



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

Developing an Organisational Culture

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 to develop an organisational culture, 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:**

<u>Name</u>	Country	Organisation Name	Sector or Industry	Position	Age	Years in Leadership
Aguenza, Floridas, F.	The Philippines	Planters Development Bank	Banking	President and COO	62	30
Behner, John R.	El Salvador	Nabisco	Food	Former Country Manager	66	40
Budin, Philip	USA	Royaltons Ltd.	Marketing	CEO	61	30
Canada, Francisco Roberto	Argentina	Errepar S. A.	Publishing	Director, Partner	47	20
Chand, Amber	USA	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	Graphtex, Inc.	Manufacturing – Electrical & Aluminium	Chairman & CEO, President	55	25
Ranganathan, V. V.	India	Ernst & Young India	Tax & Business Consulting	Senior Partner	53	24
Sinclair, James	USA/ Tanzania	Tan Range Exploration, Ltd.	Mining	Chairman	62	41
Vrethammar, Magnus	UK	Pergo	Laminated Flooring	Former President for Europe	52	22
	Sweden	Finess	Consumer Disposable	Former President, Consumer Division		
Webb, Janiece	USA	Motorola Corporation	Electronic Communications	Senior Vice President	47	28
Welling, S. K.	India	HMT International, Ltd. (Hindustan Machine Tools)	Exporter (Machine Tools, Watches, Tractors)	Executive Director	55	33

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Developing an Organisational Culture

Changing the culture of an organisation requires you to unify the values and to live them. So we have lots of different activities and programmes where we try to embed the values throughout the organisation at each level.

At one point we could really see the Lord moving through our organisation. We came up with an official culture change and transformation programme called “Whole Heart and Mind – the WHAM Way” which embodies our vision and mission, our beliefs and our values, and clearly defines the character that we want for our bank.

Under this programme, we have different levels of activities to bring our employees together and inculcate these values throughout the organisation. The senior officers meet regularly to discuss business, and simply to bond together and have fun. The middle level officers have their own group called the Middle Management Council. They too meet regularly and they get updated on corporate developments, and also to bond and have fun together. For non-officers, we have Staff Circles with the same format as that of the senior and middle-level officers.

Some of the ways we try to embed the organisation’s values is to do skits and have competitions; we all have a fun time and we like it. The feedback on these programmes is very good. It’s a way to reinforce the core values of our organisation as well as our vision and mission. These are creative ways of learning while having friendly competition and bonding. It is also a way of deepening value formation in the bank.

Of course, the best way to develop a culture is to live it out in practice. If our employees see us living what we espouse, it flows down through the organisation. There is no substitute to living out what you are saying. I know that it is important for me and the other officers to set this kind of example. I am trying to give our employees a better life.

I also believe that the right people are sent to us at the right time. This is especially true for our key officers who lead the bank. At one point, I did have to focus on getting the right person to head our human resources. I approached the head of our corporate communications but she said that she didn’t feel qualified to be the head of HR. I told her, “It’s not a mystery, I know you can learn.” To give her some time to learn her new job, I hired a consultant who was an ex-monk who was also doing work with Citibank and other big corporations. When we talked, I found a resonance with him and he agreed to work with us to help transform our organisation and build a spirit-based corporate culture. Working together, they have been able to actualise our vision for a truly spirit-led organisation.

We also have a technical consultant who had previously worked with the local Jesuit university on their programme on inner healing and the six stages of psycho spiritual growth. I believe that she too was sent to us at an opportune time, so we sat down with her to see how she could help our people. We realise there are a lot of wounded souls here and we worked with her to bring in her expertise. We also have another consultant who is doing some training with us and is willing to help us build our spiritual culture, without taking any fees.

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.

Developing an Organisational Culture

I remember when I was still in high school one summer; I took a job at the Times-Mirror Press. I was a typesetter and I worked two floors below the street. I came to work at six o'clock at night and worked till midnight. Every night Norman Chandler, who was the owner of the Los Angeles Times at the time, would come by. He would say hello to us and stop and chat. This to me was a good learning experience. I saw that when the owner is there and he knows the people, and even if he just says “Hi”, it is very important for the employee; he does a better job and is more conscientious in his work.

As a result of this, I used to go into the different parts of the company and get involved maybe for an hour. I would go down and load a truck and work side by side with the people from the warehouse. Now, why would I do that? Well, many times I might discover that there was some part of the floor that had gotten roughed up a little bit, and the forklifts were going over it and tearing up the tiles. They had told maintenance about it, but they hadn't done anything about it. Then immediately I could bring that to the attention of the maintenance department. Or I might discover products in the warehouse that were not moving so quickly. They had been there for maybe thirty days, which is easy to overlook on the inventory list when you have a lot of products.

Just the fact that I would work side by side with the people would give me a chance to talk to them and get to know them a little bit, although I always kept my distance. I wouldn't socialise or fraternise with them off the premises – but work with them, yes. Sometimes these people would come up to me and make a suggestion about improving a process, improving the work that they were doing. Then, if I was alert, I could immediately send people to look into it and see if it was worthwhile. I could talk to the purchasing manager, find out how much he could get, whatever it was that was needed; I could also talk to the maintenance manager to see how difficult it would be to set up whatever they were talking about, and try to put the whole thing together.

As to teamwork, in a spiritual sense, this is working together. The more unity that one can create, the better the workplace will be and more work will get done in less time. For example, in production, we would have a team, a group, which would be responsible for a certain area of the production or certain processes, then they would take turns at the different positions, so that everybody knew every position. This helped a lot. In the sales department we also did a lot of rotation, so that people knew different routes and different customers they had to deal with. It's hard in the western cultures to create this unity when there is so much individualism with everybody going their own way or trying to pass the buck.

In my position, I required someone in whom I had complete confidence in his or her honesty and ability to carry on when I wasn't present. In my personal case it was my private secretary. Of course,

the auditors would always bring up the point that there was a conflict of interest, and that the private secretary couldn't possibly sign checks or anything else. But I had her sign together with the personnel manager who was also a devotee of Sathya Sai Baba and in whom I also had complete confidence. Because of my confidence in the honesty and integrity of these hard working people, and the fact that they knew my philosophy, I didn't worry about titles. I had these people as the ones who could sign checks and take major decisions about any type of action that needed to be taken, although obviously when it was a sales question or a promotional thing other people got involved.

Another thing that was really important in treating the employees well was that I would allow employee loans. An employee could borrow up to one month's salary at no interest and pay it back over a period of time, depending upon the employee's need and family situation. Some paid even in a year's time. The only thing we would ask was that they paid off their previous loan before we made another loan. One other thing we did was to create our own eating-place for the employees. In that way, we could make sure that the food had a good quality and keep prices down. One of the ladies working in the factory liked to cook, so we told her she could have her own business. She made a very good, prosperous business, and later she branched out. Today she has three or four canteens.

Budin, Philip – USA

"CEO of Royaltons, Ltd. in the USA"

Spiritual Theme

For me spirituality is equanimity.

Developing an Organisational Culture

Overall, spirituality helps me in all situations of life. I don't apply it towards business; I apply it towards myself. So spirituality, which to me is equanimity, applies only to me. I cannot enforce it on anyone else. And, applying it to myself allows me to operate in my business world and accomplish what I need to accomplish within an expanded consciousness, with peace and calmness. I can get angry and I can yell, but it's just a hat that I'm wearing because at the same time internally I feel at peace.

Canada, Francisco Roberto – Argentina

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

Spiritual Theme

Loving God.

Developing an Organisational Culture

The concept we work with is to be responsible, to perform right action, to do what has to be done. In the weekly meetings, we replace the word *dharma* with responsibility: Responsibility for the whole company. Responsibility for the areas the people work in, responsibility in the relationship between the manager and his employees, responsibility in the relationships among the employees,

responsibility in the relationship between the manager and his family as well as the employees families, and the responsibility of all of us for ourselves.

The conceptual framework for these meetings has not been written down; it is transmitted orally. Sometimes the managers have to make decisions, which are so subtle, that they say: “Well, there is a thin red line between what is a good decision, and what is not a good decision, between what is right to do and what is wrong to do.” We try to make people aware of what has to be done in those situations. For example, some people discover in these meetings their own difficulties in making decisions, and we help them find out how to overcome that. But it’s also important to point out that everyone brings not only his or her personal values but also their personal problems (from inside or outside the company) to the weekly meetings. We not only deal with problems of leadership and decision-making, we also go beyond the company and deal with the individual employee’s personal affairs that have directly connection with the work. Of course the privacy is always respected.

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.”

Developing an Organisational Culture

I see creativity as potential. I am attempting to develop a culture that really impacts, affects, influences and cultivates creativity – where people here feel that they are really encouraged to use their creative potential to its highest manifestation. So whether they are in technology, customer relations, or planning, they feel that they can come and have their voices be heard, and they can truly experience a place where they can celebrate their own creativity. And they are given all of the opportunities to do that. Given that we are honouring the creative act of artisans globally, it only makes sense that we would really, truly encourage this within our own company.

If we look at companies as communities and the employees as the caretakers of those communities, then they will feel that they are working toward the same purpose and that they are aligned with a greater purpose than just their own individual goals. So I think this way of seeing creativity can be beneficial to all.

I am also interested in having this company be more open in its capacity to communicate and to explore what it means to be respectful and respected. Diversity is also one of our core values; we applaud diversity. I would love to see how we can grow in our capability to meet and embrace other colleagues who have very differing opinions to us. For me, that would be to embrace them with compassion, balance, grace and friendliness.

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

Developing an Organisational Culture

I have always believed in one thing: to find out the attitude and self-motivation of anyone whom I am hiring or working with. I look to see if they have the right attitude, if they have a positive frame of mind, and whether they are self-motivated or not. I do not believe that motivation can be prompted by money or outside things; it must come from inside. I ask them questions that help me to see their frame of mind. I ask them what their motivation is and why they want to do whatever they are doing. By asking questions like this I can usually tell within fifteen minutes what this person is like.

I believe that when a worker comes out of his house dressed in his uniform and carrying his tiffin (food) box, he has a mindset that he wants to work that day. How can he be thinking anything other than this? I used to tell my managers this in response to their complaints that the people did not want to work. I believe we are the ones that have created an environment that has given him the feeling that he does not want to work. Either he does not like this place or the equipment is not working right.

When a man says his prayers and puts on a full uniform and leaves his house at 7:00 in the morning, he has come to work. Let us create a good environment for him to work; that is what I call spirituality. When we create an environment for the people where they want to work, then they will automatically change. I cannot tell them to change; I can only create the environment in which they feel that they want to 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.

Developing an Organisational Culture

Empowerment leads to the unleashing of human potential. Unleashing of human potential leads to cultural moral authority. And cultural moral authority is the key to the sustainability of the organisation.

So empowerment is a precondition for cultural moral authority. But empowerment requires far more than visions and missions – it requires the establishment of structures, or systems, of policies and processes that enable the organisation’s members to translate the more strategic goals into their daily practice.

In my book on *The 7 Habits of Highly Effective People*, I called the 7th habit “sharpening the saw”, by which I meant that we must continually renew ourselves physically, socially, emotionally, mentally, and spiritually. It’s the habit that increases our ability to live the other habits of effectiveness. In an organisational context, sharpening the saw means that the top-people have to be out in the field, and they have to get to know the people they affect and know their families and their situations. This is not a waste of time, it is renewal; if you don’t feel the pulse of people, you can’t serve them and you can’t feel the pulse of God. You can only serve God as you serve other people, and you don’t feel the pulse of people unless you also feel the pulse of God, because you know that they are divine brothers and sisters to you.

The problem is, when you are in a huge, growing organisation, how do you do it? It’s so abstract; you are so insulated and isolated from what is in fact going on. That is why Jack Welch from General Electric said, “I never really got it until I started having workout-meetings and I began to see the potentials of these people.” Those workout-meetings at GE got very authentic and real. He describes the movement from the micro-managing from the hierarchy, and making these distant calls that had tremendous impact on peoples’ lives – to where he began to realise that the legacy that they wanted to leave for the core competences in GE was the development of distributed leadership everywhere. Therefore he had to be out in the field; he had to listen to the people, talk to them, rather than sit around, talking to his CFO (Chief Financial Officer). He discovered that a primary focus of his leadership was to embed leadership development in GE’s genes. Leaders at GE would have to embrace change, become nimble and adaptable, no matter where they were in the company hierarchy. And they would have to develop their organisations so they would not be personality dependent, but system and culture dependent.

In my country the HR (Human Resource) person has kind of been driven out of the front room and replaced with the CFO and the auditors because of the fear of not complying. The new laws have really contributed to a mind-set of compliance.¹ But complying is not a spiritual principle. Compliance has to come from the heart. There is such a fear of being challenged legally that in many organisations it takes the place of spirituality, and formal authority replaces moral authority. I also think this is one of the reasons why most celebrities have secondary greatness rather than primary greatness – they are constantly being nurtured by the popular culture. But I think to get people to be independent and to then choose to be *interdependent* based on principles is the real challenge to those leaders today who realise that moral authority underlies formal authority, and that the purpose of the organisation is to serve.

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.”

¹ Stephen Covey is referring here to the Sarbanes-Oxley bill in the USA, which holds leaders criminally responsible if their company’s accounting is faulty.

Spiritual Theme

Love and respect others.

Developing an Organisational Culture

I try to select individuals who are ethical, righteous, honest and loyal to work for me. I tell them this when I hire people. When I was Governor, I had the top-level officers trained and instructed in certain ethical values. Among themselves, the whole group then created a charter of principles that they would go by. These were people I had working for me at a higher level. Some came from the private sector; some were civil servants.

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.

Developing an Organisational Culture

When I managed people at the bank, I told them that I didn't want them to work over eight hours a day because I respected their personal life. I told them not to give me excuses, if they needed to go and take care of a family matter, then they should go. To me this was more important than the work we were doing. If I found people who were working overtime, I told them we should look more closely at why they had to do that. Maybe we were asking them to do too much and we needed to adjust that. This way of being has also allowed me to enjoy my life more. For example, I had always wanted to play the drums and last year I bought a set of drums and started to learn how to play.

I have attended meetings where everyone is so stressed. There isn't enough money to buy supplies, customers are not paying, our bank is reducing our line of credit, these types of things. Being the Chairman of the Board, I ask them, “Why are you so uptight about all of this? We are mainly spiritual beings. Don't let all of this kill you.” The General Manager of our plant in Peru is an artist and he loves to paint, even though he now runs the company. I have said to him, “I would love for you to stay here, but you are an artist, why don't you go and paint and leave the company if this is what you would rather do?” This attitude helps him to step out of his problems. One time he told me that his wife wanted to leave the country, so I told him to take her and go and assured him that we would find a solution here if he left. To me his marriage is more important than his position at the company. So this type of attitude helps to relieve these pressures.

There is a saying in Peru that your problems go up enormously at night. So if your life is a nightmare, then your problems are there all the time. I try to help people see their problems from a more spiritual perspective. Sometimes I tell them, “We've come from eternity and we'll return to eternity. Don't lose your perspective of what is most important.” I don't mind saying this even in our management meetings; it helps them to see things differently. Sometimes they even say that they need more of this kind of attitude.

Sometimes I do talk about spirituality and how it is above everything. If they are having a bad time, I try to help them see that there is a reason for it. This doesn't mean that I myself never complain if something bad happens to me, but down deep I really know that there is a reason.

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.

Developing an Organisational Culture

Beyond the steps we are taking to start our organisational change from the top and moving forward in phases, for me the most important way that I communicate about spirituality is through my direct relationships with people. This involves listening to people and sincerely hearing the fear behind their concerns. There is a natural element of scepticism that comes in to play here at Methodist Health Care System because over the years there have been programmes rolled out with a lot of fanfare that never really made a difference. So I try to both honour and allay those fears and help them to trust that we are all making a good faith effort to live the values we have set out for the organisation.

As a result we have deliberately avoided making a lot of noise about what we are doing. We're not trying to work completely behind the scenes, of course, because we want to involve a lot of people in the process. But we do let new ideas emerge as they are ready to take hold.

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.

Developing an Organisational Culture

The essence of organisational culture is in "relationships". Relationships between all stakeholders encompassed by the organisation in its "open system" context must be truly "human". In my Judeo-Christian tradition, the essential message regarding relationship is to "love others as myself". In this spiritual tradition love needs to be the test of all aspects of organisational culture.

There is of course, as in all things spiritual, a paradox. Business requires competence, motivation and discipline. At the level of "actions" the culture (inclusive of reward systems) must take into account performance. Yet, we all realise that an organisation that simply focuses on performance is "cold" and "alienating". So mystically, performance must be transformed into a form of loving service. We then can create a culture that sees disciplined effort as love, even "tough love", requiring high performance without rejecting "unconditional" love.

A powerful example was given to me by a student who worked for a company that made electronic microchips. At first she said she did not think of her company's business as "spiritual". Then through the meditation experience of the spirituality seminar, she began to realise that her company's product was in pollution control devices, medical devices, educational devices, etc; that the product served important human needs. She also came to see the organisation as an important steward of resources, of environmental protection in its manufacturing process, as an important creator of wealth for both employees and society, etc. Only when she possessed this "mystics" eye could she begin to reframe the cultural imperatives for her company.

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.

Developing an Organisational Culture

Thinking of my forthcoming work at the National Museum, it is my hope, that everybody within the organisation will share a vision of where the museum will be in five years time, that we will all go in that direction, and that everybody will go along more or less at the same pace.

The idea is to develop the vision using a process that engages the employees, where we agree on the milestones. My job as COO of this organisation is to make sure that people then do what they say they will do. On the one hand it's organisational, but it's also spiritual in the sense that you are responsible for your own behaviour. If you say yes, then you do it.

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.”

Developing an Organisational Culture

Every where I have worked, I would set the standard that 60% of our success would be based on the financial results and 40% would be based on the effort. From this we tried to reward everyone based on both results and effort. The ideal of course was when a person put in the proper effort and got the result. However, this doesn't always happen. Sometimes you have to encourage people to go into bad markets in order to expand and when this happened I felt that we must reward those efforts as well. If there is a pattern of no results, then you do have to look more closely at the quality of effort.

When I was running the corporate retirement 401K business at Bankers Trust, we went through a big process to set objectives and identified the ideal attributes that the people should aspire to at each level. We tried to encourage everyone to work toward these ideals. At that time, most of the employees had come straight out of high school or had only a few years of college. So I did what I could to upgrade the people. Plus, I started to bring in MBA graduates. Some people left naturally and we only let people go who made repeated mistakes and did not seem able to improve themselves.

Jensen, Niels Due – Denmark

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

Spiritual Theme

Empathy, compassion, and love for my neighbour.

Developing an Organisational Culture

We work with what we call values-based leadership. We try to develop an organisation of people who take responsibility not only for their job, but also for the company. Over time we have tried and continue to try to implement some core values.

We have eight basic values, which we try to promote and exercise on a daily basis, not only in top management, but the whole way through the company, hopefully this means by each employee. Of course it takes a long time to get this perspective in the backbone of every employee, and for new employees it takes several years to understand the real meaning of these basic values. They are described as:

Sustainability: We will act in a way that minimises our negative effect on the natural environment and our work environment.

Focusing on people: We respect human rights and operate in an ethical manner wherever we operate – and treat our employees as we treat our families and friends.

Global thinking: Not only will we operate internationally but we will respect local values, cultures and societal conditions, while living up to international norms.

Open and honest conduct: We will be a trustworthy and reliable company with a high level of transparency with respect to our stakeholders, with our employees having top priority, and where dialogue is in focus.

Leadership: We will be a world leader in the production of pumps, with a high degree of self-reliance, respected for the quality, design, longevity and value of our products.

Partnership: Our customers shall consider us to be their stable and long-term partner, not just a supplier.

Responsibility: We will be respected for our responsible behaviour with respect to our employees, customers, suppliers, the local societies where we operate, and the environment.

Independence: We will continue to develop Grundfos by primarily investing our own means and maintaining our independence, in accord with the wishes of the founder; high profits are a means for the concerns continued development, not a goal in its own right.

Within the last four or five years, we have tried systematically to work on the introduction of these basic values throughout the organisation, but it takes time. Hopefully we will end up with an organisation which is not managed from the top through a lot of instructions and orders, but rather managed in a way, so that every employee feels related to these values and exercise these values in the actual situations they meet in their jobs. We hope this will make the people more motivated, more engaged and to pull much more in the same direction.

The way we work with these values is first of all to try to demonstrate through our own behaviour that we live up to them. Management has to take its own medicine, so to speak. Living up to the values is an exercise on a daily basis.

We have put all the eight basic values together with our mission and vision in a small pamphlet, which has now been published in 24 languages. Each new employee gets this booklet, but this is only the

beginning. In each company and in each department we will discuss these values with the employees: "What do the values mean to you in your daily situation?" One value may result in one kind of decision for a top manager and quite another decision for someone working on the production line. It is important, that the man or woman working in production knows exactly how he or she should exercise and practice these values in their job. That is why we have a very long and careful dialogue with employees over the years in group-meetings and on an individual basis. It all comes back to dialogue.

We have experienced a few situations where there have been attempts at bribing and corruption, but it is part of our fundamental policies neither to accept bribes nor to do business that in any way involves corruption. I am not aware of any major opportunities that we have lost because of saying no to demands as to corruption.

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.

Developing an Organisational Culture

Right now in our Institute of Human Excellence we are working from the outside in, directly facing the issue of "Being the change in the corporate space". With our combined corporate experience, we are able to use the language that is connected with the senior people from a business paradigm. One thing that is really challenging us is to see a paradigm of trust and collaboration and get away from the paradigm of competition and fear. We exam ourselves very hard on our business strategy in every little thing we do – how we make our business proposals, how we meet with people, how we decide to take people onboard or not as a lot of people want to join us. This is a continuing journey.

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.

Developing an Organisational Culture

The culture of our Sathya Sai organisations may be divided into two categories:

1. Non-Negotiable Aspect: Practising the Human Values by all its members, no matter what culture they may belong to.

2. Negotiable Areas: These include matters such as the religion, language, songs, dress, food, customs and traditions of the country where the organisation is based. The organisation must be anchored in the culture of the people. Cultural adaptation must be seen though as promoting the activities of the organisation.

For instance, at Sathya Sai School in Ndola, teachers and students do not wear coats and ties. The British system of education, which was maybe developed a hundred or more years ago, is not used to our more informal dress code. School children in Zambia must dress like London-boys and London-girls; the boys for example must put on a coat and tie, even though they come from huts. You see them coming from the bush, wearing coats and ties. All the songs are in English; everything is in English. We said that at the Sathya Sai School we were not going to do that, no coats; no ties. We were going to dress simply like our people. Well, that was a big challenge.

The teachers didn't like it. There was going to be a rebellion. But we stood very, very firmly and said, "That's it! If you want to develop an educational system with respect for the culture, you can stay, otherwise you don't stay." Today the teachers are very happy; they thank us. They are very simply dressed. Even when the president of the country comes to visit the school there are no coats and no ties. I said to them, "See, you are not judged by the clothes you wear, but by the work you do."

Songs are sung in the vernacular, and greetings in the local language are adopted. Even for the boys to wear white clothes to school, as they do, was a big challenge; but we have the courage of our conviction. The other boys outside used to call them "jail birds," because prisoners in Zambia wear white clothes. We said, "What about doctors, nurses, scientists in labs, etc.?" This was initially a big issue in the school.

Sitting on the floor was another big issue. In Zambia, people don't want to sit on the floor; you must have chairs. We said, "No." We got mats, and everybody must sit on the floor - students and teachers as well as parents. At first, they didn't like it at all, but now they love it. This is consistent with the local traditional cultural expectations. In addition, shoes are taken off when entering the Auditorium for prayers. These practices are a true reflection of traditionalism as perceived locally.

Another big problem was working long hours. The teachers didn't like that at all. In Zambia, since schools are few and children are many, the government has introduced a shift system. Typically the first group of students and teachers comes in the morning and is in school up to 12, at which time they are finished for the day. Then the second group comes in. In contrast our working hours are from 7 AM to 4.30 or 5 PM. Teachers didn't like that. But now they do. And I used to make them work on Saturdays. Teachers had never worked on Saturdays here. Even with all of this, people have now perked up, because now they understand that hard work is important. We believe that work is worship. And we quote the Bible which says, "Out of thy sweat shall thy eat bread." It is in the Book of Proverbs. Unless you sweat, you will not eat bread. So you have got to work.

In recognition of the fact that Christianity is part of the culture of Zambia, virtually 100% of the school population is Christian; the school gives prominence to this religion. There is no attempt at indoctrination. Genoveva and I were brought up in the Christian tradition, and to a large extent we are familiar with the Bible. We often talk about so many things from the Bible. This, the whole community knows. Although I don't go to church, I'm still a Roman Catholic. In the school we sing Christian songs, we celebrate Christmas, we venerate Jesus Christ and the good works of the Christians, etc. and we are comparing them with what Sathya Sai Baba is doing. So nobody sees us as a threat. Sai Baba says, don't evangelise; don't try to convert anybody. We tell the children and the teachers to go to their churches, so the people are happy.

When we started the school there was only one car, which used to bring one Muslim boy to the school. Now there are 20-30 vehicles including cruisers coming to the school. All the well-to-do people in town want to bring their children to the Sathya Sai School, and there is a long waiting list. In fact, one of the big problems we have is the selection for the next year. People from all over the country would want to send their children if it were a boarding school. They keep ringing and asking, but it is not.

Now others must soon take over; we are ageing. We have prepared local teachers who have been with us for ten years to carry on our work. The school has for the past three years been in the hands of the local people. We are also preparing some of the teachers at the school to upgrade their knowledge, those with BA degrees to go for an MA. That would make them qualified to teach at the Institute in two or three years.

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.”

Developing an Organisational Culture

The process that we went through at Oticon was:

- First, we focused on downsizing in order to survive
- Second, we focused on our strategic situation and chose our new strategic direction
- Third, we focused on making it happen by building a unique organisation that served our customers

Although the values were there all along during this process, I was not consciously aware of them; I did not use them as a conscious frame of reference for my decision-making. Clearly, looking back at the decisions we made, the values were there, but I didn’t think much about them at a conscious level.

Once we had built the organisation, I asked, “What’s the next step?” Our next step was to clarify the values. Phrasing the values, discussing the values, achieving consensus and all of that first occurred about five years after I started. I felt that this organisation would be much more sustainable if we were conscious of the values on which it was built. We can change the organisation, but we can’t just change the values.

To summarise the cultural values at Oticon in a few key words, I would say...

- First of all it was to “focus on your neighbour,” where your neighbour in this respect is primarily your customer. These were the people whose hearing were impaired and were in very difficult situations. So we focused on what we could do for these people.
- Second, we created a culture in which people were responsible, not only for what they did, but also for what we all did together. So this was responsibility for the whole organisation.

- The third thing emerged clearly from the first two and how they were implemented, and that was a clear element of caring for your neighbour - your colleague.
- The last thing was creativity; the culture urged everyone to continuously question what they were doing and to find a better way and new ways to do things.

I don't think these values are industry dependent; I think you can do this in virtually any industry.

Levy, Ricardo – USA

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

Spiritual Theme

“Oneness”

Developing an Organisational Culture

I address here the issue of organisational culture from the standpoint of “organisational spirituality”. Because spirituality is such an individual journey, I do not believe one can talk about the spirituality of an organisation, just the spirituality of its individual members.

We hear all of the time in the newspapers that company A made a deal with company B. But what was really happening? A person or a group of people were making a deal with another person or group of people. It always comes back to the individual. So you can't have an “organisational spirituality” in my opinion, and any attempt in that direction will be potentially problematic.

The way that I contribute to our culture from a spiritual side is that I do not hesitate to talk about my own spiritual struggle, when the opportunity is appropriate. The people in my company know that this holds an important place in my life. How does this translate to my company? By how I treat my employees, whether I display empathy, compassion, fairness, and consistency.

The hardest test of this is when I have to let people go. To me this is where my sense of spiritual oneness really plays a part. This is where I think deeply about what will happen to them and their families. And I think about how I can help them get through the trauma of a lay-off.

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.”

Developing an Organisational Culture

For the last 2 to 3 years, I have been conducting a study on the impact of spiritual methods on individual behaviour and human productivity. We took a random sample of every 5th person from the employee roll, be it a journalist or a manager or a support staff. We invited them to participate in this research study, which would be conducted as a six-month course. We wanted an unbiased sample of employees to participate. We told them in the beginning, "This is an experiment and you are most welcome to participate; if you do not want to participate that is okay. If anyone wants to dropout you have complete freedom to do so."

We believe that spiritual methods will increase productivity and efficiency, and will make everyone a better human being. This is a structured course where we teach meditation, pranayam (breath control), stress release exercises, relaxation exercises, yoga and a lot of behavioural science interventions. I am merging behavioural science and spirituality in this course. Ultimately, this is for the development of the human being and to help him/her to manifest the latent Divinity. Honestly, I don't know what is a spiritual method and what is a non-spiritual method. To me anything that develops a human being is a spiritual method.

At this point, the course is still in an early stage, we don't even know if it will work. We will continue to add things like transcendental meditation from Maharishi Mahesh Yogi and Art of Living from Ravishankar. I share with them that I have learned from all kinds of gurus and seers without ever thinking that one was right or one was wrong. I know that these gurus and seers are better than me; this is definite. So why not use their work to help?

This is a six-month course where the participants do three days of workshop every month. At this point about 400 people throughout the company have participated, all of them were picked through the random sampling. There have been more journalists than managers that have participated up until now. And, there have been some dropouts.

When we started the six-month research study, we used the employee number as the basis for selecting a statistical random sample so we could get both a vertical and horizontal slice of participants. So each program has a wide variety of caste, creed, and nationality. We told them they must see the beauty in everyone for the next 3 days and they must suspend their judgements, "You have judged enough before and you will judge enough after, but for three days you are to rest your mind and not judge."

In the first workshop, we delve into the whole question of "what is the purpose of my life and why should I exist in this world?" Then, we get into the question of "what am I?" We examine the body and mind through experiential exercises. For the body, we look at what the body is, how much space they are occupying, how much freedom they have given the body, and how much perfection they have done to their body. Then we get into the whole concept of mind. What is mind? What is intellect? We explore the manas (the mind that deliberates, desires and feels), buddhi (the intellect that understands, reasons, and decides), ahamkaara (the "I" sense of the mind), chitha (memory), and these kinds of things. Then we see how to integrate the body and the mind. We use a lot of psychodrama to build a reflective atmosphere that promotes inquiry and insight.

It is completely experiential and throughout we do a lot of stress-relieving exercises. We do a lot of deep breathing, lying down and relaxing. For the first time they are experiencing something they were never taught in school and colleges. They see that it is easy to relax, it is easy to sleep, it is easy to have some joy.

The second module is on creativity and innovation. There we teach four things: observation, introspection, conceptualisation, and actualisation. For observation we show them how a photographer can photograph well because he observes. We teach them the value of observing by

having them observe their past, their life, nature, trees, leaves. People find that they have not looked, they walk but they do not look at trees, they do not look at flowers. We go through this observation in great detail. I have a lovely film made by a National Geographic photographer on everyday creativity, which teaches them a lot about observation.

We continue like this throughout the remaining six modules. We also teach all kinds of meditation because I believe that one type of meditation does not fit everyone, we must provide a variety so everyone can find the one that is best suited for them.

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”.

Developing an Organisational Culture

I have been thinking about the type of organisation I want to create a lot lately. I’m not sure if I want to grow to be a large firm and deal with all of the challenges associated with that or if I want to remain a small firm as I am now. I haven’t really made that decision yet, because I am not ready.

What I do want for all people, whether they work specifically in my organisation or not, is to empower them to be fully engaged, fully alive and use all of the gifts they have. For me, this means having fun, laughing, being creative, having lots of great ideas and framing them in a way to share with others. This to me is experiencing a vibrant life. What I most aspire to is to help others feel passionately about their life.

One time, we were working on a large project, and one person spent all of his time during the entire project telling everyone why it was going to fail. He was the biggest nay-sayer I had ever met in my life. But I loved him dearly and recognised that this was his way of expressing his fears and that he genuinely wanted to be helpful. I feel that fears are gifts and that they can be helpful if used properly. Because I knew he could not be productive until he felt he had really been heard, I would typically spend the first minutes of any meeting and let him share his fears. So the group really learned a lot during this process and learned better how to accept him.

I also found that my sense of humour really showed up with him. For Christmas I gave him a sign that said: *What would you do if you knew you could not fail?* I noticed that people started treating him differently after they saw this sign in his office.

There was one person on the project who said that she wanted to leave the company as soon as the project was over. When I asked her why, she explained that it was because this person was so

negative. I helped her to see that this person was in reality only a reflection of her own fears and that unless she resolved those fears within herself, she would continue to have this same type of difficulty no matter where she worked. As a result of this, she has not left the company and instead she now makes a list of the things he does to annoy her and tries to find ways to resolve those difficulties within herself.

I do believe that people have their own best answers within themselves, and so these are ways that I try to help the people on the client teams I work with learn and grow. My goal is not just to help them while we are working together, but to teach them wisdom and skills that will help them grow long-term. One of the ways I do this is what I call an “internal audit”. I meet with everyone on the team and I hear their perspectives. I ask them what they think needs to be fixed and why, and I ask them what they most want out of the project. I write all of this down and organise it into an overall report, which also includes my marketing insights. Then I present this back to them and make sure that everyone agrees so we can develop a common perspective and goal for the project. This process helps me to connect with everyone on the team and helps me to understand where everyone is coming from. This also makes sure that everyone’s voice gets heard.

This type of “internal audit” works with people at all levels of the organisation. Right now I am doing this with an executive team that bought another company and wants to find a way to bridge the two companies’ models together.

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.

Developing an Organisational Culture

I want to do things that are governed by nature’s law. I do not believe that something will work if it is against the laws of nature. So what are the laws of nature? Nature is nothing but science. There is a principle in physics and electrical engineering called “impedance matching.” What it means is that there are two devices, A and B. If these have to be connected and if the power transfer between these two has to be maximum, then their “impedance” or “resistances” should match.

I believe in this same principle as far as human relationships are concerned. My approach is to really understand an individual, individually. I want to understand their impedance and then I will position myself so that I can match my impedance with their impedance. That way our relationship can be the most productive, most powerful. See, this is actually science, and science in my opinion is nature.

I do not believe in force because I think it is against the law of nature. I have never attempted to force any of my associates in the last five years on even a single issue. I believe in dialogue. If there is a lack of alignment between what I think and how others think, I would rather focus on coaching them instead of using my position to tell them what they have to do.

The other principle I use that is related to this law of nature is that very often we do not recognise that every individual is unique. In the workplace I have seen a lot of conflicts, a lot of issues, because we tend to forget the uniqueness that each individual has. That, in my opinion, is against the law of nature. If you look at it, God has designed each of us to be unique; that is the reason we all have unique DNA's. If our DNA is unique, and that is God's way of telling you that every individual is unique, then we must understand how each person is unique and how we tap into that uniqueness to do something productive.

I place a lot of emphasis on understanding each individual, individually. When I know that an individual will do well in a certain environment, then I will make sure that their job is designed that way. I distinguish between skill and interest. I may have tremendous skills in being a great marketing manager, but I may not have interest in it. My belief is that if I am not interested in something then I will not be passionate about it. If I am not passionate about it, then I will not be successful in it. I like to talk about this because I have seen in many organisations that most managers focus on their own personal evaluation of people, rather than trying to understand the individuals and their interests well. Their thought processes are governed by their own evaluation and it may be completely wrong.

Generally within Lucent, there is a tremendous amount of respect for people. The amount of freedom it gives to its people, the amount of training and development it provides to its people, and the way people are treated, makes it certainly a great corporation. That is the reason I have worked here for the last five years.

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.

Developing an Organisational Culture

Each person has a physical body level, a mind level, a thought level and a spirit level. The moment trouble comes, a man will look to the “I” levels first. Suppose today a building has fallen down and water has come in. At first, “I” am in trouble. When I join together with another person then God is there and I move from “I” to “we.” Then we begin to discuss hope and Divinity is there.

We must move from “I” to “we.” It doesn't matter if anyone believes in God, Rama, Krishna, or Sai Baba, when you believe in another human being you are touching Divinity. Inside humanity is God. So if you search inside another human being, you will find God. Like the *Gita* says, one day the buddhi (wisdom) will come, and you will become enlightened (you will know God).

You must build the people for success and appreciate them. When you want to reprimand, do it like a dose of medicine. Appreciation is like food: morning breakfast, afternoon lunch, evening dinner. But, discrimination and punishment you do like a medicine: required dose, required time, doctor is present. If you give continuous medicine and no food, man will die. If there is only food and no medicine, there is no correction and improvement. Regular food and required medicine ensures health and strength. Integrate recognition and correction appropriately and optimally. So in an organisation, reprimands and punishments should not be given continuously, like a mother-in-law might do. It should be mother-in-love, not mother-in-law.

Whenever any person comes to me, in each transaction I evaluate: “When he leaves from my office, has he become small or has he become tall?” I measure. If he has become small, I will not let him go; I make him sit. Only when he becomes tall he can go. Only when he becomes happy he can go. An unhappy man cannot leave my room. If I were to abuse someone, when he went away I would be unhappy, and he would be unhappy. I may fight with him for eight hours, but I keep at it until he is happy. An unhappy man cannot escape from me. Only a happy man can escape from me. And everyone can judge whether the man is happy or not.

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.

Developing an Organisational Culture

If I were developing a larger organisational structure, the kind I would like to develop would be non-hierarchical and recognition-based, and one that tries to break away from the politics of work.

In addition, we would get away from things like copying e-mails from customers as an insurance policy in case someone comes back and complains. This would be an organisation where people can trust each other. I think it comes back to putting into place a strong organisation structure that recognises people as individuals.

Some time ago I saw an interesting video in a management-training course, and I am still thinking about this video. In this video a highly successful and respected leader of a major international company talked about the 10% rule. This is where they go through the company and they weed out the bottom performing 10% each year. In the first 1 or 2 years, it is okay, but in the 3rd, 4th and 5th years it becomes harder and harder. The CEO who talked about this policy was asked, “You talk about rewarding people on an individual basis. How do you do that?” He said they had a very strict discipline in their evaluations and with their checks and balances to make sure that the evaluation wasn’t done in a wrong way, so you could identify the bottom performing 10%.

I am not sure whether I would subscribe to this philosophy, but I guess I would have to look at some of the methods he employed to create an organisation like that. It would have to be based on a variety of things such as how they work in a team, how much they have learned, how much potential they have.

Ollé, Ramón – The Netherlands

“President of Epsom Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Developing an Organisational Culture

My dream is to create a company that is identified with the following concepts.

The first is synchronised efforts. I have to accept the weaknesses and the strengths of my colleagues and adjust to them. And they must also adjust to my strengths and weaknesses. I speak here of a team spirit that means we must all accept each other as we want to be accepted by them, and work together to overcome the difficulties in our weaknesses and strong points.

The second is excellence; we must work passionately toward excellence. This means both inner and outer excellence. Today we are working in a society where employees, customers and other stakeholders are more demanding and are better educated, so things are much more difficult to manage. The difficulty here is that each of us thinks that we have the truth and so to adjust at a managerial level can be difficult. Excellence requires a continuous effort to improve oneself and the organisation in a holistic way.

The third is personal communication. I encourage this through training and through a lot of personal communication. I have spent a lot of time in the last six months in meetings to express my personal message to all of the 2,600 employees in our organisation. I do this face-to-face as much as possible. I also publish a newsletter where I present my key messages. I realise that the only way to change an organisation is to communicate what you want, that is the first step. Then everyone must realise what needs to be done. Everyone must change themselves; I cannot do this for them, I can only inspire them to do this.

Pillai, Anand – India

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

Spiritual Theme

Connecting with God, the source of “being.”

Developing an Organisational Culture

For me, what is important is the *internal* motivation, not the external motivation. I bring lots of people together and make it a collective process, so that everyone is responsible and participates in the success. I don't come to the office to enjoy myself alone. I come to the office to enjoy others. I come here to enjoy the system and to contribute to the system. As a result of my contribution of being, I am inspiring others to contribute their being and as a result, the organisation's being is enhanced. This is true service. When I focus on my being and the others focus on their being, then all the rest becomes incidental.

My desire and dream is to take this same kind of vision forward to the one hundred managers in our organisation. Today these managers come to me for training modules; what I want them to discover is the spirituality that is within them and have them manifest it in the way that they know best. Then, this movement can be passed along.

Some of the leaders in our organisation have the spiritual understanding of servant leadership and the entire concept of spiritual leadership. As a result, that has led to a culture where responsibilities are not *given*; rather, responsibilities are *taken*. This rule is what servant leadership is about. For example, if I walk into this room and see that my cup has not been taken, I do not yell at the canteen guy. What I do is take the cup to the tray where he can collect it. So what happens is that I take the responsibility for the cup. What does it take for me to take that cup myself? Yes, the traditional system says that if I take the cup, then it spoils the guy and he won't fulfil his responsibilities in the future. But what actually happens is, when he sees me do this, he does not have the courage to let the boss do his cleaning for him and so it motivates him to do a better job.

Instead of complaining that there is a knock on the door, you go and open the door. If you see that someone is not doing something that you want done, you do it. Here in our organisation we only listen to complaints from our employees when they cannot do anything about it. If they can do something about it, he or she had better do it.

Another change that occurred for me as I began to live a deeply spiritual life was my relationship with my subordinates. My concepts of empowerment changed, my concepts of interpersonal relationships changed, and my concepts of leadership changed, all as a result of studying the Bible and getting deeper into the spiritual aspect of life. I don't think of them as subordinates – I think of them as my co-partners in accomplishing the mission that we have together. It's not that I have a mission and they do their job in order to help me fulfil my mission. I strongly believe that real change does not happen from the outside; it must come from within.

When I hire someone I tell him or her, "If I knew what it was that you needed to do, I would not be hiring you. I want you to apply your thinking, your opinions. At the end of the day you know more about your job than I do." I give them the freedom to do what they need to do to produce the results that they need to produce. Everyone is taught to think for themselves, rather than going strictly by the rulebook.

Ploix, H  l  ne – 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.

Developing an Organisational Culture

I think that traditional views on governance are very narrow. In our management company, we believe that values have to fill your life all the time, at work and at home. But "values" are something difficult to really identify, even if you can put words on them.

At Pechel, all the team members share the same values. We have developed an ethos based on trust, responsibility, involvement and teamwork.

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.

Developing an Organisational Culture

I do not think you have to formally speak about organisational culture. I think people automatically observe and follow the way you behave and act. Whenever we would set up a new centre, people would ask us, “How do you ensure that your organisation’s culture is going to be followed?” I found that if we sent a few of our veterans to set up that centre, then reflecting on their attitudes and behaviour, the new people would follow their example.

Even if you have a rulebook that says differently, people will still follow what the leader does. They will follow the behaviour that they observe, not the behaviour that they read about in the rulebook. It is not the rules; it is the spirit in which the work is undertaken. So the only way I have found for a culture to be created is for the senior leaders to demonstrate the behaviour. They must be very clear about what they expect and the right way of doing things.

I believe there are several questions that are important regarding empowering people. One is: “Does the person have the inherent capability to develop?” You cannot empower someone whom you cannot develop. Second: “Are they being supplied with all of the information that they need in order to do their job and take the right decisions?” Third: “Have their skill sets been updated to enable them to take right decisions?”

In order for empowerment and delegation to be effective, one should be careful while advising empowered staff. If someone came to me and asked questions, which was tantamount to asking me to make a decision for him/her, I was careful to outline the pros and cons. I avoided giving direct answers, to make sure that they were the ones that made the actual decision, and owned that decision.

Raman, Ananth – USA

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

Spiritual Theme

“Awareness” and “Realising Divinity”

Developing an Organisational Culture

Before you implement any of your core values be sure that you have sound faith in those values. If there are eight or nine values which you feel are relevant, and you want to influence those under your leadership to adopt them, then you must sincerely believe in the relevance of those values – much

like an evangelical fervour. If you doubt something yourself, then do not attempt to try to get others to adopt it.

In the end, what is most important is not that you have established your eight or nine values throughout the organisation, what is important is to see that your organisation begins to expand its awareness and begins to think along the lines of these values. Even if all of the nine have not succeeded, if you have moved them even one notch forward, then you have succeeded. This is a gradual process. It is an evolutionary process.

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”

Developing an Organisational Culture

When an organisation excels in creating the best quality products it can and provides them to the proper customers, while taking care of their people, this is naturally an organisational culture that is driven first and foremost by service. When you create a product that is seen by your customers as valuable, then in the process you create value for your own people. Or, even the other way around, if you assemble an organisation with the right people and create value for them first, then everything else will fall into place.

These same principles also apply when you are running a household, when you have a housekeeper, a driver, a gardener. If you just hire them as employees for a period of time, then of course they come to work for you to help you out. But if you really get into their lives and help them with their life, they respond so differently. For example, my gardener puts so much love and care into our plants; he feels a pride in what he is doing. He comes everyday to look after the plants and makes sure they are doing well. We give him respect as a gardener and appreciate him for what he is doing. For us, he is not just a hired employee.

The organisation is built on the talents of many people. If you take care of them, then everything else will be taken care of. People have different skill sets: some are marketing people, some are professionally-oriented (such as the consultants), and some are the workers. We can group them as the grinders, the minders and the finders, as David H. Maister puts it. We don't expect a grinder to be a finder, nor a minder to be a grinder. But the sum total of all these people is what brings growth to an organisation. So, throughout the organisation people have different skills and cannot be expected to function equally. Therefore, we have personal scorecards that are not necessarily balanced taken separately; this process recognises the capability of the people where they are and shows the training and mentoring they need to move into other areas.

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.”

Developing an Organisational Culture

As a leader you should let everyone know what is happening. The goals of the organisation, the thinking of the organisation, and the policies of the organisation should be known to all and should be clearly expressed. Nothing should be covert; communication is the key to the entire organisation functioning in present time. In this way, the people can know and understand what everything is about.

And you must construct an environment that is conducive to an inward looking nature. You have to do this in the way that you teach your managers how to manage. You have to ask questions like: “Is it better to be feared or loved?” Here is where you can put incentives in the primary policies of the organisation where people’s performance will be rated and their ability to move ahead in the organisation will be based on this. This must be known and not subjectively based on politics. This is where you take a corporate stance. This is not just a policy book; you must live the policy.

So your managers make it clearly known to the employees what they want to see from the employees and then you make the results visible, not invisible. Management by statistics is a way of making this known and defeats management politics. So what determines a manager’s performance is the performance of the department that’s within his ability to manage.

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.”

Developing an Organisational Culture

I think the levels of challenge have to be very high in order to keep interested, gifted people in the organisation. You have to see to it that much of what they have to offer can be used, so that they feel it is worthwhile. I feel that the process-orientation I have spoken of is very important for spirituality, and I promote it. What has become important is that house-holding means focusing on both figures and reflection, let’s call it a general balanced scorecard approach. Here parts are seen as joining to serve a common end, where everyone can see their role in the whole, and this is reflected in the figures.

The challenge means you have to find the measures behind the finances that drive the success and award people according to how they achieve along those measures. You have to develop a culture that empowers and enables people to open up, to realise their own capabilities and potentials.

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.”

Developing an Organizational Culture

If I could be the CEO of a company that wanted a true spiritual leader I would take that position. That means I would be able to build and grow the team, be a part of the team and reach goals while having a spiritual life. It also means I could express both masculine and feminine traits as well as compassion and dignity. There would be no fear of spirituality and everyone could be who they truly are. This would be the culture.

I'm not sure if this would be a capital based organization or not; it might not be. I do know we would have lots of fun, we would reach lots of goals and we would both make money and give back money. Everyone would share in the gains and successes.

I believe in talent and I believe that you can create giants out of ordinary people when you act in balance and harmony with people. Sometimes this requires tough love and that can be done within proper bounds.

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

Developing an Organisational Culture

In 1998, when I took over as Executive Director of HMT International, the people were very morose and scared... people were scared of the boss... I have 80 people with a General Manager of HRD who is also spiritually minded. I had him put on a three-day development program for all my employees in the International Division, right from the lowest to myself, with the title “A Program for Winners.” It was on personality development, meditation, and all those aspects of spirituality that you see in our scriptures.

Here are some of the basic things covered in the program, as summarised on these cards that everyone received:

- 9 ways to face criticism

- 6 ways to break the worry habit
- 7 ways to analyse wealth
- 7 ways to peace and happiness
- 4 ways to overcome work stress
- 9 ways to make people like you
- 9 ways to bring people around without giving offence.

As an example, some of the advice from this last topic is: "Give the other person a fine reputation to live up to." "Never try to get even with your enemies." "Expect ingratitude. Be at peace with it." Notice that at the top of every card is the theme, "Be with God and you will be happy." These cards come from the Shandilya Institute of Nurturing Excellence.

The professor first suggested that we conduct the program at the managers level, and then later to other employees. I said, "No sir, you have to do this to the last man. The office assistant also has to attend the program."

Then he said to me, "After running this program for over 50,000 people, you are the first chief executive who has talked with me ahead of time about how to formulate and conduct the program." I replied, "Look, every human being is divine. There is divinity in everyone. It is circumstances that have led to their position to be what they are and the way they behave. Now we must make them conscious. Divinity is everybody's true Self."

A General Manager is as close to my heart as that fellow, the typist who is sitting there typing for 8 hours. Both are human beings. Both are creations of God. It is only the opportunity the fellow had because of his family background and his education that he has become General Manager. The other fellow has not had that opportunity, so he's the typist. So I won't discriminate between them because of this. I said everybody, even a typist, has to go in our company. It is not just for some.

Then we said we'll conduct the program in the local language for the lower staff. We'll conduct it in Kanada. I'll pay for the cards to be translated into the local language. I'll print the cards for those boys, and it will be at my cost. But I don't want discrimination; because for me everybody is sacred.

I personally gave the invitation to all my employees. I told them myself that this is the program, you should be on time, and nobody will be given leave during those three days. At the last minute on the day of the program, half an hour before it was to start, I told the professor:

I'm not attending. Even today, a boss is a boss, though I don't conduct myself as a boss. If I sit along with my people, they will not come out. They will not get the fruits of that program that you are leading, because I am sitting there, because it is still the mind of people that if the boss is around you cannot be yourself. They will not open up. And what I want is that they should open up. So I will come and inaugurate every program for five minutes. I will again join them for lunch and find out how they are progressing. On the last day I will again come. But I will not attend the program itself.

It was a big success. People were completely changed based on that program. After completing it, the whole involvement and morale here was boosted. I could see that. Everything opened up. People are friendly, they are doing their job, they're attentive... the human feeling is there. After two months, again I had a follow-up program. They are still talking about the program. They tell me now, "Sir it is so comfortable for us."