

Human Values ^{at} Work

Making spirituality the inner context for your work

You and Your Spirituality

We are all spiritual beings, first and foremost

In the Old Testament of the Bible it is written:

Then God said, 'Let us make man in Our image, according to Our likeness.' (Genesis 1:26)

In the New Testament of the Bible, Jesus spoke:

For indeed, the Kingdom of God is within you. (Luke 17:21)

Buddha said:

Who can blame those who are pure, wise, good, and meditative? They shine like a coin of pure gold. Even the divine beings praise their glory, even Brahma the Creator. (Dhammapada 17:229-230)

The Hindu Mundaka Upanishad says:

He who is all knowing and all perceiving, to Whom belongs the glory of the universe, He dwells in the heavenly city of the heart. (Mundaka Upanishad 2:7)

And from Muhammad we hear:

God says, 'O Man! Only follow My laws and you shall become like unto Me...' (Sayings of Muhammad, #204)

And in the teachings of Taoism, we find:

If you want to know Me, look inside your heart. (Tao Te Ching 70)

Meister Eckhart (a 14th century Christian mystic) wrote:

The seed of God is in us. Given an intelligent and hardworking farmer, it will thrive and grow up to God, whose seed it is, and accordingly its fruits will be God-nature. Pear seeds grow into pear trees, nut seeds into nut trees, and God-seeds into God.

A well-known business author and lecturer once wrote a column advising people to keep their spirituality separate from secular business. An American businessman, William George, Chairman of Medtronic Inc., the world's largest producer of medical electronics, responded with an open letter, saying:

We are all spiritual beings, composed of minds, bodies, and a spiritual side. To unleash the whole capability of the individual — mind, body, and spirit — gives enormous power to the organisation. It truly empowers members of the organisation to devote their entire beings to the ultimate purpose for which the organisation exists, which is to serve others.

Sathya Sai Baba, a universal spiritual teacher, sums up the importance of this wisdom for the workplace:

If man is valued at his true worth, and treated as a Divine Spark enclosed in the body, then he will rise into new heights of achievement and produce all the necessities of life in profusion. He will not grab or cheat; he will be a good worker, a pure person, and a sincere spiritual aspirant. (Discourse 5 Jan, 1975)

My Situation

1. What is a situation I face in my work that I would like to (a) see and act upon from a new perspective, and (b) gain some new "insights" about during this workshop?

What is “Spirituality”?

The word “spiritual” comes from the Latin “spiritus” meaning “breath”. Drawing from the dictionary¹ definition, spirit is “the animating principle, the supernatural essence” (beyond material nature), which “breathes” life into creation.

People throughout the world describe what spirituality means to them in varied ways, and may or may not base it on participation in an organised religion. As we have interviewed spiritual-based business leaders around the world², here are some examples of their understanding of spirituality and their spiritual themes:

- *Spirituality is the inner part of our humanness. It is the driver of our human vehicle. It is our inner force.*
Spiritual theme: “To know thyself”
- *Spirituality is getting in touch with the essence of God inside of me – finding God inside myself.*
Spiritual theme: “God in everyone”
- *Spirituality is inspired responsibility towards people, other living beings, and the world... seeing and relating with Divinity in every aspect.*
Spiritual theme: “Noble actions, noble feelings, noble thoughts, noble responsibility”
- *I relate spirituality to the creative energy of God; it is our source of energy. It is an energy that engulfs all of us; we are part and parcel of it.*
Spiritual theme: “God’s law of energy and nature”
- *Spirituality is the acceptance of the existence of a God, whatever that is, and to adhere to my religion.*
Spiritual theme: “Love God and love your neighbour”

2. What is my own understanding of “spirituality”? Or, what does spirituality mean to me?

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

¹ Merriam-Webster Collegiate Dictionary, Tenth Edition, 1998

² All quotes are from an international research programme called “Spiritual-based Leadership” being conducted by the Global Dharma Center. For more information you can visit the website: www.globaldharma.org/sbl-home.htm

Working from Your Spiritual View of Life

To practice this skill of working from your spiritual view of life, quietly “tune in” to your spiritual theme by bringing it into your present-moment awareness. Use your spiritual theme as your foundation, your filter for viewing a situation.

4. How does my situation look from my spiritual theme?

The Spiritual Basis of Human Values

Spiritual values are Human Values

Five fundamental Human Values can be found throughout major spiritual texts.

	Truth	Righteous- Ness	Peace	Love	Non-violence
Buddhism <i>Him I call a Brahmin...</i> (Dhammapada, Chapter 26)	<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>
Christianity (John 8:32, Matthew 5:6, Luke 24:36, John 13:34, Matthew 5:44)	<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>
Hinduism (Selected from Baghavat Gita 16:1-3)	<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>
Islam (Sayings of Muhammad, #173)	<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>
Judaism (Proverbs 16:13, 20:7, 17:27, 19:22, 25:21)	<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>

The Human Values represent humanity at its fullest and each one has a spiritual essence based on the principle that *Divinity resides in all of creation*.

- In the New Testament of the Bible, St. Paul's letters state:
All things are of God... One God and Father of all, who is above all, and through all, and in you all. (2 Corinthians 5:8 and Ephesians 4:6)
- The Sikh's book Adi Granth says:
God dwells in everything, God shines in every heart. Wherever I look, there is God, no one else is seen.
- In the Koran we read:
We are all of God, and towards Him we are progressing. (Koran ii:156)
- The Hindu Baghavad Gita says:
I pervade the entire universe in my unmanifested form. All creatures find their existence in Me but I am not limited by them. (Baghavad Gita 8:22, 9:4)
- Japan's Shintoism states:
Even a single leaf of a tree, or a tender blade of grass, the awe-inspiring diety manifests itself. (Urabe-no-Kanakuni)

So the fundamental starting point for understanding the Human Values is that they emerge from, and point back to, the Divinity in all creation, including oneself. Thus, here is how we have chosen to define the *spiritual essence* of each of the five Human Values:

- *Truth* is recognising the unchanging, essential nature of Divinity in oneself and all creation
- *Righteousness* is living in accord with the Divinity in oneself and all creation
- *Peace* is dwelling in the bliss of Divinity in oneself and all creation
- *Love* is experiencing the oneness of Divinity in oneself and all creation
- *Non-violence* is regarding and treating everyone and everything in creation as Divinity

Many people see human nature as anything but spiritual – they typically see it as limited, imperfect, etc. Yet from the theme, “Divinity resides in all of creation”, to be human is to be spiritual. It is to underscore this point that we refer to spiritual values as Human Values. If we were to call these values “spiritual values” it could imply that they are something that we as human beings need to “aspire to” and hopefully someday “achieve”. By calling these values “Human Values”, it reminds us of our spiritual basis and that they are inherent in our nature.

Sathya Sai Baba elaborates further by saying:

Human Values – Truth, Righteousness, Peace, Love, and Non-violence – are hidden in every human being. One cannot acquire them from the outside; they have to be elicited from within. These five values are the five life-breaths of man. (They) are the fundamental powers of human life. Our ancients realised that these five values are meant for the peace and prosperity of the world. Without understanding the significance of these values, one cannot understand humanness at all. (Discourse on 26 Sept, 2000)

These five Human Values also have related cross-cultural expressions as well as more personal, individualised expressions:

- *Cross-cultural expressions* are found across all cultures and societies, though we may have variations and different emphases depending on the society we were born in and the experiences we've had in life.
- *Individual expressions* reflect the attitudes and motivations that underlie our unique personalities and behaviour.

Both are learned, developed and practiced throughout our lifetime in the social environments we live and work in. By exploring the cross-cultural and individual expressions of the five fundamental Human Values, we can bring them forth in our everyday life and work.

The cross-cultural theme and cross-cultural expressions of the Human Values include the following:

- **Truth**
Cross-cultural theme – Searching for and expressing understanding and wisdom
Cross-cultural expressions – honesty, intuition, authenticity, integrity, knowledge, objectivity, and more...
- **Righteousness**
Cross-cultural theme – Acting in alignment with your inner sense of duty and character
Cross-cultural expressions – conscience, morality, discipline, healthy living, responsibility, trust, and more...
- **Peace**
Cross-cultural theme – Being equal-minded with the ups and downs of life
Cross-cultural expressions – faith, contentment, patience, inner-silence, concentration, self-confidence, and more...
- **Love**
Cross-cultural theme – Having purity of heart, and caring for all creation
Cross-cultural expressions – friendship, compassion, empathy, devotion, kindness, forgiveness, and more...
- **Non-violence**
Cross-cultural theme – Respecting all and causing no harm to any being by thought, word, or deed
Cross-cultural expressions – ethics, harmony, tolerance, broad-mindedness, courage, fairness, and more...

Discovering My Human Value Strengths

Among the five Human Values, you may tend to easily and consistently express one or two of them in your everyday thoughts, words, and deeds; these would be core strengths for you. The other Human Values that are not especially strong for you are your “hidden strengths”, which could be shining just as brightly but are somehow not coming through as strongly.

By knowing which cross-cultural expressions you typically express in your work, you can tell which Human Values are your most natural strengths. Below and on the next page, you will find three questions, each with words representing some of the cross-cultural expressions of the Human Values. To help you discover your Human Value strengths, circle as many words as you like, as you believe best answer each question for yourself.

5a. Which expressions of the Human Values am I most aware of in myself in my day-to-day work? (Circle as many words as you like.)

A	B	C	D	E
Honesty	Conscience	Contentment	Brotherhood	Fairness
Inquiry	Dedication	Dignity	Compassion	Gentleness
Objectivity	Duty	Equanimity	Devotion	Global awareness
Simplicity	Good company	Inner freedom	Friendship	Good citizenship
Sincerity	Initiative	Self-respect	Happiness	Helpfulness
Understanding	Trust	Stability	Sympathy	Satisfaction
TOTAL:	TOTAL:	TOTAL:	TOTAL:	TOTAL:

5b. Which expressions of the Human Values do I primarily draw from when I have opportunities to learn, grow and see things differently in my work? (Circle as many words as you like.)

F	G	H	I	J
Appreciation	Balance	Analysis	Appreciating cultures	Determination
Caring	Concentration	Awareness	Broad-mindedness	Discipline
Forgiveness	Humility	Curiosity	Concern for the welfare of all	Enthusiasm
Kindness	Inner silence	Holistic thinking	Courage	Higher goals
Purity of heart	Perseverance	Intuition	Harmony	Healthy living
Sharing	Observation	Reasoning	Respect	Morality
Unity	Reflection	Synthesis	Tolerance	Self-reliance
TOTAL:	TOTAL:	TOTAL:	TOTAL:	TOTAL:

5c. Which expressions of the Human Values do I feel have contributed most to my success at work? (Circle as many words as you like.)

K	L	M	N	O
Character	Charity	Ethics	Calmness	Authenticity
Discrimination	Consideration	Fearlessness	Faith	Creativity
Proper use of energy	Cooperation	Justice	Fortitude	Dialogue
Proper use of money	Empathy	Refusal to hurt	Generosity	Focus
Proper use of resources	Equality	Sacrifice	Optimism	Integrity
Proper use of time	Gratitude	Self-control	Patience	Knowledge
Responsibility	Loyalty	Selfless service	Self-confidence	Wisdom
TOTAL:	TOTAL:	TOTAL:	TOTAL:	TOTAL:

To create a total score for each of the five Human Values, add up each column in the three questions, and transfer the totals according to the following scoring template:

TRUTH	RIGHTEOUS-NESS	PEACE	LOVE	NON-VIOLENCE
A:	B:	C:	D:	E:
H:	J:	G:	F:	I:
O:	K:	N:	L:	M:
Total:	Total:	Total:	Total:	Total:

Your two highest scores are the Human Value strengths that you explicitly and naturally draw upon the most. The other Human Values are your hidden strengths. *When you are in touch with your strongest Human Values, you can use them to “reach into yourself” and bring out the other Human Values as well.* For example:

- If you are strong in Truth, you can use that strength to bring out your natural ability to be authentic (Righteousness), self-confident (Peace), pure at heart (Love), and broad-minded (Non-violence).
- If you are strong in Righteousness, you can use that strength to bring out your natural ability to be sincere (Truth), contented (Peace), forgiving (Love), and helpful (Non-violence).
- If you are strong in Peace, you can use that strength to bring out your natural ability to be objective (Truth), disciplined (Righteousness), compassionate (Love), and fearless (Non-violence).
- If you are strong in Love, you can use that strength to bring out your natural ability to have integrity (Truth), follow your conscience (Righteousness), be equanimous (Peace), and respect others (Non-violence).
- If you are strong in Non-violence, you can use that strength to bring out your natural ability to be honest (Truth), dutiful (Righteousness), patient (Peace), and kind (Love).

You can also use your Human Value strengths to grow in your awareness of the spiritual essence of the Human Values. As you stay aware of and bring forth your hidden strengths, they will often be “the missing ingredient” to assist you through a challenging situation. To bring out your “more specific” hidden strengths³, you can refer to the cross-cultural expressions in questions 5a, 5b, and 5c that you didn’t circle; then, remember to consciously bring some of them into your most challenging work situations.

My Individual Expression of the Human Values

Your *individual* expressions of the Human Values represent how you personally understand and embody the *spiritual essence* and *cross-cultural* expressions of the Human Values. A small sample of individual expressions includes:

- **Truth** – “never telling a lie” / “seeking higher guidance before making a big decision”
- **Righteousness** – “living by ethical guidelines” / “helping others even when I am busy”
- **Peace** – “spending time each day to quiet my mind” / “trusting that things will always turn out as they should”
- **Love** – “appreciating the differences in people I work with” / “feeling fulfilled in my life”
- **Non-violence** – “seeing everyone as valuable” / “when angry, calming down before I speak”

6a. My strongest Human Value is: _____.

One way I could express this Human Value in my situation is:

6b. My most hidden Human Value is: _____.

One way I could express this Human Value in my situation is:

³ You can also refer to Appendix B in the Self-Guided Workbook for dictionary definitions and quotations from Sathya Sai Baba for each cross-cultural expression.

Living the Human Values in My Work Situations

1. START EARLY by doing your “inner homework”: How can I frequently bring to my awareness my spiritual theme and my individual expressions of the Human Values at work?

2. DRIVE SLOWLY by:

(a) first building a supportive community: With whom can I share my spiritual view of life and individual expressions of the Human Values in order to receive wise, supportive reflections?

(b) then, taking specific actions: What actions can I naturally take when I am working from my spiritual theme and the Human Values?

3. ARRIVE SAFELY by noticing how the quality of your work life is shifting and how you are continuing to build confidence and strength: How can I be aware of the growth in myself as I learn how to express my spirituality and the Human Values at work?

Human Values^{at} Work: *Making spirituality the inner context for your work*

WORKSHEET

Situation

What is a situation I face at work that I would like to see and act upon from a new perspective?

Wonder Question

From my spiritual theme of _____,
how can I _____?
_____?

Individual Expressions of the Human Values

My strongest Human Value is: _____.

One way I could express this Human Value in my situation is:

My most hidden Human Value is: _____.

One way I could express this Human Value in my situation is:

Living the Human Values in My Work Situations

1. **START EARLY** by doing your “inner homework”: How can I frequently bring to my awareness my spiritual theme and my individual expressions of the Human Values at work?

2. **DRIVE SLOWLY** by:

(a) *first building a supportive community*: With whom can I share my spiritual view of life and individual expressions of the Human Values in order to receive wise, supportive reflections?

(b) *then, taking specific actions*: What actions can I naturally take when I am working from my spiritual theme and the Human Values?

3. **ARRIVE SAFELY** by noticing how the quality of your work life is shifting and how you are continuing to build confidence and strength: How can I be aware of the growth in myself as I learn how to express my spirituality and the Human Values at work?



You are enthusiastically invited to take a step in your life that can change how you work, as well as how you view your career and your contribution to the world. *Human Values at Work* focuses on how you can work in accord with your own spiritual view of life and five Human Values that are found cross-culturally in all spiritual traditions: Truth, Righteousness, Peace, Love and Non-violence.

This programme draws from:

- Spiritual texts found throughout the world, such as: the Judeo-Christian *Bible*, the Hindu *Baghavad Gita*, the Islamic *Koran*, and the Buddhist *Dhammapada*.
- Inspirational people who have changed the world by living their spirituality, such as: Vaclav Havel, Florence Nightingale, Aung San Suu Kyi, Mahatma Gandhi, Bishop Desmond Tutu, Martin Luther King Jr., Mother Teresa, Albert Einstein, and others.
- The practical experiences of business people who are making spirituality the inner context for their work, such as: Joanne Zimmerman, CEO of Kaiser Permanente South Bay Hospital, USA; Ashoke Maitra, Human Resource Director for a major newspaper *The Times of India*; and Lars Kolind, former CEO of Oticon in Denmark, one of the world's premier suppliers of products for the hearing impaired.

Human Values at Work has been inspired by the universal spiritual teacher Sathya Sai Baba⁴, and his discourses on seven spiritual principles:

- We are spiritual beings first and foremost... we exist beyond our bodies.
- Divinity is the very core of our humanity, so to be fully human is to be spiritual.
- Spiritual values are Human Values.
- Cross-culturally, all spiritual traditions share five common Human Values.
- The spiritual essence of the Human Values is that "Divinity resides in all creation."
- An indicator of spiritual growth is purity and unity of thought, word and deed.
- The workplace is an important arena for spiritual growth and selfless service.

Human Values at Work offers you learning opportunities to:

- Identify your spiritual view of life, from which you work and grow your career
- Expand and unfold your natural ability to express each Human Value at work
- Integrate what you think, say and do in accord with your spiritual view of life and the Human Values
- Make your work an arena for spiritual growth, and to apply that growth at work

⁴ See Appendix C in the Self-Guided Workbook for more information about Sathya Sai Baba.

When you make spirituality the inner context for your work, it can give you a totally different perspective on the situations you face at work. For many people, that “different perspective” has qualities such as:

- *Appreciating the “gift” of the situation* – there’s less resistance and more “opportunity seeking” that will benefit everyone involved.
- *Broadening time horizons* – it’s easier to see “What’s brought us to this point?” and “What’s the effect on future situations and generations?”
- *Having no attachment to a particular outcome* – there’s more creativity and less defensiveness.
- *Rising above dualities and paradoxes* – the situation is no longer a case of “win-lose”, “either-or” choices.
- *Exercising wise, heartfelt discernment* – decisions are made with a clear, compassionate mind.

In addition, your expression of the Human Values can make a difference in many ways:

- Truthfulness fosters trust and honest communications
- Righteousness fosters high quality work
- Peace fosters wise decisions
- Love fosters service based on caring for others’ well being
- Non-violence fosters win-win collaboration

The fundamental premises built into the *Human Values at Work* programme are:

- Because we’re spiritual beings, our work naturally has a spiritual dimension.
- Work exists for two spiritual reasons: (a) for developing spiritual awareness in everyone; and (b) for serving others as an expression of our spiritual growth.
- Spirituality and the Human Values do not need to be taught; rather, they can be evoked or unveiled from our own experience of our spiritual nature.
- *Human Values represent humanity at its fullest and can be understood from three perspectives: their spiritual essence, their cross-cultural expressions, and their individual (personal) expressions.*

The basic programme of *Human Values at Work* (Volume I) contains three modules:

- *Module 1: You and Your Spirituality*
- *Module 2: The Spiritual Basis of Human Values*
- *Module 3: Developing Spiritual Integrity*

Module 1: You and Your Spirituality. In this module, you will lay an important foundation for your work by defining your spiritual view of life. Then you will practice seeing your work situations from your spiritual theme in order to respond with the wisdom and insights that it can offer. Here are some of the self-inquiry questions you can try:

- *What is my understanding of “spirituality”? What is my spiritual view of life?*
- *How would I summarise my spiritual theme in a few words?*
- *What is a situation I face in my work that I would like to (a) see and act upon from a new perspective, and (b) gain some new insights about?*
- *How does this situation look from my spiritual theme?*
- *Drawing from my spiritual theme, what are some creative ideas I could try in this situation?*

Module 2: The Spiritual Basis of Human Values. In this module, you will explore the spiritual essence, the cross-cultural expressions, and your own individual expressions of the five Human Values: Truth, Righteousness, Peace, Love, and Non-violence. Here are some of the self-inquiry questions you can try:

- *Drawing from my spiritual view of life and spiritual theme, how would I describe my own personal spiritual values?*
- *Who are some examples of people who I feel have expressed the Human Values in a cross-cultural way?*
- *What is a current situation that I find challenging in my work?*
- *Based on my spiritual theme, what would “success” look like in this situation?*
- *How could I express one or more of the Human Values to successfully meet this challenge?*

Module 3: Developing Spiritual Integrity. Spiritual integrity means living and working such that our thoughts, words and deeds are pure, and in harmony with our spiritual nature. In this module, you will explore: how purity is seeing and appreciating the Divinity in oneself and all creation; how your conscience is the “voice” of this purity; and how purity naturally leads to unity of thought, word and deed. Here are some of the self-inquiry questions you can try:

- *How is my spiritual theme the “headline” of what my conscience tells me?*
- *Overall, what can I do to strengthen my ability to tune in to my conscience throughout my workday?*
- *Which Human Values would I like to see practiced more among the people I interact with through my work?*
- *How can I embody these Human Values in my interactions with people?*
- *How can I base all of my work relationships on my spiritual integrity?*

These three modules (Volume I) are now available along with a Group Leader Guide. You can download them at no cost from www.globaldharma.org/hvw-home.htm. Each module requires about 3 hours for reading and completing the self-inquiry questions, plus another 6 – 7 hours if a group wishes to discuss their answers together.

Putting it all into practice. When it comes to spiritual matters, Sathya Sai Baba often advises, “start early, drive slowly, arrive safely”. The way you can put this guidance into practice with this programme is to:

- “Start early” by focusing on your own inner development and embodying what you personally find most relevant and energising for you.
- “Drive slowly” by sharing your insights with supportive people and creating a nurturing environment in which to try on new ways of being and working.
- “Arrive safely” by continuing to build your confidence and strength, noticing how the quality of your work life is shifting, slowly but surely, week after week.

We hope this gives you enough information to decide if you would like to participate in this programme. If you would like more information, please contact the person or organisation that gave this invitation to you.