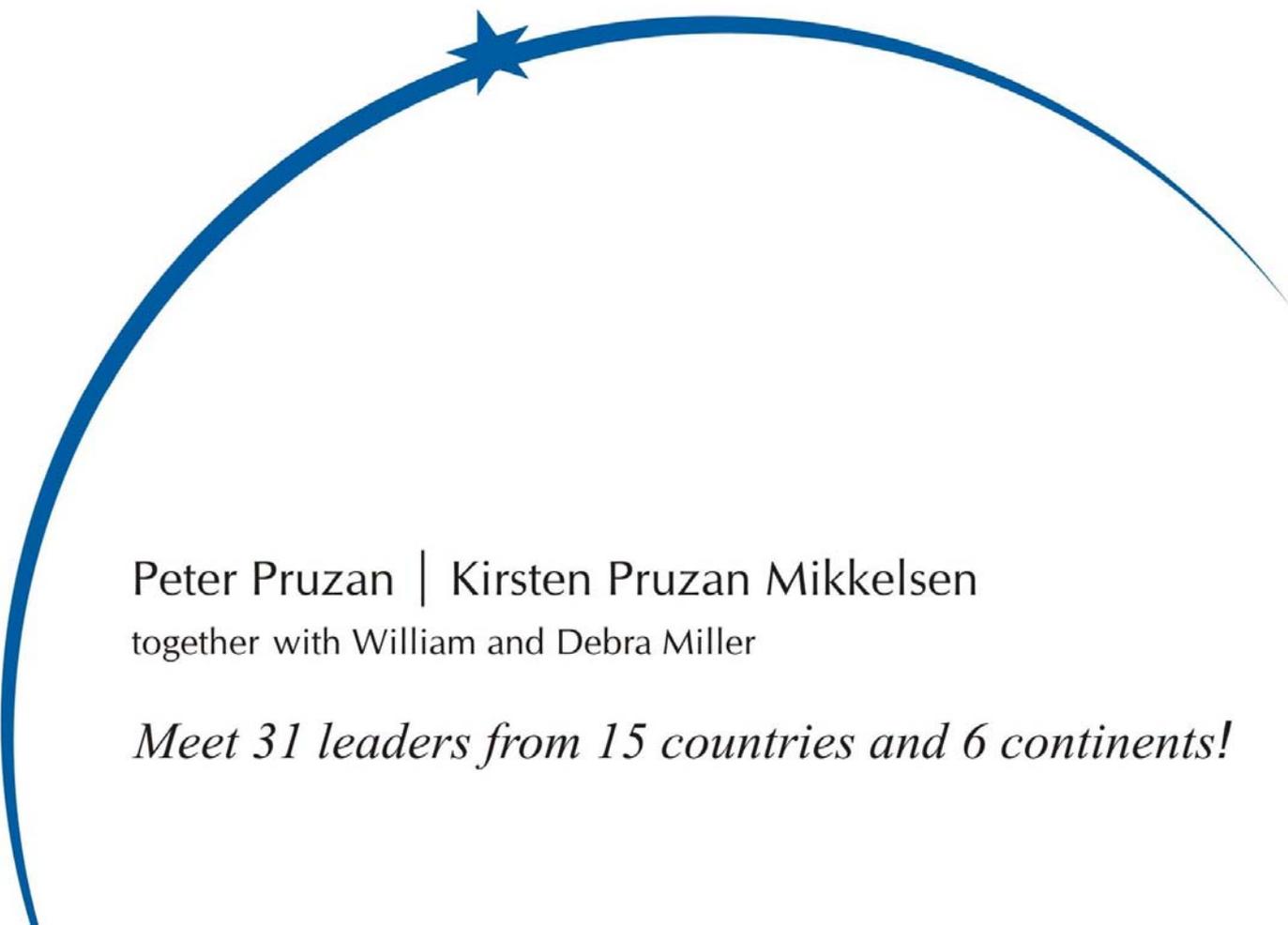


Leading with Wisdom

Spiritual-based Leadership in Business



Peter Pruzan | Kirsten Pruzan Mikkelsen
together with William and Debra Miller

Meet 31 leaders from 15 countries and 6 continents!

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Leading with Wisdom

Praise for the book

Leading with Wisdom is a fascinating attempt to capture the essence of the timeless in the tapestry of our times. The authors bring together very credible voices in corporate story telling. The book will take the reader on a voyage of self-discovery in space and time. It may just as well provide a fundamental shift in the way we look at the very purpose of business. This book is a trend setter and a refreshing contrast to conventional success literature.

—DR DEBASHIS CHATTERJEE, *Professor and Head,
Leadership Centre, IIM, Lucknow*

This book highlights the role of businesses in service to society. I really enjoyed reading the in-depth analysis, brought to life with real-life examples.

—DR AJAY S. MOOKERJEE, *Former Managing Director—Asia, Capital One;
Country Head, KPMG Business Advisory Services;
President, Harvard Business School, India Research Centre*

Leading with Wisdom has inspired me to reflect upon ‘spirituality’ and ‘leadership’. Spirituality is nothing but the embodiment of higher levels of the human spirit, higher levels of human values and a higher purpose of life and work. Leadership is nothing but an art of being able to raise the levels of spirit of individuals, teams and organisations. This book provides valuable inspiration on how to lead from a spiritual basis.

—ARUN VORA, *Former MD, Tata BP Solar India Ltd.;*
Vice Chairman, Tata Advanced Materials Ltd.;
Director, Tata International ITD and Tata Consulting Engineers Ltd.

Sri Aurobindo once envisioned: ‘Matter shall reveal Spirit’s face.’ But for this to happen, our leaders must reveal the Spirit’s face in and through themselves. The authors draw our attention to this essence in a most inspiring and highly readable manner.

—DR S.K. CHAKRABORTY, *Professor, Founder and Former Convenor,
Management Centre for Human Values, IIM, Kolkata*

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together with

Debra and William Miller

Epilogue

A.P.J. Abdul Kalam, President of India



Response

Business books from SAGE

Los Angeles ■ London ■ New Delhi ■ Singapore

www.sagepublications.com

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First published in 2007 by



Response Books

A division of Sage Publications India Pvt Ltd
B 1/I1, Mohan Cooperative Industrial Area
Mathura Road, New Delhi 110 044

Sage Publications Inc

2455 Teller Road
Thousand Oaks, California 91320

Sage Publications Ltd

1 Oliver's Yard, 55 City Road
London EC1Y 1SP

Sage Publications Asia-Pacific Pte Ltd

33 Pekin Street
#02-01 Far East Square
Singapore 048763

Published by Vivek Mehra for Response Books, phototypeset in Sabon 11/13 by Innovative Processors, New Delhi and printed at Chaman Enterprises, New Delhi.

ISBN: 978-81-7829-739-2 (India-PB)

Sage Production Team: Leela Kirloskar, Swati Sahi and Sanjeev Sharma

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Foreword

The spiritual-based leadership research programme

Have you ever heard a story, read a book or pondered upon an article that felt like ‘a breath of fresh air’? Perhaps it gave you a new uplifting view of something you had been discouraged or sceptical about. Or perhaps it spoke an inspiring truth that confirmed what you already knew deep inside, but hadn’t yet been able to express.

When such fresh air comes into our lives, our minds are elevated, our hearts feel a renewed peace and joy, and we naturally begin to breathe more deeply. Ultimately, this is what all the four directors of the Spiritual-based Leadership Research Programme felt as we met the executives who are profiled in this book. Each one broadened our horizons and gave us new insights and confidence about *spirituality* as the basis not only for business leadership, but for self-leadership and for living life as well.

The research reported on here started in 2002 when William Miller, an international consultant on corporate innovation, and Dr Peter Pruzan, Professor of Systems Science at the Department of Management, Politics and Philosophy at the Copenhagen Business School in Denmark, were both visiting professors at a university in India. Since the university’s MBA programme was permeated by the concept of spirituality and human values, they felt strongly that there was a need for the MBA students to have access to the experiences and perspectives of executive role models who demonstrate that business leadership and spirituality can be mutually supportive. They were convinced there was a need amongst students and business leaders for ideals and academic theories as to the role of spirituality in business to be backed up by true-to-life stories of successful leaders throughout the world. Leaders, whose approach to such matters as wealth generation, ethics, responsibility, sustainability, reputation and success are founded on a firm spiritual basis.

Together they began to design an international research programme focused on spiritual-based leadership in work organizations in general,

including businesses, governmental organizations, unions, NGOs, etc. Its purpose was to investigate the nature, activities and results of leading from a spiritual basis. As time went on, it became clear that their wives had significant skills and perspectives to offer as directors of the research programme: Debra Miller, a consultant, author and lecturer; and Kirsten Pruzan Mikkelsen, a senior journalist and former editor with a major national newspaper in Denmark.

Thus we joined together and focused our initial research on spirituality as the basis for *business* leadership. This was in line with our many years of personally exploring the arena of spirituality and business, and our striving to incorporate our insights into our professional lives. As of the autumn of 2006, the four of us have conducted interviews with business executives from North and South America, Africa, Asia, Australia and Europe. In addition, we have interviewed a number of leaders from fields other than business, including the President of India (whom you will meet in the Epilogue).

Based on the valuable contributions of these executives, Peter and Kirsten took on the responsibility of harvesting the wisdom of these leaders. In producing this book, they have skilfully edited and abridged these interviews into enlightening profiles—a collage of top executives who portray an emerging new culture of leadership in the world: *spiritual-based leadership*.

We have felt personally inspired and touched by each and every one of the 31 spiritual-based executives profiled in this book. From them we have learned about integrity and determination: how they strove to live up to their spiritual principles, even in the most trying of times. We have learned about courage and faith: how they drew upon their spirituality to make difficult decisions that others might not agree with. We have learned about humility: how they gained strength from their spirituality to stand up to face their mistakes.

Whether you are currently a leader or are aspiring to be one, we hope and trust that the experiences and perspectives of these business executives will stimulate and support your own growth and leadership. We feel confident that these men and women provide a fresh look at what business leadership can be—*and already is*—when we have the faith and confidence that it is possible to lead business organizations from a spiritual basis.

Debra and William Miller
India
January 2007

Preface

This book is written for business executives and for all those women and men who want to lead with integrity from a spiritual basis. Although it presents the results of an international research project, it is also a very ‘personal’ book. From the very beginning of the project in 2002, it was our intention to demonstrate that business leaders can achieve success, recognition, peace of mind and happiness, while at the same time serving the needs of all those affected by their leadership, when they lead from a spiritual basis.

We have travelled, worked and lived in many parts of the world, in both developed and developing countries, over the past several decades. We have become aware of a trend that is increasingly manifest in business organizations of all kinds, no matter where they are located or what products or services they produce: Many business executives are increasingly becoming workaholic human-*doings*, longing to be full and integrated human-*beings*. They aspire to live with integrity, where their thoughts, values, words and deeds are in harmony. The problem is that they don’t know how to do so in a business world that is increasingly characterized by complexity, turbulence and greed.

Leading with Wisdom provides food for thought for dealing with these challenges. It contains stories and reflections of inspiring and compassionate business leaders who care about what is truly important in life and who integrate this awareness and sensitivity into their leadership. Leaders who search for meaning, purpose and fulfilment in the external world of business and in the internal world of consciousness and conscience. Leaders whose leadership is a natural expression of their hearts, minds and souls. In other words, leaders who lead from a spiritual basis, where their external actions and their internal reflections are mutually supportive—so that spirituality and rationality can go hand in hand, rather than being each other’s competitor.

12 *Leading with Wisdom*

Aside from some introductory commentary and conclusions, the words of wisdom you will meet will be the words of the 31 spiritual-based leaders from 15 countries and six continents that we¹ have interviewed as part of the broader research project on spiritual-based leadership. They are leaders who are able to express from their first-hand experience what it is like to lead a business from a spiritual basis. While they share certain characteristics, they are also very different individuals who live in different societal and organizational cultures. In their own unique ways, they are people who are nourished by their spirituality, which is a source within them that informs and guides them. Janiece Webb, senior vice president with Motorola Corporation, USA, exemplified this reliance on spirituality as the source of inner strength in saying:

If ever there's a time for spiritual leadership, it's now. You must earn the right to lead every day, and spirituality is necessary to do that. Spirituality means to be connected in a real way to life, with the centre, at the core. It keeps you from doing many short-term tactical actions that are often wrong for the business and the people. It also gives you immense courage to stand tall against damaging politics. Being a spiritual leader can sometimes be lonely, but you feel happy and grounded inside. You also embrace your own humanness and imperfection. And, it keeps you humble as a leader and yet still strong.

Our approach

In order to develop the profiles presented here, the research team chose to conduct first-hand interviews with business executives who have a consciously-held spiritual view of life and who have led their business from that basis. At first, this task seemed daunting as we had to come to terms with questions such as:

- ‘What do people mean by spirituality?’ ‘How will we know if a leader is spiritual?’ ‘How will we know if he or she is actually leading from a spiritual basis?’

¹ In order to be able to present the profiles in as readable a fashion as possible, we write ‘we’ and ‘us’ no matter who in the research team has performed the interview. For example, we write, ‘he told us...’ also when an interview was performed by our research partners, the Millers.

- ‘Where will we find executives who lead from a spiritual basis?’
‘Will they allow such a deeply personal matter as their spirituality to be made public?’

Regarding the questions about ‘spirituality’, we knew from our travels in many cultures around the world that people have a wide variety of spiritual views, which may or may not be connected with an organized religion. Rather than using one single definition of spirituality for our Spiritual-based Leadership Research Programme, we chose to let the leaders we interviewed define this term, sometimes for the first time. In so doing we created a ‘spiritual framework’ that honours a wide variety of definitions and perspectives.

Within the spiritual framework that evolved, we did not consider it to be our job to judge the spiritual views of these leaders, nor to judge their ‘spiritual maturity’. Rather, our task was to probe in-depth, listen, and record how they defined and understood spirituality and their spiritual views of life, and how their perspectives and actual experiences of leadership might be a reflection of those views.

We achieved this by creating an environment where the interviewees could openly and authentically share with us their perspectives and stories. We spent an average of two hours with each executive, building trust and drawing out their experiences as they could relate them. As in all such interviews, there is a risk that the interviewee has painted a picture of his or her motives and actions that others might challenge. Nevertheless, as is expanded on in Appendix A, which discusses the methodological aspects of the project, we feel secure in our decision to trust that the executives have given us an authentic picture of who they are and how they lead.

To find business leaders to interview, we looked in two directions: to executives we knew personally who were spiritually inclined; and to our network of colleagues and friends whom we trusted to refer us to executives who were spiritually inclined. In the process we discovered, much to our surprise, an abundance of business executives around the world who were not only spiritually inclined, but who were willing to speak openly with us about their spirituality and how it shaped their leadership.

Each interview was transcribed by a member of the team, and then edited and reviewed by all of us, using a template so as to be comparable with other interviews. Finally, after being approved by the interviewee, the interview was abridged into what we here refer

to as a ‘profile’; the length of a profile is roughly one-third the size of the transcribed and edited interview.

Appendix B provides an overview of the business topics these leaders have dealt with while the table at the end of this Preface provides an overview of the 31 spiritual-based leaders we have interviewed to show what is possible in leading a business from a spiritual basis.²

In the Epilogue you will find an example of spiritual-based leadership beyond business—the profile of the internationally known space technologist and missile scientist who is also the spiritual-based leader of a nation, the honourable President of India, A.P.J. Abdul Kalam.

In putting this book together, it has not been our intention to imply that people will be *more* successful in business (however one may define success) if they are spiritual. It is enough to realize that these executives have achieved their leadership positions *while* being spiritual—that the two do not have to be mutually exclusive.

Nor are we implying that spirituality is the royal road to the top of the corporate pyramid, or that personal success is ensured if people are spiritual. Some of the executives you will meet in this book have chosen to put their wealth at risk in order to stop harm. Others had to face the challenges provided by business failure. Just as jogging and eating organic food do not provide a guarantee of a long and healthy physical life, neither is a spiritual perspective on leadership a guarantee of a long-lived and healthy organization.

A source of scepticism we have met when presenting our research results to audiences of MBA students and business leaders is a belief that in order to be spiritual, one must renounce the world and its material wealth. Some of the executives we have interviewed lead rather affluent lives, to put it mildly—several even live in splendid manor houses. Others live in modest dwellings with a simple lifestyle, all according to their values and aspirations. None of the leaders we interviewed indicated that wealth is an impediment to living a spiritual life or leading from a spiritual basis.

In *Leading with Wisdom*, business leaders at every level, as well as spiritually inclined working people of any profession, MBA students, professors and consultants, will discover for themselves: first-hand

² All data is based on the date the interview was conducted. Country refers to where the leadership was performed, not to the country of birth.

experiences of spiritual-based leadership in business; new insights into business practices when traditional success criteria are supplemented and reshaped by a spiritual perspective; and opportunities for spiritual growth through business leadership.

If you have been a pioneer-practitioner in this area, this book will be a powerful confirmation, validating what you have already known and practiced. If you are moving in this direction, this book will give you inspiration and strength to continue your journey. If you are searching for more fulfilment in your work, this book will be a much-needed source of wisdom and guidance—also as to how to deal with the challenges that pop up when one conscientiously attempts to make spirituality the foundation for business leadership.

Having experienced the confidence of each of the leaders who have been interviewed, we know that spirituality is alive and well in the world of business, though in a subtle and often tacit way: It is not yet a part of the common business vernacular; seldom is it explicitly expressed in corporate mission statements, policies, PR and reporting; and it is taught at only a small minority of MBA programmes throughout the world. But as the legendary American folk singer Bob Dylan proclaimed, ‘The times they are a’changin’.

Peter Pruzan and Kirsten Pruzan Mikkelsen
Denmark
January 2007

<i>Name</i>	<i>Country</i>	<i>Organization Name</i>	<i>Sector or Industry</i>	<i>Position</i>	<i>Age</i>	<i>Years in Leadership</i>
Aguenza, Flordelis, F.	The Philippines	Planters Development Bank	Banking	President and COO	62	30
Behner, John R.	El Salvador	Nabisco	Food	Country Manager	66	40
Canada, Francisco	Argentina	Errepar S.A.	Publishing	Director, Partner	47	20
Chand, Amber	USA	Eziba Amber Chand Collection	Retail Marketing Retail Marketing	VP of Vision, Founder	53	9
Chattopadhyay, A.K.	India	ACC Ltd. Refractories Division	Manufacture and Installation, Refractory	VP - Senior	50	20
Covey, Stephen R.	USA	FranklinCovey Co.	Global Professional Services	Co-founder and Vice Chairman	73	40
Cruz, Alvaro	Colombia	Cundinamarca, I.C.M. Ingenieros	Government Building Construction	State Governor Owner and CEO	54	23
Cunco, Federico	Peru	Bank of Boston American Glass Products	Banking Manufacturing and Distribution	Corporate Director Chairman	50	20
Daugherty, Thomas	USA	Methodist Health Care System	Health Care/ Medical Care	VP of Spiritual Care and Values Integration	61	27
Delbecq, André L.	USA	Santa Clara University School of Business	Business Education	Director - Institute	67	25

(Contd.)

(Contd.)

Name	Country	Organization Name	Sector or Industry	Position	Age	Years in Leadership
Franklin, Carol	Switzerland	World Wide Fund for Nature (WWF) Swiss Re	Environmental Protection Insurance	CEO Head of HR	53	20
Govindan, Rajan	USA	Bankers Trust	Banking	Sr. Managing Director	56	35
Jensen, Niels Due	Denmark	Grundfos Mgmt. A/S	Manufacturing, Pumps	Group Chairman	60	30
Jiang, Niran	Australia	Institute of Human Excellence	Training & Consulting	CEO		
	USA	S.C. Johnson	Household Products	Manager, Marketing	40	15
	USA	Coca-Cola	Food	Trends Mgr.		
Kolind, Lars	Denmark	Oticon	Hearing Aid Products	CEO	54	26
Levy, Ricardo	USA	Catalytica, Inc.	Energy/Pharmaceutical	CEO/Co-founder	57	30
Maitra, Ashoke	India	Times of India Group	Publishing, Newspaper	Director HR	45	16
Merchant, Nilofer	USA	Rubicon Consultants	Marketing	President	34	8
Moitra, Deependra	India	Lucent Technologies	Telecommunications	General Mgr. Engineering	32	7
Narayana, G.	India	Excel Industries, Ltd.	Chemicals, Biochem, Agricultural	Executive Chairman	60	38
Narendran, Parantha	Czech Republic	Eurotel	Telecommunications	Strategy Director	34	3
Ollé, Ramon	The Netherlands	Epson Europe B.V.	Electronic Equipment and Services	President	52	27

(Contd.)

(Contd.)

<i>Name</i>	<i>Country</i>	<i>Organization Name</i>	<i>Sector or Industry</i>	<i>Position</i>	<i>Age</i>	<i>Years in Leadership</i>
Pillai, Anand	India	HCL COMNET	Computer Technology	VP of Sales and Marketing	43	18
Ploix, Hélène	France	Pechel Industries Partenaires	Equity Investment	Chairman and Managing Dir.	62	38
Raghavan, N. S.	India	Infosys Technologies, Ltd.	Information Technology	Joint-founder and Joint Managing Dir.	61	35
Raman, Ananth	USA	Graphtex, Inc.	Manufacturing – Electrical & Aluminium	Chairman and CEO, President	55	25
Ranganathan, V.V.	India	Ernst & Young India	Consulting, Assurance & Advisory Services	Senior Partner	53	24
Sinclair, James	USA/ Tanzania	Tan Range Exploration, Ltd.	Mining	Chairman and CEO	62	41
Vrethammar, Magnus	UK Switzerland	Pergo Finess	Laminated Flooring Consumer Paper Products	President Pres. Consumer Division	52	22
Webb, Janiece	USA	Motorola Corporation	Electronic Communications	Senior Vice President	47	28
Welling, S.K.	India	HMT Int'l, Ltd. (Hindustan Machine Tools)	Machine Tools, Watches, Tractors	Executive Director	55	33

13

John R. Behner

*Former Country Manager, Nabisco,
El Salvador*

John R. Behner was born and raised in the USA. After his graduation from college in California, he worked for some years in his specialty, labour relations, before moving in 1969 to his wife's country, El Salvador, which he described as 'the smallest country in Latin America as well as its most industrialized nation and due to the strong work ethic of its people, it has a vibrant economy and is often referred to as "the Japan of the Americas"'. From beautiful beaches on the Pacific Ocean to lush pine forests in the mountains bordering Honduras, and volcanoes, some semi-active, and volcanic lakes, the country is blessed with rich natural beauty. San Salvador, the capital city, is known as "the Valley of the Hammocks" as it is the site of numerous earthquakes which cause the hammocks to swing.' He fell in love with El Salvador and has lived there ever since.

Out of 40 years in leadership positions, John Behner was for 20 years the Country Manager in El Salvador for the USA-based multinational food-company Nabisco.¹ He was 66 years old at the time of the interview and has been retired since 1997.

¹ Nabisco was founded in 1898 as a merger of 114 bakeries in the US. It soon became a major producer of cookies and snacks, and over the years it expanded into many types of food products. Its most recent history tells a story of the role played by greed and the lust for power and represents an extreme opposite to the type of leadership demonstrated by John Behner in El Salvador. In 1981 Nabisco merged with another huge American food company, Standard Brands, and only

Throughout most of his career in El Salvador, spirituality has been the focal point of his leadership. ‘Spirituality,’ he told us, ‘is trying to see God in everyone and trying to interact with everyone on a very loving basis—being humble and trying to help.’ Although he sums up his spiritual view of life in the theme ‘realizing God by serving others’, he adds on that what is most important to him is ‘to realize my oneness with God. I see spirituality as having a personal relationship with God. What is my goal? It is to become one with God.’

John Behner’s life has been characterized by hard work and always trying to find creative solutions to problems—transforming what appeared to be difficult situations into opportunities. Throughout his career he has drawn upon a natural talent for getting people to work together to solve practical problems. In modern business parlance he would be referred to as ‘pro-active’. We have known him for some years as a very calm and peaceful person, seeing the positive in the challenges he meets, even when they take the form of unpleasant situations or people. Perhaps this is why he has been able to be so peaceful and content, even in times of great crisis.

Realizing God by serving others

Serving everyone is extremely important to me. The idea of serving—and for me, trying to see God in everyone—is my cup of tea We were having fun at work. What we were doing was a positive thing, making healthy products for the public. We had a wonderful relationship with our clients, and I had good relationships with my employees. The economic outcome was the result of this philosophy of serving; the employees prospered, the company prospered, and everybody was happy in what they were doing.

According to John R. Behner, he has always been a man of action, driven by a powerful work ethic. ‘I was always an honest,

four years later was merged again with the tobacco giant, R.J. Reynolds. The resulting company RJR Nabisco was in turn bought out in 1988 in what was the biggest leveraged buyout in history (described in the best-selling book *Barbarians at the Gate: The Fall of RJR Nabisco*, and then in a film based on the book.) Just two years later another tobacco giant, Phillip Morris Companies, acquired Nabisco and merged it with the huge food company Kraft Foods.

hardworking, German-work-ethic-type. Even when I was in elementary school, I was doing odd jobs. The idea of deferred gratification was part of my upbringing. It was entrained in my personal make-up. When I started in 7th grade, I would get up at 4 o'clock in the morning and tend to my paper route. And at 6 o'clock I would go to the golf course and look for golf balls, which had been lost by the players the day before. Then I would go to school, and as soon as I was out of school I would go back to the golf course and collect more balls. I also had a shoeshine-business, and during the weekends I carried golf bags for golfers. By the time I started university, I had saved US\$ 5,000, which was a lot of money at that time, so I was able to pay for my own education. I grew up in Southern California, and all the time I went to the University of California at Los Angeles, I worked at different jobs.'

After graduation in 1959, John Behner got jobs in his speciality, labour relations, where he gained administrative and negotiating experience. However, reflections on the best environment for his family led to a major decision. 'My wife is an El Salvadorian, and in 1967 we decided to move to El Salvador, because we thought it would be a better place to raise the kids,' he says. 'The first thing I did was to form my own company, a real estate business. But that didn't last too long, because I was approached by some people who took me to the public cold storage area, where a room was filled up to the ceiling with dressed turkeys, and the temperature wasn't that good. They were going to lose them, if somebody didn't do something. I offered to help them on a part-time basis.' This was to be the start of a long career in the food industry.

'In about 60 days, I had sold the whole cold room full of turkeys. The people I worked for were really impressed and asked me if I would like to be their distributor for the whole of Central America. I agreed to give it a try. So I started a frozen food distribution company. I filled barrels full of water, put the turkeys in them, and then put them in a blast freezer so they came out like a rock. We put them on containers and shipped them to Nicaragua, Honduras and Guatemala in one day and Costa Rica in two days. They arrived perfectly.

'Little by little I started adding other products. It was a booming business, but like most businesses in Latin America, it was not booming enough for you to hire a good, well-educated manager, and to pay him a good salary, so you could sit back and enjoy the fruits of your work.

‘After about seven years, someone gave me an offer to buy the business, and I decided to sell it. At that time in 1976, a multinational food company had an opening for a general manager in El Salvador, and I got the job. When I started as manager in this company, which became Nabisco in 1981, it only had 25 employees.’

Serving, being humble and trying to help

Shortly before starting to work for Nabisco, John R. Behner met his spiritual teacher, Sathya Sai Baba, in India. The strong work ethic from his youth now became part of a spiritual quest. ‘Realizing God by serving others—and trying to see God in everyone’ had become the guiding light on his search for self-realization.

‘Spirituality to me is the application of the human values—truth, right conduct, peace, love and non-violence—in your way of doing things. But it’s also more than that. It’s trying to see God in everyone and trying to interact with everyone on a very loving basis, seeing everything as being perfect, and not pointing your finger at anyone or anything. Each of the human values that you are trying to live and put into practice comes out in reflections of what you are doing. Being spiritual is being humble and trying to help.

‘The purpose of business is to make other people happy—serving your customers and making sure that your customers are happy is the reason for your business and the reason for your being there. But not only your customers, also your employees should be happy. There should be a lot of employee enthusiasm and satisfaction, and this should be made part of this energy of trying to do the best they possibly can. I tried to instil in the employees the idea of serving, and that the reason for them to be there was to serve our clients and to do the best possible job. For example, if they were in manufacturing, they were told to look at the quality of the products as if they themselves were going to eat them.’

In his long career at Nabisco, John Behner continually and consciously attempted to integrate his spiritual perspective on service into the company’s day-to-day business practice. ‘El Salvador is a small country, and in order to make the budget goals, I kept adding products. Everything that happened in 20 years was growing that little nucleus; we were making profits of millions of dollars in the end, and we had 300 people. All of the key ratios were very, very good. First of

all, we were having fun. What we were doing was a positive thing, making healthy products for the public. We had a wonderful relationship with our clients, and I had good relationships with my employees. The economic outcome was the result of this philosophy of serving; the employees prospered, the company prospered, and everybody was happy in what they were doing. People stayed for many years, we had very little turnover.

‘My experience of working for Nabisco was very good. Besides the visit when I was hired, I was only visited two other times in 20 years by anyone from a higher office. They left me completely on my own, as if it were my own company.’

John Behner also told us about how his spiritual discipline of ‘trying to see God in everyone and trying to interact with everyone on a very loving basis—being humble and trying to help’ empowered him and his employees to serve the needs of the public during two major crises.

Serving during a guerrilla war

‘A guerrilla war was going on in El Salvador for about 12 years. At one time there was a major invasion of the capital, San Salvador, by the guerrilla forces. The war was going on all over the city, which had about 1½ million inhabitants at the time. As we were in the food business, we looked at how we were able to feed the people. Our employees would call us every morning. Since they lived all over the city, we would know where the fighting was going on and where it was calm. So we set up a whole system in which all the salesmen would go to one area of the city where there was no fighting going on that day, and start taking orders as fast as they could. The next day there might be fighting in that neighbourhood, and we couldn’t deliver the orders they had taken until later, but then all the salesmen would go to another neighbourhood where there wasn’t any fighting. In that way we were covering the whole city little by little.

‘We also set up a system of transportation for the employees. For those who could get to the downtown area, we sent vehicles. Then they went up about half way to where the plant and the offices were, stopping at a supervisor’s home. From there they would call the office—this was before the cell phones—and find out if the coast was clear, because sometimes there would be fighting near the plant or the offices, but most of the time they could come and go to work. We

usually had a few employees who couldn't come, but we paid everybody while this war was going on. People were taking risks to get to work, but they all saw their mission as feeding the people.'

Serving after an earthquake

'In 1986, there was a big earthquake in San Salvador, so we got a little experience in dealing with a crisis. One of the first things we saw was that all the supermarkets, which were our biggest clients, were affected; all their merchandise was all over the floor. They had a tremendous job of trying to clean what was saveable and to throw out what was broken and maybe take some kind of inventory of it. We also saw that our production lines were useless, because if the supermarkets could not put our products on their shelves, what good was it to produce it? So we shut down our production lines and sent the salesmen to all the major supermarkets. We offered them a team of our production people to help them clean up. We did this very successfully, and we were the only company that did it. All the supermarkets were happy to get this kind of service, which didn't cost them anything. It only took about a week of very concentrated effort. It got them on their feet faster, and so we could start selling faster.

'We took stock of our employees, and we had nine employees who had lost their homes. Since we had shut down the production, our maintenance department wasn't doing anything. So we asked these guys to go and rebuild the homes of these nine employees. Temporary structures were put up in the nine homes, and the employees were very grateful. El Salvador gets earthquakes periodically. In 1994 when we had another earthquake, we were all prepared, because we had already gone through the big one in 1986.'

Teaching human values in the company

'At a certain time, we decided to do some combined publicity for the company and human values-training. We went to local high schools and offered them an opportunity for the students to come to the plant. We had an auditorium, and I had each of my managers talk about

one of the five human values: truth, right conduct, peace, love and non-violence, and how it affected his area.

‘The Controller would talk about *truth*, how truth is important in doing the bookkeeping, the accounting, paying the taxes, etc. The Sales Manager would talk about *right conduct*, how you have to treat the customers correctly. The Plant Manager talked about *love*, because he had to keep everybody in harmony, so the production would be good. The Quality Control Manager would talk about *peace*, that if you do your work right, you will be tranquil, because you’ll know that the quality of all the products is fine. The Maintenance Manager would talk about *non-violence*, that if you weren’t polluting and contaminating, then you would have non-violence.

‘The amazing thing was that the students would come in batches of a hundred, filling the auditorium. The managers were the ones who benefited the most, because they had to learn about these values to talk about them. Then they started seeing how the values worked in their job. The students would also understand the values in relation to a work ethic. As a result, some of the young people would apply to work with us, because they liked what they saw.’

Loving the employees

‘You have to have discipline, but at the same time I always tried to protect my employees, and I was a good friend with everybody. Even when I had 300 employees, I would find time to sit down with each one of them and talk to them for three or four minutes. “How are the kids? How far away do you live? Do you have troubles getting here?”

‘A lady told me she had a problem getting on the bus to go to work because of troubles with her legs. She only lived about six blocks from the company, so I said, “We’ll send a car for you in the morning, don’t worry about it.” Immediately I asked a salesman, who used to come early in the mornings, to go and pick up the lady, who worked in the accounting department.

‘I tried to believe in the people, and I think that 99 per cent were very, very good. But I had some problems, like right after the civil war, which was finished in 1991. There were a lot of armed robberies then. Whenever they would see a truck without a gun on it, ex-guerrillas and ex-soldiers would assault it. In each of the first three years, we had about 36 assaults on our delivery trucks and on the

office itself. I was reluctant to put armed guards on the trucks and at the plant, because I didn't like guns around. But then they were going to cancel my insurance, so I had to do it. That stopped the assaults. It only shows, sometimes you have to do something which you don't want to do.

'What do you do in a situation when you get mad at somebody, and then you cool off and figure that maybe you were a little bit wrong? I can remember one day I got really mad at a lady who handled the merchandising in the supermarkets. I don't remember for what reason, but I really got mad at her and told her off. I didn't fire her or anything, just told her that she was doing wrong, and I balled her out for it. Then I thought I was really mistaken. I got into my car and drove to the place where she was working and apologized to her and told her, I was sorry. Ever since that day that lady would have done anything for me and for the company. She had been there before me, and when I left she was still there. You have to be humble, even if you are the boss.

'I treated all the employees as if they were my children. I had a really good relationship with them. The people working for me were very appreciative of the love and the way they were treated, and the personal interest that I showed in them and their welfare.'

Consciously growing spiritually

'One of the most important things in my life has been to have a sense of balance, especially in a situation when you have many people who are dependent upon you. You have to have good health, and you have to have your mind always alert. To meditate and exercise was a very important part of my regimen. By 5 o'clock I would be out either jogging or doing yoga.' John Behner told us that he balanced his energetic work with a simple style of living, a limited social life, and vegetarian food. 'In the evenings I was reading good spiritual texts. It kept a real nice balance.'

He also described how this focus on balance and on service permeated not only his work, but also his family life. He told us that when he began his spiritual search with service as the focus, he made sure that he acted so that there was harmony between what he thought, what he said, and what he did. 'We had a beach house that used to be part of our "God". The beaches in El Salvador are very beautiful,

and every weekend we were at the beach with the kids at the swimming pool. We sold the beach house, because we realized that weekends were the only times we had when we could do service. So we got rid of it and tried to devote our time to doing service activities.

‘I have improved a great deal as a spiritual-based leader. My drive for material accomplishments is much less, and also my desires have come way down. The ability to introspect, to try to see myself is getting better. My wife and I have been on the same path for 40-odd years. It’s good to have someone else on the path with you, someone who understands what you are doing.’

14

G. Narayana
Executive Chairman,
Excel Industries Pvt. Ltd., India

When we interviewed G. Narayana he was Executive Chairman of Excel Industries Pvt. Ltd., a highly respected manufacturer of agrochemicals, industrial chemicals and pesticides, providing services in such areas as plant protection and integrated crop and pest management. In recent years the company has received special recognition for its focus on developing environment-friendly bio-pesticides and solid waste management as well as for its spiritual-based leadership. In 2004, it was honoured with the International Spirit at Work Award.

At the time of the interview Narayana had held this position for two years, although he has been associated with the company in various capacities for 15 years. He is also non-executive chairman or director of several other major Indian companies in fields such as paper production, engineering and construction, chemicals and pharmaceuticals, and glassware.¹ He has degrees in electrical and electronics engineering from both India and the UK as well as a postgraduate degree in management studies from India.

¹ He is Chairman of the Board for: Yash Papers Ltd.; Newton Engineering & Construction Co. Ltd.; Punjab Chemicals & Pharmaceuticals Ltd. He is a Board Director for: Aryan Paper Mills Pvt. Ltd.; Laopala Ltd.; Silverlight Nirleware Industries Pvt. Ltd.; and mentor to the Mahavir Group of Enterprises, India. He is also Chairman of the 'Samanvaya' group, which is a council of companies with eight managing directors assisting each other.

An article in the Indian magazine *Life Positive* from 2001 describes his leadership at Excel Industries as follows: 'Warm, exuberant and disarmingly humble, Narayana transcends the persona of the boardroom executive. In fact, he has made the Board an object of worship with a philosophy of management that integrates the scientific principles of the West with the profound thought of Indian scriptures.' Ashwin Schroff, the son of the founder of Excel, has described Narayana in the following manner: 'If you have ever come across an optimist, here is one, ten times over. He has a strong belief that by generating positive thoughts you generate positive vibrations.'

G. Narayana is a prolific writer, having published more than two hundred articles and 20 books on themes relating to leadership and spirituality.² He travels extensively, also to the West, giving lectures on these subjects. He is also the founder and leader of philanthropic foundations and he is involved in the movement called Indian Ethos, which strives to bring values found in the ancient Indian scriptures into modern management. We have come to be close to G. Narayana and his family. This has allowed us to observe how rich he is in philosophical wisdom, humour, and intuitive and skilled leadership competencies—all mixed together like a cake-mix, where the binding agent is love. When we asked him to express his spiritual theme, he replied: 'Noble actions, noble feelings, noble thoughts, noble responsibility.'

At the time of the interview, Narayana had already made plans to retire from Excel as its Executive Chairman. He told us: 'After that I will spread light wherever I go. I am already doing this, but I wish to reach more companies. It is our responsibility to take our lamps and light other lamps.' Perhaps the best way to capsule his present stature is by relating that he is no longer referred to by his name; he is simply called 'Guruji'. This term, ordinarily reserved for spiritual masters, is translated into English as 'honoured preceptor' or 'beloved teacher'.

Work is worship

My concept of business is the harmony of ethics, energy, excellence, economy and ecology with effectiveness and efficiency that leads to enlightenment. All this occurs through wisdom, coming from purity and beauty. This is my vision of the future

² Among his noteworthy books are these four: *Appropriated Integrated Management; Transformation to Transcendence—Breakthrough Ideas for Leadership in the New Millennium; Stairway to Excellence; and Responsible Leadership in the Gita.*

of business. The purpose of business is to add value and happiness. If you serve the world, you serve God.

G. Narayana is 60 years old at the time of the interview, with a personality of abundance, overflowing with love, happiness and joy. He is an extremely active and a very generous person, always caring, always giving, never saying no; this also goes for his time. But he has not always been like this. Spiritual growth often requires a turning point. He has a story to illustrate this.

‘After I finished my engineering education, I joined an international telecommunications firm. I stood first in their training. Then I saw an advertisement for Voltas, and told my father I wanted to join that electro-mechanical company. He preferred a government job for me and refused to give his consent. I fasted for three days and he allowed me to join,’ he tells.

As a young engineer with a postgraduate diploma in operations management, G. Narayana had what he himself terms as ‘a fantastic career’ at Voltas. In 11 years he received eight promotions. ‘Western management was in my blood. Management by objectives, planning, organizing, directing and controlling were absorbed by me. That’s why my rise was so high. I had engineering plus management, but spirituality was missing.’ At Voltas, his ego was rising. ‘I was an angry man and I used to break cups,’ he told us.

The rise and fall of the ego

‘Then I went to Baroda in Gujarat in the North West of India and joined New India, a joint venture company with Germans as partners, producing and exporting large numbers of cameras. I was trained in Germany and became the first Indian General Manager. There also, I produced fantastic results and my ego further rose. Then I thought I was the greatest man on earth.

‘One day, my colleague who was a dear friend and also a noble contributor to the company, was asked to leave the company due to internal conflicts at the top level. As a result, I resigned too, which created a chaotic state for me. I was without a job and my three children were very young. Within one week, we started a data centre called Procon. I was the proprietor and made it an all-woman

organization. All the supervisors and operators were taught about quality teamwork and leadership and we became a top data preparation organization. All the ideas that I could not implement in the large corporations I worked for, were implemented here.'

Procon became an experimental leadership development workshop for G. Narayana. While it was on the way to becoming self-sufficient, he also did management consultancy, as well as starting a computer services company called Prism, which specialized in information systems.

'In Prism, we purchased a hard disk computer. I invested all of my savings in Prism and my friends invested 50 per cent of the capital. Within six months of our purchasing the hard disk computer, the personal computers (PCs) came into the market. PCs were much less expensive and had much more capability. Our then outdated system could not compete with PCs and the people whom we trained had many opportunities outside because of the IT boom. As a result, people started leaving Prism.

'Prism had yet to pay a considerable amount of loans and at this point, my ego started melting. I realized that it was not my greatness that made things successful at Voltas and New India, it was the greatness of those organizations.'

The miracle of the Gita

G. Narayana was in great confusion, and so he went to his native village. 'The situation at Prism was so critical that suicide became one of the alternatives,' he tells. 'But because our children were very young, that alternative was not correct. While at my native place, we went to the Godavari River, and there was an old temple nearby. While my wife and I, my cousin, and his wife were in the waters of the river Godavari, I asked my cousin if we could go to the temple and get a memento from the ruins of the old temple. He said, "Wait! Something is touching me in the river!" He reached down and brought out two Shivalingams (elliptical stones representing the cosmos and that are worshipped as the "form" of Lord Shiva in the Hindu religion) attached to a common base. He gave them to me. The two lingams represented Kaleshwar (death) and Mukteshwar (liberation). The message was clear: Liberation from my death-like situation was in the offing! I thought it was a fantastic day.

'In the afternoon, my wife Sujana and I reached her parents' home where my brother-in-law was reading a book. I asked him, "What is that book?" He showed it to me and it was the *Gita* Makarandam, which is a commentary on the *Bhagavad Gita*.³ Till that time, I had not read even the first three verses of the *Gita* and I did not know Sanskrit. I always thought, "What is the need for *Gita*, when one is working 14 hours a day? In 18 chapters *Gita* is teaching about karma yoga (the spiritual practice of selfless work) and that's what I am already doing!" I was about to return the book to my brother-in-law; then I remembered the good omen of the Shivalingams in the morning. I thought this book, the *Gita*, was another blessing and I should not lose the opportunity. I opened the book at random and the following verse was present.'

G. Narayana quotes from memory: "*Whoever works with full dedication and offers everything to me, who works relentlessly, him, I will take out of the river of death and put him on the bank.*" This was the best guarantee I had ever heard!,' he exclaims.⁴

He then took the book home and studied the *Gita* for 18 days. 'Now, I had the *Gita*. Since the Guru (teacher) did not come, but only the book came, I took the book to Baroda where I lived. The author was a well-respected Swami, so I thought of him as my Guru and I did an 18-day yoga (spiritual exercise) of studying the *Gita*. What I did then, I now call "*Gita* yoga". I read one chapter every day, eating only one time a day, and completely avoiding alcohol, non-vegetarian food (which I was not taking anyway), tobacco ... I observed silence while studying the *Gita* and I underlined whatever appeared

³ *Bhagavad Gita*, The Song of God, is one of the world's major spiritual and philosophical literary works, often referred to in the West as the 'Gospel' of India. It is considered by many to be part of the 2–5,000-year-old epic poem *Mahabharata*.

⁴ In G. Narayana's own poetic translation of the *Gita*, done several years later, after he had taught himself Sanskrit, these lines read (Chapter XII—verses 6 and 7):

XII- 6: *But who dedicates his work in 'Me'*
And who considers as Supreme 'Me'
Concentrates on 'Me' in none-other way
Contemplates on 'Me' in determined way.

XII- 7: *He shall be taken up by 'Me', see!*
From this world, a deathful Sea
His deliverer, becomes 'Me' soon
With mind on 'Me', this boon.
Free from fear.

wonderful, although everything looked wonderful in the *Gita*! I practised celibacy during all those 18 days.

‘It was a fantastic experience. At the end of 18 days, I stood up and the world stood up along with me. I went back to the bank and assured them that I would pay back every rupee of the loan. I told my partners that I would pay back their investment. During those 18 days, new understandings flowed in my thought and consciousness. My fear was gone.

‘When I took responsibility with this new spirit, things started occurring that turned around my situation. Prism was closed after paying all the loans and Procon did better and better. With the new confidence and consciousness, solutions were shining and problems were dissolving. Then companies approached me and I became a management and turnaround advisor.

‘In 1985 I got the *Gita* yoga and the rest all flowed from that. My mind frame changed. Then I did Vipassana yoga (a special type of prolonged meditation) and it helped me to further develop my qualities. Before 1985 my wife and I were enemies. My children would not give me a birthday card. They would give to my wife, but not to me. After 1985 everything changed with my family, it was the change in me, not in them. We now have a fantastic relationship.’

Today spirituality permeates G. Narayana’s entire being. ‘Spirituality is experiencing divinity in others and self. Spirituality is inspired responsibility towards people, other living beings, and the world ... seeing and relating with divinity in every aspect. Being responsible is being divine,’ he says. ‘Self-improvement plus world service equals spirituality.’

Showing GOD

Gradually his reputation as a wise and inspiring leader spread and the top management of an increasing number of companies started to seek his advice on leadership issues; one of these was Excel Industries in Mumbai.

In particular, G. Narayana became known for his ability to get people to focus and to work together, even if the starting point is one of chaos or even conflict. He forms groups of people and motivates them to create a particular result. This collective group energy is said to work wonders. He told us about this process at Excel. ‘When I

first came to Excel in 1987 the company was losing money. There was no direction. The founders of the company were spiritual, so the culture here already had a spiritual base; they did a lot of service. But a booster dose was required for the business. So I joined them to advise them and they called me Guruji, “beloved teacher”.’

This title sticks to him, not only at Excel, but wherever he goes. We observed that no matter whether it is the union leaders or the management, they equally regard him as Guruji. In talks the management has with the union leaders, they don’t see him as management; they see him as the guru taking care of both sides, helping them to come to the best possible solutions together.

He told us, ‘That first year was critical. I showed them “GOD”. What is “GOD”? Group plus Organization plus Direction equals “GOD”. Leadership is a process of participation (in a group), decision (for the organization), and initiation (of the direction). When you have shared vision, shared mission, and shared plan, you must have shared success. When success comes, credit must be shared and then fruits must be shared. We did all of this, like partnerships with trust and responsibility.

‘Then also, rewards were required. There was no systematic salary structure, so we made the first salary and reward structure. We offered well and received the work; we offered and received. This is my spirit. We did not take and give, or give and take. Position people, and give them challenges. Share the success. When you practice it, it is fantastic.’

During the first six months of G. Narayana’s first year at Excel there was a loss. ‘Then we all joined together as a spirited team and turned around the situation, and profits occurred in the next six months. Then Excel had a wonderful growth.⁵ Last year, 14 years later, we had a downturn and had to turn things around again, which we did.

‘In my management consulting I’ve also had the opportunity to assist people to bring out the latent energies within them. The people and the companies brought out their inner potentials and excellencies;

⁵ From 1989 to 1997, Excel Industries’ sales increased tenfold from Rs 400 million to Rs 4.1 billion (from roughly US\$ 9 million to roughly US\$ 90 million at a 2006 rate of exchange). In 2005, Excel Industries Ltd. was demerged into two companies: Excel Industries Ltd. and Excel Crop Care Ltd. As of 2005, the combined revenue was Rs 6 billion (US\$ 130 million) with 2,100 employees.

people became leaders and heroes. Then I became a hero builder and GOD is with me. G.O.D. is also Group-Organization-Direction.'

Work is worship beyond time limits

Life has taught G. Narayana that man can be what he chooses to be. According to him, this freedom to choose opens the door to the immense potential within each of us. 'The first measure of success is the happiness of all stakeholders. Happiness is the measure. The customers must be happy, the suppliers must be happy, employees must be happy, all must be happy. The *Gita* says, "If you do good work, you will get the returns, so do not worry about them." If you go for the returns, the work will not get done. You must do excellent work and not worry about your individual return.' In this connection Narayana tells us that his spiritual purpose is: 'to return added value to the world; to be a being of love; to contribute, endeavour, excel, and assist others to excel.

'To grow spiritually, I follow and give the following advice: Never say "no". Offer, offer, offer. Work is worship beyond the time limits. Be available. Assist always. If you love, you give time. If you do not love, you will not give time. If you look at the Divinity in the other man, then you can inspire. That is inspiring leadership.

'We have formed a "Samanvaya" group, which is a council of companies with eight managing directors helping each other,' he says. Not only is G. Narayana chairman of that group serving all of the companies in the group, he is also non-executive director or chairman of several other major companies, as well as an honorary guide to a number of medium and small-scale industries and voluntary organizations. In addition to all these leadership activities, he also finds time for writing. 'I have written 220 articles and have 20 books published. There are still 200 books waiting.

'In giving continuous love, I do not get tired, even though I travel all the time. My wife thinks that I will be coming home tired and she gets tired waiting for me. But I come running and she wants to know how that can be. But then everyone gives me love back, so I receive more than I give. Love energizes. No matter where I go, I give love, even more than information.

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

Appendix B

Business topics addressed in the profiles

The profiles in this book are from top level executives who, from a spiritual basis, deal with practical, day-to-day business challenges, as well as strategic issues such as mergers, downsizing and building a corporate culture. This index describes the kinds of business situations dealt with in their profiles.

Topics

Purpose of business

- **Purpose of business related to ‘creating wealth’**
Leader profiles: Aguenza, Chand, Cruz, Daugherty, Kolind, Raghavan, Franklin, Govindan, Maitra, Moitra, Narendran, Ploix, Raman, Ranganathan, Sinclair, Vrethammar, Webb
- **Purpose of business related to ‘serving and benefiting society’**
Leader Profiles: Aguenza, Behner, Canada, Chand, Covey, Cruz, Cuneo, Delbecq, Franklin, Jiang, Jensen, Levy, Merchant, Narendran, Ploix, Raghavan, Raman, Sinclair, Ollé, Webb, Welling

Setting direction

- **Leading with mission and vision**
Leader profiles: Chand, Covey, Kolind, Maitra, Moitra, Ploix
- **Developing strategy**
Leader profiles: Chand, Franklin, Jiang, Merchant, Ploix, Welling

Business growth, success and failure

- **Starting a new business**
Leader profiles: Behner, Chand, Cuneo, Levy, Merchant, Narayana, Narendran, Ploix, Sinclair
- **Building/growing an already-existing business/venture**
Leader profiles: Aguenza, Behner, Govindan, Levy, Narayana, Ploix, Raman, Sinclair
- **Handling acquisitions and mergers**
Leader profiles: Jiang, Levy, Maitra
- **Turning around a business**
Leader profiles: Chattopadhyay, Kolind, Narayana, Welling
- **Dealing with business downturn or failure**
Leader profiles: Chand, Narayana, Narendran
- **Selling assets (including a business)**
Leader profiles: Chand, Levy, Narayana, Sinclair
- **Downsizing an organization**
Leader profiles: Chand, Kolind, Levy, Welling
- **Improving quality and productivity**
Leader profiles: Moitra, Raman

Relationship with stakeholders

- **‘Doing what is right’—fulfilling duties to customers, suppliers, dealers and other stakeholders**
Leader profiles: Behner, Chand, Chattopadhyay, Daugherty, Jensen, Pillai, Raman, Sinclair
- **Exercising social and environmental responsibility**
Leader profiles: Canada, Chand, Franklin, Jensen, Kolind, Raman

Organizational culture

- **Leading with values, ethics and integrity**
Leader profiles: Behner, Canada, Chand, Covey, Cruz, Delbecq, Franklin, Jiang, Jensen, Kolind, Levy, Moitra, Ollé, Pillai, Ploix, Raghavan, Raman, Ranganathan, Sinclair, Vrethammar
- **Creating a culture of empowerment**
Leader profiles: Aguenza, Canada, Chattopadhyay, Covey,

Daugherty, Franklin, Jiang, Jensen, Merchant, Moitra, Narayana, Narendran, Raghavan, Raman, Vrethammar, Webb

- **Creating a culture of spirituality**
Leader profiles: Aguenza, Canada, Covey, Cuneo, Daugherty, Maitra, Narayana, Ranganathan, Sinclair, Vrethammar
- **Changing a culture**
Leader profiles: Aguenza, Chattopadhyay, Covey, Daugherty, Franklin, Jiang, Ollé
- **Instituting appraisal/reward systems**
Leader profiles: Covey, Franklin, Kolind, Ranganathan

Relationships with peers and employees

- **Influencing, coaching and building executive teams**
Leader profiles: Daugherty, Franklin, Jiang, Jensen, Levy, Maitra, Merchant, Narayana, Ploix, Raghavan, Ranganathan
- **Treating employees with trust, honesty and love**
Leader profiles: Behner, Chand, Covey, Cruz, Daugherty, Jensen, Kolind, Maitra, Moitra, Narendran, Ollé, Raghavan, Raman, Webb, Welling
- **Coaching, mentoring, developing skills and mindset of employees**
Leader profiles: Behner, Chand, Covey, Cuneo, Daugherty, Franklin, Govindan, Jensen, Maitra, Merchant, Moitra, Narendran, Pillai, Raghavan, Raman, Ranganathan, Sinclair, Vrethammar, Webb
- **Relating with unions**
Leader profiles: Chattopadhyay, Welling

Conflicts, mistakes, crises and unethical behaviour

- **Resolving conflicts**
Leader profiles: Covey, Cuneo, Maitra, Pillai
- **Addressing misbehaviour and employee mistakes**
Leader profiles: Behner, Daugherty, Govindan, Narayana, Pillai, Raghavan, Ranganathan
- **Managing crises**
Leader profiles: Aguenza, Behner, Chand, Chattopadhyay, Pillai
- **Dealing with unethical behaviour (including bribes)**
Leader profiles: Govindan, Narendran, Raghavan, Raman, Ranganathan, Sinclair, Webb

About the Authors

Dr Peter Pruzan is Professor Emeritus at the Department of Management, Politics & Philosophy, Copenhagen Business School, Denmark. He is internationally known for his work on business ethics, values-based leadership, corporate responsibility and spirituality in business. He has degrees from Princeton (B.Sc.), Harvard (MBA), Case-Western Reserve (Ph.D.) and the University of Copenhagen (Dr. Polit.). He has been the president of a successful, international business and has authored eleven books and over one hundred articles in international scientific journals. Together with his wife, Kirsten Pruzan Mikkelsen, he spends several months each year in India, where he is guest professor at leading business schools.

Kirsten Pruzan Mikkelsen is an eminent journalist and former newspaper editor at *Berlingske Tidende*, a major daily national newspaper in Denmark. As a journalist she has worked on assignments in more than 50 countries reporting on the human aspects of development politics as well as interviewing politicians, presidents, kings, spiritual masters, authors and business executives.

Email: Leading.with.wisdom@gmail.com

... together with:

Debra and William Miller, residents of India and the co-founders of the USA-based Global Dharma Center, a non-sectarian, non-profit spiritual institution. Together they have dedicated their more than 50 years of combined corporate and consulting experience to inspire and empower people of all professions to live and work from a spiritual basis.