



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

## **Stakeholder Relations**

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share specific stories that exemplified how they drew from their spiritual view of life to respond to a challenging situation.

In this file you will find 30 stories related to the broad topic of “Stakeholder Relations”. These stories are organised according to the following five categories:

- 1. Customer/client/vendor relations (10 stories)**
- 2. Executive relations (6 stories)**
- 3. Influencing others (6 stories)**
- 4. Societal relations (5 stories)**
- 5. Union relations (3 stories)**

This file contains only the stories excerpted from the full interviews. To review the career history, current responsibilities, spiritual views, and other aspects of leading from a spiritual basis, please refer to the complete transcript of each leader, which can be found in the knowledge-base.

This file also contains each leader’s “spiritual theme” that summarises his or her spiritual view of life.

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**INTERVIEW STORIES ARE SORTED BY LAST NAME WITHIN EACH CATEGORY.  
THE FOLLOWING LEADERS ARE CONTAINED IN THIS FILE:**

<b>Name</b>	<b>Country</b>	<b>Organisation Name</b>	<b>Sector or Industry</b>	<b>Position</b>	<b>Age</b>	<b>Years in Leadership</b>
<b>Aguenza, Floridas, F.</b>	The Philippines	Planters Development Bank	Banking	President and COO	62	30
<b>Behner, John R.</b>	El Salvador	Nabisco	Food	Former Country Manager	66	40
<b>Budin, Philip</b>	USA	Royaltons Ltd.	Marketing	CEO	61	30
<b>Chand, Amber</b>	USA	The Amber Chand Collection	Retail Marketing	Founder	53	9
		Eziba	Retail Marketing	VP of Vision, Co-founder		
<b>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 & Values Integration	61	27
<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>Maitra, Ashoke</b>	India	Times of India Group	Publishing, Newspaper	Director HR	45	16
<b>Merchant, Nilofer</b>	USA	Rubicon Consultants	Marketing	President	34	8
<b>Narayana, G.</b>	India	Excel Industries, Ltd.	Chemicals, Biochem, Agri	Chairman - Executive	60	38
<b>Ollé, Ramón</b>	The Netherlands	Epson Europe B.V.	Electronic Equip. 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 & Pechel Ind. 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	GraphTex, Inc.	Manufacturing – Elec & Alum	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

<b><u>Name</u></b>	<b>Country</b>	<b>Organisation Name</b>	<b>Sector or Industry</b>	<b>Position</b>	<b>Age</b>	<b>Years in Leadership</b>
	Sweden	Finess	Consumer Disposable	Former President, Consumer Division		
<b>Webb, Janiece</b>	USA	Motorola Corporation	Electronic Communications	Senior Vice President	47	28
<b>Welling, S. K.</b>	India	HMT International, Ltd.	Exporter (Machine Tools, Watches, Tractors)	Executive Director	55	33

## THE FOLLOWING STORIES ARE CONTAINED IN THIS FILE:

### **Stakeholder Relations – Customer/Client/Vendor Relations**

- Supporting our customers' values – Floy Aguenza
- Looking after our customers – John Behner
- Two initiatives to cultivate spirit in the organisation – Amber Chand
- Supporting a customer when the work was done by someone else – A. K. Chattopadhyay
- Having the intention to make a positive difference – Thomas Daugherty
- Solving the source of the problem – Anand Pillai
- Repaying debts with integrity – Ananth Raman
- Elevating the consciousness of a client regarding tax planning – V. V. Ranganathan
- Elevating the consciousness of a client regarding labour laws – V. V. Ranganathan
- Doing the right thing – James Sinclair

### **Stakeholder Relations – Executive Relations**

- Starting from the top – Thomas Daugherty
- Touching and shifting people's level of consciousness – Niran Jiang
- Sharing equally to help my partners grow – H  l  ne Ploix
- Conducting 360 degree reviews with senior management – N. S. Raghavan
- Developing open communication between the board members and CEO's – N. S. Raghavan
- Making wise decisions – Janiece Webb

### **Stakeholder Relations – Influencing Others**

- Being a spiritual influence to others – Philip Budin
- Leading with character and leaving a legacy – Stephen Covey
- Social responsibility – Neils due Jensen
- Creating alignment and integration between management and journalists – Ashoke Maitra
- Addressing fears in a group – Nilofer Merchant
- Responding to a good friend – V. V. Ranganathan

### **Stakeholder Relations – Societal Relations**

- Partnerships and principles that prevent crime and build schools – Stephen R. Covey
- Helping society – Alvaro Cruz
- Social responsibility – Niels Due Jensen
- Creating partnership – G. Narayana
- Basic education in a multi-cultural organisation – Ram  n Oll  
- Doing the right thing – James Sinclair

### **Stakeholder Relations – Union Relations**

- Creating partnership – G. Narayana
- Following conscience – Magnus Vrethammar
- A challenge from the union leaders – S. K. Welling

## 1. CUSTOMER/CLIENT/VENDOR RELATIONS (10 STORIES)

### **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?”

#### **Supporting our customers’ values**

Growth in the early years was sure and steady. We knew we were doing something good and took one sure step at a time. Part of our approach is to establish close relationships with our customers, most of whom run family-owned businesses, and support them not just in their financial requirements but in other ways which enable them to run their business better. We go to their place of business to observe how they run their business and treat their employees. Yes, we want to lend to companies and businesses which are anchored on the right values. For example, if their employees are exploited and mistreated, then they are susceptible to labour problems which affect their capacity to pay their loans.

When talking to new customers, an important part of our credit process is finding out about the character and lifestyle of the principal. This is something we have learned through experience. We have developed our own approach in helping SMEs manage their finances and provide them the proper tools and guidance to build their business. Over the years we have been able to pro-actively see how events that are happening in their personal lives will affect their business. So we are able to step in and give them advice or market linkages. In this, we become a part of their lives, helping their business as financial advisors and even more than that; we become friends.

One of the ideas I have had is to open up our spiritual programmes to our customers who run small and medium-sized businesses. This would go beyond giving them technical assistance and linking them up to markets. This time, it is aimed at helping them build their own spiritual culture. It’s a bit daunting to think about, but I know we can start slowly. Even if we’re busy, I want to devote time to this. This is one way we can expand beyond the boundaries of our bank.

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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.

#### **Looking after our customers**

I believe that to be available for clients is a spiritual thing. We sold products to the countries around us and one client from Nicaragua always came on Sunday nights. He would go to Guatemala, buy a lot of things and then come through El Salvador on his way back to Nicaragua. On Sunday nights you couldn't ask somebody to go in and open the warehouse and dispatch, so I would do it. I would personally go over there and dispatch this fellow. He would come through there maybe one Sunday night a month, and if I was in India or otherwise away, I would ask one of the salesmen to sacrifice his Sunday night. We would take care of this fellow; he was a good client. This kind of little extra, that you can be sure to be taken care of, you don't find that in many companies. This goes hand in hand with making good on any kind of an error you have with your clients.

We would sell a lot of baking powder. We manufactured it. Sometimes, when the bread didn't rise, the first accusation was that something was wrong with the baking powder. We'd make good on that. We'd say to the client, "Anything we sell you, we guarantee, we stand behind it." The bakers would call us and say, "This baking powder isn't working; the bread won't rise." We'd send a technician to analyse what they were doing and since they had lost a batch, we would give them a couple of cases to make up for it, even if it wasn't our fault. If it were our fault, we would look into the formula to see if there was a little change, which might be needed. Baking powder is a very delicate product, but we would always respond.

Another example: People would buy a bunch of gelatine – let's say there was some offer where they would get one case free if they bought ten, so they would buy the 11 cases. Maybe for the size of their business that was too much, and they would call us a year later and say, "Well, we have six cases of gelatine here that we haven't been able to sell, and they've expired." Now what would you do? Would you change it? Would you change it for something else? Or would you say, "Well, you bought it, so you eat it!" Those persons aren't going to take a loss; they would try to sell it at a reduced price or try to do something with it to get their money back. So we would always change it. That was our rule. You're losing money when you do that, but at the same time you are protecting your name, your client's interest, and indirectly you are protecting your own interest. I would say that it is a spiritual outlook to sacrifice and not just look at the bottom line at that moment.

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### **Chand, Amber – USA**

"Founder of the Amber Chand Collection: Global Gifts for Peace and Understanding, an internet-based company in the USA that markets the products of artisans from around the world"

### **Spiritual Theme**

Compassion, balance, grace, and friendliness are words that ring as a spiritual theme for me. Yes, this is a "God-being tapestry."

### **Two initiatives to cultivate spirit in the organisation**

As a co-founder of this company, I have a very interesting role. I have a tremendous amount of influence, but I have not been interested in seeing it as power. So in everything I do people see me as a co-founder and respect me for that role. It is a status and respect that I hold very humbly.

I know when I walk through this company that employees look to me sort of like a mother, a nurturing spirit. So I try to continually find ways to be that nurturing, reassuring, loving spirit for them. This allows me to authentically be my spirit-self. I am very grateful that I do not have to be any different

than who I am. As a result I have been able to actually cultivate a great confidence in others by being more spiritual: they expect it of me, they see it in me, they laugh at me, they dismiss me, all of that.

There are two initiatives that I think my spiritual theme – this beautiful tapestry of compassion, balance, grace, and friendliness – has inspired. I created the first one about a year ago and called it “tea with Amber.” To me this is exactly the way I see that spirit should work in a company. I was inspired to do this when, one day, my heart sank when I realised that the company had grown to such a degree that I no longer knew everybody. I could not see how I could be in the nurturer role if I didn’t know everyone by name. I thought about this and began to search for a way that I could connect with everyone in the company.

So the idea came to me to just begin to have a cup of tea with every person. The first thing I noticed was that my office was not the nurturing atmosphere that I wanted, so I rearranged my office completely. I created a little sitting area where I have some lamps and plants, I got out my lovely Mexican tea set and then I began to invite people to tea.

One by one people began to come and sit with me for tea. Some people were very nervous because they were sitting with the co-founder. I would make them a cup of tea and what I noticed is that once they began to sip their tea, they would start to relax physically. Once we could both relax with each other, then we could actually open ourselves up to the “art of conversation.”

This whole concept has continued to grow and now it is on the website as a column. Who would have ever thought that it would have blossomed so much? What is so wonderful about this is that it is definitely something that the employees look forward to. It has become seen as a very important part of my work in this company and as a way for us to continue to highlight Eziba as a company with a social conscience.

The second initiative I started early on was to speak to the customers who were unhappy with us. I remembered my childhood where my mother and father taught me to treat a guest who came to our house as God. You do everything you can to make their time with you happy and satisfying and comfortable. So during our first customer training, I told them this story. I told them that at Eziba, I like to feel that the customer is God. So when the customer calls, we drop everything and we listen. People actually listened to what I said and thought it was nice.

We have a fabulous customer service group and yet I still want to speak with all of the unhappy customers. It is actually helpful for our employees to see that the co-founder is working alongside them, supporting the larger work, which is to satisfy all our customers. I always pick up the phone and call the unhappy customers. I begin by apologising to them, “I am so sorry that we have dissatisfied you in some way.” I must tell you that customers are amazed; they cannot believe that one of the founders is taking the time to call them. From this call, I always end up with a happy customer; we usually end up feeling a lot of joy and laugh together. I tell them to call me again if they ever have any problems and I give them my direct line. So it is another way of being thoughtful and it works.

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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

## **Supporting a customer when the work was done by someone else**

One incident happened sometime back when a man who had previously worked for ACC supplied and installed some refractory material to one of our customers. He represented himself to his customer as an ACC employee and claimed that the material had come from ACC, which was not true. So the client agreed to let him do the work because he used the ACC name. It so happens that the work that he did failed after two months.

The customer came to me and talked with me about what had happened. I went through all of the purchase orders, but could not find one for that specific job. Then he mentioned the name of the man who did the work. I told him that that man had not worked for us for over six months. The customer assured me that this man told him that he worked for ACC and that he was using ACC materials.

In this situation, we had no legal obligation. The work was not done by our people or with our materials. But I felt it was our moral responsibility to stand behind this job because this customer gave the job to this man based on the ACC name. I replaced the material and sent my engineer out to install it. We lost heavily as there was no income whatsoever on this job. Even though I faced a lot of audit queries about this, I had the support of ACC management behind me.

Yes, it did help us to maintain our reputation, which is important to us. If we ever have material that we have installed that is defective, we will replace it free of cost; that is our culture.

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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.

## **Having the intention to make a positive difference**

The difference I hope to make here at Methodist Health Care Systems is to enhance the quality of care and the spiritual environments in which that care is given. The title I have now is Vice President

of Spiritual Care and Values Integration. Ordinarily, people think the “spiritual care” portion of my title has to do with the chaplains who provide their services in the hospital. While I do have some relationship to the chaplains, they actually report to someone else in the organisation; I don’t have administrative responsibilities for them.

What I have tried to communicate since I have been in this position is that spiritual care refers to a quality of caring that we provide in this environment. It is a quality that connects us with the spirit of the organisation and with the spirit of the Divine, which is in our midst. For me, it is something that involves everyone, and not just the chaplains who will always play a prominent role as well. It is a quality of caring that involves our administration, our board members, our housekeeping personnel, our nurses, our physicians, everyone. So it is comprehensive and inclusive. I am hoping to influence the environment where everyone receiving care in any of our hospitals can feel there is a difference in their care and on some level they realise they are receiving spiritual care.

I don’t think at this point people consciously choose to come to our hospitals because we have a fine spiritual environment. Primarily, they are coming to the Methodist Health Care System because we have a reputation for having the best physicians and the best track record in taking care of their physical problems. However, this Texas Medical Center is full of hospitals; this is the largest conglomeration of hospitals and health care facilities in the world. So there’s something else that I believe does enter into their decision even now, and I think unconsciously people do come here because they expect to receive something different. They may not consciously know what it is, but they feel and expect something different in the environment.

To me, the name “Methodist”, which indicates that this organisation is based in Christian principles, does imply in some way that people should be able to expect a difference in the quality of care they receive and the way they are treated. So my work is about cultivating a holistic, comprehensive spiritual environment where this caring can take place. I think the spiritual and the material aspects of health care and healing were once connected. I want to reconnect the aspects of this environment that have been so long disconnected.

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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.”

### **Solving the source of the problem**

There was a time when I had just moved into a new assignment and a vendor had not been paid because he had not supplied what he was suppose to have supplied. This vendor was upset because he had not received his money. This conflict had been going on for quite some time when I took this position.

My secretary received a call from this vendor, and she came to ask me if she should tell him that I was not there. While she had the receiver covered she told me what a nasty fellow he was, and how he was going to shout at me. While she kept the receiver down for a minute, I told her that I did not want to hurt her, but I wanted to take the call. I took the call and asked the man what I could do for him. He said that his payment had not come. I told him the truth, I said, “Sir, I have just moved into

this position one week ago. Give me your details, phone number and invoice. I cannot promise you a payment; however, I can promise you that within the next half of hour I will tell you why your payment has not been made. Then we can see what we need to do so you can receive your payment.”

He shouted that everyone promised to call back, but no one ever called back. I said with a calm voice, “Sir, you have spoken to me for the first time; please give me that respect. If I don’t call you back then you can yell at me also.” In that half hour, I talked with my secretary, first about how she was avoiding rather than solving the problem. I told her that we must solve the cause of the problem and not just the symptoms. I said, “By your saying that I am not here, you are only solving the symptoms. We don’t want him to give up as a dissatisfied vendor. We want him to be a satisfied vendor.”

I then went to the accounts department and found out that he had short supplied an item. In less than fifteen minutes, I called him back and told him exactly what the facts were. I told him that if he supplied the item that was not supplied, then we would pay him. He said, “Sir, I don’t even want the payment now that I am talking to you. I want to thank you for giving me the full details. Yes, there was initially a short supply, but the reason I did not supply the full amount was because I talked with a person in your company and he told me I would not be paid even if I supplied the rest of the order.” He supplied the item and got his payment; and my secretary increased her faith and ability to handle problems.

I did not shout back at this man the way others before me had. I basically asked for some time so I could fully understand the problem. Before the time I had promised, I called him and I told him the full details. So he got his job done and I got my job done. More importantly, I do not have to dread his call in the future, and my secretary does not have to dread his call.

So the values that I was leading from were transferred to both of these people. From this experience, my secretary gained a clear conviction to solve the problems and not the symptoms.

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## **Raman, Ananth – USA**

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

### **Spiritual Theme**

“Awareness” and “Realising Divinity”

### **Repaying debts with integrity**

There was an instance where I was not the decision maker; my boss was the one who had to make a very important decision. However, I was able to see the basis of this decision from a spiritual perspective only after it had happened. We had borrowed a large sum of money from a banker who wanted to pull out of their operations in the USA, and we had a large multi-million dollar loan due to them.

I went to the lender and told them that since they were the ones who were leaving, we would like to pay them less than the total amount. I proposed a certain reduction in what we owed them, and we had an extensive discussion about this. With hesitation, they agreed to a reduction, but it was a smaller reduction than what I had proposed. Since we couldn’t finalise the actual amount of the reduction, they had the head person from their London organisation come to the USA to meet with our principle shareholder from Switzerland; and we decided to let those two people work it out.

I had briefed our principle shareholder, who was actually my immediate boss, on what had taken place up to that point. I suggested that he offer an amount for the reduction that was a little more than they had agreed to. I went into the discussions feeling very proud that I had negotiated this loan reduction, and had gained this extra income for the company.

As we moved toward this critical point during the talks, my boss suddenly said, "I have not come here to ask for this reduction, I will not do it." We had negotiated so hard for this reduction, and now this man was saying that he would not ask for this! He told them that we would in due time pay back the entire amount of the loan.

I was totally shocked. Here we had a huge gift of money available, and my boss was giving it away. Afterwards I asked him why he had done this, and he said, "As a businessman we have a responsibility. We are responsible not only to our shareholders, but also to our bankers. We have borrowed this money from them; we must repay it to them. This company is not bankrupt – we are able to pay this money to them. So there is absolutely no reason why we should take advantage of this situation just because they want to pull their operations out of the USA. This is no way to do business."

I was really struck by all of this. He was not a religious person or anything like that. He was just a gentleman with a deep sense of values. He considered this loan not as something that we simply wrote down and now we can debate about whether to pay or not pay. Rather, he took it as an obligation to society.

I felt this was a deep spiritual lesson for me. The lesson was that all *obligations must be honoured*. They must be paid back in the right way, not by arguing like this. I saw that all obligations, whether they are in cash, such as this, or in some other form, must be repaid in some way or another. This is my duty and I must honour that duty. I saw that this was the only way to do business in this world.

If I had not looked at this from a spiritual perspective, I would have thought, "I did all of this hard work for this man, and he is not even appreciating it." My financial controller was with me, and he is still not convinced today that what my boss did was right. He still calls it a stupid decision, and I continue to tell him why it was not a stupid decision.

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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"

### **Elevating the consciousness of a client regarding tax planning**

Often I come across a number of situations in my professional life where, within a framework of what is the right thing to do, certain actions seem okay in form, but not in substance. So the concept of "the substance that is behind the form" is something that I have to deal with on almost a daily basis.

For example, a client may be following the letter of the law – following the form of the law – and so it looks like they are complying with a law. But if you look at it in substance, they may actually be circumventing the law, because they are not complying with the underlying purpose for which the law was made. We must put their actions to the test.

The tax laws are a very good case in point. These laws keep you from avoiding taxes, but they also allow you to plan your taxes in order to minimise them. The difference between avoiding taxes and planning in order to minimise taxes is very subtle. Where do you draw the line? Of course, the courts have gone into this and have said what is planning and what is not planning. As a professional, if the tax law says that there is a correct way to compute a particular income, then you can find a hundred tax loopholes to plan it such that you do not have taxable income. These situations arise because the tax laws are complex and vexatious. Simplicity is often a casualty.

So the difficult question that often arises for a tax professional is: are we the tax man who makes sure that the organisation's officers follow the *form and letter* of the law? Or, are we the ombudsman who makes sure that the organisation's officers follow the *substance and purpose* of the law?

The substance is the motive: "What is the motive behind what the client is doing?" Even if actions seem to be within the law, the motives should be subject to question. At this time, the legal framework does not provide this opportunity. The judiciary only looks at the form and not the substance behind the form. This change in consciousness is what I am trying to bring out in the work we are doing in the practises of our organisation as well as with our clients. I believe that if you are careful in understanding the mindsets of people, it is possible to raise their consciousness. Then automatically, usually without their preconceived notions getting in the way, you can touch the chord of their being, and bring out the truth. Interestingly someone in the tax department has realised the potential of this appeal and the advertisements from the tax department urging people to pay taxes are now more persuasive than threatening. But the tax collector has equally onerous responsibilities to be accountable for the spending of the tax payer's money.

When I confront these situations with clients, I do it through a dialogue. It doesn't have to be what confrontation is usually thought of. You must touch that chord in another being by saying, "Is there not another way of doing this so we don't have to transgress within ourselves? Why don't we look at it like this?" So what you are doing is prodding the other person to think and helping him to understand your point of view, that way he has the space and time to come out with an alternative.

In this regard, I describe the *substance* of my work as karma yoga (selfless action) and full consciousness, whereas the *form* of my work is accounting numbers and tax law. When I am with a client, I bring this substance to our work together.

### **Elevating the consciousness of a client regarding labour laws**

Another example of the issue of form versus substance in my work is the time I dealt with particular laws concerning contract labour. If you look into the rhyme and reason for these laws, it is to stop the exploitation of workers who are paid in cash by these contractors. It is to make sure that the workers are paid proper wages and that their social security contribution is being paid to the government. Yes, a few may be able to get around this law somehow, but here are human beings whose rights are being violated. Often times we must look at the original bill that was behind the enactment of these laws in order to understand its original purpose and intention. We must also consider the moral issues. We as professionals have this duty to perform; we must understand the underlying intention and purpose of these laws. As auditors, we realise these implications, and we must process this within our system to determine what steps we are going to take.

Many times clients tell us things such as their practises concerning contract labour. When this happens, I urge the management of my clients to look at the situation seriously. I point out any legal responsibilities they have and I ask them to look at the moral issues. I will ask them questions like, “Do you want to deal with a contractor who has such little respect for human beings? Does this fit within your vision and mission statements?”

By taking this route, I redirect their attention to something more transcendent. I have them look at their values and appeal to them from that perspective: “Look, these are the goals and values of your company. Are you living these? If you have hired someone who is not in line with these values, you should help them understand that they need to follow these values if they are going to work for you.”

Once I can help a person open their mind and flush out these types of thoughts, I am paving the way for them to apply their values and come to terms with whatever they need to do. This transports our conversation to a whole new plane altogether, a transcendent plane.

We all have to start somewhere and I believe it is our spiritual duty to engage in conversations with management like this and to evoke the spirituality of the individuals who formed the company. You must be able to elevate the consciousness of another person to your bandwidth, so that you can communicate. If you are able to do this, then those communications will naturally result in producing the truth. If you begin with a preconceived notion in your mind that this is going to be a difficult conversation, then nothing happens, nothing is resolved. It is more like theatrics, drama. But in this spiritual way, you are honestly sharing your entire self with this person, and from that place you will strike a chord with him and there will be communication.

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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.”

#### **Doing the right thing**

I am a risk taker; I take risks that are beyond reason. Statistics would say that there is no reason for me to be sitting here talking to you today, because I should have been history a long time ago. And I know that I should have been history, because I’ve almost become history so many times I wouldn’t even want my wife to know.

I look back and wonder how in the world, on the last day, on the last month, did I make it until I got a deal. And how in the world did a company come in and buy 13 pieces of my land, the most they’ve bought from anyone, anywhere, anytime? I couldn’t make them do that. So every month I knew the next month would be fine, or if it wasn’t, then it wasn’t. Now I’ve taken all that I’ve made over the years and invested it into this Africa venture because my spiritual teacher told me to. And if it is a failure, so what?

I will be the first to admit, I never wanted to go back to Africa to do business after the horrendous experience I had in the mid-90’s. But my spiritual teacher told me to go back to Africa. I told him I didn’t want to go back. I travelled to see him numerous times to ask him to reconsider and let me out of it. He finally had enough of it, and so I went back even though my previous experience was a

disaster. Right now it's taking all of the money I have and the strangest things in the world are happening. I am the first guy in this type of business (gold mining) to do this without any investors. But even then I am standing strong to only do what works.

For example, an African local lost his concession (piece of land) because he didn't pay the money required and so the license went back to the state. Here is this very desirable piece of land with a mine already on it. I wanted that piece of land and the government was ready to give it to me. But I said, "No, give it back to the man who owned it. I'm going to make a deal with him because he wasn't sophisticated enough to keep it." I got him back into the loop and now he owns 30% of the option and we're paying him US\$50,000 for the privilege and we'll buy the rest of it as his participation in the joint venture.

I did this because it seemed like the right thing to do. As a result, the word has gotten around that I'm a straight-shooter who is going to treat these African locals like human beings with respect. I paid them the same amount of money that I would pay someone in the USA. As a result, my company ended up with 52 pieces of land for mining, about half the size of the state of Connecticut. These are all some of the finest pieces of land in the world. We gave all of the landowners the respect of being real partners; we paid them and didn't even take the land out of their name. I was only willing to treat these people with the same respect that I would treat someone in the USA.

The word got around and now I can't keep people out of our offices who want to do business with us. I have made a lot of Tanzanians wealthy. Am I helping them or hurting them? I don't know. But I do know that to hurt someone requires an intention. If I set up a business with the intent to hurt another person or business, then this is hurting and you know you are doing it. There is something in the environment that will control the stability of the world and eventually those businesses that do intentionally hurt others cannot survive. If your intention as a human is to hurt, you are looking for disaster. I don't care if you've got the oracle of Delphi giving you insight.

## 2. EXECUTIVE RELATIONS (6 STORIES)

### **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.

#### **Starting from the top**

As I contemplate how to develop the programmes we have here, and how to disseminate our values throughout the organisation, I draw a lot from my background in pastoral care, counselling and teaching. But this is also where I have to recognise my own limitations. This is where one of our consultants has been such a resource for us because she brings a rich background in human resources and organisational development, and I have learned a lot from her. One of the things I have learned from her is that we have to take this spiritual approach into the organisation at all levels.

However, I knew from the beginning that it had to start at the top, and some of our most difficult challenges have been working with the senior management group. At the same time, one of the most rewarding, spiritually enriching aspects of this endeavour has been watching these same senior people get involved and articulate their own spirituality. The five values we are now focused on, I CARE (integrity, compassion, accountability, respect and excellence), really came together for us in our CEO Council.

While we have a system-wide committee of people called the “Systems Spiritual Care and Values Integration Committee” that generated a lot of the initial thinking about our values, it was the CEO Council that really embraced them; and they continue to be involved in the leadership of what we are doing. They also vacillate and waver from time to time, so I stay connected with them and continue to work with them; this is where my spiritual values and relationship skills have really helped me a lot.

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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.

### **Touching and shifting people's level of consciousness**

I was given the job of building business models and delivering brand, channel and organisation innovation at Coca Cola in the USA, so I developed the first Future Trends function for USA. When you are the number one market leader in the world in the soft drink industry, you have to be alert. My way of creating things there came from my spiritual orientation and ideas about co-creation. I decided to interview the top 30 leaders at Coca Cola both domestically in the USA and internationally, to take into consideration the bigger picture. I spent roughly 45 minutes with each business leader in order to learn and understand the business scenario: What drove and motivated them? But it was also about engaging them by developing what I call a co-creating process. Out of that process I summarised a piece of learning and presented to the senior VP how I saw things.

A lot of difficult issues were coming up, which the management top leaders knew about, but were not willing to face. By making one-to-one interviews and coming from a space of pure respect, I created a very safe environment for a lot of stuff to come out. Also I set very clear boundaries, and I was trusted. Of course, all the interviews were anonymous – core business issues and core relationship issues. I summarised my findings in a non-confrontational document and presented it to the Senior VP. At first he said, "I have ten minutes for you." The power they have in large American corporations and the way they treat people, it's worse than in communist China! They treat you like a peanut. But I refuse to feel like a peanut. I treat people below me with dignity, I treat people above me with dignity, and I don't take a confrontational style. So he said "Ten minutes," and I said "Fine", and went straight to the heart of the issue, bringing up the truth in a calm and gentle way, not criticising him. This turned into a two hour meeting.

This is how I see consciousness shifting; it's not just a piece of work. The business agenda is about the bottom line, for example selling more Coke, but I don't care about that. I care about the processes that touch people and get them to shift. The Senior VP obviously got confronted with a lot of issues about how people truly felt, and that they were not able to speak the truth. I brought out issues that he could connect to from his level of consciousness and which could motivate him to create change. Therefore, from then on I got a tremendous amount of support in creating initiatives that were very new and very challenging for the company. Out of the work we were able to accomplish, via Future Trends, there were major costs saving initiatives in a number of departments at Coca Cola. In one project we actually quantified a cost saving of over a million US dollars.

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### **Ploix, H el ene – France**

"Chairman and Managing Director of Pechel Industries and Pechel Industries Partenaires in Paris, France"

### **Spiritual Theme**

I think I can express this as: "To contribute to society". And to try to be attentive to others and have a better understanding of them.

### **Sharing equally to help my partners grow**

I decided to create the management company and divide it in three equal shares. Some of my colleagues would take a majority and leave a smaller percentage to the others. In our business we

have to have a personal interest, otherwise we don't get investors. The management must align their interests with those of their investors. In the first company, Pechel Industries, I had a greater share than the others. Now we share equally. I could stay forever, but my real purpose is to have my partners and the younger people we hire be more and more in charge and feel that it is their own thing. I want to prepare them for taking over at a certain point.

We take very seriously the character of the people we hire. We pay a lot of attention to the way they are, how they behave, how they express themselves, so that we feel that they really think like us and will contribute to the atmosphere we have created.

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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.

#### **Conducting 360 degree reviews with senior management**

We had a Management Council at Infosys, headed up by the Managing Director that ran the whole show. There were about sixteen people on the council at that time. I told them I wanted to conduct 360-degree appraisals and asked for their permission to do this for everyone who was on the council except the MD. I told them that I would personally talk to the people and collect the information for each council member.

Since this was a first-time experiment and they were all very senior people, I made them two guarantees. I told them that I would not share with the MD any of the detailed information I was collecting, except for an MC summary of the feedback. I also told them that I would be the only person to have the information, and that I would do the analysis and give feedback to each one of them. I did this because I knew that it was important to maintain this type of confidentiality. Nobody could really object because this was something good, and so they agreed.

I prepared two different components to this 360-degree appraisal. One had to do with their leadership abilities and the other with their behaviour. I created the questionnaire and had both a number rating and a place for qualitative remarks about them. I had them rate each other, and I also had a few subordinates rate them.

This took about three months for me to do – it was a very big job. I wanted to test it out and show them the importance of this kind of feedback. When I started having people fill out the questionnaires, I warned them not to try to get out of this by saying that they did not know the person that well. I told them that even if they didn't feel they knew the person very well, they still had their own perceptions of them and they should report on those. I told them that perceptions drove their behaviour and therefore were equally valid and important for me to collect and then give feedback on. I asked them to be very truthful and not to worry about it.

To help them understand the importance of this whole process, I told them this story... There was a company that was going downhill, and the board decided to get a new CEO to turn it around. After a couple of months, the new CEO got a feel for the whole place and realised that some of the senior managers were critically under-performing.

He called one of the senior under-performing managers in for a talk. The CEO told him that even though he hadn't been with the company a long time, he understood that the manager was not performing well. He told him that he must improve his performance or he would have to go. The manager reacted and told him, "I don't know where you got this information. If you look at my performance reports you'll see that I have been rated very good year after year. I am a very good performer. I think you have gotten some wrong information."

The CEO then told him to go to two of his other senior colleagues and ask them to openly tell him the truth of what they thought of his performance. Then he told him to come back to him after he had done this and they would see what to do. So the senior manager went to his colleagues and told them he wanted their honest opinion and asked them to tell him the truth. All of them told him the truth that the CEO was correct that he was not performing well.

The senior manager came back to the CEO and admitted that what he, the CEO, had said was true. He said to the CEO, "I do not feel bad about getting this negative feedback. What I feel bad about is that I have been here for 15 years and I have been thinking that I was doing a great job. I thought I was contributing. I wish someone had told me the truth years ago. Maybe this wasn't even the best place for me to work to bring out my expertise and strengths. Now I feel so miserable, I have been working here thinking that I was a great contributor and actually I am not."

I like to tell people this story because it shows them how important their honest feedback is. I tell them that they are doing another person a disservice if they are not honest in their feedback. I also tell them that if one person gives a negative feedback, you can dismiss it as biased or that the individual has not known him well. If two people give the same feedback, then you better start getting concerned. But if five people give similar feedback, then it cannot be rejected and needs to be attended to. If your assessment is that the negative feedback is just a perception issue, then you need to change that perception. On the other hand if you are convinced that it must be the truth, then you need to try hard to change, as these are leadership attributes that are important.

There were a lot of things that came out and in many ways it was not comfortable. Everyone got a good sense of where they stood. A lot of people came back to me and said that this was a very useful exercise – that they had received benefit from it and that they were better able to understand themselves.

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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."

### **Making wise decisions**

I was just offered a very large position within Motorola and I turned it down. People were shocked and told me I shouldn't turn the job down. I was honest with them when they asked me why I turned it down. I said that I knew they didn't really want me on their team – they simply wanted me as a figurehead. I knew that my leadership style was not what they wanted. I knew it was a wise decision and I had no difficulty making it.

### 3. INFLUENCING OTHERS (6 STORIES)

#### **Budin, Philip – USA**

“CEO of Royaltions, Ltd. in the USA”

#### **Spiritual Theme**

For me spirituality is equanimity.

#### **Being a spiritual influence to others**

I think that part of going back into business in 1981 was interacting with business people who were not necessarily on a spiritual path at the time we interacted. But after meeting me, a lot of them came to me for help and asked me to teach them how to meditate and how to do this and that. I started doing this, and I began to feel uncomfortable about it. So I told my spiritual teacher what was happening and asked him about it. He said, “Yes, continue to teach them. More will come.”

So maybe this is part of the reason why my spiritual teacher sent me back into business, I don't know. But I do know that a whole lot of people are interested in learning how to meditate and are interested in learning how to be calm. It's totally alien to them, and when they interact with me they get high. I'm not doing it; they're just quieting down and feeling the calm.

When someone comes to me, meditation is the primary path that I recommend to them. The meditation I teach to others is to follow their breath and see how long they can do that before a thought comes in. As soon as they realise they can't do this for more than 2 or 3 seconds, they become quite surprised and upset. They become especially upset when I ask them, “If you are not controlling your mind, then who is?” It's a great question and is one that really blew me away. When I tried to focus on something years ago, I couldn't do it. That's when I asked, “If I'm not controlling my mind, then who the heck is?” That was a scary thought, at least to me. So when I am talking to people who are running companies and are in high profile positions and ask them this question, it makes them crazy. Some of them will run away and some of them will really work on it. Either way it is okay with me.

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#### **Covey, Stephen R. – USA**

“Vice Chairman of FranklinCovey, a global professional services firm based in the USA”

#### **Spiritual Theme**

One of my mottoes serves as a powerful spiritual theme for me: “Live life in crescendo.” In other words, the most important work you'll ever do is still ahead of you.

Another such spiritual theme for me would be: “Educate and obey your conscience.” Educating as I speak of it here involves getting into the sacred literature of all the great traditions that have had enduring value and then consciously living true to what you have learned. The more you live true to it, the stronger your conscience becomes. A constant effort is required to stay on track with such stewardship.

## **Leading with character and leaving a legacy**

The other day I was in Kenya. In my recent book on *The 8<sup>th</sup> Habit*, I told the story of a man from Uganda named Stone, who was a professional soccer-player. He was well on his way to a career as a professional in Europe, where the big money is, the dream of all the youth there. During a game, someone hit him, on purpose, in a way that severely damaged his knee and ended his career dreams. Instead of becoming bitter or vindictive or losing himself in self-pity, he has used himself to empower underprivileged young Ugandan boys who would otherwise be lost in life, without marketable skills and with no role-models to follow.

Stone came over from Uganda to Kenya for my presentation. It was a very interesting venue. There was a big building with five different balconies, like a theatre in the round, and he was in the fifth one. In my presentation I tried to get people to see themselves as trim-tabbers, (a trim-tab on a boat is the small rudder that turns the big rudder that turns the entire ship), so they can be change agents no matter what their formal or moral authority is, and take the responsibility to leave a legacy. So during my presentation I showed the film on Stone which is included in the companion DVD to my book, and the audience became totally caught up in that film. They have the kind of poverty and the kind of problems that Stone had. The earlier regimes had literally devastated the institutions of the whole country, and children were often growing up without parents because of the AIDS-epidemics. There were so many orphans, and their living conditions and dreams were not very positive, to put it mildly. As a result, many in the audience were able to identify with Stone.

At the end of the film I said, “Stone, come on down here,” and they were blown away. He came down, and then I interviewed him in front of the whole audience about what he has been doing to leave a legacy and how he has influenced tens of thousands of young men. One feminist woke up and said “Why don’t you work with the young women?” and Stone just gave a sharp answer: “They don’t have the problems that men have.” He immediately made sense to her.

This guy is like a Mother Teresa in Uganda, and he is totally dedicated to helping these young men, not just with soccer, but as a life-coach so they can be responsible parents. And now they are coming back to him, showing him their families and the contributions they are making. He is immersed in his spiritual endeavour – serving the people and their communities. What a handsome guy, what a wonderful guy, what character and competence and quality.

Even there, on a stage and not on a soccer field, he was very, very pithy and very to the point in his communication. He said, “I am trying to get these kids to realise that they may lose a match, but they don’t need to lose in life.” He told the audience how he demonstrates for the young men in Uganda how they can follow their conscience and govern their lives – how they can start by learning to become good soccer players, then how important it is for them to become economically self-reliant, then responsible fathers and citizens. Stone explained how he is helping them transform themselves into trim-tabbers, into young men who have the will and discipline and character necessary to transform their society and to win in life.

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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.

### **Social responsibility**

My principle of trying to 'love your neighbour' has guided me in the direction of also developing what we call 'social responsibility' at Grundfos. It wasn't something I started; it was in fact my father who already in the late 1960's began our tradition of practising social responsibility. Because of my spiritual background I have always had this activity within Grundfos high on my agenda. Over the years it has developed in such a way, that today we have a considerable number of employees who would probably not be able to be with us without a certain support and attention from our company. Out of about 4,500 employees in our Danish factories and companies, close to 3,000 being hourly paid, we have about 150 who are employed under, what we call 'special conditions'.

Having employees with a mental or physical handicap working for Grundfos has become a natural part of the company's life and behaviour. We in the management have made it clear that this is our responsibility; this is our policy, and these are conditions you have to accept as an employee, if you want to work for Grundfos. People have accepted that over the years and they are more and more proud of Grundfos having this tradition. They are also increasingly accepting that it is a natural and right thing for a company like Grundfos to acknowledge and act in accord with our responsibility towards the general society.

So today we do not hear any protests against employing these workers; it is simply accepted as a natural part of our responsibility. They work part time or full time, they might have eight hours of work, but in a very easy job, and they are helped to be able to perform as well as they can.

If I had not had my Christian background, including the desire to do something for such unfortunate people, we would not have had this tradition at Grundfos. You may call it the need to love your neighbour, and this means your neighbour in this local society, but first of all your employees in the company. It is my strong belief, that my example has been of importance to many business leaders in Denmark, and therefore I believe that I have inspired them to go in the same direction.

I have been able to spread this message out to many other Danish companies over the years, not only as an example through the way I have behaved, but also through the way I have spoken about social responsibility. We have a Danish National Network of Business Leaders working with Corporate Social Responsibility. This network was founded in 1997 by the then Minister for Social Affairs. I became a member of the board; later I became the chairman.

Through this network we have been able to spread into other companies the tradition of engaging themselves in social responsibility on a daily basis; first of all towards their own employees, but secondly, if they have the energy to do it, to helping in the local society. We now have about Danish 700 companies as members of this network through six regional networks. It has spread, and I think that Denmark is one of the nations in Europe that is at the very forefront in exercising social responsibility on a daily basis, first of all focused on the employees.

About a year ago we introduced a new policy for what we call Corporate Social Responsibility within Grundfos. We have laid down some major framework and policies as to how we could like to see the foreign Grundfos companies be active in living up to a social responsibility. We do not demand that they do exactly as we do in Denmark, as the cultural environments differ from country to country, and therefore the way you execute this corporate social responsibility on a daily basis is very different. We allow and encourage our local companies to lead the activities, which they feel are most helpful to them in being socially responsible towards their employees and their local community.

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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.”

**Creating alignment and integration between management and journalists**

When I came to the Times Group about 7 years back, I began with a very difficult assignment. There was a big fight between the journalists and the management and they each had major criticisms of each other. I knew I had to create a clear alignment and integration of these two groups as we were all working for the same paper and for the same purpose.

The first thing I did was to come and sit here in the editor’s cabin. You see, this is the journalist area of the Times of India; this is not the management floor. When I came and sat here the first thing they asked me was, “How can you come and sit here? You are from the other side.” I said, “But I thought we were all on the same side.” They said, “No, you are from the other side.” So I said, “Fine, I am sitting here and if you hate me I will go away. But it is your choice because I have taken my first step not to have any discrimination. I have made my first move to show you that we are all one, because that is what I believe. I believe in Vedanta and I believe that all of us are the same. If you think I am some kind of skunk, then I will leave, but give me 15 days to see whether you want me to sit here or not.”

After 15 days I went to the floor and asked them whether I should stay or go. They said no and asked me to stay. They were very happy that a management man was there because, if nothing else, I would at least make sure the bathrooms were clean. I have now been on this floor for over six years.

During those early days I held a strategic planning workshop that was completely initiated by me. Because there was a lot of misunderstanding between the journalists and management, I felt there was an acute need to bring them together through a participatory process to create a sense of well-being, understanding and camaraderie between them. After all, all of us worked for the same cause.

My colleagues, who are Directors, in fact were very critical. They opined I was wasting my time trying to change the behaviour of journalists based on their past record. But I persisted, with my faith and my shareholders blessings, because I strongly believe every human being is intrinsically good and our work should be able to bring out our best.

Even the owner of the Times Group warned me that the journalists would not attend this strategic planning workshop. The first person to walk into the workshop was the resident editor of the Times of India and then came the Economic Times editor. Someone asked one of the editors why she came and she said, “I came because Ashoke called me and I know Ashoke doesn’t see any difference between the management and journalists. If anyone else had called, I would not have come.” All the editors came and all the managers came and we had a 3-day workshop to decide the future of the company. It worked. I am happy.

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## **Merchant, Nilofer – USA**

“President and founder of Rubicon Consultants, a marketing consulting firm in the USA”

### **Spiritual Theme**

“Living authentically” speaks a lot to me.

Also, I am looking outside at that beautiful tree and thinking about how spirituality helps me to draw strength from the roots of life. The tree doesn't get nourishment from the leaves. And yet what do we see when we look at the tree? We see the branches and leaves and not the root system. So I think spirituality is about defining where our true strength comes from as the root system. We have a chance to consciously change the wellspring from which we draw our nourishment. So another theme would be “a wellspring of nourishment”.

### **Addressing fears in a group**

I do believe in people's goodness and in the redemption quality of people – that even if they do make a mistake, they can come back tomorrow and do it right. And I think I am often the voice of truth in a group, so that whatever is unsaid I am usually the person who can articulate that. This is how I use my gifts in my work.

A lot of what I do is to design solutions and then help people to do their best in evaluating the options. So being the voice of truth in that process is very important. Many people are afraid to speak their underlying fears, and so I help create a safe environment for them to do that. Once people are able to name these fears, they are able to address them in a whole new way. I have found that every fear can actually serve the process.

Not long ago, one of my clients with whom I was doing marketing strategy work (which is what I do 90%-95% of the time) was at the same time going through an organisational change. The ramifications of the decisions on marketing strategy they were about to make were also going to make a quantum shift in their organisation.

We were in a group discussion with the Senior Directors, Executive VP's and VP's where everyone was talking about this in a very intellectual way, the way you normally proceed in business. We had presented all of the options, along with the pros and cons. I was watching the dynamics going back and forth and was well aware that there was lots of tension in the room, which no one was addressing; everyone was in their minds speaking intellectually.

I had really prayed that morning that the group could come to a consensus and use their decision as a positive move forward. Since I had done so much of the legwork beforehand, I did have some apprehension going into the meeting as to whether I had given them all of the right information that they needed.

I was very quiet for some time as I watched the group, even though I was actually leading the group. I was fully present, and I kept feeling as if there was an important question that needed to be asked. I closed my eyes for a second and when I came back I said, “What is it we are not saying? What is it we are not addressing?” These were actually very neutral questions in many ways and people could have answered them from many different perspectives. However, because of the way I asked the

questions, it created a sense of safety and people were able to respond and say what was true in their hearts.

Someone who had been very reluctant the whole time spoke up and said, "I am really afraid about what this will mean for my people." It brought the whole group together and people began to step forward and say, "I'll take 50 of your people" and "I can really see your people transitioning into this new organisation, we'll take care of them."

For the first time in that discussion, that one Vice President was able to agree to the new organisational structure even though it meant he would be sacrificing his organisation. This was really the big decision that was on the table, even though it had not been said explicitly. He was able to let go of his positions that he had held tightly to, and offer up his organisation for the benefit of the whole team.

When I was being that voice of truth in that meeting, I came across as neutral to the group, even though I personally did have some biases that I had formed given the amount of research I had done. Even after I thought about it later, I realised that I had no idea those questions were going to come out of my mouth. It was one of those moments where I just offered to the group the gift from my heart that happened to be there. I just happened to be the one who could help them find the truth that was already there.

I think this process drew upon people's goodness. I think sometimes we forget that most people really do want to live in alignment with their values, but they just don't know how. So often it's up to the leader to create the environment so people can live their values.

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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"

### **Responding to a good friend**

In 1990, I moved to a small town in Southern Africa and formed a partnership there with my friend as a public accountant. I cannot forget that he helped me start my life after I had lost my brother. It was the largest firm there locally. My friend and I were also partners in a larger partnership. He began to complain of their improper practises and said he wanted to extricate himself from them. So I helped him organise our de-linking from that firm and we set up our own partnership. The practise was going very well and we were working with small and medium enterprises, giving them a lot of advice on how to run their business and manage their finances. We also helped them manage their personal wealth and did a lot of personal estate planning.

We travelled all across Africa, and I really enjoyed this time. My wife and I had an excellent lifestyle there. We had a large house with lots of servants, lots of trees, and beautiful gardens. It was during this time that I realised that my friend was in fact slowly and perhaps unconsciously following the footsteps of the other firm. I told him once or twice about this and that I did not believe this was any

way to establish our firm. He knew better and we reached a stage where I said that it was time for me to go, so I bid him farewell.

I must admit, thinking back to all of this today, 12 or 13 years hence, I would have done things differently. Yes, I must give credit to what I did back then, which was to tell him point blank that what he was doing was unacceptable. Today, I would seek to strike a chord with him on a different plane. I would connect with his spiritual being and reason with him. I would bring a consciousness to the situation that did not have a right or wrong judgment. I would not bicker or argue with him; I would ask him to see my point of view and try to understand the merits of what I was saying. I would have given him the space and time to digest this and I would have been patient.

But at that time, I did not do that. I confronted him, and he responded that he knew what he was doing, meaning that he felt what he was doing was right.. I left the partnership and moved out of the country. At some point after I left, my friend did finally realise that he must turn his clients over to a professional firm, and now he is a big industrialist. Today we are still good friends and respect each other.

## 4. SOCIETAL RELATIONS (5 STORIES)

### 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.

#### Partnerships and principles that prevent crime and build schools

I am spending time now working with leadership problems in crime prevention. One of the books I am working on now is called *Partnering to Prevent Crime and Terror*. Basically it’s about a new paradigm of not just catching and punishing criminals, which is a traditional approach to policing, but on how to create a partnership with the community, including the youth and in particular the marginalised youth, and with the parents, and with the schools, so as to be able to create the mores and norms *inside* the culture that enable and encourage acting to serve a shared purpose, in this case to prevent crime.

We have films on my work with crime-prevention. Recently I was with the sheriff of greater Los Angeles County. I asked him, “What is your goal?” and he said, “For Los Angeles to be the best and the safest large city in the world”. I said, “It’s way too small of a goal, you have to think in terms of a mega-goal, an extraordinary goal, one that allows your city to be a model for other large cities throughout the entire world, and to send ambassadors out to mentor these cities, so that they can better deal with their crime issues.” Such goals require the creation of the kind of partnerships that I am promoting in my leadership activities. Such partnering definitely is a spiritual approach; it integrates the temporal and the spiritual based on a whole different approach to preventing crime. And crime is going down. Where this approach has been used, the rate of crime is falling and is now reduced between two thirds and up to 90 pct.

The same basic ideas of partnering based on principles are being successfully applied in schools. In the schools I have worked with to introduce principle-based character into the curriculum, the results are measurable and very dramatic. The school principal I have worked with and written about in my recent book, *The 8th Habit*, Mrs. Muriel Thomas Summers, is now totally dedicated to this paradigm of principles and partnership. She is not leading a typical American school, if one exists. It has students from 56 different nationalities, and English is not even the primary language for a lot of these kids. They are mainly from five to 10 years old. Mrs. Summers’ vision was to introduce principle-based character education into the curriculum, and to do this by involving her administrators, the faculty and the families in preparing and implementing the new educational processes. Their mission – the school’s mission, the students’ mission, the parents’ mission is to produce the future leaders of the world, one child at a time.

It's working. There is a clear connection between learning and principles, between academic performance and character. In a matter of a year and a half the impact of introducing principle-centred character training was significant, an increase of over 40% in the percentage of students performing at or above grade level in national academic standards. Since then the school, A.B. Combs, has received a number of prestigious awards at the national and state level.

Other schools are duplicating this school's situation. I just ran into a school in Johannesburg, South Africa, where they have done the same thing for a secondary school. The impact on those kids' lives and the impact those kids have on their parents is amazing. A lot of them don't come out of strong homes, so they become transition-figures for their own homes. They go upstream against cultural forces that are pushing against them. They are getting these surrogate parents and this new culture that is building on their spiritual DNA and going right through the cultural DNA of their upbringing.

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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.

#### **Helping society**

Tremendous efforts were invested in social causes. 83,000 children suffering from mal-nourishment were provided a daily breakfast. 140,000 poor children below six years of age were given recreation, including teaching lessons to develop their IQ. 10,000 other children were given medical attention in 50 regional centres for the handicapped. In the families of these children with disabilities, a feeling of participation in society was generated through the integrated programme we established to include the parents, just as in the educational programme.

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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.

#### **Social responsibility**

My principle of trying to ‘love your neighbour’ has guided me in the direction of also developing what we call ‘social responsibility’ at Grundfos. It wasn't something I started; it was in fact my father who already in the late 1960's began our tradition of practising social responsibility. Because of my spiritual background I have always had this activity within Grundfos high on my agenda. Over the years it has developed in such a way, that today we have a considerable number of employees who would probably not be able to be with us without a certain support and attention from our company.

Out of about 4,500 employees in our Danish factories and companies, close to 3,000 being hourly paid, we have about 150 who are employed under, what we call 'special conditions'.

Having employees with a mental or physical handicap working for Grundfos has become a natural part of the company's life and behaviour. We in the management have made it clear that this is our responsibility; this is our policy, and these are conditions you have to accept as an employee, if you want to work for Grundfos. People have accepted that over the years and they are more and more proud of Grundfos having this tradition. They are also increasingly accepting that it is a natural and right thing for a company like Grundfos to acknowledge and act in accord with our responsibility towards the general society.

So today we do not hear any protests against employing these workers; it is simply accepted as a natural part of our responsibility. They work part time or full time, they might have eight hours of work, but in a very easy job, and they are helped to be able to perform as well as they can.

If I had not had my Christian background, including the desire to do something for such unfortunate people, we would not have had this tradition at Grundfos. You may call it the need to love your neighbour, and this means your neighbour in this local society, but first of all your employees in the company. It is my strong belief, that my example has been of importance to many business leaders in Denmark, and therefore I believe that I have inspired them to go in the same direction.

I have been able to spread this message out to many other Danish companies over the years, not only as an example through the way I have behaved, but also through the way I have spoken about social responsibility. We have a Danish National Network of Business Leaders working with Corporate Social Responsibility. This network was founded in 1997 by the then Minister for Social Affairs. I became a member of the board; later I became the chairman.

Through this network we have been able to spread into other companies the tradition of engaging themselves in social responsibility on a daily basis; first of all towards their own employees, but secondly, if they have the energy to do it, to helping in the local society. We now have about Danish 700 companies as members of this network through six regional networks. It has spread, and I think that Denmark is one of the nations in Europe that is at the very forefront in exercising social responsibility on a daily basis, first of all focused on the employees.

About a year ago we introduced a new policy for what we call Corporate Social Responsibility within Grundfos. We have laid down some major framework and policies as to how we could like to see the foreign Grundfos companies be active in living up to a social responsibility. We do not demand that they do exactly as we do in Denmark, as the cultural environments differ from country to country, and therefore the way you execute this corporate social responsibility on a daily basis is very different. We allow and encourage our local companies to lead the activities, which they feel are most helpful to them in being socially responsible towards their employees and their local community.

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## **Ollé, Ramón – The Netherlands**

“President of Epson Europe in The Netherlands”

### **Spiritual Theme**

“To know thyself.”

## **Basic education in a multi-cultural organisation**

The company I lead is very multi-cultural with 31 different nationalities represented in the Headquarters, so it is much more difficult to bring forth transformation in this kind of environment. One reason is because everyone has been educated and raised in a different manner. Communication is not just what is said and what is heard between people. Cultural codes affect understanding and can be the cause of misunderstanding. Our ways of listening, interpreting and understanding are embedded in our cultures. Then when people have to adapt to an organisation's way of doing things, it can be difficult.

We implicitly think that our global world is a common world. However you become aware of the richness when you discover and respect all the differences. It requires a lot of skill to navigate in these different waters. Just like the physical world has a lot of hills and mountains which is more interesting than a flat landscape with only desert, an organisational world that has many different cultures is richer than an organisation without such complexity when we are able to integrate all of this while respecting the differences.

The capacity to work, the capacity to make an effort, the capacity to learn, the capacity to understand, the capacity to communicate and to share, all of these capabilities are now lacking in the basic educational system. To develop these essential skills in people, first of all we need to change the educational systems in most countries. We have to give importance to values and to the human being; today our education systems are only giving importance to skills. Nobody wants to talk about spirituality or religion. When this change happens, people and families can begin to readjust their lives.

We cannot just turn the education of our children over to society. If these values have not been transmitted to children before the age of 12, then it is very difficult to do so later. If you were to read the managerial programs for most corporations, you would see training for skills, training for self-knowledge, training for team-oriented groups, training for corporate values, training for leader values, and training for leadership. This means that the business now has to support what years ago was a very normal part of our basic education.

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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.”

#### **Doing the right thing**

I am a risk taker; I take risks that are beyond reason. Statistics would say that there is no reason for me to be sitting here talking to you today, because I should have been history a long time ago. And I know that I should have been history, because I've almost become history so many times I wouldn't even want my wife to know.

I look back and wonder how in the world, on the last day, on the last month, did I make it until I got a deal. And how in the world did a company come in and buy 13 pieces of my land, the most they've bought from anyone, anywhere, anytime? I couldn't make them do that. So every month I knew the

next month would be fine, or if it wasn't, then it wasn't. Now I've taken all that I've made over the years and invested it into this Africa venture because my spiritual teacher told me to. And if it is a failure, so what?

I will be the first to admit, I never wanted to go back to Africa to do business after the horrendous experience I had in the mid-90's. But my spiritual teacher told me to go back to Africa. I told him I didn't want to go back. I travelled to see him numerous times to ask him to reconsider and let me out of it. He finally had enough of it, and so I went back even though my previous experience was a disaster. Right now it's taking all of the money I have and the strangest things in the world are happening. I am the first guy in this type of business (gold mining) to do this without any investors. But even then I am standing strong to only do what works.

For example, an African local lost his concession (piece of land) because he didn't pay the money required and so the license went back to the state. Here is this very desirable piece of land with a mine already on it. I wanted that piece of land and the government was ready to give it to me. But I said, "No, give it back to the man who owned it. I'm going to make a deal with him because he wasn't sophisticated enough to keep it." I got him back into the loop and now he owns 30% of the option and we're paying him US\$50,000 for the privilege and we'll buy the rest of it as his participation in the joint venture.

I did this because it seemed like the right thing to do. As a result, the word has gotten around that I'm a straight-shooter who is going to treat these African locals like human beings with respect. I paid them the same amount of money that I would pay someone in the USA. As a result, my company ended up with 52 pieces of land for mining, about half the size of the state of Connecticut. These are all some of the finest pieces of land in the world. We gave all of the landowners the respect of being real partners; we paid them and didn't even take the land out of their name. I was only willing to treat these people with the same respect that I would treat someone in the USA.

The word got around and now I can't keep people out of our offices who want to do business with us. I have made a lot of Tanzanians wealthy. Am I helping them or hurting them? I don't know. But I do know that to hurt someone requires an intention. If I set up a business with the intent to hurt another person or business, then this is hurting and you know you are doing it. There is something in the environment that will control the stability of the world and eventually those businesses that do intentionally hurt others cannot survive. If your intention as a human is to hurt, you are looking for disaster. I don't care if you've got the oracle of Delphi giving you insight.

## 5. UNION RELATIONS (3 STORIES)

### **Narayana, G. – India**

“Chairman Emeritus for Excel Industries, Ltd. in India”

#### **Spiritual Theme**

My spiritual theme is: Noble actions, noble feelings, noble thoughts, noble responsibility.

#### **Creating partnership**

In the companies that I am connected with, I went to the union leaders and to management, and I told them they were doing the wrong things. I told them the secret of partnership: first trust, then agreement.

- If agreement is there, but not trust, then they become allies; however, if an argument comes, then they become adversaries straight away.
- If trust is there, but agreement is not there, they become opponents.
- If there is no agreement and no trust, they will become adversaries.
- By building trust first, you ultimately build solid agreement in the relationship.

One time, I went to the union leaders because they and the top management were not talking. I went to the factory and asked them what happened. I asked them why they were not talking with management and told them to come and talk tomorrow. Normally the union leaders will “surround” management (have a mass demonstration) when talks are not going well. I told the union leaders, “I am surrounding you! You sit inside this room with the managers and you solve the problems together.” Then I called the managers and told them to talk.

The next day I was waiting there for them; I had a strong intention. They talked through the problems together. I am “Guru-ji” (“beloved teacher”) to both the union leaders and the management. They all call me Guru-ji and take my blessing. I tell union leaders everywhere to offer love and receive dedication, offer value and receive work – just as I’ve taught our own managers.

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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.”

#### **Following conscience**

I do feel that I have a balance between my professional life and my private life. Do I face questions or situations in my professional life that challenge my ethical and moral stance? Yes, definitely I do. I do face situations where information needs to be communicated to the government or to auditors that could be detrimental to the company, and I have to determine how I can perform in these circumstances and maintain my moral, ethical stance. I feel that the only way I can do this is to stay very firm on my own personal borderlines. This also happens during power struggles on boards.

One example of this was when I was supposed to sign an important document dealing with a new investment in the Logistics Centre that was financed by the local community together with a number of large companies. I was sitting together with both the press and the head of the local community, while I had the union waiting for me in the next room. After signing the document, I had to make my exit and discuss firing a number of employees with the union. Nobody at the table would have signed if they knew what the next action was going to be. Did I feel that I was doing something morally right? Yes, because it was legal and in the best interest of the company, it was important for its survival - which was important as well for the community.

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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

#### **A challenge from the union leaders**

When I was the Executive Director of HMT International, there was an internal advertisement put out to recruit and fill some open positions within the international division. There were several people whom the Chairman wanted to have placed into these positions as a favour to him.

The day the interviews were called, the union leaders came to my office, about twenty of them, in order to put pressure on me not to hire these specific people. I called them all into my office, and they began to shout and tell me how these two people should not be hired because of pressure from the Chairman.

I first told them: “You should leave this to me. I will not accept these two just because there is pressure from the Chairman. Nor will I *not* take these two fellows just because you are saying that I should not take them. I will apply my own mind, my own judgment, and I will only go by the merits in each case. I will see how they fare in the interview and where they stand and I will take my decision from that. If you think that I am going to take them based on pressure from the Chairman, I am the last one to do that. I would resign and go away instead. And just because you are saying that I should not take these two fellows, I will not bow to your pressure either. I will not work under pressure from either of you.”

Once I said this, they all calmed down. Then I invited them to sit and have coffee, and we were able to talk harmoniously.

When they first came loudly to my office, I knew I didn’t need a personnel man to help me with this. Instead, I needed to clear their doubts myself. Because of the spiritual feelings I have inside, I knew immediately when they came that they didn’t mean anything against me; they just wanted to put up a

show. They wanted to show their strength, vis-à-vis what they were feeling against the Chairman. They could not go and do this show with the Chairman, so they came to me.

I knew this very well in my heart, and as such, I could anticipate this right up front. Without this perspective, most people in my position would have been very frightened by this display from the union leaders, and likely would have called for the security officer and the personnel manager before going to meet with the union leaders. But since I had the inner feeling that they meant no harm to me, I had no reason to be concerned.