



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

**Full transcript of an
interview with:**

**JANIECE WEBB
USA**



Interview conducted 10 April 2002

Specific information related to interview:

Organisation: Motorola Corporation
Location: Chicago, USA
Industry: Electronic Communications
Position: Senior Vice President
Years in Position: 30 (all positions with Motorola)
Gender: Female
Age: 47

Current information (as of 2006):

Current Organisation: Retired from Motorola
Current Location:
Current Industry:
Current Position:

General information:

Total Years in All Leadership Positions: 28

How to refer to Janiece Webb:

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

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CAREER

Career History

I started at Motorola on the production line 30 years ago working the 3rd shift, during the night. People ask me all the time how I became a Sr. Vice President of a major corporation like this. Truthfully, I don't know. It wasn't something I had planned. I came here because I needed a pay check in order to eat. I moved out of my parents home when I was 16 years old and I wanted to go to school. So I worked the night shift in order to go to school during the day.

How I progressed, which is the same pattern over and over in my career, is that there was always a problem that needed to be solved and I had the courage to tackle it. I've always known that I could push a barrier.

It started way back when we would be sitting for hours and hours with the lines down, and I would be curious about why the lines were down. I wanted to know why we had to wait and how we could bring the lines up. I knew it was a waste and I wanted to figure out what was wrong. So I started listening and watching what the engineer was doing; he would be pulling a transistor out, or putting a fuse in, or unsticking an ejector or something simple like that.

I started writing these things down and what I realised was that the same things kept coming up over and over again. We would sit for eight or sometimes sixteen hours waiting for someone to unstick an ejector. I thought, "This isn't right," so I started by getting the machines up. Later, I found out that this followed the 80/20 rule that said we as workers could most likely handle 80% of the problems and that we only needed the engineers 20% of the time.

I also challenged the others on my shift to out-produce the shift before us and began writing training programs. So it was only a matter of time before management realised I shouldn't be on the line, that I should be in the office since I had increased productivity a lot. It was really just by developing a "esprit de corps"¹ and by being willing to push the envelope.

If you look at my entire career you'll see that I've been in marketing, I've run engineering, I've run manufacturing, I've run service businesses around the world, I've run software, and I've run equipment businesses. I've run businesses from \$2 million to \$3.5 billion. I've had from zero people to 8 people to 8,000 people working for me. I have always been a visionary and have always found the problems that nobody else wanted to solve but needed to be solved.

At one time I thought I absolutely wanted to be a CEO. I was offered a CEO position at another company and almost left Motorola. However, after seven months of serious discussions and negotiations, my husband asked me not to take the position. I asked him why and he said that it was not the right time for our family and that he did not feel ready to make the kind of move it would have required us to make. At first I felt upset and then I realised that my family and my husband were more important than my career. That was a dramatic lesson for me.

Another event that made a determining difference in my attitude toward my career was when I became so ill after travelling to India. The doctors kept telling me that I had a disease that causes most people to get very, very depressed and they were surprised that I was not requiring any

¹ From Webster's Collegiate Dictionary - Esprit de corps: *the common spirit existing in the members of a group and inspiring enthusiasm, devotion, and strong regard for the honour of the group.*

medication to help me through it. The first couple of days when my brain was very active and my body wouldn't move, I got anxious about wanting to go back to work and contribute. Then I realised that I was in this situation because God wanted me there. I also realised that I could not control this disease and that I might as well lay back and let God do what He was trying to do with me.

Current Responsibilities

I now take the technology assets of the company and either incubate them, spin them out, get them into a business, or license the technology and figure out how to make money with it.

Last year, the organization I had been in went through a horrible process where it was basically killed. Several of us who gave birth to things saw them get shut down and the people let go. I watched things that I created get destroyed and I watched the effect on people's lives.

After coming out of that tremendously difficult circumstance, my current boss was the one who asked me if I would like to come to work for him. I was surprised and asked him what he would want me to do. He came over to me and gave me a warm "human being-to-human being" type of hug. It was his way of letting me know that he cared and that he knew I had been through a hard time; it brought tears to my eyes. For me, out of 30 years of knocking heads with my bosses, this is one of the most soothing circumstances I have experienced.

Over the last year so many people have stopped by and said to me, "Janiece, you look happy and rested and peaceful, we don't understand." I told them that I felt as if I had finally gotten out of the storm and that I could see again. Ultimately it is one of the best things that happened to me. It was God's way of taking me out of the noise again.

I feel that I'm in a very good place right now in my career because I do not feel lost in my ego and I really like that. What that means is that I can appreciate people at all levels and I can express my compassion and love to others in an open way.

SPIRITUALITY

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.

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.

Spiritual Purpose, Principles and Values

I have known that I have a spiritual purpose ever since I was 10 years old, but I don't feel that I have manifested it to my fullness. I know that I am to inspire and coach people. I know that when people are feeling downtrodden that I am supposed to pick them up and give them some wind to their backs so they can move forward. I know that I love to mentor people who feel wounded. I know that I practice courage and I love to break through barriers. However, I do not feel that I have fulfilled what I have come here for and I do not know exactly how that will manifest itself.

I feel that I am still searching for this, even though I am starting to get glimpses. I know that there is something for me about teaching children and I know there is something about getting closer and closer and closer with God. I know there is something about giving back in a most unselfish way. I know that my spiritual purpose includes a deep practice of spirituality, but I do not completely know the details. It's exciting and it's troubling because I don't have my finger on it.

I have been able to help my family find peace. We have just been through some horrible traumas and there is a lot of insecurities and hurts to be dealt with. So being with them and helping all of us to find peace is an important part of this purpose for me right now. And I know there is much, much more and I know it is coming.

I also think that my years of work have given me a wisdom and comprehension of life and of the issues that people walk around with everyday that is important and will play a part in my soul's work.

Today, I could not tell you that I never feel fear; however, I do continue to feel it less and less. I do not feel afraid to die. As I grow spiritually I don't get so disappointed or affected by human behaviour that is negative or disrespectful towards me.

Consciously Growing Spiritually

I think that God intends us to find a way to not be judgmental, to not be envious and greedy, all those cravings that keep us separate. I think that my spiritual path is to leave all of these cravings behind me and to replace them with compassion and love.

I used to affirm that I wanted to be intellectually fit, physically fit, emotionally fit, and spiritually fit. But now I realise that if I really get in touch with my spirituality then the rest takes care of itself. I don't even have to worry about all of those other things, they happen naturally when I am spiritually fit. I naturally honour my physical body and don't do things out of fear. For me, the single most important issue we have to conquer in life is fear. And the way I conquer fear is by getting in touch with my spiritual Self.

Meditation is a key component for me to stay spiritually fit. And, being by myself is important; I really like being by myself a lot. When people see me they think I am very different than what I really am. I am really an introvert and people see me as an extrovert. When I recharge myself it is never in a crowd. For me I am rejuvenated when I am by myself or in nature.

I pray everyday, several times a day. I ask for guidance and am humbly grateful, and I let that be known. I do not try to control, whether it's my work environment, my husband, or my family. I come to work to live; I do not live to work. I can feel my spiritual growth as I realise that I do not need material things in order to live. I could go back to living in a shack and I would be fine.

When I am in touch with my spiritual nature, it feels as if I am really in touch with my essence. I can do this when I am meditating and I can do it when I am in a meeting, it doesn't matter. I think meditation is important in that it does train me to quiet the noise and that's an important thing for me.

Spiritual Influences and Evolution

I grew up in a very poor dysfunctional family and somehow I knew that life would be okay. I remember running home from school one day in the desert and feeling somewhat afraid. I thought to myself that I will find my way and I will be all right. I knew this even at 10 years old.

I was quite different than others in my family. I was always smiling and wanting to try new things. I just knew we could do things and wanted them to go for it with me. I left home when I was 16 years old and even then I knew I would survive and that I would be okay. Later in life I went through a divorce and that was very sad for me and yet I knew that I would be okay. I've been extremely ill and even in the face of it I knew that I would be okay. I found out when I was 29 years old that I couldn't have children and I felt very, very sad and yet I knew I would be okay.

I know that unless God has different plans for me, I'll be a little ole' lady on roller skates. I realise how precious life is and I don't take anything for granted. One attachment I do feel is to my husband. I feel as if I have found my soul mate and I would not want to lose him and yet I know that at any instance he could be taken away. I know that will be one of my biggest tests.

In high school there was a girl who was very poor and not very nice looking. She was very crushed as a human being. I would always walk in and talk to her and say, "Hey, how are you doing?" She wrote in my yearbook "thank you for being willing to talk even to me." I felt so surprised because to me she wasn't any different than anyone else.

I read a lot of different things on spirituality because I did not get a lot of formal spiritual education growing up. I took classes on Islam when I was in college. I've gone through Christianity. I've read a lot of the Buddhist teachings. And I listen to a lot of tapes dealing with religious and spiritual matters. I am searching for my own personal relationship and I know it doesn't have to be like anyone else's.

STORIES OF SPIRITUAL-BASED LEADERSHIP

First Story – Current style of leading

When I first took this position as senior vice president of technology, they gave me this office; it used to be the office of the current president of the corporation, so it has a history to it. Because there are so many new players here now, sometimes being an old-timer with a 30-year history is not a good thing. Some people even think that if you've been here more than 2 years it's not good. Also, because I worked for the former president for 10 years, people think that I have special privileges, which is just not true.

In truth, I believe that a position of power is a position of serving the people around you. I feel it is my job to serve people. No one gets anywhere by themselves. To me relationships are very much like making deposits into accounts. I cannot be constantly taking out from the account; I must continually make deposits. I must give energy to people and not be draining their energy all the time. I am only powerful when my energy is connected with other people's energy and we do things as a team. While there are some sages who are powerful in and of themselves, I have not earned that level yet.

I have found that it's okay to admit that you are spiritual and have certain beliefs at work. However, it's important not to try to get someone else to believe the way you do. When I know that someone can handle the subject of spirituality, I talk and discuss it openly. When I know someone cannot handle it, then I just "be" my spirituality and I don't talk about it openly. I can be it, I can show it, and I can exhibit it in my behaviour and attitudes, and I don't have to label it.

I am aware of the fact that sometimes my level of joyfulness can bother people. Sometimes they get angry and attack me in unfair ways. So for the longest time I hid my inner joy and shied away from sharing it here at work. But now I am not afraid to share who I am and let it shine through.

I am only as good as the people around me. I can only achieve our organizational goals by nurturing the people. I encourage people to really believe in themselves and not let the system dictate who they are. I also encourage them to forget about the corporate hierarchy structure. I don't identify myself with my title; that's a label that someone decided to put on me, and I ask them to not let that get in the way.

Sometimes I lead them and sometimes they lead me, I have to be willing to let them do that too. Yes there are times when a command and control style is necessary in a crisis, but for me it must be needed and it must be short lived.

What I have done is make sure that I communicate in every meeting that anyone can speak up and say whatever they need to say to me. I tell them that I am just as fallible as they are and that I don't have any more grand ideas than they do. I feel that I am here to learn from them because they know much more about what we're doing than I do, and I tell them that. I encourage them to enlighten me if I say dumb things. I remind them that we are all trying to solve this problem together.

Second Story – Building trust through integrity

I have had numerous times when people outside of the company asked me to cheat in the name of business. I have run into this all over the world. Within myself I knew I didn't have to cheat; I knew that I didn't have to pay bribes or go behind the law. Somehow, I have always known that. In my mind, if I am not attracted to money and material things, then I do not radiate that essence to people.

I have had people that worked for me in the past come and tell me that I have the highest ethics of anyone they have worked for. This is always a surprise to me when people say these things because to me this way of operating in business is so natural.

I have stood firm many times to not paying bribes and as a result people realise that they can trust me. A wealthy man in an Asian country once attempted to get me to hire a person so that he could buy some property for his personal use through Motorola. I stood firm that I would not do that. He reminded me that he was one of our largest customers in that country and I told him I didn't care. To this day my contacts in that country tell me that they want to deal with me because they know they can trust me.

In another Asian country we had worked very hard to put together a huge partnership and contract. At the very end of the deal, the partner told us we would have to make a payoff in order for them to sign the contract. They thought they had our soul and that we wouldn't back out. My higher-ups had told me earlier not to go and do this deal, but I believed in my heart and soul that I could pull it off without a compromise. I refused to make the payoff, so I came back with my hat in my hand and admitted that I had made a mistake. Yes, it was very embarrassing and I admit that those above me were very right in many ways. There were also ways in which they were not right and we all learned a lot together from this experience.

Third Story – Standing firm

I have always stood firm that we did not have to cheat in order to get business. I have told people over and over that we never, ever have to be unethical and we will still be around. Often times that meant I had to stand against the crowd, but I didn't care, I stayed firm in my convictions.

I had a situation where I had negotiated a very, very large contract with the U.S. Navy. When it was time for me to go pick up the contract I was traveling, so I had to stay in a hotel. The evening before signing the contract, the admiral called my room and told me that he was coming up to my room. I asked whom he was calling and told him that the person he was calling was not there. He clearly knew that I was the one speaking on the phone and I knew that he was aware of that fact. Because I knew that I would not allow him to come up to my room, this was how I allowed him to save face. He said, "If you want that contract tomorrow, I am coming up to your room." I continued to tell him that the person he was calling was not there.

The next day I saw him in the elevator and he said, "I thought you had left town." I again told him I was unaware of who he was talking about. Once again, he said directly to me, "If you want this contract, I am coming to your room." I told him, "No you are not." He then said, "I don't know how you are going to explain this to your corporation when you come home empty handed." I clearly said, "They will support me." He said, "I bet they don't." I replied with, "I bet they will and if they don't that's okay too."

I stood firm and said, "I am not going to be put in that position. And if you are going to try to put me in that position, I am willing to walk away." He signed the contract and I flew home with it that day.

Fourth Story – Making wise decisions

I was just offered a very large position within Motorola and I turned it down. People were shocked and told me I shouldn't turn the job down. I was honest with them when they asked me why I turned it down. I said that I knew they didn't really want me on their team – they simply wanted me as a

figurehead. I knew that my leadership style was not what they wanted. I knew it was a wise decision and I had no difficulty making it.

LEADING A BUSINESS FROM A SPIRITUAL BASIS

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.

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.

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.

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.

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.

BEING A SPIRITUAL-BASED LEADER

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.

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.

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.

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.