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*A resource for leading and  
working from a spiritual basis*

To download workbooks, articles, white papers, research papers, and more on the spiritual basis of leadership and work, please visit: [www.globaldharma.org](http://www.globaldharma.org)

For further information, please contact Debra or William Miller:  
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Debra and William Miller

The **GLOBAL DHARMA CENTER** (GDC) is a USA-based non-profit corporation whose purpose is to inspire and empower people from all cultures around the world, and all walks of life, to live and work from a spiritual basis, in accord with our inherent, spiritual nature. We believe that every aspect of our lives, including work, can become an exercise in spiritual wisdom, devotion, and service.

We do our work through research, publications and services, which we enthusiastically offer at no cost, to uplift the lives of people from all cultures and spiritual practices worldwide.

Debra and William Miller co-founded the USA-based Global Dharma Center as a non-sectarian, non-profit spiritual institution in May, 2000. Together, Debra and William Miller have dedicated their more than 50 years of combined corporate and consulting experience to inspiring and empowering people of all professions to live and work from a spiritual basis.

Inside this booklet you will find:

- ◆ What is Spirituality?
- ◆ What is Dharma?
- ◆ Human Values for the Working Adult
- ◆ Working from a Spiritual Basis
- ◆ Leading from a Spiritual Basis
- ◆ Our publications
- ◆ Making contributions
- ◆ About the co-founders and partners



## What is Spirituality?

At GDC we do not ascribe to any single spiritual path or religion. We honour the universality and inclusiveness of spirituality in its multitude of expressions and forms.

Spirituality is defined by people throughout the world in many ways, and may or may not be based on participation in an organised religion. Some of the ways people define spirituality include:

- ◆ Tapping into a deeper meaning in life that transcends our physical existence
- ◆ Having a relationship with the Source of creation (i.e. God, Higher Power, Allah, Jehovah, Brahman, etc.)
- ◆ Being “fully conscious” of the Source of life and living from that awareness
- ◆ Living in harmony with the essential nature and inter-connectedness of all creation
- ◆ Inquiring into the nature of one’s true Self
- ◆ Experiencing oneness with Divinity
- ◆ Living all aspects of life according to a set of religious principles

We see spirituality as the thread that joins together the pearls of the world’s religions and as the essence that connects all human beings together with all of life. For example, five fundamental human values can be found in all of the major religions:

	<b>Truth</b>	<b>Righteousness</b>	<b>Peace</b>	<b>Love</b>	<b>Non-violence</b>
<b>Buddhism</b> <i>Him I call a Brahmin...</i>	<i>...who has truth and love for all life</i>	<i>...who never asks what life can give, but only what he can give to life</i>	<i>...who is never angry... and is free from the chain of fear</i>	<i>...who has the power of love no army can defeat</i>	<i>...who has renounced violence towards all creatures</i>
<b>Christianity</b>	<i>The truth shall make you free</i>	<i>Blessed are those who hunger and thirst for righteousness</i>	<i>Peace be with you</i>	<i>Love one another</i>	<i>Love your enemies</i>
<b>Hinduism</b>	<i>Be sincere and truthful</i>	<i>Give freely and control the senses</i>	<i>Be fearless and equanimous</i>	<i>Be loving, and show goodwill to all</i>	<i>Don't harm any living creature and don't slander</i>
<b>Islam</b>	<i>Speak the truth</i>	<i>Perform what you promise</i>	<i>Keep your heart free from malice towards anyone</i>	<i>Do you love your creator? Love your fellow-beings first</i>	<i>Withhold your hand from striking</i>
<b>Judaism</b>	<i>They love him who speaks what is right</i>	<i>The righteous man walks in his integrity</i>	<i>A man of understanding is of a calm spirit</i>	<i>What is desired in a man is kindness</i>	<i>If your enemy is hungry, give him bread to eat</i>
<b>Taoism / Confucianism</b>	<i>He who knows the truth is not equal to him who loves it. Confucianism</i>	<i>The man of honour thinks of his character; the inferior man thinks of his position. Confucianism</i>	<i>To a mind that is "still", the whole universe surrenders. Taoism</i>	<i>Love the world as your self; then you can care for all things. Taoism</i>	<i>All men have a mind which cannot bear to see the suffering of others. Confucianism</i>



## What is Dharma?

At its most expanded meaning, Dharma is being true to one's essential Divine nature while acting in the spirit of harmony and unity, knowing that all things and events are part of an indivisible whole.

Dharma is a Sanskrit word that has a variety of meanings, depending on the context in which it is used. For us, dharma connotes:

- ◆ the unchanging spiritual nature of every entity – its essential, inherent character
- ◆ the unity of thought, word and deed, from pure minds and hearts
- ◆ righteousness expressed as: character, morality, ethics, and social responsibility
- ◆ the responsible use of money, time, and resources
- ◆ discipline, trustworthiness, enthusiasm and compassion

Everything – minerals, plants, animals, and people – reflects its inherent Divinity in its own way and has its own inherent character (dharma): the dharma of fire is light and heat; the dharma of sugar is sweetness; the dharma of human beings is oneness in Divine love. Therefore, everything has its own expression of its Divine origin and nature... its own purpose, its own role to play, and its own responsibilities in harmony with all.

When we see Divinity in all, we do no harm to others and strive for moral excellence in our character. We easily and naturally act by the "golden rule" that is found in so many of the spiritual scriptures around the world...

### **Baha'i**

*Lay not on any soul a load which you would not wish to be laid upon you. (Baha'u'llah LVXI)*

### **Buddhism**

*That which you do not desire for oneself, do not do to others. (The Staff of Wisdom)*

### **Christianity**

*Do unto others what you would have them do unto you. (Mathew 7.12)*

*Love your neighbor as yourself. (Luke 10.30)*

### **Confucianism**

*Do not impose on others what you yourself do not desire. (Analects XII.2)*

### **Hinduism**

*Do nothing to your neighbor which you would not have your neighbor do to you. (Mahabarata)*

### **Islam**

*Do to all men as you would they should do to you; and reject for others what you would reject for yourself. (Mishkar-el-Masabih)*

### **Jainism**

*A man should wander about treating all creatures in the world as he himself would be treated. (Sutra-krit-anga)*

### **Judaism**

*What is hurtful to yourself do not to your fellow man. (Talmud)*

### **Sikhism**

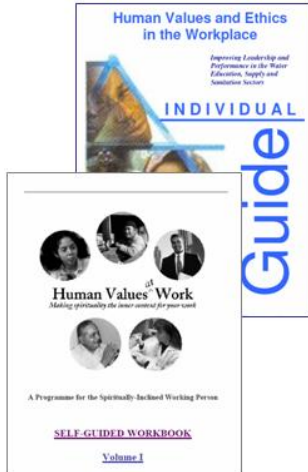
*Treat others as you would be treated yourself. (Adi Granth)*

### **Zoroastrianism**

*Do not do to others that which is not well for oneself. (Shayast-na-shayast 13.)*



## Human Values for the Working Adult



We currently have two comprehensive programmes available for developing and facilitating human values in the workplace. The workbooks and guides can be downloaded at no cost, as well as other resource material and articles. Individual participant workbooks and leader guides are available and can be used by anyone to facilitate a workshop, discussion group or training.

### Human Values at Work: *Making Spirituality the Inner Context for Your work*

This programme has been developed by the Global Dharma Center, in partnership with Dr. Peter Pruzan, professor emeritus at the Copenhagen Business School, and his wife, Kirsten Pruzan Mikkelsen, a journalist and former editor who worked for almost 30 years at *Det Berlingske Hus*, a major publishing house in Denmark.

The aim of this self-guided programme is to assist people to expand their fulfilment and effectiveness at work by expressing their spiritual view of life and the human values of truth, right action, peace, love and non-violence found in all cultures and religions worldwide. The learning opportunities for this programme are:

- ◆ To identify your spiritual view of life from which you work and grow your career
- ◆ To expand your natural ability to express each human value at work
- ◆ To integrate what you think, say and do in accord with your spiritual view of life and the human values
- ◆ To make your work an arena for spiritual growth, and to apply that spiritual growth at work

### Human Values and Ethics in the Workplace *Improving Leadership and Performance in the Water Education, Supply and Sanitation Sectors*

This programme has been developed in a collaborative effort between UN-HABITAT and the Global Dharma Center, within the framework of the Human Values Water, Sanitation and Hygiene Education (HVWSHE) initiative of the Water for African/Asian Cities Programme.

The purpose of this capacity-building programme is to improve leadership and performance in every aspect of the water education and water supply and sanitation sectors, and to help bring about a new ethic in water use and management. This programme can be used as resource material for incorporating human values and ethics into workshops, staff meetings, awareness programmes, leadership training, team-building, and organization development.

### What are human values?

**HUMAN VALUES** are the positive, desirable qualities of character – such as honesty, integrity, tolerance, responsibility, compassion, altruism, justice and respect – inherent in all human beings. Human values are fundamental to human existence and span across cultures, nationalities and classes.

Human values cultivate an environment of trust, transparency, responsibility, caring, respect, cooperation, quality, and excellence. They are the internal motivators for people to do their best in line with good character, morality and ethics.

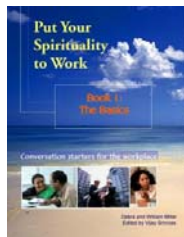


## Working from a Spiritual Basis

To us, “putting your spirituality to work” is not an intellectual exercise. Nor is it a passing fad, where we look to others to know “what’s in” or “how it can be the next salvation” at work. Instead, spirituality at work focuses on the Source of our essential, spiritual nature as human beings and is naturally inclusive and non-sectarian – spanning all cultures, languages, belief systems, and religions. It leads us to bring forth from within ourselves the most meaningful, uplifting, practical course to take in our work.

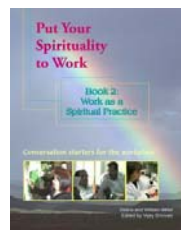
“Put Your Spirituality to Work” is a series of 3 books with a collection of 30 articles in each book, aimed at starting conversations about spirituality at work – conversations that touch our souls, refresh our spirits, and help us to bring out our best at work. We know from hundreds of such conversations we’ve had around the world that people are sincerely searching for how to bring together the meaningfulness of spirituality with their world of work. Yet many people don’t know where to start.

To this end, each article in the “Put Your Spirituality to Work” book series is designed to stimulate such conversations in informal or formal settings and can be used by a wide international audience. Each article is 700 words in length, can be read in about 5 minutes, and ends with engaging questions for discussion. Each book is based on a major theme:



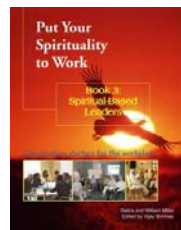
### **Book I: The Basics.**

How to make spirituality the most practical foundation for your work



### **Book II: Work as a Spiritual Practice.**

How to bring alive in your work the words of spiritual masters, teachers and leaders from various cultures worldwide



### **Book III: Spiritual-Based Leaders.**

How to lead from a spiritual basis, inspired by findings from our international research programme with business executives

You can download our featured articles each month, or you can download each book, which contains instructions and guidance for how to start meaningful conversations at work. You can also use the search engine on our website to find articles based on your search criteria.



*“The very act of seeking to integrate our outer experiences with our inner voice is a key element of spirituality. In difficult moments, we realise that the skills that our ordinary business training provides are not enough to enable us to make good decisions. We are challenged with the need to reach deeper, the need to draw from our spirituality to find the right course.”*

Ricardo Levy,  
CEO of Catalytica Inc.

## Leading from a Spiritual Basis

What would you think if a senior vice-president from a multinational telecom firm said to you:

*If ever there's a time for spiritual leadership, it's now. You must connect with a person's soul, at the deepest core. It can sometimes be lonely but you also feel happy and grounded inside. You also embrace your own humanness and imperfections and it keeps you humble as a leader and yet still strong.*

She and other executives like her have helped us realise that spirituality is an emerging basis for highly successful business leadership. While these words are an inspiration to many, they can also evoke scepticism, doubt, and criticism.

To put these reactions into perspective, we've found that over the last 100 years, four distinct contexts of leadership have emerged in business – each representing a fundamental change in how we view the *nature* of business leadership and will therefore shape the perspectives and reactions of its leaders.

1. *Paternal-mechanistic* – From this view, business is “survival of the fittest,” and competition is a win-lose game, where the goal is wealth creation (specifically, profit-maximization) on behalf of business owners.
2. *Humanistic* – From this view, the purpose of business and leadership is still wealth creation, but with a win-win mentality in which “enlightened self-interest” supplants “selfish-interest.”
3. *Holistic* – From this view, the goal of business and leadership evolves beyond “wealth creation for *shareholders*” to “wealth creation for the optimal benefit of all *stakeholders*” – including shareholders, employees, customers, community, nature, society, and future generations.
4. *Spiritual-based* – From this view, the nature of business itself is transformed – so that the primary purpose of business and leadership is *spiritual fulfilment* and *selfless service to society*, where both are motivated from a transcendent Source of consciousness. Wealth creation is no longer the *goal*; it becomes a *means* for enabling and sustaining this purpose.

Each of the four contexts of business leadership all currently co-exist, sometimes not very peacefully, in today's business world. Within a company, different leaders might operate from any one of these four contexts, and any single leader might operate from a blend of contexts.

The programmes and white paper currently available are designed to contribute to this emerging spiritual-based context and to empower and guide those who are committed to leading from a spiritual basis.

### **Spiritual-Based Leadership Research Programme**

The Global Dharma Center, in partnership with Dr. Peter Pruzan, professor emeritus at the Copenhagen Business School and his wife, Kirsten Pruzan Mikkelsen, a journalist and former editor who worked for almost 30 years at *Det Berlingske Hus*, a major publishing house in Denmark, launched this research programme in 2002.

The aim of this international research programme is to contribute to the emerging, worldwide consciousness about spiritual-based leadership in work organisations, through practical examples, inspiring stories, and quantitative data on the perspectives and practices of spiritual-based leaders around the world. Our current research focus is on business executives whose character is grounded in a consciously held spiritual view of life and who lead from that spiritual basis.

A knowledge-base containing 33 full-length interviews with spiritual-based leaders from 6 continents and 16 countries, as well as data collected and sorted by specific search criteria, is now available on the Global Dharma Center website ([www.globaldharma.org/sbl-research.htm](http://www.globaldharma.org/sbl-research.htm)) for researchers, teachers, students, consultants and leaders.

### **The Art of Spiritual Leadership in Business**

The aim of this audio CD programme is to affirm, support, and develop organisational leaders in their capacity to lead from a spiritual basis. When this occurs, their organisations can build the character, as well as the competencies, required for organisation transformation.

### **Spirituality: The Emerging Context for Business Leadership**

As described and discussed in this white paper, over the last 100 years, four distinct contexts of business leadership have emerged in the West: *paternal-mechanistic*, *humanistic*, *holistic*, and *spiritual-based*. Each context represents a fundamental change in how we view the *nature* of business leadership. As we embrace and fulfil these contexts of business leadership, we believe it will naturally fuel a fundamental change in *the nature of business itself*, such that business and its leadership can take its rightful place in solving what seem to be the unsolvable problems in the world today.



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## Publications

Our current publications include books, self-guided programmes, articles, book chapters, white papers and presentations. Many of these can be accessed and downloaded at no cost from: [www.globaldharma.org/publications.htm](http://www.globaldharma.org/publications.htm)

### Books and workbook programmes:

- ◆ *Human Values at Work: Making Spirituality the Inner Context for Your Work (with Group Leader Guide)*
- ◆ *Human Values and Ethics in the Workplace: Improving Leadership and Performance in the Water Education, Supply and Sanitation Sectors*
- ◆ *Put Your Spirituality to Work: Conversation Starters for the Workplace*

### Articles and white papers include titles such as:

- ◆ "Spirituality: The Emerging Context for Business Leadership"
- ◆ "Wisdom Leadership: Exploring its Relation to Spirituality"
- ◆ "Spirituality, Creativity, and Business"

### Conference and workshop presentations include titles such as:

- ◆ "The Spiritual Basis and Practical Skills for Navigating an Organisation in an Uncertain Future"
- ◆ "The Spiritual Basis of Corporate Governance"
- ◆ "Spiritual-Based Leadership and Corporate Reputation"

### Retail publications:

- ◆ Pruzan, Peter and William C. Miller, "Spirituality as the Basis of Responsible Leaders and Responsible Companies" in *Responsible Leadership*, ed. Thomas Maak & Nicola Pless, Routledge, London, 2005
- ◆ Pruzan, Peter, "Spirituality as the Context for Leadership" in *Spirituality and Ethics in Management*, ed. B. Z. Laszlo, Kuwer Academic Publishers, The Netherlands, 2004
- ◆ Miller, William C., "Spiritually-Based Leadership" in *Spirituality and Ethics in Management*, ed. B. Z. Laszlo, Kuwer Academic Publishers, The Netherlands, 2004
- ◆ Miller, William C., *The Art of Spiritual Leadership in Business*, Sounds True, USA, 2003 (CD programme available at [www.soundstrue.com](http://www.soundstrue.com))
- ◆ Miller, William C., "The Corporate High Road: The Power of Spirit", in *Leadership and Power: Ethical Explorations*, ed. by S. K. Chakraborty, Oxford University Press, Delhi, 2002
- ◆ Miller, William C., *Flash of Brilliance and Flash of Brilliance Workbook*, Perseus, USA, 1999 (Available at [www.amazon.com](http://www.amazon.com))
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## Making Contributions

GDC is supported by the contributions of those who have benefited from our work and wish to contribute so that others may benefit in the future. If you would like to make a contribution, here are some fun and easy ways:

**Most importantly, the best way you can support GDC is to live and work from a spiritual basis in your own life each day!**

**If you enjoy using a search engine:** Go to [www.goodsearch.com](http://www.goodsearch.com) and discover a whole new way you can give to charities through your searching. This search engine is dedicated to supporting non-profit organisations like ours. Just put the "Global Dharma Center" in the "I'm supporting" box and every time you search you will be contributing to GDC! You can even see how your contribution is adding up when you click on the "amount raised" button.

GDC is a USA federally-approved "501(c)3" tax-exempt organisation. If you would like to make a financial contribution, you can do so in two ways:

**You can make an online contribution through the security of Paypal,** whether you have an account with Paypal or not.

**Or, you can send a donation** (check, money order, demand draft, etc.) made payable to the "Global Dharma Center" through the postal mail to the following address (all international currencies are acceptable):

Global Dharma Center  
c/o Callie Meyer  
3602-A Las Colinas  
Austin, Texas 78731 USA



## About the Co-founders



**Debra Miller** is co-founder of the Global Dharma Center (USA), which focuses on spirituality as the basis for leadership and work. Prior to moving to India in 2000 with her husband, she founded Masterful Mission, a business coaching organisation working with executives, business owners and entrepreneurs to bring out their deepest values and most natural talents. She is the author of the book *Beyond Motivation* and two coaching methodologies “Business by Design” and “Spiritual Life-Design.” Before founding Masterful Mission, she was a corporate executive managing information technology for an international oil and gas firm, and held Certified Systems Professional and Certified Public Accounting certificates.



**Debra and William Miller**

**William C. Miller** is an internationally-recognized expert on values-centered innovation. As president of the Global Creativity Corporation since 1987, he has explored with corporate clients, in more than a dozen countries worldwide, how creativity, business, and spirituality are all facets of the same jewel. Two of his four books have been rated among the top thirty business books of the year in the USA. He has been a guest faculty member at Stanford University Graduate School of Business and other business schools in the USA and India. Together with his wife Debra, he lives in India and has co-founded two non-profit organisations.