



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

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.

This file contains each leader's answer to this question, along with the "spiritual theme" that summarises his or her spiritual view of life.

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**EXCERPTS ARE SORTED BY LAST NAME
THE FOLLOWING LEADERS ARE CONTAINED IN THIS FILE:**

| <u>Name</u> | Country | Organisation Name | Sector or Industry | Position | Age | Years in Leadership |
|----------------------------------|-----------------|---|--|---|------------|----------------------------|
| Aguenza, Floridas, F. | The Philippines | Planters Development Bank | Banking | President and COO | 62 | 30 |
| Behner, John R. | El Salvador | Nabisco | Food | Former Country Manager | 66 | 40 |
| Budin, Philip | USA | Royaltons Ltd. | Marketing | CEO | 61 | 30 |
| Canada, Francisco Roberto | Argentina | Errepar S. A. | Publishing | Director, Partner | 47 | 20 |
| Chand, Amber | USA | Amber Chand Collection | Retail Marketing | Founder | 53 | 9 |
| | | Eziba | Retail Marketing | VP of Vision, Co-founder | | |
| Chattopadhyay, A. K. | India | ACC Limited Refractories Division | Manufacture and Installation, Refractory | VP - Senior | 50 | 20 |
| Covey, Stephen R. | USA | FranklinCovey | Professional Services | Vice Chairman | 73 | 45 |
| Cruz, Alvaro | Colombia | Cundinamarca, (major state of Colombia) | Government | Former Governor of Cundinamarca | 54 | 23 |
| | | I.C.M. Ingenieros Ltda. | Building Construction | CEO | | |
| Cuneo, Federico | Peru | Bank of Boston | Banking | Former Director, Corporate | 50 | 20 |
| | | American Glass Products | Glass Manufacturing and Distribution | Chairman | | |
| Daugherty, Thomas | USA | Methodist Health Care System | Health Care/ Medical Care | VP of Spiritual Care and Values Integration | 61 | 27 |
| Delbecq, André L. | USA | Santa Clara University School of Business | Education (Higher) | Director (Institute for Spirituality of Org Leadership) | 67 | 25 |
| Govindan, Rajan | USA | Bankers Trust | Banking | Former Senior Managing Director | 56 | 35 |
| Jensen, Niels Due | Denmark | Grundfos Mgmt A/S | Manufacturing, Pumps | Chairman - Group | 60 | 30 |
| Jiang, Niran | Australia | Institute of Human Excellence | Business Training & Consulting | CEO | 40 | 15 |
| | USA | S. C. Johnson | Household Products | Former Manager, Marketing | | |
| | USA | Coca-Cola | Food | Former Mgr, Sr Trends | | |
| Kanu, Victor-Krishna | Zambia | African Institute of Sathya Sai Education | Education | Director | 73 | 30 |
| Kolind, Lars | Denmark | Oticon | Hearing Impaired Products | Former CEO | 54 | 26 |
| Levy, Ricardo | USA | Catalytica, Inc. | Energy/ Pharmaceutical | CEO/Co-founder | 57 | 30 |
| Maitra, Ashoke | India | Times of India Group | Publishing, Newspaper | Director Human Resources | 45 | 16 |

| | | | | | | |
|----------------------------|-----------------|--|---|-------------------------------------|----|----|
| Merchant, Nilofer | USA | Rubicon Consultants | Marketing | President | 34 | 8 |
| Moitra, Deependra | India | Lucent Technologies | Tele-communications | General Manager, Engineering | 32 | 7 |
| Narayana, G. | India | Excel Industries, Ltd. | Chemicals, Biochem, Agri | Chairman - Executive | 60 | 38 |
| Narendran, Parantha | Czech Republic | Eurotel | Tele-communications | Strategy Director | 34 | 3 |
| Ollé, Ramón | The Netherlands | Epson Europe B.V. | Electronic Equipment and Services | President | 52 | 27 |
| Pillai, Anand | India | HCL COMNET | Computer Technology | VP of Sales and Marketing | 43 | 18 |
| Ploix, H el ene | France | Pechel Industriesa and Pechel Industries Partenaires | Equity Investment | Chairman and Managing Director | 62 | 38 |
| Raghavan, N. S. | India | Infosys Technologies, Ltd. | Information Technology | Founder Director & Joint Mgr Dir. | 61 | 35 |
| Raman, Ananth | USA | Graptex, Inc. | Manufacturing – Electrical & Aluminium | Chairman & CEO, President | 55 | 25 |
| Ranganathan, V. V. | India | Ernst & Young India | Tax & Business Consulting | Senior Partner | 53 | 24 |
| Sinclair, James | USA/Tanzania | Tan Range Exploration, Ltd. | Mining | Chairman | 62 | 41 |
| Vrethammar, Magnus | UK | Pergo | Laminated Flooring | Former President for Europe | 52 | 22 |
| | Sweden | Finess | Consumer Disposable | Former President, Consumer Division | | |
| Webb, Janiece | USA | Motorola Corporation | Electronic Communications | Senior Vice President | 47 | 28 |
| Welling, S. K. | India | HMT International, Ltd. (Hindustan Machine Tools) | Exporter (Machine Tools, Watches, Tractors) | Executive Director | 55 | 33 |

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 Royaltons, 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. Vivekananda¹ 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 either

¹ A highly respected and renowned Indian spiritual teacher

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 karma². 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.

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

² In this context, karma is often defined as the “consequences” of our actions.

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, 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.

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

Kautilya³ 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

³ 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.

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.

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.