



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

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their guidance and advice to others who were aspiring to lead from a spiritual basis.

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
<b>Aguenza, Floridas, F.</b>	The Philippines	Planters Development Bank	Banking	President and COO	62	30
<b>Budin, Philip</b>	USA	Royaltons Ltd.	Marketing	CEO	61	30
<b>Canada, Francisco Roberto</b>	Argentina	Errepar S. A.	Publishing	Director, Partner	47	20
<b>Chand, Amber</b>	USA	The Amber Chand Collection	Retail Marketing	Founder	53	9
		Eziba	Retail Marketing	VP of Vision, Co-founder		
<b>Chattopadhyay, A. K.</b>	India	ACC Limited Refractories Division	Manufacture and Installation, Refractory	VP - Senior	50	20
<b>Covey, Stephen R.</b>	USA	FranklinCovey	Professional Services	Vice Chairman	73	45
<b>Cruz, Alvaro</b>	Colombia	Cundinamarca, (major state of Colombia)	Government	Former Governor of Cundinamarca	54	23
		I.C.M. Ingenieros Ltda.	Building Construction	CEO		
<b>Cuneo, Federico</b>	Peru	Bank of Boston	Banking	Former Director, Corporate	50	20
		American Glass Products	Glass Manufacturing and Distribution	Chairman		
<b>Daugherty, Thomas</b>	USA	Methodist Health Care System	Health Care/ Medical Care	VP of Spiritual Care and Values Integration	61	27
<b>Delbecq, André L.</b>	USA	Santa Clara University School of Business	Education (Higher)	Director (Institute for Spirituality of Org Leadership)	67	25
<b>Franklin, Carol</b>	Switzerland	World Wide Fund for Nature (WWF)	Environmental Protection & Conservation	Former CEO	53	20
		Swiss Re	Insurance	Former Head of Human Resources		
<b>Govindan, Rajan</b>	USA	Bankers Trust	Banking	Former Senior Managing Director	56	35
<b>Jensen, Niels Due</b>	Denmark	Grundfos Mgmt A/S	Manufacturing, Pumps	Chairman – Group	60	30
<b>Jiang, Niran</b>	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		
<b>Kanu, Victor-Krishna</b>	Zambia	African Institute of Sathya Sai Education	Education	Director	73	30
<b>Kolind, Lars</b>	Denmark	Oticon	Hearing Impaired Products	Former CEO	54	26
<b>Levy, Ricardo</b>	USA	Catalytica, Inc.	Energy/ Pharmaceutical	CEO/Co-founder	57	30

Name	Country	Organisation Name	Sector or Industry	Position	Age	Years in Leadership
<b>Maitra, Ashoke</b>	India	Times of India Group	Publishing, Newspaper	Director Human Resources	45	16
<b>Merchant, Nilofer</b>	USA	Rubicon Consultants	Marketing	President	34	8
<b>Moitra, Deependra</b>	India	Lucent Technologies	Tele-communications	General Manager, Engineering	32	7
<b>Narayana, G.</b>	India	Excel Industries, Ltd.	Chemicals, Biochem, Agri	Chairman - Executive	60	38
<b>Narendran, Parantha</b>	Czech Republic	Eurotel	Tele-communications	Strategy Director	34	3
<b>Ollé, Ramón</b>	The Netherlands	Epson Europe B.V.	Electronic Equipment and Services	President	52	27
<b>Pillai, Anand</b>	India	HCL COMNET	Computer Technology	VP of Sales and Marketing	43	18
<b>Ploix, Hélène</b>	France	Pechel Industriesa and Pechel Industries Partenaires	Equity Investment	Chairman and Managing Director	62	38
<b>Raghavan, N. S.</b>	India	Infosys Technologies, Ltd.	Information Technology	Founder Director & Joint Mgr Dir.	61	35
<b>Raman, Ananth</b>	USA	Graptex, Inc.	Manufacturing – Electrical & Aluminium	Chairman & CEO, President	55	25
<b>Ranganathan, V. V.</b>	India	Ernst & Young India	Tax & Business Consulting	Senior Partner	53	24
<b>Sinclair, James</b>	USA/ Tanzania	Tan Range Exploration, Ltd.	Mining	Chairman	62	41
<b>Vrethammar, Magnus</b>	UK	Pergo	Laminated Flooring	Former President for Europe	52	22
	Sweden	Finess	Consumer Disposable	Former President, Consumer Division		
<b>Webb, Janiece</b>	USA	Motorola Corporation	Electronic Communications	Senior Vice President	47	28
<b>Welling, S. K.</b>	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?”

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

The advice I would give to those who want to be spiritual-based leaders would be to look within their hearts because the opportunities are there. The Lord will open up the way; the Spirit will open up the way. If you sincerely want to do something, you can do it no matter what level you are at. Then it can spread from there when other people see what is happening in the group. Prayer is very powerful, that’s why I started with that in my group.

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## **Budin, Philip – USA**

“CEO of Royaltons, Ltd. in the USA”

### **Spiritual Theme**

For me spirituality is equanimity.

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

To me, life itself is a practice ground for spiritual growth. To some people, being in business might be the worst thing for their spiritual growth, whereas to others it would be the only way for them to get what they need to get. I think spirituality is a very individual thing.

If a person chooses to go into a monastery and live a monastic life, there are basically two reasons for this. One reason is that they are choosing it because they can’t make it in the outside world and they are miserable and unhappy and have failed at everything they tried to do. So going into a monastery is just one more thing they are trying to do. They aren’t necessarily going toward God; they are running away from something. The other reason for entering a monastic life is that the person feels a calling and a desire to get closer to God or to spirituality, and he or she goes into the monastery going toward that. The same thing applies to people who are entering business.

I don’t see any obstacles to being a spiritual-based leader, at any level, personal or business. You are who you are. That’s like saying, “What are the obstacles to being Spanish, or Italian, or overweight, or wearing glasses?” Yes, there are prejudices that exist, but to me spirituality is just who you are. I just talk about what I talk about, whatever that is. It might be football or basketball because I love sports, or it might be spirituality. It depends on what’s happening in the moment; it’s not a pre-planned plot. I try to stay in the moment, whatever the moment is. Like this meeting with you all today: there’s no plan, there’s no prepared speeches or stories. I just read over your materials and so I’m here.

I think that in the long run it can still be good for students to focus on getting an education just to make money. Without money, it is very easy to turn towards religion as a crutch. However, it’s easier with money to turn to spirituality and not get caught up in the stuff that occurs the same in religion as it does in business: the greed, the money and the power.

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**Canada, Francisco Roberto – Argentina**

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

**Spiritual Theme**

Loving God.

**Guidance and Advice for Aspiring Spiritual-Based Leaders**

When I was in high school, which was a catholic religious school, there was a new student who hadn't received the first communion. The director asked me to help the student to be prepared for it, and I explained to that student the basis for communion. We went to church on the day that I finished teaching him. We knelt and I told the new student: “Everything I told you is important, but there is one thing which is more important than anything else – that you love God.” This is my advice for aspiring spiritual-based leaders: “Love God”.

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**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.”

**Guidance and Advice for Aspiring Spiritual-Based Leaders**

If someone were to come to me and seek my guidance on how to live their spirituality in their work, I would first just delight in their question. From the moment of hearing their question I would tell them, “How courageous, how beautiful, how wonderful it is that you have come to me with this concern. Let us sit and have a cup of tea.” Then I would ask them to tell me more about themselves. I believe the guidance would come naturally out of creating the space for the person to begin to unravel their own truth. All I can really give them is the space in which to have this happen.

After this conversation then my main question would be, “Now, how can I support you?” I believe that all of this has to come from within each person. If these kinds of questions began to come from the people in our own organisation, I would create a forum where we could gather and begin to discuss such things.

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**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

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

People who want to be spiritual-based leaders sometimes face conflict when they try to listen to their inner self. They are sometimes afraid to follow their conscience because they do not want to lose money. When I gave the approval to have our people install new material for a job that we had not originally done, we lost a lot of money on the job and I incurred a lot of questions by auditors and other managers. But I clearly told them, "I am willing to take this loss because I know there is a much bigger gain." This is the dilemma that we must face sometimes, when we listen to our inner mind. We will face opposition and difficulties. However, the more that aspiring spiritual-based leaders do this, the more they will be successful. As a leader I must also help them to achieve these successes. As there are successes, then they will grow in their courage to continue in this way.

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## **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.

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

My advice to aspiring spiritual-based leaders would be: "Write your personal mission statement or creed." This is the most effective way I know to begin to focus on what you really are searching for in life. Developing your personal mission statement gets you to focus on what you want to be – your character – and what you want to do – your contributions and achievements – as well as on the principles and values upon which your character and contributions are to be based. Your ability to change depends on a changeless sense of who you are and what you value. Such a mission statement provides you with the basic direction, the vision and values from which you can direct your life, establish your goals, and determine the way your energies can most effectively be measured.

I deeply respect the wisdom of Frankl<sup>1</sup> as to the matter of our mission in life: “Ultimately, man should not ask what the meaning of his life is, but rather must recognise that it is he who is asked. In a word, each man is questioned by life; and he can only answer to life by answering for his own life; to life he can only respond by being responsible.” So developing a mission statement is not a simple task, it requires considerable introspection, analysis, and thoughtful expression. When developed, it becomes your constitution, it expresses your values and vision, it provides you with the criteria for measuring everything that you do in your life.

Having developed your own mission statement, I would advise a spiritual-based leader, together with his or her associates, to write a mission statement for the organisation. In this process all the associates should be treated as partners, as co-creators. So I would tell the leaders to start the process of developing such a mission statement which embodies vision, mission, values and strategic goals for the organisation. When I say “start the process” it is because ideally speaking, developing the statement should involve everyone in the organisation. This of course may be very impractical in the case of larger organisations. The point, however, is that the process of involving the organisation is as important as the written product and is the key to its use.

And then I would say, “build a complementary team where your strengths are made productive and your weaknesses are made irrelevant.” We are speaking here of developing an organisational design and culture that makes it legitimate for those who see differently and think differently and who have complementary skills to push back on you.

I can ask any audience of business leaders, “How many know what your weaknesses are.” Almost everyone raises their hand. When I then ask, “How many consciously take steps to choose and develop people around you who can compensate for your weaknesses?” only about a third raise their hands. Then if I ask, “How many have empowered and encouraged the members of the organisation culture to push back on you?” I only get responses from about a third of that third.

To encourage members to push back on you takes a lot of courage, particularly if you’re dealing with people that have very strong egos and who think they have a great product, or have a fantastic vision of what they want to accomplish. They just want to drive their goals through, and that is why so many organisations fail within a short period of time, they don’t have complementary teams. They don’t understand synergy.

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## **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.

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<sup>1</sup> Victor Frankl (1905 – 1997) was the Jewish psychiatrist who survived imprisonment in a Nazi concentration camp during the Holocaust of World War II (all of his family aside from his sister died in the camps or were sent to the gas ovens). Frankl later played a major role in the development of existential psychology and logotherapy. The quote is from page 172 of his major work, *Man’s Search for Meaning*. In addition, Frankl authored 32 other psycho-spiritual books.

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

Above anything, I would stress non-attachment to the material results and rewards of one's deeds and the practice of love; love for oneself and love for others. I would advise aspiring spiritual-based leaders not to offend others, not to judge them, and to try to understand that if another person takes a decision, he is acting in good faith, even though he might have been mistaken. I would also advise them to be ethical and righteous in their actions and to be able to forgive and forget.

I want to add that women have a pre-eminent key role to play in participation in society. I feel that if somehow we can allow women to become the main pillars of the family and the home, a new society can be woven. Women should pay attention to keeping men on the right course, since men naturally are a little more selfish and self-centred, and then they should be able to sweetly guide the men in their daily activities. As the Governor, I had a high percentage of women working at all levels. The main posts were given to women: they were heads of Education, Planning, Finance, Press and Communication. In my private company the main general administrator is a woman.

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### **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.

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

When I talk to others about spirituality, I try to use familiar examples that they can understand. One I like very much is the story of a powerful man in Brazil who said that the most important decision he made in his life was to stop working. Although this is an extreme, it means that even though you cannot stop working altogether, at least you can relax and retreat from the everyday world of business and look more inside yourself. Another one is that I remind people that no one dies saying that they wished they had worked more, or that they had made more money.

I also use myself as an example to show them how things are going so much better for me. I talk about the peace of mind I now have and how I feel relaxed in life. I was talking to a prospective partner and he told me that I was too relaxed. I said to him, "Yes I am relaxed; I don't want to be tense like you. Maybe you should look at being more spiritual so you can also relax." These are the types of things that I share with people to try to convince them to change.

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### **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.

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

One of the things I worked on last year is developing a model of coaching for spiritual leadership, so this is what I would draw upon if someone came to me asking for guidance in being a spiritual-based leader. Most of this comes from my background in teaching and supervising clinical pastoral education. I would first want to listen and ask them:

*What does spirituality mean to you?*

*What does leadership mean to you?*

*What are you aware of, right now, about the disconnection between leadership as you now provide it and the spirituality that you've just described?*

I would then encourage them to think about which places of disconnection are most important for them to deal with right now and talk about why this is an issue for them. I would also ask them to share examples of how this disconnection has played out in their relationships with other people. I would help them think about and design some alternative ways of handling people and situations that would reflect the spirituality that they described in order to connect their spirituality with their work. Then, over time I would work with them on the issues as they emerge.

One question that continually comes up is: *How can I be tough and exercise discipline with people and at the same time act as a spiritual person?* The assumption is that if you are spiritual, then you must be nice. So I ask them, "Has this always been true? Have you always experienced people who care about you and let you get away with things that are unproductive or self-defeating? Have you ever experienced someone who cared enough to talk frankly and honestly with you about what they were observing and to hold out bigger expectations for you to perform differently?" Most people can identify with these questions and can see the value of looking at discipline from this perspective.

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## **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.

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

Spiritual maturity helps us to realise our role is mostly to raise questions and to share the wisdom of spiritual masters (in my case inclusive of the wisdom of spiritually mature business leaders I have had contact with). The spiritual direction tradition in the Christian tradition always places Jesus in the role of primary teacher, and relies on the gentle nudging of the Holy Spirit working within the life of others. So guidance is not prescriptive in our tradition, and relies heavily on sharing the wisdom of our scriptures and spiritual writers.

I have 20 - 30 students in my spirituality seminar each quarter. As they share their journals and meditation reflections I am immediately aware each individual is travelling a spiritual journey particular to their individuality, and their career stage. They hear the same lecture, they read the same books, they experience a common dialog; but when you read their journals you see that each participant travels a distinct path and so hears and sees differently. Thus the notion that I can "prescribe" for another is not possible.

Rather my role is to be an encouraging companion, helping others to listen to the gentle inner voice of the Spirit. Understand I believe that my lectures, and facilitation of both dialog and meditation matters. However, what I do is a drop of dew in the spiritual ocean for it is really the Holy Spirit who is the spiritual guide.

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### **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.

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

My advice is to be the same person at work as you are in your family-life. You have to be able to live with the values that you have as an individual in your work-life, because otherwise things won't work; at least for me. You have to have your thoughts, words and deeds work together. I think it is well worth saying, that it is fine to accept a job that is not well-paid; if you are in the right place, and you are comfortable with the values, then the career will happen by itself. My advice is: 1) Get the fun job. 2) Don't split your values. 3) If you don't like what you are doing, get out of it; you won't be good at it.

At Swiss Re we had a 'Daughter's day' where the daughters went to see where and how their fathers work. One of the daughters came back home and told her mother, "Daddy is so different at work than when he's at home." I think that is a very bad sign. That's why I have always tried to involve and inform the families of the employees about their place of work. This applies of course to my own family as well. I have two stepchildren. At Swiss Re, when I had a lot to do at work, I took some of the work home, and my stepdaughter who was ten years old at the time, worked on the calculator in order to find out what the premium should be for an airline. My stepson came to work at Swiss Re, and my stepdaughter came to work at WWF during their holidays.

Most people want their leaders to be spiritual and ethical; they want to know what their leaders think about ethical issues. It's a question of courage. A lot of leaders do not have the courage. You should lead by example, and then you can explain why you have done what you did. If the employees, the clients, and the customers see that by doing something in an ethical or spiritual way gives you better results, then you can explain why and how you have done it. Then you can talk about ethics or spirituality, because then they will see that it is more successful, also from a business point of view. The courage of doing things that people haven't thought about is something that will get you further. Do first and tell afterwards.

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### **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."

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

I would remind them that we've all become experts in rationalisation and we have become so good at suppressing our inner world. To become a better person, the first thing one has to do is start listening to the inner voice inside and stop rationalising. When you stop rationalising, slowly but surely the inner voice starts to speak up. We've all squashed this inner voice.

Every time you do something ask yourself, "Is this right? Is it the correct behaviour?" You don't have to tell everyone what you are doing; just keep your own diary. In doing this you will start to see many things. When you stop rationalising, your inner voice will tell you right away when you have done something that was not correct. Instantly you will feel it.

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**Jensen, Niels Due – Denmark**

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

**Spiritual Theme**

Empathy, compassion, and love for my neighbour.

**Guidance and Advice for Aspiring Spiritual-Based Leaders**

If I should advise potential leaders, I would advise them to manage in a highly responsible way, always be honest in the way you do business.

I have not met many obstacles in being what you call a spiritual-based leader. I think I have been respected over the years for my standpoints and the way I have been behaving as a manager. I have not had a very bad experience with people or the media.

I think that you should always be sceptical when you suddenly see a possibility to use and take benefit of, what is clearly a hole in the law. You should always be careful not to fall into the trap of taking advantage of it. It is immoral to use a mistake or a hole in the law. With the eight values at Grundfos as guidelines, hopefully we in our company would never do that.

Today a major share of managers in both private and public organisations would not admit if they were managing their organisation from a background of spirituality. I don't think they would admit that spirituality is the basis of their leadership, although many would in fact do so unconsciously. It takes a top management, which is basically influenced by a religion and the principles from that religion in order to, more consciously, lead an organisation in a spiritual direction.

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**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.

**Guidance and Advice for Aspiring Spiritual-Based Leaders**

I remember a story of Buddha and a disciple. The disciple asked, “What is your advice?” Buddha's answer in Chinese is four characters. Translated word by word into English it is: “As if I hear it.” The meaning of this is: “Listen inside to the higher Self for truth.” What does my inside say? This has always been a good piece of advice for me.

## **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.

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

The advice I give to spiritually inclined leaders is to move away from the archaic idea that spirituality means knowing the Bible, or the Bhagavad Gita, or the Koran, or going to the temple all the time. Spirituality is not going through the rituals and giving alms when you are in trouble and thinking that this will give you blessings. Spirituality has to do with practising the Human Values. These values make us spiritual beings.

Spiritual-based leaders should practise Human Values in order to become a model of excellence for others. Such leaders become accepted by those that they lead and in due course will have a profound and beneficial influence on all, including the organisations that they lead.

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## **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.”

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

I will argue that leaders and managers should realise what their values are and should realise how they do make decisions based on their values. In many cases they are unconscious of it, but I believe they should focus on making their decisions in light of their values.

I think it is a great help to speak up and express your fundamental beliefs and the source of your values. I think there is such a shyness in my country, Denmark, for expressing things like this, but I think it will add to your sense of satisfaction and well-being if you dare to express your values. I think it has a major impact, especially if opinion leaders would dare to do that.

Yes it can be dangerous and you may be open to attacks, especially in a small homogenous country like ours. I have been unable to avoid publicity about my manor house in Jutland, and I’ve been asked many times, “With your Christian background, how can you accept owning so much?” I say, “Wouldn’t it be better that I own it? Look what I am doing with it. My wife and I really take care of it, we have restored it to a high level of quality, maintain it and the grounds, and we share it with others, opening it to the public for concerts, meetings and the like.”

The power of example is also important; you must practice what you preach. This is a most essential quality. You must express what you believe, with your deeds, as best you can. Don't forget that I started by saying that I am making mistakes all the time, but to practice what you preach is the key to personal and organisational success. You shouldn't preach all the time, but once you are asked, you should never hide why you are doing what you are doing. Be open about it and invite dialogue.

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## **Levy, Ricardo – USA**

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

### **Spiritual Theme**

“Oneness”

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

The first response that comes to me is that leaders must deepen their own spirituality; this is key. The second one is to find a community to support that deepening. It doesn't have to be an organised church; but it should be one that has compassion for others. There is something that happens when you are in a community that goes beyond the mental thoughts and words. It can be so powerful.

For example, in our weekly community meetings of spiritually-oriented business people, I value the times when we each express our thoughts and then spend quiet time in prayer. At first this type of contemplation was so difficult. Why? Because my entire training throughout my life was to solve problems. I am an engineer; I solve problems. It was so difficult to just sit back and hear the expression of sorrow or pain from someone and just listen and then pray. It is a marvellous discipline that this community has helped me to develop.

Ninety percent of the decisions that we have to make on things that really matter, we don't have the full data to even make them. We simply have too many multiple inputs and impressions that we get from multi-media sources; and since we cannot put this on a spreadsheet or balance sheet, we have to make the decisions somehow within a rather vast unknown.

Different people describe their way of reaching decisions in such situations different ways. Some call it a gut feeling. What this means is that we have to reach within somewhere. Most people do not even realise that they are reaching, let alone where it is that they are reaching into. I recognise there are many different ways to strengthen this capability to go within. This ability to reach within ourselves goes beyond our normal mental exercises and capabilities. So it is important to know where your inner feeling comes from. The more you consciously attempt to reach within, the more the quality of your decisions will be enhanced.

I think the problem with leaders in our Western business is that we are not aware of the need to go inside. And because the decisions we make can impact many people and can even impact them in dramatic ways, we have an even greater responsibility to make sure that this process is much more than an initial gut feeling. We have to connect with a much more human universe and be willing to take the time that is needed to make our decisions from this deeply felt inner guidance.

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## **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.”

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

The basic obstacle for aspiring spiritual-based leaders is to practise the methods they know are good for them. Some even come and admit that they are not able to continue their practice at home. There are always different stages a person goes through when they are in the process of self-improvement. We must allow them to go through those stages and help them to evolve through continuous support.

We have all been taught by a consumerist society that the more we consume the happier we will be. In our organisation and throughout my work, I have tried to explain to people that our ego is an ego that the society has given us. The self-concept that we all have is not our original self-concept. We have never cared to look within to see who we are. Our self-concept has been given to us by a marketing man; and from his view, he is right in doing that. The more he can confuse and segment us and differentiate, the more he will sell. But why do we have to suffer? It is right for him, but in the process we have lost our freedom and choice in this madness.

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## **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”.

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

I would first say that being a spiritual-based leader is much like falling off of a cliff. It takes a certain act of faith to believe that you can lead differently than what the outside world might reward; even though there is a reward in it, you just cannot readily see it. So even though you may feel as if you are falling off of a cliff, the arms of God will catch you. However, there will be moments of absolute fear and trepidation, which are the moments of faith, and yet everything will be okay.

It takes some major changes internally to choose to measure your leadership different than the way the world now measures things. Right now the things that can be outwardly seen and stated on a

piece of paper are valued, such as money, title, position, and power. Sometimes you may not even have the words to describe how you are going to measure your spiritual-based leadership; it may be something you actually have to discover over time. It will require a whole new skill development and you will often feel as if you are a new baby and that you will fail.

The upside to all of this is that this will cultivate a true sense of confidence and clarity knowing that you are living in alignment with your values, that you are living true to yourself. You won't have an inner dull, aching pain anymore. You will have purity and bliss, and a sense of being connected to all things. This will show up in the way you walk and smile, and many may not even know you are experiencing it. So even though you won't be able to mortgage a house with this true sense of joy you have, it won't matter.

One time a friend of mine acknowledged the struggles she had watched me go through as I grew spiritually, and stated that it must have been very painful for me. After thinking about it, I told her that even though it was painful for me to make these major internal and external changes in my life, the truth was I had always had a dull pain within myself that was always with me, all the time. It was like having one arm tied behind my back – this dull, underlying pain totally hindered who I was.

So the difference between living with this dull pain and going through a major spiritual transformation that is painful is well worth it. What is on the other side is bliss. Now I no longer fear losing something that I have built my identity on, such as my business or home. The spiritual path is a sustained joy that nothing in this world can take away.

In the past I had never defined myself as a big risk taker. However, as I have walked the path of becoming a spiritual-based person, I can see the courage that it has taken. To me the greatest definition of courage is to be willing, without any prior knowledge or experience, to take the risk to transform into someone that you have no idea how to become.

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### **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.

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

I would start by trying to understand first what the person actually wants to do. Then I would try to give them some advice in how they can accomplish what they want to do. It is possible that this person may not share some of my values and so I would make some kind of a judgment here to determine if his or her values are in line with spirituality or not. If someone's values seem to indicate a lot of self-centredness, then I would advise him, “If you really want to be a successful leader who takes a spiritual approach, then these are some of the things you need to avoid. Being self-centred would be one of those things.”

I also think it is important to show another person what I mean, rather than just talking about it. I feel that if I can do what I preach, then automatically they can observe that and they can learn from it. I do

not feel that I can fully tell someone how to be a spiritual-based leader because I am still learning myself; so I do not like to get too philosophical about it and I do not want to preach to anyone. That is why I would rather share with them what I am personally doing, what I am doing that is right, and how I am progressing.

When people have an interest, I do share with them my personal way of looking at each area of my life, along with my most important values. I show them how this approach helps me to keep my life in balance and helps me to live with a purpose. But even in doing so, I recognise that their desires for their lives will be different than mine and so I ask them about how they would like their life to be 50 years later.

I have shared the concepts of “forgetting that you are somebody” and “striving to be a nobody” with many people and it has generated a lot of interest in some of them. However, there are other people who just brush it aside as if I am saying something they cannot comprehend.

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## **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.

### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

How to bring spirituality into work is to first of all make it a group process. The moment you make it a group process you are touched with God. Group does not require many people; two is enough. I give people this realisation in a shocking manner that they remember, which I call, “The future is in your hands.”

Open your two hands. One symbolises wealth; in work there is wealth. The other symbolises knowledge. When you offer your two open hands – your work/wealth and your knowledge – to others, then you become Govinda (God).

When you open your hand what do you see? Four fingers and a thumb. The thumb is the leader and the fingers are the members. The members are taller than the thumb, so leadership has nothing to do with size. It can be small, but it must be strong in will power. So leaders must be strong in will power.

The fingers have 3 joints, while the thumb has only 2 joints. So skills of the members are more than skills of the leader. The leader must use his skills and add value differently and must help the members to do better work. Where the members are specialists, the leader is a generalist and helps them to do their work better and to be successful.

The leader must also bring people together, just as the thumb can touch each finger easily, but the fingers cannot touch each other so easily. The members will be looking externally at the market, while the leader looks 50% at the members and 50% at the market. You take care of them and they take care of the work. This 50% of the leader must also look after the Divinity, and must be introspective within himself.

The thumb has four views: people view, work view, upper (God) view and inner view. Leaders must have these four views. The leader and the members must also be able to bend; they should be humble and do the work. If you cut the thumb, the fingers cannot do their work, if you cut the fingers they cannot do the work. Each one requires the other.

In every team there is a troublemaker; that is the pointer finger. He always points out what is wrong and wants to know why you did this. He disagrees and threatens. The leader must join this member and transform him into a top contributor, remembering that “God is here in the team.”

If a leader does not have the upper (God) view, then he cannot reach the hearts of people. His people will do work because of knowledge, or money, or relations, but they will not do inspired work. If you look at the Divinity in the other man, then you can inspire. That is inspiring leadership.

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### **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.

#### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

I think the world needs spiritual-based leaders. I don't openly talk with people about my spirituality, but I think they respect me as someone who is ethical, someone they can trust, and someone who works hard in a selfless way. I don't have to talk about it. I just live it and people appreciate it, partly because in companies there are always political camps and I am seen as a neutral. In some ways I benefit because I try to do the right thing without playing politics. Often when I talk, I do not say that this is the right thing to do. I will say, “It is in Eurotel's best interest if we do this or do that.” I think this helps me, and people respect this.

I don't say these things consciously for the reason of being a leader. I do it because often there are debates in meetings, and when I throw in a comment like, “This is in Eurotel's best interest,” it refocuses the discussion. It helps us to have a more rational debate, and it puts a framework in place in order to make the decision. It is to also make others think about what is right for Eurotel.

Consequently my advice to an aspiring spiritual based leader is that he or she should not only try and lead by example in a practical way, but also make careful use of their language, of what they say and do not say. This can help them to transform their own spiritual aspirations into the creation of a healthy and helpful working environment.

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### **Ollé, Ramón – The Netherlands**

“President of Epon Europe in The Netherlands”

## **Spiritual Theme**

“To know thyself.”

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

If someone wants to become a spiritual-based leader, they must first put themselves in order. After that everything will follow. You must also have the passion to make things happen. This means that sometimes you have to be a little bit irrational, but your irrationality will always come from your spirituality.

You must have the capacity for human respect, which means you must avoid using strong words even when you feel unjustly blamed by others or you feel others have acted in an unacceptable way.

I believe in God, I pray, I think my life is more than my job, my title, my career and my salary. So when I speak about this publicly, there is a lot of respect for you. When people lose the capacity to speak about these things openly in public, things change for the worse.

Today, especially in my country, so many people seem to be very proud to say that they are for example atheist; it seems to be a sign of liberation. I am not upset that these people talk freely in public or in the media. But unfortunately, it seems easier to talk about wealth or sex or not believing than to talk about your values, about faith, and even about God. I am a spiritual person and I speak openly about these things – about my values, my faith, God. But there does seem to be a resistance in others to speak out like this. I do not believe you can be true to yourself, stay consistent with yourself, by just ignoring these things.

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## **Pillai, Anand – India**

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

## **Spiritual Theme**

Connecting with God, the source of “being.”

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

Sometimes you must focus more on the value-based leadership, instead of going deeply into the spiritual-based leadership. Most people can more easily recognise what is of value and can make sense of what they need to do.

You can do things out of conviction, or you can do things because you are convinced. When I am convinced, then I just do something because the value is clear and transparent, whereas conviction comes more out of a deeper experience.

If I first do something because I am convinced, then afterwards I will do it out of conviction because while I am doing it, I will recognise the value and realise how it will make my ability to manage or lead much more effective. When a person feels a conviction, then they have the ability to reproduce that same conviction in others.

Appreciation is a result of being convinced, but being able to reproduce what you believe in others will come as a result of conviction. In fact, a person may or may not even appreciate what they are doing, but they will go ahead and do it. Conviction can also be positive or negative. I am talking about positive conviction from within. This is beyond age or status; I can pass on my convictions to my children, to my wife, or to my team members.

Jesus did not write a book, he did not found an institution, he did not found an ashram. All he did was pass on his conviction. Most of his twelve disciples died a martyr's death because they carried on Jesus' conviction. From that time onwards till today, Jesus' followers have been true followers because they have deep convictions. This conviction comes from an inner deeper realisation and not just an external convincing. It is not an easy step. You must move from coaxing, to cajoling, to convincing, to having conviction.

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### **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.

#### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

I think that I would advise aspiring leaders about their behaviour; one's character is most important. This also means listening to your conscience. It is important to develop good reflexes, good reactions. I try to instil this in my team. There were several times in my earlier career when I didn't have the right reflexes. When you are a top-manager in a large company, you don't have much time, so your reflexes, your spontaneous reactions, are most important. A priest once told me that morals is about creating right reflections and the right reactions; I think that he was very right. So what I try to do is to make sure that first of all I, and next everyone around me, develops the right reactions. You develop right reactions by being more and more conscious about that necessity. At the beginning it's an instinct, because you were trained like that.

But you must also learn; if you don't do something right, you must think about it, you have to really become very conscious about it. Reflection is so important. I believe that you learn through education.

I also believe you learn by being with people who are good examples; this is critical. If you are joining forces with others who have the same motivations as you, you are stronger. I would tell aspiring leaders to be with people who share their own views and who want to discuss them, to share what is important for them.

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### **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.

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

I would tell someone that they must live their spirituality first; and not speak about it till they can practice it. I would also talk to them of the importance of trust and how to build that trust in an organisation.

I always encourage people to work together as a team and to build trust and respect among everyone on the team. Anytime I find that people are not working together as a strong team, I try to help them in this. I believe that one of the reasons that Infosys was so successful is that we knew our individual strengths and we respected the strengths and contributions of others. We could be very open and frank with each other as our relationships were based on a foundation of trust and respect for each other.

I feel it is important to separate the person from his behaviour. I used to speak to people about this all the time. When we say that some one is a bad person, what we actually mean is that many of his attributes or characteristics, which fall in the more important traits, are at very unacceptable levels. We all have this tendency to overlook a person’s praise-worthy traits. In reality, very few people, if at all, have all the virtues or all the vices. It is all shades of grey. If we want to have a good relationship with anyone, we need to give more emphasis to their more endearing qualities and downplay their uglier traits. After all, all of us have our own set of not-so-good aspects.

The other area is this concept of love. To me “love” is unconditional. It is a natural phenomenon and is spontaneous. It cannot be based on logic and reasoning. When you expect something in return, then it is not pure love. A mother’s love for her children is unconditional.

I was addressing a group of Rotarians a couple of years ago and I was talking about sharing. You share because you derive happiness by sharing. You do not have to have a lot of possessions before you can share. A wonderful example in real life was narrated to me by my wife. This event occurred in Mumbai. A gentleman, who was passing by with some fresh food from a restaurant in his bag, was approached by a young urchin, all of ten years, with an extended hand. The gentleman looked at the emaciated boy and without too much thinking took out a food packet from his bag and gave it to the beggar boy. The boy, obviously delighted at the prospect of a fresh meal, after God-knows-how-long, was eagerly opening the packet as he walked along.

The boy then came across a very old beggar lying on the roadside with extended hands. The old beggar looked very weak as if he had not eaten any food for days. The young urchin had one long look at the old man and quickly passed on the food packet, which he had just been a recipient of a moment before, and walked off with a smile on his face. This, according to me, is the true spirit of sharing.

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## **Raman, Ananth – USA**

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

## **Spiritual Theme**

“Awareness” and “Realising Divinity”

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

My first advice would be: do not consciously try to use the word spiritual; values can communicate the same thing. So focus on using ‘core values’ to describe what you mean. I believe that you can be totally spiritual without having to use the word spiritual.

My other advice would be: sometimes there will be conflict between your spiritual values and the values of the organisation or the values of top management. When you get into any of these conflicts, you don’t really have to consider it your life’s mission to try and win this battle. Leave it aside and let someone else handle it without spending a lot of your time. Find a compromise solution and get on with your work. This applies unless you believe that something is against your core values and then you can go at it and fight it out.

Each of us should focus on winning the specific battle – and not bother about winning the “war”. When all of the battles are won, the war will have also been won.

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## **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”

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

Having worked in so many different countries and cultures, I can say that human beings are human beings, no matter what colour they are, what creed they are, or what nationality they are. I know that it is possible to communicate with an individual at a different level than normal relationships ordinarily permit when you appeal to the spirituality in that person.

Some people are afraid to contaminate their careers with ideas that do not have a scientific basis. So it is important to articulate spirituality very carefully in the business world. For example, if you are going to bring spirituality into the balanced scorecard concept, you would need to frame the questions very carefully. If you do this, then I believe it is possible to touch that inner kernel and “reach the roots that bear the fruits” so to speak.

I am very careful and particular that I do not breach the trust I have developed with an individual when I relate to him at the spiritual level. You see a reflection of you in that other person and connect with him with utmost trust and truth. So never ever use this trust and confidence you have gained in that other person in the same way you use your ability or skill for achieving your ends or someone else's. I always weigh the request for a negotiation and put it through my own internal filters. Only if it passes that litmus test I will begin a conversation with the other party.

Spiritual people are believed to have a much more humanistic and holistic approach. Businesses are increasingly becoming aware that employees and environment are as important as economics. In other words, people and planet are as important as profits.

Consider this in the context of the ancient Indian values of *kama*, *artha*, *dharma*, and *moksha*. These are the four major goals of life. *Kama*, desire, is the entire range of human cravings for family, home, career, status, etc; *artha*, wealth, is the instrument for fulfilling desires; *dharma*, ethical sense, is living in harmony with creation; and *moksha* is experiencing spiritual fulfilment.

Therefore, a balanced scorecard approach to business should have all these four cornerstones to create a healthy, wealthy, happy, and sustainable organisation.

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### **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.”

#### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

If you really want to save the world, then save yourself. If you really want to be successful in business, then be quiet. If you want to be able to handle that success with dignity and grace, then also be quiet. Don't go out and preach, because who are we to preach anyway?

Our inner being is supportive of true evolution and to the movement towards something. Let's say that the key to success is the “power to be”. What you are offering people is the easiest, simplest, most accessible thing on earth in the human experience. They've already had experiences like this, so this is not new.

A spiritual career is nothing but activities and actions towards an event. What is the event? The event is something wonderful. If it is Divinity, then it is non-conceptual. And all of our work to define it is only an allegorical attempt to be it. So what you have to give is the same to all. If you want a miracle and you've got a problem, sit back and shut up. The greatest thing you can do in that moment is nothing. How would nothing act?

The students at Sathya Sai Baba's university in India want to go out and act in a manner that they think is a practical application of spirituality. But all they need to do is have courage and go out there into the environment and maintain their personal ethics. They shouldn't lie, steal or cheat, or do it for anyone else, and at the same time seek that quietness. If your title says you've got to sign a document where the accounting is wrong, then go and find yourself another job. To me, this is spirituality.

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### **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."

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

I definitely feel there is a need for spiritual-based leadership in work organisations today. It doesn't necessarily have to be called spiritual-based leadership. If you make things simple and use my definition of opening up to your potential, then you need leadership that promotes that opening up. I think such leadership is good for business, good for its house-holding. And you do not have to find further justification than that.

I would tell aspiring spiritual-based leaders to stay implicit with their spirituality; don't preach. I don't mind having a rule framework. I talk now and then to the board of the Social Venture Network in Sweden as well as to a few other socially, ethically and environmentally oriented organisations. I don't mind these kinds of things. All of this helps, but they thrive on explicit rules. I do support moral structures in business and that makes the playground better. But don't make a mistake; such frameworks, rules and moral structures are perhaps the best you can do, perhaps that's as far as you can go, but don't call it spirituality. Stay implicit.

When I revisited the academic world after twenty years – visiting one of my good friends who had become the president of the Stockholm School of Economics, and a few other professors – I felt that very little had happened in their personal life and personal development. And when I look at what happens in religion among priests, I am glad that most members of the church do not notice what is really going on, because I feel it is below most standards when it comes to power games and so on. When I look at the political systems, I also see these types of power games.

But when I look at the world of business, I have never seen so much constructive work being done, so many open collaborations, and so much constructive opening up. Perhaps this also holds true in the sports world. So I feel that business is one of the best playgrounds you can have in life for your spiritual development. Looking back on my own career path, I realise that it was also a highly spiritual exercise.

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## **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."

## **Guidance and Advice for Aspiring Spiritual-Based Leaders**

I give career talks a lot, and one of the things I always tell my audiences is to look way into the future and think about how you want people to remember you. What do you want to be known for? When you die, what is it that you want people to say about you? What would you like to have written on your

epitaph? It's important for you to get in touch with your principles early and let them guide you. I add that while you may admire someone as your role model, it is important for you to be yourself and integrate what you see in him or her that you like, in your own way.

If your goal is to be successful, there will be a day when you will come down – someone else will come to replace you. If your goal is to live your principles and make sure that you left life better than how you found it, then you will be able to ride through the ups and downs and accomplish many things. Yes, it's important to learn your lessons, but only take the ones that are really yours. That way you will not be deflated by others.

Most often people do not know why they succeed or why they fail. They are afraid to look closely at themselves because they don't want to see their own frailties, or the things they may have done wrong. It is important to know why you are succeeding and why you are failing. It's also important to know what you contributed and what you didn't contribute; both are just as valuable. Honestly understanding your own humanness is so critical.

It is possible to speak openly about spirituality at work. If you are going to speak about spirituality in a capitalistic corporation, then put it in terms that people can relate to. My caution is to "know your audience." You may need to speak in different terms for different audiences, unless you have taken on the challenge that you are going to specifically teach spirituality and you're going to do it at all costs. If so, then be prepared to know that many people will be very afraid of spirituality because they do not know how to relate to it. As a result people may shun you and try to hurt you.

Bob Galvin, the former CEO, was once asked what kept him awake at night and he said, "The fear of arrogance and if we become arrogant, we will no longer be watchful." I believe this is very critical as well. I tell people to watch out for arrogance, believing you are invincible, letting power seduce you, getting into the wrong crowd and selling out on your personal principles. If your organization is succeeding you better be laying awake at night thinking about how you will handle it when it comes back down.

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### **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

#### **Guidance and Advice for Aspiring Spiritual-Based Leaders**

I always tell my people that self-satisfaction should always be in you. When you do something for others, you should also feel happy about it. Do not do things just for the sake of doing them. Understand yourself first, and never expect material gains from your acts – as the Gita says.

Please do not spread hatred, jealousy, and selfishness. I always keep on telling my employees, "Do not say he is one thing and you are another." I tell them, "When you point one finger to somebody, the other four are pointing towards you. Be careful."

You should just lead according to your spirituality. You do not have to preach it. I did not go and tell everybody that I am a spiritual man, a spiritual based leader. That is not required, nor should it be done. Here, I am only trying to share my thoughts with you.