



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

## **Inner Processes that Guide Decision-Making**

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their inner processes that guide their decision making, 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:**

| <b>Name</b>                  | <b>Country</b>  | <b>Organisation Name</b>                  | <b>Sector or Industry</b>                | <b>Position</b>   | <b>Age</b> | <b>Years in Leadership</b> |
|------------------------------|-----------------|---|--|---|------------|----------------------------|
| <b>Aguenza, Floridas, F.</b> | The Philippines | Planters Development Bank                 | Banking                                  | President and COO                                       | 62         | 30                         |
| <b>Behner, John R.</b>       | El Salvador     | Nabisco                                   | Food                                     | Former Country Manager                                  | 66         | 40                         |
| <b>Budin, Philip</b>         | USA             | Royaltons Ltd.                            | Marketing                                | CEO   | 61         | 30                         |
| <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>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                         |
| <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?”

### **Inner Processes that Guide Decision-Making**

I try to leave things up to the Lord. One time we extended an offer to a vice president and he declined. We were all initially disappointed, but then as it turned out someone else even better came to us. While the first one was a very confident person, I think the second one was more in alignment with our values. So I pray for all of these things.

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## **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.

### **Inner Processes that Guide Decision-Making**

The most important thing I consciously do now is to always ask myself, “What would my spiritual teacher do?” And then I try to do that.

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## **Budin, Philip – USA**

“CEO of Royaltions, Ltd. in the USA”

### **Spiritual Theme**

For me spirituality is equanimity.

### **Inner Processes that Guide Decision-Making**

In business, I do the best I can do to accomplish what I want to accomplish, and the results are in God’s hands and not mine. Not being attached to the results is a very freeing experience and a major part of my spiritual teaching – which is equanimity and being in the moment, each and every moment as it occurs. If you are attached to the result, you are living in the future based upon some expectation from the past. Equanimity puts you right in the moment, every moment.

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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.”

**Inner Processes that Guide Decision-Making**

My spiritual theme of “a God-being tapestry of compassion, balance, grace, and friendliness” provides me with the inner guidance for what I do and how I do it.

I do not feel as if I am an expert on spiritual-based leadership, rather I feel that I am on a quest, a search. So, I come to this whole experience of being a spiritual-based leader in business from the perspective of a seeker, rather than a knower. It is a very humble process and journey for me, and I do not feel that I have the expertise to tell the world how to do it. It is much more of a personal navigation for me.

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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

**Inner Processes that Guide Decision-Making**

I very strongly believe that spirituality is to respond from your inner feelings. When we try to find out reasons from within, then we do not hurt anyone or anything. I believe that when we come from our inner feelings, where we as individuals are perfect beings, then we think in a more positive, more caring, more loving 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.

## **Inner Processes that Guide Decision-Making**

I find that if I carefully ponder the scriptures every day, it affects my spirit towards all people as well as towards my decision-making and my work in general.

I think the major obstacles for a person to be a spiritual-based leader today is selfishness, and having too small a vision about the role played by work in life and about success. Selfish, egotistical people don’t feel they have a sacred stewardship. They feel they are kind of the source rather than realising that the Source comes through them. The obstacles are internal; they have pride, corruption, greed, and ask: “what’s in it for me?” Instead of being about “thee and thine”, it’s about “me and mine”.

But good character is not enough. A talented person with a fine character and good schooling also needs organisational competence in order to develop organisational trustworthiness. Trust is a function of both character and competency. I run into good people all the time who are honest and talented but who search for competency in organisational design and systemic thinking. They identify strongly with all that I have said about organisational competence, but they just haven’t had role models, and they don’t know how to institutionalise principles and values. Although they are able to speak about the principles, values and morals, they don’t know how to build institutions that embody integrity.

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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.

## **Inner Processes that Guide Decision-Making**

First I need to wait and think in order for me to see, and then to analyse, what the alternative might be to solving a problem. When I say I need to think, it means that I turn inwards. That is where the wisdom of my spiritual teacher is to be found. Later I consult with other people to learn different points of view, and utmost I consult with my wife.

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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.

### **Inner Processes that Guide Decision-Making**

I am not a naturally structured person. So for me, processes are more evolutionary and unfold over time. I think that a lot of my guidance and decision making comes as a result of many things I do: my reading, my meditation and prayer, my journaling, and my working with and listening to other people. These all seem to come together for me as an intuitive sense as to what direction I should move in.

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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.

### **Inner Processes that Guide Decision-Making**

I have come to appreciate the protocol of Ignatian spiritual discernment. In brief, it:

- Commits to a life that embraces meditative and contemplative practice every day
- Rests comfortably in a problem nexus while patiently seeking to discover the true underlying issues
- Seeks information inclusive of the voices of all those impacted upon by a decision
- Returns continually to prayer attentive to affective and intuitive insights
- Takes decisions with a degree of tentativeness
- And examines not only the factual outcomes, but also the "fruits of spirit" (e.g. peace, courage, hopefulness)

This is not to say I do this well. But it is the decision sequence I aspire to incorporate as an appropriate path for strategic choices, both personal and organisational<sup>1</sup>.

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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.

### **Inner Processes that Guide Decision-Making**

I'm very pragmatic. From my time in WWF, I have learned to ask questions. If I'm not sure what to decide, I imagine a journalist, as was often the case, coming up to me at 4 PM, saying, "We'd like you to present this on the main TV news programme tonight." If I think "Great, I can present it to over a million people," I will do it. However, if I start looking for excuses like "I have a cold" or "we are not quite there yet", then something is wrong and I don't do it. It's very much a matter of intuition. Even though you have done your homework and know all the pros and cons, in the end it's a gut feeling.

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### **Govindan, Rajan – USA**

"Former Senior Managing Director with Bankers Trust in the USA"

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<sup>1</sup> Bridging The Gap Conference Proceedings may be downloaded from the Santa Clara University Web site: <http://business.scu.edu/ISOL/proceedings.htm>. Andre L. Delbecq, Santa Clara University, Elizabeth Liebert, SNJM, San Francisco Theological Seminary, John Mostyn, CSC, Christian Brothers Iona Institute, Gordan Walter, University of British Columbia "Discernment and Strategic Decision Making 'Reflections for a Spirituality of Organizational Leadership'", in Delbecq, Andre L. Editor, Bridging the Gap Between Spirituality and Religion: Proceedings from the Santa Clara Conference, March 9-11, 2001, pp. 10 – 42.

“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.”

### **Inner Processes that Guide Decision-Making**

Decision making that can be made using black and white analytical facts, mostly having to do with economic impact, is what our minds do best. But the best visionary leaders have been those who can integrate their analytical mind with their heart where the spirit resides – the spirit that always seeks the greater good for society and not personal gain; the spirit that is our moral compass and never lets us stray too far. It is the spiritual heart that enables us to make decisions that we will never be sorry about; it is the compassion heart that makes our priorities right.

In the hard impersonal business world, it is very easy to become hardened by our analytical mind – the challenge is to remain softened by our heart so that we can lead our lives as God would want us too.

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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.

### **Inner Process that Guide Decision-Making**

I do ask myself questions as to our values when I make decisions. When we in top management have to take major decisions, we should always start at looking at our basic values in relation to the specific problem. Maybe I would also think of my father and mother; what kind of decision would they have taken in this situation? I might even go back to some parts of the Bible and ask myself: “What kind of decision ought you take, if you should stay true and honest to the basic beliefs in your life.” In many situations I have not been in doubt as to what kind of decisions to take, and most of the time I have made decisions allowing me to look at myself in the mirror the next morning, although it might have been a difficult or an unpopular decision.

There are also many situations in your business life when you are not the one to take the decision, you can only wait for a reaction from other people; you cannot decide the outcome of the situation. You may just pray to God and say, ‘We hope you find the best solution here.’

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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.

## **Inner Process that Guide Decision-Making**

Right now a major learning for me is the integration of the ying and yang, the feminine and the masculine, and a major calling of this integrating the two energies is to reach out with vulnerability and gentleness. It's very challenging for me.

I enjoy going into my inner space and meditating, but prayer is not an active part of my spiritual practice. I have a certain resistance to prayer because of the cultural connotation that is carried by it – that the person who is praying is lower than the God prayed to. In my spiritual practice it is very important that the relationship is equal. Prayer for me is a co-creation, I do ask for what I need, but also, I do give what is asked, so it is equal. To whom do I pray? The universal mystery. I pray for all that is. I pray to the work-God, to the spirit of the soul, to the four directions, to the going in, to the ancestors, the wise men and women, and the wise teachers in history. So when I start praying it takes a long time.

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## **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.

## **Inner Processes that Guide Decision-Making**

Human Values are the treasure that is within each individual person. It is this treasure that an individual must excavate (bring out) and utilise in his daily life – in thoughts, words and deeds. This treasure then becomes the beacon of light, the guiding spirit in decision-making processes.

Whatever happens, accept it as a gift, coming from God. Obstacles are there to strengthen us; I always see any obstacle as a blessing.

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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.”

## **Inner Processes that Guide Decision-Making**

Obviously I've tried to be rational when making decisions. I've tried to have the numbers right and identify and analyse the alternatives and the consequences and all of that. But when I look back on the major decisions I've actually made, they are very intuitively based and values-oriented.

I know what is right, but I cannot always express why it is right. This pattern is the same every time; after the fact I can see why, but during the process I often have great difficulty explaining why I am so much against this or why I am so inclined to do that. My actual understanding comes afterwards.

With both Oticon and Grundfos I faced a lot of social and environmental issues, as well as major issues about our product focus and what we were trying to do. Again, after the fact, when I look back upon the decisions that I've lobbied for, they've been on behalf of the environmental and social issues – even though if I had been asked at the time what was most important, I probably would have said to make money. As it turns out my focus was and is a very good basis for strategy - and we're making money.

Some of the most important decisions we made were: the direction of our product development; who we were going to serve; and how we were going to serve. I recall, after the fact, that the direction I was arguing for in both Oticon and Grundfos was much more based on my wish to do something for the environment and my desire to act in a responsible manner than on earning money.

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## **Levy, Ricardo – USA**

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

### **Spiritual Theme**

“Oneness”

## **Inner Processes that Guide Decision-Making**

One of the important tasks for me in my own spiritual growth is to continue to improve my ability to quiet my mind and go inside. This is where most everything is happening anyway. I have really grown in my ability to just let something be and let it percolate – the capability of being able to be with and ponder the unknown. When I deal with people, it must be with empathy and compassion; empathy is deep connectivity and compassion is “with passion.”

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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.”

## **Inner Processes that Guide Decision-Making**

I ask a lot of questions to myself when situations arise that require me to make a response or give a decision. I normally introspect and try to see the different dimensions of the situation or the problem. I think of the consequences of the actions I take and whether there are also alternative actions.

Suppose a Director of the company comes to me and tells me an employee needs to be sacked, as he is not performing. I think of the consequences of this to the employee: what will happen to his family, to his children, how will he get reformed? I also know that the Director is usually operating out of anger and later he may repent. I give it a little space and then examine the issues with the employee to find out the obstacles he may be facing. If there is something wrong with his work, I ask what are some alternative ways he could improve, without terminating him.

My philosophy is that when this employee was recruited he was perfect; otherwise why would he be recruited? So if he needs to be terminated today, then surely the organisation has to take some responsibility, otherwise why did we recruit him/her? We should also punish ourselves for contributing to his lack of development, so I do not absolve my responsibility so fast.

We went into the Internet business in a big way and the whole dotcom crashed. However, we did not sack a single person whom we selected. We put them into other ventures. When the government closed down our radio channel, we didn't sack anyone. We put them into our retailing shops where they did announcements, talked to customers, all kinds of hand holding exercises. We knew that we would start a radio station again in the future and that these employees would be useful.

Now we have some of the best radio jockeys from the old team and today when competition is offering them three times the salary, those very employees are refusing the offers. Why? Because we stood by them when they needed us most.

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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”.

## **Inner Processes that Guide Decision-Making**

One time, I had a week where all of my projects were not going well. At the same time my step-daughter needed a lot of my attention, and one of the people who worked for me also needed some extra care. There was a part of me that was feeling very, very frustrated and I felt like I was really being spiritually tested. I finally stopped and asked myself a question, “Who do I want to be?” A friend

once asked me this question about three years ago and since then it has become an important question for me.

As I reflected upon this question, I saw that I wanted to be a caring mom for my step-daughter, I wanted to be a great coach for the person who worked for me, and I wanted to deliver on the projects that were already on my plate so that they were beautifully done. I knew that I did not want to be resentful or angry. I saw that what was causing my frustration was that I wanted to take on a new client, but the timing was not right. So from this inquiry I knew that I had to let go of the prospective client and tend to the current responsibilities I already had in my life and work.

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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.

### **Inner Processes that Guide Decision-Making**

I ask questions like: Am I able to really make people happy around me? Am I able to make them comfortable? Am I able to provide them with a sense of direction? Am I able to really help them grow? Am I able to help them be successful? All of these questions, in my opinion, are a spiritual approach to how I want to interact both personally and in business.

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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.

### **Inner Processes that Guide Decision-Making**

I ask: Is anyone unhappy? Is anyone hurt? Is anyone insecure? Every minute, it's like I “run the reel” of my moment-to-moment life. That is, I review what I have done and how I can improve. From the last moment, I correct it, improve it, and do better in the next moment. Every next moment should be better than the last moment, and better than this moment. Never say there is no time. *If you are present, there is the time.*

I also consider the Buddha when he says: *Buddham saranam gachami*, take shelter in the teacher. *Dharmam saranam gachami*, take shelter in dharma (the way of life). *Sangam saranam gachami*, take shelter in the community. If you want to solve a problem, then first go to the teacher, the expert. Ask him and he will give you an answer and your problem will be solved. You need not be the expert yourself; you have the teacher. You get the blessings of the teacher and then you start with

confidence. If the teacher is not there, then you must go to the books and get the knowledge. If the books are not there, then go to the group and discuss.

Finally, I follow the Vedic prayer: *Asothama sadgamaya*, lead me from untruth to truth. *Tamosoma jyotigamaya*, lead me from darkness to light. *Mirthyuma amirthingmaya*, lead me from death to immortality. From untruth to truth: going to the master is the best. From darkness to light: knowledge is the best. If you want to become immortal, group is best. Why is this so? Because it takes you from ego to Self, which is Divinity (*ahamoma athma gamaya*). Self (Divinity) is immortal; Self is light; Self is truth. But ego is death, ego is darkness, ego is untruth. So you must bring the ego to Self through group. The moment you truly come together in a group, the ego is lost.

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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.

#### **Inner Processes that Guide Decision-Making**

I am constantly aware of my questioning why I am making the decisions I make at work. I ask myself: Is it the right decision? Am I making the decision because I am scared - because I don't want to stand up for what I know is the right decision? Am I making the decision that is in the best interest of the employees or the company or the shareholders? Is my ego involved in it?

I try to prevent my intuition from dominating my decisions. I feel that if I cannot justify my decisions in a rational manner, then I can't communicate or explain them. There have been situations where intuitively I have said one thing to myself and logically I have said something else to myself. I use this as a way of stepping back and not making a decision, and of thinking it through again until I can understand or reconcile both the intuitive voice and the rational voice. And often the intuitive voice reminds me that I forgot to think of something else. And so I think through it again and try to understand it better and look to see if there is something else I can do or something else I can take into account that my logic did not call to my attention the first time around. So I don't make a decision if there is a conflict between my intuition and my rational argument.

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### **Ollé, Ramón – The Netherlands**

“President of Epson Europe in The Netherlands”

#### **Spiritual Theme**

“To know thyself.”

#### **Inner Processes that Guide Decision-Making**

I have always asked myself one critical question throughout my life, "Is there consistency between what I am thinking and what I am doing?" My thoughts and my practices must be the same. This is perhaps the most difficult part of being a public figure, which I am as a leader in a large international company. I must have consistency between my thoughts and actions.

Many of the stands I have taken in my life were based on the conviction that everyone is as equal in their total integrity as I am. This is in line with what my first manager taught me: "do for others what you want them to do for you." When I want to change the culture of the company or I want to reorganise it, I have to think of how others will be affected by those decisions. When I am internally clear about this concept, then it is easy to lead people. But I must always be aware of how the decisions I make will affect their lives. When we look at reengineering, we have to take care of others; it is our duty as a manager to consider their personal lives.

When your leadership is founded on a value and belief system that considers the person as a total unity of the spiritual and the material, you cannot segregate which part of your daily activity is which and just consider one side of your total integrity. I have tried all of my life to be consistent with myself and to be a whole person. This has created problems a lot of times in my day-to-day business because if others do not share these same views, then it is sometimes difficult to explain one's decisions to them.

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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."

#### **Inner Processes that Guide Decision-Making**

I do not think the saying "practice makes perfect" is correct. To me practice makes permanent. If I am not doing something correctly and I keep practicing it, I will only make permanent what is not correct. If I seek guidance and introspection from my inner being, from my inner spirituality, then that makes perfect. So practice does not make perfect, practice just makes permanent. If you know what you are doing from the inside, you will be perfect.

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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.

#### **Inner Processes that Guide Decision-Making**

My prime motivating factor is maintaining my integrity and contributing high quality. I must keep my promises.

I would like to be remembered as a person who contributed – to our employees and investors, to the firms we work with, to society as a whole.

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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.

**Inner Processes that Guide Decision-Making**

I am often asked to be a board member, and I tell them that I do not want to just be a name on their board. I only want to be on a board if I can really contribute and help the company. The reason I chose to take the board position with the Murugappa group for instance was because of their values and sincere commitment and openness to learn.

When I was offered, as the senior most person, the Managing Director position at Infosys, I told them honestly that I felt I was ready to retire. I did not feel that I had the energy to run the company at that stage of its scorching pace of growth; I felt that a younger person with lots of energy would be better suited, and I told them this with full honesty and sincerity. It took them some time to convince themselves that I was serious about what I said before they accepted my decision. A CEO position with a company like Infosys is, after all, a coveted post; however, integrity and openness is something that I value a lot.

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**Raman, Ananth – USA**

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

**Spiritual Theme**

“Awareness” and “Realising Divinity”

**Inner Processes that Guide Decision-Making**

The desire that life must have a purpose, the desire to add value, and the desire to set an example are the basic principles that I use to evaluate and take all decisions. And of course added to that is the feeling of awareness of who you are. So all of the four pieces go together.

I do not consciously evaluate every decision I take, or every act I do. I don't have a set of specifics questions, but somewhere along the way I have institutionalised these qualities in my decision making process. I think they are very clearly there when I am dealing with a customer, or an employee, or a competitor. At some point earlier I did have to think about these things and make an effort, but now it comes naturally.

It doesn't always come into my awareness that when I am doing something to someone else I am doing it to myself. But if I think about it a little, I can see that this really is a conscious process for me. I do realise that when I do something to someone that I am doing it to both of us. It doesn't come immediately in the moment of the act as a conscious process, but when I think back I can see that it is there in the background for me.

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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”

#### **Inner Processes that Guide Decision-Making**

As an auditor of large multi-national companies, I have been confronted on almost a daily basis with situations where I have to pass transactions through my internal “ethics” system and see if they pass my litmus test: the “Lakshman Rekha.” This is the imaginary boundary line that every individual has that he will not cross.

I think the current boundary line that has been dictated by ethics is driven largely by human knowledge, meaning that somebody tells you this is not right or that is not right. This is something you usually get from your childhood. When I refer to the Lakshman Rekha, I am talking about the invisible line that is within everyone's system that is driven by consciousness. This is a consciousness that has its own existence. It comes into the mind; it is not a product of the mind or societal influences. It is something that can stand on its own. It has an independent standing of its own and is capable of influencing you. It is like a direct knowing, rather than a belief system.

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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.”

#### **Inner Processes that Guide Decision-Making**

If a battle comes, I will fight it, because I will not deviate from what I see is proper procedure. But that proper procedure is what I see; it's what makes me happy. I'm not even saying that you've got to adopt that procedure. I'm just telling you that you've got to “watch” – which means to “watch” your words, actions, thoughts, character and heart – and then you'll be happy. And that's the whole game. My spiritual teacher gave me all of this in my first meeting with him. He gave me every teaching in my first interview, and I didn't understand a word of it.

If you want miracles in your life, then “watch” and be happy. This is the same teaching that’s in every religion. For me, this is: be brave, don’t lie, do your job, quiet your mind and at the end of the day fold the cards. Wake up the next morning, see what’s dealt and play it the best you can, don’t worry about it. See the job, do the job and stay out of the misery. If there’s anything that attracts any God, it’s having courage and having courage is doing what falls in your lap and doing it right, no matter what it is.

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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.”

#### **Inner Processes that Guide Decision-Making**

The bottom line question for me when considering a decision is: does this give me a bad conscience? If it does, then I don’t do it. This is my guide. I also ask very often whether something could be done with more fun. I have found that things can be done dramatically differently if you take this approach, and very often much more successfully.

In addition, I also ask if something can be done more easily or more simply. Ease and simplicity are very much spiritual concepts. That is how I arrived at the process-orientation, for example, and that is why I challenge any procedure that people try to do that doesn’t produce a perfect product or service from the start.

I also look at stress. I think there are different types of stresses. I look at whether negative stress – in the form of a feeling of oppression or resignation, or feeling burdened, or not feeling a part of what’s going on – can be reduced. But I think that there can be positive stress, which is full of challenge, full of expectations, and full of drive. So I try to reduce negative stress in order to lift a sluggish organisation.

If I look at business as if it were a playground, then asking if it can be done more simply, if it can be done with more fun, and if I can avoid a bad conscience, then these are all spiritual questions.

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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.”

## **Inner Processes that Guide Decision-Making**

In my career I have been through some extremely difficult downsizing situations and personal attacks. I have been put into some impossible situations when I felt that I was under intense pressure by those in power above me to solve an unsolvable problem, or times when the organization just wouldn't work together to get things done. Every once in a while I have lost my way and those were really dark periods. And yet I knew I would be okay. I've been demoted and I've been celebrated and through it all I have learned not to get attached because none of this is what's real.

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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

## **Inner Processes that Guide Decision-Making**

I believe in personal optimism: I hope for the best, expect the best, and toil for the best. I always think positively. That is one philosophy that I have adopted in my life. I don't make compromises here – and that probably has led me to achieve things on a higher level.

When it comes to disciplining a person, I don't like to use the stick too much. I do use it, but I'm not a person who “wears it on my belt like a policeman.” When someone needs correction, I always tell the person, “Look Mr. X., I am not against you, please don't mistake me. I respect you as a human being and you are in my heart, I am not against you. What I am against is the act of yours that you did. And that is what I'm correcting. I am not against you.”