The same goes for our way of thinking about business. Business is a significant part of life. On an individual level it is a very important individual transformation tool and a vehicle for personal growth. On a collective level

business is gathering so much power that it is almost running everything. On this level business can be doing a lot of good or a lot of damage to the earth. As to our own business, the Institute of Human Excellence, we are building it on a whole new business model based on collaboration and transparency. Business should be a home, a vehicle for individuals to operate at the maximum of their potentials. In terms of our mission we see ourselves as the change agents for business leadership and organisation culture.

Kanu, Victor-Krishna – Zambia

“Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden”
“Director of The African Institute of Sathya Sai Education in Zambia”

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Purpose of Business

My vision is that teachers, workers and students of Sathya Sai School in Ndola practice the values of love, truth, peace, right conduct and non-violence. This is the spiritual basis of the school, the source of its strength and success. I believe that no business can succeed in a meaningful and sustainable way if it is not anchored on these values. A business that is bereft of these values will sooner or later collapse.

Kolind, Lars – Denmark

“Former CEO of Oticon in Denmark, one of the world’s premier suppliers of products for the hearing impaired”
“Chairman of Grundfos in Denmark”

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Purpose of Business

I have a vision, which I dare generalise, that organisations will survive, develop and prosper if they build a very strong culture that ties the staff together – a culture that creates a strong sense of we-ness – not only for financial reasons, but primarily for a common purpose of doing something important. This is a key to being successful. If you are serving a purpose and you are doing it based on some fundamental values, and those values have to do with care and love, then you have great potential and you can be successful in almost anything.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Purpose of Business

For me the purpose of Catalytica is to create value for society. Unless we have a clear sense that what we are doing has a positive societal purpose and our actions will make the world a better place, it is very difficult to achieve wholeness. I do not mean to imply by this that all of us have to be involved in earth-shaking endeavours. Small steps are as valuable as large ones. The key is that the financial aspect of the business is only a metric for our success in creating value for others. In business if we are following a dream of value-creation, then as leaders our task is to harness the gifts of others to work together towards the goal.

In the case of Catalytica, there was never any doubt in my mind that by using our skills in catalysis we could create better ways to manufacture goods with less environmental detriment. We applied this to our pharmaceutical business, and we are applying it now in the energy area.

Maitra, Ashoke – India

“Former Director of Human Resources for the Times of India”

“Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India”

Spiritual Theme

I think my spiritual theme is “Manifestation of latent Divinity.”

Purpose of Business

In our company, the Times Group, we have already defined its purpose based on a spiritual view. We did this six years ago when we met and examined the purpose of this organisation. The first purpose is to create human excellence in everything that we do. The second purpose is that each human being should grow as much as possible. Happiness is also a purpose that emerged.

The most important purpose is to “thrust greatness on our readers.” That is, we are a teaching organisation. When you read our products, you should be better informed as a reader, you should feel good. It is our goal to make our readers’ lives more meaningful and give some benefit to their life. Different levels of people have different levels of consciousness; therefore we have to straddle across many different audiences.

We are using the Kajuraho temple as a model for our newspaper layout. If you go to the Kajuraho temple there are a lot of erotic statues outside, but once you go inside to the sanctum sanatorium there is no eroticism. So if you want to stay at the erotic level, you can choose to stay outside the temple. If you want to go to the sanctum inside the temple, then you have to give up eroticism and point your eyes toward God. You will notice that even outside, in all of the erotic sculptures the eye is pointing upwards toward God.

So in our newspaper we take people from the gross to the subtle. This is why we have the Speaking Tree and Inner Voice as spiritual columns in the centre of our newspaper. We have also started a Goodwill column on the second page that reports all of the good things that are happening in society. People are born pure, then they travel to impurity because of our society and its education. Now, in our organisation we are trying to get them back to the purity they were at birth.

Merchant, Nilofer – USA

“President and founder of Rubicon Consultants, a marketing consulting firm in the USA”

Spiritual Theme

“Living authentically” speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn’t get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be “a wellspring of nourishment”.

Purpose of Business

Business can be a great instrument for giving us opportunities to learn and apply ourselves in new ways. For me, the overall purpose of business includes:

1. Contributing productively to the greater community, which includes the local, state, national, and international sphere
2. Serving others (i.e. to be of service to one another)
3. Using the skills and gifts God has given us all
4. Learning and growing into a more conscious person so that we might fully be alive.

The purpose of my business is the same as all of this.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Purpose of Business

My definition of an organisation that is operating within a spiritual approach is very simple: it is to relentlessly pursue the creation of value by ethical means. Pursuit of value is very important to

me. There are four stakeholders in an organisation: shareholders, customers, employees and society. All of these are equally important. So we need to make sure there is value creation and deliverance for each one of these stakeholders, in an ethical manner. This is my definition of an organisation that is adopting spiritual means to grow itself.

Narayana, G. – India

“Chairman Emeritus for Excel Industries, Ltd. in India”

Spiritual Theme

My spiritual theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

Purpose of Business

The purpose of business is to add value and happiness. I asked top management this question: “Why are you making chemicals?” They said, “So we can sell them and make profits.” So I asked, “Why do you want to make profits?” They replied, “So that we can pay our suppliers and take care of our people.” I continued: “If you take care of your people, what happens?” They said, “Then they will be happy.”

Therefore, happiness of all stakeholders is the ultimate purpose: add value to humanity, add value to human values, add value to value. For a light to be there, it requires a wick. For this wick to light, it requires oil. To contain this oil and this wick it requires a pot. This material is required for the light; this material is business. We continually seek to make a better pot, better oil, and better wick so that the light can be there.

So business is to make excellence and make people happily conscious. Ultimately, business must become value added – oriented to value and people’s happiness. It must bring about consciousness of these things.

I have decided to retire in the year 2004 from Excel as an executive and after that I will spread light wherever I go. I am already doing this, but I wish to reach more companies. It is our responsibility to take our lamps and light other lamps. My goal is to transform the movement of ethics in India and abroad through the field of education.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Purpose of Business

There is nothing wrong with making money; what really matters is how you use it. I see the role of companies as making money. They have to do this because they have to look after their employees. And they have to give some return to their owners. But there are a number of things that companies can do within this framework, such as to help their employees to empower themselves and to give them a stable quality of life. But also a company can be a good citizen within society. I think the long-term winners in a corporate environment will be companies that do take on some broader stakeholder-value orientation, rather than just being a profit oriented company. So it is also in the interest of the company to have an expanded concept of purpose and success even though it may mean taking some harder decisions regarding profits.

One of the difficulties associated with such broader concepts of purpose, responsibility, and success, is that such a company might have a certain number of senior managers who are trusted and who have been with the company a long time. The company's future rests with their vision and their track record. And if they leave, then the company has very little left, unless they have been there so long that their visions and values pervade through the company. One of the problems with lots of companies today is that CEO's change very quickly and so visions and values can change very quickly and this leads to lack of stability. And it is difficult to find managers who are willing to stay and are willing to pin their flag to the mast and stay with the company, to drive this kind of change through for a long period of time. Of course, fortunately there are many CEO's like this.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Purpose of Business

There are certain measures in a corporation that cannot be evaluated in a month, in half a year, or even in a year. 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.

Ploix, Hélène – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: "To contribute to society". And to try to be attentive to others and have a better understanding of them.

Purpose of Business

From my spiritual point of view, I think the purpose of business is to create wealth to the company and to create wealth for a larger number of people without harming the others. This should not be done just for yourself or for a few others, such as managers or owners. I think that the purpose of my own organisation and for business in general is creating wealth for the largest number of people, to contribute. I feel it is also important to contribute to work environments where there are people who might be less clever, people who have less education. It is very good to be aware that you have to work with them and have a duty to help them develop.

Two or three years ago I convinced one of my English friends, Jonathan Charkham, to write a book on corporate governance in five countries, the USA, UK, Germany, Japan, and France, where I wrote the chapter on France. Somewhere he wrote, "*The purpose of a company is to provide ethically and profitably the goods and services people want or need,*" and he put it in the front of the book, *Keeping Better Company*. I think that is a wonderful definition.

Raghavan, N. S. – India

"Founding Director and former Joint Managing Director of Infosys in India"

Spiritual Theme

"Love and trust" automatically came to my mind as my theme.

Purpose of Business

I agree with Peter Drucker, one of the foremost management gurus in the world, who once said that the purpose of business is social. Every business is really a social organisation, which has to ensure that it does create wealth so that it can be shared with others.

I also subscribe to what is called "high-sociable" organisations. In these types of organisations, employees tend to do a lot of things to help their colleagues; they are not just looking out for themselves. They interact closely with their colleagues as if they belong to the same family, which creates an environment of trustful relationship and community spirit.

I believe that it is the responsibility of the company to make sure that employees continuously develop their skills, that they are happy and feel recognised and rewarded, and that they are doing something that is worthwhile and useful. I think that shareholders are only one of the stakeholders in an organisation and that the employees actually put in a lot more than even the capital that the shareholders have put in. Also, I think it is important to help the employees create their own wealth so that they can help others who are not in a position to help themselves, and as a result the community as a whole benefits.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Purpose of Business

The purpose of business is to optimise and create value, which should then be shared between the different stakeholders. The business should also provide a service or a commodity to the people to satisfy any of their basic or higher hierarchical needs.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

“Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India”

Spiritual Theme

“Seeing God in everyone”

Purpose of Business

We are moving into a time when a phenomenal transition is taking place in the mission statements of many companies, where they are saying that people are important. Hundreds and hundreds of years ago, Kautilya⁴ said, “In the happiness of the subjects lies the King’s happiness; in their welfare his welfare. He shall not consider as good only that which pleases him, but treat as beneficial to him whatever pleases his subjects.” These are the words that, couched differently, adorn the corporate corridors of today in the form of vision and mission statements.

There are unfortunately some organisations that are adopting these mission statements just because they are the popular thing to do. Then if they get into financial difficulty or restructure their business, they are the first to hand out pink slips and let people go. But there are also organisations that have adopted these types of mission statements who are really trying to live by them. In hard times, they are keeping their people and are trying to work through the tough times.

Sinclair, James E. – USA

“Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania”

⁴ Kautilya’s Arthashastra is the oldest book on management available to the world. It was written by Kautilya in 300 BC. When literally translated it means ‘Scripture of Wealth’. The main focus of the book is on creation and management of wealth. Kautilya is considered a remarkable Indian teacher, guide and philosopher.

Spiritual Theme

My theme for spirituality would be “Live it.”

Purpose of Business

Making money is not the driving rationale for my being in business. That is the popular misunderstanding. Business is yoga, which is to be practised always with a realisation of the silence upon which all apparent action is based. In this yoga of business you have the opportunity to bring the silence out of closed eyes into the open eyes of daily activity. In this yoga we serve. Success or failure is not our focus. Our focus is to serve. Therefore the business of business and the business of life are one.

The reason for living and working is to act and the reason to act is to seek excellence. To seek excellence is a laudable motivation, but excellence not just in earnings, not just in life, but excellence in everything that you do. If you are going to paint the house, paint it well. If you are going to wash the car, make it clean. If you are going to run a business, then run it well. The ends will take care of themselves.

My spiritual teacher teaches how one should run his or her life. He does not distinguish, nor do I, between the business of business and the business of life. Therefore where is the contradiction between business and life? It only exists between the person who thinks he/she can deal in the black market, make payoffs, lie and cheat, then do prayer and religious ceremonies and be a good parent and devotee of God. There is the contradiction, which stems from ignorance.

Vrethammar, Magnus – Sweden

“Former President for Europe of Pergo Flooring in the UK”

“President of an executive coaching and business development firm Creability AB in Sweden”

Spiritual Theme

Spirituality is an opening process. And then the question is, “What are you opening up to?” I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is “opening up to love.”

Purpose of Business

We must understand that what we are seeing in business today is a house-holding operation, where the principle is that someone invests money and wants more back. So you have to change the way that we look at the world of business if you want to say there is another purpose. As long as there is this mind-set, then the purpose of business is house-holding – it is to make money.

At this point, I think it is fruitful to see business as a house-holding operation. The reason why I don't want to go beyond the house-holding is that I don't want to define the potential of business success as other than or more than good house-holding. Therefore spirituality at work cannot become more important, because then there is something else you are trying to do other than house-holding. Neither should we make house-holding more important than spirituality, but we

should remember that it will never be less important, at least not in the current paradigm of business.

The new paradigm of business will include a new definition of man and will be more than simply an economic paradigm.

Webb, Janiece – USA

“Former Senior Vice President with Motorola Corporation in the USA”

Spiritual Theme

I think my spiritual theme would be “God in everyone.”

Purpose of Business

I believe that a corporation has a soul and what that means to me is that yes, you do perform in a capitalistic model, but you do it with integrity, with absolute deep respect for people – not hollow words, but really treating them with dignity. You walk your talk.

A company that has soul has compassion. It doesn't mean they can't be tough and it doesn't mean they can't strive for big goals. You can be competitive with compassion, but if you are competitive without compassion, you will lose your soul.

Leaders who are sincerely compassionate hurt if they have to downsize. People know the truth and they know when you are sincere.

If the company has leaders that use hollow words and are not sincerely soulful and compassionate, people know. Unfortunately what happens over time is that people begin to emulate this type of leadership, and before you know it the soulful-ness of the company leaves.

Welling, S. K. – India

“Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India”

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Purpose of Business

I think the ultimate game of business is that we should have happiness for all stakeholders of the business: employees, customers, suppliers, and shareholders. We should spread happiness to everyone. Each one feels happy according to the way he looks at things. A shareholder looks at getting a dividend. He feels happy. That is his very narrow hole through which he looks at things. Employees are happy when they get some bonuses; they look from that point of view. A supplier is happy when he is getting a better price from the company or getting payment on time. So each

one has that one very, very narrow circle around them, which gives them happiness. The totality of all this happiness is what business is.

To me the happiness I am talking about is the faith and commitment you have to achieve something together. So many leaders try to get the work done by terrorizing people, by shouting at them and by putting fear into them. I am just the opposite of this; my style is to care for people in a warm way, I do not care to hurt anyone. As a result, often people will work very hard for me; they will even happily stay and work late.



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION IV

Importance and Priority of Financial and Productivity Goals

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their views about the importance and priority of financial and productivity goals, based on their spiritual view of life.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Importance and Priority of Financial and Productivity Goals

Even though we are a development bank, we follow commercial objectives and work towards financial and productivity goals and a healthy bottom line. Plantersbank is the 7th most profitable private domestic bank in the country in terms of ROE. In terms of total resources, it is the 21st largest bank in the country today, out of 41 universal and commercial banks, about 100 thrift banks, 5 development banks, and about 800 rural banks. So although we are larger than half of the commercial banks, we have resisted converting our license to such because we are committed to our market and our developmental mission of helping small and medium-sized businesses grow. The impact that we have made to the lives of the many small businessmen we have dealt with in the process of doing business has inspired us to continue to deal with this sector.

We are the only development bank that is partly owned by multi-laterals such as International Finance Corporation (IFC) of the World Bank, the Asian Development Bank (ADB), and the Netherlands Development Finance Company (FMO), a Dutch development bank. Altogether, they make up 40% of Plantersbank. They invested in our bank because they saw our developmental impact and how we are serving as a catalyst for economic growth because of our work with the small and medium enterprises (SMEs).

It was only in the last 3 to 5 years that the world has recognised the role of SMEs in achieving real and sustainable development. Multi-lateral banks are changing their strategies that usually involve large infrastructure projects – assuming a trickle-down effect that would help alleviate poverty – and are now finding ways to ignite economic development from the bottom up by empowering the SMEs.

We are indeed blessed that we saw this opportunity in SMEs a long time ago. Intuitively we loved what we were doing and it is now being recognised here in the country and even in the region. I understand that there are very few banks like ours, and so we are being held up as an example, that a bank, a private one at that, can be a catalyst for growth and development. Both our Chairman and I have been asked to speak to national and international audiences of bankers to share our expertise.

Behner, John R. – El Salvador

“Former Country Manager for Nabisco in El Salvador”

Spiritual Theme

“Realising God by serving others.”

Only saying “serving everyone” does not include that, which is the most important to me, which is to realise my oneness with God.

Importance and Priority of Financial and Productivity Goals

In a big company like Nabisco, there is a mindset that the home office should decide which products to sell. But here we were in El Salvador, selling 300 different products while there were only 15 products on the product list that we were supposed to be selling. We were generating a tremendous amount of sales and a tremendous amount of cash flow as well as profit for the company. The margins are small in the food business, but if you turn out ten percent every day, you are making a lot of money at the end of the year, and that’s what we did.

One of the basic philosophies that we tried to present in the company was that if each worker would work hard and well – better than the competition – they would get more, because our company would prosper. The idea of sharing with the employees what is being accomplished through economy, through harder work, through ingenuity and so on, was really very important. I think all of the employees understood this.

Budin, Philip – USA

“CEO of Royaltions, Ltd. in the USA”

Spiritual Theme

For me spirituality is equanimity.

Importance and Priority of Financial and Productivity Goals

The very nature of business is to make a profit. Charitable work is charitable work, while business is by its very definition the making of money, or striving to have it be profitable. So making money and being profitable in the business world is essential. Without it, you will go out of business. Money is just another form of energy and you can use it anyway you choose to use it: for a water project, for a hospital, to put food on your table, or to help other people. One is not more important than the other. Everything has its place.

Whatever service you are providing cannot continue unless you make money. If you are losing money, how can you stay in business unless you have unlimited pockets to cover the loss? If you are going to provide a service, good or bad, in order to stay in business and do whatever you are doing, you have to be profitable.

Ethics is an individual choice and preference. Like anything else, there is good and bad and right and wrong with all issues, as long as you are dealing in a world of right and wrong. If you look at selling gasoline, in one way it is good because it helps people get where they need to go. On the other hand it is polluting the environment. You have to deal with what is, and do what is appropriate to you as an individual. I decide that for myself by what feels good to me. It is a judgment of the heart and mind combined; it is a part of who and what I am.

Even the companies who screen stocks using social responsibility criteria are in it to make money; that’s their bottom line. They’re not doing it as a social service – they are doing it to get paid and make money. I can’t judge whether it is authentic or not. I just know they are not giving

away their services and that they are getting paid very handsomely for it. They have found a niche that will allow them to bring money in so they can do what they want in whatever fields they want.

Canada, Francisco Roberto – Argentina

“Director and Partner of Errepar S.A., a major publishing firm in Argentina”

Spiritual Theme

Loving God.

Importance and Priority of Financial and Productivity Goals

In our company, we understand that it is more important to focus on making a perfect product, than on financial results. God made the world a wonderful product; we must do the same.

Three years ago, we acquired a company that produces and sells agricultural goods. This we did to make a good investment in harmony with our spiritual views. We wanted to focus on organic products because they are healthier. But this has not been easy and has led to many economic problems. So we decided to move from a purely organic production to what we call a defensible agriculture. We are trying to find the balancing point. This is important in business and in spiritual life. It is the middle way that Buddha speaks of.

Chand, Amber – USA

“Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world”

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a “God-being tapestry.”

Importance and Priority of Financial and Productivity Goals

I think that this is a matter of balance. I think it is important for business leaders to really understand what it means to be financially viable. But the attitude of greed and excess has really undermined most businesses. Here at Eziba, we know that a larger company could buy us or that we could go public and sell our stock on the stock exchange, but the question to us is, “How large do we really want to get?” I think that sometimes the idea of becoming a multi-billion dollar company is so tantalising that people forget what that really means in the lives of the employees. I think that finances must be discussed in this larger context.

Because I am not a financial wizard I do have the capability to listen and observe in a different way. I would love to find a way to create the language to talk about finances in this larger context of how it contributes to the well-being of our people, our community and our society.

To me being productive means that you are producing something for someone else. So yes, everyone must work very hard in order to be productive so the company can be profitable. But there has to be a sense of ownership.

I like to use the word 'creativity' instead of 'productivity.' I think that creativity begins to allow us to look at all of this differently. I feel that creativity allows each individual to feel a sense of meaning and connection to the deeper part of their lives. I have found that the more employees are encouraged to be creative, the more it gives them both a sense of ownership and a feeling that they are contributing to the company. This also gives them a feeling that they are a part of the abundance that is being created.

Chattopadhyay, A. K. – India

“Former Senior Vice President of ACC Limited Refractories Division in India”

“Executive Director of Tata Refractories, Ltd. in India”

Spiritual Theme

My spiritual theme is a combination of the four goals found in my spiritual view of life:

- To align oneself with a super power
- To find out the reasons within oneself
- To have faith in others
- To have a caring nature

Importance and Priority of Financial and Productivity Goals

If you have a sound policy based on caring for people, not harming anyone or anything, and a sound business strategy, then the financial success will come automatically.

Every time something happens, whether a material fails or does not perform up to standard, people tend to look to the external environment for the cause. Marketing tries to put the blame on production, production tries to put the blame on R&D and it is a vicious cycle. Whereas if all of us were to look within ourselves we would more likely find the answer about what went wrong.

We used to emit a lot of dust from our chimneys at the plant. Then the pollution control board came to us and told us that this was very bad, and that if we didn't do something about it they would shut down our plant. We found that if we put up an electrostatic filter it would be a large expenditure. The immediate reaction by many people was that we could not spend that much money. But then we did more research and had the dust chemically analysed. We found that the dust could be collected and put back into the operation. So we re-looked at the costs in light of this and showed everyone that within one and a half years we could recover the initial costs.

You see the initial reaction that people had come from was their outward reaction to spending the money. But when we went inside and looked for solutions that would not cause harm, we came out with this idea to analyse the material and see if there was something we could do with it.

For me, happy people produce happy results. So productivity is a matter related to people and working toward the happiness of the people. This means that the worker comes, he has a clean environment and he has good equipment. This is based on the premise that cleanliness is Godliness. If the machines are working properly, then we can entrust that man to run the machine

in a productive way. Even in my own office, I like to have my files well organised and I ask my assistants to do the same.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you’ll ever do is still ahead of you.

Another such spiritual theme for me would be: “Educate and obey your conscience.” Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Importance and Priority of Financial and Productivity Goals

Organisations tend to think more in terms of secondary success, in terms of finances, price-earnings ratios, shareholder value and things like that. It is a fine thing to have both primary and secondary success, because if you don’t have an economic engine you just can’t keep your growth going. But organisations are not sustainable without primary success – without contributing to others, without moral authority. And this certainly applies in particular to their leaders.

Good organisations have integrity and are known for it with their suppliers, with their customers and with their own people. They consciously attempt to live the principles they preach. Almost all organisations have beautiful mission statements, but most of them are PR-statements. They have not been integrated into the organisation. Such organisations rationalise unethical behaviour in the name of, “the end justifies the means”, where really “end” and “means” are inseparable, the ends pre-exist in the means.

Cruz, Alvaro – Colombia

“Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia”
“CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda.”

Spiritual Theme

Love and respect others.

Importance and Priority of Financial and Productivity Goals

I find financial goals secondary to the main goals of happiness and service. If in order to obtain good profits, I have to go beyond my principles or the rights of my workers, I don’t do it.

Cuneo, Federico – Peru

“Senior Partner with Ernst & Young in Peru”

“Chair of Peru 2021, an NGO comprised of business executives working on sustainable development and corporate social responsibility for the country”

Spiritual Theme

Unity with the rest of the world, love, eternal life and light – those would be words I would use as a theme.

Importance and Priority of Financial and Productivity Goals

I think that the financial indicators and the profitability and efficiency indicators that you set in the company are exercises and are benchmarks that you establish for the company. They are just indicators that you must comply with, but they are not the sole indicators you must have.

I was thinking the other day that I wished the market would value other indicators that cannot be transformed into dividends, like how much you respect the employees and the social and environmental aspects of your business. To me the values are what really count. Even if a company has 400% a year growth, if they treat the people like slaves who are working for them, I would not invest in it. I still see that there is a major divorce between skills and values. This is something we have to merge.

Daugherty, Thomas – USA

“Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA”

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God’s love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

Importance and Priority of Financial and Productivity Goals

One of the things I like to share with other executives is: *Every figure we see on our financials has behind it another human being who had the misfortune of needing our services. We literally have no funds to operate with unless someone is sick, injured, suffering or dying.* I hope we can come to this kind of merger between Spirit and the world. To me this in no way diminishes the importance of taking a hard look at the numbers. However spirituality enriches the process and gives it a deeper meaning.

Delbecq, André, D.B.A. – USA

“Former Dean of the Santa Clara University School of Business in the USA”

“Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA”

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don't do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Importance and Priority of Financial and Productivity Goals

Football is a sport involving physical contact. If you abhor physical contact it is not a sport you should engage in. Business is a discipline that requires efficiency and effectiveness, resulting in a measure of profitability. If you abhor financial accountability, then business is not an appropriate calling. Having said this, financial and productivity concerns are disciplines, but not the core purpose. For me the core purpose of business is service to human kind by providing compelling products or services that meet important and real needs.

Govindan, Rajan – USA

“Former Senior Managing Director with Bankers Trust in the USA”

“Chief Operating Officer of Bear Stearns Asset Management in the USA”

Spiritual Theme

To me this would be “happiness and contentment” and “to act with right conduct.”

Importance and Priority of Financial and Productivity Goals

I think that when it comes to determining how well a job you have done, you must ask yourself, “Did I do the best I could?” The only person who really knows whether I did a good job or not is me. I don’t think the productivity measures really tell you this. For me the question would be, “Did I do everything as best as I could?”

For me, I must do the very best that I can in my work, even if the intensity causes my blood pressure to go up, and leave the results to God. If at the end of the day I did something that I regretted, then good – tomorrow I can improve. I think this is all a personal measure and only I can know the quality of my efforts.

After having said all of that, I still have to say that productivity and financial goals are very important for me as a leader. If I am entrusted with running a business or a unit, and the objective of the unit is to produce a product with a certain profit margin and create a market share, I must do that. These are all productivity measures and they are an important part of society that we have to deal with. Personally though, I do not judge whether I feel good or bad based on these measures. I judge whether I feel good or bad based on whether I did the best I could or not.

Also, we must not get obsessed with these external measures and start to do things that would be illegal or immoral. I have to admit it is very difficult in business when you do not meet the financial goals because there is a lot of pressure from those you report to. If there are bonuses involved, everyone is affected, and their salaries will be affected. Yes, I can say that I know I did my best and I am happy, but then the people who work for me may not be happy and that happens too. This is the hard part of our work in the current organisational structures we have today.

Yes, companies were created to make profits, so you must do your duty as a manager to make a profit for the company, but you don’t have to cheat the customers or the employees or the competitors. But I don’t think the corporation’s job is to be a public welfare agency either. If all companies became a welfare agency there would be no industry. Everything has a role and purpose, so you should make profits, but there’s no need to cheat.

I also think that everyone should benefit from a company’s profit and should get a fair share, not just the shareholders. So the employees must get a fair share of the profits and everyone must benefit.

Also, at Bankers Trust I found it very easy to make the operations more efficient. It was quite natural for me to see things that weren’t working well and to improve them. However, today I’m not sure I would take the same approach because now I have much more of a concern about the people than I did back then.

I believe you have to look out for the welfare of the company, it must run efficiently and it must be profitable. I think that each cog in the wheel has to be strong otherwise the gear will break. So you must initiate change that will improve the people and then if there are those who are not willing to change, you may have to replace them. If we have all done our best job to help them change, then that is all you can do. In light of this, I do not think that companies should be successful at the cost of people, but a company with incompetent people will eventually fail and cost many more jobs.

Jensen, Niels Due – Denmark

“Group Chairman for Grundfos Management A/S in Denmark”

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Importance and Priority of Financial and Productivity Goals

Purely achieving high financial goals and productivity goals is not a definite target for Grundfos, but of course we need certain financial results in order to continue a successful business and in order to grow our business. It is more important for us to focus on the growth and development of our business instead of just optimising financial results. This comes out of the bylaws of the primary owner, The Poul Due Jensen Foundation, that we should not focus only on achieving high profits and financial goals. The members of the board clearly agree with these basic principles of the Foundation; if they did not, they would never have been invited to come onto the board.

Kanu, Victor-Krishna – Zambia

“Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden”
“Director of The African Institute of Sathya Sai Education in Zambia”

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Importance and Priority of Financial and Productivity Goals

We get our funding through faith in Sathya Sai Baba. Funding has been coming in piecemeal. We charge a very small grade admission fee, because Sai Baba says we should charge a little to secure commitment - let it not be completely free. The income from these fees is so small that it cannot possibly cover the running costs of the institution, but people have been generous. Sometimes on the last day of the month a check arrives. This brings smiles to our faces, and then we are able to pay our bills. This has been going on for 11-12 years. But last year, through Sai Baba's grace, a family sent a fixed deposit, a large sum of money. The interest is used to cover roughly 75 percent of all the costs; it came after many years of uncertainty and long patience. But we loved that uncertainty. We knew all along that these were tests. Although money was coming in piecemeal, and we never knew whether we would be able to exist the next month, we never bothered. We had faith.

Kolind, Lars – Denmark

“Former CEO of Oticon in Denmark, one of the world's premier suppliers of products for the hearing impaired”

“Chairman of Grundfos in Denmark”

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Importance and Priority of Financial and Productivity Goals

When I look back on decisions I made as to products and factory production processes at Oticon, I can see that I have a much stronger interest in non-financial issues and I am happy that they turned out to make a lot of financial sense. But it didn't stop there.

The key thought I have is that the motivation for what we do is beyond the bottom line, and I think Grundfos exemplifies this very, very well. 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. I believe that almost all employees honestly feel that this company is not only in business to make money; we are in business to make a difference. If you look at Grundfos, that is an essential part of their success. This was also true with Oticon. The staff felt that we were doing something that was more important than making money.

I know what I want to do, but I cannot always express why. That can be a problem when you have the board and all of the financial guys, because it is hard for them to accept things just based on knowing it is the right decision. They are so used to focusing on rational arguments based on short-term economic results.

In business, if you dare speak about values, then most people perceive you as a guy who makes decisions that make no sense from a financial point of view and who is really not a good businessman; you are considered a preacher and not a businessman. I just hate this. I have asked people to cut this out. I show them what I have been doing and all of the money I have made, I can't be wrong always.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Importance and Priority of Financial and Productivity Goals

Some of the biggest disagreements I have had in the last 27 years were with some of my very senior managers, especially the financial ones. They tend to be very cold about what needs to be done, basing their recommendations only on the numbers. Financial goals to me are an outcome, not a goal. Yes, they are certainly important and if you do run out of money, then your company cannot survive. It is the greatest act of irresponsibility by a businessman to endanger an enterprise financially. Yet ultimately the financial aspect is only a part of the true reason for a business to exist.

Maitra, Ashoke – India

“Former Director of Human Resources for the Times of India”

“Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India”

Spiritual Theme

I think my spiritual theme is “Manifestation of latent Divinity.”

Importance and Priority of Financial and Productivity Goals

I am conducting these workshops in order to increase human productivity, which for me means increasing human excellence. While I do have to promise the owner of the Times Group that this program will increase productivity and performance, resulting in profitability, that is not the focus of my goal. That is a by-product; it is going to happen in any case. My goal for each individual is that they manifest their latent Divinity and become happier. I know that when an individual is happier and more joyful, his/her productivity is bound to go up.

To my mind, if the spiritual methods can increase productivity and performance of the organisation, and of the individual himself, what is wrong with it? If it creates profitability, then ultimately the profits will be shared with the employee, he will not run away from the company. I do not see any dissonance between a company wanting to be profitable through spirituality.

To my mind, a human being wants to be active and our employees want to be active in business. People need a purpose on a day-to-day basis and they need an ultimate purpose in life. A business house fulfils a very important need for the human being to live an active life; it provides a job, a prestige, and a status in society. If this business house also helps them to realise their true worth and a new self-concept, then I think it is doing a lot of good for them. As we help each employee realise their own potential, then their productivity goes up and they themselves get the benefit.

The Marketing Director told me, “All of the people who have gone through your program are looking much happier and are working much better. I do not know what you have done, but I want you to do it for the rest of my people. I have not seen this kind of effectiveness in improving sales in any other program.”

I felt happy that the Marketing Director came and told me that his motivation for my program is to increase sales, because I also know that he realises that these spiritual methods will improve the human being. I will not turn him away because of his primary motivation to increase sales. I will deliver my program, which is focused on improving the human being, and in turn his sales will naturally increase.

People will come to me for hundreds of reasons, which are fundamental and important to them. My goal is to help them and to be an instrument in their process of seeing wisdom. I will try to help them gain insight by the processes I make them go through, by agreeing with their motivations and not disagreeing with them. To me, spirituality is all about alignment and agreement. To me one yogi or seer is not right and the other wrong. To me, all paths lead to one. Both are right. I don't honestly see any difference between business performance, business growth, organisation growth, human excellence, and spirituality. I think each one can help the other.

I fundamentally believe that spiritual methods lead to an increase in individual capacity and individual excellence. So I ask, “If my spiritual methods are increasing productivity, if it is improving human performance, if people are feeling happy, if the owner of the Times Group is feeling happy, and it is making more profit, what is wrong with it?”

Merchant, Nilofer – USA

“President and founder of Rubicon Consultants, a marketing consulting firm in the USA”

Spiritual Theme

“Living authentically” speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn’t get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be “a wellspring of nourishment”.

Importance and Priority of Financial and Productivity Goals

Before I began my spiritual path, I used to think that work was all about productivity. I once learned this triangle diagram that showed how all of life could be plotted on three points: people, process or results. Since I was a highly results oriented person, I would sometimes sacrifice the people or the process in order to get the results. As long as we got the results, then somehow that justified the process.

But today if I were to draw that same triangle, I would place God at the centre and look to Him to help me to see where we need to balance those three areas so we can get where we want to go. Today, I look at this from much more of a holistic perspective, and balance is very important.

Some recent thinking I have had with respect to financial goals is that if I am using my gifts well, then I do not need to worry about where the money will come from. I am at the point in my business where I have managed my money well and I do not have to make decisions based on money. I used to think about this differently; I used to think that money was very important and that I needed a lot of material things. Now I focus on using my gifts and that continues to open me up to an even greater awareness of what my gifts are.

I feel it is important for me to be a good steward of the finances of my organisation. I make a conscious effort to have my spending follow where my values are. I give 10% of the profits away to good causes, I save, and I spend less than I earn.

Unfortunately, I think that most of my clients still set a high priority on their financial goals and once a project looks like it could be financially successful, then they commit to it. And I see them struggling with this perspective because they know that at some level this isn’t really the right prioritisation.

I have one client who has gotten over-extended in her personal expenses and now this has become a real source of anxiety for her. She is a managing director and her annual review is

approaching. Because of her financial difficulties she is totally focused on trying to get the highest rating so that she can get a larger increase in her salary. She is completely attached to this goal for this reason.

I really feel compassion for her because I can see the spiritual implications of the choices she is making. All of her decisions are based on getting this number one rating, not on what is best for her or her team. I can see how she is holding herself captive and she is not free to follow God's Will. She has really enslaved herself as a result of this. I am really praying for her in all of this. The next time we are in the proper setting, I will share this with her and try to help her see the source of her anxieties. I believe that one of my gifts is to help others be good stewards.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Importance and Priority of Financial and Productivity Goals

I think that peace and joy are a form of wealth that businesses can create. So there are people who may not have lots of money, but yet they are very wealthy because they are joyous and peaceful. So something that is fundamental to me spiritually is creating that wealth of joy and being balanced. And I believe this can be done at the organisational level as well.

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.

To me, financial goals and productivity goals are not separate; they are linked. If you are more productive, your financial results will be better and vice versa. Things like productivity measures are drivers, they are not the results within themselves. So I see productivity goals feeding into financial goals.

But one thing I feel we need to realise is that we are in business to make money, there is no doubt about it. Businesses are not charity, so we need to generate wealth for the shareholders and we need to generate wealth for those who are contributing to the growth of the business, customers and employees alike. Financial results are definitely important, because we have created a business to generate wealth. What is most important, however, is that we generate wealth through ethical means. I have no conflict in my own mind that an organisation must create wealth in order to be successful.

Narayana, G. – India

“Chairman Emeritus for Excel Industries, Ltd. in India”

Spiritual Theme

My spiritual theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

Importance and Priority of Financial and Productivity Goals

Management by objectives says “go for the fruit, reach the maximum return.” However, the *Gita* says, “Don’t go for the fruit.” I say there is no conflict between the two. If you worry about the fruits, then you have your attention on the scoreboard and not the ball. If you concentrate on the ball, the scoreboard will happen automatically. If you are looking at the scoreboard, you will lose the ball. The karma-yoga in the *Gita* says, “If you do good work, you will get the returns, so do not worry about them.” If you go for the returns, the work will not get done.

Nevertheless, you must go for results on behalf of the greater whole – for the company, for the family, for the group. The *Gita* says you work for objective results and do not worry about what “I” will get individually. You must do excellent work and not worry about your individual return.

So maximise the objective returns, the results, for others – for the well being of the society, which is God. Actually, God takes the shape of this world. If you serve the world, you serve God. See God at the physical level; see God in every moment. Every element is pure Divinity because God is everywhere.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Importance and Priority of Financial and Productivity Goals

I think that financial goals are important, but they are not as important for the organization as generating stakeholder value. Financial goals are also important, because they enable a company to be strong enough to choose its own path. But this should not be continually chosen over and above other goals that could be used to generate sustained value within the company and amongst the stakeholders. So I see financial goals as a tool, as a benchmark, rather than an end in itself.

I do think that spiritually oriented or spiritually driven leaders probably deliver the best stakeholder value. At the same time, I recognise there may be leaders who are not at all spiritual, but because they have a narrow focus on black or red numbers, they can then guide a company to be even more financially successful because they don’t think too much about the many other characteristics and responsibilities of a company. I do recognise that that does have its benefits.

They might make decisions for the company more effectively because they only look at revenue and profits and say we need to do this and we need to do that. They do it without as much thinking because they guide the company with very clear goals and the company as a whole performs financially a little bit better.

I think that productivity goals are much more tangible than financial goals because they do affect a number of things within the company. They affect company development and growth – whether it becomes better at what it does. They affect knowledge transfer within the company, and how people are developing their skills. Productivity goals can be used to focus people on thinking about their work, trying to improve their work, and doing things in a better way. So, they are a way of stimulating and also rewarding personal and professional development. Although when people talk about productivity goals, they often relate these to a financial benefit in the end, I actually see them in a slightly different way. I see them as being important in themselves and not just as a means to yield financial results.

I think that stock options do work in some ways, although the negative examples we hear of as to how they affect behaviour is a reflection on the kind of leaders that we have today. They can actually work as good motivators in some circumstances. For example, there was a CEO we tried to hire when we were attempting to raise US\$60 million and we were willing to give him up to US\$10 million dollars out of the US\$60 million in order to get the company up and running in the way we wanted it to be run. And because it was such a large incentive, we felt sure that he would achieve those goals.

I think that in a start-up organisation, providing you chose the right CEO, this is a good way to motivate him or her. However, for larger companies I think there is a danger of motivating senior staff in this way because there is a conflict of interest between stakeholder value and personal value. There are a lot of ways that they can pretend to achieve stakeholder value without actually adding value to the company. At the end, they walk away with the share options. In particular I think this applies to things like cost cutting, which could make a company appear to be superficially profitable. It might be the mood of the stock market at the time, whereas in reality, the company should perhaps be investing in future growth and be willing to take a hit on short-term profit. So stock options might not motivate CEO's to make the right decisions.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Importance and Priority of Financial and Productivity Goals

I personally think you must achieve financial goals for one reason: in the achievement of these goals it gives added financial value to the company. This added value is the only thing that can guarantee the survival of the families working for the company; no other value of the company can provide this sustenance. So we cannot be naïve and downplay the role of financial goals. They are important and absolutely necessary.

A company has to create profit because the main part of that profit is going to our employees and their families; it is not going to the shareholders. Between 70% to 80% is going directly to the

families of the employees. Thus as part of our social obligation, if we really want to contribute to putting order within the family, we must make sure that our employees' families have the means to get proper food everyday, to sleep in a comfortable place, and to be trained and educated.

Ploix, Hélène – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: “To contribute to society”. And to try to be attentive to others and have a better understanding of them.

Importance and Priority of Financial and Productivity Goals

In the type of business we are in, most of our colleagues consider success to be continually growing and growing and growing; so they start with a fund of 15 million Euros, and the next fund is 150 million Euros and the third fund is 500 million Euros and the fourth fund is one billion 500 million Euros, and so on. I think that in the market we are good at, the market we are aiming at, we have to think differently. Our first fund was 92 million Euros, this fund is 125 million Euros, and the next fund cannot be more than 200 million Euros, with maybe even part of it invested in other countries.

I am not going to say that we are going to raise 300 or 500 million Euros. There are good reasons for this. It wouldn't be good for our investors, the market would not permit it, we would have to grow much faster in terms of hiring people, and I am not sure that we would be able to really have them develop well or we would make mistakes in the selection of people. Maybe again I am too modest, but I am honest with respect to our investors. We have to respond to what our investors ask us to do. The investors are also investing in me. This is why I have to be the first one in fund-raising although it is very tiring and painful. For me, based on what we know and what we are good at, I think this kind of strategy is the best. Otherwise we would totally change our size, focus, culture and identity.

Did I ever have to fire somebody? When I was Deputy CEO at Caisse des Dépôts, I did. This was not a major challenge to me. The people I fired had not behaved well.

Raghavan, N. S. – India

“Founding Director and former Joint Managing Director of Infosys in India”

Spiritual Theme

“Love and trust” automatically came to my mind as my theme.

Importance and Priority of Financial and Productivity Goals

To me, financial goals are important as long as there's no compromise on the means to achieve them. I will never compromise on this. At Infosys, we did set financial goals and encourage our employees to strive to reach those goals, but we were not willing to do anything unethical or unfair in order to accomplish them. I do feel that financial goals are a part of the whole thing.

There are probably very few organisations like Infosys where even the project managers were aware of the full financial profitability of the projects that they were managing. They were very clear about their costs and whether they were contributing or not to the profit of the company. We were very open and shared all of this information throughout the company. I always felt that we should share financial information with the employees and trust them with this information.

If your employees deliver good services and products to the customer, automatically the financial goals will be achieved. I don't think you should focus on financial goals exclusively; they will happen if you take care of your employees, have good strategies in your sales and marketing, and control your costs.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Importance and Priority of Financial and Productivity Goals

I think that both financial and productivity measures do play an important role in protecting the people and the company. But you must not evaluate your success and failure based on whether you have succeeded in the business trade. But rather on how you tried to reach your ends: have you taken all of the steps necessary to be productive? Have you have taken all of the steps necessary to manage your finances well? Have you avoided waste and reduced costs? If you have done all of this and still the company is not succeeding as a business, that result does not diminish your success.

So our productivity and financial measurements are a way of measuring the quality of our efforts. I think you must definitely measure the effort and whether it is the right effort or not. I feel that it is your duty to give the right effort, so you must look to see if you have done this.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

“Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India”

Spiritual Theme

“Seeing God in everyone”

Importance and Priority of Financial and Productivity Goals

The business has to meet its goals and objectives, which are all naturally supported by the work and experience of the people in the organisation. Yes, we must make a profit; but most importantly, we must ask, "How did we make this profit?" The various perspectives and shared values of the employees, the clients and financial growth processes are all an important part of the "balanced scorecard" process.

I have found that this balanced scorecard approach is actually a tool that I can use to measure the presence and application of spirituality in an organisation. If you were to look behind the work that was done to come up with this concept of a balanced scorecard, you will see a lot of spiritual thought went into the process. The reason is that the balanced scorecard moves away from the usual measures of performance, which are financial in nature, and places an emphasis on the importance of people, customers, processes and shared values.

If you look into the people perspective of the scorecard, you will find that it focuses on subjective measures, even though there are questions that address specific objective activities and measures. One of the most important things people can do is to subject themselves to a 360-degree appraisal. Embodied in all of this is a reflection of how you behave. This is where people can definitely apply the concept of spirituality to evoke their inner consciousness in how they behave and conduct themselves with others.

Even in the client satisfaction survey you can bring spirituality to bear. When you look at the survey you will see that there are a number of intangibles there, such as how our team responded to their needs. When you can focus on improving your scores in this area, you are definitely bringing values to the forefront of the organisation.

We have even added another dimension to our scorecard called 'shared values and cultures.' The quality of the earnings that brings financial growth to the firm is dependent upon the quality of the work that is being done in each of the respective domains. Taking all of this together, the scorecard must balance for the organisation as a whole.

Sinclair, James E. – USA

"Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania"

Spiritual Theme

My theme for spirituality would be "Live it."

Importance and Priority of Financial and Productivity Goals

Spiritual development within an organisation would need to be a statistic defined over a long period of time that positions that corporation within its group definition. It wouldn't be the ups and downs in the moment. But clearly if an organisation was spiritually progressive, then within the group within which it works, it would obviously create for itself an endurance. I wouldn't say it would be the highest producer, but it would be an enduring, viable entity.

Rather than taking a picture in time, what you want to do is identify change over time. In other words, all of our economic statistics and our accomplishment points are given as a picture in time.

GNP (Gross National Product) and EPS (Earnings Per Share) are like this. What I think is: what was the GNP five years ago and what will it be five years from now? I look for change in order to forecast. So what you do is figure out a general measure, which can be any of the standards, and you look for the companies that have been the longest among the top.

If we believe what we believe about spirituality, then the environmental conditions which significantly support the powers of nature should be attractive to the entity. It would be an enduring entity within the category of what it is. It would be an entity in which the greatest growth of spiritual consciousness was taking place. And I believe that over a long period of time, this type of organisation will have contributed the most to its industry and it would be known for that. So it would be more spiritually evolved than a “here today, gone tomorrow” organisation.

You do need to be known, and you do need to have projections of what you wish to do, because somehow that is very much a part of life. Once you've decided all of this, then let it go, because the attraction to that end is what creates the end run. Where the profit is the whole motive for being, the means to making your product doesn't have to be anything more than making sure that it works. But this doesn't make longevity and endurance happen, because you can't make it happen. You will not endure; you will flash in and flash out. So endurance is the key to what you are looking for in the measurements of a company.

Vrethammar, Magnus – Sweden

“Former President for Europe of Pergo Flooring in the UK”

“President of an executive coaching and business development firm Creability AB in Sweden”

Spiritual Theme

Spirituality is an opening process. And then the question is, “What are you opening up to?” I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is “opening up to love.”

Importance and Priority of Financial and Productivity Goals

The overall goal of an economic organisation is to create shareholder value, but there are so many other circumstances that create shareholder value than those reflected in a profit and loss statement. In an organisation, you have your own operations and then there is the larger industry part, which is affecting your financial results and shareholder value over and above your operations. And you also have the economic cycle of that industry, like the general appreciation or depreciation of that industry.

Those other things, which include the technological shifts, the financial structures, and the hyped part of the stock market where the economy is up and down, are often more important for shareholder value than the operations. Operations can only contribute to shareholder value by doing its part, by doing its duty, such as creating customer satisfaction, product innovation and so on. This is where I feel that the house-holding part of the whole exercise is.

As to indicators, if you have productivity indicators that are prior to financial results, then you will always be more financially successful, since you will always have more foresight. If you work with

measures for customer satisfaction, innovation, technical quality, logistics, then all of these things build up to producing the financial results.

I can work on rules, I can work on procedures, I can work on process-orientation, I can work on delegating responsibility, I can work on opening up to stakeholders, I can engage in cross-border activities, I can work with competitors in new ways, I can work with consumers in new ways, I can work with environmental groups in new ways. All of these things I can do. They are very specific operations, and they all can be seen as defining the self-interest of the operation, the house-holding.

Webb, Janiece – USA

“Former Senior Vice President with Motorola Corporation in the USA”

Spiritual Theme

I think my spiritual theme would be “God in everyone.”

Importance and Priority of Financial and Productivity Goals

Financial and productivity goals used to have a huge priority for me. In the past I measured my success on reaching those goals. Today they do not have as much priority for me. I am productive and I do reach for goals – I do perform monetarily because that is expected of me – but I don’t do it at the expense of doing things that are wrong. People have said that I am ethical to a fault and I don’t mind having that title.

As I said before, when I am spiritually fit, the physical, emotional, and intellectual takes care of itself. Right now this company is really in a hole and we have lost our way. Why is that? Because we have lost our soul. We used to believe in soulful things: the people, dignity, respect for our nation. We didn’t live for the shareholders, and as a result the success of the business took care of itself. When we operated in this way people were energised, joyful, excited, intellectual, spirited, and competitive, rather than competitors. They carried us down the field over the line.

In losing this soulful-ness, our people have begun to get dull, spiteful, not caring; they’re inflexible, cynical, contracted, and fearful. I’ve watched us go from being a very spiritual community of people who give back and respect hard work and service – to a group of people with an attitude of arrogance who only want the best talent that can perform to their standards.

Welling, S. K. – India

“Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India”

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Importance and Priority of Financial and Productivity Goals

As far as productivity is concerned, productivity measures are a must in a business. What is the key success factor of productivity? Who does the productivity? The people. And that's where I attend to the roots first. In the first year after I took over, the financial measure of "value added per employee" doubled. They have increased the productivity by three times. In addition, the orders-per-capita has doubled from what it was by the same people.

So I have tackled the root part of it. It is the people who have to be focused on, for everything in an organisation: for productivity, for strategies. You may have the world's best strategies, but they must be implemented with people. The result is your balance sheet and your profit-and-loss statement. If you want your business strategy to succeed, you should address the seed cause or the root cause of success: the people themselves. The results follow by themselves.

In this spirit, we have doubled the profits and doubled the dividends. The roots – the people – have been watered using spirituality. But I don't announce the spirituality. I never use the word spirituality when I talk about it.



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION V

Defining and Measuring Success – for Career and for Organisation

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their views about how they define and measure success for their career and their organisation, based on their spiritual view of life.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Defining and Measuring Success – for Career and for Organisation

I considered myself successful when I reached the presidency, which is more than I ever thought I would be, with my soul and self-respect intact. I haven't 'sold my soul' or made compromises where my principles were concerned. This is where it is a gift to be working with like-minded people.

Through the years, my parameters for defining success have slowly evolved. I believe we are here to do good – to make the world a better place, to become a better person, and to help others have a better life. In the Bible it says that God will ask you what you have done with your talents, so I feel blessed to have been given this opportunity as a leader to help others grow spiritually.

'Success' to me is when the people I work with have become better because of their association with me. I want to give our employees a better life. I hope that I have moved people to become better, to become closer to God, and to be spiritually stronger. I know that this is not by my own strength; it is because of God that I am where I am. The situations I find myself in, and the comfortable and good family life I have, are blessings coming from the One upstairs, the Lord our God.

Financial success is not the 'end all' here in our bank. We do not step on each others' toes to get where we want to be. I don't see in our organisation that kind of wanton ambition that I see in others. I believe success lie in the values we live as an organisation, in living by a certain code where we treat each other and our customers with fairness and caring. Our strength is our people.

Behner, John R. – El Salvador

“Former Country Manager for Nabisco in El Salvador”

Spiritual Theme

“Realising God by serving others.”

Only saying “serving everyone” does not include that, which is the most important to me, which is to realise my oneness with God.

Defining and Measuring Success – for Career and for Organisation

The employees' recognition of my love for Sathya Sai Baba and the principles that he represents was to me a very good indication of success. They all knew of Sai Baba as I was spending a lot of time in India. I had Sai Baba's photo in a couple of strategic places in the company, and on the walls of the factory and offices there were Sai Baba sayings, painted by our sign-painter. I met this sign-painter in a rehabilitation centre where I was doing service. He had gotten lead poisoning

when he was spray-painting furniture in a closed room, and he became paralysed. Little by little he recovered, so I hired him to paint our trucks.

When I left the company, I didn't really realise how much the employees appreciated what I was doing. When I got back from New York after the top management had decided to close the company as a manufacturing plant, a date was fixed for my leaving. Now, we have a Sai Baba centre in our home and a big terrace outside this centre. A few days before my retirement, some workers showed up and started digging holes in the front yard right in front of the terrace. I asked my wife what these guys were doing. She said that some ladies were going to make a fountain. I thought the ladies were from the Sai Baba Centre and that they would put up a fountain to make it look nice. I didn't pay much attention to it, as it was the last days I was at the company and I was very busy.

The night we were going to have the going-away dinner, I came home to get my wife – and here was this fountain, all lit up, with a Sai Baba statue on top of it, and water coming out from under his feet. Such a beautiful thing! I hardly had time to look at it. Then, at the dinner party, the employees told me that this was their gift, their going-away present for the time I had been at the company.

Another indication of success was when we had a good relationship not only with our employees, but also with our clients, and immediately took care of client needs and were on a first name basis with those people. My clients would even call me sometimes when they had a problem, even about things that didn't have anything to do with their business, and they would look for help from me. One would say, "I owe you money", and we would sit down and I would say, "OK, your business has burned down, how long do you need to get back on your feet? Can we give you more products to start selling? Then we will work out a payment schedule over two or three years. We will keep you as a customer, and you will keep your business." We'd do this, and that customer would always be faithful to us. Even if our prices were a little bit higher than the competition, they would buy from us because of the love and the personal relationship.

Budin, Philip – USA

"CEO of Royaltions, Ltd. in the USA"

Spiritual Theme

For me spirituality is equanimity.

Defining and Measuring Success – for Career and for Organisation

Success for me is being peaceful, being filled with equanimity, which means being filled with love and being in the moment. Doing the appropriate things in the moment is also success to me.

I measure success for the organisation by its profit and loss. If you are in business, then the appropriate thing is to succeed, or to do the best that you can at that and the results are in God's hands.

Canada, Francisco Roberto – Argentina

“Director and Partner of Errepar S.A., a major publishing firm in Argentina”

Spiritual Theme

Loving God.

Defining and Measuring Success – for Career and for Organisation

From my spiritual point of view, success goes beyond success on the physical plane. For me, success is being able to live up to the high principles formulated by my spiritual teacher. For example, though being profitable is necessary for our development, success for the companies is not simply success in the traditional financial sense, but is tied to the principle of selfless service. If we are financially successful, then we can provide extra help to a school based on Sathya Sai Baba's principles that we are supporting in Argentina. If we get more, it is possible for us to give more to others.

As to our earnings, our aim is to use 25 percent of our profits for paying taxes, 25 percent for re-investment, 25 percent for us, and to give away 25 percent in donations. Sometimes we achieve our aims, sometimes we don't.

From a professional point of view I am satisfied with my career. From my personal point of view I feel that now it is my duty to go deeper into spirituality. I would also like to get more free time to dedicate to serving others.

Chand, Amber – USA

“Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world”

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a “God-being tapestry.”

Defining and Measuring Success – for Career and for Organisation

To me, in order to be successful I must embrace all three aspects of mind, body and spirit. I see that the three of us who run this company in many ways represent all three of these aspects. To me, our CEO represents the body, my co-founder represents the mind, and I represent the spirit.

As an organisation, there are two ways I feel we should look at success. First, I have communicated to the entire company that I believe our success can only be measured by these three factors: the degree we are profitable; the degree in which we impact people, internally and externally; and the degree that we are stewards for the planet. This is not original, it is the same concept that the Social Venture Network has come out with, the three P's: People, Planet and Profit. This is what they define as the three attributes of a successful company going into the 21st century.

So, this is what I speak about wherever I am in the world, and I believe it completely. Internally, I feel something else in addition. What I constantly remind myself of, and what I ask people in

meetings is to see how we can walk in balance among these three P's. I believe this is how we can navigate through this time when we are working to become profitable.

Second, I feel that in order for the company to succeed, we have to create the space for conversation. To me this is the most connecting, intimate way of creating happy people. If we are going to go out into the world and ask people to look at us as an organisation that cares deeply about the planet, then we have to start in our own home; we must care deeply about our people right here in our own home.

Because a lot of our artisans are women, a lot of our work empowers women to continue their craft traditions, rather than having to abandon their families to go into the city. While most often it is the men who have to leave their families to take up jobs in the city, there are certainly instances when women are expected to do this as well, which fragments the family and impacts the strength of the community. And, many of the artisans are very poor, so if we are successful then these people will also become successful.

Chattopadhyay, A. K. – India

“Former Senior Vice President of ACC Limited Refractories Division in India”
“Executive Director of Tata Refractories, Ltd. in India”

Spiritual Theme

My spiritual theme is a combination of the four goals found in my spiritual view of life:

- To align oneself with a super power
- To find out the reasons within oneself
- To have faith in others
- To have a caring nature

Defining and Measuring Success – for Career and for Organisation

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.

In order for an organisation to be successful, the leaders must care for people, they must have a proper business strategy, and they should continuously think in terms of not doing any harm to the environment or people.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you’ll ever do is still ahead of you.

Another such spiritual theme for me would be: "Educate and obey your conscience." Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Defining and Measuring Success – for Career and for Organisation

There are two kinds of success. Primary success has to do with strength of character and contribution to others. Secondary success has to do with formal authority and with being rich, famous, popular, and positioned. So moral authority, which is the only real basis on which formal authority can ever work over time and be sustainable, is primary success.

Such moral authority is gained via serving and contributing. It's a paradox that power emerges from humility, while if you borrow strength from formal position you lose power and moral authority; the quality of relationships deteriorates since authentic openness and trust cannot develop if formal authority is not co-existent with moral authority.

Those with high moral authority, people who have character, organisational competence, initiative, positive energy, and respect, have been given formal authority as a result of their living their principles and serving others. The leader's strength of character leads those he or she serves, both within and external to the organisation, to create emotional identification with the leader, as well as with the principles and values the leader embraces. Thus, when such a leader uses formal authority, people follow out of commitment, not out of fear.

What I am saying may sound academic. But I truly know this from my personal experience, from my work with business leaders throughout the world. Time and again I have seen that if there isn't moral authority, what I have called primary success, formal authority cannot be sustained.

As an example, just a year ago I was in Nuremberg, Germany, and saw where Hitler had held his youth-conferences. He would have a million Hitler-youth there. He was mesmerising, visionary and disciplined, passionate, but he had no spiritual principles, he was just driven by ego and by evil forces, so he and his regime were not sustainable over time. But the legacy that has been left in Germany is the loss of spiritual faith as well as the loss of faith in the kinds of institutions that they had believed in before World War II. It has been disturbing to see the absence of faith in Germany today, so many years after the end of the war. So when I work with leaders there, I have them stand back and observe what happened to their cultural DNA, how that developed through the power of formal authority based on fear rather than on moral authority – and how that is changing now.

Another example, though one I have not personally witnessed, is provided by Mahatma Gandhi. He changed the world, brought England to its knees, and liberated 370 million Indians, without having any political or administrative position at all. The whole world is different because of him. India, with over a billion people today, is an independent democracy because of him. Yet he was never elected to any position and never had any formal authority. His gradual development of humility, integrity, courage, discipline and vision, were all governed by his conscience, by his inner awareness. He demonstrated that leadership can be an enabling art that empowers individuals, organisations and societies to serve others, which is the fundamental reason that we as individuals and collectivities of individuals exist.

Cruz, Alvaro – Colombia

“Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia”
“CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda.”

Spiritual Theme

Love and respect others.

Defining and Measuring Success – for Career and for Organisation

I feel that through achieving my goals, which are happiness and service, I will be able to know and understand myself better. I would define success as being happy, attaining happiness through what I do, and contributing to the happiness of others. Unquestionably, however, when I pursue business activities, it is certainly also with the object of making a profit.

Sometimes I have given up major contracts or possibilities of business in order to be happy and peaceful. There have been a number of occasions where the government invited bids for different contracts. I studied the situations and found that there would be a lot of potential difficulties connected with it. It might be difficulties in getting the right supplies or doing the work in the right way in a certain area of the city or state, or there might be problems arising from employees, and so I wouldn't go for it. Even though there might have been a lot of money involved, I would avoid giving bids in such situations. It would only have given me a lot of trouble; it wouldn't have made me happy.

Cuneo, Federico – Peru

“Senior Partner with Ernst & Young in Peru”
“Chair of Peru 2021, an NGO comprised of business executives working on sustainable development and corporate social responsibility for the country”

Spiritual Theme

Unity with the rest of the world, love, eternal life and light – those would be words I would use as a theme.

Defining and Measuring Success – for Career and for Organisation

To me business is like a game, I always hope to be more profitable of course, but most of all I want the people to have fun and to feel good about what they are doing. Inside AGP, I think of the company as a whole – as a consolidation of the expectations of everyone who is there – whether those expectations are for the environment they work in, or their salary, or a dividend.

Prior to my spiritual journey, if I lost a deal with a potential customer, I would dislike them. I do not feel like that anymore. I don't feel upset if a deal doesn't close; maybe I will have to try even five more times, but then I will close it on the sixth try. This is where my partner sometimes tells me that I am trusting people too much, that I am too innocent. I am not willing to change this; I would rather trust them too much. If they are not trustworthy with me the first time, then shame on them. I will learn from that and not allow them to be untrustworthy with me again.

Daugherty, Thomas – USA

“Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA”

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God’s love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

Defining and Measuring Success – for Career and for Organisation

What success means to me in my career is a very interesting question because by most standards people would say that I have been very successful. And yet for me, I always feel that there is so much more to do, and there is so much more out there beyond where I am, that success seems to be something that is an unfolding process and not a point or level of achievement.

I think the heart of success for me is to make a difference and to try to do it in a manner where I can stay connected with people, with myself and with the Divine. It’s important for me to do this with goodwill, charity, understanding, and compassion; although I cannot say that I am always successful with this part.

In my view, success for Methodist Health Care System would be connecting the world of spirit with the world of productivity in such a way that there is a blending, a “wholeness” that emerges.

Delbecq, André, D.B.A. – USA

“Former Dean of the Santa Clara University School of Business in the USA”

“Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA”

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don't do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Defining and Measuring Success ñ for Career and for Organisation

Regarding career success, I mentioned earlier that my perspective has changed. In my earlier years, I focused on craftsmanship, careful conceptual and analytical construction and so on. I certainly continue to value high professional/craft standards, but I no longer continue to believe that a career is "created" by self-effort. Yes, it is necessary to be as prepared as one can be, but then it is important to completely open to the unexpected. In truth, no matter how well prepared I am, I am not prepared – because life unfolds according to the mystery of the universe, of which I am a small player.

I now believe that it is important to be present to the unfolding "now" and to anchor your career to the compassionate path. In a similar manner, the unfolding of an organisation's mission will encompass similar surprises and mysteries. Whatever our preparation, this will often take us outside the "comfort zone" of expertise, requiring the leader and the members of the organisation to be more open to the voices of others and to the transcendent voice that bears a thousand names.

Franklin, Carol – Switzerland

"Former Head of Human Resources for Swiss Re Insurance in Switzerland"

"Former CEO of the World-Wide Fund for Nature (WWF) in Switzerland"

Spiritual Theme

Caring for and being responsible for the earth and its inhabitants. Be responsible. Be the change you want to see in the world. Help move the world forward.

Defining and Measuring Success – for Career and for Organisation

Feedback from clients, employees and the press are important for the organisation. 360 degrees evaluation, you might say. If your NGO gets positive reviews in the press, if more members join your organisation, if more people give money to your organisation, that's success. It's relatively

easy to measure in an NGO such as WWF. When people said, "I trust this NGO a lot more now than I did three years ago," - that is when I took over, - I considered this to be success. Although they were very sceptical when I arrived three years earlier, if I had not been a success as a leader, the employees wouldn't have backed me when the board wanted to fire me. Nor would the press have reacted in such a way. Our membership grew by 10 pct, which is a lot because we had a very big membership. When I left, it dropped again. We also grew the income from 30 million to 45 million Swiss Francs within the three years I led the WWF.

When I left because of the major conflict between the grassroots' enthusiasm and the professional leadership, the board was split, and many people had to leave the board as well. WWF was essentially non-existent for two years, which was very, very bad for the organisation. This made me wonder, of course, if I had acted correctly, but the organisation probably needed the crash to be able to rise out of the ashes.

Govindan, Rajan – USA

"Former Senior Managing Director with Bankers Trust in the USA"

"Chief Operating Officer of Bear Stearns Asset Management in the USA"

Spiritual Theme

To me this would be "happiness and contentment" and "to act with right conduct."

Defining and Measuring Success – for Career and for Organisation

I don't really have an answer as to how I would measure success from my spiritual point of view. I wish I could say that I have found the answer, but I haven't. I have for so long measured others and my careers with the usual financial and material success.

The reason I say that I don't know is because I think a good businessperson who has created a business must serve his or her customers, shareholders and everyone involved. That would be my measure. Now you can avoid making the tough decisions that require you to be successful in business and say that I have avoided all of the stress and conflict. If you were not stressed, yet you also did not fulfil your role as a businessperson, I do not feel this would be considered successful.

If I were to measure success in life I would say that it would be based on "am I happy?" This is how I want to judge my own life at this point as well. Going forward I would say that today was a good day if I did not feel conflict within myself.

Jensen, Niels Due – Denmark

"Group Chairman for Grundfos Management A/S in Denmark"

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Defining and Measuring Success – for Career and for Organisation

What is success for me in my private life is first of all to have a good life in harmony with my family, and having children who behave well. Of course it also means something for me, that I make my daily income in order to support my family, but money has never been a target in itself, it is simply a means for being able to do things and for achieving various goals in life.

If we turn to business, in Grundfos it has always been a part of our policies, and particularly a major principle of The Poul Due Jensen Foundation (the majority shareholder), that profit is not a target in itself. Money and a good profitability are necessary for us to maintain a successful growing company, which is a good place for people to work in.

It is clearly with high pride that we in Grundfos are manufacturing pumps and pump systems, because these products really are helping society to grow, helping millions of people all over the world to fulfil certain very basic needs. We are in a business which does not do damage to others, does not contribute to creating wars, but which is really helpful for human beings all over the world. It may be for people in Africa with simple needs for clean water, or it may be for people in highly developed societies where they need a lot of pumps in order for everything to be functioning.

Jiang, Niran – Australia

“Formerly Senior Trends Manager for Coca Cola and Marketing Manager for S. C. Johnson in the USA”

“CEO for the Institute of Human Excellence in Australia”

Spiritual Theme

My spiritual theme would be interconnectedness, wonderment, and compassion.

Defining and Measuring Success – for Career and for Organisation

A key performance indicator of success for my business is financial health for all the people who contribute and deliver work. Our vision is to provide a home for people to come to, to be a collective power acting as a change agent in organisations. We will take on more associates, but we want to stay with the emergence process, so we can maintain a high quality for the business.

Success is financial success for everyone in the sense of sufficiency, in the sense of everyone involved enjoying financial freedom and abundance. We will keep on challenging each other, as the criterion is simple sufficiency and not being greedy for wealth. We need to provide and support ourselves, not just the business partners and associates, but also the contractors, suppliers, etc., and at the same time we will share that wealth back with the wide society. We know we are supported with abundance and choice.

I think finance is a very strong spiritual vehicle, because it touches our own personal interests. I believe in financial sufficiency for everyone that our business touches. I am not going to cut cost from what I give others in order to make more profit, because they need to make a decent living and equitably share the financial abundance we created. Also I am not going to give in to greed from others; it's that fine balance of the two, of financial sufficiency and greed. In our business we look at each other as partners. We know that we will always be provided for in the way that the

universe always has provided for us as successful businesspeople, but we also need to watch out for scarcity and greed. I don't see us as totally clean from that; it creeps in from time to time in different "costumes". We have to stay aware and to rise above such our own desires and attachments.

My personal growth and my business career are more aligned now than ever. I have experienced mis-alignment here and there during my career, but I have made a strong commitment to align the two, as we are one within and without.

Kanu, Victor-Krishna – Zambia

"Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden"
"Director of The African Institute of Sathya Sai Education in Zambia"

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Defining and Measuring Success – for Career and for Organisation

How do I measure the success of our endeavours? My point of reference is the teachings of the great spiritual masters, for example, Krishna (as told in Bhagavad Gita) and Sathya Sai Baba, "Do your duty and do not focus your mind on the outcomes." They tell us to do our duties to the best of our abilities and not to focus on the rewards, because the output is largely dependent on both tangible and intangible inputs – the performance of duties in particular. Success can in this case be "measured" in terms of the peace and stability of the institution, and in terms of the good social relations that exist between the teachers, the staff and the community. You can't weigh it, you can't directly measure it, but you can see it, and you can hear it, you can feel it, and you can read about it in the newspapers. A combination of all these can tell you if you are succeeding or failing.

From a more business orientation, success can be defined in terms of the realisation of the objectives of the business, which naturally include the welfare of those who affect and are affected by the organisation. Similarly, from the perspective of one's career, success may be defined as the satisfaction that is derived from the application of one's potential – the positive contribution that one makes towards the overall objectives of the business.

Therefore, in terms of the Sathya Sai Organisation, success may be defined and measured by the degree to which the fundamental objectives of the organisation - the unfolding of divinity that lies within each member – are achieved. That is to say, the degree to which members of the organisation become true reflections of the life and teachings of our spiritual master, Sathya Sai Baba, and also by being shining and beneficial examples to society.

Kolind, Lars – Denmark

"Former CEO of Oticon in Denmark, one of the world's premier suppliers of products for the hearing impaired"
"Chairman of Grundfos in Denmark"

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Defining and Measuring Success – for Career and for Organisation

Personal success to me was the feeling that I was doing the right things and we were doing it right. I would not say that money is not important, but for me success is to be able to do right, to have a good feeling of what you are doing, and to run a wonderful team of people who are dedicated.

I must admit that had my work at Oticon not resulted in financial success, I would not have felt that I was successful. So for me the financial figures are important, but I have never seen them as an end, rather as a means. I knew my work was successful and I also wanted to see that it worked financially.

What was also important to me was for the company to increase its reputation among its peers. We were consistently rated very high on quality, management, innovation, financial performance and employee satisfaction every time you compared companies in any respect; that to me was also part of success.

People believe that Oticon has outstanding human resource management and that it is a place where you can become a part of a great team. In fact, we didn't have a specific human resource management department; we integrated this function throughout the organisation because we felt it was too important to leave to some specialist. It was an essential part of the company.

What we did was a role model for others and Oticon is still perceived as one of the most attractive places to work for engineers and other groups of staff. People were desperate to work with us, we were making a major difference with our customers, and we were recognised with our peers. And it all ended up creating financial value like crazy.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Defining and Measuring Success – for Career and for Organisation

My best gauge of success in leading from a spiritual-based centre came as a comment from my wife when she said, “Boy, if you did not meditate everyday, I don't think I could have tolerated being around you through all of the difficult times.” Her words really show how much this helps me, I could actually be civil in the face of circumstances that often times weren't so civil.

There are a number of aspects to success for Catalytica. Having a healthy and motivated employee group that is excited to come to work every day is one of them. Bringing a product to market that improves the way people make things (electricity) or use things (diesel cars) will be a significant achievement. Being able at any moment to say that the struggle and effort is worth it

when judged against the whole spectrum of one's life is perhaps the greatest measure of success.

Maitra, Ashoke – India

“Former Director of Human Resources for the Times of India”

“Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India”

Spiritual Theme

I think my spiritual theme is “Manifestation of latent Divinity.”

Defining and Measuring Success – for Career and for Organisation

Yes, selling more newspapers can be an indicator that we are fulfilling our spiritual purpose. The market research done by us portrays that there is something in our newspaper that people want. People want the spiritual columns and other things that other newspapers do not have. The second indicator is the fan mail and letters that we receive telling us that what we are doing is good. The reader surveys also tell us that the spirituality column is working.

Now I ask you, why should I measure anyway? I am taking people through a journey. So my volition is not to measure at all. For my own research I am measuring a little bit, which I am doing by random sampling.

The indicators are also there internally, even if I don't actively measure them. Before six years ago we had so many industrial relations problems with the worst commercial union leaders. There were continuous slow-downs, strikes and lockouts. For the last six years there has been none of this; the union leaders have vanished and our attrition rate has come down from 23% to 7%. We are the market leader in every product that we are in, by huge margins. We are making huge profits, and in our debt equity ratio there is no debt, only equity. So what more do we want?

How has all of this happened? It has happened because we are concerned about the human being and their happiness. We are helping them, through spiritual methods, to know their latent divinity and they are feeling much more happy with themselves, with their work, and with their life.

Merchant, Nilofer – USA

“President and founder of Rubicon Consultants, a marketing consulting firm in the USA”

Spiritual Theme

“Living authentically” speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn't get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root

system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be “a wellspring of nourishment”.

Defining and Measuring Success – for Career and for Organisation

To me, success means that I get a chance to use the gifts that God has given me everyday. I get a chance to serve other people with those gifts and I help other people to feel heard and cared about and help them to use their gifts. If I keep my focus on this, then the whole dynamic of work will happen.

It's so easy to think that success is about the work that's getting done, but to me it is not about that. It is entirely about how people connect and the process by which you live your life. You show up, you are fully present, you offer up your gifts fully, and you collaborate with other people. When you do this, the rest takes care of itself.

Success for my organisation would be that we get opportunities to work with people who can use our gifts, who are in alignment with our values, and who want to work in collaboration and partnership with us to build something great.

I believe that if clients truly want to use my gifts well, then it is an indication that they value good marketing strategy and they value the process of bringing their organisation together. From this, I know they will be people of honesty and authenticity and care about their people.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Defining and Measuring Success – for Career and for Organisation

For me, the real measure of my success is how my obituary will be written when I die. When I die, I want my success to be measured by how much positive impact I have created. Yes, I have a direction that I am heading toward in my life, which is an intention to make a positive impact on people. But, I do not have specific, quantifiable goals that say I want to have had an impact on 50 or 100 people. My direction is clear and my vision is clear; however, it is not translated into quantifiable goals because that is not important to me.

I have never had a fear of failure; fear of failure has never really bothered me. I have consciously disassociated myself for the last four or five years from the results. My focus is on doing what is right and I know the result will follow. Within the process I may have a lot of hiccups and I may have a lot of bumpy rides, but that doesn't matter. I do what is right and I let the results follow.

Narayana, G. – India

“Chairman Emeritus for Excel Industries, Ltd. in India”

Spiritual Theme

My spiritual theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

Defining and Measuring Success – for Career and for Organisation

The first measure of success is the happiness of all stakeholders. Happiness is the measure. The customers must be happy, the suppliers must be happy, employees must be happy, all must be happy.

So, what is happiness? It is not how much money you have made. If I earn money the wrong way, I will not get sleep. If I earn money the right way, I will get sleep. So earning money the right way is the correct thing.

Ultimately, there are four things that will make employees happy. If you love them, they will be happy. If you give them value, they will be happy. Knowledge and trust you must also give so they can grow. Then, they will become dedicated, knowledgeable, responsible people and you will get dedicated, knowledgeable, responsible work. We must honour our people, by respecting them, by sharing with them. All employees are shareholders of this company; we offer all of them shares as a special issue of shares, not as a purchase.

In the business, happiness is doing things the right way, in the right amount. This involves four things: cost, price, value, and worth. Cost is what we incur and we should minimize it. Price is what we are paid and we should optimise it. Value is the highest vision and we should maximise it. Worth is what we retain and we should protect it. So make your people into valuable assets.

All customers must be successful, all suppliers must be successful, all shareholders must be successful, and then the company is successful.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Defining and Measuring Success – for Career and for Organisation

I would say that success in my life would be learning to conquer my fears.

From my perspective, a company is successful if it enriches its employees' lives – and even broader than that, if it delivers good stakeholder value.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Defining and Measuring Success – for one’s Career and for the Organisation

Success means for me, and probably for most people, realising our dreams, making them happen. If those dreams permeate throughout the organisation, then I know that I am transforming the organisation.

If the organisation is transformed in the right direction, then it follows on that I have achieved the right financial results. If I achieve the right financial results, the shareholders are happy, whether or not they believe in spiritual leadership. In the end, if the transformation takes place, everyone recognises that you have added additional value to your business – and that you are adding something else, your values as a person. But that “something else” is also what actually brings about and maintains the transformation, especially in difficult periods.

The higher you are in a company, the more your decisions affect things over the long-term. This means you must go through a maturity period. Critical turmoil periods always happen in organisations when you want to make big transformations. You cannot avoid these periods of immaturity. It is like aging wine, you need the maturity period, you need the tests and trials, you need to prove what you are doing – and maybe after a long time you can claim that you have a good wine. Even a good wine gets better if you mature it properly. Both the leaders and the staff members must understand this type of process.

Pillai, Anand – India

“Head of the Learning and Development Department for HCL Technologies in India”

Spiritual Theme

Connecting with God, the source of “being.”

Defining and Measuring Success – for Career and for Organisation

I know that the ultimate success of a person is not measured in terms of their intelligence quotient (IQ) or emotional quotient (EQ), but in terms of their spiritual quotient (SQ), which to me is also their “success quotient.” I may be very low in my IQ. I may be moderate in my EQ. But I can still be a great success if I am high in my SQ. My intellect is a function of my age. My emotional reaction is a function of what is going on in my world. A reactive person is one who reacts to a situation; a pro-active person is one who controls a situation. Spiritual quotient is beyond all of this. It is the inner spirituality that lets you be a practical person, driven by your inner being.

Success as a leader is achieving what you have predetermined to do. Now what you predetermine to do is not your function alone; it is a collective, mutual concurrence with everyone involved. I do not determine success unilaterally; I determine it as a function of the environment,

which includes people, colleagues, team members, and the organisation. I make a predetermined objective and when we achieve that objective, both individually and as a collective, then to me that is success as a leader. This definition comes from my inner understanding of spirituality.

If I were to define success from my materialist, ego-centred view of success it would be that the shortest distance between two points is a straight line – and it's too bad if there is somebody in between. Instead, for me as a leader, it is getting the collective participation and the collective win of everybody who is responsible in the system. It also involves motivation, inspiration, delegation, empowerment and collective ownership.

Ploix, H  l  ne – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: “To contribute to society”. And to try to be attentive to others and have a better understanding of them.

Defining and Measuring Success – for Career and for Organisation

Success for me personally is achieving the goals I have set for myself, both in business and in my private life. I can feel that I have been successful when I have been called upon to sit on the board of such major organisations because they think I can contribute and I will speak out my own views, when I am called upon to do something which is important for the business world or the world of which I am a part.

What I am doing today was quite unusual for a woman when I started. It is a question of generation.

Success for me is also to have people within the company grow so that they feel it is their company, and afterwards they are able to take over and ensure that there is a good future for the company.

Success for me is also related to duty. At my present work at Pechel, the problem with private equity is that we have a duty to the investors. I am trying to do my best for the companies we have invested in and for the long term benefit of all the people involved. In life you are not always able to do what you want to do from your spiritual perspective, there may be a conflict of interests. In some of the companies we have invested in, we are such a minority investor that we are not able to have the kind of influence we are speaking of here.

Raghavan, N. S. – India

“Founding Director and former Joint Managing Director of Infosys in India”

Spiritual Theme

“Love and trust” automatically came to my mind as my theme.

Defining and Measuring Success – for Career and for Organisation

To me, an organisation is successful when it becomes an institution that has lasting value, something that everyone who is involved in can be truly very proud of in the longer term. Even as an individual, it is important to me that I have made a difference in creating some lasting value in the new ideas I have introduced, the new systems I have created, and whatever else I have done.

When you are operating from a strong sense of values, you don't change your behaviour and treat people differently just because circumstances change. I am talking about fundamental ethical and moral values here. The most important values to me are fairness, love, caring, and trust.

The way the market is changing in today's world, three years down the line you may be in an entirely different business. But as long as you have certain strengths that you can leverage, you can keep moving into new areas. Some of those strengths need to be in people management skills, which you can take from one place to another, no matter what type of operations there are.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Defining and Measuring Success – for Career and for Organisation

Many times I have tried incessantly to succeed and yet I did not succeed. At those times I would question myself to see what I had done wrong. Was my effort inadequate here? Did I act unwisely? In some of these occasions, I had done everything correct, but I still did not succeed.

So, I looked at these experiences and realised that I should not feel despondent about them. I discovered that the only way to not feel despondent was to de-link the results from my efforts. The only thing I can really measure is the quality of my effort. Was my effort right?

Again, my learning from spiritual texts leads me to this view of success. I think basically that you should not measure success or failure at all. I think we should stop quantifying these types of things. The moment that you start to quantify successes and failures you tend to put some kind of temporary value to it and it affects you.

What's most important is to determine: “Have I made the effort? What was my underlying motivation? What was my effort? Have I given all of the effort that was required of me? Did I analyse it fully with the proper sense of ethical values? Was I influenced by any temporary kind of aberration during the process?” I *am* willing to measure this.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

“Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India”

Spiritual Theme

“Seeing God in everyone”

Defining and Measuring Success – for Career and for Organisation

Success for me is the love and regard I get unsolicited from my peers and people. I believe that often times people are attracted to me, not because of the position I hold, but because I try my best to live my values.

I think if you are able to run any enterprise without being driven purely by selfish motives and with selfless service (karma yoga), then I believe that success will fall into place. When the motive of running an operation is selfless service, that does not mean you are running a charitable institution. It does not mean you give things away free and people come and go. It also does not mean that you cannot make profits. At an organisational level, success must be measured by the wealth that is created for all people.

“Wealth” includes a whole host of things. In addition to generating financial performance and growth, we help people to develop professionally and build a good resume so they can get a better job. We make sure that during each reporting time period, each person has been taught good values by our own organisational practises. We can actually create these types of “wealth” consciously in an organisation if we prepare the organisation to deliver it to their people. I very much follow a “balanced scorecard” approach, to measure success in creating these various types of wealth.

Sinclair, James E. – USA

“Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania”

Spiritual Theme

My theme for spirituality would be “Live it.”

Defining and Measuring Success – for Career and for Organisation

The most successful person is the person with the least desires. The successful individual is the contented individual. Contented is not a word that means having given up in the face of opposition. You know you are content when you’ve got it. Now you can’t hold on to it all the time and you shouldn’t even try. But any experience of being content is an experience of success. So success could be as much about planning a garden as it is about running a major corporation.

This contentment can also be a corporate experience, and it does not mean the end of the growth of the corporation. It only means recognition of having accomplished what can be accomplished in a particular area. And in today's market, that recognition is important to get. So when the respect for the stakeholders (those who exist in your economic and geographic sphere of influence) equals the respect for the stockholders, it results in a "content" corporation because now the personality of the corporation is the stakeholder and the stockholder together.

The only way that I will fail is not in business, but in my determined need to go to my centre, however I define that, in order to allow from that centre whatever it is that makes all of this happen, that has all of this materialise. I could have come out of the enormous battle I fought in Africa as nothing but a good man with courage who lost everything he had. And that man would have never looked back for one minute with anything else but pride on all that happened. At 80 years old, that man would be sitting on a porch somewhere looking back laughing at himself.

Vrethammar, Magnus – Sweden

"Former President for Europe of Pergo Flooring in the UK"

"President of an executive coaching and business development firm Creability AB in Sweden"

Spiritual Theme

Spirituality is an opening process. And then the question is, "What are you opening up to?" I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is "opening up to love."

Defining and Measuring Success – for Career and for Organisation

I believe that the outward signs of success can be achieved in different ways. My preference, my way, is the implicit spiritual way.

For me success used to be about achievements of one kind or another, such as achieving a new culture in the company, achieving a quality program that opens people up, achieving the process-orientation. I do still believe in this process-orientation, but otherwise success to me is all implicit now. Success for me now is a lasting, positive attitude towards an opening up in the people, whose lives have touched me and that I have touched.

I feel a new value has developed in me to a larger degree than before and that value is contentment. So I measure my results by the level of contentment that I feel. This is different than feeling happy or sad in the face of success or failure; it is a more balanced feeling. I do feel joy, but it is a much lighter joy than before; it is not a huge laugh.

Webb, Janiece – USA

"Former Senior Vice President with Motorola Corporation in the USA"

Spiritual Theme

I think my spiritual theme would be “God in everyone.”

Defining and Measuring Success – for Career and for Organization

Success in my career has allowed me to do more things for my bigger family. I am so humbly grateful that I have been able to help my sisters and brothers and help my nephews go to college. I’ve also been able to learn things that I never thought I would learn, I have worked with so many incredible teams of people, and I have seen parts of life that I never thought I would see. To me this is what success is all about.

Having an opportunity to coach people and to be coached myself, having a chance to contribute and give back, and being able to create, those are successes to me.

I have had several companies come to me and offer me a CEO position in the last few years and I have turned them down. Why? If I took a new job like that it would take my husband and I completely off of the spiritual path we are walking in our lives, and I am not willing to do that.

Welling, S. K. – India

“Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India”

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Defining and Measuring Success – for Career and for Organisation

Exactly one month back, there was again an interview for the Chairman’s post here. The current Chairman, the chief executive of the holding company, was retiring on the 31st. Again I was selected as the number one candidate. This had happened before, so again this was coming my way. I thought, “I am blessed that the people in the whole company are hoping that I will become Chairman. All the workers are saying, ‘He’s the right man.’”

But I had no thoughts that I should aspire for that post. In my house, not even with my wife or relatives did it come in my mind that I should go for it. You might say I’m not a man of ambition. Yes, I have ambition, but I am not ambitious. There is a different between having an ambition and being ambitious. If you are ambitious you bring pain to yourself since it is desire-based. So I always tell the people, “Whatever has to happen will happen. Whatever is not to happen will not happen. So let’s be off.”

(Interviewers’ note: Another person was named Chairman nine months after this interview.)



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION VI

Developing an Organisational Culture

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their views about how to develop an organisational culture, based on their spiritual view of life.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Developing an Organisational Culture

Changing the culture of an organisation requires you to unify the values and to live them. So we have lots of different activities and programmes where we try to embed the values throughout the organisation at each level.

At one point we could really see the Lord moving through our organisation. We came up with an official culture change and transformation programme called “Whole Heart and Mind – the WHAM Way” which embodies our vision and mission, our beliefs and our values, and clearly defines the character that we want for our bank.

Under this programme, we have different levels of activities to bring our employees together and inculcate these values throughout the organisation. The senior officers meet regularly to discuss business, and simply to bond together and have fun. The middle level officers have their own group called the Middle Management Council. They too meet regularly and they get updated on corporate developments, and also to bond and have fun together. For non-officers, we have Staff Circles with the same format as that of the senior and middle-level officers.

Some of the ways we try to embed the organisation’s values is to do skits and have competitions; we all have a fun time and we like it. The feedback on these programmes is very good. It’s a way to reinforce the core values of our organisation as well as our vision and mission. These are creative ways of learning while having friendly competition and bonding. It is also a way of deepening value formation in the bank.

Of course, the best way to develop a culture is to live it out in practice. If our employees see us living what we espouse, it flows down through the organisation. There is no substitute to living out what you are saying. I know that it is important for me and the other officers to set this kind of example. I am trying to give our employees a better life.

I also believe that the right people are sent to us at the right time. This is especially true for our key officers who lead the bank. At one point, I did have to focus on getting the right person to head our human resources. I approached the head of our corporate communications but she said that she didn’t feel qualified to be the head of HR. I told her, “It’s not a mystery, I know you can learn.” To give her some time to learn her new job, I hired a consultant who was an ex-monk who was also doing work with Citibank and other big corporations. When we talked, I found a resonance with him and he agreed to work with us to help transform our organisation and build a spirit-based corporate culture. Working together, they have been able to actualise our vision for a truly spirit-led organisation.

We also have a technical consultant who had previously worked with the local Jesuit university on their programme on inner healing and the six stages of psycho spiritual growth. I believe that she too was sent to us at an opportune time, so we sat down with her to see how she could help our people. We realise there are a lot of wounded souls here and we worked with her to bring in her

expertise. We also have another consultant who is doing some training with us and is willing to help us build our spiritual culture, without taking any fees.

Behner, John R. – El Salvador

“Former Country Manager for Nabisco in El Salvador”

Spiritual Theme

“Realising God by serving others.”

Only saying “serving everyone” does not include that, which is the most important to me, which is to realise my oneness with God.

Developing an Organisational Culture

I remember when I was still in high school one summer; I took a job at the Times-Mirror Press. I was a typesetter and I worked two floors below the street. I came to work at six o'clock at night and worked till midnight. Every night Norman Chandler, who was the owner of the Los Angeles Times at the time, would come by. He would say hello to us and stop and chat. This to me was a good learning experience. I saw that when the owner is there and he knows the people, and even if he just says “Hi”, it is very important for the employee; he does a better job and is more conscientious in his work.

As a result of this, I used to go into the different parts of the company and get involved maybe for an hour. I would go down and load a truck and work side by side with the people from the warehouse. Now, why would I do that? Well, many times I might discover that there was some part of the floor that had gotten roughed up a little bit, and the forklifts were going over it and tearing up the tiles. They had told maintenance about it, but they hadn't done anything about it. Then immediately I could bring that to the attention of the maintenance department. Or I might discover products in the warehouse that were not moving so quickly. They had been there for maybe thirty days, which is easy to overlook on the inventory list when you have a lot of products.

Just the fact that I would work side by side with the people would give me a chance to talk to them and get to know them a little bit, although I always kept my distance. I wouldn't socialise or fraternise with them off the premises – but work with them, yes. Sometimes these people would come up to me and make a suggestion about improving a process, improving the work that they were doing. Then, if I was alert, I could immediately send people to look into it and see if it was worthwhile. I could talk to the purchasing manager, find out how much he could get, whatever it was that was needed; I could also talk to the maintenance manager to see how difficult it would be to set up whatever they were talking about, and try to put the whole thing together.

As to teamwork, in a spiritual sense, this is working together. The more unity that one can create, the better the workplace will be and more work will get done in less time. For example, in production, we would have a team, a group, which would be responsible for a certain area of the production or certain processes, then they would take turns at the different positions, so that everybody knew every position. This helped a lot. In the sales department we also did a lot of rotation, so that people knew different routes and different customers they had to deal with. It's hard in the western cultures to create this unity when there is so much individualism with everybody going their own way or trying to pass the buck.

In my position, I required someone in whom I had complete confidence in his or her honesty and ability to carry on when I wasn't present. In my personal case it was my private secretary. Of course, the auditors would always bring up the point that there was a conflict of interest, and that the private secretary couldn't possibly sign checks or anything else. But I had her sign together with the personnel manager who was also a devotee of Sathya Sai Baba and in whom I also had complete confidence. Because of my confidence in the honesty and integrity of these hard working people, and the fact that they knew my philosophy, I didn't worry about titles. I had these people as the ones who could sign checks and take major decisions about any type of action that needed to be taken, although obviously when it was a sales question or a promotional thing other people got involved.

Another thing that was really important in treating the employees well was that I would allow employee loans. An employee could borrow up to one month's salary at no interest and pay it back over a period of time, depending upon the employee's need and family situation. Some paid even in a year's time. The only thing we would ask was that they paid off their previous loan before we made another loan. One other thing we did was to create our own eating-place for the employees. In that way, we could make sure that the food had a good quality and keep prices down. One of the ladies working in the factory liked to cook, so we told her she could have her own business. She made a very good, prosperous business, and later she branched out. Today she has three or four canteens.

Budin, Philip – USA

“CEO of Royaltons, Ltd. in the USA”

Spiritual Theme

For me spirituality is equanimity.

Developing an Organisational Culture

Overall, spirituality helps me in all situations of life. I don't apply it towards business; I apply it towards myself. So spirituality, which to me is equanimity, applies only to me. I cannot enforce it on anyone else. And, applying it to myself allows me to operate in my business world and accomplish what I need to accomplish within an expanded consciousness, with peace and calmness. I can get angry and I can yell, but it's just a hat that I'm wearing because at the same time internally I feel at peace.

Canada, Francisco Roberto – Argentina

“Director and Partner of Errepar S.A., a major publishing firm in Argentina”

Spiritual Theme

Loving God.

Developing an Organisational Culture

The concept we work with is to be responsible, to perform right action, to do what has to be done. In the weekly meetings, we replace the word *dharma* with responsibility: Responsibility for the whole company. Responsibility for the areas the people work in, responsibility in the relationship between the manager and his employees, responsibility in the relationships among the employees, responsibility in the relationship between the manager and his family as well as the employees families, and the responsibility of all of us for ourselves.

The conceptual framework for these meetings has not been written down; it is transmitted orally. Sometimes the managers have to make decisions, which are so subtle, that they say: "Well, there is a thin red line between what is a good decision, and what is not a good decision, between what is right to do and what is wrong to do." We try to make people aware of what has to be done in those situations. For example, some people discover in these meetings their own difficulties in making decisions, and we help them find out how to overcome that. But it's also important to point out that everyone brings not only his or her personal values but also their personal problems (from inside or outside the company) to the weekly meetings. We not only deal with problems of leadership and decision-making, we also go beyond the company and deal with the individual employee's personal affairs that have directly connection with the work. Of course the privacy is always respected.

Chand, Amber – USA

"Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world"

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a "God-being tapestry."

Developing an Organisational Culture

I see creativity as potential. I am attempting to develop a culture that really impacts, affects, influences and cultivates creativity – where people here feel that they are really encouraged to use their creative potential to its highest manifestation. So whether they are in technology, customer relations, or planning, they feel that they can come and have their voices be heard, and they can truly experience a place where they can celebrate their own creativity. And they are given all of the opportunities to do that. Given that we are honouring the creative act of artisans globally, it only makes sense that we would really, truly encourage this within our own company.

If we look at companies as communities and the employees as the caretakers of those communities, then they will feel that they are working toward the same purpose and that they are aligned with a greater purpose than just their own individual goals. So I think this way of seeing creativity can be beneficial to all.

I am also interested in having this company be more open in its capacity to communicate and to explore what it means to be respectful and respected. Diversity is also one of our core values; we applaud diversity. I would love to see how we can grow in our capability to meet and embrace other colleagues who have very differing opinions to us. For me, that would be to embrace them with compassion, balance, grace and friendliness.

Chattopadhyay, A. K. – India

“Former Senior Vice President of ACC Limited Refractories Division in India”

“Executive Director of Tata Refractories, Ltd. in India”

Spiritual Theme

My spiritual theme is a combination of the four goals found in my spiritual view of life:

- To align oneself with a super power
- To find out the reasons within oneself
- To have faith in others
- To have a caring nature

Developing an Organisational Culture

I have always believed in one thing: to find out the attitude and self-motivation of anyone whom I am hiring or working with. I look to see if they have the right attitude, if they have a positive frame of mind, and whether they are self-motivated or not. I do not believe that motivation can be prompted by money or outside things; it must come from inside. I ask them questions that help me to see their frame of mind. I ask them what their motivation is and why they want to do whatever they are doing. By asking questions like this I can usually tell within fifteen minutes what this person is like.

I believe that when a worker comes out of his house dressed in his uniform and carrying his tiffin (food) box, he has a mindset that he wants to work that day. How can he be thinking anything other than this? I used to tell my managers this in response to their complaints that the people did not want to work. I believe we are the ones that have created an environment that has given him the feeling that he does not want to work. Either he does not like this place or the equipment is not working right.

When a man says his prayers and puts on a full uniform and leaves his house at 7:00 in the morning, he has come to work. Let us create a good environment for him to work; that is what I call spirituality. When we create an environment for the people where they want to work, then they will automatically change. I cannot tell them to change; I can only create the environment in which they feel that they want to change.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you’ll ever do is still ahead of you.

Another such spiritual theme for me would be: “Educate and obey your conscience.” Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true

to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Developing an Organisational Culture

Empowerment leads to the unleashing of human potential. Unleashing of human potential leads to cultural moral authority. And cultural moral authority is the key to the sustainability of the organisation. So empowerment is a precondition for cultural moral authority. But empowerment requires far more than visions and missions – it requires the establishment of structures, or systems, of policies and processes that enable the organisation's members to translate the more strategic goals into their daily practice.

In my book on *The 7 Habits of Highly Effective People*, I called the 7th habit “sharpening the saw”, by which I meant that we must continually renew ourselves physically, socially, emotionally, mentally, and spiritually. It's the habit that increases our ability to live the other habits of effectiveness. In an organisational context, sharpening the saw means that the top-people have to be out in the field, and they have to get to know the people they affect and know their families and their situations. This is not a waste of time, it is renewal; if you don't feel the pulse of people, you can't serve them and you can't feel the pulse of God. You can only serve God as you serve other people, and you don't feel the pulse of people unless you also feel the pulse of God, because you know that they are divine brothers and sisters to you.

The problem is, when you are in a huge, growing organisation, how do you do it? It's so abstract; you are so insulated and isolated from what is in fact going on. That is why Jack Welch from General Electric said, “I never really got it until I started having workout-meetings and I began to see the potentials of these people.” Those workout-meetings at GE got very authentic and real. He describes the movement from the micro-managing from the hierarchy, and making these distant calls that had tremendous impact on peoples' lives – to where he began to realise that the legacy that they wanted to leave for the core competences in GE was the development of distributed leadership everywhere. Therefore he had to be out in the field; he had to listen to the people, talk to them, rather than sit around, talking to his CFO (Chief Financial Officer). He discovered that a primary focus of his leadership was to embed leadership development in GE's genes. Leaders at GE would have to embrace change, become nimble and adaptable, no matter where they were in the company hierarchy. And they would have to develop their organisations so they would not be personality dependent, but system and culture dependent.

In my country the HR (Human Resource) person has kind of been driven out of the front room and replaced with the CFO and the auditors because of the fear of not complying. The new laws have really contributed to a mind-set of compliance.⁵ But complying is not a spiritual principle. Compliance has to come from the heart. There is such a fear of being challenged legally that in many organisations it takes the place of spirituality, and formal authority replaces moral authority. I also think this is one of the reasons why most celebrities have secondary greatness rather than primary greatness – they are constantly being nurtured by the popular culture. But I think to get people to be independent and to then choose to be *interdependent* based on principles is the real challenge to those leaders today who realise that moral authority underlies formal authority, and that the purpose of the organisation is to serve.

⁵ Stephen Covey is referring here to the Sarbanes-Oxley bill in the USA, which holds leaders criminally responsible if their company's accounting is faulty.

Cruz, Alvaro – Colombia

“Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia”
“CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda.”

Spiritual Theme

Love and respect others.

Developing an Organisational Culture

I try to select individuals who are ethical, righteous, honest and loyal to work for me. I tell them this when I hire people. When I was Governor, I had the top-level officers trained and instructed in certain ethical values. Among themselves, the whole group then created a charter of principles that they would go by. These were people I had working for me at a higher level. Some came from the private sector; some were civil servants.

Cuneo, Federico – Peru

“Senior Partner with Ernst & Young in Peru”
“Chair of Peru 2021, an NGO comprised of business executives working on sustainable development and corporate social responsibility for the country”

Spiritual Theme

Unity with the rest of the world, love, eternal life and light – those would be words I would use as a theme.

Developing an Organisational Culture

When I managed people at the bank, I told them that I didn't want them to work over eight hours a day because I respected their personal life. I told them not to give me excuses, if they needed to go and take care of a family matter, then they should go. To me this was more important than the work we were doing. If I found people who were working overtime, I told them we should look more closely at why they had to do that. Maybe we were asking them to do too much and we needed to adjust that. This way of being has also allowed me to enjoy my life more. For example, I had always wanted to play the drums and last year I bought a set of drums and started to learn how to play.

I have attended meetings where everyone is so stressed. There isn't enough money to buy supplies, customers are not paying, our bank is reducing our line of credit, these types of things. Being the Chairman of the Board, I ask them, “Why are you so uptight about all of this? We are mainly spiritual beings. Don't let all of this kill you.” The General Manager of our plant in Peru is an artist and he loves to paint, even though he now runs the company. I have said to him, “I would love for you to stay here, but you are an artist, why don't you go and paint and leave the company if this is what you would rather do?” This attitude helps him to step out of his problems. One time he told me that his wife wanted to leave the country, so I told him to take her and go and assured him that we would find a solution here if he left. To me his marriage is more important than his position at the company. So this type of attitude helps to relieve these pressures.

There is a saying in Peru that your problems go up enormously at night. So if your life is a nightmare, then your problems are there all the time. I try to help people see their problems from a more spiritual perspective. Sometimes I tell them, "We've come from eternity and we'll return to eternity. Don't lose your perspective of what is most important." I don't mind saying this even in our management meetings; it helps them to see things differently. Sometimes they even say that they need more of this kind of attitude.

Sometimes I do talk about spirituality and how it is above everything. If they are having a bad time, I try to help them see that there is a reason for it. This doesn't mean that I myself never complain if something bad happens to me, but down deep I really know that there is a reason.

Daugherty, Thomas – USA

"Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA"

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God's love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

Developing an Organisational Culture

Beyond the steps we are taking to start our organisational change from the top and moving forward in phases, for me the most important way that I communicate about spirituality is through my direct relationships with people. This involves listening to people and sincerely hearing the fear behind their concerns. There is a natural element of scepticism that comes in to play here at Methodist Health Care System because over the years there have been programmes rolled out with a lot of fanfare that never really made a difference. So I try to both honour and allay those fears and help them to trust that we are all making a good faith effort to live the values we have set out for the organisation.

As a result we have deliberately avoided making a lot of noise about what we are doing. We're not trying to work completely behind the scenes, of course, because we want to involve a lot of people in the process. But we do let new ideas emerge as they are ready to take hold.

Delbecq, André, D.B.A. – USA

"Former Dean of the Santa Clara University School of Business in the USA"

"Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA"

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don't do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Developing an Organisational Culture

The essence of organisational culture is in "relationships". Relationships between all stakeholders encompassed by the organisation in its "open system" context must be truly "human". In my Judeo-Christian tradition, the essential message regarding relationship is to "love others as myself". In this spiritual tradition love needs to be the test of all aspects of organisational culture.

There is of course, as in all things spiritual, a paradox. Business requires competence, motivation and discipline. At the level of "actions" the culture (inclusive of reward systems) must take into account performance. Yet, we all realise that an organisation that simply focuses on performance is "cold" and "alienating". So mystically, performance must be transformed into a form of loving service. We then can create a culture that sees disciplined effort as love, even "tough love", requiring high performance without rejecting "unconditional" love.

A powerful example was given to me by a student who worked for a company that made electronic microchips. At first she said she did not think of her company's business as "spiritual". Then through the meditation experience of the spirituality seminar, she began to realise that her company's product was in pollution control devices, medical devices, educational devices, etc; that the product served important human needs. She also came to see the organisation as an important steward of resources, of environmental protection in its manufacturing process, as an important creator of wealth for both employees and society, etc. Only when she possessed this "mystics" eye could she begin to reframe the cultural imperatives for her company.

Franklin, Carol – Switzerland

“Former Head of Human Resources for Swiss Re Insurance in Switzerland”

“Former CEO of the World-Wide Fund for Nature (WWF) in Switzerland”

Spiritual Theme

Caring for and being responsible for the earth and its inhabitants. Be responsible. Be the change you want to see in the world. Help move the world forward.

Developing an Organisational Culture

Thinking of my forthcoming work at the National Museum, it is my hope, that everybody within the organisation will share a vision of where the museum will be in five years time, that we will all go in that direction, and that everybody will go along more or less at the same pace.

The idea is to develop the vision using a process that engages the employees, where we agree on the milestones. My job as COO of this organisation is to make sure that people then do what they say they will do. On the one hand it's organisational, but it's also spiritual in the sense that you are responsible for your own behaviour. If you say yes, then you do it.

Govindan, Rajan – USA

“Former Senior Managing Director with Bankers Trust in the USA”

“Chief Operating Officer of Bear Stearns Asset Management in the USA”

Spiritual Theme

To me this would be “happiness and contentment” and “to act with right conduct.”

Developing an Organisational Culture

Every where I have worked, I would set the standard that 60% of our success would be based on the financial results and 40% would be based on the effort. From this we tried to reward everyone based on both results and effort. The ideal of course was when a person put in the proper effort and got the result. However, this doesn't always happen. Sometimes you have to encourage people to go into bad markets in order to expand and when this happened I felt that we must reward those efforts as well. If there is a pattern of no results, then you do have to look more closely at the quality of effort.

When I was running the corporate retirement 401K business at Bankers Trust, we went through a big process to set objectives and identified the ideal attributes that the people should aspire to at each level. We tried to encourage everyone to work toward these ideals. At that time, most of the employees had come straight out of high school or had only a few years of college. So I did what I could to upgrade the people. Plus, I started to bring in MBA graduates. Some people left naturally and we only let people go who made repeated mistakes and did not seem able to improve themselves.

Jensen, Niels Due – Denmark

“Group Chairman for Grundfos Management A/S in Denmark”

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Developing an Organisational Culture

We work with what we call values-based leadership. We try to develop an organisation of people who take responsibility not only for their job, but also for the company. Over time we have tried and continue to try to implement some core values.

We have eight basic values, which we try to promote and exercise on a daily basis, not only in top management, but the whole way through the company, hopefully this means by each employee. Of course it takes a long time to get this perspective in the backbone of every employee, and for new employees it takes several years to understand the real meaning of these basic values. They are described as:

Sustainability: We will act in a way that minimises our negative effect on the natural environment and our work environment.

Focusing on people: We respect human rights and operate in an ethical manner wherever we operate – and treat our employees as we treat our families and friends.

Global thinking: Not only will we operate internationally but we will respect local values, cultures and societal conditions, while living up to international norms.

Open and honest conduct: We will be a trustworthy and reliable company with a high level of transparency with respect to our stakeholders, with our employees having top priority, and where dialogue is in focus.

Leadership: We will be a world leader in the production of pumps, with a high degree of self-reliance, respected for the quality, design, longevity and value of our products.

Partnership: Our customers shall consider us to be their stable and long-term partner, not just a supplier.

Responsibility: We will be respected for our responsible behaviour with respect to our employees, customers, suppliers, the local societies where we operate, and the environment.

Independence: We will continue to develop Grundfos by primarily investing our own means and maintaining our independence, in accord with the wishes of the founder; high profits are a means for the concerns continued development, not a goal in its own right.

Within the last four or five years, we have tried systematically to work on the introduction of these basic values throughout the organisation, but it takes time. Hopefully we will end up with an organisation which is not managed from the top through a lot of instructions and orders, but rather managed in a way, so that every employee feels related to these values and exercise these values in the actual situations they meet in their jobs. We hope this will make the people more motivated, more engaged and to pull much more in the same direction.

The way we work with these values is first of all to try to demonstrate through our own behaviour that we live up to them. Management has to take its own medicine, so to speak. Living up to the values is an exercise on a daily basis.

We have put all the eight basic values together with our mission and vision in a small pamphlet, which has now been published in 24 languages. Each new employee gets this booklet, but this is only the beginning. In each company and in each department we will discuss these values with the employees: "What do the values mean to you in your daily situation?" One value may result in one kind of decision for a top manager and quite another decision for someone working on the production line. It is important, that the man or woman working in production knows exactly how he or she should exercise and practice these values in their job. That is why we have a very long and careful dialogue with employees over the years in group-meetings and on an individual basis. It all comes back to dialogue.

We have experienced a few situations where there have been attempts at bribing and corruption, but it is part of our fundamental policies neither to accept bribes nor to do business that in any way involves corruption. I am not aware of any major opportunities that we have lost because of saying no to demands as to corruption.

Jiang, Niran – Australia

"Formerly Senior Trends Manager for Coca Cola and Marketing Manager for S. C. Johnson in the USA"

"CEO for the Institute of Human Excellence in Australia"

Spiritual Theme

My spiritual theme would be interconnectedness, wonderment, and compassion.

Developing an Organisational Culture

Right now in our Institute of Human Excellence we are working from the outside in, directly facing the issue of "Being the change in the corporate space". With our combined corporate experience, we are able to use the language that is connected with the senior people from a business paradigm. One thing that is really challenging us is to see a paradigm of trust and collaboration and get away from the paradigm of competition and fear. We exam ourselves very hard on our business strategy in every little thing we do – how we make our business proposals, how we meet with people, how we decide to take people onboard or not as a lot of people want to join us. This is a continuing journey.

Kanu, Victor-Krishna – Zambia

"Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden"

"Director of The African Institute of Sathya Sai Education in Zambia"

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Developing an Organisational Culture

The culture of our Sathya Sai organisations may be divided into two categories:

1. Non-Negotiable Aspect: Practising the Human Values by all its members, no matter what culture they may belong to.
2. Negotiable Areas: These include matters such as the religion, language, songs, dress, food, customs and traditions of the country where the organisation is based. The organisation must be anchored in the culture of the people. Cultural adaptation must be seen though as promoting the activities of the organisation.

For instance, at Sathya Sai School in Ndola, teachers and students do not wear coats and ties. The British system of education, which was maybe developed a hundred or more years ago, is not used to our more informal dress code. School children in Zambia must dress like London-boys and London-girls; the boys for example must put on a coat and tie, even though they come from huts. You see them coming from the bush, wearing coats and ties. All the songs are in English; everything is in English. We said that at the Sathya Sai School we were not going to do that, no coats; no ties. We were going to dress simply like our people. Well, that was a big challenge.

The teachers didn't like it. There was going to be a rebellion. But we stood very, very firmly and said, "That's it! If you want to develop an educational system with respect for the culture, you can stay, otherwise you don't stay." Today the teachers are very happy; they thank us. They are very simply dressed. Even when the president of the country comes to visit the school there are no coats and no ties. I said to them, "See, you are not judged by the clothes you wear, but by the work you do."

Songs are sung in the vernacular, and greetings in the local language are adopted. Even for the boys to wear white clothes to school, as they do, was a big challenge; but we have the courage of our conviction. The other boys outside used to call them "jail birds," because prisoners in Zambia wear white clothes. We said, "What about doctors, nurses, scientists in labs, etc.?" This was initially a big issue in the school.

Sitting on the floor was another big issue. In Zambia, people don't want to sit on the floor; you must have chairs. We said, "No." We got mats, and everybody must sit on the floor - students and teachers as well as parents. At first, they didn't like it at all, but now they love it. This is consistent with the local traditional cultural expectations. In addition, shoes are taken off when entering the Auditorium for prayers. These practices are a true reflection of traditionalism as perceived locally.

Another big problem was working long hours. The teachers didn't like that at all. In Zambia, since schools are few and children are many, the government has introduced a shift system. Typically the first group of students and teachers comes in the morning and is in school up to 12, at which time they are finished for the day. Then the second group comes in. In contrast our working hours are from 7 AM to 4.30 or 5 PM. Teachers didn't like that. But now they do. And I used to make them work on Saturdays. Teachers had never worked on Saturdays here. Even with all of this, people have now perked up, because now they understand that hard work is important. We believe that work is worship. And we quote the Bible which says, "Out of thy sweat shall thy eat bread." It is in the Book of Proverbs. Unless you sweat, you will not eat bread. So you have got to work.

In recognition of the fact that Christianity is part of the culture of Zambia, virtually 100% of the school population is Christian; the school gives prominence to this religion. There is no attempt at indoctrination. Genoveva and I were brought up in the Christian tradition, and to a large extent we are familiar with the Bible. We often talk about so many things from the Bible. This, the whole community knows. Although I don't go to church, I'm still a Roman Catholic. In the school we sing Christian songs, we celebrate Christmas, we venerate Jesus Christ and the good works of the Christians, etc. and we are comparing them with what Sathya Sai Baba is doing. So nobody sees us as a threat. Sai Baba says, don't evangelise; don't try to convert anybody. We tell the children and the teachers to go to their churches, so the people are happy.

When we started the school there was only one car, which used to bring one Muslim boy to the school. Now there are 20-30 vehicles including cruisers coming to the school. All the well-to-do people in town want to bring their children to the Sathya Sai School, and there is a long waiting list. In fact, one of the big problems we have is the selection for the next year. People from all over the country would want to send their children if it were a boarding school. They keep ringing and asking, but it is not.

Now others must soon take over; we are ageing. We have prepared local teachers who have been with us for ten years to carry on our work. The school has for the past three years been in the hands of the local people. We are also preparing some of the teachers at the school to upgrade their knowledge, those with BA degrees to go for an MA. That would make them qualified to teach at the Institute in two or three years.

Kolind, Lars – Denmark

“Former CEO of Oticon in Denmark, one of the world's premier suppliers of products for the hearing impaired”

“Chairman of Grundfos in Denmark”

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Developing an Organisational Culture

The process that we went through at Oticon was:

- First, we focused on downsizing in order to survive
- Second, we focused on our strategic situation and chose our new strategic direction
- Third, we focused on making it happen by building a unique organisation that served our customers

Although the values were there all along during this process, I was not consciously aware of them; I did not use them as a conscious frame of reference for my decision-making. Clearly, looking back at the decisions we made, the values were there, but I didn't think much about them at a conscious level.

Once we had built the organisation, I asked, “What's the next step?” Our next step was to clarify the values. Phrasing the values, discussing the values, achieving consensus and all of that first occurred about five years after I started. I felt that this organisation would be much more

sustainable if we were conscious of the values on which it was built. We can change the organisation, but we can't just change the values.

To summarise the cultural values at Oticon in a few key words, I would say...

- First of all it was to “focus on your neighbour,” where your neighbour in this respect is primarily your customer. These were the people whose hearing were impaired and were in very difficult situations. So we focused on what we could do for these people.
- Second, we created a culture in which people were responsible, not only for what they did, but also for what we all did together. So this was responsibility for the whole organisation.
- The third thing emerged clearly from the first two and how they were implemented, and that was a clear element of caring for your neighbour - your colleague.
- The last thing was creativity; the culture urged everyone to continuously question what they were doing and to find a better way and new ways to do things.

I don't think these values are industry dependent; I think you can do this in virtually any industry.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Developing an Organisational Culture

I address here the issue of organisational culture from the standpoint of “organisational spirituality”. Because spirituality is such an individual journey, I do not believe one can talk about the spirituality of an organisation, just the spirituality of its individual members.

We hear all of the time in the newspapers that company A made a deal with company B. But what was really happening? A person or a group of people were making a deal with another person or group of people. It always comes back to the individual. So you can't have an “organisational spirituality” in my opinion, and any attempt in that direction will be potentially problematic.

The way that I contribute to our culture from a spiritual side is that I do not hesitate to talk about my own spiritual struggle, when the opportunity is appropriate. The people in my company know that this holds an important place in my life. How does this translate to my company? By how I treat my employees, whether I display empathy, compassion, fairness, and consistency.

The hardest test of this is when I have to let people go. To me this is where my sense of spiritual oneness really plays a part. This is where I think deeply about what will happen to them and their families. And I think about how I can help them get through the trauma of a lay-off.

Maitra, Ashoke – India

“Former Director of Human Resources for the Times of India”

“Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India”

Spiritual Theme

I think my spiritual theme is “Manifestation of latent Divinity.”

Developing an Organisational Culture

For the last 2 to 3 years, I have been conducting a study on the impact of spiritual methods on individual behaviour and human productivity. We took a random sample of every 5th person from the employee roll, be it a journalist or a manager or a support staff. We invited them to participate in this research study, which would be conducted as a six-month course. We wanted an unbiased sample of employees to participate. We told them in the beginning, “This is an experiment and you are most welcome to participate; if you do not want to participate that is okay. If anyone wants to dropout you have complete freedom to do so.”

We believe that spiritual methods will increase productivity and efficiency, and will make everyone a better human being. This is a structured course where we teach meditation, pranayam (breath control), stress release exercises, relaxation exercises, yoga and a lot of behavioural science interventions. I am merging behavioural science and spirituality in this course. Ultimately, this is for the development of the human being and to help him/her to manifest the latent Divinity. Honestly, I don't know what is a spiritual method and what is a non-spiritual method. To me anything that develops a human being is a spiritual method.

At this point, the course is still in an early stage, we don't even know if it will work. We will continue to add things like transcendental meditation from Maharishi Mahesh Yogi and Art of Living from Ravishankar. I share with them that I have learned from all kinds of gurus and seers without ever thinking that one was right or one was wrong. I know that these gurus and seers are better than me; this is definite. So why not use their work to help?

This is a six-month course where the participants do three days of workshop every month. At this point about 400 people throughout the company have participated, all of them were picked through the random sampling. There have been more journalists than managers that have participated up until now. And, there have been some dropouts.

When we started the six-month research study, we used the employee number as the basis for selecting a statistical random sample so we could get both a vertical and horizontal slice of participants. So each program has a wide variety of caste, creed, and nationality. We told them they must see the beauty in everyone for the next 3 days and they must suspend their judgements, “You have judged enough before and you will judge enough after, but for three days you are to rest your mind and not judge.”

In the first workshop, we delve into the whole question of “what is the purpose of my life and why should I exist in this world?” Then, we get into the question of “what am I?” We examine the body and mind through experiential exercises. For the body, we look at what the body is, how much space they are occupying, how much freedom they have given the body, and how much

perfection they have done to their body. Then we get into the whole concept of mind. What is mind? What is intellect? We explore the manas (the mind that deliberates, desires and feels), buddhi (the intellect that understands, reasons, and decides), ahamkaara (the "I" sense of the mind), chitha (memory), and these kinds of things. Then we see how to integrate the body and the mind. We use a lot of psychodrama to build a reflective atmosphere that promotes inquiry and insight.

It is completely experiential and throughout we do a lot of stress-relieving exercises. We do a lot of deep breathing, lying down and relaxing. For the first time they are experiencing something they were never taught in school and colleges. They see that it is easy to relax, it is easy to sleep, it is easy to have some joy.

The second module is on creativity and innovation. There we teach four things: observation, introspection, conceptualisation, and actualisation. For observation we show them how a photographer can photograph well because he observes. We teach them the value of observing by having them observe their past, their life, nature, trees, leaves. People find that they have not looked, they walk but they do not look at trees, they do not look at flowers. We go through this observation in great detail. I have a lovely film made by a National Geographic photographer on everyday creativity, which teaches them a lot about observation.

We continue like this throughout the remaining six modules. We also teach all kinds of meditation because I believe that one type of meditation does not fit everyone, we must provide a variety so everyone can find the one that is best suited for them.

Merchant, Nilofer – USA

"President and founder of Rubicon Consultants, a marketing consulting firm in the USA"

Spiritual Theme

"Living authentically" speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn't get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be "a wellspring of nourishment".

Developing an Organisational Culture

I have been thinking about the type of organisation I want to create a lot lately. I'm not sure if I want to grow to be a large firm and deal with all of the challenges associated with that or if I want to remain a small firm as I am now. I haven't really made that decision yet, because I am not ready.

What I do want for all people, whether they work specifically in my organisation or not, is to empower them to be fully engaged, fully alive and use all of the gifts they have. For me, this means having fun, laughing, being creative, having lots of great ideas and framing them in a way

to share with others. This to me is experiencing a vibrant life. What I most aspire to is to help others feel passionately about their life.

One time, we were working on a large project, and one person spent all of his time during the entire project telling everyone why it was going to fail. He was the biggest nay-sayer I had ever met in my life. But I loved him dearly and recognised that this was his way of expressing his fears and that he genuinely wanted to be helpful. I feel that fears are gifts and that they can be helpful if used properly. Because I knew he could not be productive until he felt he had really been heard, I would typically spend the first minutes of any meeting and let him share his fears. So the group really learned a lot during this process and learned better how to accept him.

I also found that my sense of humour really showed up with him. For Christmas I gave him a sign that said: *What would you do if you knew you could not fail?* I noticed that people started treating him differently after they saw this sign in his office.

There was one person on the project who said that she wanted to leave the company as soon as the project was over. When I asked her why, she explained that it was because this person was so negative. I helped her to see that this person was in reality only a reflection of her own fears and that unless she resolved those fears within herself, she would continue to have this same type of difficulty no matter where she worked. As a result of this, she has not left the company and instead she now makes a list of the things he does to annoy her and tries to find ways to resolve those difficulties within herself.

I do believe that people have their own best answers within themselves, and so these are ways that I try to help the people on the client teams I work with learn and grow. My goal is not just to help them while we are working together, but to teach them wisdom and skills that will help them grow long-term. One of the ways I do this is what I call an “internal audit”. I meet with everyone on the team and I hear their perspectives. I ask them what they think needs to be fixed and why, and I ask them what they most want out of the project. I write all of this down and organise it into an overall report, which also includes my marketing insights. Then I present this back to them and make sure that everyone agrees so we can develop a common perspective and goal for the project. This process helps me to connect with everyone on the team and helps me to understand where everyone is coming from. This also makes sure that everyone’s voice gets heard.

This type of “internal audit” works with people at all levels of the organisation. Right now I am doing this with an executive team that bought another company and wants to find a way to bridge the two companies’ models together.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Developing an Organisational Culture

I want to do things that are governed by nature's law. I do not believe that something will work if it is against the laws of nature. So what are the laws of nature? Nature is nothing but science. There is a principle in physics and electrical engineering called "impedance matching." What it means is that there are two devices, A and B. If these have to be connected and if the power transfer between these two has to be maximum, then their "impedance" or "resistances" should match.

I believe in this same principle as far as human relationships are concerned. My approach is to really understand an individual, individually. I want to understand their impedance and then I will position myself so that I can match my impedance with their impedance. That way our relationship can be the most productive, most powerful. See, this is actually science, and science in my opinion is nature.

I do not believe in force because I think it is against the law of nature. I have never attempted to force any of my associates in the last five years on even a single issue. I believe in dialogue. If there is a lack of alignment between what I think and how others think, I would rather focus on coaching them instead of using my position to tell them what they have to do.

The other principle I use that is related to this law of nature is that very often we do not recognise that every individual is unique. In the workplace I have seen a lot of conflicts, a lot of issues, because we tend to forget the uniqueness that each individual has. That, in my opinion, is against the law of nature. If you look at it, God has designed each of us to be unique; that is the reason we all have unique DNA's. If our DNA is unique, and that is God's way of telling you that every individual is unique, then we must understand how each person is unique and how we tap into that uniqueness to do something productive.

I place a lot of emphasis on understanding each individual, individually. When I know that an individual will do well in a certain environment, then I will make sure that their job is designed that way. I distinguish between skill and interest. I may have tremendous skills in being a great marketing manager, but I may not have interest in it. My belief is that if I am not interested in something then I will not be passionate about it. If I am not passionate about it, then I will not be successful in it. I like to talk about this because I have seen in many organisations that most managers focus on their own personal evaluation of people, rather than trying to understand the individuals and their interests well. Their thought processes are governed by their own evaluation and it may be completely wrong.

Generally within Lucent, there is a tremendous amount of respect for people. The amount of freedom it gives to its people, the amount of training and development it provides to its people, and the way people are treated, makes it certainly a great corporation. That is the reason I have worked here for the last five years.

Narayana, G. – India

"Chairman Emeritus for Excel Industries, Ltd. in India"

Spiritual Theme

My spiritual theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

Developing an Organisational Culture

Each person has a physical body level, a mind level, a thought level and a spirit level. The moment trouble comes, a man will look to the "I" levels first. Suppose today a building has fallen down and water has come in. At first, "I" am in trouble. When I join together with another person then God is there and I move from "I" to "we." Then we begin to discuss hope and Divinity is there.

We must move from "I" to "we." It doesn't matter if anyone believes in God, Rama, Krishna, or Sai Baba, when you believe in another human being you are touching Divinity. Inside humanity is God. So if you search inside another human being, you will find God. Like the *Gita* says, one day the buddhi (wisdom) will come, and you will become enlightened (you will know God).

You must build the people for success and appreciate them. When you want to reprimand, do it like a dose of medicine. Appreciation is like food: morning breakfast, afternoon lunch, evening dinner. But, discrimination and punishment you do like a medicine: required dose, required time, doctor is present. If you give continuous medicine and no food, man will die. If there is only food and no medicine, there is no correction and improvement. Regular food and required medicine ensures health and strength. Integrate recognition and correction appropriately and optimally. So in an organisation, reprimands and punishments should not be given continuously, like a mother-in-law might do. It should be mother-in-love, not mother-in-law.

Whenever any person comes to me, in each transaction I evaluate: "When he leaves from my office, has he become small or has he become tall?" I measure. If he has become small, I will not let him go; I make him sit. Only when he becomes tall he can go. Only when he becomes happy he can go. An unhappy man cannot leave my room. If I were to abuse someone, when he went away I would be unhappy, and he would be unhappy. I may fight with him for eight hours, but I keep at it until he is happy. An unhappy man cannot escape from me. Only a happy man can escape from me. And everyone can judge whether the man is happy or not.

Narendran, Parantha – Czech Republic

"Former Strategy Director for Eurotel in the Czech Republic"
"Private Equity Consultant and Investor"

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Developing an Organisational Culture

If I were developing a larger organisational structure, the kind I would like to develop would be non-hierarchical and recognition-based, and one that tries to break away from the politics of work.

In addition, we would get away from things like copying e-mails from customers as an insurance policy in case someone comes back and complains. This would be an organisation where people can trust each other. I think it comes back to putting into place a strong organisation structure that recognises people as individuals.

Some time ago I saw an interesting video in a management-training course, and I am still thinking about this video. In this video a highly successful and respected leader of a major international company talked about the 10% rule. This is where they go through the company and they weed out the bottom performing 10% each year. In the first 1 or 2 years, it is okay, but in the 3rd, 4th and 5th years it becomes harder and harder. The CEO who talked about this policy was asked, “You talk about rewarding people on an individual basis. How do you do that?” He said they had a very strict discipline in their evaluations and with their checks and balances to make sure that the evaluation wasn’t done in a wrong way, so you could identify the bottom performing 10%.

I am not sure whether I would subscribe to this philosophy, but I guess I would have to look at some of the methods he employed to create an organisation like that. It would have to be based on a variety of things such as how they work in a team, how much they have learned, how much potential they have.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Developing an Organisational Culture

My dream is to create a company that is identified with the following concepts.

The first is synchronised efforts. I have to accept the weaknesses and the strengths of my colleagues and adjust to them. And they must also adjust to my strengths and weaknesses. I speak here of a team spirit that means we must all accept each other as we want to be accepted by them, and work together to overcome the difficulties in our weaknesses and strong points.

The second is excellence; we must work passionately toward excellence. This means both inner and outer excellence. Today we are working in a society where employees, customers and other stakeholders are more demanding and are better educated, so things are much more difficult to manage. The difficulty here is that each of us thinks that we have the truth and so to adjust at a managerial level can be difficult. Excellence requires a continuous effort to improve oneself and the organisation in a holistic way.

The third is personal communication. I encourage this through training and through a lot of personal communication. I have spent a lot of time in the last six months in meetings to express my personal message to all of the 2,600 employees in our organisation. I do this face-to-face as much as possible. I also publish a newsletter where I present my key messages. I realise that the only way to change an organisation is to communicate what you want, that is the first step. Then everyone must realise what needs to be done. Everyone must change themselves; I cannot do this for them, I can only inspire them to do this.

Pillai, Anand – India

“Head of the Learning and Development Department for HCL Technologies in India”

Spiritual Theme

Connecting with God, the source of “being.”

Developing an Organisational Culture

For me, what is important is the *internal* motivation, not the external motivation. I bring lots of people together and make it a collective process, so that everyone is responsible and participates in the success. I don't come to the office to enjoy myself alone. I come to the office to enjoy others. I come here to enjoy the system and to contribute to the system. As a result of my contribution of being, I am inspiring others to contribute their being and as a result, the organisation's being is enhanced. This is true service. When I focus on my being and the others focus on their being, then all the rest becomes incidental.

My desire and dream is to take this same kind of vision forward to the one hundred managers in our organisation. Today these managers come to me for training modules; what I want them to discover is the spirituality that is within them and have them manifest it in the way that they know best. Then, this movement can be passed along.

Some of the leaders in our organisation have the spiritual understanding of servant leadership and the entire concept of spiritual leadership. As a result, that has led to a culture where responsibilities are not *given*; rather, responsibilities are *taken*. This rule is what servant leadership is about. For example, if I walk into this room and see that my cup has not been taken, I do not yell at the canteen guy. What I do is take the cup to the tray where he can collect it. So what happens is that I take the responsibility for the cup. What does it take for me to take that cup myself? Yes, the traditional system says that if I take the cup, then it spoils the guy and he won't fulfil his responsibilities in the future. But what actually happens is, when he sees me do this, he does not have the courage to let the boss do his cleaning for him and so it motivates him to do a better job.

Instead of complaining that there is a knock on the door, you go and open the door. If you see that someone is not doing something that you want done, you do it. Here in our organisation we only listen to complaints from our employees when they cannot do anything about it. If they can do something about it, he or she had better do it.

Another change that occurred for me as I began to live a deeply spiritual life was my relationship with my subordinates. My concepts of empowerment changed, my concepts of interpersonal relationships changed, and my concepts of leadership changed, all as a result of studying the Bible and getting deeper into the spiritual aspect of life. I don't think of them as subordinates – I think of them as my co-partners in accomplishing the mission that we have together. It's not that I have a mission and they do their job in order to help me fulfil my mission. I strongly believe that real change does not happen from the outside; it must come from within.

When I hire someone I tell him or her, “If I knew what it was that you needed to do, I would not be hiring you. I want you to apply your thinking, your opinions. At the end of the day you know more about your job than I do.” I give them the freedom to do what they need to do to produce the results that they need to produce. Everyone is taught to think for themselves, rather than going strictly by the rulebook.

Ploix, H el ene – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: “To contribute to society”. And to try to be attentive to others and have a better understanding of them.

Developing an Organisational Culture

I think that traditional views on governance are very narrow. In our management company, we believe that values have to fill your life all the time, at work and at home. But “values” are something difficult to really identify, even if you can put words on them.

At Pechel, all the team members share the same values. We have developed an ethos based on trust, responsibility, involvement and teamwork.

Raghavan, N. S. – India

“Founding Director and former Joint Managing Director of Infosys in India”

Spiritual Theme

“Love and trust” automatically came to my mind as my theme.

Developing an Organisational Culture

I do not think you have to formally speak about organisational culture. I think people automatically observe and follow the way you behave and act. Whenever we would set up a new centre, people would ask us, “How do you ensure that your organisation’s culture is going to be followed?” I found that if we sent a few of our veterans to set up that centre, then reflecting on their attitudes and behaviour, the new people would follow their example.

Even if you have a rulebook that says differently, people will still follow what the leader does. They will follow the behaviour that they observe, not the behaviour that they read about in the rulebook. It is not the rules; it is the spirit in which the work is undertaken. So the only way I have found for a culture to be created is for the senior leaders to demonstrate the behaviour. They must be very clear about what they expect and the right way of doing things.

I believe there are several questions that are important regarding empowering people. One is: “Does the person have the inherent capability to develop?” You cannot empower someone whom you cannot develop. Second: “Are they being supplied with all of the information that they need in order to do their job and take the right decisions?” Third: “Have their skill sets been updated to enable them to take right decisions?”

In order for empowerment and delegation to be effective, one should be careful while advising empowered staff. If someone came to me and asked questions, which was tantamount to asking me to make a decision for him/her, I was careful to outline the pros and cons. I avoided giving direct answers, to make sure that they were the ones that made the actual decision, and owned that decision.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Developing an Organisational Culture

Before you implement any of your core values be sure that you have sound faith in those values. If there are eight or nine values which you feel are relevant, and you want to influence those under your leadership to adopt them, then you must sincerely believe in the relevance of those values – much like an evangelical fervour. If you doubt something yourself, then do not attempt to try to get others to adopt it.

In the end, what is most important is not that you have established your eight or nine values throughout the organisation, what is important is to see that your organisation begins to expand its awareness and begins to think along the lines of these values. Even if all of the nine have not succeeded, if you have moved them even one notch forward, then you have succeeded. This is a gradual process. It is an evolutionary process.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

“Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India”

Spiritual Theme

“Seeing God in everyone”

Developing an Organisational Culture

When an organisation excels in creating the best quality products it can and provides them to the proper customers, while taking care of their people, this is naturally an organisational culture that is driven first and foremost by service. When you create a product that is seen by your customers as valuable, then in the process you create value for your own people. Or, even the other way around, if you assemble an organisation with the right people and create value for them first, then everything else will fall into place.

These same principles also apply when you are running a household, when you have a housekeeper, a driver, a gardener. If you just hire them as employees for a period of time, then of course they come to work for you to help you out. But if you really get into their lives and help them with their life, they respond so differently. For example, my gardener puts so much love and care into our plants; he feels a pride in what he is doing. He comes everyday to look after the plants and makes sure they are doing well. We give him respect as a gardener and appreciate him for what he is doing. For us, he is not just a hired employee.

The organisation is built on the talents of many people. If you take care of them, then everything else will be taken care of. People have different skill sets: some are marketing people, some are professionally-oriented (such as the consultants), and some are the workers. We can group them as the grinders, the minders and the finders, as David H. Maister puts it. We don't expect a grinder to be a finder, nor a minder to be a grinder. But the sum total of all these people is what brings growth to an organisation. So, throughout the organisation people have different skills and cannot be expected to function equally. Therefore, we have personal scorecards that are not necessarily balanced taken separately; this process recognises the capability of the people where they are and shows the training and mentoring they need to move into other areas.

Sinclair, James E. – USA

“Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania”

Spiritual Theme

My theme for spirituality would be “Live it.”

Developing an Organisational Culture

As a leader you should let everyone know what is happening. The goals of the organisation, the thinking of the organisation, and the policies of the organisation should be known to all and should be clearly expressed. Nothing should be covert; communication is the key to the entire organisation functioning in present time. In this way, the people can know and understand what everything is about.

And you must construct an environment that is conducive to an inward looking nature. You have to do this in the way that you teach your managers how to manage. You have to ask questions like: “Is it better to be feared or loved?” Here is where you can put incentives in the primary policies of the organisation where people's performance will be rated and their ability to move ahead in the organisation will be based on this. This must be known and not subjectively based on politics. This is where you take a corporate stance. This is not just a policy book; you must live the policy.

So your managers make it clearly known to the employees what they want to see from the employees and then you make the results visible, not invisible. Management by statistics is a way of making this known and defeats management politics. So what determines a manager's performance is the performance of the department that's within his ability to manage.

Vrethammar, Magnus – Sweden

“Former President for Europe of Pergo Flooring in the UK”

“President of an executive coaching and business development firm Creability AB in Sweden”

Spiritual Theme

Spirituality is an opening process. And then the question is, “What are you opening up to?” I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is “opening up to love.”

Developing an Organisational Culture

I think the levels of challenge have to be very high in order to keep interested, gifted people in the organisation. You have to see to it that much of what they have to offer can be used, so that they feel it is worthwhile. I feel that the process-orientation I have spoken of is very important for spirituality, and I promote it. What has become important is that house-holding means focusing on both figures and reflection, let's call it a general balanced scorecard approach. Here parts are seen as joining to serve a common end, where everyone can see their role in the whole, and this is reflected in the figures.

The challenge means you have to find the measures behind the finances that drive the success and award people according to how they achieve along those measures. You have to develop a culture that empowers and enables people to open up, to realise their own capabilities and potentials.

Webb, Janiece – USA

“Former Senior Vice President with Motorola Corporation in the USA”

Spiritual Theme

I think my spiritual theme would be “God in everyone.”

Developing an Organizational Culture

If I could be the CEO of a company that wanted a true spiritual leader I would take that position. That means I would be able to build and grow the team, be a part of the team and reach goals while having a spiritual life. It also means I could express both masculine and feminine traits as well as compassion and dignity. There would be no fear of spirituality and everyone could be who they truly are. This would be the culture.

I'm not sure if this would be a capital based organization or not; it might not be. I do know we would have lots of fun, we would reach lots of goals and we would both make money and give back money. Everyone would share in the gains and successes.

I believe in talent and I believe that you can create giants out of ordinary people when you act in balance and harmony with people. Sometimes this requires tough love and that can be done within proper bounds.

Welling, S. K. – India

“Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India”

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Developing an Organisational Culture

In 1998, when I took over as Executive Director of HMT International, the people were very morose and scared... people were scared of the boss... I have 80 people with a General Manager of HRD who is also spiritually minded. I had him put on a three-day development program for all my employees in the International Division, right from the lowest to myself, with the title “A Program for Winners.” It was on personality development, meditation, and all those aspects of spirituality that you see in our scriptures.

Here are some of the basic things covered in the program, as summarised on these cards that everyone received:

- 9 ways to face criticism
- 6 ways to break the worry habit
- 7 ways to analyse wealth
- 7 ways to peace and happiness
- 4 ways to overcome work stress
- 9 ways to make people like you
- 9 ways to bring people around without giving offence.

As an example, some of the advice from this last topic is: “Give the other person a fine reputation to live up to.” “Never try to get even with your enemies.” “Expect ingratitude. Be at peace with it.” Notice that at the top of every card is the theme, “Be with God and you will be happy.” These cards come from the Shandilya Institute of Nurturing Excellence.

The professor first suggested that we conduct the program at the managers level, and then later to other employees. I said, “No sir, you have to do this to the last man. The office assistant also has to attend the program.”

Then he said to me, “After running this program for over 50,000 people, you are the first chief executive who has talked with me ahead of time about how to formulate and conduct the program.” I replied, “Look, every human being is divine. There is divinity in everyone. It is circumstances that have led to their position to be what they are and the way they behave. Now we must make them conscious. Divinity is everybody’s true Self.”

A General Manager is as close to my heart as that fellow, the typist who is sitting there typing for 8 hours. Both are human beings. Both are creations of God. It is only the opportunity the fellow had because of his family background and his education that he has become General Manager. The other fellow has not had that opportunity, so he’s the typist. So I won’t discriminate between them because of this. I said everybody, even a typist, has to go in our company. It is not just for some.

Then we said we’ll conduct the program in the local language for the lower staff. We’ll conduct it in Kannda. I’ll pay for the cards to be translated into the local language. I’ll print the cards for

those boys, and it will be at my cost. But I don't want discrimination; because for me everybody is sacred.

I personally gave the invitation to all my employees. I told them myself that this is the program, you should be on time, and nobody will be given leave during those three days. At the last minute on the day of the program, half an hour before it was to start, I told the professor:

I'm not attending. Even today, a boss is a boss, though I don't conduct myself as a boss. If I sit along with my people, they will not come out. They will not get the fruits of that program that you are leading, because I am sitting there, because it is still the mind of people that if the boss is around you cannot be yourself. They will not open up. And what I want is that they should open up. So I will come and inaugurate every program for five minutes. I will again join them for lunch and find out how they are progressing. On the last day I will again come. But I will not attend the program itself.

It was a big success. People were completely changed based on that program. After completing it, the whole involvement and morale here was boosted. I could see that. Everything opened up. People are friendly, they are doing their job, they're attentive... the human feeling is there. After two months, again I had a follow-up program. They are still talking about the program. They tell me now, "Sir it is so comfortable for us."



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION VII

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their views about how business can benefit the local community, nation and society.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

Businesses have a role to play in nation building and in building the character of the people. If we all do something, we can all gain. In this we are very blessed. Through our work with the small and medium enterprises, we are able to take part in the economic development of the Philippines and set an example for corporate social responsibility. We feel that it is God Who has made us who we are.

One of the Philippine President’s major strategies is an SME development programme with the goal of generating about 6-10 million jobs in the next 6 years. Employment is at the heart of her campaign. She is my neighbour and she knows what we do at the bank and the awards we’ve won, how it serves entrepreneurs and provides jobs.

Plantersbank has been cited as an example because we are leading the way and encouraging other banks in working with small and medium enterprises. Of course you do basically the same amount of work whether the loan is 100 million pesos (US\$2 million) or 2 million pesos (US\$40,000), so many of the other commercial banks would understandably go more for the big-ticket items. But we have proven that serving this segment can be done profitably, especially if you put your heart and mind to it. We have said to ourselves that, no matter how big we get, we will remain committed to the small and medium enterprises.

Behner, John R. – El Salvador

“Former Country Manager for Nabisco in El Salvador”

Spiritual Theme

“Realising God by serving others.”

Only saying “serving everyone” does not include that, which is the most important to me, which is to realise my oneness with God.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

We would do a lot of offers like ‘buy six and get one free’, or we’d package two items together to create a special offer. As an outreach to the community, we started using invalids for this. We would send this packaging work to the invalids’ home. They might stay up all night watching television and putting offers together, and we would pay them one or two cents for each offer they would do, depending upon how complicated it was. With this we were helping a group of people that otherwise wouldn’t have been able to get work, and at the same time we could keep this tedious small stuff out of our production department where we had everybody working at full steam.

Budin, Philip – USA

“CEO of Royaltions, Ltd. in the USA”

Spiritual Theme

For me spirituality is equanimity.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

I think the basic responsibility of a business is to make money; that is its only purpose. If it is a private company, its purpose is to make money for its owners. If it is a public company, its purpose is to make money for its shareholders. Anything else has to do with the individual beings whoever they are.

The people starting or running the business will choose what line of business to go in and how to operate it. Their own spirituality or consciousness, whether expanded or contracted, will determine what line of work they do and how they interact in the community. I don't think it is the business' responsibility to interact in the community; a business is a corporation, period. It is the individuals who run the business that interact in the community and in the world. For example, my personal conscience says that you don't do anything harmful, you don't pollute rivers, you don't commit murder; and that's how I'm going to act whether I'm involved in business or not.

Everything is give and take, but really what it comes down to is individual decisions. We like to think that the company is making the decision, but it is the individuals that are really making the decisions. Very rarely today are these decisions that affect society and the environment being made by only one person; the individuals who sit on the board usually make them.

Today things have gotten a lot better because everything comes to the surface and becomes so public, so quickly. If someone is operating a sweatshop in Nicaragua using child labour or doing something they shouldn't be doing morally, it comes to light very fast and public opinion forces them to change. Everything is becoming transparent.

Canada, Francisco Roberto – Argentina

“Director and Partner of Errepar S.A., a major publishing firm in Argentina”

Spiritual Theme

Loving God.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

One of our activities is publishing spiritual, cultural, and educational books. These kinds of books are a reflection of the view of life shared by all three of us partners. We look upon this activity as a possibility of helping to make a better world.

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.

Chand, Amber – USA

“Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world”

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a “God-being tapestry.”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

I feel that businesses as organisations are incredibly powerful and have an incredible capacity to create wealth. I think because of this potential that business has to create wealth so well and so skilfully, then surely we can find ways to create wealth for the planet. Also, as our next step in business, we must look around us and notice that in fact the earth is not able to sustain itself based on our current behaviour.

I like the idea that business can become “a spokesperson” in very legitimate ways for compassionate action in the world. Yes, we can be profitable and yes we can create wealth, and as we do that we can make sure that we are helping the people in our companies, in our communities and societies, and all around the world. And, we can find ways to stop extracting and exploiting the resources of our planet. I think this is a very poignant time for businesses and I am very hopeful that business leaders will take on this kind of leadership.

Chattopadhyay, A. K. – India

“Former Senior Vice President of ACC Limited Refractories Division in India”
“Executive Director of Tata Refractories, Ltd. in India”

Spiritual Theme

My spiritual theme is a combination of the four goals found in my spiritual view of life:

- To align oneself with a super power
- To find out the reasons within oneself
- To have faith in others
- To have a caring nature

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

Under normal circumstances people are trying to accumulate more and more, but to me spirituality is about sharing with others. If this way of thinking could come in all of us, then society would be a very different society. There would also not be so much unhealthy competition.

If we can build a societal culture from this basis of spirituality, then obviously there would be a society that is almost classless, where all people have what they need. Vivekananda⁶ used to say that every human being is perfect within himself. As I said earlier, spirituality is the manifestation of the perfection that is already there within you. If we can manifest this perfection, we will create good things for the society. That itself will bring wealth to our society.

When leaders start working from the mindset that, “Yes I love society, I care for society, I love my colleagues and people,” then this will be transmitted to all the levels of the organisation and society. Then our actions will definitely bring prosperity to all of us.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you’ll ever do is still ahead of you.

Another such spiritual theme for me would be: “Educate and obey your conscience.” Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

We have to get research going on the dramatic and measurable impact of living by ethical principles in the different realms of life such as business and work, schools, health-care, and churches. Interestingly church-leaders are often intrigued with this approach as most of them live in compartments, and they want to learn how to institutionalise the principles for their churches.

I just finished training all of the Catholic bishops in North America. I was the only outside resource that they called upon that used the scriptures. I basically used the model of John 10 where the Saviour talked about the shepherd, the hired shepherd, and the sheep as three models of leadership. They were so intrigued by this. They admitted that they used mostly fidelity and orthodoxy as the two criteria when selecting a priest to become a bishop. I suggested that they must really include the leadership dimension as well. They should think about matters such as whether the priest they are evaluating has a spiritual vision for leaving a legacy in institutionalising and making people independent of him. They really liked that approach.

I also do a lot of work with Native American Indians. The problem is that they are getting too much into gambling and drinking. Part of that is the heritage of Americans putting them on reservations, where they lived isolated from the rest of the nation, and with very poor opportunities for living

⁶ A highly respected and renowned Indian spiritual teacher

either their traditional life-styles, or living up to the “American dream”. This has created the victimise mentality they suffer from today. I think the worst thing that can happen to a people is to feel like they are a product of what has happened to them, because if they look at themselves as victims, they become victims. I have found that the best thing to start with, that has the greatest immediate spiritual impact on a person, is to have them consciously work with their awareness, the space between stimulus and response. If they relate to that honestly it turns them on to no end and enables them to realise – “Wait a minute, I have the freedom, I am not my thoughts, because I can think about my thoughts, I am not my moods, there is a space there where I have the freedom to choose, and if I will follow principles, that space gets larger and larger and larger and in that way I can become a transition figure in my family and in my business or whatever organisation I belong to.”

As to the responsibility of business as an institution – business has a definite spiritual role as regards its responsibility for the whole because its influence is so enormous. We have enormous trans-national corporations; some of them are more powerful than many national governments. And business leaders are increasingly aware of this relationship between the spiritual and the responsible. They are aware that the human dimension, particularly at the level of trust, is the root source of so many of the problems that follow in the slipstream of globalisation. They know that the soft stuff is the hard stuff – and that leadership is increasingly becoming an art, an enabling art.

Cruz, Alvaro – Colombia

“Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia”
“CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda.”

Spiritual Theme

Love and respect others.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

The world is the sum total of every part. Just as at work, if you make a good team, it is a very positive beginning. If you only have individuals who are not working as a team, you cannot achieve anything. We can achieve meaningful betterment, in Colombia, in my state, and in my company, if we daily perform positive actions, framed in spiritual principles. This applies as well to your family and your colleagues at work, as well as anyone you are associated with, or any person you interact with during the day.

Cuneo, Federico – Peru

“Senior Partner with Ernst & Young in Peru”
“Chair of Peru 2021, an NGO comprised of business executives working on sustainable development and corporate social responsibility for the country”

Spiritual Theme

Unity with the rest of the world, love, eternal life and light – those would be words I would use as a theme.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

Yes, I know that spirituality can help me individually. However, I want to be involved in something much bigger that has to do with the well-being of the world. I think that business is a good platform to do this because people respect successful businessmen. If we can set examples as leaders, then I think we can change the world. I don't think our major challenge is to have the biggest corporation in the world. I think our major challenge is to have less poor people in the world.

I think the world needs the business segment to be concerned about the good of the whole. I know this may be difficult, but it must start from within. We must all start to look within at our spiritual nature and change from the inside. I cannot imagine all of the good things that business could do for the world if this were to happen. If the people who run the highly successful companies would look inside, I know that they could do a lot more for the world. To me this is an ethical way to do business and there is a responsibility to look into the unethical practices that are being done today and stop them.

I also think that large multi-national corporations need to be much more aware of how they are killing the small producers in the countries they are going into. These small producers are actually the ones who created the market in the first place and they need to be respected. I think that a spiritual approach will help these leaders find a way to resolve these inequities somehow.

I do believe that much of the suffering that people are experiencing in our country and in other continents like Africa is due to karma⁷. So we have to help the people understand that they must do good in the environment they are in so that their next lives will be better. In one of the groups I meet with, we identify a major trauma that is happening in the world and we focus our meditation on dissolving that trauma.

Daugherty, Thomas – USA

“Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA”

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God's love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

⁷ In this context, karma is often defined as the “consequences” of our actions.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

In terms of our making a contribution to the rest of the world, literally we do serve people from all over the world; we have a very large international clientele. As we are able to serve people from the frame of reference that we care, hopefully they will take away from here a feeling that the quality of service they received not only took care of the physical concern they had, but also left them with a sense of wholeness, beyond what they even expected to receive.

Delbecq, André, D.B.A. – USA

“Former Dean of the Santa Clara University School of Business in the USA”

“Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA”

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don't do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

I think about problems such as “What are we going to do with the waste generated by computers and electronic products?” I am concerned with the problem: “What are we going to do about over-fishing the coastal sea shelf off the coast of California?” I think the government can put up warning signs, and can enact solutions in the present tense. However, I don't think the creative answers for future generations will emerge through the government. Rather, long term solutions for all of these problems will emerge out of the creative energy that the private sector, acting at its

best, unleashes. I believe that future businesses will emerge that are devoted to solving many of the paths of destruction that have been associated with our prior behaviour.

A familiar example is the salmon industry. One solution was thought to be salmon farming – avoiding harvesting wild salmon until they cease to exist as a species. Yet salmon farming has had it's own set of challenges. It seems each time business solves one problem there emerges another set of challenges. Yet the innovative energy of the private sector exists to continue to explore creative ways to address each new issue.

As we collaborate with Spirit by deepening the spirituality associated with organisational enterprise, I believe business leaders will continue to explore entrepreneurial solutions to address present and future challenges. After all, products and services that provide solutions to important human problems is the reason that spiritually centred leaders find noble purpose in serving this sector of society. So I believe the private sector, when it operates with integrity, is a sector encompassing great hope in seeking creative solutions to important problems.

Govindan, Rajan – USA

“Former Senior Managing Director with Bankers Trust in the USA”

“Chief Operating Officer of Bear Stearns Asset Management in the USA”

Spiritual Theme

To me this would be “happiness and contentment” and “to act with right conduct.”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

I think that businesses cannot contain themselves only to their business, but they have to help take care of the welfare of their neighbours – the communities around them. Businesses have talented people that can be used to teach; they've got money that can be given. If people start to think that way, then I believe they can really help those who have less. I think if companies started helping other human beings, even a little bit, it would help so much.

I'm not saying that a company has to move its operations to an impoverished part of the city, but this type of behaviour can be encouraged in the company and it could make such a difference. If young people see their bosses do it, then they will do it. If the leaders have an interest in things like this, then the young people will develop an interest in it as well. I think that the whole company will also benefit by doing this.

Jensen, Niels Due – Denmark

“Group Chairman for Grundfos Management A/S in Denmark”

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Role of Business in Benefiting the Local Community, nation and Society as a Whole

The basic rules of my life, like openness, honesty, and a feeling of high responsibility as well as, 'love your neighbour' are good for any organisation to practice. If these principles are honestly practised, they will always lead to an organisation that demonstrates high responsibility, and which is therefore in many ways successful in the way it does its business.

I think that Grundfos and our world wide organisation is an example for many other companies to follow – with respect to how we, all of us at all levels, behave in a way which hopefully can be highly respected by the general society. Thereby we hope that the company is helping to create better harmony between the general society and business, and hopefully more wealth is also created for individuals across the world. It is a major goal for Grundfos that our organisation is in harmony with itself, so that people can be proud of working in the company. Having a job at Grundfos is of major importance in their lives. I feel that we can really make a difference for our thousands of workers across the world.

If such basic rules, as we practice in Grundfos, are practised in more and more companies around the world, it will clearly shorten the distance between businesses and the general society. It will also contribute to the development of a better trend, whereby business and society work together in order to create wealth and better living conditions for all people on this earth.

Jiang, Niran – Australia

“Formerly Senior Trends Manager for Coca Cola and Marketing Manager for S. C. Johnson in the USA”

“CEO for the Institute of Human Excellence in Australia”

Spiritual Theme

My spiritual theme would be interconnectedness, wonderment, and compassion.

Role of Business in Benefiting the Local Community, nation and Society as a Whole

If I focus on building the high energy centre, the first impact circle in terms of societal impact is the corporation sphere. We're not naive in the sense of being able to radically transform that space. It's a very hard journey, but we feel we are creating an impact. Also, we are actively involved as individuals in Australia in creating the “Be the change”-movement. That is about shifting the awareness of individuals and generating collective responsibility for change, about playing an active part in creating a better world through a whole system change approach. We are sponsoring the movement financially and helping to build the awareness required for such change to happen.

After we are well established in Australia I see part of our business going into the Asia-Pacific. That will be the geographical focus on where we contribute to the world.

Kanu, Victor-Krishna – Zambia

“Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden”

“Director of The African Institute of Sathya Sai Education in Zambia”

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

A business is a by-product, a child of the local community. Therefore, a business is for the people. Its primary role is to give service to the people – service that is bathed in values. The wise, proper and efficient utilisation of resources by the business for the good of all is one fundamental role that the business must play. Human Values are implicit in what so ever a business does, and this must always be borne in mind by all those who are involved in the operations of the business.

My vision for the institutions of the world and for all of humanity is that everybody will allow himself or herself to bring out the treasures that are within them. But my vision does not stop at bringing the values out; it includes practising them, insuring that they are applied in our daily lives.

If we love one another, there will be no wars. If our behaviour is right, there will be peace. We are all of the same stock. Look at the air, we breathe; I fly to New York and come down there, same air. I go to Denmark, same air. There are so many illustrations in the Bible where Jesus tells us to look at what our Heavenly Father does; the rain falls on all, the sun shines on all. It is my vision that humankind will one day see the truths of the wonderful teachings of the great Godmen that have come to us, and begin to practise them. It's all about seeing the oneness in all. We see ourselves as being different, one from the other, although we are not.

Kolind, Lars – Denmark

“Former CEO of Oticon in Denmark, one of the world’s premier suppliers of products for the hearing impaired”

“Chairman of Grundfos in Denmark”

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

I personally have no doubt that being in contact with a higher power increases the quality of one’s life in the broadest sense. This applies to everyone. I have never felt satisfaction in just making money. I am only happy because I started by making a difference, whether it was for the family, or the environment, or the hearing-impaired or whatever it was, that is what gives me satisfaction.

To expand on this, I think a company in any industry has an incredible strength and competitive power if the staff is united by a common purpose that makes sense in a broader context than just making money.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

There is such a need for a complete rebirth of trust in our business leaders. We ask teachers to teach us so that we can be better at what we do; we ask priests to help us so that we can grow spiritually. In the same way, leaders in business have an important role and responsibility to help society. This is an important time for us to stop and inquire as to what has happened and what we have learned. Power has a strange way of moving us into the wrong space. Believe me, it is uncomfortable sitting at the top point of a pyramid. And the press makes the images of CEO's and other top leaders look larger than life, which is also a mistake.

Somewhere along the line, business leaders have lost their humility and in doing so they have lost their compassion and empathy, and their inner connection to God. I think this is something we need to come back to. And all of these concepts are connected. If you have compassion and love, you will have humility.

Deep inside we have to have a humility compass and we must have a way to tune into that compass repeatedly, especially as we grow and begin to have successes in business. If we were to train leaders in such a way that the biggest fear they have is of becoming arrogant, we will be on the right path.

Maitra, Ashoke – India

“Former Director of Human Resources for the Times of India”

“Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India”

Spiritual Theme

I think my spiritual theme is “Manifestation of latent Divinity.”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

I have always believed that the wealth creators are the ones who should do the reformation work. In the 18th century the king used to look after the society. Today, businesses are the wealth creators and so they must look after society. I think businesses should do a lot of work to improve the social and economic conditions of people. And, by doing this it will naturally create new markets for them.

If you are a petrochemical company, you must look after the environment. If you have a hazardous petrochemical plant, you cannot last forever. Look at the case of Union Carbide in India. After the Bhopal Gas tragedy, this company, which was the bluest of blue chip companies, got literally wiped out of India. They did not take care of the environment and their people. You have to make safety a religion. As a newspaper, if we increase literacy, we have more people to buy and read our newspaper. For us to include society makes business sense.

When we have a reputation for being a good corporate citizen it reduces our costs. When we are seen as philanthropists, when we are seen as spiritual, when we are good to this world, our own costs go down. The image works as currency.

When you first take the decision in life that you want to be good and that you want to do good to society, then the Master automatically comes and takes care. Your decision has to come first. Let the businessman take the decision to be good first and the rest will follow. He may not be spiritual in the first step; that may be the sixth step. But when he takes this first step, then energy will start flowing towards him. Let him start creating good vibes and good energy will flow.

In Vedanta it is said that the first step is satsang, which is to mix with good people. When you mix with good people, you start having good thoughts, which lead to good feelings and good actions. It is all about having the right company. When you take the decision to lead a pure life, then the right people come and that is the first step in spirituality.

To my mind spirituality is a process; it is a process of awakening. God is the source of spirituality and society makes us un-spiritual. Spirituality is only a going back to where we started. We go from purity to impurity in life and if consciousness dawns, then we go back to purity.

I am telling the management schools that they are producing students that have no control over their body and mind. You are giving them a lot of knowledge by which their analytical skills are increasing. However, the students have to manage themselves as people and you are not teaching them how to look after their own mind and body. You are not teaching them how to influence people properly. You are not teaching them how to control their ego. How will they succeed?

The Indian Institute of Management (IIM) at Lucknow is now allowing me to teach the students meditation, pranayam (breath control) and matters in spirituality. I tell them to teach everything that they are teaching; there's nothing wrong with it. But you must also teach them how to manage themselves; otherwise how can they manage the organisation? Right now this is what I have to teach them when they come to me. They are good raw material, but they are not the finished product.

Today we are bombarded by a rampant consumerism that takes people away from their original self. I think we owe it to society to help people get back to where they originally belong, to their original consciousness.

Merchant, Nilofer – USA

“President and founder of Rubicon Consultants, a marketing consulting firm in the USA”

Spiritual Theme

“Living authentically” speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn't get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root

system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be “a wellspring of nourishment”.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

If I start from the perspective that “work is holy” and think about where the power is today, there is no other organisation than a multi-national company that crosses so many boundaries. The churches do not cross these boundaries, and neither do governments. So I believe that businesses have the most amount of influence going forward to cause transformative change in society. And then, because there are so many people working in these companies, if they were all using their gifts well and serving one another well, just imagine how transforming the organisation could be not only to their employees, but to everyone they touch. I believe that when people are working to their fullest capacity, they naturally go out and serve society well. Business naturally creates wealth, and I believe it can also naturally create positive social change.

I am aware that in developing countries sometimes people are not motivated to get an education because there are no jobs available if they did. What might happen if businesses created a huge demand for jobs such that it empowered people world-wide to get an education? This could stir a great social change.

Right now I must admit that business does drive consumerism, and does encourage people to consume beyond their means, which causes them to not be free and to be spiritually drained. Business also reinforces the fact that “being busy is good” and that “more is better”. If you really think about this, it is just not good for anyone. If you are working 60 hours a week and are so drained that you cannot be creative or do your best work, how can this be good for the person or for the business? So to me, the more spiritually aware and living in the light of God people are, I think they will live and work much more wisely and will go out and make better business decisions.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

I think my response to this question has to be viewed in a specific context. A company like Lucent, for example, is in the business of connecting people. This way of connecting people is of great value for many businesses. Take healthcare for instance. Look at how technology has improved the whole business of healthcare. You have access to information and expertise that were not available to you in previous years.

Also, if your company is global, when you can speak to a colleague in a different country, it brings you a certain amount of satisfaction and joy. To this extent, I see that our company is already making their own contribution to the betterment and upliftment of the society. And, I also see that

many companies are working constantly and relentlessly to improve the quality of our lives. To me that itself is a contribution they are already making.

I also see that society is a stakeholder and Lucent as a company does a lot of work for society. We have a formal program called "Global Day of Caring." It happens twice each year and that is a day when Lucent employees take time out from work and visit different organisations. In the previous year we went to an old-age home and took them clothes and food that we bought by collecting money from our own pockets. This year we went to a blind school and made our contributions by giving clothing to them and by organising some events.

We provide food to an orphanage everyday and we contribute to environmental projects. We have an office that has a lake nearby and we are one of the organisations that have taken the responsibility to clean and maintain this lake. We also have a Bell Labs scholarship program, which promotes engineering education to aspiring students. So as an organisation this is what we are doing here in India. Lucent was also very involved in the 11 September, 2001 tragedy that happened in the USA. We contributed telecom support as well as financial support.

Narayana, G. – India

"Chairman Emeritus for Excel Industries, Ltd. in India"

Spiritual Theme

My spiritual theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

Role of Business in Benefiting the Nation and Society as a Whole

Business must look at not only the economy. It must look into ethics, energy, excellence, economy, and ecology. First there is ethics, which means that whatever you do, follow the dharma (righteous) way. But ethics alone cannot do anything. You require physical energy, electrical energy, and human energy. Ethics without energy is powerless, but energy without ethics is useless. So ethics and energy must go together. Use this energy within the guidelines of ethics and you get great excellence. While gaining this excellence you should do it economically, not with loss, you must add value and do not disturb the ecology.

These five E's are the result of purity and beauty. If purity and beauty are there, these five E's are automatically there also. And whenever these five E's are there, you will have effectiveness and efficiency. Effectiveness is doing the right things. Efficiency is doing it the right way. And then you have enlightenment.

But this is not the whole story. Whenever these five E's are there, the opposite – ego – is there as well. Ego is always the opposite of ethics. So there is dharma and there is ego. Ego is always accompanied by excess. With ego there are many desires and when satisfying those desires is blocked, there is anger and then estrangement. These desires are the result of blindness and ignorance, having no vision.

So these are the two sides of vision. Purity and beauty are one side of vision. Ego and desires are the other side of vision.

These five E's, plus ego and its accompanying deficiencies, are embodied in the main characters of the Mahabharat. In the Gita, right ethic is Yudhisthir, energy is Bheema, excellence is Arjuna, economy is Nakula, ecology is Sahadeva, and effectiveness is Abhimanyu. Wisdom is Krishna and all are guided by wisdom. Ego is Duryodhana, excess is Dushasana, hundred desires are the hundred brothers, anger is Ashwathama, stalemate is Karna, and wickedness is Shakuni.

Responsible leadership:

- Learns ethics from the wisdom of the past and defines the roles and policies and enumerates them
- Performs the work using energy for creating results by endeavouring with perseverance
- Evaluates in peace
- Retains the worth through excellence and ensures progress
- Adds wealth and realises prosperity
- Assures the well-being of the ecology through responsibility

So 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.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

I don't have great expectations of what Eurotel can achieve within the Czech Republic in the future, since it's already a flagship company here. But my aspirations are two-fold. First, that people can come to Eurotel and learn new skills, learn more about their own capabilities, and use Eurotel as a springboard to move on. Second, that Eurotel is a place where people can have regular jobs and some stability which can give them and their families a quality of life that allows them to pursue other interests that they might have. One of the guys I work with does a lot of charity work and is thinking about going to Africa in connection with this work; I think it is great that his work at Eurotel may give him the financial freedom to do that.

There is a third thing and that is to deliver value to Eurotel's owners and to cultivate our being a representative ethical company within the Czech Republic, and set the standard for other companies to follow.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

All organisations are working to survive and to thrive in society. A company can only be excellent as long as their people are happy to work there and to develop themselves as human beings. When this happens, our organisations will fit more into the network of society and will create more value for society. When everyone is happy in the organisation, it will be totally integrated in the society. This is much more than providing economical value.

I think that one of the advantages we have as human beings is that we can still understand things even late in life and can rectify them. Today we are observing signs of change that disturb me: there is more violence on television; there are more homes for old people who are no longer part of or being looked after by their families; and there are more people living alone in isolation. Sooner or later, society will realise the negative aspects of all this and will change the paradigm. Or, there may need to be a big disaster which will show us that we are vulnerable in this world, and in the face of suffering and dying people, we will begin to react.

This is similar to when we reach a certain age and begin to see the value of life. I have a son who is 28 years old and I have a son who is 2 years old. I am now enjoying, like I have never enjoyed before, the learning capacity of a child. When I was younger, I was incapable of realising this. As a result my way of training and educating my employees is very different. When our life's experiences like this begin to happen on a global scale, things will begin to change.

Pillai, Anand – India

“Head of the Learning and Development Department for HCL Technologies in India”

Spiritual Theme

Connecting with God, the source of “being.”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

From a spiritual perspective, the more people realise that they are part of the problem, rather than thinking everyone else is the problem, then we will come nearer to important solutions. This may sound philosophical, but it is actually very practical. We have seen this work in our company here and we practice this in my home. The rule in our home is: whatever we see that is not done, we do it. That takes less effort than shouting. If I make others wrong, they can also make me wrong, so where do we get from there. Instead, we own the system and say let's do something about it. If this can happen in a family, it can also happen in a larger context, like a company, a district, a society.

Ploix, Hélène – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: “To contribute to society”. And to try to be attentive to others and have a better understanding of them.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

When I joined the World Bank and the International Monetary Fund as Executive Director, I did not only do it just to have a career, I wanted to understand better the developing world, and to see what we could do. When I was working as a member of the Cabinet of the Prime Minister for the French Government, it was for the same reasons – to contribute to the best possible management of our country. I have always had an attraction to doing work which contributes to society. Even now through my work with private equity, because you help smaller companies to develop. My life has been directed towards contributing to society.

Private equity is more and more seen as an activity where people are very greedy. I reject that sense of greediness that has been more associated with, for example, some large leveraged takeovers. I would like for my organisation to avoid greed – and that wealth should be for the many beyond the top managers and owners. In my opinion, some companies which have been very successful in leveraged takeovers went beyond the limits; the wealth was limited to too few people. I think it would be far better to leave more money in the company so it could develop more, for the benefit of the many.

Pechel in its own way tries to contribute; but we are so small that it could not be said that it is good for society as a whole. That would be too big a statement; we are modest.

One of my ideas for the future is that one of our new funds also has a possibility of investing in Eastern Europe. In Eastern Europe there are few private equity funds. They usually buy the whole company and are interested in larger companies. What we are good at is to be a minority investor. I know they need minority investors in these countries, investors who come to help them develop their company, who provide them with the wisdom they have accumulated, who provide them with insight as to good governance, and who can help them open themselves to the rest of the world – have them develop and then export or invest somewhere else. There is a market there, there is an opportunity and a challenge, and I am looking at it and trying to decide how we could tackle it. I’m not only looking for a niche in the market, I want to choose small companies and help them to grow. Just as I also have to help the young people here to develop, to think of the future, to think of our role in the world. At a certain time France will be a limited market and our team has to find other opportunities and be prepared for them.

Raghavan, N. S. – India

“Founding Director and former Joint Managing Director of Infosys in India”

Spiritual Theme

“Love and trust” automatically came to my mind as my theme.

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

I think that a business should contribute to the upliftment of the people that it employs and strive to improve the community that it is operating in, including the state and country as a whole. I think that businesses need to realise that by giving attention to all of these, including due importance to environmental issues, they will be making a significant contribution to society and the country as a whole. At Infosys, we proved that it is possible to run a business successfully without compromising on values and beliefs. That makes me feel very happy and proud.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

I think that anytime business has focused on a specific issue, it has done a good job. For example, business has done a good job in extending communications equipment all over the world and has used this as an avenue for distant learning. So many distant learning universities have been established and this has allowed education to be available to a larger number of people.

Value systems are the same all over the world, so from that point of view there is an underlying spirituality that drives all of these value systems. I think that any ethical or ideological practices that businesses engage in are a bridge to connect the values to the real world. You might notice that even though the world is constantly changing, the values do not change.

In this regard, it makes sense for business leaders to draw out a list of spiritual values and see whether some kind of a pattern can be drawn, such as with ethical behaviour. Maybe they can do this and carry it a little further, just the way they have with education and with environmental protection. Even though it may start out as company policies that employees must adhere to, it is possible that people will internalise them eventually.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

“Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India”

Spiritual Theme

“Seeing God in everyone”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

Kautilya⁸ said “The source of livelihood of men is wealth.” Wealth as opposed to money is what businesses should build. There is now an increasing awareness that what you do at work – and what your business does in its day to day pursuit of success – makes a real impact on society.

Again I quote Martin Luther King Jr., “While philanthropy is commendable, it must not cause the philanthropist to over look the circumstances of economic injustice which make philanthropy necessary.”

When a business uses all the factors of production – land, labour, capital, organisation – it has a responsibility to be responsible. When a majority of the citizens of the world earn their livelihood as workers or employees, businessmen/entrepreneurs or even governments who employ them should act responsibly. Without willing people, there is no enterprise. Responsible organisations should invoke the workers/employees to ameliorate the conditions of the less fortunate people in society be it in the area of education, health or employment.

It has become fashionable for business to use terms like “giving back to society” which in itself is perhaps an unconscious admission of guilt that it has taken more from society. On the other hand, businesses that pay closer attention to the social impact they can help create have moved up the value chain and enhanced the image of its brand. They have well defined Corporate Social Responsibility (CSR) programmes that also involve the active participation of their own workers/employees.

I organised and actively participated in a widely telecast roundtable on CSR where several top business leaders from India had joined. The theme of the roundtable was “How do you bring light into peoples lives?” Different people had different views on the subject. But I have personally observed that the success of any CSR programme is largely driven by the leader of the organisation and the quality of the programme is a result of the passion and commitment demonstrated by these individuals. They are certainly spiritually driven individuals who get to see the big picture and act accordingly. They are change leaders.

Sinclair, James E. – USA

“Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania”

Spiritual Theme

My theme for spirituality would be “Live it.”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

What makes you think that governments ever could, ever have, or ever will see to the welfare of man? The welfare of man comes from an expanding economy, which is employment as a product of expanding consciousness, not from government spending programs or taxing programs.

⁸ Kautilya’s Arthashastra is the oldest book on management available to the world. It was written by Kautilya in 300 BC. When literally translated it means ‘Scripture of Wealth’. The main focus of the book is on creation and management of wealth. Kautilya is considered a remarkable Indian teacher, guide and philosopher.

Vrethammar, Magnus – Sweden

“Former President for Europe of Pergo Flooring in the UK”

“President of an executive coaching and business development firm Creability AB in Sweden”

Spiritual Theme

Spirituality is an opening process. And then the question is, “What are you opening up to?” I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is “opening up to love.”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

Business is not separated from its surroundings. When it leaves or fails, it usually hurts these surroundings. But in a constructive sense, there is little limit to what benefit a business *can* be to society. Working in business challenges the person to open up to new ideas and technologies, take on larger responsibilities, consider his role in affecting the environment and in work relationships. If business brings him out into the world, it can help him open up to all that is different. This is also true on the collective level. Business can help contribute to society by new products and technologies, business is often the first to accept new concepts if they work (as compared to say government or educational institutions) and can contribute to society in more ways than I can imagine. But if this contribution is to be maximised, business must not dominate the society, there is a need for balance. If society can avoid being dominated by business interests, I think the contribution can be higher, because things can become very cynical if business interests rule over all.

Webb, Janiece – USA

“Former Senior Vice President with Motorola Corporation in the USA”

Spiritual Theme

I think my spiritual theme would be “God in everyone.”

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

The role that business could play in benefiting the world could be huge. It could help education by investing in kids and showing them, by example, how to lead in a spiritual way. It could channel the money it makes into giving back to society. I honestly believe that if a CEO came forward and was willing to genuinely show their spiritual side in making and selling good products as well as using their profits to help society, the results could be unbelievable. I truly believe that people want to follow goodness and are looking for these kinds of examples.

I believe if people could see that corporations are investing the profits they are making back into the society without a self-serving interest, it could be a new recipe for attracting and keeping shareholders.

I don't think that the idea of tithing a portion of your income came about by accident. Whether in our personal life or corporate life I think that it is a principle of life to give back. I have found time and again that every time I give in this pure way that it comes back to me many times over, sometimes in even embarrassing ways. You give and it comes back, that's just the way it works.

Welling, S. K. – India

“Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India”

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Role of Business in Benefiting the Local Community, Nation and Society as a Whole

My spiritual vision for business is to convert resources into goods and services that benefit the larger interest of society and mankind. We must view our business from a larger sense: we have employees who also have families; we have suppliers who have their own factories and employees; then we have the customers who also have their own families. We are all touching each other and interacting.

In the past, we as a company have spent a large amount of money on our people. Sometimes we may have even overdone it for our people. But now, if we add this cost to our products, we cannot be competitive. This question of how we view our business in an open market economy has become very challenging and I have not found the answers that I want as of yet. This is the problem I am now facing and looking into: doing business in today's context and doing business in the true context of spiritual values.



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION VIII

Relationship with Other Executives and Stakeholders

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we collected information about how they related to other executives in their organisation and to their stakeholders. Most of this information is contained within their stories and other questions we asked, however, this section contains some specific statements they made.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Relationship with Other Executives

I have a group of colleagues from other organisations who get together for lunch in my office once a month. We would just share how spirituality was playing a role in our work. They found it difficult in their multi-national companies. They’d say I was lucky because I was at the top and my Chair thought the same way.

Relationship with Major Stakeholders

I think that business has a purpose that is beyond just benefiting the shareholders. Of course this bank has been set up by the shareholders and they expect a good return, but it should not be at the expense of everything else. It can be done with a balance. Businesses must do what is good for the country and for the people. Businesses must live by the right values, not just strive to be number one while sacrificing all else.

I believe that if businesses will do the right things that in the end everyone will be a winner and our country will also win. There are more and more people in business here in the Philippines where spirituality is becoming recognised. Even in business associations here, we start with an invocation prayer, especially a prayer for the country.

Behner, John R. – El Salvador

“Former Country Manager for Nabisco in El Salvador”

Spiritual Theme

“Realising God by serving others.”

Only saying “serving everyone” does not include that, which is the most important to me, which is to realise my oneness with God.

Relationship with Other Executives

We had what you might call an executive committee: the controller, sales manager, marketing manager, purchasing manager, human resources manager, production manager, maintenance manager, quality control and new products manager, systems manager (for computers), warehouse manager and my private secretary. All of these employees were my direct reports. Now this might surprise you, that there would be so many people reporting to me directly, but this came from the example of my spiritual teacher, where he gets involved in all the little details. You may ask, “If all these people are reporting to you, then are you delegating, or are you simply doing all the work?” The answer is that I was delegating, but I was giving them a picture of all I knew.

Each one of these people played a really key role. Why would the purchasing manager report directly? He would do so because a lot of our business was just buy-sell, or buying and then re-packaging. I also had to be aware of the currency markets. What is the currency market in Europe, if you are buying in America? When you see that there is a real good exchange rate, you take advantage of it and you buy more. Or maybe we were coming up with a promotion, where the marketing manager talked about building a huge tower in the supermarkets. We would have a contest where a person who could guess how many units there were in the tower would win a prize. By meeting all together, we knew the amount of merchandise we were going to need and the purchasing manager was informed, so he could get enough material for this.

If this is done with a loving attitude, it doesn't create a situation where they say, "No, we won't do anything until John gets here", which usually happens. The general manager is like the communicator: he's the one who makes sure that everyone is informed and knows what they are supposed to do.

My experience of working for Nabisco was very good, because the head office left me alone. Besides the visit when I was hired, I was only visited two other times in 20 years by any one from a higher office. They left me completely on my own, as if it were my own company; otherwise I probably wouldn't have been there for so long.

Relationship with Major Stakeholders

I treated all the employees as if they were my children. I had a really good relationship with them, and since the head office left us completely alone, we did anything we wanted to.

Canada, Francisco Roberto – Argentina

"Director and Partner of Errepar S.A., a major publishing firm in Argentina"

Spiritual Theme

Loving God.

Relationship with Other Executives

Since all three members of the board follow the same spiritual teacher, our relationships are harmonious.

Relationship with Major Stakeholders

These too are excellent, as we aim at serving others, not just ourselves as shareholders. In particular, we focus on the well being and development of our employees.

Chand, Amber – USA

"Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world"

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a “God-being tapestry.”

Relationship with Other Executives

Many of our senior people have come from traditional organisations and so our way of looking at people, planet and profits is new to them. For some it is still uncomfortable, it sounds good, but they don't yet believe that it will really work. I think our challenge is to really show that we can purposefully and mindfully walk in balance among these three components.

I sincerely believe that in order to do this there must be a spiritual source to it. Otherwise it just becomes another ideology or great philosophy. It must be rooted in your being and that's what I am seriously considering now. I wonder what it will take for people to experience this deep, deep belief and I wonder whether it is the role of business to help people find their spiritual source. If so, then how do you put this in the procedures manual?

Relationship with Major Stakeholders

To me, the essence of a successful company is the act of cultivating relationship. There really isn't any big secret to this if we would run our companies like we would a successful relationship. The word “cultivate” itself denotes the fact that it takes time and there must be all of the organic processes in place: you sow the seed, you water the seed, and then little by little the customer begins to grow in their respect and appreciation of your company. I know that every company says that they want to exceed their customers' expectations, for us here at Eziba it is vitally important that we do not pay just lip service to this. And I admit that this is challenging.

Chattopadhyay, A. K. – India

“Former Senior Vice President of ACC Limited Refractories Division in India”

“Executive Director of Tata Refractories, Ltd. in India”

Spiritual Theme

My spiritual theme is a combination of the four goals found in my spiritual view of life:

- To align oneself with a super power
- To find out the reasons within oneself
- To have faith in others
- To have a caring nature

Relationship with Major Stakeholders

Any organisation that takes care of its stakeholders – which to me means everyone, including employees, customers, and suppliers – is bound to be successful. Obviously there has to be a profitable business strategy, but when that strategy is also founded on sound thinking of positive-ness, you will not want to harm anyone or anything.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you’ll ever do is still ahead of you.

Another such spiritual theme for me would be: “Educate and obey your conscience.” Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Relationship with Other Executives

I have several times mentioned the combination of character and competency. Truly, these go together. I am convinced from my experience that these two are of primary importance – and particularly with respect to recruiting and selecting leaders strategically, that is, to ensure the long run survival and success of the organisation. A lacking, a flaw, in either of these two – character and competence – will affect the other, and that will affect the performance of the whole organisation.

Cruz, Alvaro – Colombia

“Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia”
“CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda.”

Spiritual Theme

Love and respect others.

Relationship with Other Executives

As the Governor, I found that my politically appointed leaders as well as the leading civil servants did understand me, and that they felt very committed to me as the leader. They very much identified themselves with the causes I was fighting for.

Now I am very much trying to set my main partner in the company on the spiritual path, because he is materialistic. He is a person who suffers if he needs to give increases in wages to the workers. It’s a big task facing me now, to try to influence my partner to change. Not only could he himself be happier, he could also make others happier.

Relationship with Major Stakeholders

I was elected the President of the Governors’ Federation in Colombia. Among the 32 Governor members I was considered to be not necessarily a spiritual person, but a conciliatory figure, which brings people together. The 19 Representatives and Senators in my State whom I worked with during my 3-year period as Governor approved 100 pct. of my plans and proposals. And at the

level of the Republic, at the Senate and in the National Government, I am acknowledged as the man who keeps his word. It's possible that I may run for the Senate in the 2006 elections or after a 3-year period of rest I could be ready to be elected as Governor again, or maybe be appointed for a ministry in the national government. In the meanwhile, I own a successful construction business. But the most important factor is that today I am happy. That is what is important.

Daugherty, Thomas – USA

“Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA”

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God's love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

Relationship with Other Executives

Relating to the other executives has been personally and spiritually rewarding for me. It has been exciting to see the other executives buy into and support the I-CARE Values. The spiritual dimensions of their efforts have been subtle but they are clearly a part of their involvement. In some cases the executives have found a renewed commitment to their own religious heritage and practice their faith more devoutly than they were before their involvement in the values integration effort here at Methodist Health Care System.

Relationship with Major Stakeholders

Our physicians have become involved in the process in a significant manner. We have had a history in which some physicians were so wrapped up in their reputation as a medical “superstar”; they would mistreat and abuse hospital personnel. The physicians themselves have put a stop to that kind of behaviour. They have embraced our spiritual environment and are being intentional about practicing medicine in the hospitals within the Methodist Health Care System in a manner that is consistent with the values represented in I-CARE.

Our hospital board members have also embraced values integration. They have adopted changes to our policies and procedures, and in some cases, our rules of governance that reflect our I-CARE values. They have also participated in our values surveys in order to be included in the picture of how values integration has taken place at all levels of the organisation.

The Texas Annual Conference of the United Methodist Church, the legal owners of the health care system, have been especially pleased with the changes they have seen taking place. The bishop and other church officials have all acknowledged that the relationship between the church and the health care system has never been closer than it is now.

Delbecq, André, D.B.A. – USA

“Former Dean of the Santa Clara University School of Business in the USA”

“Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA”

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don't do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Relationship with Other Executives and Stakeholders

What comes to mind are two boards on which I sit. Both are organisations that possess clarity regarding their purpose.

The first is a large health care system that resulted from the merger of several smaller organisations. The members of the board and the executive team conceive of their organisation as a “healing ministry” with particular emphasis on health services for the poor. Because of the clarity of organisational purpose, its culture is such that decisions constantly return to concern for the poor as an overriding value. Difficult decisions are undertaken to construct a portfolio of hospitals and clinics positioned within major market areas in service to the urban and rural poor. This also requires that sufficient market power is present in an individual setting so that the effort is financially sustainable. Very trying decisions have been undertaken to close some hospitals, to merge others, and to reinvest in others; yet the decisions are always calibrated against the organisational mission. This has required self-sacrificing discernment on the part of the leaders.

What makes decision making different in this setting is that these leaders are willing to place the needs of the poor ahead of personal ambition, convenience or financial gain. It is a different experience to participate on this board.

The second organisation is a technology company that has evolved a product that will provide an important benefit to human kind. This smaller organisation and its leaders are aware that they do not possess the brand, market distribution, or financial power to fully utilise their discovery. So we are engaged in discernment regarding the merger of the organisation with a larger organisation. As a result, the present management team will obsolete itself. In both of these organisations, the greater spiritual purpose of the organisation is resulting in decisions that can be characterised by a greater degree of selflessness.

Of course, leadership is always challenged to “obsolete itself”. A mission well performed often means the organisation will require a new skill set.

I find my role is frequently to support the courage required on the part of executives engaged in such decisions. I try to help them remain in touch with a belief that when a particular mission is accomplished, their skills will be well used in the future, however differently their gifts may be expressed.

Franklin, Carol – Switzerland

“Former Head of Human Resources for Swiss Re Insurance in Switzerland”

“Former CEO of the World-Wide Fund for Nature (WWF) in Switzerland”

Spiritual Theme

Caring for and being responsible for the earth and its inhabitants. Be responsible. Be the change you want to see in the world. Help move the world forward.

Relationship with Other Executives

I usually have very good relationships with the people who work for me, and, depending upon my respect for them, I have very good relations with my superiors as well. In Swiss Re there weren't any women around, so it was difficult to find out whether the difficulties that I had at times with my colleagues were because they were all men, and I was the only woman, or because of my trying to do business in a different way. But we remained friends. Most of the friends that I have now are from Swiss Re or WWF.

Govindan, Rajan – USA

“Former Senior Managing Director with Bankers Trust in the USA”

“Chief Operating Officer of Bear Stearns Asset Management in the USA”

Spiritual Theme

To me this would be “happiness and contentment” and “to act with right conduct.”

Relationship with Other Executives

Relating to and working with other executives is a special challenge, as one tries to take a dharmic (righteous) approach. Most executives are trained to be competitive, so there is a fair amount of tension. As long as one believes that one has to get ahead of the others to gain management appreciation and rewards, it can be tense.

As I have matured, I have started to realise that it is not management that decides my destiny, but rather God. If one does not believe in the principle of karmic consequence, sometimes you can be disillusioned with your faith in the power of God, especially when you see those who are selfish and conniving get rewarded. But unfortunately, it is only when you get older that you see that everybody gets their just rewards, and the ones with principles and integrity are usually the happiest and most content, if not the richest.

Relationship with Major Stakeholders

I sometimes feel that there is an inherent conflict between spirituality and being an investor – most investors want maximum return on their investments as quickly as possible while spirituality aims at the greater good for all. But without investors there are no opportunities for anyone!

Jensen, Niels Due – Denmark

“Group Chairman for Grundfos Management A/S in Denmark”

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Relationship with Other Executives

I don't think of myself as a real spiritually-based leader. It's just that this Christian tradition and these basic values are part of my life. Therefore it is naturally influencing my decisions, but it is not something that I am conscious about on a daily basis. I'm doing what comes naturally to me.

Jiang, Niran – Australia

“Formerly Senior Trends Manager for Coca Cola and Marketing Manager for S. C. Johnson in the USA”

“CEO for the Institute of Human Excellence in Australia”

Spiritual Theme

My spiritual theme would be interconnectedness, wonderment, and compassion.

Relationship with Other Executives

I see other executives as potentially very powerful change agents. Actively engaged and powerful business leaders have these potentials because of their leadership capabilities and the resources

they hold in their hands. From a spiritual perspective I see them as a major force to be engaged in changing the world in response to the urgency we are facing.

Relationship with Major Stakeholders

I see major stakeholders as peers and colleagues as potentially on the same journey as we are, and I am actively engaged in fostering this collective power to create change.

Kanu, Victor-Krishna – Zambia

“Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden”

“Director of The African Institute of Sathya Sai Education in Zambia”

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Relationship with Others

Before coming into the influence of Sathya Sai Baba, I saw others as others. I saw myself as being different from them in terms of colour, sex, language, tribe, nationality, etc. Now I realise that the differences that I once saw are superficial, ephemeral and unimportant.

Fundamentally, others and I are one. I belong to one caste – the caste of humanity. This has helped me as a leader to get along with everyone in the world and it has been clearly shown in the way that people of all classes, races, different levels of intelligence and status in life have received me and I have received them.

Kolind, Lars – Denmark

“Former CEO of Oticon in Denmark, one of the world’s premier suppliers of products for the hearing impaired”

“Chairman of Grundfos in Denmark”

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Relationship with Other Executives

I don’t think I was asked to chair the company Grundfos because I was a very good businessman or because I was able to make a lot of money. I was asked to chair Grundfos because they wanted someone who would express values that were based on a concern for both social and environmental issues. Grundfos is an expression of these values. The founder and the current owner of Grundfos is a strong Christian and the company is led 100% from those values.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Relationship with Other Executives

I talked earlier about “spiritual resonance” in an organisation. Spiritual resonance is in my view a very important aspect of good leadership and good teamwork. It permits the meshing of different personalities without jealousy or resentment. It permits one partner to cherish the limelight of the other partner. It permits listening even in the most difficult situations. It overcomes the dark shadow of the ego. The story of Catalytica is very much a story of spiritual resonance. With my co-founder I had that relationship. It permitted us to build a successful enterprise that transformed multiple times over the 30 years that we were together. Without it I doubt that this would have been such a success story.

The life of an entrepreneur is really a meshing of contrast and sometimes contradictions. You have to be expansive and visionary while at the same time being grounded and realistic. You have to be enthusiastic and optimistic while at the same time being truthful to the realities that you are facing. You have to be action oriented while at the same time being able to “rest in the unknown”. It is very hard to find all of these characteristics in one person at the same time. So very often a leader relies on others around him to supplement what is missing. The best way to make these supplements work is via deep spiritual links that tend to reduce or eliminate the negative influence of the ego.

Relationship with Major Stakeholders

In the end, the stakeholders need to trust. In the absence of trust it all falls apart regardless of the legal codes, systems and checks and balances. So the most important job stakeholders have is to generate trust in you as a leader. Spiritual grounding and a sense of a spiritual compass add a lot to consistency and performance.

Maitra, Ashoke – India

“Former Director of Human Resources for the Times of India”

“Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India”

Spiritual Theme

I think my spiritual theme is “Manifestation of latent Divinity.”

Relationship with Other Executives

I think I am very lucky; the owners of this company are very spiritual, so they understand my language. They actually push me to do more and more. The board of directors are also participating and watching the results. Many of them have gotten initiated onto this path of spiritual practices and are finding greater happiness, even in their family life.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Relationship with Other Executives

I have very cordial relationships with my superiors, peers and subordinates. I recognise that people have different orientations, motivations, and myriad expectations, and so at times I have to be adaptive. I focus on learning from everyone. And, I confront people when I need to, either to ensure parity or balance or fairness, or adherence to the organisational value system.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Relationship with Other Executives

From a spiritual point of view, the approach towards all individuals should be one without fear – and I should be able to love and appreciate all people regardless of their capability or attitudes. I try to carry this through into my work – I try to rise above the politics of the organisation and meet people on an individual level – and I try to build a relationship, which is based on honesty and openness. For example, I am very willing to accept mistakes that I have made once people point it out. Because of this I think I have a good relationship with the other executives. They have learned that I am open to suggestions, and neutral in my decision making process. Hence if I suggest something, people take it seriously. They know I would not make statements in a political or an off-hand way.

Relationship with Major Stakeholders

In general, I try to apply the same principles as guide me in my relationship with other executives. There is a difference in that if I have concerns with certain objectives of different stakeholders – I

am willing to voice it. So I try and follow the same objective relationship with them, which is in line with my inner spiritual values, as I do with individuals.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Relationship with Other Executives

All of the top leaders throughout this international organisation imbibe the spirit of contributing to the long-term well-being of everyone, even of future generations. There is a great respect for human beings in our organisation, therefore, I do feel that I fit in very well.

Even the leaders of the overall Epson organisation try to know all the employees. Of course, it is impossible to know all 84,000 employees, but we are a company with a great, great level of knowledge about each other. Leadership requires this important factor of connection with others, which includes respect and understanding.

During all of the years that I have worked here at Epson, all of the top management has always stressed that we all have the same rights and obligations and that whatever happens within the organisation we have to respect our duties to society. This means we have to be respectful of others and we have to be respectful of the rules. I feel very comfortable with these views.

Pillai, Anand – India

“Head of the Learning and Development Department for HCL Technologies in India”

Spiritual Theme

Connecting with God, the source of “being.”

Relationship with Major Stakeholders

As I began to live a deeply spiritual life, I looked at everything in my work differently. I saw that when I was talking to a customer, I was not just selling him a product; I was serving him. I was serving him through the product, I was serving him through the after sales support and I was serving him through my consultative process of selling. This changed my whole way of selling and relating to people. The key to this is that my business must only be there to help my customer to improve their business as a result of my selling them what I am selling.

Ploix, Hélène – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: “To contribute to society”. And to try to be attentive to others and have a better understanding of them.

Relationship with Other Executives

We discuss whether it is a good thing to do this or that and we discuss all matters very openly. If we think of giving a small present to our investors when we have a meeting with them, we discuss what the size of the present should be; it shouldn't be looked at as if we only do it to be nice to them so they will invest again. This may appear to be a small matter, but it is important; it's so easy to do things simply because others do them without reflecting on them.

Each time there is a risk of a conflict of interest, I try to see it and I speak up about it. Sometimes in my life I didn't speak up, I made mistakes, unfortunately. But each time I see something that could lead to a conflict of interest and to a conflict with our values, I try to speak about it and to discuss it with my partners.

As to discussing what values are important in the company, I didn't discuss this as bluntly with my two partners as I might have. But all of us have certainly discussed the notion of “balance” – of not being too greedy, of being transparent, and so on. We have worked together for nine years now because we share the same values. I discussed transparency and conflicts of interest with them, but I never directly used the words values.

Raghavan, N. S. – India

“Founding Director and former Joint Managing Director of Infosys in India”

Spiritual Theme

“Love and trust” automatically came to my mind as my theme.

Relationship with Other Executives

One of the areas that I have sometimes had disagreements with some of my colleagues, in my long career, is the mistaken notion that if you are powerful or intellectually brilliant you can be arrogant and can step outside the purview of rules and norms. While in the public sector and bureaucratic environment, the powerful get away with arrogant behaviour. Interestingly, I also found that in the private sector, the so called “outstanding performers” who produced results by trampling over every one else got away with serious infringements of dignity and self-respect of other employees. I have fought my own mini battles against these people with various degrees of success.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Relationship with Other Executives

I consider other executives as an extension of my own Atma (soul) and because of this, in all dealings with them, I completely eschew malice, fear or hatred.

Relationship with Major Stakeholders

I believe that I am a trustee to the value of the business that has been entrusted to me and the stakeholders should also consider themselves as co-trustees.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

“Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India”

Spiritual Theme

“Seeing God in everyone”

Relationship with Other Executives

I have always used the spiritual context to develop relationships with my colleagues and other employees. I am particularly interested in people who do not readily respond to my approach. I work on them and get them to realise the merits of my method. This has particularly helped me in developing a team that is at once conscious of the *substance* aspects of matters they have to deal with on a day to day basis. I am often asked what a single man with such an approach to work can achieve when the whole world is up against you. It is true that you have to sometimes swim against strong currents, but who said it was easy. When my colleagues and team recognise the truth of the spiritual plane and practice them, they come and tell me how differently they feel and how fearless they have become.

Sinclair, James E. – USA

“Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania”

Spiritual Theme

My theme for spirituality would be “Live it.”

Relationship with Major Stakeholders

There is a common misunderstanding in business today – to think that one has to rape, murder and pillage in order to make a profit. When the stakeholder is treated with the same dignity as the stockholder, it is good business which will enhance the bottom line, not restrict it.

I was one of the first foreign investors in Tanzania. I provided them with their public relations, as they had none. I hired a Director of the World Bank to write their public relations. I advertised the country of Tanzania without advertising myself in the Wall Street Journal and Barron's, taking as much as 1/3 of a page on a continuing basis every week for almost a year calling to people's attention the opportunities that existed in the country. We did 19 social service projects in the villages and built Mother Teresa's facility on the Uganda/Tanzania border, which is now their largest facility in Africa. We didn't do it for the company; we did it for the individuals. We did all the right things and we gave back before we received. Now you can't touch us in that country, in other words people have tried to take us out politically and the government told them to get lost.

Vrethammar, Magnus – Sweden

"Former President for Europe of Pergo Flooring in the UK"

"President of an executive coaching and business development firm Creability AB in Sweden"

Spiritual Theme

Spirituality is an opening process. And then the question is, "What are you opening up to?" I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is "opening up to love."

Relationship with Other Executives

Nothing kills an "opening up" project and process-orientation so much as having a person in a key position who is devoid of spirituality and does not understand anything else but self-interest. Nothing can disappoint people in an organisation more than this. I have experienced this! You have to realise that if you want to perform spiritual-based leadership, and if you have this type of person close to the top, then you will have to remove him. My mistake is that I did not remove such a person, and I will never make that mistake again.

Some of the most profoundly spiritual persons I have met are business leaders, but many of them would never consider themselves as spiritual or even reason in spiritual terms. I value those persons highly and consider them examples for anyone to follow. There are quite a few of them and they thrive in the business society because their approach creates trust and success.

Webb, Janiece – USA

"Former Senior Vice President with Motorola Corporation in the USA"

Spiritual Theme

I think my spiritual theme would be "God in everyone."

Relationship with Other Executives

I've never looked at people in high power positions and been in awe. I've always been able to talk to the janitor, to the street person, or to the CEO, or to the president of our country, because to me they are all the same. Yes, some have different circumstances or environments or experiences, but inside they are all the same. This way of seeing people has always been a part of me since I was young, and I don't know why.

In my 30-year career I have experienced all kinds of bosses: the hard-liners, brow-beaters, over-ambitious and those that will sell out their people. I have seen numerous executives rise all the way to the top and then at some point they came back down. When an executive rose to the top by taking advantage of people, then on their way down people ganged up against them. But when an executive rose to the top in a spiritual, respectful way, then on their way down the people caught them and cushioned their fall.

When you stay true to your spiritual principles you can walk lightly. I have found that people who are phenomenal spiritual leaders are not entangled with the world; they have empathy and compassion and can even look at the world through your eyes. However, they do not attempt to control you. If you feel joy, they will also feel your joy, if you feel hurt, they will feel your hurt, but not to the point of losing their own soul or their own spiritual centre. They have a compassionate observance of others and of themselves.

I also think that we don't need to be embarrassed with our feelings of love for each other. At work, I embarrass people with my warmth, and I don't care. One day my former boss gave me the most interesting compliment, he said, "Janiece, I want to thank you for never pulling any of that female stuff on me." What he meant was that I had never dealt with him on the male/female level, it was always on a human being-to-human being level and I respected him as my boss.

My boss today is very spiritual. I walk into his office and I walk out soothed. Everything about him is spiritual, he is a deeply spiritual man and he expresses such joy about everything. I would say that he has integrity beyond compare.

I also now have a gentleman in my organization that is very spiritual. He was Christian and married a Jewish woman, however, now he follows mostly Buddhist practices and meditates regularly. Having someone like him to talk to about spiritual matters is very helpful.

Welling, S. K. – India

"Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India"

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Relationship with Other Executives

These three words – hatred, jealousy, and selfishness – they just don't get into my system. When I once lost getting the Chief Executive post to someone else, I was the first man to send him a bouquet of flowers, and then I went to congratulate the man. He was in tears when he received it.

He went and told others, "What a great personality Welling is – he brought flowers for me. He was supposed to come and occupy the chair, but he comes with flowers to me, with all his team."

I said, "Look, as people go higher and higher in the organisation, it goes on narrowing. Only one chair comes open, but there are five of us here. One of us has to get it. Why worry about it? Whoever has to get it, gets it. That's all. Let's be very, very professional about these things."

In the selection process for the Chief Executive position, I went to Delhi on the morning flight, said my prayers, went for the interview, came back to the hotel, took the flight back the same day, and sat in my chair here in my office. I never even told my assistant that I went for the interview. I was a professional. I went, I attended the interview, was happy with the interview, and came back.

In all my life, I have not lobbied for myself. I have some values that I cherish and I am not going to sacrifice my values for a post. I never sacrifice my values.



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION IX

Continued Growth as a Spiritual-Based Leader

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share how they wanted to continue to grow as a spiritual-based leader.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Continued Growth as a Spiritual-Based Leader

I didn't start my work with this bank with a grand vision to lead this bank spiritually. It just came. I realised one just has to be open to the prompting of the Spirit, to take the time to dwell in the stillness of one's heart and to listen to God's leading. Learning to look within helps us to put things in the perspective of His great will and wisdom, to find opportunities in challenges and, most especially, to let Him fulfil His purposes for you and through you. I know when I started at this bank I was just focused on dealing with my own area of control. I felt that if I could influence my area, then that was where I would start. From there it began to spread throughout the whole bank to now become a way of life.

I believe the quest for spiritual-based leadership is a continuing journey. God knows our hearts. Though I once almost gave up because of frustration, He called me back and enriched my journey with a truer sense of direction – a professional, personal, emotional, spiritual investment with returns beyond measure. I look back and see His hand that has guided me through this wonderful path and I look forward with confidence and anticipation for the plans He has in store for me.

Canada, Francisco Roberto – Argentina

“Director and Partner of Errepar S.A., a major publishing firm in Argentina”

Spiritual Theme

Loving God.

Continued Growth as a Spiritual-Based Leader

In everything I do, my focus is on God. The Jesuits have a sentence, which I keep in mind: “To a higher glory of God”. I can best grow as a spiritually-based leader by surrendering to God.

Chand, Amber – USA

“Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world”

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a “God-being tapestry.”

Continued Growth as a Spiritual-Based Leader

I think one of the greatest obstacles to me being a spiritual-based leader is 'me.' It is my own fears and my own concerns of what other people will think of me that keeps me captive. Until I am able to cultivate the practice of peacefully moving through those moments of fear, I will continue to be my own greatest obstacle.

I believe that as I am attentive to the sense of compassion, balance, grace and the act of friendship, I am able to move through this obstacle of fear. Since the tragedy that occurred in the US on September 11, 2001, I have continued to do what I have always done and have continued to be who I am, but in more ways and with courage. To me, it is a call to action with courage that I am responding to right now.

Yesterday I was in New York City in a meeting with the style editor for House & Garden magazine. It was such a beautiful setting and I found myself feeling and speaking so clearly about my intentions as I spoke to her and her team. I spoke about spirituality and the alignment of business and spiritual values. I felt so much more courageous in this meeting than I ever had.

And I could see that to the degree that I was feeling courageous, they were also feeling this same courage. As I grow deeper in my understanding and commitment to spirituality as the vessel of my leadership style, I believe I will begin to see more and more of an open-hearted response to it. And, when I do meet the people who want to react or who do not want to hear about spirituality and leadership, I must simply allow that to be, embrace it, and not take it personally and get dejected by it.

I am grateful that I have the capacity to use words and that they flow quite easily when I am in the right place. So I am personally going to focus on bringing in more words in my business meetings that reflect these spiritual concepts.

Chattopadhyay, A. K. – India

"Former Senior Vice President of ACC Limited Refractories Division in India"
"Executive Director of Tata Refractories, Ltd. in India"

Spiritual Theme

My spiritual theme is a combination of the four goals found in my spiritual view of life:

- To align oneself with a super power
- To find out the reasons within oneself
- To have faith in others
- To have a caring nature

Continued Growth as a Spiritual-Based Leader

I feel that I as an individual have limitations in a corporate environment. I am in the process of leaving this organisation⁹ because I feel that I must work more freely. I feel that this can bring wealth to others and to me. I may not be able to fully do this at this time; I may have to work again

⁹ Interviewer's note: At the time of this interview, Dr. Chattopadhyay was the Senior Vice President of ACC Refractories Ltd. Soon after, he joined Tata Refractories Ltd. as Executive Director.

in a corporation, but I will definitely find an organisation where I have the ability to stretch and do more. I am also working within myself to be in a better framework to make this change.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you’ll ever do is still ahead of you.

Another such spiritual theme for me would be: “Educate and obey your conscience.” Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Continued Growth as a Spiritual-Based Leader

To become a spiritual-based leader, you have to teach the principle of service, to apply it, to live it, and then to be accountable to those you serve. Service can start at the very local level, but real stewardship requires expanding one’s vision to include all of the world. I have found that for me to continue to grow in accord with these principles, it really helps me to ponder the scriptures every morning and every night.

Cruz, Alvaro – Colombia

“Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia”
“CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda.”

Spiritual Theme

Love and respect others.

Continued Growth as a Spiritual-Based Leader

It is important to know how to listen. I would like to do more reading, to be able to contemplate, and to meditate more. I need to realise that not everyone must think the way I do or agree with me, and I must also be able to interpret what people are trying to put forth to me. I see very clearly that if I can do that, I can obtain even better results at work. If I can really see and understand, that this person doesn’t have certain skills or needs to learn a little something, then I can work on that. But if I pre-judge my workers or my staff, then a person might be hurt, and there is no co-operation.

Cuneo, Federico – Peru

“Senior Partner with Ernst & Young in Peru”

“Chair of Peru 2021, an NGO comprised of business executives working on sustainable development and corporate social responsibility for the country”

Spiritual Context Theme

Unity with the rest of the world, love, eternal life and light – those would be words I would use as a theme.

Continued Growth as a Spiritual-Based Leader

My great challenge now is that I am on the board of a group called “Peru 2021.” In that year Peru will celebrate 200 years of independence. So ten years ago someone thought that there should be a group to plan for this. I was invited to be on the board and now I am the Vice President. I am now looking at a way to include spirituality into this agenda.

One of the difficult things I have had to deal with is how to mix spirituality with the pleasures I want in life. I like to have my house well decorated; I like to have a good car and good clothes. This is something I have not been able to resolve yet. I don’t feel good with myself about all of this, but I’m not ready to give it up. To me this is part of the process and it is natural, so this is something I still have to work out.

Daugherty, Thomas – USA

“Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA”

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God’s love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

Continued Growth as a Spiritual-Based Leader

For me, the biggest challenge in my spiritual growth is with myself, as I work with my own ego and deal with trying to remember that all of this is not about me or what other people think about me. This is really about the people who come to this hospital for our services: the sick, the suffering and the dying.

I think that spirituality is about taking responsibility for what I have control over, which is only my behaviour, and disconnecting myself from the tendency to want to blame others and to shift the responsibility to others. When things are not going well, I still have a tendency to say, “It’s because this person is or isn’t responding as I think he or she should.” This is another area of

growth for me, which is to accept personal responsibility for my life, my behaviour and my performance.

As I work with my own ego and my selfish nature, a positive part of this is the desire to achieve and to contribute. However, I am not the kind of person who really wants to stand out. Even though my position calls me to do that, I am really much more comfortable being behind the scenes and helping other people stand out.

I also think I am still growing in my ability to articulate what spiritual care means in an organisation like Methodist Health Care System in ways that people can understand and translate into their work lives.

Delbecq, André, D.B.A. – USA

“Former Dean of the Santa Clara University School of Business in the USA”

“Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA”

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don't do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Continued Growth as a Spiritual-Based Leader

A timely spiritual challenge for me is the need to face the reality of my age. I was shocked when I saw myself on videotape not too long ago. I have had a certain image of myself. Yet there I was

on a television screen as a much older individual than this self- image. My illusions of youth were belied by the reality of what I saw on that screen.

So I am in the process of discerning what I should contribute to at this life stage, in a much shorter period of remaining time than my immortality illusion has lead me to acknowledge. I am aware that I have already lived longer than any male in my family has; longevity is not part of my genetic history. So I need to rethink my professional role. I have been continuing a pattern of teaching, leadership, and professional activism just as I did at the age of 30. This is not a proper balance at the age of 65.

The next stage of my spiritual journey has to be inclusive of greater simplification and focus. I do not yet have clarity regarding these changes.

Franklin, Carol – Switzerland

“Former Head of Human Resources for Swiss Re Insurance in Switzerland”

“Former CEO of the World-Wide Fund for Nature (WWF) in Switzerland”

Spiritual Theme

Caring for and being responsible for the earth and its inhabitants. Be responsible. Be the change you want to see in the world. Help move the world forward.

Continued Growth as a Spiritual-Based Leader

One of the focuses of my life is change. Not everybody likes change as much as I do. I have to learn to initiate and to implement change more slowly and accept what cannot be changed. At times I have great difficulty in doing that. I have experienced that when I say, “We can change it”, many people say, “No, we can’t change that, it’s not worth it.” But if I think they are wrong, I stand up for my view that we should change it.

I have just accepted this job at the Museum where I want to learn to integrate this orientation towards change into my leadership behaviour. The museum is part of the national administration, and the national parliament has to make the final decisions. That takes time. I have to do the lobbying. One of the reasons that I accepted this job was that it could be the ideal example for me to learn to do this, how to manage change in a bureaucratic organisation.

Govindan, Rajan – USA

“Former Senior Managing Director with Bankers Trust in the USA”

“Chief Operating Officer of Bear Stearns Asset Management in the USA”

Spiritual Theme

To me this would be “happiness and contentment” and “to act with right conduct.”

Continued Growth as a Spiritual-Based Leader

Ultimately, I believe that one has to be righteous and not worry about the results. This is what I am trying to figure out. How do you know who a successful manager is if you don't measure results? This is where I get caught into a loop and have not yet figured it out.

Right now I am making the move into management consulting. So rather than leading a large group of people where I have set the agenda, I will now be working with a company where they set the agenda. If I have the opportunity to help a company become more efficient, I would really like to help them understand how to care about their employees and all of the stakeholders, rather than just focusing on getting rid of 30% of their employees.

Right now, we are talking with several companies who have huge call centres and it would be a tremendous cost benefit if they could move them to India. However, I feel they must also consider what will happen to their employees. If they lay off hundreds of people in one city, it will likely be difficult for them to find jobs. I am trying to help them consider the people involved and look for other solutions such as alternative employment. So we are hoping to help them see a different way even though they are under tremendous pressure to reduce costs. It bothers me to see these people laid off in the USA even though I know the increase in jobs in India would also be good. So it is a struggle for me and right now I don't know what the answer is.

I would like to bring with me as a consultant the awareness of the importance to act righteously, with right conduct. I hope I can help these executives think about it. This is a serious thing and I think about it a lot.

Jensen, Niels Due – Denmark

“Group Chairman for Grundfos Management A/S in Denmark”

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Continued Growth as a Spiritual-Based leader

Of course, over the years we all regret things we have decided or said too quickly, at least I have experienced this, having a very strong temperament. That is not a good habit for a manager, but it's something you are born with, and it is really hard to change this. There have been times in my life when I regret I was too upset about something or too quick to react, but that is part of life. I think my colleagues know me for that also. My father was even more full of passion and temperament than I am.

On the other hand, if you as a manager never get excited, never get up and stand on the chair, I think it's also bad.

Jiang, Niran – Australia

“Formerly Senior Trends Manager for Coca Cola and Marketing Manager for S. C. Johnson in the USA”

“CEO for the Institute of Human Excellence in Australia”

Spiritual Theme

My spiritual theme would be interconnectedness, wonderment, and compassion.

Continued Growth as a Spiritual-Based leader

My current growth task is to continually honour my truth. The vision of this business of training and consulting is “Be the change in the corporate space”, to really help organisations in their transformation process, to create a more meaningful, purpose and values driven and happier environment, and to contribute to society. On the average, there’s a very miserable environment in the business world. I have experienced this first hand. In many business meetings, I would feel that most of us were dead inside and spoke as corporate robots. I saw the dimming of life force. You would think that most people were present, but they were not; inside the spark had gone. You were there for the “golden handcuffs” to support your mortgage and expensive vehicles. That negative energy is very significant. After a few years even I got infected. The system was very powerful and too big for me to make meaningful shift alone. Even though I was not from America, working in a foreign culture, it infected me from time to time.

Recently I have accumulated a lot of emotions around seeking my truth in our partnerships, in our accountability. My spiritual leaning is: “Can I share the learning gently without ‘taking care of’ the other person?” By taking care, I am dis-empowering others. I went back to my spiritual fundamentals and made the decision that if I truly respect the other person as an equal and trust the strength of his soul, there is no need for care-taking, because no harm will be done if I speak my truth. I do this with the compassion, with the gentleness and the caring I feel inside, and with the firmness the issue requires, and with the confrontation the issue carries. I speak the truth, I’m not sugar-coating it, not minimising conflict and confrontation to make the other person feel better. I let go of the outcome – knowing that attachment to it might break our partnership, knowing that it might even break the business I have spent a year and a half building. At first a major amount of anger, hurt and frustration was experienced by others and I had to watch not jumping into a rescue-role, not trying to minimise what I had said and pull back the truth. Recently we have acknowledged that we really made a major shift and breakthrough in our relationships.

That’s my current growth – totally to let go of the outcome and to speak my truth from a deep, gentle place. As I am sharing my truth, I am also sharing the oneness from within and without.

Kanu, Victor-Krishna – Zambia

“Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden”

“Director of The African Institute of Sathya Sai Education in Zambia”

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Continued Growth as a Spiritual-Based leader

The control of the mind, and therefore of the senses, is my next focus. I want to be able to be the master of the mind and of the senses, rather than them leading me. This is the biggest challenge in my spiritual life.

Kolind, Lars – Denmark

“Former CEO of Oticon in Denmark, one of the world’s premier suppliers of products for the hearing impaired”

“Chairman of Grundfos in Denmark”

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Continued Growth as a Spiritual-Based Leader

I would never ever accept that I do not have a lot to learn, but I cannot give a good answer to what I am doing to grow as a spiritual leader. I obviously feel that I need to learn a lot more, that goes without saying; but I am not sure that I can identify exactly how that should be done or from what perspective. Perhaps this is because spirituality is less of a conscious activity, it has simply permeated my life. It is just there and I realised it was there early on. I must admit that I’m not really happy saying that I don’t have a plan, but it is just there, my spirituality appears simply to be part of me.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Continued Growth as a Spiritual-Based Leader

I think the most important growth for me right now is to sharpen my ability to rest in the unknown. That is the place that I still feel I have a long path ahead. I am still so hard-wired to jump in and solve problems, and my comfort zone is to take action. To be passive and inactive and just ponder is such a gift; a domain for much learning for me.

It’s hard for me to be in action and not be invested in the outcome. 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.

Maitra, Ashoke – India

“Former Director of Human Resources for the Times of India”

“Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India”

Spiritual Theme

I think my spiritual theme is “Manifestation of latent Divinity.”

Continued Growth as a Spiritual-Based Leader

I don't try to analyse myself, because for me life is a journey. I only know that one day I will die and before that I want to do as much good as I can for the society. What is the need for me to analyse where I am, because I don't want to gain anything in the first place? I am very happy with what I already have. I have never wanted anything and whatever has happened to me is by God's grace.

I don't need to make any noise about the work I am doing. I don't want to evaluate it; I don't want to judge it. I think life just flows. I want to enjoy every moment and be in it fully present, however it happens. Good and bad will happen; let it happen.

Merchant, Nilofer – USA

“President and founder of Rubicon Consultants, a marketing consulting firm in the USA”

Spiritual Theme

“Living authentically” speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn't get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be “a wellspring of nourishment”.

Continued Growth as a Spiritual-Based Leader

Sometimes I still jump into the owners' seat of my organisation and begin to worry about where my next good client will come from. This continues to be one of the hardest things for me to give up. I still get confused as to what “I” need to do to cultivate clients, versus what I need to turn over to God and let Him do. This is what I still struggle with from time to time. One day I was sharing this with a colleague and realised that I had never turned this struggle over to God in prayer. So I have begun doing this.

Not too long after I turned this over in prayer, someone introduced me to a prospective client. This seemed like the perfect client I would love to have, and yet when I looked at the work I had already committed to, I saw that I could not accept that new client at that time. At first it was so difficult for me to accept that, I kept trying to figure out a way to do it. But then I realised that if it were meant to happen, the opportunity would come again. It's not like God only gives you one

opportunity; if it is meant to be in your life, God will continue to present it to you when the time is right.

One thing I still want in my life that I do not have yet is to be so free that I do not say anything that is out of integrity for me just to get a new client. What I mean by being free is that I feel a sense of compassion and caring, while at the same time I am open and honest.

I feel that I still need to grow in my ability to be compassionate and patient with others. I would like to grow in my ability to recognise others' limitations and needs. Sometimes I am still wilful in trying to get someone to see the solution that I see.

To me spiritual enlightenment seems to be like a cycle. I learn something new, and once I start to feel like I have some mastery, then I get to learn something else that's new and it starts all over again. I actually see this as a blessing; I don't think I would want to be stagnant.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Continued Growth as a Spiritual-Based Leader

On the work front, Lucent is going through very difficult times, and I do not know what the future holds. I feel a lot of pressure in managing these types of business dynamics. On the one hand, we need to make sure that the business enterprise is protected. On the other hand, we made a lot of promises to our colleagues, and so their interests also need to be protected. How do I create this balance?

While I have grown rather fast for my current age, I still lack some of the experiences that is needed to handle all of these pressures. I think I have learned well by observing, and I have grown quickly in my career. However, I may not have learned enough through the school of hard knocks where you get your battle scars. This is not to say that I have not performed successfully, otherwise I would not have my current position. But personally, I don't think that I am doing as good of a job as I would like with balancing all of these counter forces.

I am very clear that an area I want to grow in is attaining internal peace. This is an art that I need to develop. How do I insulate my mind, heart and body from these external disturbances? I also think that sometimes I lack focus because I have involved myself in so many different activities that are not necessarily coherent, and this has created a lot of demands on me. I feel that as I develop more and more of this inner peace, then I can really serve others. Unless I do this, I cannot give my mind and heart to others.

Today I do have joy, but it is more momentary, more situation-driven. I think that peace and joy are different and yet they work together. I think that if my joy were constant, then I would have peace.

I also want to grow in my ability to focus. It is really not possible for me to do so many different things as I am doing now and still hope to create a wider impact. I am giving myself time with all of this. I do not want to be so rigid that I identify myself with just one specific focus and ignore the rest. So there are things that I will understand more and more over time. I want to give myself some more time to understand what it is I should really focus on in order to create the wider impact that I want to create, and how should I best go about it. I think that focus is a driver to peace also.

Another driver to peace that I want to focus on is ego. I do not know whether I will ever be able to completely renounce my ego, but I do know that I will make every attempt that I can. The reason I am saying this here is because I do not think I am currently making a conscious enough attempt to do this. My ego is still very prominent; at times it comes into play in both my personal and work life. I know that I want to be a person who is a nobody and I know to accomplish that I must relinquish my ego, but I am not there yet.

I really think that this all boils down to being a really 'good' individual. I think if you are a good individual, you will create joy and peace around you. To me, being a good individual includes renouncing ego. So I admit, I am still working to be a good individual.

Narayana, G. – India

“Chairman Emeritus for Excel Industries, Ltd. in India”

Spiritual Theme

My spiritual context theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

Continued Growth as a Spiritual-Based Leader

The purpose of humanity is to become Divinity. From a tree we became an animal. From animal we have become man. From man we have to become Divine.

This process of growing from man to Divine starts with the recognition of “elemental consciousness.” This is being aware of your external environment. You see outside, and inside you are responding. At a plant level, the plant is conscious of the elements and determining how to respond to space, how to grow, how to take in water, how to take in minerals, and how to deal with sunlight. This is botanical life in action. Animals are still elemental consciousness, but they can now move and see other animals. This tiger is running; I must run. This fish is going; I will catch it. It is external consciousness, being aware of others.

As humans, we have the external awareness, but we must now examine our internal consciousness and ourselves. That is what meditation is. When you see what is inside your heart, then you can reach others' hearts. That is, you can enter into others' hearts and know what is happening within them through love. When you touch people's hearts they remember you.

Being aware of all, inside and outside, reaching the hearts of others through love, and becoming a model – this is what Divinity is – reaching the hearts of others. Jesus is this kind of model. Buddha is this kind of model. Sai Baba is this kind of model. They never hurt; they have done so much for society. They have reached our hearts. This is what I strive for in my own life and leadership.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Continued Growth as a Spiritual-Based Leader

I don't think there are any barriers to my becoming a spiritual-based leader, apart from my having to accept that I will be a leader. This is because, to me, a leader signifies a certain power, prestige and position, which is something I have shied away from. Furthermore, at the present time I still have my doubts as to my ability to be a good leader. I think the key weakness that I would like to work on is to improve my ability to empower people – to make them capable of doing what they really are capable of, to motivate them. I think this is the spiritual challenge that I face.

When I am comfortable enough with my own spirituality, I'll know that I am ready to be a spiritual-based leader because at that point I will no longer have a fear or doubt about whether I should be a leader. I won't see any difference between being spiritual and being a spiritual-based leader.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Continued Growth as a Spiritual-Based Leader

My dream for the future is to become a teacher. I would feel very comfortable at the end of my professional life if I could transmit to others what I have learned through my experience. Then hopefully it will help future generations. It would be going against my principles if I were not able to transfer this to others in a proper way. Yes I am doing this now as a part of my job, but I am talking about doing this in a university with students who are challenging me and helping me to keep my mind fresh. When you train others, you are also receiving training from them. I think this is a very rich part of life. For example, what makes us good fathers and mothers is not just limited to how we bring up our children; it is also our capacity to transmit our values to other people and to future generations. In this way, being a good parent is not just related to one's family.

Pillai, Anand – India

“Head of the Learning and Development Department for HCL Technologies in India”

Spiritual Theme

Connecting with God, the source of “being.”

Continued Growth as a Spiritual-Based Leader

What I would like to do personally is to go back on a continual basis to each one of the scriptures in the Bible, to each one of Jesus’ actions and understand more of what it means. For example, when Lord Jesus washed the feet of his disciples I know what action he took. I also know in the first instance why he did that. But I do not know yet how the disciples got the principle of leadership. I don’t know how that happened, even though later on these disciples became great leaders.

I want to understand this, so that I can reproduce this. That was one of the commands of God in Genesis chapter 1: “Be fruitful and multiply.” If I were to paraphrase this I would say, “Be productive and then be re-productive.” I have no right to be re-productive if I am not productive in the first place.

Ploix, Hélène – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: “To contribute to society”. And to try to be attentive to others and have a better understanding of them.

Continued Growth as a Spiritual-Based Leader

I don’t have a spiritual practice, as I don’t go to church any more. I don’t like the rituals. But I try to integrate my values and my world view with my work. For example, when I developed the code of conduct at Caisse des Dépôts, I wanted people to start thinking about the way they behaved and why they behaved as they did. There were small things at that time which the employees were not conscious about, like the effect of accepting even small gifts. And we really emphasised that transparency was key in their behaviour and reporting.

Raghavan, N. S. – India

“Founding Director and former Joint Managing Director of Infosys in India”

Spiritual Theme

“Love and trust” automatically came to my mind as my theme.

Continued Growth as a Spiritual-Based Leader

I think I need to know myself better. While I do have a feel for who I am, I strongly believe that I need much more experience with this. I’ve read a lot, but now I must experience. I know I do a lot

of things that are outside the material realm that are not logical. But other than that, I am still learning what spirituality is about.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Continued Growth as a Spiritual-Based Leader

I have questions constantly about spiritual practices in business. One of the most important questions I have is: what can business do to enhance values? Some others are: where does ethics end and spirituality begin, or is there a dividing line at all? Do we talk about spirituality in business, or just stay with ethics and not bother about spirituality at all? Businesses are a community of people from many cultures and different religious practices. Does business therefore have a role in attempting to ensure the unity of all religions? Does business have any role beyond just ensuring the rights of people and ethical values? Does it have to go the extra mile and cross the line to go into the arena of elevating spirituality in people? How do you do this without touching the sensitivities of the people? I haven't found the answers to these questions yet.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

“Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India”

Spiritual Theme

“Seeing God in everyone”

Continued Growth as a Spiritual-Based Leader

I would like to help those people who believe that their careers can be contaminated by spiritual ideas that are not associated with scientific models. They, unfortunately, do not understand what they are missing. I would like to reach out to these people and articulate these thoughts in a manner that will subtly evoke their consciousness.

In the Indian population, you can possibly do this through the Vedanta (our ancient spiritual teachings) because they are highly respected. There are spiritual concepts such as *Prajananam* (“My consciousness is the same as Brahman – God”) and *Tat Tvam Asi* (“God and myself are one and the same”) – these are very powerful concepts that most people have not thought of at all.

Because these concepts are abstract and many people have not taken the time to understand them, people will be more open to learning about them, especially if they are given some good

examples which relate to their current way of doing things, such as the balanced scorecard concept that we use in our organisation.

I would like to be able to take these kinds of concepts – not literally, but in a manner that business leaders can understand – and make them organisational scorecards. Once it finds a place there, then it could be used in the business unit scorecards, and then it could move on down to the individual scorecards. This is a powerful tool to build character in any organisation.

Vrethammar, Magnus – Sweden

“Former President for Europe of Pergo Flooring in the UK”

“President of an executive coaching and business development firm Creability AB in Sweden”

Spiritual Theme

Spirituality is an opening process. And then the question is, “What are you opening up to?” I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is “opening up to love.”

Continued Growth as a Spiritual-Based Leader

My next focus as a leader is the “board power games,” where greed, mergers and acquisitions flow freely and where interest in start-ups and new ventures by the emission of new shares are diluting the ownership position of the original founders. My challenge now is to take my spiritual approach and apply it to a new arena and see how I can use it to deal with board power games. This is definitely part of my own opening up. The game I play now is the game that rules the operational game. I think that now I have mastered the operational game quite well, which means if I am put into a situation where I need to be a very careful farmer I can do that. If I need to burn down a forest, I can do that too. But I haven’t played this political part of the game that much.

The next level I think is to go even deeper into the politics, to see what can actually support a sustained, opening-up process. That is, to delve into the rule structures that determine everything from a definition of man to what science does. I am quite content with these, the challenges to my spiritual growth when working at the board level.

Webb, Janiece – USA

“Former Senior Vice President with Motorola Corporation in the USA”

Spiritual Theme

I think my spiritual theme would be “God in everyone.”

Continued Growth as a Spiritual-Based Leader

There was a time when I thought I wanted to save the world and then I discovered that my motivations were ego driven. Once I began to understand the essence of who I was, I began to also understand how driven I was by my ego, even though it was often disguised.

Someone asked me the other day what my goal in life was and I said, "To take all of the chatter out of my head." I will know when I've made it spiritually when I can sit and not jabber, when both my mind and mouth can be quiet.

When I die I want people to say that I cared, that I worked hard and tried my best everyday to make a positive difference, and that I was spiritual and treated people fairly.

Welling, S. K. – India

"Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India"

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Continued Growth as a Spiritual-Based Leader

Professional confidence and spiritual confidence are two areas that I sometimes get a little mixed up about. I sometimes wonder where the strength comes in me to be able to handle such diverse things that I do not always have the professional competence to do. I do not know why I can understand so many areas of the company even though I have not previously studied that area. And yet I have always achieved something and when I am moved out of those areas people were sad and felt that I had done so much.

I have often wondered how I have become successful, or appear to have become successful, when I have been shifted to so many areas that I did not know anything about. I am able to fit into and achieve things in various disciplines in various management fields. In America and even in India today, we have many different business disciplines. A person is in production or engineering or in domestic marketing or in finance or in corporate planning or in international marketing. These are considered to be highly specialised fields. But I have done production engineering, production technology, marketing, business planning, management information systems, restructuring, consumer marketing, and international marketing. I have always believed that spiritual confidence has augmented my professional competence.

I know that my commitment comes from my devotion to my spiritual teachings; I am a bhakta (devotee), a committed person. It is embodied in my system. Yet, I do feel that sometimes I stretch this too much toward my work and do not spend enough time with my family. Even if I decide to leave work and go home, then sometimes I feel a sense of guilt. I still do not always know how to balance this out.



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION X

Inner Processes that Guide Decision-Making

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their inner processes that guide their decision making, based on their spiritual view of life.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Inner Processes that Guide Decision-Making

I try to leave things up to the Lord. One time we extended an offer to a vice president and he declined. We were all initially disappointed, but then as it turned out someone else even better came to us. While the first one was a very confident person, I think the second one was more in alignment with our values. So I pray for all of these things.

Behner, John R. – El Salvador

“Former Country Manager for Nabisco in El Salvador”

Spiritual Theme

“Realising God by serving others.”

Only saying “serving everyone” does not include that, which is the most important to me, which is to realise my oneness with God.

Inner Processes that Guide Decision-Making

The most important thing I consciously do now is to always ask myself, “What would my spiritual teacher do?” And then I try to do that.

Budin, Philip – USA

“CEO of Royaltions, Ltd. in the USA”

Spiritual Theme

For me spirituality is equanimity.

Inner Processes that Guide Decision-Making

In business, I do the best I can do to accomplish what I want to accomplish, and the results are in God’s hands and not mine. Not being attached to the results is a very freeing experience and a major part of my spiritual teaching – which is equanimity and being in the moment, each and every moment as it occurs. If you are attached to the result, you are living in the future based upon some expectation from the past. Equanimity puts you right in the moment, every moment.

Chand, Amber – USA

“Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world”

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a “God-being tapestry.”

Inner Processes that Guide Decision-Making

My spiritual theme of “a God-being tapestry of compassion, balance, grace, and friendliness” provides me with the inner guidance for what I do and how I do it.

I do not feel as if I am an expert on spiritual-based leadership, rather I feel that I am on a quest, a search. So, I come to this whole experience of being a spiritual-based leader in business from the perspective of a seeker, rather than a knower. It is a very humble process and journey for me, and I do not feel that I have the expertise to tell the world how to do it. It is much more of a personal navigation for me.

Chattopadhyay, A. K. – India

“Former Senior Vice President of ACC Limited Refractories Division in India”
“Executive Director of Tata Refractories, Ltd. in India”

Spiritual Theme

My spiritual theme is a combination of the four goals found in my spiritual view of life:

- To align oneself with a super power
- To find out the reasons within oneself
- To have faith in others
- To have a caring nature

Inner Processes that Guide Decision-Making

I very strongly believe that spirituality is to respond from your inner feelings. When we try to find out reasons from within, then we do not hurt anyone or anything. I believe that when we come from our inner feelings, where we as individuals are perfect beings, then we think in a more positive, more caring, more loving way.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: "Live life in crescendo." In other words, the most important work you'll ever do is still ahead of you.

Another such spiritual theme for me would be: "Educate and obey your conscience." Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Inner Processes that Guide Decision-Making

I find that if I carefully ponder the scriptures every day, it affects my spirit towards all people as well as towards my decision-making and my work in general.

I think the major obstacles for a person to be a spiritual-based leader today is selfishness, and having too small a vision about the role played by work in life and about success. Selfish, egotistical people don't feel they have a sacred stewardship. They feel they are kind of the source rather than realising that the Source comes through them. The obstacles are internal; they have pride, corruption, greed, and ask: "what's in it for me?" Instead of being about "thee and thine", it's about "me and mine".

But good character is not enough. A talented person with a fine character and good schooling also needs organisational competence in order to develop organisational trustworthiness. Trust is a function of both character and competency. I run into good people all the time who are honest and talented but who search for competency in organisational design and systemic thinking. They identify strongly with all that I have said about organisational competence, but they just haven't had role models, and they don't know how to institutionalise principles and values. Although they are able to speak about the principles, values and morals, they don't know how to build institutions that embody integrity.

Cruz, Alvaro – Colombia

"Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia"
"CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda."

Spiritual Theme

Love and respect others.

Inner Processes that Guide Decision-Making

First I need to wait and think in order for me to see, and then to analyse, what the alternative might be to solving a problem. When I say I need to think, it means that I turn inwards. That is where the wisdom of my spiritual teacher is to be found. Later I consult with other people to learn different points of view, and utmost I consult with my wife.

Daugherty, Thomas – USA

“Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA”

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God’s love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

Inner Processes that Guide Decision-Making

I am not a naturally structured person. So for me, processes are more evolutionary and unfold over time. I think that a lot of my guidance and decision making comes as a result of many things I do: my reading, my meditation and prayer, my journaling, and my working with and listening to other people. These all seem to come together for me as an intuitive sense as to what direction I should move in.

Delbecq, André, D.B.A. – USA

“Former Dean of the Santa Clara University School of Business in the USA”

“Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA”

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don’t do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see

how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Inner Processes that Guide Decision-Making

I have come to appreciate the protocol of Ignatian spiritual discernment. In brief, it:

- Commits to a life that embraces meditative and contemplative practice every day
- Rests comfortably in a problem nexus while patiently seeking to discover the true underlying issues
- Seeks information inclusive of the voices of all those impacted upon by a decision
- Returns continually to prayer attentive to affective and intuitive insights
- Takes decisions with a degree of tentativeness
- And examines not only the factual outcomes, but also the "fruits of spirit" (e.g. peace, courage, hopefulness)

This is not to say I do this well. But it is the decision sequence I aspire to incorporate as an appropriate path for strategic choices, both personal and organisational¹⁰.

Franklin, Carol – Switzerland

"Former Head of Human Resources for Swiss Re Insurance in Switzerland"

"Former CEO of the World-Wide Fund for Nature (WWF) in Switzerland"

Spiritual Theme

Caring for and being responsible for the earth and its inhabitants. Be responsible. Be the change you want to see in the world. Help move the world forward.

Inner Processes that Guide Decision-Making

I'm very pragmatic. From my time in WWF, I have learned to ask questions. If I'm not sure what to decide, I imagine a journalist, as was often the case, coming up to me at 4 PM, saying, "We'd like you to present this on the main TV news programme tonight." If I think "Great, I can present it to over a million people," I will do it. However, if I start looking for excuses like "I have a cold" or "we are not quite there yet", then something is wrong and I don't do it. It's very much a matter of intuition. Even though you have done your homework and know all the pros and cons, in the end it's a gut feeling.

¹⁰ Bridging The Gap Conference Proceedings may be downloaded from the Santa Clara University Web site: <http://business.scu.edu/ISOL/proceedings.htm>. Andre L. Delbecq, Santa Clara University, Elizabeth Liebert, SNJM, San Francisco Theological Seminary, John Mostyn, CSC, Christian Brothers Iona Institute, Gordan Walter, University of British Columbia "Discernment and Strategic Decision Making 'Reflections for a Spirituality of Organizational Leadership'", in Delbecq, Andre L. Editor, Bridging the Gap Between Spirituality and Religion: Proceedings from the Santa Clara Conference, March 9-11, 2001, pp. 10 – 42.

Govindan, Rajan – USA

“Former Senior Managing Director with Bankers Trust in the USA”

“Chief Operating Officer of Bear Stearns Asset Management in the USA”

Spiritual Theme

To me this would be “happiness and contentment” and “to act with right conduct.”

Inner Processes that Guide Decision-Making

Decision making that can be made using black and white analytical facts, mostly having to do with economic impact, is what our minds do best. But the best visionary leaders have been those who can integrate their analytical mind with their heart where the spirit resides – the spirit that always seeks the greater good for society and not personal gain; the spirit that is our moral compass and never lets us stray too far. It is the spiritual heart that enables us to make decisions that we will never be sorry about; it is the compassion heart that makes our priorities right.

In the hard impersonal business world, it is very easy to become hardened by our analytical mind – the challenge is to remain softened by our heart so that we can lead our lives as God would want us too.

Jensen, Niels Due – Denmark

“Group Chairman for Grundfos Management A/S in Denmark”

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Inner Process that Guide Decision-Making

I do ask myself questions as to our values when I make decisions. When we in top management have to take major decisions, we should always start at looking at our basic values in relation to the specific problem. Maybe I would also think of my father and mother; what kind of decision would they have taken in this situation? I might even go back to some parts of the Bible and ask myself: “What kind of decision ought you take, if you should stay true and honest to the basic beliefs in your life.” In many situations I have not been in doubt as to what kind of decisions to take, and most of the time I have made decisions allowing me to look at myself in the mirror the next morning, although it might have been a difficult or an unpopular decision.

There are also many situations in your business life when you are not the one to take the decision, you can only wait for a reaction from other people; you cannot decide the outcome of the situation. You may just pray to God and say, ‘We hope you find the best solution here.’

Jiang, Niran – Australia

“Formerly Senior Trends Manager for Coca Cola and Marketing Manager for S. C. Johnson in the USA”

“CEO for the Institute of Human Excellence in Australia”

Spiritual Theme

My spiritual theme would be interconnectedness, wonderment, and compassion.

Inner Process that Guide Decision-Making

Right now a major learning for me is the integration of the ying and yang, the feminine and the masculine, and a major calling of this integrating the two energies is to reach out with vulnerability and gentleness. It's very challenging for me.

I enjoy going into my inner space and meditating, but prayer is not an active part of my spiritual practice. I have a certain resistance to prayer because of the cultural connotation that is carried by it – that the person who is praying is lower than the God prayed to. In my spiritual practice it is very important that the relationship is equal. Prayer for me is a co-creation, I do ask for what I need, but also, I do give what is asked, so it is equal. To whom do I pray? The universal mystery. I pray for all that is. I pray to the work-God, to the spirit of the soul, to the four directions, to the going in, to the ancestors, the wise men and women, and the wise teachers in history. So when I start praying it takes a long time.

Kanu, Victor-Krishna – Zambia

“Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden”

“Director of The African Institute of Sathya Sai Education in Zambia”

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Inner Processes that Guide Decision-Making

Human Values are the treasure that is within each individual person. It is this treasure that an individual must excavate (bring out) and utilise in his daily life – in thoughts, words and deeds. This treasure then becomes the beacon of light, the guiding spirit in decision-making processes.

Whatever happens, accept it as a gift, coming from God. Obstacles are there to strengthen us; I always see any obstacle as a blessing.

Kolind, Lars – Denmark

“Former CEO of Oticon in Denmark, one of the world's premier suppliers of products for the hearing impaired”

“Chairman of Grundfos in Denmark”

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Inner Processes that Guide Decision-Making

Obviously I’ve tried to be rational when making decisions. I’ve tried to have the numbers right and identify and analyse the alternatives and the consequences and all of that. But when I look back on the major decisions I’ve actually made, they are very intuitively based and values-oriented.

I know what is right, but I cannot always express why it is right. This pattern is the same every time; after the fact I can see why, but during the process I often have great difficulty explaining why I am so much against this or why I am so inclined to do that. My actual understanding comes afterwards.

With both Oticon and Grundfos I faced a lot of social and environmental issues, as well as major issues about our product focus and what we were trying to do. Again, after the fact, when I look back upon the decisions that I’ve lobbied for, they’ve been on behalf of the environmental and social issues – even though if I had been asked at the time what was most important, I probably would have said to make money. As it turns out my focus was and is a very good basis for strategy - and we’re making money.

Some of the most important decisions we made were: the direction of our product development; who we were going to serve; and how we were going to serve. I recall, after the fact, that the direction I was arguing for in both Oticon and Grundfos was much more based on my wish to do something for the environment and my desire to act in a responsible manner than on earning money.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Inner Processes that Guide Decision-Making

One of the important tasks for me in my own spiritual growth is to continue to improve my ability to quiet my mind and go inside. This is where most everything is happening anyway. I have really grown in my ability to just let something be and let it percolate – the capability of being able to be with and ponder the unknown. When I deal with people, it must be with empathy and compassion; empathy is deep connectivity and compassion is “with passion.”

Maitra, Ashoke – India

“Former Director of Human Resources for the Times of India”

“Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India”

Spiritual Theme

I think my spiritual theme is “Manifestation of latent Divinity.”

Inner Processes that Guide Decision-Making

I ask a lot of questions to myself when situations arise that require me to make a response or give a decision. I normally introspect and try to see the different dimensions of the situation or the problem. I think of the consequences of the actions I take and whether there are also alternative actions.

Suppose a Director of the company comes to me and tells me an employee needs to be sacked, as he is not performing. I think of the consequences of this to the employee: what will happen to his family, to his children, how will he get reformed? I also know that the Director is usually operating out of anger and later he may repent. I give it a little space and then examine the issues with the employee to find out the obstacles he may be facing. If there is something wrong with his work, I ask what are some alternative ways he could improve, without terminating him.

My philosophy is that when this employee was recruited he was perfect; otherwise why would he be recruited? So if he needs to be terminated today, then surely the organisation has to take some responsibility, otherwise why did we recruit him/her? We should also punish ourselves for contributing to his lack of development, so I do not absolve my responsibility so fast.

We went into the Internet business in a big way and the whole dotcom crashed. However, we did not sack a single person whom we selected. We put them into other ventures. When the government closed down our radio channel, we didn't sack anyone. We put them into our retailing shops where they did announcements, talked to customers, all kinds of hand holding exercises. We knew that we would start a radio station again in the future and that these employees would be useful.

Now we have some of the best radio jockeys from the old team and today when competition is offering them three times the salary, those very employees are refusing the offers. Why? Because we stood by them when they needed us most.

Merchant, Nilofer – USA

“President and founder of Rubicon Consultants, a marketing consulting firm in the USA”

Spiritual Theme

“Living authentically” speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn't get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root

system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be “a wellspring of nourishment”.

Inner Processes that Guide Decision-Making

One time, I had a week where all of my projects were not going well. At the same time my step-daughter needed a lot of my attention, and one of the people who worked for me also needed some extra care. There was a part of me that was feeling very, very frustrated and I felt like I was really being spiritually tested. I finally stopped and asked myself a question, “Who do I want to be?” A friend once asked me this question about three years ago and since then it has become an important question for me.

As I reflected upon this question, I saw that I wanted to be a caring mom for my step-daughter, I wanted to be a great coach for the person who worked for me, and I wanted to deliver on the projects that were already on my plate so that they were beautifully done. I knew that I did not want to be resentful or angry. I saw that what was causing my frustration was that I wanted to take on a new client, but the timing was not right. So from this inquiry I knew that I had to let go of the prospective client and tend to the current responsibilities I already had in my life and work.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Inner Processes that Guide Decision-Making

I ask questions like: Am I able to really make people happy around me? Am I able to make them comfortable? Am I able to provide them with a sense of direction? Am I able to really help them grow? Am I able to help them be successful? All of these questions, in my opinion, are a spiritual approach to how I want to interact both personally and in business.

Narayana, G. – India

“Chairman Emeritus for Excel Industries, Ltd. in India”

Spiritual Theme

My spiritual theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

Inner Processes that Guide Decision-Making

I ask: Is anyone unhappy? Is anyone hurt? Is anyone insecure? Every minute, it's like I “run the reel” of my moment-to-moment life. That is, I review what I have done and how I can improve.

From the last moment, I correct it, improve it, and do better in the next moment. Every next moment should be better than the last moment, and better than this moment. Never say there is no time. *If you are present, there is the time.*

I also consider the Buddha when he says: *Buddham saranam gachami*, take shelter in the teacher. *Dharmam saranam gachami*, take shelter in dharma (the way of life). *Sangam saranam gachami*, take shelter in the community. If you want to solve a problem, then first go to the teacher, the expert. Ask him and he will give you an answer and your problem will be solved. You need not be the expert yourself; you have the teacher. You get the blessings of the teacher and then you start with confidence. If the teacher is not there, then you must go to the books and get the knowledge. If the books are not there, then go to the group and discuss.

Finally, I follow the Vedic prayer: *Asothama sadgamaya*, lead me from untruth to truth. *Tamosoma jyotigamaya*, lead me from darkness to light. *Mirthyuma amirthingmaya*, lead me from death to immortality. From untruth to truth: going to the master is the best. From darkness to light: knowledge is the best. If you want to become immortal, group is best. Why is this so? Because it takes you from ego to Self, which is Divinity (*ahamoma athma gamaya*). Self (Divinity) is immortal; Self is light; Self is truth. But ego is death, ego is darkness, ego is untruth. So you must bring the ego to Self through group. The moment you truly come together in a group, the ego is lost.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Inner Processes that Guide Decision-Making

I am constantly aware of my questioning why I am making the decisions I make at work. I ask myself: Is it the right decision? Am I making the decision because I am scared - because I don't want to stand up for what I know is the right decision? Am I making the decision that is in the best interest of the employees or the company or the shareholders? Is my ego involved in it?

I try to prevent my intuition from dominating my decisions. I feel that if I cannot justify my decisions in a rational manner, then I can't communicate or explain them. There have been situations where intuitively I have said one thing to myself and logically I have said something else to myself. I use this as a way of stepping back and not making a decision, and of thinking it through again until I can understand or reconcile both the intuitive voice and the rational voice. And often the intuitive voice reminds me that I forgot to think of something else. And so I think through it again and try to understand it better and look to see if there is something else I can do or something else I can take into account that my logic did not call to my attention the first time around. So I don't make a decision if there is a conflict between my intuition and my rational argument.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Inner Processes that Guide Decision-Making

I have always asked myself one critical question throughout my life, “Is there consistency between what I am thinking and what I am doing?” My thoughts and my practices must be the same. This is perhaps the most difficult part of being a public figure, which I am as a leader in a large international company. I must have consistency between my thoughts and actions.

Many of the stands I have taken in my life were based on the conviction that everyone is as equal in their total integrity as I am. This is in line with what my first manager taught me: “do for others what you want them to do for you.” When I want to change the culture of the company or I want to reorganise it, I have to think of how others will be affected by those decisions. When I am internally clear about this concept, then it is easy to lead people. But I must always be aware of how the decisions I make will affect their lives. When we look at reengineering, we have to take care of others; it is our duty as a manager to consider their personal lives.

When your leadership is founded on a value and belief system that considers the person as a total unity of the spiritual and the material, you cannot segregate which part of your daily activity is which and just consider one side of your total integrity. I have tried all of my life to be consistent with myself and to be a whole person. This has created problems a lot of times in my day-to-day business because if others do not share these same views, then it is sometimes difficult to explain one’s decisions to them.

Pillai, Anand – India

“Head of the Learning and Development Department for HCL Technologies in India”

Spiritual Theme

Connecting with God, the source of “being.”

Inner Processes that Guide Decision-Making

I do not think the saying “practice makes perfect” is correct. To me practice makes permanent. If I am not doing something correctly and I keep practicing it, I will only make permanent what is not correct. If I seek guidance and introspection from my inner being, from my inner spirituality, then that makes perfect. So practice does not make perfect, practice just makes permanent. If you know what you are doing from the inside, you will be perfect.

Ploix, Hélène – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: “To contribute to society”. And to try to be attentive to others and have a better understanding of them.

Inner Processes that Guide Decision-Making

My prime motivating factor is maintaining my integrity and contributing high quality. I must keep my promises.

I would like to be remembered as a person who contributed – to our employees and investors, to the firms we work with, to society as a whole.

Raghavan, N. S. – India

“Founding Director and former Joint Managing Director of Infosys in India”

Spiritual Theme

“Love and trust” automatically came to my mind as my theme.

Inner Processes that Guide Decision-Making

I am often asked to be a board member, and I tell them that I do not want to just be a name on their board. I only want to be on a board if I can really contribute and help the company. The reason I chose to take the board position with the Murugappa group for instance was because of their values and sincere commitment and openness to learn.

When I was offered, as the senior most person, the Managing Director position at Infosys, I told them honestly that I felt I was ready to retire. I did not feel that I had the energy to run the company at that stage of its scorching pace of growth; I felt that a younger person with lots of energy would be better suited, and I told them this with full honesty and sincerity. It took them some time to convince themselves that I was serious about what I said before they accepted my decision. A CEO position with a company like Infosys is, after all, a coveted post; however, integrity and openness is something that I value a lot.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Inner Processes that Guide Decision-Making

The desire that life must have a purpose, the desire to add value, and the desire to set an example are the basic principles that I use to evaluate and take all decisions. And of course added to that is the feeling of awareness of who you are. So all of the four pieces go together.

I do not consciously evaluate every decision I take, or every act I do. I don't have a set of specific questions, but somewhere along the way I have institutionalised these qualities in my decision making process. I think they are very clearly there when I am dealing with a customer, or an employee, or a competitor. At some point earlier I did have to think about these things and make an effort, but now it comes naturally.

It doesn't always come into my awareness that when I am doing something to someone else I am doing it to myself. But if I think about it a little, I can see that this really is a conscious process for me. I do realise that when I do something to someone that I am doing it to both of us. It doesn't come immediately in the moment of the act as a conscious process, but when I think back I can see that it is there in the background for me.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

“Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India”

Spiritual Theme

“Seeing God in everyone”

Inner Processes that Guide Decision-Making

As an auditor of large multi-national companies, I have been confronted on almost a daily basis with situations where I have to pass transactions through my internal “ethics” system and see if they pass my litmus test: the “Lakshman Rekha.” This is the imaginary boundary line that every individual has that he will not cross.

I think the current boundary line that has been dictated by ethics is driven largely by human knowledge, meaning that somebody tells you this is not right or that is not right. This is something you usually get from your childhood. When I refer to the Lakshman Rekha, I am talking about the invisible line that is within everyone's system that is driven by consciousness. This is a consciousness that has its own existence. It comes into the mind; it is not a product of the mind or societal influences. It is something that can stand on its own. It has an independent standing of its own and is capable of influencing you. It is like a direct knowing, rather than a belief system.

Sinclair, James E. – USA

“Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania”

Spiritual Theme

My theme for spirituality would be “Live it.”

Inner Processes that Guide Decision-Making

If a battle comes, I will fight it, because I will not deviate from what I see is proper procedure. But that proper procedure is what I see; it's what makes me happy. I'm not even saying that you've got to adopt that procedure. I'm just telling you that you've got to “watch” – which means to “watch” your words, actions, thoughts, character and heart – and then you'll be happy. And that's the whole game. My spiritual teacher gave me all of this in my first meeting with him. He gave me every teaching in my first interview, and I didn't understand a word of it.

If you want miracles in your life, then “watch” and be happy. This is the same teaching that's in every religion. For me, this is: be brave, don't lie, do your job, quiet your mind and at the end of the day fold the cards. Wake up the next morning, see what's dealt and play it the best you can, don't worry about it. See the job, do the job and stay out of the misery. If there's anything that attracts any God, it's having courage and having courage is doing what falls in your lap and doing it right, no matter what it is.

Vrethammar, Magnus – Sweden

“Former President for Europe of Pergo Flooring in the UK”

“President of an executive coaching and business development firm Creability AB in Sweden”

Spiritual Theme

Spirituality is an opening process. And then the question is, “What are you opening up to?” I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is “opening up to love.”

Inner Processes that Guide Decision-Making

The bottom line question for me when considering a decision is: does this give me a bad conscience? If it does, then I don't do it. This is my guide. I also ask very often whether something could be done with more fun. I have found that things can be done dramatically differently if you take this approach, and very often much more successfully.

In addition, I also ask if something can be done more easily or more simply. Ease and simplicity are very much spiritual concepts. That is how I arrived at the process-orientation, for example, and that is why I challenge any procedure that people try to do that doesn't produce a perfect product or service from the start.

I also look at stress. I think there are different types of stresses. I look at whether negative stress – in the form of a feeling of oppression or resignation, or feeling burdened, or not feeling a part of what's going on – can be reduced. But I think that there can be positive stress, which is full of challenge, full of expectations, and full of drive. So I try to reduce negative stress in order to lift a sluggish organisation.

If I look at business as if it were a playground, then asking if it can be done more simply, if it can be done with more fun, and if I can avoid a bad conscience, then these are all spiritual questions.

Webb, Janiece – USA

“Former Senior Vice President with Motorola Corporation in the USA”

Spiritual Theme

I think my spiritual theme would be “God in everyone.”

Inner Processes that Guide Decision-Making

In my career I have been through some extremely difficult downsizing situations and personal attacks. I have been put into some impossible situations when I felt that I was under intense pressure by those in power above me to solve an unsolvable problem, or times when the organization just wouldn't work together to get things done. Every once in a while I have lost my way and those were really dark periods. And yet I knew I would be okay. I've been demoted and I've been celebrated and through it all I have learned not to get attached because none of this is what's real.

Welling, S. K. – India

“Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India”

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Inner Processes that Guide Decision-Making

I believe in personal optimism: I hope for the best, expect the best, and toil for the best. I always think positively. That is one philosophy that I have adopted in my life. I don't make compromises here – and that probably has led me to achieve things on a higher level.

When it comes to disciplining a person, I don't like to use the stick too much. I do use it, but I'm not a person who “wears it on my belt like a policeman.” When someone needs correction, I always tell the person, “Look Mr. X., I am not against you, please don't mistake me. I respect you as a human being and you are in my heart, I am not against you. What I am against is the act of yours that you did. And that is what I'm correcting. I am not against you.”



An inquiry into the nature, activities and results of leading from a spiritual basis

SECTION XI

Guidance and Advice for Aspiring Spiritual-Based Leaders

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their guidance and advice to others who were aspiring to lead from a spiritual basis.

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Guidance and Advice for Aspiring Spiritual-Based Leaders

The advice I would give to those who want to be spiritual-based leaders would be to look within their hearts because the opportunities are there. The Lord will open up the way; the Spirit will open up the way. If you sincerely want to do something, you can do it no matter what level you are at. Then it can spread from there when other people see what is happening in the group. Prayer is very powerful, that's why I started with that in my group.

Budin, Philip – USA

“CEO of Royaltions, Ltd. in the USA”

Spiritual Theme

For me spirituality is equanimity.

Guidance and Advice for Aspiring Spiritual-Based Leaders

To me, life itself is a practice ground for spiritual growth. To some people, being in business might be the worst thing for their spiritual growth, whereas to others it would be the only way for them to get what they need to get. I think spirituality is a very individual thing.

If a person chooses to go into a monastery and live a monastic life, there are basically two reasons for this. One reason is that they are choosing it because they can't make it in the outside world and they are miserable and unhappy and have failed at everything they tried to do. So going into a monastery is just one more thing they are trying to do. They aren't necessarily going toward God; they are running away from something. The other reason for entering a monastic life is that the person feels a calling and a desire to get closer to God or to spirituality, and he or she goes into the monastery going toward that. The same thing applies to people who are entering business.

I don't see any obstacles to being a spiritual-based leader, at any level, personal or business. You are who you are. That's like saying, “What are the obstacles to being Spanish, or Italian, or overweight, or wearing glasses?” Yes, there are prejudices that exist, but to me spirituality is just who you are. I just talk about what I talk about, whatever that is. It might be football or basketball because I love sports, or it might be spirituality. It depends on what's happening in the moment; it's not a pre-planned plot. I try to stay in the moment, whatever the moment is. Like this meeting with you all today: there's no plan, there's no prepared speeches or stories. I just read over your materials and so I'm here.

I think that in the long run it can still be good for students to focus on getting an education just to make money. Without money, it is very easy to turn towards religion as a crutch. However, it's

easier with money to turn to spirituality and not get caught up in the stuff that occurs the same in religion as it does in business: the greed, the money and the power.

Canada, Francisco Roberto – Argentina

“Director and Partner of Errepar S.A., a major publishing firm in Argentina”

Spiritual Theme

Loving God.

Guidance and Advice for Aspiring Spiritual-Based Leaders

When I was in high school, which was a catholic religious school, there was a new student who hadn't received the first communion. The director asked me to help the student to be prepared for it, and I explained to that student the basis for communion. We went to church on the day that I finished teaching him. We knelt and I told the new student: “Everything I told you is important, but there is one thing which is more important than anything else – that you love God.” This is my advice for aspiring spiritual-based leaders: “Love God”.

Chand, Amber – USA

“Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world”

Spiritual Theme

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a “God-being tapestry.”

Guidance and Advice for Aspiring Spiritual-Based Leaders

If someone were to come to me and seek my guidance on how to live their spirituality in their work, I would first just delight in their question. From the moment of hearing their question I would tell them, “How courageous, how beautiful, how wonderful it is that you have come to me with this concern. Let us sit and have a cup of tea.” Then I would ask them to tell me more about themselves. I believe the guidance would come naturally out of creating the space for the person to begin to unravel their own truth. All I can really give them is the space in which to have this happen.

After this conversation then my main question would be, “Now, how can I support you?” I believe that all of this has to come from within each person. If these kinds of questions began to come from the people in our own organisation, I would create a forum where we could gather and begin to discuss such things.

Chattopadhyay, A. K. – India

“Former Senior Vice President of ACC Limited Refractories Division in India”

“Executive Director of Tata Refractories, Ltd. in India”

Spiritual Theme

My spiritual theme is a combination of the four goals found in my spiritual view of life:

- To align oneself with a super power
- To find out the reasons within oneself
- To have faith in others
- To have a caring nature

Guidance and Advice for Aspiring Spiritual-Based Leaders

People who want to be spiritual-based leaders sometimes face conflict when they try to listen to their inner self. They are sometimes afraid to follow their conscience because they do not want to lose money. When I gave the approval to have our people install new material for a job that we had not originally done, we lost a lot of money on the job and I incurred a lot of questions by auditors and other managers. But I clearly told them, “I am willing to take this loss because I know there is a much bigger gain.” This is the dilemma that we must face sometimes, when we listen to our inner mind. We will face opposition and difficulties. However, the more that aspiring spiritual-based leaders do this, the more they will be successful. As a leader I must also help them to achieve these successes. As there are successes, then they will grow in their courage to continue in this way.

Covey, Stephen R. – USA

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

Spiritual Theme

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you’ll ever do is still ahead of you.

Another such spiritual theme for me would be: “Educate and obey your conscience.” Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

Guidance and Advice for Aspiring Spiritual-Based Leaders

My advice to aspiring spiritual-based leaders would be: “Write your personal mission statement or creed.” This is the most effective way I know to begin to focus on what you really are searching for in life. Developing your personal mission statement gets you to focus on what you want to be – your character – and what you want to do – your contributions and achievements – as well as on the principles and values upon which your character and contributions are to be based. Your ability to change depends on a changeless sense of who you are and what you value. Such a mission statement provides you with the basic direction, the vision and values from which you can direct your life, establish your goals, and determine the way your energies can most effectively be measured.

I deeply respect the wisdom of Frankl¹¹ as to the matter of our mission in life: “Ultimately, man should not ask what the meaning of his life is, but rather must recognise that it is he who is asked. In a word, each man is questioned by life; and he can only answer to life by answering for his own life; to life he can only respond by being responsible.” So developing a mission statement is not a simple task, it requires considerable introspection, analysis, and thoughtful expression. When developed, it becomes your constitution, it expresses your values and vision, it provides you with the criteria for measuring everything that you do in your life.

Having developed your own mission statement, I would advise a spiritual-based leader, together with his or her associates, to write a mission statement for the organisation. In this process all the associates should be treated as partners, as co-creators. So I would tell the leaders to start the process of developing such a mission statement which embodies vision, mission, values and strategic goals for the organisation. When I say “start the process” it is because ideally speaking, developing the statement should involve everyone in the organisation. This of course may be very impractical in the case of larger organisations. The point, however, is that the process of involving the organisation is as important as the written product and is the key to its use.

And then I would say, “build a complementary team where your strengths are made productive and your weaknesses are made irrelevant.” We are speaking here of developing an organisational design and culture that makes it legitimate for those who see differently and think differently and who have complementary skills to push back on you.

I can ask any audience of business leaders, “How many know what your weaknesses are.” Almost everyone raises their hand. When I then ask, “How many consciously take steps to choose and develop people around you who can compensate for your weaknesses?” only about a third raise their hands. Then if I ask, “How many have empowered and encouraged the members of the organisation culture to push back on you?” I only get responses from about a third of that third.

To encourage members to push back on you takes a lot of courage, particularly if you’re dealing with people that have very strong egos and who think they have a great product, or have a fantastic vision of what they want to accomplish. They just want to drive their goals through, and that is why so many organisations fail within a short period of time, they don’t have complementary teams. They don’t understand synergy.

Cruz, Alvaro – Colombia

“Former Minister of the Government of Colombia and Governor of Cundinamarca, Colombia”
“CEO of an engineering/building company in Colombia, I.C.M. Ingenieros Ltda.”

Spiritual Theme

Love and respect others.

¹¹ Victor Frankl (1905 – 1997) was the Jewish psychiatrist who survived imprisonment in a Nazi concentration camp during the Holocaust of World War II (all of his family aside from his sister died in the camps or were sent to the gas ovens). Frankl later played a major role in the development of existential psychology and logotherapy. The quote is from page 172 of his major work, *Man’s Search for Meaning*. In addition, Frankl authored 32 other psycho-spiritual books.

Guidance and Advice for Aspiring Spiritual-Based Leaders

Above anything, I would stress non-attachment to the material results and rewards of one's deeds and the practice of love; love for oneself and love for others. I would advise aspiring spiritual-based leaders not to offend others, not to judge them, and to try to understand that if another person takes a decision, he is acting in good faith, even though he might have been mistaken. I would also advise them to be ethical and righteous in their actions and to be able to forgive and forget.

I want to add that women have a pre-eminent key role to play in participation in society. I feel that if somehow we can allow women to become the main pillars of the family and the home, a new society can be woven. Women should pay attention to keeping men on the right course, since men naturally are a little more selfish and self-centred, and then they should be able to sweetly guide the men in their daily activities. As the Governor, I had a high percentage of women working at all levels. The main posts were given to women: they were heads of Education, Planning, Finance, Press and Communication. In my private company the main general administrator is a woman.

Cuneo, Federico - Peru

“Senior Partner with Ernst & Young in Peru”

“Chair of Peru 2021, an NGO comprised of business executives working on sustainable development and corporate social responsibility for the country”

Spiritual Theme

Unity with the rest of the world, love, eternal life and light – those would be words I would use as a theme.

Guidance and Advice for Aspiring Spiritual-Based Leaders

When I talk to others about spirituality, I try to use familiar examples that they can understand. One I like very much is the story of a powerful man in Brazil who said that the most important decision he made in his life was to stop working. Although this is an extreme, it means that even though you cannot stop working altogether, at least you can relax and retreat from the everyday world of business and look more inside yourself. Another one is that I remind people that no one dies saying that they wished they had worked more, or that they had made more money.

I also use myself as an example to show them how things are going so much better for me. I talk about the peace of mind I now have and how I feel relaxed in life. I was talking to a prospective partner and he told me that I was too relaxed. I said to him, “Yes I am relaxed; I don't want to be tense like you. Maybe you should look at being more spiritual so you can also relax.” These are the types of things that I share with people to try to convince them to change.

Daugherty, Thomas – USA

“Former Vice President of Spiritual Care and Values Integration with the Methodist Health Care System in the USA”

Spiritual Theme

One theme for me would be caring and compassion. Another would be faithfulness. A part of that has to do with persistence and perseverance, courage and humility.

For me, the Christian cross itself evokes all of this for me because it is such a powerful symbol of the Divine-human encounter. It represents the very best and the very worst of human experience, and it also represents the ultimate in God's love and compassion for all humankind.

The Divine-human encounter is certainly a theme that expresses all of this for me.

Guidance and Advice for Aspiring Spiritual-Based Leaders

One of the things I worked on last year is developing a model of coaching for spiritual leadership, so this is what I would draw upon if someone came to me asking for guidance in being a spiritual-based leader. Most of this comes from my background in teaching and supervising clinical pastoral education. I would first want to listen and ask them:

What does spirituality mean to you?

What does leadership mean to you?

What are you aware of, right now, about the disconnection between leadership as you now provide it and the spirituality that you've just described?

I would then encourage them to think about which places of disconnection are most important for them to deal with right now and talk about why this is an issue for them. I would also ask them to share examples of how this disconnection has played out in their relationships with other people. I would help them think about and design some alternative ways of handling people and situations that would reflect the spirituality that they described in order to connect their spirituality with their work. Then, over time I would work with them on the issues as they emerge.

One question that continually comes up is: *How can I be tough and exercise discipline with people and at the same time act as a spiritual person?* The assumption is that if you are spiritual, then you must be nice. So I ask them, "Has this always been true? Have you always experienced people who care about you and let you get away with things that are unproductive or self-defeating? Have you ever experienced someone who cared enough to talk frankly and honestly with you about what they were observing and to hold out bigger expectations for you to perform differently?" Most people can identify with these questions and can see the value of looking at discipline from this perspective.

Delbecq, André, D.B.A. – USA

"Former Dean of the Santa Clara University School of Business in the USA"

"Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA"

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from

concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don't do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Guidance and Advice for Aspiring Spiritual-Based Leaders

Spiritual maturity helps us to realise our role is mostly to raise questions and to share the wisdom of spiritual masters (in my case inclusive of the wisdom of spiritually mature business leaders I have had contact with). The spiritual direction tradition in the Christian tradition always places Jesus in the role of primary teacher, and relies on the gentle nudging of the Holy Spirit working within the life of others. So guidance is not prescriptive in our tradition, and relies heavily on sharing the wisdom of our scriptures and spiritual writers.

I have 20 - 30 students in my spirituality seminar each quarter. As they share their journals and meditation reflections I am immediately aware each individual is travelling a spiritual journey particular to their individuality, and their career stage. They hear the same lecture, they read the same books, they experience a common dialog; but when you read their journals you see that each participant travels a distinct path and so hears and sees differently. Thus the notion that I can "prescribe" for another is not possible.

Rather my role is to be an encouraging companion, helping others to listen to the gentle inner voice of the Spirit. Understand I believe that my lectures, and facilitation of both dialog and meditation matters. However, what I do is a drop of dew in the spiritual ocean for it is really the Holy Spirit who is the spiritual guide.

Franklin, Carol – Switzerland

"Former Head of Human Resources for Swiss Re Insurance in Switzerland"

"Former CEO of the World-Wide Fund for Nature (WWF) in Switzerland"

Spiritual Theme

Caring for and being responsible for the earth and its inhabitants. Be responsible. Be the change you want to see in the world. Help move the world forward.

Guidance and Advice for Aspiring Spiritual-Based Leaders

My advice is to be the same person at work as you are in your family-life. You have to be able to live with the values that you have as an individual in your work-life, because otherwise things won't work; at least for me. You have to have your thoughts, words and deeds work together. I think it is well worth saying, that it is fine to accept a job that is not well-paid; if you are in the right place, and you are comfortable with the values, then the career will happen by itself. My advice is: 1) Get the fun job. 2) Don't split your values. 3) If you don't like what you are doing, get out of it; you won't be good at it.

At Swiss Re we had a 'Daughter's day' where the daughters went to see where and how their fathers work. One of the daughters came back home and told her mother, "Daddy is so different at work than when he's at home." I think that is a very bad sign. That's why I have always tried to involve and inform the families of the employees about their place of work. This applies of course to my own family as well. I have two stepchildren. At Swiss Re, when I had a lot to do at work, I took some of the work home, and my stepdaughter who was ten years old at the time, worked on the calculator in order to find out what the premium should be for an airline. My stepson came to work at Swiss Re, and my stepdaughter came to work at WWF during their holidays.

Most people want their leaders to be spiritual and ethical; they want to know what their leaders think about ethical issues. It's a question of courage. A lot of leaders do not have the courage. You should lead by example, and then you can explain why you have done what you did. If the employees, the clients, and the customers see that by doing something in an ethical or spiritual way gives you better results, then you can explain why and how you have done it. Then you can talk about ethics or spirituality, because then they will see that it is more successful, also from a business point of view. The courage of doing things that people haven't thought about is something that will get you further. Do first and tell afterwards.

Govindan, Rajan – USA

"Former Senior Managing Director with Bankers Trust in the USA"

"Chief Operating Officer of Bear Stearns Asset Management in the USA"

Spiritual Theme

To me this would be "happiness and contentment" and "to act with right conduct."

Guidance and Advice for Aspiring Spiritual-Based Leaders

I would remind them that we've all become experts in rationalisation and we have become so good at suppressing our inner world. To become a better person, the first thing one has to do is start listening to the inner voice inside and stop rationalising. When you stop rationalising, slowly but surely the inner voice starts to speak up. We've all squashed this inner voice.

Every time you do something ask yourself, "Is this right? Is it the correct behaviour?" You don't have to tell everyone what you are doing; just keep your own diary. In doing this you will start to

see many things. When you stop rationalising, your inner voice will tell you right away when you have done something that was not correct. Instantly you will feel it.

Jensen, Niels Due – Denmark

“Group Chairman for Grundfos Management A/S in Denmark”

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Guidance and Advice for Aspiring Spiritual-Based Leaders

If I should advise potential leaders, I would advise them to manage in a highly responsible way, always be honest in the way you do business.

I have not met many obstacles in being what you call a spiritual-based leader. I think I have been respected over the years for my standpoints and the way I have been behaving as a manager. I have not had a very bad experience with people or the media.

I think that you should always be sceptical when you suddenly see a possibility to use and take benefit of, what is clearly a hole in the law. You should always be careful not to fall into the trap of taking advantage of it. It is immoral to use a mistake or a hole in the law. With the eight values at Grundfos as guidelines, hopefully we in our company would never do that.

Today a major share of managers in both private and public organisations would not admit if they were managing their organisation from a background of spirituality. I don't think they would admit that spirituality is the basis of their leadership, although many would in fact do so unconsciously. It takes a top management, which is basically influenced by a religion and the principles from that religion in order to, more consciously, lead an organisation in a spiritual direction.

Jiang, Niran – Australia

“Formerly Senior Trends Manager for Coca Cola and Marketing Manager for S. C. Johnson in the USA”

“CEO for the Institute of Human Excellence in Australia”

Spiritual Theme

My spiritual theme would be interconnectedness, wonderment, and compassion.

Guidance and Advice for Aspiring Spiritual-Based Leaders

I remember a story of Buddha and a disciple. The disciple asked, “What is your advice?” Buddha's answer in Chinese is four characters. Translated word by word into English it is: “As if I hear it.” The meaning of this is: “Listen inside to the higher Self for truth.” What does my inside say? This has always been a good piece of advice for me.

Kanu, Victor-Krishna – Zambia

“Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden”
“Director of The African Institute of Sathya Sai Education in Zambia”

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Guidance and Advice for Aspiring Spiritual-Based Leaders

The advice I give to spiritually inclined leaders is to move away from the archaic idea that spirituality means knowing the Bible, or the Bhagavad Gita, or the Koran, or going to the temple all the time. Spirituality is not going through the rituals and giving alms when you are in trouble and thinking that this will give you blessings. Spirituality has to do with practising the Human Values. These values make us spiritual beings.

Spiritual-based leaders should practise Human Values in order to become a model of excellence for others. Such leaders become accepted by those that they lead and in due course will have a profound and beneficial influence on all, including the organisations that they lead.

Kolind, Lars – Denmark

“Former CEO of Oticon in Denmark, one of the world’s premier suppliers of products for the hearing impaired”
“Chairman of Grundfos in Denmark”

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Guidance and Advice for Aspiring Spiritual-Based Leaders

I will argue that leaders and managers should realise what their values are and should realise how they do make decisions based on their values. In many cases they are unconscious of it, but I believe they should focus on making their decisions in light of their values.

I think it is a great help to speak up and express your fundamental beliefs and the source of your values. I think there is such a shyness in my country, Denmark, for expressing things like this, but I think it will add to your sense of satisfaction and well-being if you dare to express your values. I think it has a major impact, especially if opinion leaders would dare to do that.

Yes it can be dangerous and you may be open to attacks, especially in a small homogenous country like ours. I have been unable to avoid publicity about my manor house in Jutland, and I’ve been asked many times, “With your Christian background, how can you accept owning so much?” I say, “Wouldn’t it be better that I own it? Look what I am doing with it. My wife and I really take

care of it, we have restored it to a high level of quality, maintain it and the grounds, and we share it with others, opening it to the public for concerts, meetings and the like.”

The power of example is also important; you must practice what you preach. This is a most essential quality. You must express what you believe, with your deeds, as best you can. Don't forget that I started by saying that I am making mistakes all the time, but to practice what you preach is the key to personal and organisational success. You shouldn't preach all the time, but once you are asked, you should never hide why you are doing what you are doing. Be open about it and invite dialogue.

Levy, Ricardo – USA

“Co-founder and CEO of Catalytica, Inc. in the USA”

Spiritual Theme

“Oneness”

Guidance and Advice for Aspiring Spiritual-Based Leaders

The first response that comes to me is that leaders must deepen their own spirituality; this is key. The second one is to find a community to support that deepening. It doesn't have to be an organised church; but it should be one that has compassion for others. There is something that happens when you are in a community that goes beyond the mental thoughts and words. It can be so powerful.

For example, in our weekly community meetings of spiritually-oriented business people, I value the times when we each express our thoughts and then spend quiet time in prayer. At first this type of contemplation was so difficult. Why? Because my entire training throughout my life was to solve problems. I am an engineer; I solve problems. It was so difficult to just sit back and hear the expression of sorrow or pain from someone and just listen and then pray. It is a marvellous discipline that this community has helped me to develop.

Ninety percent of the decisions that we have to make on things that really matter, we don't have the full data to even make them. We simply have too many multiple inputs and impressions that we get from multi-media sources; and since we cannot put this on a spreadsheet or balance sheet, we have to make the decisions somehow within a rather vast unknown.

Different people describe their way of reaching decisions in such situations different ways. Some call it a gut feeling. What this means is that we have to reach within somewhere. Most people do not even realise that they are reaching, let alone where it is that they are reaching into. I recognise there are many different ways to strengthen this capability to go within. This ability to reach within ourselves goes beyond our normal mental exercises and capabilities. So it is important to know where your inner feeling comes from. The more you consciously attempt to reach within, the more the quality of your decisions will be enhanced.

I think the problem with leaders in our Western business is that we are not aware of the need to go inside. And because the decisions we make can impact many people and can even impact them in dramatic ways, we have an even greater responsibility to make sure that this process is much more than an initial gut feeling. We have to connect with a much more human universe and

be willing to take the time that is needed to make our decisions from this deeply felt inner guidance.

Maitra, Ashoke – India

“Former Director of Human Resources for the Times of India”

“Founder of the Centre for Human Resource Development and the Sri Ramakrishna International Institute of Management in India”

Spiritual Theme

I think my spiritual theme is “Manifestation of latent Divinity.”

Guidance and Advice for Aspiring Spiritual-Based Leaders

The basic obstacle for aspiring spiritual-based leaders is to practise the methods they know are good for them. Some even come and admit that they are not able to continue their practice at home. There are always different stages a person goes through when they are in the process of self-improvement. We must allow them to go through those stages and help them to evolve through continuous support.

We have all been taught by a consumerist society that the more we consume the happier we will be. In our organisation and throughout my work, I have tried to explain to people that our ego is an ego that the society has given us. The self-concept that we all have is not our original self-concept. We have never cared to look within to see who we are. Our self-concept has been given to us by a marketing man; and from his view, he is right in doing that. The more he can confuse and segment us and differentiate, the more he will sell. But why do we have to suffer? It is right for him, but in the process we have lost our freedom and choice in this madness.

Merchant, Nilofer – USA

“President and founder of Rubicon Consultants, a marketing consulting firm in the USA”

Spiritual Theme

“Living authentically” speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn't get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be “a wellspring of nourishment”.

Guidance and Advice for Aspiring Spiritual-Based Leaders

I would first say that being a spiritual-based leader is much like falling off of a cliff. It takes a certain act of faith to believe that you can lead differently than what the outside world might

reward; even though there is a reward in it, you just cannot readily see it. So even though you may feel as if you are falling off of a cliff, the arms of God will catch you. However, there will be moments of absolute fear and trepidation, which are the moments of faith, and yet everything will be okay.

It takes some major changes internally to choose to measure your leadership different than the way the world now measures things. Right now the things that can be outwardly seen and stated on a piece of paper are valued, such as money, title, position, and power. Sometimes you may not even have the words to describe how you are going to measure your spiritual-based leadership; it may be something you actually have to discover over time. It will require a whole new skill development and you will often feel as if you are a new baby and that you will fail.

The upside to all of this is that this will cultivate a true sense of confidence and clarity knowing that you are living in alignment with your values, that you are living true to yourself. You won't have an inner dull, aching pain anymore. You will have purity and bliss, and a sense of being connected to all things. This will show up in the way you walk and smile, and many may not even know you are experiencing it. So even though you won't be able to mortgage a house with this true sense of joy you have, it won't matter.

One time a friend of mine acknowledged the struggles she had watched me go through as I grew spiritually, and stated that it must have been very painful for me. After thinking about it, I told her that even though it was painful for me to make these major internal and external changes in my life, the truth was I had always had a dull pain within myself that was always with me, all the time. It was like having one arm tied behind my back – this dull, underlying pain totally hindered who I was.

So the difference between living with this dull pain and going through a major spiritual transformation that is painful is well worth it. What is on the other side is bliss. Now I no longer fear losing something that I have built my identity on, such as my business or home. The spiritual path is a sustained joy that nothing in this world can take away.

In the past I had never defined myself as a big risk taker. However, as I have walked the path of becoming a spiritual-based person, I can see the courage that it has taken. To me the greatest definition of courage is to be willing, without any prior knowledge or experience, to take the risk to transform into someone that you have no idea how to become.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Guidance and Advice for Aspiring Spiritual-Based Leaders

I would start by trying to understand first what the person actually wants to do. Then I would try to give them some advice in how they can accomplish what they want to do. It is possible that this

person may not share some of my values and so I would make some kind of a judgment here to determine if his or her values are in line with spirituality or not. If someone's values seem to indicate a lot of self-centredness, then I would advise him, "If you really want to be a successful leader who takes a spiritual approach, then these are some of the things you need to avoid. Being self-centred would be one of those things."

I also think it is important to show another person what I mean, rather than just talking about it. I feel that if I can do what I preach, then automatically they can observe that and they can learn from it. I do not feel that I can fully tell someone how to be a spiritual-based leader because I am still learning myself; so I do not like to get too philosophical about it and I do not want to preach to anyone. That is why I would rather share with them what I am personally doing, what I am doing that is right, and how I am progressing.

When people have an interest, I do share with them my personal way of looking at each area of my life, along with my most important values. I show them how this approach helps me to keep my life in balance and helps me to live with a purpose. But even in doing so, I recognise that their desires for their lives will be different than mine and so I ask them about how they would like their life to be 50 years later.

I have shared the concepts of "forgetting that you are somebody" and "striving to be a nobody" with many people and it has generated a lot of interest in some of them. However, there are other people who just brush it aside as if I am saying something they cannot comprehend.

Narayana, G. – India

"Chairman Emeritus for Excel Industries, Ltd. in India"

Spiritual Theme

My spiritual theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

Guidance and Advice for Aspiring Spiritual-Based Leaders

How to bring spirituality into work is to first of all make it a group process. The moment you make it a group process you are touched with God. Group does not require many people; two is enough. I give people this realisation in a shocking manner that they remember, which I call, "The future is in your hands."

Open your two hands. One symbolises wealth; in work there is wealth. The other symbolises knowledge. When you offer your two open hands – your work/wealth and your knowledge – to others, then you become Govinda (God).

When you open your hand what do you see? Four fingers and a thumb. The thumb is the leader and the fingers are the members. The members are taller than the thumb, so leadership has nothing to do with size. It can be small, but it must be strong in will power. So leaders must be strong in will power.

The fingers have 3 joints, while the thumb has only 2 joints. So skills of the members are more than skills of the leader. The leader must use his skills and add value differently and must help the

members to do better work. Where the members are specialists, the leader is a generalist and helps them to do their work better and to be successful.

The leader must also bring people together, just as the thumb can touch each finger easily, but the fingers cannot touch each other so easily. The members will be looking externally at the market, while the leader looks 50% at the members and 50% at the market. You take care of them and they take care of the work. This 50% of the leader must also look after the Divinity, and must be introspective within himself.

The thumb has four views: people view, work view, upper (God) view and inner view. Leaders must have these four views. The leader and the members must also be able to bend; they should be humble and do the work. If you cut the thumb, the fingers cannot do their work, if you cut the fingers they cannot do the work. Each one requires the other.

In every team there is a troublemaker; that is the pointer finger. He always points out what is wrong and wants to know why you did this. He disagrees and threatens. The leader must join this member and transform him into a top contributor, remembering that "God is here in the team."

If a leader does not have the upper (God) view, then he cannot reach the hearts of people. His people will do work because of knowledge, or money, or relations, but they will not do inspired work. If you look at the Divinity in the other man, then you can inspire. That is inspiring leadership.

Narendran, Parantha – Czech Republic

"Former Strategy Director for Eurotel in the Czech Republic"

"Private Equity Consultant and Investor"

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Guidance and Advice for Aspiring Spiritual-Based Leaders

I think the world needs spiritual-based leaders. I don't openly talk with people about my spirituality, but I think they respect me as someone who is ethical, someone they can trust, and someone who works hard in a selfless way. I don't have to talk about it. I just live it and people appreciate it, partly because in companies there are always political camps and I am seen as a neutral. In some ways I benefit because I try to do the right thing without playing politics. Often when I talk, I do not say that this is the right thing to do. I will say, "It is in Eurotel's best interest if we do this or do that." I think this helps me, and people respect this.

I don't say these things consciously for the reason of being a leader. I do it because often there are debates in meetings, and when I throw in a comment like, "This is in Eurotel's best interest," it refocuses the discussion. It helps us to have a more rational debate, and it puts a framework in place in order to make the decision. It is to also make others think about what is right for Eurotel.

Consequently my advice to an aspiring spiritual based leader is that he or she should not only try and lead by example in a practical way, but also make careful use of their language, of what they

say and do not say. This can help them to transform their own spiritual aspirations into the creation of a healthy and helpful working environment.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Guidance and Advice for Aspiring Spiritual-Based Leaders

If someone wants to become a spiritual-based leader, they must first put themselves in order. After that everything will follow. You must also have the passion to make things happen. This means that sometimes you have to be a little bit irrational, but your irrationality will always come from your spirituality.

You must have the capacity for human respect, which means you must avoid using strong words even when you feel unjustly blamed by others or you feel others have acted in an unacceptable way.

I believe in God, I pray, I think my life is more than my job, my title, my career and my salary. So when I speak about this publicly, there is a lot of respect for you. When people lose the capacity to speak about these things openly in public, things change for the worse.

Today, especially in my country, so many people seem to be very proud to say that they are for example atheist; it seems to be a sign of liberation. I am not upset that these people talk freely in public or in the media. But unfortunately, it seems easier to talk about wealth or sex or not believing than to talk about your values, about faith, and even about God. I am a spiritual person and I speak openly about these things – about my values, my faith, God. But there does seem to be a resistance in others to speak out like this. I do not believe you can be true to yourself, stay consistent with yourself, by just ignoring these things.

Pillai, Anand – India

“Head of the Learning and Development Department for HCL Technologies in India”

Spiritual Theme

Connecting with God, the source of “being.”

Guidance and Advice for Aspiring Spiritual-Based Leaders

Sometimes you must focus more on the value-based leadership, instead of going deeply into the spiritual-based leadership. Most people can more easily recognise what is of value and can make sense of what they need to do.

You can do things out of conviction, or you can do things because you are convinced. When I am convinced, then I just do something because the value is clear and transparent, whereas conviction comes more out of a deeper experience.

If I first do something because I am convinced, then afterwards I will do it out of conviction because while I am doing it, I will recognise the value and realise how it will make my ability to manage or lead much more effective. When a person feels a conviction, then they have the ability to reproduce that same conviction in others.

Appreciation is a result of being convinced, but being able to reproduce what you believe in others will come as a result of conviction. In fact, a person may or may not even appreciate what they are doing, but they will go ahead and do it. Conviction can also be positive or negative. I am talking about positive conviction from within. This is beyond age or status; I can pass on my convictions to my children, to my wife, or to my team members.

Jesus did not write a book, he did not found an institution, he did not found an ashram. All he did was pass on his conviction. Most of his twelve disciples died a martyr's death because they carried on Jesus' conviction. From that time onwards till today, Jesus' followers have been true followers because they have deep convictions. This conviction comes from an inner deeper realisation and not just an external convincing. It is not an easy step. You must move from coaxing, to cajoling, to convincing, to having conviction.

Ploix, Hélène – France

“Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France”

Spiritual Theme

I think I can express this as: “To contribute to society”. And to try to be attentive to others and have a better understanding of them.

Guidance and Advice for Aspiring Spiritual-Based Leaders

I think that I would advise aspiring leaders about their behaviour; one's character is most important. This also means listening to your conscience. It is important to develop good reflexes, good reactions. I try to instil this in my team. There were several times in my earlier career when I didn't have the right reflexes. When you are a top-manager in a large company, you don't have much time, so your reflexes, your spontaneous reactions, are most important. A priest once told me that morals is about creating right reflections and the right reactions; I think that he was very right. So what I try to do is to make sure that first of all I, and next everyone around me, develops the right reactions. You develop right reactions by being more and more conscious about that necessity. At the beginning it's an instinct, because you were trained like that.

But you must also learn; if you don't do something right, you must think about it, you have to really become very conscious about it. Reflection is so important. I believe that you learn through education.

I also believe you learn by being with people who are good examples; this is critical. If you are joining forces with others who have the same motivations as you, you are stronger. I would tell

aspiring leaders to be with people who share their own views and who want to discuss them, to share what is important for them.

Raghavan, N. S. – India

“Founding Director and former Joint Managing Director of Infosys in India”

Spiritual Theme

“Love and trust” automatically came to my mind as my theme.

Guidance and Advice for Aspiring Spiritual-Based Leaders

I would tell someone that they must live their spirituality first; and not speak about it till they can practice it. I would also talk to them of the importance of trust and how to build that trust in an organisation.

I always encourage people to work together as a team and to build trust and respect among everyone on the team. Anytime I find that people are not working together as a strong team, I try to help them in this. I believe that one of the reasons that Infosys was so successful is that we knew our individual strengths and we respected the strengths and contributions of others. We could be very open and frank with each other as our relationships were based on a foundation of trust and respect for each other.

I feel it is important to separate the person from his behaviour. I used to speak to people about this all the time. When we say that some one is a bad person, what we actually mean is that many of his attributes or characteristics, which fall in the more important traits, are at very unacceptable levels. We all have this tendency to overlook a person’s praise-worthy traits. In reality, very few people, if at all, have all the virtues or all the vices. It is all shades of grey. If we want to have a good relationship with anyone, we need to give more emphasis to their more endearing qualities and downplay their uglier traits. After all, all of us have our own set of not-so-good aspects.

The other area is this concept of love. To me “love” is unconditional. It is a natural phenomenon and is spontaneous. It cannot be based on logic and reasoning. When you expect something in return, then it is not pure love. A mother’s love for her children is unconditional.

I was addressing a group of Rotarians a couple of years ago and I was talking about sharing. You share because you derive happiness by sharing. You do not have to have a lot of possessions before you can share. A wonderful example in real life was narrated to me by my wife. This event occurred in Mumbai. A gentleman, who was passing by with some fresh food from a restaurant in his bag, was approached by a young urchin, all of ten years, with an extended hand. The gentleman looked at the emaciated boy and without too much thinking took out a food packet from his bag and gave it to the beggar boy. The boy, obviously delighted at the prospect of a fresh meal, after God-knows-how-long, was eagerly opening the packet as he walked along.

The boy then came across a very old beggar lying on the roadside with extended hands. The old beggar looked very weak as if he had not eaten any food for days. The young urchin had one long look at the old man and quickly passed on the food packet, which he had just been a recipient of a moment before, and walked off with a smile on his face. This, according to me, is the true spirit of sharing.

Raman, Ananth – USA

“Chairman of Graphtex, Inc. a manufacturing company in the USA”

Spiritual Theme

“Awareness” and “Realising Divinity”

Guidance and Advice for Aspiring Spiritual-Based Leaders

My first advice would be: do not consciously try to use the word spiritual; values can communicate the same thing. So focus on using ‘core values’ to describe what you mean. I believe that you can be totally spiritual without having to use the word spiritual.

My other advice would be: sometimes there will be conflict between your spiritual values and the values of the organisation or the values of top management. When you get into any of these conflicts, you don’t really have to consider it your life’s mission to try and win this battle. Leave it aside and let someone else handle it without spending a lot of your time. Find a compromise solution and get on with your work. This applies unless you believe that something is against your core values and then you can go at it and fight it out.

Each of us should focus on winning the specific battle – and not bother about winning the “war”. When all of the battles are won, the war will have also been won.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

“Co-founder of Pinnacle Opportunities, a non-profit and Compassites, a product incubation company in Bangalore, India”

Spiritual Theme

“Seeing God in everyone”

Guidance and Advice for Aspiring Spiritual-Based Leaders

Having worked in so many different countries and cultures, I can say that human beings are human beings, no matter what colour they are, what creed they are, or what nationality they are. I know that it is possible to communicate with an individual at a different level than normal relationships ordinarily permit when you appeal to the spirituality in that person.

Some people are afraid to contaminate their careers with ideas that do not have a scientific basis. So it is important to articulate spirituality very carefully in the business world. For example, if you are going to bring spirituality into the balanced scorecard concept, you would need to frame the questions very carefully. If you do this, then I believe it is possible to touch that inner kernel and “reach the roots that bear the fruits” so to speak.

I am very careful and particular that I do not breach the trust I have developed with an individual when I relate to him at the spiritual level. You see a reflection of you in that other person and connect with him with utmost trust and truth. So never ever use this trust and confidence you have gained in that other person in the same way you use your ability or skill for achieving your ends or someone else's. I always weigh the request for a negotiation and put it through my own internal filters. Only if it passes that litmus test I will begin a conversation with the other party.

Spiritual people are believed to have a much more humanistic and holistic approach. Businesses are increasingly becoming aware that employees and environment are as important as economics. In other words, people and planet are as important as profits.

Consider this in the context of the ancient Indian values of *kama*, *artha*, *dharma*, and *moksha*. These are the four major goals of life. *Kama*, desire, is the entire range of human cravings for family, home, career, status, etc; *artha*, wealth, is the instrument for fulfilling desires; *dharma*, ethical sense, is living in harmony with creation; and *moksha* is experiencing spiritual fulfilment.

Therefore, a balanced scorecard approach to business should have all these four cornerstones to create a healthy, wealthy, happy, and sustainable organisation.

Sinclair, James E. – USA

“Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania”

Spiritual Theme

My theme for spirituality would be “Live it.”

Guidance and Advice for Aspiring Spiritual-Based Leaders

If you really want to save the world, then save yourself. If you really want to be successful in business, then be quiet. If you want to be able to handle that success with dignity and grace, then also be quiet. Don't go out and preach, because who are we to preach anyway?

Our inner being is supportive of true evolution and to the movement towards something. Let's say that the key to success is the “power to be”. What you are offering people is the easiest, simplest, most accessible thing on earth in the human experience. They've already had experiences like this, so this is not new.

A spiritual career is nothing but activities and actions towards an event. What is the event? The event is something wonderful. If it is Divinity, then it is non-conceptual. And all of our work to define it is only an allegorical attempt to be it. So what you have to give is the same to all. If you want a miracle and you've got a problem, sit back and shut up. The greatest thing you can do in that moment is nothing. How would nothing act?

The students at Sathya Sai Baba's university in India want to go out and act in a manner that they think is a practical application of spirituality. But all they need to do is have courage and go out there into the environment and maintain their personal ethics. They shouldn't lie, steal or cheat, or do it for anyone else, and at the same time seek that quietness. If your title says you've got to sign a document where the accounting is wrong, then go and find yourself another job. To me, this is spirituality.

Vrethammar, Magnus – Sweden

“Former President for Europe of Pergo Flooring in the UK”

“President of an executive coaching and business development firm Creability AB in Sweden”

Spiritual Theme

Spirituality is an opening process. And then the question is, “What are you opening up to?” I would say love, as long as I am very careful in how I define love. Love can be, on an energy level, a very encompassing and still impersonal energy. So, if one considers this type of love, I would say that my theme is “opening up to love.”

Guidance and Advice for Aspiring Spiritual-Based Leaders

I definitely feel there is a need for spiritual-based leadership in work organisations today. It doesn't necessarily have to be called spiritual-based leadership. If you make things simple and use my definition of opening up to your potential, then you need leadership that promotes that opening up. I think such leadership is good for business, good for its house-holding. And you do not have to find further justification than that.

I would tell aspiring spiritual-based leaders to stay implicit with their spirituality; don't preach. I don't mind having a rule framework. I talk now and then to the board of the Social Venture Network in Sweden as well as to a few other socially, ethically and environmentally oriented organisations. I don't mind these kinds of things. All of this helps, but they thrive on explicit rules. I do support moral structures in business and that makes the playground better. But don't make a mistake; such frameworks, rules and moral structures are perhaps the best you can do, perhaps that's as far as you can go, but don't call it spirituality. Stay implicit.

When I revisited the academic world after twenty years – visiting one of my good friends who had become the president of the Stockholm School of Economics, and a few other professors – I felt that very little had happened in their personal life and personal development. And when I look at what happens in religion among priests, I am glad that most members of the church do not notice what is really going on, because I feel it is below most standards when it comes to power games and so on. When I look at the political systems, I also see these types of power games.

But when I look at the world of business, I have never seen so much constructive work being done, so many open collaborations, and so much constructive opening up. Perhaps this also holds true in the sports world. So I feel that business is one of the best playgrounds you can have in life for your spiritual development. Looking back on my own career path, I realise that it was also a highly spiritual exercise.

Webb, Janiece – USA

“Former Senior Vice President with Motorola Corporation in the USA”

Spiritual Theme

I think my spiritual theme would be “God in everyone.”

Guidance and Advice for Aspiring Spiritual-Based Leaders

I give career talks a lot, and one of the things I always tell my audiences is to look way into the future and think about how you want people to remember you. What do you want to be known for? When you die, what is it that you want people to say about you? What would you like to have written on your epitaph? It's important for you to get in touch with your principles early and let them guide you. I add that while you may admire someone as your role model, it is important for you to be yourself and integrate what you see in him or her that you like, in your own way.

If your goal is to be successful, there will be a day when you will come down – someone else will come to replace you. If your goal is to live your principles and make sure that you left life better than how you found it, then you will be able to ride through the ups and downs and accomplish many things. Yes, it's important to learn your lessons, but only take the ones that are really yours. That way you will not be deflated by others.

Most often people do not know why they succeed or why they fail. They are afraid to look closely at themselves because they don't want to see their own frailties, or the things they may have done wrong. It is important to know why you are succeeding and why you are failing. It's also important to know what you contributed and what you didn't contribute; both are just as valuable. Honestly understanding your own humanness is so critical.

It is possible to speak openly about spirituality at work. If you are going to speak about spirituality in a capitalistic corporation, then put it in terms that people can relate to. My caution is to "know your audience." You may need to speak in different terms for different audiences, unless you have taken on the challenge that you are going to specifically teach spirituality and you're going to do it at all costs. If so, then be prepared to know that many people will be very afraid of spirituality because they do not know how to relate to it. As a result people may shun you and try to hurt you.

Bob Galvin, the former CEO, was once asked what kept him awake at night and he said, "The fear of arrogance and if we become arrogant, we will no longer be watchful." I believe this is very critical as well. I tell people to watch out for arrogance, believing you are invincible, letting power seduce you, getting into the wrong crowd and selling out on your personal principles. If your organization is succeeding you better be laying awake at night thinking about how you will handle it when it comes back down.

Welling, S. K. – India

"Former Executive Director of HMT International, Ltd. (Hindustan Machine Tools) in India"

Spiritual Theme

Purity of character through faith, bhakti (devotion), trust and love

Guidance and Advice for Aspiring Spiritual-Based Leaders

I always tell my people that self-satisfaction should always be in you. When you do something for others, you should also feel happy about it. Do not do things just for the sake of doing them. Understand yourself first, and never expect material gains from your acts – as the Gita says.

Please do not spread hatred, jealousy, and selfishness. I always keep on telling my employees, "Do not say he is one thing and you are another." I tell them, "When you point one finger to somebody, the other four are pointing towards you. Be careful."

You should just lead according to your spirituality. You do not have to preach it. I did not go and tell everybody that I am a spiritual man, a spiritual based leader. That is not required, nor should it be done. Here, I am only trying to share my thoughts with you.



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