



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

Continued Growth as a Spiritual-Based Leader

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share how they wanted to continue to grow as a spiritual-based leader.

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
Canada, Francisco Roberto	Argentina	Errepar S. A.	Publishing	Director, Partner	47	20
Chand, Amber	USA	The 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
Franklin, Carol	Switzerland	World Wide Fund for Nature (WWF)	Environmental Protection & Conservation	Former CEO	53	20
		Swiss Re	Insurance	Former Head of Human Resources		
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, Hélène	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	Graphex, Inc.	Manufacturing – Electrical & Aluminium	Chairman & CEO, President	55	25
Ranganathan, V. V.	India	Ernst & Young India	Tax & Business Consulting	Senior Partner	53	24
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?”

Continued Growth as a Spiritual-Based Leader

I didn't start my work with this bank with a grand vision to lead this bank spiritually. It just came. I realised one just has to be open to the prompting of the Spirit, to take the time to dwell in the stillness of one's heart and to listen to God's leading. Learning to look within helps us to put things in the perspective of His great will and wisdom, to find opportunities in challenges and, most especially, to let Him fulfil His purposes for you and through you. I know when I started at this bank I was just focused on dealing with my own area of control. I felt that if I could influence my area, then that was where I would start. From there it began to spread throughout the whole bank to now become a way of life.

I believe the quest for spiritual-based leadership is a continuing journey. God knows our hearts. Though I once almost gave up because of frustration, He called me back and enriched my journey with a truer sense of direction – a professional, personal, emotional, spiritual investment with returns beyond measure. I look back and see His hand that has guided me through this wonderful path and I look forward with confidence and anticipation for the plans He has in store for me.

Canada, Francisco Roberto – Argentina

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

Spiritual Theme

Loving God.

Continued Growth as a Spiritual-Based Leader

In everything I do, my focus is on God. The Jesuits have a sentence, which I keep in mind: “To a higher glory of God”. I can best grow as a spiritually-based leader by surrendering to God.

Chand, Amber – USA

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

I think one of the greatest obstacles to me being a spiritual-based leader is 'me.' It is my own fears and my own concerns of what other people will think of me that keeps me captive. Until I am able to cultivate the practice of peacefully moving through those moments of fear, I will continue to be my own greatest obstacle.

I believe that as I am attentive to the sense of compassion, balance, grace and the act of friendship, I am able to move through this obstacle of fear. Since the tragedy that occurred in the US on September 11, 2001, I have continued to do what I have always done and have continued to be who I am, but in more ways and with courage. To me, it is a call to action with courage that I am responding to right now.

Yesterday I was in New York City in a meeting with the style editor for House & Garden magazine. It was such a beautiful setting and I found myself feeling and speaking so clearly about my intentions as I spoke to her and her team. I spoke about spirituality and the alignment of business and spiritual values. I felt so much more courageous in this meeting than I ever had.

And I could see that to the degree that I was feeling courageous, they were also feeling this same courage. As I grow deeper in my understanding and commitment to spirituality as the vessel of my leadership style, I believe I will begin to see more and more of an open-hearted response to it. And, when I do meet the people who want to react or who do not want to hear about spirituality and leadership, I must simply allow that to be, embrace it, and not take it personally and get dejected by it.

I am grateful that I have the capacity to use words and that they flow quite easily when I am in the right place. So I am personally going to focus on bringing in more words in my business meetings that reflect these spiritual concepts.

Chattopadhyay, A. K. – India

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

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

Spiritual Theme

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

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

Continued Growth as a Spiritual-Based Leader

I feel that I as an individual have limitations in a corporate environment. I am in the process of leaving this organisation¹ because I feel that I must work more freely. I feel that this can bring wealth to others and to me. I may not be able to fully do this at this time; I may have to work again in a corporation, but

¹ Interviewer's note: At the time of this interview, Dr. Chattopadhyay was the Senior Vice President of ACC Refractories Ltd. Soon after, he joined Tata Refractories Ltd. as Executive Director.

I will definitely find an organisation where I have the ability to stretch and do more. I am also working within myself to be in a better framework to make this change.

Covey, Stephen R. – USA

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

Spiritual Theme

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

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

Continued Growth as a Spiritual-Based Leader

To become a spiritual-based leader, you have to teach the principle of service, to apply it, to live it, and then to be accountable to those you serve. Service can start at the very local level, but real stewardship requires expanding one’s vision to include all of the world. I have found that for me to continue to grow in accord with these principles, it really helps me to ponder the scriptures every morning and every night.

Cruz, Alvaro – Colombia

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

Spiritual Theme

Love and respect others.

Continued Growth as a Spiritual-Based Leader

It is important to know how to listen. I would like to do more reading, to be able to contemplate, and to meditate more. I need to realise that not everyone must think the way I do or agree with me, and I must also be able to interpret what people are trying to put forth to me. I see very clearly that if I can do that, I can obtain even better results at work. If I can really see and understand, that this person doesn’t have certain skills or needs to learn a little something, then I can work on that. But if I pre-judge my workers or my staff, then a person might be hurt, and there is no co-operation.

Cuneo, Federico – Peru

“Senior Partner with Ernst & Young in Peru”

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

Spiritual Context Theme

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

Continued Growth as a Spiritual-Based Leader

My great challenge now is that I am on the board of a group called “Peru 2021.” In that year Peru will celebrate 200 years of independence. So ten years ago someone thought that there should be a group to plan for this. I was invited to be on the board and now I am the Vice President. I am now looking at a way to include spirituality into this agenda.

One of the difficult things I have had to deal with is how to mix spirituality with the pleasures I want in life. I like to have my house well decorated; I like to have a good car and good clothes. This is something I have not been able to resolve yet. I don't feel good with myself about all of this, but I'm not ready to give it up. To me this is part of the process and it is natural, so this is something I still have to work out.

Daugherty, Thomas – USA

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

Spiritual Theme

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

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

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

Continued Growth as a Spiritual-Based Leader

For me, the biggest challenge in my spiritual growth is with myself, as I work with my own ego and deal with trying to remember that all of this is not about me or what other people think about me. This is really about the people who come to this hospital for our services: the sick, the suffering and the dying.

I think that spirituality is about taking responsibility for what I have control over, which is only my behaviour, and disconnecting myself from the tendency to want to blame others and to shift the responsibility to others. When things are not going well, I still have a tendency to say, “It's because this person is or isn't responding as I think he or she should.” This is another area of growth for me, which is to accept personal responsibility for my life, my behaviour and my performance.

As I work with my own ego and my selfish nature, a positive part of this is the desire to achieve and to contribute. However, I am not the kind of person who really wants to stand out. Even though my position calls me to do that, I am really much more comfortable being behind the scenes and helping other people stand out.

I also think I am still growing in my ability to articulate what spiritual care means in an organisation like Methodist Health Care System in ways that people can understand and translate into their work lives.

Delbecq, André, D.B.A. – USA

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

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

Spiritual Theme

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

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

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

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

Continued Growth as a Spiritual-Based Leader

A timely spiritual challenge for me is the need to face the reality of my age. I was shocked when I saw myself on videotape not too long ago. I have had a certain image of myself. Yet there I was on a television screen as a much older individual than this self- image. My illusions of youth were belied by the reality of what I saw on that screen.

So I am in the process of discerning what I should contribute to at this life stage, in a much shorter period of remaining time than my immortality illusion has lead me to acknowledge. I am aware that I have already lived longer than any male in my family has; longevity is not part of my genetic history. So I need to rethink my professional role. I have been continuing a pattern of teaching, leadership, and professional activism just as I did at the age of 30. This is not a proper balance at the age of 65.

The next stage of my spiritual journey has to be inclusive of greater simplification and focus. I do not yet have clarity regarding these changes.

Franklin, Carol – Switzerland

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

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

One of the focuses of my life is change. Not everybody likes change as much as I do. I have to learn to initiate and to implement change more slowly and accept what cannot be changed. At times I have great difficulty in doing that. I have experienced that when I say, “We can change it”, many people say, “No, we can’t change that, it’s not worth it.” But if I think they are wrong, I stand up for my view that we should change it.

I have just accepted this job at the Museum where I want to learn to integrate this orientation towards change into my leadership behaviour. The museum is part of the national administration, and the national parliament has to make the final decisions. That takes time. I have to do the lobbying. One of the reasons that I accepted this job was that it could be the ideal example for me to learn to do this, how to manage change in a bureaucratic organisation.

Govindan, Rajan – USA

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

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

Ultimately, I believe that one has to be righteous and not worry about the results. This is what I am trying to figure out. How do you know who a successful manager is if you don’t measure results? This is where I get caught into a loop and have not yet figured it out.

Right now I am making the move into management consulting. So rather than leading a large group of people where I have set the agenda, I will now be working with a company where they set the agenda. If I have the opportunity to help a company become more efficient, I would really like to help them understand how to care about their employees and all of the stakeholders, rather than just focusing on getting rid of 30% of their employees.

Right now, we are talking with several companies who have huge call centres and it would be a tremendous cost benefit if they could move them to India. However, I feel they must also consider what will happen to their employees. If they lay off hundreds of people in one city, it will likely be difficult for them to find jobs. I am trying to help them consider the people involved and look for other solutions such as alternative employment. So we are hoping to help them see a different way even though they are under tremendous pressure to reduce costs. It bothers me to see these people laid off in the USA even though I know the increase in jobs in India would also be good. So it is a struggle for me and right now I don't know what the answer is.

I would like to bring with me as a consultant the awareness of the importance to act righteously, with right conduct. I hope I can help these executives think about it. This is a serious thing and I think about it a lot.

Jensen, Niels Due – Denmark

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

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Continued Growth as a Spiritual-Based leader

Of course, over the years we all regret things we have decided or said too quickly, at least I have experienced this, having a very strong temperament. That is not a good habit for a manager, but it's something you are born with, and it is really hard to change this. There have been times in my life when I regret I was too upset about something or too quick to react, but that is part of life. I think my colleagues know me for that also. My father was even more full of passion and temperament than I am.

On the other hand, if you as a manager never get excited, never get up and stand on the chair, I think it's also bad.

Jiang, Niran – Australia

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

“CEO for the Institute of Human Excellence in Australia”

Spiritual Theme

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

Continued Growth as a Spiritual-Based leader

My current growth task is to continually honour my truth. The vision of this business of training and consulting is “Be the change in the corporate space”, to really help organisations in their transformation process, to create a more meaningful, purpose and values driven and happier environment, and to contribute to society. On the average, there’s a very miserable environment in the business world. I have experienced this first hand. In many business meetings, I would feel that most of us were dead inside and spoke as corporate robots. I saw the dimming of life force. You would think that most people were present, but they were not; inside the spark had gone. You were there for the “golden handcuffs” to support your mortgage and expensive vehicles. That negative energy is very significant. After a few years even I got infected. The system was very powerful and too big for me to make meaningful shift alone. Even though I was not from America, working in a foreign culture, it infected me from time to time.

Recently I have accumulated a lot of emotions around seeking my truth in our partnerships, in our accountability. My spiritual leaning is: “Can I share the learning gently without ‘taking care of’ the other person?” By taking care, I am dis-empowering others. I went back to my spiritual fundamentals and made the decision that if I truly respect the other person as an equal and trust the strength of his soul, there is no need for care-taking, because no harm will be done if I speak my truth. I do this with the compassion, with the gentleness and the caring I feel inside, and with the firmness the issue requires, and with the confrontation the issue carries. I speak the truth, I’m not sugar-coating it, not minimising conflict and confrontation to make the other person feel better. I let go of the outcome – knowing that attachment to it might break our partnership, knowing that it might even break the business I have spent a year and a half building. At first a major amount of anger, hurt and frustration was experienced by others and I had to watch not jumping into a rescue-role, not trying to minimise what I had said and pull back the truth. Recently we have acknowledged that we really made a major shift and breakthrough in our relationships.

That’s my current growth – totally to let go of the outcome and to speak my truth from a deep, gentle place. As I am sharing my truth, I am also sharing the oneness from within and without.

Kanu, Victor-Krishna – Zambia

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based leader

The control of the mind, and therefore of the senses, is my next focus. I want to be able to be the master of the mind and of the senses, rather than them leading me. This is the biggest challenge in my spiritual life.

Kolind, Lars – Denmark

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

“Chairman of Grundfos in Denmark”

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

I would never ever accept that I do not have a lot to learn, but I cannot give a good answer to what I am doing to grow as a spiritual leader. I obviously feel that I need to learn a lot more, that goes without saying; but I am not sure that I can identify exactly how that should be done or from what perspective. Perhaps this is because spirituality is less of a conscious activity, it has simply permeated my life. It is just there and I realised it was there early on. I must admit that I’m not really happy saying that I don’t have a plan, but it is just there, my spirituality appears simply to be part of me.

Levy, Ricardo – USA

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

Spiritual Theme

“Oneness”

Continued Growth as a Spiritual-Based Leader

I think the most important growth for me right now is to sharpen my ability to rest in the unknown. That is the place that I still feel I have a long path ahead. I am still so hard-wired to jump in and solve problems, and my comfort zone is to take action. To be passive and inactive and just ponder is such a gift; a domain for much learning for me.

It’s hard for me to be in action and not be invested in the outcome. It is natural for me to become very passionate about the outcome, not realising that I am becoming so attached to something that is going to change, that is really unknown.

Maitra, Ashoke – India

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

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

I don't try to analyse myself, because for me life is a journey. I only know that one day I will die and before that I want to do as much good as I can for the society. What is the need for me to analyse where I am, because I don't want to gain anything in the first place? I am very happy with what I already have. I have never wanted anything and whatever has happened to me is by God's grace.

I don't need to make any noise about the work I am doing. I don't want to evaluate it; I don't want to judge it. I think life just flows. I want to enjoy every moment and be in it fully present, however it happens. Good and bad will happen; let it happen.

Merchant, Nilofer – USA

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

Spiritual Theme

“Living authentically” speaks a lot to me.

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

Continued Growth as a Spiritual-Based Leader

Sometimes I still jump into the owners' seat of my organisation and begin to worry about where my next good client will come from. This continues to be one of the hardest things for me to give up. I still get confused as to what “I” need to do to cultivate clients, versus what I need to turn over to God and let Him do. This is what I still struggle with from time to time. One day I was sharing this with a colleague and realised that I had never turned this struggle over to God in prayer. So I have begun doing this.

Not too long after I turned this over in prayer, someone introduced me to a prospective client. This seemed like the perfect client I would love to have, and yet when I looked at the work I had already committed to, I saw that I could not accept that new client at that time. At first it was so difficult for me to accept that, I kept trying to figure out a way to do it. But then I realised that if it were meant to happen, the opportunity would come again. It's not like God only gives you one opportunity; if it is meant to be in your life, God will continue to present it to you when the time is right.

One thing I still want in my life that I do not have yet is to be so free that I do not say anything that is out of integrity for me just to get a new client. What I mean by being free is that I feel a sense of compassion and caring, while at the same time I am open and honest.

I feel that I still need to grow in my ability to be compassionate and patient with others. I would like to grow in my ability to recognise others' limitations and needs. Sometimes I am still wilful in trying to get someone to see the solution that I see.

To me spiritual enlightenment seems to be like a cycle. I learn something new, and once I start to feel like I have some mastery, then I get to learn something else that's new and it starts all over again. I actually see this as a blessing; I don't think I would want to be stagnant.

Moitra, Deependra – India

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

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

On the work front, Lucent is going through very difficult times, and I do not know what the future holds. I feel a lot of pressure in managing these types of business dynamics. On the one hand, we need to make sure that the business enterprise is protected. On the other hand, we made a lot of promises to our colleagues, and so their interests also need to be protected. How do I create this balance?

While I have grown rather fast for my current age, I still lack some of the experiences that is needed to handle all of these pressures. I think I have learned well by observing, and I have grown quickly in my career. However, I may not have learned enough through the school of hard knocks where you get your battle scars. This is not to say that I have not performed successfully, otherwise I would not have my current position. But personally, I don't think that I am doing as good of a job as I would like with balancing all of these counter forces.

I am very clear that an area I want to grow in is attaining internal peace. This is an art that I need to develop. How do I insulate my mind, heart and body from these external disturbances? I also think that sometimes I lack focus because I have involved myself in so many different activities that are not necessarily coherent, and this has created a lot of demands on me. I feel that as I develop more and more of this inner peace, then I can really serve others. Unless I do this, I cannot give my mind and heart to others.

Today I do have joy, but it is more momentary, more situation-driven. I think that peace and joy are different and yet they work together. I think that if my joy were constant, then I would have peace.

I also want to grow in my ability to focus. It is really not possible for me to do so many different things as I am doing now and still hope to create a wider impact. I am giving myself time with all of this. I do not want to be so rigid that I identify myself with just one specific focus and ignore the rest. So there are things that I will understand more and more over time. I want to give myself some more time to understand what it is I should really focus on in order to create the wider impact that I want to create, and how should I best go about it. I think that focus is a driver to peace also.

Another driver to peace that I want to focus on is ego. I do not know whether I will ever be able to completely renounce my ego, but I do know that I will make every attempt that I can. The reason I am saying this here is because I do not think I am currently making a conscious enough attempt to do this. My ego is still very prominent; at times it comes into play in both my personal and work life. I

know that I want to be a person who is a nobody and I know to accomplish that I must relinquish my ego, but I am not there yet.

I really think that this all boils down to being a really 'good' individual. I think if you are a good individual, you will create joy and peace around you. To me, being a good individual includes renouncing ego. So I admit, I am still working to be a good individual.

Narayana, G. – India

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

The purpose of humanity is to become Divinity. From a tree we became an animal. From animal we have become man. From man we have to become Divine.

This process of growing from man to Divine starts with the recognition of “elemental consciousness.” This is being aware of your external environment. You see outside, and inside you are responding. At a plant level, the plant is conscious of the elements and determining how to respond to space, how to grow, how to take in water, how to take in minerals, and how to deal with sunlight. This is botanical life in action. Animals are still elemental consciousness, but they can now move and see other animals. This tiger is running; I must run. This fish is going; I will catch it. It is external consciousness, being aware of others.

As humans, we have the external awareness, but we must now examine our internal consciousness and ourselves. That is what meditation is. When you see what is inside your heart, then you can reach others' hearts. That is, you can enter into others' hearts and know what is happening within them through love. When you touch people's hearts they remember you.

Being aware of all, inside and outside, reaching the hearts of others through love, and becoming a model – this is what Divinity is – reaching the hearts of others. Jesus is this kind of model. Buddha is this kind of model. Sai Baba is this kind of model. They never hurt; they have done so much for society. They have reached our hearts. This is what I strive for in my own life and leadership.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

I don't think there are any barriers to my becoming a spiritual-based leader, apart from my having to accept that I will be a leader. This is because, to me, a leader signifies a certain power, prestige and position, which is something I have shied away from. Furthermore, at the present time I still have my doubts as to my ability to be a good leader. I think the key weakness that I would like to work on is to improve my ability to empower people – to make them capable of doing what they really are capable of, to motivate them. I think this is the spiritual challenge that I face.

When I am comfortable enough with my own spirituality, I'll know that I am ready to be a spiritual-based leader because at that point I will no longer have a fear or doubt about whether I should be a leader. I won't see any difference between being spiritual and being a spiritual-based leader.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Continued Growth as a Spiritual-Based Leader

My dream for the future is to become a teacher. I would feel very comfortable at the end of my professional life if I could transmit to others what I have learned through my experience. Then hopefully it will help future generations. It would be going against my principles if I were not able to transfer this to others in a proper way. Yes I am doing this now as a part of my job, but I am talking about doing this in a university with students who are challenging me and helping me to keep my mind fresh. When you train others, you are also receiving training from them. I think this is a very rich part of life. For example, what makes us good fathers and mothers is not just limited to how we bring up our children; it is also our capacity to transmit our values to other people and to future generations. In this way, being a good parent is not just related to one's family.

Pillai, Anand – India

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

Spiritual Theme

Connecting with God, the source of “being.”

Continued Growth as a Spiritual-Based Leader

What I would like to do personally is to go back on a continual basis to each one of the scriptures in the Bible, to each one of Jesus' actions and understand more of what it means. For example, when Lord Jesus washed the feet of his disciples I know what action he took. I also know in the first instance why he did that. But I do not know yet how the disciples got the principle of leadership. I don't know how that happened, even though later on these disciples became great leaders.

I want to understand this, so that I can reproduce this. That was one of the commands of God in Genesis chapter 1: “Be fruitful and multiply.” If I were to paraphrase this I would say, “Be productive and then be re-productive.” I have no right to be re-productive if I am not productive in the first place.

Ploix, 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.

Continued Growth as a Spiritual-Based Leader

I don’t have a spiritual practice, as I don’t go to church any more. I don’t like the rituals. But I try to integrate my values and my world view with my work. For example, when I developed the code of conduct at Caisse des D ep ots, I wanted people to start thinking about the way they behaved and why they behaved as they did. There were small things at that time which the employees were not conscious about, like the effect of accepting even small gifts. And we really emphasised that transparency was key in their behaviour and reporting.

Raghavan, N. S. – India

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

I think I need to know myself better. While I do have a feel for who I am, I strongly believe that I need much more experience with this. I’ve read a lot, but now I must experience. I know I do a lot of things that are outside the material realm that are not logical. But other than that, I am still learning what spirituality is about.

Raman, Ananth – USA

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

Spiritual Theme

“Awareness” and “Realising Divinity”

Continued Growth as a Spiritual-Based Leader

I have questions constantly about spiritual practices in business. One of the most important questions I have is: what can business do to enhance values? Some others are: where does ethics end and spirituality begin, or is there a dividing line at all? Do we talk about spirituality in business, or just stay with ethics and not bother about spirituality at all? Businesses are a community of people from many cultures and different religious practices. Does business therefore have a role in attempting to ensure the unity of all religions? Does business have any role beyond just ensuring the rights of people and ethical values? Does it have to go the extra mile and cross the line to go into the arena of elevating spirituality in people? How do you do this without touching the sensitivities of the people? I haven't found the answers to these questions yet.

Ranganathan, V. V. – India

“Formerly a Senior Partner with Ernst & Young India”

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

Spiritual Theme

“Seeing God in everyone”

Continued Growth as a Spiritual-Based Leader

I would like to help those people who believe that their careers can be contaminated by spiritual ideas that are not associated with scientific models. They, unfortunately, do not understand what they are missing. I would like to reach out to these people and articulate these thoughts in a manner that will subtly evoke their consciousness.

In the Indian population, you can possibly do this through the Vedanta (our ancient spiritual teachings) because they are highly respected. There are spiritual concepts such as *Prajananam* (“My consciousness is the same as Brahman – God”) and *Tat Tvam Asi* (“God and myself are one and the same”) – these are very powerful concepts that most people have not thought of at all.

Because these concepts are abstract and many people have not taken the time to understand them, people will be more open to learning about them, especially if they are given some good examples which relate to their current way of doing things, such as the balanced scorecard concept that we use in our organisation.

I would like to be able to take these kinds of concepts – not literally, but in a manner that business leaders can understand – and make them organisational scorecards. Once it finds a place there, then it could be used in the business unit scorecards, and then it could move on down to the individual scorecards. This is a powerful tool to build character in any organisation.

Vrethammar, Magnus – Sweden

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

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

My next focus as a leader is the “board power games,” where greed, mergers and acquisitions flow freely and where interest in start-ups and new ventures by the emission of new shares are diluting the ownership position of the original founders. My challenge now is to take my spiritual approach and apply it to a new arena and see how I can use it to deal with board power games. This is definitely part of my own opening up. The game I play now is the game that rules the operational game. I think that now I have mastered the operational game quite well, which means if I am put into a situation where I need to be a very careful farmer I can do that. If I need to burn down a forest, I can do that too. But I haven’t played this political part of the game that much.

The next level I think is to go even deeper into the politics, to see what can actually support a sustained, opening-up process. That is, to delve into the rule structures that determine everything from a definition of man to what science does. I am quite content with these, the challenges to my spiritual growth when working at the board level.

Webb, Janiece – USA

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

There was a time when I thought I wanted to save the world and then I discovered that my motivations were ego driven. Once I began to understand the essence of who I was, I began to also understand how driven I was by my ego, even though it was often disguised.

Someone asked me the other day what my goal in life was and I said, “To take all of the chatter out of my head.” I will know when I’ve made it spiritually when I can sit and not jabber, when both my mind and mouth can be quiet.

When I die I want people to say that I cared, that I worked hard and tried my best everyday to make a positive difference, and that I was spiritual and treated people fairly.

Welling, S. K. – India

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

Spiritual Theme

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

Continued Growth as a Spiritual-Based Leader

Professional confidence and spiritual confidence are two areas that I sometimes get a little mixed up about. I sometimes wonder where the strength comes in me to be able to handle such diverse things that I do not always have the professional competence to do. I do not know why I can understand so many areas of the company even though I have not previously studied that area. And yet I have always achieved something and when I am moved out of those areas people were sad and felt that I had done so much.

I have often wondered how I have become successful, or appear to have become successful, when I have been shifted to so many areas that I did not know anything about. I am able to fit into and achieve things in various disciplines in various management fields. In America and even in India today, we have many different business disciplines. A person is in production or engineering or in domestic marketing or in finance or in corporate planning or in international marketing. These are considered to be highly specialised fields. But I have done production engineering, production technology, marketing, business planning, management information systems, restructuring, consumer marketing, and international marketing. I have always believed that spiritual confidence has augmented my professional competence.

I know that my commitment comes from my devotion to my spiritual teachings; I am a bhakta (devotee), a committed person. It is embodied in my system. Yet, I do feel that sometimes I stretch this too much toward my work and do not spend enough time with my family. Even if I decide to leave work and go home, then sometimes I feel a sense of guilt. I still do not always know how to balance this out.