



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

## **Relationship with Other Executives and Stakeholders**

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we collected information about how they related to other executives in their organisation and to their stakeholders. Most of this information is contained within their stories and other questions we asked, however, this file contains some specific statements they made, along with the “spiritual theme” that summarises their 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>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>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>Moitra, Deependra</b>	India	Lucent Technologies	Tele-communications	General Manager, Engineering	32	7
<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 Div.		
<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?”

### **Relationship with Other Executives**

I have a group of colleagues from other organisations who get together for lunch in my office once a month. We would just share how spirituality was playing a role in our work. They found it difficult in their multi-national companies. They’d say I was lucky because I was at the top and my Chair thought the same way.

### **Relationship with Major Stakeholders**

I think that business has a purpose that is beyond just benefiting the shareholders. Of course this bank has been set up by the shareholders and they expect a good return, but it should not be at the expense of everything else. It can be done with a balance. Businesses must do what is good for the country and for the people. Businesses must live by the right values, not just strive to be number one while sacrificing all else.

I believe that if businesses will do the right things that in the end everyone will be a winner and our country will also win. There are more and more people in business here in the Philippines where spirituality is becoming recognised. Even in business associations here, we start with an invocation prayer, especially a prayer for the country.

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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.

### **Relationship with Other Executives**

We had what you might call an executive committee: the controller, sales manager, marketing manager, purchasing manager, human resources manager, production manager, maintenance manager, quality control and new products manager, systems manager (for computers), warehouse manager and my private secretary. All of these employees were my direct reports. Now this might surprise you, that there would be so many people reporting to me directly, but this came from the example of my spiritual teacher, where he gets involved in all the little details. You may ask, “If all these people are reporting to you, then are you delegating, or are you simply doing all the work?” The answer is that I was delegating, but I was giving them a picture of all I knew.

Each one of these people played a really key role. Why would the purchasing manager report directly? He would do so because a lot of our business was just buy-sell, or buying and then re-packaging. I also had to be aware of the currency markets. What is the currency market in Europe, if you are buying in America? When you see that there is a real good exchange rate, you take advantage of it and you buy more. Or maybe we were coming up with a promotion, where the marketing manager talked about building a huge tower in the supermarkets. We would have a contest where a person who could guess how many units there were in the tower would win a prize. By meeting all together, we knew the amount of merchandise we were going to need and the purchasing manager was informed, so he could get enough material for this.

If this is done with a loving attitude, it doesn't create a situation where they say, "No, we won't do anything until John gets here", which usually happens. The general manager is like the communicator: he's the one who makes sure that everyone is informed and knows what they are supposed to do.

My experience of working for Nabisco was very good, because the head office left me alone. Besides the visit when I was hired, I was only visited two other times in 20 years by any one from a higher office. They left me completely on my own, as if it were my own company; otherwise I probably wouldn't have been there for so long.

### **Relationship with Major Stakeholders**

I treated all the employees as if they were my children. I had a really good relationship with them, and since the head office left us completely alone, we did anything we wanted to.

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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.

### **Relationship with Other Executives**

Since all three members of the board follow the same spiritual teacher, our relationships are harmonious.

### **Relationship with Major Stakeholders**

These too are excellent, as we aim at serving others, not just ourselves as shareholders. In particular, we focus on the well being and development of our employees.

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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.”

## **Relationship with Other Executives**

Many of our senior people have come from traditional organisations and so our way of looking at people, planet and profits is new to them. For some it is still uncomfortable, it sounds good, but they don't yet believe that it will really work. I think our challenge is to really show that we can purposefully and mindfully walk in balance among these three components.

I sincerely believe that in order to do this there must be a spiritual source to it. Otherwise it just becomes another ideology or great philosophy. It must be rooted in your being and that's what I am seriously considering now. I wonder what it will take for people to experience this deep, deep belief and I wonder whether it is the role of business to help people find their spiritual source. If so, then how do you put this in the procedures manual?

## **Relationship with Major Stakeholders**

To me, the essence of a successful company is the act of cultivating relationship. There really isn't any big secret to this if we would run our companies like we would a successful relationship. The word “cultivate” itself denotes the fact that it takes time and there must be all of the organic processes in place: you sow the seed, you water the seed, and then little by little the customer begins to grow in their respect and appreciation of your company. I know that every company says that they want to exceed their customers' expectations, for us here at Eziba it is vitally important that we do not pay just lip service to this. And I admit that this is challenging.

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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

## **Relationship with Major Stakeholders**

Any organisation that takes care of its stakeholders – which to me means everyone, including employees, customers, and suppliers – is bound to be successful. Obviously there has to be a profitable business strategy, but when that strategy is also founded on sound thinking of positiveness, you will not want to harm anyone or anything.

## **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.

### **Relationship with Other Executives**

I have several times mentioned the combination of character and competency. Truly, these go together. I am convinced from my experience that these two are of primary importance – and particularly with respect to recruiting and selecting leaders strategically, that is, to ensure the long run survival and success of the organisation. A lacking, a flaw, in either of these two – character and competence – will affect the other, and that will affect the performance of the whole organisation.

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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.

### **Relationship with Other Executives**

As the Governor, I found that my politically appointed leaders as well as the leading civil servants did understand me, and that they felt very committed to me as the leader. They very much identified themselves with the causes I was fighting for.

Now I am very much trying to set my main partner in the company on the spiritual path, because he is materialistic. He is a person who suffers if he needs to give increases in wages to the workers. It’s a big task facing me now, to try to influence my partner to change. Not only could he himself be happier, he could also make others happier.

### **Relationship with Major Stakeholders**

I was elected the President of the Governors’ Federation in Colombia. Among the 32 Governor members I was considered to be not necessarily a spiritual person, but a conciliatory figure, which brings people together. The 19 Representatives and Senators in my State whom I worked with during my 3-year period as Governor approved 100 pct. of my plans and proposals. And at the level of the Republic, at the Senate and in the National Government, I am acknowledged as the man who keeps

his word. It's possible that I may run for the Senate in the 2006 elections or after a 3-year period of rest I could be ready to be elected as Governor again, or maybe be appointed for a ministry in the national government. In the meanwhile, I own a successful construction business. But the most important factor is that today I am happy. That is what is important.

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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.

### **Relationship with Other Executives**

Relating to the other executives has been personally and spiritually rewarding for me. It has been exciting to see the other executives buy into and support the I-CARE Values. The spiritual dimensions of their efforts have been subtle but they are clearly a part of their involvement. In some cases the executives have found a renewed commitment to their own religious heritage and practice their faith more devoutly than they were before their involvement in the values integration effort here at Methodist Health Care System.

### **Relationship with Major Stakeholders**

Our physicians have become involved in the process in a significant manner. We have had a history in which some physicians were so wrapped up in their reputation as a medical “super-star”; they would mistreat and abuse hospital personnel. The physicians themselves have put a stop to that kind of behaviour. They have embraced our spiritual environment and are being intentional about practicing medicine in the hospitals within the Methodist Health Care System in a manner that is consistent with the values represented in I-CARE.

Our hospital board members have also embraced values integration. They have adopted changes to our policies and procedures, and in some cases, our rules of governance that reflect our I-CARE values. They have also participated in our values surveys in order to be included in the picture of how values integration has taken place at all levels of the organisation.

The Texas Annual Conference of the United Methodist Church, the legal owners of the health care system, have been especially pleased with the changes they have seen taking place. The bishop and other church officials have all acknowledged that the relationship between the church and the health care system has never been closer than it is now.

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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.

**Relationship with Other Executives and Stakeholders**

What comes to mind are two boards on which I sit. Both are organisations that possess clarity regarding their purpose.

The first is a large health care system that resulted from the merger of several smaller organisations. The members of the board and the executive team conceive of their organisation as a “healing ministry” with particular emphasis on health services for the poor. Because of the clarity of organisational purpose, its culture is such that decisions constantly return to concern for the poor as an overriding value. Difficult decisions are undertaken to construct a portfolio of hospitals and clinics positioned within major market areas in service to the urban and rural poor. This also requires that sufficient market power is present in an individual setting so that the effort is financially sustainable. Very trying decisions have been undertaken to close some hospitals, to merge others, and to reinvest in others; yet the decisions are always calibrated against the organisational mission. This has required self-sacrificing discernment on the part of the leaders.

What makes decision making different in this setting is that these leaders are willing to place the needs of the poor ahead of personal ambition, convenience or financial gain. It is a different experience to participate on this board.

The second organisation is a technology company that has evolved a product that will provide an important benefit to human kind. This smaller organisation and its leaders are aware that they do not possess the brand, market distribution, or financial power to fully utilise their discovery. So we are engaged in discernment regarding the merger of the organisation with a larger organisation. As a result, the present management team will obsolete itself. In both of these organisations, the greater spiritual purpose of the organisation is resulting in decisions that can be characterised by a greater degree of selflessness.

Of course, leadership is always challenged to “obsolete itself”. A mission well performed often means the organisation will require a new skill set.

I find my role is frequently to support the courage required on the part of executives engaged in such decisions. I try to help them remain in touch with a belief that when a particular mission is accomplished, their skills will be well used in the future, however differently their gifts may be expressed.

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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.

#### **Relationship with Other Executives**

I usually have very good relationships with the people who work for me, and, depending upon my respect for them, I have very good relations with my superiors as well. In Swiss Re there weren't any women around, so it was difficult to find out whether the difficulties that I had at times with my colleagues were because they were all men, and I was the only woman, or because of my trying to do business in a different way. But we remained friends. Most of the friends that I have now are from Swiss Re or WWF.

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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.”

### **Relationship with Other Executives**

Relating to and working with other executives is a special challenge, as one tries to take a dharmic (righteous) approach. Most executives are trained to be competitive, so there is a fair amount of tension. As long as one believes that one has to get ahead of the others to gain management appreciation and rewards, it can be tense.

As I have matured, I have started to realise that it is not management that decides my destiny, but rather God. If one does not believe in the principle of karmic consequence, sometimes you can be disillusioned with your faith in the power of God, especially when you see those who are selfish and conniving get rewarded. But unfortunately, it is only when you get older that you see that everybody gets their just rewards, and the ones with principles and integrity are usually the happiest and most content, if not the richest.

### **Relationship with Major Stakeholders**

I sometimes feel that there is an inherent conflict between spirituality and being an investor – most investors want maximum return on their investments as quickly as possible while spirituality aims at the greater good for all. But without investors there are no opportunities for anyone!

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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.

#### **Relationship with Other Executives**

I don't think of myself as a real spiritually-based leader. It's just that this Christian tradition and these basic values are part of my life. Therefore it is naturally influencing my decisions, but it is not something that I am conscious about on a daily basis. I'm doing what comes naturally to me.

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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.

#### **Relationship with Other Executives**

I see other executives as potentially very powerful change agents. Actively engaged and powerful business leaders have these potentials because of their leadership capabilities and the resources

they hold in their hands. From a spiritual perspective I see them as a major force to be engaged in changing the world in response to the urgency we are facing.

### **Relationship with Major Stakeholders**

I see major stakeholders as peers and colleagues as potentially on the same journey as we are, and I am actively engaged in fostering this collective power to create change.

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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.

### **Relationship with Others**

Before coming into the influence of Sathya Sai Baba, I saw others as others. I saw myself as being different from them in terms of colour, sex, language, tribe, nationality, etc. Now I realise that the differences that I once saw are superficial, ephemeral and unimportant.

Fundamentally, others and I are one. I belong to one caste – the caste of humanity. This has helped me as a leader to get along with everyone in the world and it has been clearly shown in the way that people of all classes, races, different levels of intelligence and status in life have received me and I have received them.

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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.”

### **Relationship with Other Executives**

I don’t think I was asked to chair the company Grundfos because I was a very good businessman or because I was able to make a lot of money. I was asked to chair Grundfos because they wanted someone who would express values that were based on a concern for both social and environmental issues. Grundfos is an expression of these values. The founder and the current owner of Grundfos is a strong Christian and the company is led 100% from those values.

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**Levy, Ricardo – USA**

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

**Spiritual Theme**

“Oneness”

**Relationship with Other Executives**

I talked earlier about “spiritual resonance” in an organisation. Spiritual resonance is in my view a very important aspect of good leadership and good teamwork. It permits the meshing of different personalities without jealousy or resentment. It permits one partner to cherish the limelight of the other partner. It permits listening even in the most difficult situations. It overcomes the dark shadow of the ego. The story of Catalytica is very much a story of spiritual resonance. With my co-founder I had that relationship. It permitted us to build a successful enterprise that transformed multiple times over the 30 years that we were together. Without it I doubt that this would have been such a success story.

The life of an entrepreneur is really a meshing of contrast and sometimes contradictions. You have to be expansive and visionary while at the same time being grounded and realistic. You have to be enthusiastic and optimist while at the same time being truthful to the realities that you are facing. You have to be action oriented while at the same time being able to “rest in the unknown”. It is very hard to find all of these characteristics in one person at the same time. So very often a leader relies on others around him to supplement what is missing. The best way to make these supplements work is via deep spiritual links that tend to reduce or eliminate the negative influence of the ego.

**Relationship with Major Stakeholders**

In the end, the stakeholders need to trust. In the absence of trust it all falls apart regardless of the legal codes, systems and checks and balances. So the most important job stakeholders have is to generate trust in you as a leader. Spiritual grounding and a sense of a spiritual compass add a lot to consistency and performance.

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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.”

**Relationship with Other Executives**

I think I am very lucky; the owners of this company are very spiritual, so they understand my language. They actually push me to do more and more. The board of directors are also participating

and watching the results. Many of them have gotten initiated onto this path of spiritual practices and are finding greater happiness, even in their family life.

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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.

#### **Relationship with Other Executives**

I have very cordial relationships with my superiors, peers and subordinates. I recognise that people have different orientations, motivations, and myriad expectations, and so at times I have to be adaptive. I focus on learning from everyone. And, I confront people when I need to, either to ensure parity or balance or fairness, or adherence to the organisational value system.

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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.

#### **Relationship with Other Executives**

From a spiritual point of view, the approach towards all individuals should be one without fear – and I should be able to love and appreciate all people regardless of their capability or attitudes. I try to carry this through into my work – I try to rise above the politics of the organisation and meet people on an individual level – and I try to build a relationship, which is based on honesty and openness. For example, I am very willing to accept mistakes that I have made once people point it out. Because of this I think I have a good relationship with the other executives. They have learned that I am open to suggestions, and neutral in my decision making process. Hence if I suggest something, people take it seriously. They know I would not make statements in a political or an off-hand way.

#### **Relationship with Major Stakeholders**

In general, I try to apply the same principles as guide me in my relationship with other executives. There is a difference in that if I have concerns with certain objectives of different stakeholders – I am willing to voice it. So I try and follow the same objective relationship with them, which is in line with my inner spiritual values, as I do with individuals.

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**Ollé, Ramón – The Netherlands**

“President of Epson Europe in The Netherlands”

**Spiritual Theme**

“To know thyself.”

**Relationship with Other Executives**

All of the top leaders throughout this international organisation imbibe the spirit of contributing to the long-term well-being of everyone, even of future generations. There is a great respect for human beings in our organisation, therefore, I do feel that I fit in very well.

Even the leaders of the overall Epson organisation try to know all the employees. Of course, it is impossible to know all 84,000 employees, but we are a company with a great, great level of knowledge about each other. Leadership requires this important factor of connection with others, which includes respect and understanding.

During all of the years that I have worked here at Epson, all of the top management has always stressed that we all have the same rights and obligations and that whatever happens within the organisation we have to respect our duties to society. This means we have to be respectful of others and we have to be respectful of the rules. I feel very comfortable with these views.

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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.”

**Relationship with Major Stakeholders**

As I began to live a deeply spiritual life, I looked at everything in my work differently. I saw that when I was talking to a customer, I was not just selling him a product; I was serving him. I was serving him through the product, I was serving him through the after sales support and I was serving him through my consultative process of selling. This changed my whole way of selling and relating to people. The key to this is that my business must only be there to help my customer to improve their business as a result of my selling them what I am selling.

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**Ploix, Hélène – 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.

## **Relationship with Other Executives**

We discuss whether it is a good thing to do this or that and we discuss all matters very openly. If we think of giving a small present to our investors when we have a meeting with them, we discuss what the size of the present should be; it shouldn't be looked at as if we only do it to be nice to them so they will invest again. This may appear to be a small matter, but it is important; it's so easy to do things simply because others do them without reflecting on them.

Each time there is a risk of a conflict of interest, I try to see it and I speak up about it. Sometimes in my life I didn't speak up, I made mistakes, unfortunately. But each time I see something that could lead to a conflict of interest and to a conflict with our values, I try to speak about it and to discuss it with my partners.

As to discussing what values are important in the company, I didn't discuss this as bluntly with my two partners as I might have. But all of us have certainly discussed the notion of “balance” – of not being too greedy, of being transparent, and so on. We have worked together for nine years now because we share the same values. I discussed transparency and conflicts of interest with them, but I never directly used the words values.

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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.

## **Relationship with Other Executives**

One of the areas that I have sometimes had disagreements with some of my colleagues, in my long career, is the mistaken notion that if you are powerful or intellectually brilliant you can be arrogant and can step outside the purview of rules and norms. While in the public sector and bureaucratic environment, the powerful get away with arrogant behaviour. Interestingly, I also found that in the private sector, the so called “outstanding performers” who produced results by trampling over every one else got away with serious infringements of dignity and self-respect of other employees. I have fought my own mini battles against these people with various degrees of success.

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## **Raman, Ananth – USA**

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

### **Spiritual Theme**

“Awareness” and “Realising Divinity”

### **Relationship with Other Executives**

I consider other executives as an extension of my own Atma (soul) and because of this, in all dealings with them, I completely eschew malice, fear or hatred.

### **Relationship with Major Stakeholders**

I believe that I am a trustee to the value of the business that has been entrusted to me and the stakeholders should also consider themselves as co-trustees.

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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”

### **Relationship with Other Executives**

I have always used the spiritual context to develop relationships with my colleagues and other employees. I am particularly interested in people who do not readily respond to my approach. I work on them and get them to realise the merits of my method. This has particularly helped me in developing a team that is at once conscious of the *substance* aspects of matters they have to deal with on a day to day basis. I am often asked what a single man with such an approach to work can achieve when the whole world is up against you. It is true that you have to sometimes swim against strong currents, but who said it was easy. When my colleagues and team recognise the truth of the spiritual plane and practice them, they come and tell me how differently they feel and how fearless they have become.

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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.”

### **Relationship with Major Stakeholders**

There is a common misunderstanding in business today – to think that one has to rape, murder and pillage in order to make a profit. When the stakeholder is treated with the same dignity as the stockholder, it is good business which will enhance the bottom line, not restrict it.

I was one of the first foreign investors in Tanzania. I provided them with their public relations, as they had none. I hired a Director of the World Bank to write their public relations. I advertised the country of Tanzania without advertising myself in the Wall Street Journal and Barron's, taking as much as 1/3 of a page on a continuing basis every week for almost a year calling to people's attention the opportunities that existed in the country. We did 19 social service projects in the villages and built Mother Teresa's facility on the Uganda/Tanzania border, which is now their largest facility in Africa. We didn't do it for the company; we did it for the individuals. We did all the right things and we gave back before we received. Now you can't touch us in that country, in other words people have tried to take us out politically and the government told them to get lost.

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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."

#### **Relationship with Other Executives**

Nothing kills an "opening up" project and process-orientation so much as having a person in a key position who is devoid of spirituality and does not understand anything else but self-interest. Nothing can disappoint people in an organisation more than this. I have experienced this! You have to realise that if you want to perform spiritual-based leadership, and if you have this type of person close to the top, then you will have to remove him. My mistake is that I did not remove such a person, and I will never make that mistake again.

Some of the most profoundly spiritual persons I have met are business leaders, but many of them would never consider themselves as spiritual or even reason in spiritual terms. I value those persons highly and consider them examples for anyone to follow. There are quite a few of them and they thrive in the business society because their approach creates trust and success.

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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."

## **Relationship with Other Executives**

I've never looked at people in high power positions and been in awe. I've always been able to talk to the janitor, to the street person, or to the CEO, or to the president of our country, because to me they are all the same. Yes, some have different circumstances or environments or experiences, but inside they are all the same. This way of seeing people has always been a part of me since I was young, and I don't know why.

In my 30-year career I have experienced all kinds of bosses: the hard-liners, brow-beaters, over-ambitious and those that will sell out their people. I have seen numerous executives rise all the way to the top and then at some point they came back down. When an executive rose to the top by taking advantage of people, then on their way down people ganged up against them. But when an executive rose to the top in a spiritual, respectful way, then on their way down the people caught them and cushioned their fall.

When you stay true to your spiritual principles you can walk lightly. I have found that people who are phenomenal spiritual leaders are not entangled with the world; they have empathy and compassion and can even look at the world through your eyes. However, they do not attempt to control you. If you feel joy, they will also feel your joy, if you feel hurt, they will feel your hurt, but not to the point of losing their own soul or their own spiritual centre. They have a compassionate observance of others and of themselves.

I also think that we don't need to be embarrassed with our feelings of love for each other. At work, I embarrass people with my warmth, and I don't care. One day my former boss gave me the most interesting compliment, he said, "Janiece, I want to thank you for never pulling any of that female stuff on me." What he meant was that I had never dealt with him on the male/female level, it was always on a human being-to-human being level and I respected him as my boss.

My boss today is very spiritual. I walk into his office and I walk out soothed. Everything about him is spiritual, he is a deeply spiritual man and he expresses such joy about everything. I would say that he has integrity beyond compare.

I also now have a gentleman in my organization that is very spiritual. He was Christian and married a Jewish woman, however, now he follows mostly Buddhist practices and meditates regularly. Having someone like him to talk to about spiritual matters is very helpful.

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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

### **Relationship with Other Executives**

These three words – hatred, jealousy, and selfishness – they just don't get into my system. When I once lost getting the Chief Executive post to someone else, I was the first man to send him a bouquet of flowers, and then I went to congratulate the man. He was in tears when he received it. He went and

told others, “What a great personality Welling is – he brought flowers for me. He was supposed to come and occupy the chair, but he comes with flowers to me, with all his team.”

I said, “Look, as people go higher and higher in the organisation, it goes on narrowing. Only one chair comes open, but there are five of us here. One of us has to get it. Why worry about it? Whoever has to get it, gets it. That’s all. Let’s be very, very professional about these things.”

In the selection process for the Chief Executive position, I went to Delhi on the morning flight, said my prayers, went for the interview, came back to the hotel, took the flight back the same day, and sat in my chair here in my office. I never even told my assistant that I went for the interview. I was a professional. I went, I attended the interview, was happy with the interview, and came back.

In all my life, I have not lobbied for myself. I have some values that I cherish and I am not going to sacrifice my values for a post. I never sacrifice my values.