



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

Defining and Measuring Success – for Career and for Organisation

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 they define and measure success for their career and their organisation, based on their spiritual view of life.

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:**

Name	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	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 Nether- lands	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	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 Div.		
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?”

Defining and Measuring Success – for Career and for Organisation

I considered myself successful when I reached the presidency, which is more than I ever thought I would be, with my soul and self-respect intact. I haven’t ‘sold my soul’ or made compromises where my principles were concerned. This is where it is a gift to be working with like-minded people.

Through the years, my parameters for defining success have slowly evolved. I believe we are here to do good – to make the world a better place, to become a better person, and to help others have a better life. In the Bible it says that God will ask you what you have done with your talents, so I feel blessed to have been given this opportunity as a leader to help others grow spiritually.

‘Success’ to me is when the people I work with have become better because of their association with me. I want to give our employees a better life. I hope that I have moved people to become better, to become closer to God, and to be spiritually stronger. I know that this is not by my own strength; it is because of God that I am where I am. The situations I find myself in, and the comfortable and good family life I have, are blessings coming from the One upstairs, the Lord our God.

Financial success is not the ‘end all’ here in our bank. We do not step on each others’ toes to get where we want to be. I don’t see in our organisation that kind of wanton ambition that I see in others. I believe success lie in the values we live as an organisation, in living by a certain code where we treat each other and our customers with fairness and caring. Our strength is our people.

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.

Defining and Measuring Success – for Career and for Organisation

The employees’ recognition of my love for Sathya Sai Baba and the principles that he represents was to me a very good indication of success. They all knew of Sai Baba as I was spending a lot of time in India. I had Sai Baba’s photo in a couple of strategic places in the company, and on the walls of the factory and offices there were Sai Baba sayings, painted by our sign-painter. I met this sign-painter in a rehabilitation centre where I was doing service. He had gotten lead poisoning when he was spray-painting furniture in a closed room, and he became paralysed. Little by little he recovered, so I hired him to paint our trucks.

When I left the company, I didn't really realise how much the employees appreciated what I was doing. When I got back from New York after the top management had decided to close the company as a manufacturing plant, a date was fixed for my leaving. Now, we have a Sai Baba centre in our home and a big terrace outside this centre. A few days before my retirement, some workers showed up and started digging holes in the front yard right in front of the terrace. I asked my wife what these guys were doing. She said that some ladies were going to make a fountain. I thought the ladies were from the Sai Baba Centre and that they would put up a fountain to make it look nice. I didn't pay much attention to it, as it was the last days I was at the company and I was very busy.

The night we were going to have the going-away dinner, I came home to get my wife – and here was this fountain, all lit up, with a Sai Baba statue on top of it, and water coming out from under his feet. Such a beautiful thing! I hardly had time to look at it. Then, at the dinner party, the employees told me that this was their gift, their going-away present for the time I had been at the company.

Another indication of success was when we had a good relationship not only with our employees, but also with our clients, and immediately took care of client needs and were on a first name basis with those people. My clients would even call me sometimes when they had a problem, even about things that didn't have anything to do with their business, and they would look for help from me. One would say, "I owe you money", and we would sit down and I would say, "OK, your business has burned down, how long do you need to get back on your feet? Can we give you more products to start selling? Then we will work out a payment schedule over two or three years. We will keep you as a customer, and you will keep your business." We'd do this, and that customer would always be faithful to us. Even if our prices were a little bit higher than the competition, they would buy from us because of the love and the personal relationship.

Budin, Philip – USA

"CEO of Royaltions, Ltd. in the USA"

Spiritual Theme

For me spirituality is equanimity.

Defining and Measuring Success – for Career and for Organisation

Success for me is being peaceful, being filled with equanimity, which means being filled with love and being in the moment. Doing the appropriate things in the moment is also success to me.

I measure success for the organisation by its profit and loss. If you are in business, then the appropriate thing is to succeed, or to do the best that you can at that and the results are in God's hands.

Canada, Francisco Roberto – Argentina

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

Spiritual Theme

Loving God.

Defining and Measuring Success – for Career and for Organisation

From my spiritual point of view, success goes beyond success on the physical plane. For me, success is being able to live up to the high principles formulated by my spiritual teacher. For example, though being profitable is necessary for our development, success for the companies is not simply success in the traditional financial sense, but is tied to the principle of selfless service. If we are financially successful, then we can provide extra help to a school based on Sathya Sai Baba's principles that we are supporting in Argentina. If we get more, it is possible for us to give more to others.

As to our earnings, our aim is to use 25 percent of our profits for paying taxes, 25 percent for re-investment, 25 percent for us, and to give away 25 percent in donations. Sometimes we achieve our aims, sometimes we don't.

From a professional point of view I am satisfied with my career. From my personal point of view I feel that now it is my duty to go deeper into spirituality. I would also like to get more free time to dedicate to serving others.

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."

Defining and Measuring Success – for Career and for Organisation

To me, in order to be successful I must embrace all three aspects of mind, body and spirit. I see that the three of us who run this company in many ways represent all three of these aspects. To me, our CEO represents the body, my co-founder represents the mind, and I represent the spirit.

As an organisation, there are two ways I feel we should look at success. First, I have communicated to the entire company that I believe our success can only be measured by these three factors: the degree we are profitable; the degree in which we impact people, internally and externally; and the degree that we are stewards for the planet. This is not original, it is the same concept that the Social Venture Network has come out with, the three P's: People, Planet and Profit. This is what they define as the three attributes of a successful company going into the 21st century.

So, this is what I speak about wherever I am in the world, and I believe it completely. Internally, I feel something else in addition. What I constantly remind myself of, and what I ask people in meetings is to see how we can walk in balance among these three P's. I believe this is how we can navigate through this time when we are working to become profitable.

Second, I feel that in order for the company to succeed, we have to create the space for conversation. To me this is the most connecting, intimate way of creating happy people. If we are going to go out into the world and ask people to look at us as an organisation that cares deeply about the planet, then we have to start in our own home; we must care deeply about our people right here in our own home.

Because a lot of our artisans are women, a lot of our work empowers women to continue their craft traditions, rather than having to abandon their families to go into the city. While most often it is the men who have to leave their families to take up jobs in the city, there are certainly instances when women are expected to do this as well, which fragments the family and impacts the strength of the community. And, many of the artisans are very poor, so if we are successful then these people will also become successful.

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

Defining and Measuring Success – for Career and for Organisation

Success in my personal career has been driven by my thinking that we should do things in a fair way: we should do good to the people in the organisation, to our customers and to society as a whole. It is my spiritual thinking that has led me to this. If I have a feeling of loving people, then I can provide a better service to the people. If I love, then I can serve better. This is success.

In order for an organisation to be successful, the leaders must care for people, they must have a proper business strategy, and they should continuously think in terms of not doing any harm to the environment or people.

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.

Defining and Measuring Success – for Career and for Organisation

There are two kinds of success. Primary success has to do with strength of character and contribution to others. Secondary success has to do with formal authority and with being rich, famous, popular, and positioned. So moral authority, which is the only real basis on which formal authority can ever work over time and be sustainable, is primary success.

Such moral authority is gained via serving and contributing. It's a paradox that power emerges from humility, while if you borrow strength from formal position you lose power and moral authority; the quality of relationships deteriorates since authentic openness and trust cannot develop if formal authority is not co-existent with moral authority.

Those with high moral authority, people who have character, organisational competence, initiative, positive energy, and respect, have been given formal authority as a result of their living their principles and serving others. The leader's strength of character leads those he or she serves, both within and external to the organisation, to create emotional identification with the leader, as well as with the principles and values the leader embraces. Thus, when such a leader uses formal authority, people follow out of commitment, not out of fear.

What I am saying may sound academic. But I truly know this from my personal experience, from my work with business leaders throughout the world. Time and again I have seen that if there isn't moral authority, what I have called primary success, formal authority cannot be sustained.

As an example, just a year ago I was in Nuremberg, Germany, and saw where Hitler had held his youth-conferences. He would have a million Hitler-youth there. He was mesmerising, visionary and disciplined, passionate, but he had no spiritual principles, he was just driven by ego and by evil forces, so he and his regime were not sustainable over time. But the legacy that has been left in Germany is the loss of spiritual faith as well as the loss of faith in the kinds of institutions that they had believed in before World War II. It has been disturbing to see the absence of faith in Germany today, so many years after the end of the war. So when I work with leaders there, I have them stand back and observe what happened to their cultural DNA, how that developed through the power of formal authority based on fear rather than on moral authority – and how that is changing now.

Another example, though one I have not personally witnessed, is provided by Mahatma Gandhi. He changed the world, brought England to its knees, and liberated 370 million Indians, without having any political or administrative position at all. The whole world is different because of him. India, with over a billion people today, is an independent democracy because of him. Yet he was never elected to any position and never had any formal authority. His gradual development of humility, integrity, courage, discipline and vision, were all governed by his conscience, by his inner awareness. He demonstrated that leadership can be an enabling art that empowers individuals, organisations and societies to serve others, which is the fundamental reason that we as individuals and collectivities of individuals exist.

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.

Defining and Measuring Success – for Career and for Organisation

I feel that through achieving my goals, which are happiness and service, I will be able to know and understand myself better. I would define success as being happy, attaining happiness through what I do, and contributing to the happiness of others. Unquestionably, however, when I pursue business activities, it is certainly also with the object of making a profit.

Sometimes I have given up major contracts or possibilities of business in order to be happy and peaceful. There have been a number of occasions where the government invited bids for different contracts. I studied the situations and found that there would be a lot of potential difficulties connected with it. It might be difficulties in getting the right supplies or doing the work in the right way in a certain area of the city or state, or there might be problems arising from employees, and so I wouldn't go for it. Even though there might have been a lot of money involved, I would avoid giving bids in such situations. It would only have given me a lot of trouble; it wouldn't have made me happy.

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.

Defining and Measuring Success – for Career and for Organisation

To me business is like a game, I always hope to be more profitable of course, but most of all I want the people to have fun and to feel good about what they are doing. Inside AGP, I think of the company as a whole – as a consolidation of the expectations of everyone who is there – whether those expectations are for the environment they work in, or their salary, or a dividend.

Prior to my spiritual journey, if I lost a deal with a potential customer, I would dislike them. I do not feel like that anymore. I don't feel upset if a deal doesn't close; maybe I will have to try even five more times, but then I will close it on the sixth try. This is where my partner sometimes tells me that I am trusting people too much, that I am too innocent. I am not willing to change this; I would rather trust them too much. If they are not trustworthy with me the first time, then shame on them. I will learn from that and not allow them to be untrustworthy with me again.

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.

Defining and Measuring Success – for Career and for Organisation

What success means to me in my career is a very interesting question because by most standards people would say that I have been very successful. And yet for me, I always feel that there is so much more to do, and there is so much more out there beyond where I am, that success seems to be something that is an unfolding process and not a point or level of achievement.

I think the heart of success for me is to make a difference and to try to do it in a manner where I can stay connected with people, with myself and with the Divine. It's important for me to do this with goodwill, charity, understanding, and compassion; although I cannot say that I am always successful with this part.

In my view, success for Methodist Health Care System would be connecting the world of spirit with the world of productivity in such a way that there is a blending, a "wholeness" that emerges.

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.

Defining and Measuring Success ñ for Career and for Organisation

Regarding career success, I mentioned earlier that my perspective has changed. In my earlier years, I focused on craftsmanship, careful conceptual and analytical construction and so on. I certainly continue to value high professional/craft standards, but I no longer continue to believe that a career is "created" by self-effort. Yes, it is necessary to be as prepared as one can be, but then it is important to completely open to the unexpected. In truth, no matter how well prepared I am, I am not prepared – because life unfolds according to the mystery of the universe, of which I am a small player.

I now believe that it is important to be present to the unfolding "now" and to anchor your career to the compassionate path. In a similar manner, the unfolding of an organisation's mission will encompass similar surprises and mysteries. Whatever our preparation, this will often take us outside the "comfort zone" of expertise, requiring the leader and the members of the organisation to be more open to the voices of others and to the transcendent voice that bears a thousand names.

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.

Defining and Measuring Success – for Career and for Organisation

Feedback from clients, employees and the press are important for the organisation. 360 degrees evaluation, you might say. If your NGO gets positive reviews in the press, if more members join your organisation, if more people give money to your organisation, that's success. It's relatively easy to measure in an NGO such as WWF. When people said, "I trust this NGO a lot more now than I did three years ago," - that is when I took over, - I considered this to be success. Although they were very sceptical when I arrived three years earlier, if I had not been a success as a leader, the employees wouldn't have backed me when the board wanted to fire me. Nor would the press have reacted in such a way. Our membership grew by 10 pct, which is a lot because we had a very big membership. When I left, it dropped again. We also grew the income from 30 million to 45 million Swiss Francs within the three years I led the WWF.

When I left because of the major conflict between the grassroots' enthusiasm and the professional leadership, the board was split, and many people had to leave the board as well. WWF was

essentially non-existent for two years, which was very, very bad for the organisation. This made me wonder, of course, if I had acted correctly, but the organisation probably needed the crash to be able to rise out of the ashes.

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.”

Defining and Measuring Success – for Career and for Organisation

I don't really have an answer as to how I would measure success from my spiritual point of view. I wish I could say that I have found the answer, but I haven't. I have for so long measured others and my careers with the usual financial and material success.

The reason I say that I don't know is because I think a good businessperson who has created a business must serve his or her customers, shareholders and everyone involved. That would be my measure. Now you can avoid making the tough decisions that require you to be successful in business and say that I have avoided all of the stress and conflict. If you were not stressed, yet you also did not fulfil your role as a businessperson, I do not feel this would be considered successful.

If I were to measure success in life I would say that it would be based on “am I happy?” This is how I want to judge my own life at this point as well. Going forward I would say that today was a good day if I did not feel conflict within myself.

Jensen, Niels Due – Denmark

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

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Defining and Measuring Success – for Career and for Organisation

What is success for me in my private life is first of all to have a good life in harmony with my family, and having children who behave well. Of course it also means something for me, that I make my daily income in order to support my family, but money has never been a target in itself, it is simply a means for being able to do things and for achieving various goals in life.

If we turn to business, in Grundfos it has always been a part of our policies, and particularly a major principle of The Poul Due Jensen Foundation (the majority shareholder), that profit is not a target in itself. Money and a good profitability are necessary for us to maintain a successful growing company, which is a good place for people to work in.

It is clearly with high pride that we in Grundfos are manufacturing pumps and pump systems, because these products really are helping society to grow, helping millions of people all over the world to fulfil certain very basic needs. We are in a business which does not do damage to others, does not contribute to creating wars, but which is really helpful for human beings all over the world. It may be for people in Africa with simple needs for clean water, or it may be for people in highly developed societies where they need a lot of pumps in order for everything to be functioning.

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.

Defining and Measuring Success – for Career and for Organisation

A key performance indicator of success for my business is financial health for all the people who contribute and deliver work. Our vision is to provide a home for people to come to, to be a collective power acting as a change agent in organisations. We will take on more associates, but we want to stay with the emergence process, so we can maintain a high quality for the business.

Success is financial success for everyone in the sense of sufficiency, in the sense of everyone involved enjoying financial freedom and abundance. We will keep on challenging each other, as the criterion is simple sufficiency and not being greedy for wealth. We need to provide and support ourselves, not just the business partners and associates, but also the contractors, suppliers, etc., and at the same time we will share that wealth back with the wide society. We know we are supported with abundance and choice.

I think finance is a very strong spiritual vehicle, because it touches our own personal interests. I believe in financial sufficiency for everyone that our business touches. I am not going to cut cost from what I give others in order to make more profit, because they need to make a decent living and equitably share the financial abundance we created. Also I am not going to give in to greed from others; it's that fine balance of the two, of financial sufficiency and greed. In our business we look at each other as partners. We know that we will always be provided for in the way that the universe always has provided for us as successful businesspeople, but we also need to watch out for scarcity and greed. I don't see us as totally clean from that; it creeps in from time to time in different “costumes”. We have to stay aware and to rise above such our own desires and attachments.

My personal growth and my business career are more aligned now than ever. I have experienced misalignment here and there during my career, but I have made a strong commitment to align the two, as we are one 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.

Defining and Measuring Success – for Career and for Organisation

How do I measure the success of our endeavours? My point of reference is the teachings of the great spiritual masters, for example, Krishna (as told in Bhagavad Gita) and Sathya Sai Baba, “Do your duty and do not focus your mind on the outcomes.” They tell us to do our duties to the best of our abilities and not to focus on the rewards, because the output is largely dependent on both tangible and intangible inputs – the performance of duties in particular. Success can in this case be “measured” in terms of the peace and stability of the institution, and in terms of the good social relations that exist between the teachers, the staff and the community. You can’t weigh it, you can’t directly measure it, but you can see it, and you can hear it, you can feel it, and you can read about it in the newspapers. A combination of all these can tell you if you are succeeding or failing.

From a more business orientation, success can be defined in terms of the realisation of the objectives of the business, which naturally include the welfare of those who affect and are affected by the organisation. Similarly, from the perspective of one’s career, success may be defined as the satisfaction that is derived from the application of one’s potential – the positive contribution that one makes towards the overall objectives of the business.

Therefore, in terms of the Sathya Sai Organisation, success may be defined and measured by the degree to which the fundamental objectives of the organisation - the unfolding of divinity that lies within each member – are achieved. That is to say, the degree to which members of the organisation become true reflections of the life and teachings of our spiritual master, Sathya Sai Baba, and also by being shining and beneficial examples to society.

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.”

Defining and Measuring Success – for Career and for Organisation

Personal success to me was the feeling that I was doing the right things and we were doing it right. I would not say that money is not important, but for me success is to be able to do right, to have a good feeling of what you are doing, and to run a wonderful team of people who are dedicated.

I must admit that had my work at Oticon not resulted in financial success, I would not have felt that I was successful. So for me the financial figures are important, but I have never seen them as an end, rather as a means. I knew my work was successful and I also wanted to see that it worked financially.

What was also important to me was for the company to increase its reputation among its peers. We were consistently rated very high on quality, management, innovation, financial performance and employee satisfaction every time you compared companies in any respect; that to me was also part of success.

People believe that Oticon has outstanding human resource management and that it is a place where you can become a part of a great team. In fact, we didn't have a specific human resource management department; we integrated this function throughout the organisation because we felt it was too important to leave to some specialist. It was an essential part of the company.

What we did was a role model for others and Oticon is still perceived as one of the most attractive places to work for engineers and other groups of staff. People were desperate to work with us, we were making a major difference with our customers, and we were recognised with our peers. And it all ended up creating financial value like crazy.

Levy, Ricardo – USA

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

Spiritual Theme

“Oneness”

Defining and Measuring Success – for Career and for Organisation

My best gauge of success in leading from a spiritual-based centre came as a comment from my wife when she said, “Boy, if you did not meditate everyday, I don't think I could have tolerated being around you through all of the difficult times.” Her words really show how much this helps me, I could actually be civil in the face of circumstances that often times weren't so civil.

There are a number of aspects to success for Catalytica. Having a healthy and motivated employee group that is excited to come to work every day is one of them. Bringing a product to market that improves the way people make things (electricity) or use things (diesel cars) will be a significant achievement. Being able at any moment to say that the struggle and effort is worth it when judged against the whole spectrum of one's life is perhaps the greatest measure of success.

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.”

Defining and Measuring Success – for Career and for Organisation

Yes, selling more newspapers can be an indicator that we are fulfilling our spiritual purpose. The market research done by us portrays that there is something in our newspaper that people want. People want the spiritual columns and other things that other newspapers do not have. The second indicator is the fan mail and letters that we receive telling us that what we are doing is good. The reader surveys also tell us that the spirituality column is working.

Now I ask you, why should I measure anyway? I am taking people through a journey. So my volition is not to measure at all. For my own research I am measuring a little bit, which I am doing by random sampling.

The indicators are also there internally, even if I don't actively measure them. Before six years ago we had so many industrial relations problems with the worst commercial union leaders. There were continuous slow-downs, strikes and lockouts. For the last six years there has been none of this; the union leaders have vanished and our attrition rate has come down from 23% to 7%. We are the market leader in every product that we are in, by huge margins. We are making huge profits, and in our debt equity ratio there is no debt, only equity. So what more do we want?

How has all of this happened? It has happened because we are concerned about the human being and their happiness. We are helping them, through spiritual methods, to know their latent divinity and they are feeling much more happy with themselves, with their work, and with their life.

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”.

Defining and Measuring Success – for Career and for Organisation

To me, success means that I get a chance to use the gifts that God has given me everyday. I get a chance to serve other people with those gifts and I help other people to feel heard and cared about and help them to use their gifts. If I keep my focus on this, then the whole dynamic of work will happen.

It's so easy to think that success is about the work that's getting done, but to me it is not about that. It is entirely about how people connect and the process by which you live your life. You show up, you

are fully present, you offer up your gifts fully, and you collaborate with other people. When you do this, the rest takes care of itself.

Success for my organisation would be that we get opportunities to work with people who can use our gifts, who are in alignment with our values, and who want to work in collaboration and partnership with us to build something great.

I believe that if clients truly want to use my gifts well, then it is an indication that they value good marketing strategy and they value the process of bringing their organisation together. From this, I know they will be people of honesty and authenticity and care about their people.

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.

Defining and Measuring Success – for Career and for Organisation

For me, the real measure of my success is how my obituary will be written when I die. When I die, I want my success to be measured by how much positive impact I have created. Yes, I have a direction that I am heading toward in my life, which is an intention to make a positive impact on people. But, I do not have specific, quantifiable goals that say I want to have had an impact on 50 or 100 people. My direction is clear and my vision is clear; however, it is not translated into quantifiable goals because that is not important to me.

I have never had a fear of failure; fear of failure has never really bothered me. I have consciously disassociated myself for the last four or five years from the results. My focus is on doing what is right and I know the result will follow. Within the process I may have a lot of hiccups and I may have a lot of bumpy rides, but that doesn't matter. I do what is right and I let the results follow.

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.

Defining and Measuring Success – for Career and for Organisation

The first measure of success is the happiness of all stakeholders. Happiness is the measure. The customers must be happy, the suppliers must be happy, employees must be happy, all must be happy.

So, what is happiness? It is not how much money you have made. If I earn money the wrong way, I will not get sleep. If I earn money the right way, I will get sleep. So earning money the right way is the correct thing.

Ultimately, there are four things that will make employees happy. If you love them, they will be happy. If you give them value, they will be happy. Knowledge and trust you must also give so they can grow. Then, they will become dedicated, knowledgeable, responsible people and you will get dedicated, knowledgeable, responsible work. We must honour our people, by respecting them, by sharing with them. All employees are shareholders of this company; we offer all of them shares as a special issue of shares, not as a purchase.

In the business, happiness is doing things the right way, in the right amount. This involves four things: cost, price, value, and worth. Cost is what we incur and we should minimize it. Price is what we are paid and we should optimise it. Value is the highest vision and we should maximise it. Worth is what we retain and we should protect it. So make your people into valuable assets.

All customers must be successful, all suppliers must be successful, all shareholders must be successful, and then the company is successful.

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.

Defining and Measuring Success – for Career and for Organisation

I would say that success in my life would be learning to conquer my fears.

From my perspective, a company is successful if it enriches its employees' lives – and even broader than that, if it delivers good stakeholder value.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Defining and Measuring Success – for one’s Career and for the Organisation

Success means for me, and probably for most people, realising our dreams, making them happen. If those dreams permeate throughout the organisation, then I know that I am transforming the organisation.

If the organisation is transformed in the right direction, then it follows on that I have achieved the right financial results. If I achieve the right financial results, the shareholders are happy, whether or not they believe in spiritual leadership. In the end, if the transformation takes place, everyone recognises that you have added additional value to your business – and that you are adding something else, your values as a person. But that “something else” is also what actually brings about and maintains the transformation, especially in difficult periods.

The higher you are in a company, the more your decisions affect things over the long-term. This means you must go through a maturity period. Critical turmoil periods always happen in organisations when you want to make big transformations. You cannot avoid these periods of immaturity. It is like aging wine, you need the maturity period, you need the tests and trials, you need to prove what you are doing – and maybe after a long time you can claim that you have a good wine. Even a good wine gets better if you mature it properly. Both the leaders and the staff members must understand this type of process.

Pillai, Anand – India

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

Spiritual Theme

Connecting with God, the source of “being.”

Defining and Measuring Success – for Career and for Organisation

I know that the ultimate success of a person is not measured in terms of their intelligence quotient (IQ) or emotional quotient (EQ), but in terms of their spiritual quotient (SQ), which to me is also their “success quotient.” I may be very low in my IQ. I may be moderate in my EQ. But I can still be a great success if I am high in my SQ. My intellect is a function of my age. My emotional reaction is a function of what is going on in my world. A reactive person is one who reacts to a situation; a pro-active person is one who controls a situation. Spiritual quotient is beyond all of this. It is the inner spirituality that lets you be a practical person, driven by your inner being.

Success as a leader is achieving what you have predetermined to do. Now what you predetermine to do is not your function alone; it is a collective, mutual concurrence with everyone involved. I do not determine success unilaterally; I determine it as a function of the environment, which includes people, colleagues, team members, and the organisation. I make a predetermined objective and when we achieve that objective, both individually and as a collective, then to me that is success as a leader. This definition comes from my inner understanding of spirituality.

If I were to define success from my materialist, ego-centred view of success it would be that the shortest distance between two points is a straight line – and it’s too bad if there is somebody in between. Instead, for me as a leader, it is getting the collective participation and the collective win of

everybody who is responsible in the system. It also involves motivation, inspiration, delegation, empowerment and collective ownership.

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.

Defining and Measuring Success – for Career and for Organisation

Success for me personally is achieving the goals I have set for myself, both in business and in my private life. I can feel that I have been successful when I have been called upon to sit on the board of such major organisations because they think I can contribute and I will speak out my own views, when I am called upon to do something which is important for the business world or the world of which I am a part.

What I am doing today was quite unusual for a woman when I started. It is a question of generation.

Success for me is also to have people within the company grow so that they feel it is their company, and afterwards they are able to take over and ensure that there is a good future for the company.

Success for me is also related to duty. At my present work at Pechel, the problem with private equity is that we have a duty to the investors. I am trying to do my best for the companies we have invested in and for the long term benefit of all the people involved. In life you are not always able to do what you want to do from your spiritual perspective, there may be a conflict of interests. In some of the companies we have invested in, we are such a minority investor that we are not able to have the kind of influence we are speaking of here.

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.

Defining and Measuring Success – for Career and for Organisation

To me, an organisation is successful when it becomes an institution that has lasting value, something that everyone who is involved in can be truly very proud of in the longer term. Even as an individual, it is important to me that I have made a difference in creating some lasting value in the new ideas I have introduced, the new systems I have created, and whatever else I have done.

When you are operating from a strong sense of values, you don't change your behaviour and treat people differently just because circumstances change. I am talking about fundamental ethical and moral values here. The most important values to me are fairness, love, caring, and trust.

The way the market is changing in today's world, three years down the line you may be in an entirely different business. But as long as you have certain strengths that you can leverage, you can keep moving into new areas. Some of those strengths need to be in people management skills, which you can take from one place to another, no matter what type of operations there are.

Raman, Ananth – USA

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

Spiritual Theme

“Awareness” and “Realising Divinity”

Defining and Measuring Success – for Career and for Organisation

Many times I have tried incessantly to succeed and yet I did not succeed. At those times I would question myself to see what I had done wrong. Was my effort inadequate here? Did I act unwisely? In some of these occasions, I had done everything correct, but I still did not succeed.

So, I looked at these experiences and realised that I should not feel despondent about them. I discovered that the only way to not feel despondent was to de-link the results from my efforts. The only thing I can really measure is the quality of my effort. Was my effort right?

Again, my learning from spiritual texts leads me to this view of success. I think basically that you should not measure success or failure at all. I think we should stop quantifying these types of things. The moment that you start to quantify successes and failures you tend to put some kind of temporary value to it and it affects you.

What's most important is to determine: “Have I made the effort? What was my underlying motivation? What was my effort? Have I given all of the effort that was required of me? Did I analyse it fully with the proper sense of ethical values? Was I influenced by any temporary kind of aberration during the process?” I *am* willing to measure this.

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”

Defining and Measuring Success – for Career and for Organisation

Success for me is the love and regard I get unsolicited from my peers and people. I believe that often times people are attracted to me, not because of the position I hold, but because I try my best to live my values.

I think if you are able to run any enterprise without being driven purely by selfish motives and with selfless service (karma yoga), then I believe that success will fall into place. When the motive of running an operation is selfless service, that does not mean you are running a charitable institution. It does not mean you give things away free and people come and go. It also does not mean that you cannot make profits. At an organisational level, success must be measured by the wealth that is created for all people.

“Wealth” includes a whole host of things. In addition to generating financial performance and growth, we help people to develop professionally and build a good resume so they can get a better job. We make sure that during each reporting time period, each person has been taught good values by our own organisational practises. We can actually create these types of “wealth” consciously in an organisation if we prepare the organisation to deliver it to their people. I very much follow a “balanced scorecard” approach, to measure success in creating these various types of wealth.

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.”

Defining and Measuring Success – for Career and for Organisation

The most successful person is the person with the least desires. The successful individual is the contented individual. Contented is not a word that means having given up in the face of opposition. You know you are content when you’ve got it. Now you can’t hold on to it all the time and you shouldn’t even try. But any experience of being content is an experience of success. So success could be as much about planning a garden as it is about running a major corporation.

This contentment can also be a corporate experience, and it does not mean the end of the growth of the corporation. It only means recognition of having accomplished what can be accomplished in a particular area. And in today’s market, that recognition is important to get. So when the respect for the stakeholders (those who exist in your economic and geographic sphere of influence) equals the respect for the stockholders, it results in a “content” corporation because now the personality of the corporation is the stakeholder and the stockholder together.

The only way that I will fail is not in business, but in my determined need to go to my centre, however I define that, in order to allow from that centre whatever it is that makes all of this happen, that has all of this materialise. I could have come out of the enormous battle I fought in Africa as nothing but a good man with courage who lost everything he had. And that man would have never looked back for one minute with anything else but pride on all that happened. At 80 years old, that man would be sitting on a porch somewhere looking back laughing at himself.

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.”

Defining and Measuring Success – for Career and for Organisation

I believe that the outward signs of success can be achieved in different ways. My preference, my way, is the implicit spiritual way.

For me success used to be about achievements of one kind or another, such as achieving a new culture in the company, achieving a quality program that opens people up, achieving the process-orientation. I do still believe in this process-orientation, but otherwise success to me is all implicit now. Success for me now is a lasting, positive attitude towards an opening up in the people, whose lives have touched me and that I have touched.

I feel a new value has developed in me to a larger degree than before and that value is contentment. So I measure my results by the level of contentment that I feel. This is different than feeling happy or sad in the face of success or failure; it is a more balanced feeling. I do feel joy, but it is a much lighter joy than before; it is not a huge laugh.

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.”

Defining and Measuring Success – for Career and for Organization

Success in my career has allowed me to do more things for my bigger family. I am so humbly grateful that I have been able to help my sisters and brothers and help my nephews go to college. I’ve also been able to learn things that I never thought I would learn, I have worked with so many incredible teams of people, and I have seen parts of life that I never thought I would see. To me this is what success is all about.

Having an opportunity to coach people and to be coached myself, having a chance to contribute and give back, and being able to create, those are successes to me.

I have had several companies come to me and offer me a CEO position in the last few years and I have turned them down. Why? If I took a new job like that it would take my husband and I completely off of the spiritual path we are walking in our lives, and I am not willing to do that.

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

Defining and Measuring Success – for Career and for Organisation

Exactly one month back, there was again an interview for the Chairman’s post here. The current Chairman, the chief executive of the holding company, was retiring on the 31st. Again I was selected as the number one candidate. This had happened before, so again this was coming my way. I thought, “I am blessed that the people in the whole company are hoping that I will become Chairman. All the workers are saying, ‘He’s the right man.’”

But I had no thoughts that I should aspire for that post. In my house, not even with my wife or relatives did it come in my mind that I should go for it. You might say I’m not a man of ambition. Yes, I have ambition, but I am not ambitious. There is a different between having an ambition and being ambitious. If you are ambitious you bring pain to yourself since it is desire-based. So I always tell the people, “Whatever has to happen will happen. Whatever is not to happen will not happen. So let’s be off.”

(Interviewers’ note: Another person was named Chairman nine months after this interview.)