Welcome to...

THE SPIRITUAL REVOLUTION IN LEADERSHIP

Making Spirituality the Context for Your Work

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What is Spirituality?

- The word “spiritual” comes from the Latin "spiritus" meaning “breath.” Drawing from the dictionary definition, spirit is “the animating principle, the supernatural essence” (beyond material nature), which “breathes” life into creation.

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What is Spirituality?

- People throughout the world describe their spirituality in varied ways, and may or may not base it on participation in an organized religion. Some of those descriptions include:
  - ✓ Tapping into a deeper meaning in life that transcends our physical existence
  - ✓ Having a relationship with the Source of creation (God, Allah, Jehovah, Brahman, etc.)
  - ✓ Being "fully conscious" of the Source of life and living from that awareness
  - ✓ Living in harmony with the essential nature and inter-connectedness of all creation

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What is a Revolution?

"Revolution" has two meanings:

- **A FUNDAMENTAL CHANGE**
- **A COMPLETED ROTATION**

The OUTER revolution (fundamental change) is a natural result of the INNER revolution (a return to our spiritual nature). The INNER rotation has first importance.

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What is Leadership?

- **Max DePree, former Chairman of Hermann-Miller (major manufacturer of office furniture):**
  - ✓ ***Leadership is a serious meddling in the lives of others.***
  - ✓ ***Above, all, leadership is a position of servant-hood…***
  - ✓ ***and Integrity is the linch-pin of leadership.***
  - ✓ ***In a special way, all the qualities of a good leader stem from awareness of the human spirit.***

- **Leadership is inspiring others to initiate change from the inside out, from their own intrinsic motivation**

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The Bold Possibility…

- Spirituality is the *context* for revolutionary, transformational leadership
- Leaders develop within themselves a purity and unity of thought, word, and deed
- Leaders actively express their spiritual character in every aspect of their lives
- Spiritual values transform *all* aspects of life in business and society

…Naturally resulting in spiritual well-being and global prosperity

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"I Can See It"

- Years as head of innovation management at Stanford Research Institute, and president of Global Creativity Corporation
- Work in 15 countries of Asia, Europe & North America
- Living and teaching in India
- Observing the "sunrise" trends of spirituality and business

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"But... But... But..."

Some people are positive about business and skeptical about spirituality:

- ✓ ***"Business and spirituality just don't mix."***
- ✓ ***"You can't really be competitive in business if you're spiritual."***

Some people are positive about spirituality and skeptical about business:

- ✓ ***"Business greed is too rampant, and power too corrupting, for spirituality to make a difference."***
- ✓ ***"You can't really be spiritual if you're involved in business."***

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Our Life Goals Are Out of Balance

From ancient Indian culture, there are four goals of life that should be in balance:

- **Dharma -- Living in Harmony with Creation**
- **Arta -- Producing Wealth**
- **Kama -- Achieving Desires**
- **Moksha -- Experiencing Spiritual Fulfillment**

✓ **Today…** ***We are pursuing Wealth without Harmony; pursuing Desires without Fulfillment***

✓ ***Resulting in… Global hyper-competition, global greed, global consumerism, global stress***

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It's Dawn...

THERE IS A SPIRITUAL AWAKENING IN PEOPLE

- Gallup Data on Spirituality in America
- Wanting more spiritual growth, not having the time, yet still speaking up about spirituality where they work
- The "Cultural Creatives"
  - ✓"Social Responsibility Investing"

THERE IS A SPIRITUAL AWAKENING IN BUSINESS

- McKinsey research
- Business Books and university programs
- Examples in this program– CEO's
  - ✓ Revolution has started at the top

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Dialogue on "Spirituality + Business"

"How can we bring
spiritual values into business?"

"How can we integrate
spirituality and business?"

"How can we unfold business
from a spiritual context?"

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Spiritual-Based Leadership

Examine and strengthen four faculties (capabilities):

- **Establish Your Spiritual Context:**
  Learn and validate what is a spiritual context to YOU.
- **Explore Your Spirituality from the Inside Out:**
  Identify how you best grow your spiritual awareness
- **Embody Spiritual Principles in Your Leadership:**
  See what it looks like waking up as a spiritual leader
- **Engage in Revolutionary Activities:**
  Stretch your ideas of what's possible in who you are, what you can contribute, and how you can lead

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Ways to Listen

- What sparks my imagination or stream of thought?
- What inspires my heart?
- What challenges "the way things are" – in my eyes, or society's?
- What action(s) do I feel called upon to take?
- What does this look like from my spiritual point of view?

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Establish Your

Spiritual Context

- **Define your own relationship between spirituality and religion**
- **Establish your own spiritual context**
- **Practice, "What does this situation look like from my spiritual context?"**

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What is a "Spiritual Context?"

- "Spiritual" means:
  - ✓ The "Breath" of Life, our search for deeper meaning, our relationship to the source of creation (something greater than oneself), becoming fully conscious, anything that develops pure love

- "Spirituality" is distinct from "Religion"… spirituality is the thread that strings the pearls of all religions

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GDC's Spiritual Context

- There is a single "Original Source" of all Creation
- There is more to "reality" than the material world
- People, and all creation, are embodiments of Divinity
- The purpose of life is Oneness with the Divine, and serving others in that Spirit
- The body is an instrument for knowing Divinity and serving others, through selfless Love
- The evidence of Spirituality is a purity and unity of thought, word, & deed

- Spiritual Context: "GOD IS LOVE, LIFE IS LOVE, WE ARE EMBODIMENTS OF LOVE"

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Spiritual Consciousness

Three distinctions of spiritual consciousness:

- ***Individual*: "We are separate individuals…"**
- ***Universal*: "We are one body of humanity…"**
- ***Source*: "We are Divinity in many forms…"**

  - ✓ ***"The purpose of business is to serve customers and increase shareholder wealth in an ethical manner."***
  - ✓ ***"The purpose of business is to uplift society as "one body" via its products, services, and employment practices.***
  - ✓ ***"The purpose of business is to create a world in which everyone realizes and acts by our inherent Oneness with Divinity."***

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Establish Your Spiritual Context

Five methods for creating a spiritual context:

- Ask, *"What is the spiritual nature of creation? What values are inherent in this view?"*
- Ask, *"What is my own name for a 'Higher Power/Source'? What are the qualities of this Source?"*
- Ask, "When do I experience my deepest meaning in life? What does that tell me about the spiritual nature of life*?"*
- Select a metaphor for "spirituality" (perhaps from nature). From its perspective, answer, *"What is my essential nature? What is my purpose? What do I most value?"*

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Practice Your Spiritual Context

- Making your spiritual context an all-encompassing awareness (like a parent with her/his child)
- Holding the relationship between Spiritual Context and Natural Results
- "What does THIS situation look like from my spiritual context?"
  - ✓ Example: DuPont Nomex project
  - ✓ Example: Plant closing

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Explore Your Spirituality from the Inside Out

- **Take consistent time to be in silence**
- **Identify your spiritual purpose and values in life**
- **Strengthen your spiritual purpose and values in day-to-day life**
- **Check up on your purity and unity in thought, word, and deed**

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Identify Your Spiritual Purpose

- "Looking back from the age of 75…"
  - ✓ *What do you want to have acquired? achieved? experienced?*
  - ✓ *What gifts expressed?*
  - ✓ *What contribution(s) made?*
  - ✓ *What type of person become?*
  - ✓ *What relation developed with the Creator and Creation?*

- **What SPIRITUAL THEME runs through your answers, particularly the last three?**

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Identify Your Spiritual Values / Strengths

Spiritual/Human Values are common to all spiritual paths:

- **Truth**
- **Love**
- **Peace**
- **Right Action**
- **Non Violence**

Each can be developed through spiritual *discipline*.

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Pathways of Spiritual Growth

- *The Path of Action*: Acting with no "ego-will."
  - ✓ Work as Selfless Service
  - ✓ Right Action – Selfless Service
  - ✓ Non Violence – Sense-Control

- *The Path of Devotion*: Acting with love and sacrifice.
  - ✓ Work as Worship
  - ✓ Sacrifice – "to make sacred"
  - ✓ Love – Devotion

- *The Path of Wisdom*: Acting with respect and non-violence.
  - ✓ Work as Oneness with Divinity
  - ✓ Truth – Wisdom Literature, Self-Inquiry
  - ✓ Peace – Meditation

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Your "Spiritual Barometer"

- Be consistently aware of your spiritual context, purpose, and values
- *Purify* thought, word, and deed (via spiritual disciplines)
- *Unify* thought, word, and deed:
  Say what you think, do what you say
- Have no attachment to the results

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Embody Spiritual Principles

in Your Leadership

- **Appreciate work in terms of spiritual opportunity and spiritual growth**
- **Talk your thought; walk your talk**
- **Create dialogues about spiritual meaning and values in day-to-day business**
- **Employ the "Creative Journey" with work challenges**

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The Evolution of Leadership

COMING FROM:	Writers	Science	PLAYED OUT AS:
Spiritual-Based	***Kautilya…***	***Vedic***	***King Janaka***
Paternalistic	***Taylor…***	***Newtonian mechanics***	***Watson's* IBM**
Humanistic	***Deming, McGregor, Maslow, Drucker…***	***Einstein's relativity***	***Hewlett's* HP**
Principle-Centered	***Covey, Senge Wheatley…***	***Quantum complexity***	***Schwab's* Chas. Schwab & Co.**
Spiritual-Based	***Greenleaf, Barrett…***	***Source-energy-matter consciousness***	***Tigrett's* Hard Rock Café**

Spiritual Values intrinsically motivate key business values …

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Divine Love Boldly in Action
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Appreciate Work as a Spiritual Opportunity

- "Appreciate" = To increase the value of… To have gratitude for…

- TWO-WAY STREET
  - ✓ Work, in order to grow spiritually
  - ✓ Grow spiritually, in order to serve better at work

- Be present to your spiritual context in all situations

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Talk Your Thought, Walk Your Talk

- You'll know you're talking your thought when it comes authentically from the heart… and when you're peacefully non-defensive.
- You'll know you're walking your talk when you receive "reflections" about this from others.

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Engage in

Revolutionary Activities

- **Revolutionize Your Workgroup Culture**
- **Revolutionize Your Company Culture**
- **Revolutionize Your Wealth Creation**

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Revolutionize Work-Group Culture

- When you feel ready for it
  - ✓ Strong in generating your spiritual character
- Encourage informal dialogues: Close companions; "Lunchtime" groups
- Lead group and team dialogues:
  - ✓ Own natural workgroup
  - ✓ Members of top executive team and/or board members
- Reinforce "work as two-way spiritual opportunity"
  - ✓ Encourage paths of spiritual growth:
    - ♦ action (selfless service), devotion (love), wisdom (oneness)

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Encourage Informal Dialogues

- Set "safe" conditions for open conversation
  - ✓ Voluntary
  - ✓ Focus on spirituality, not religion
  - ✓ Honor diversity – no "conversions"
  - ✓ Express confidence that spirituality is important at work
- Lead through inquiries, such as:
  - ✓ What are the 5 most wonderful moments of spirit in your life?
  - ✓ As Creator, what would you say is the purpose of all this?
  - ✓ Where, when do you easily experience your spiritual nature?
  - ✓ In what ways can we appreciate work as an opportunity for spiritual growth?
- Practice generous, pure listening, without judging

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Lead Group and Team Dialogues

- Focus on ATTUNEMENT before ALIGNMENT
- Trust your spiritual character to guide you
- Start when you feel ready for it, members ask for it, or a major change calls for it
- Two Natural Results: developing shared, collaborative leadership; developing community spirit
- If desired, follow a 4-stage process:
  - ✓ COMING TOGETHER
  - ✓ GENERATING SPIRITUAL CHARACTER
  - ✓ LIVING/WORKING WITH THE SPIRITUAL CHARACTER
  - ✓ CELEBRATING

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Revolutionize the Company Culture

When "workgroup" designs on behalf of the entire organization…

- Pass it along into organization
- Have individuals first identify their own purpose and values
  Have workgroups "dialogue"
  - ✓ Can we authentically align with this?
  - ✓ What would it take to fully believe that top management will walk the talk?
  - ✓ What would we modify or clarify?
  - ✓ How would we put it into practice in our workgroup?
- Act on suggestions immediately
- Encourage creativity
- Celebrate changes

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Revolutionize Wealth Creation

- Define "wealth" based in your spiritual character
  - ✓ Driving-Force Goal: fulfilling your spiritual character with mastery/skill
  - ✓ Natural Result: growth, profits, etc.

- Have spiritual character drive the decisions for WHAT you innovate and HOW you innovate
  - ✓ i.e., for all business-development

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Revolutionize Society

- Be strong in generating your spiritual character
- Equate "business health" with "society's health"
  - ✓ Like economy as a "subsidiary" of the environment
- Help end the cycle of "meeting unlimited desires through limited resources"
- Help shift society's focus from "materialistic consumption" to "fulfillment and service"
- Openly promote spiritual-based leadership in your public statements

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Make Work a Creative, Spiritual Journey

- Be strong in generating your spiritual character
- Encourage everyone to express their spiritual purpose through their creativity at work
  - ✓ "As part of Divine creation, naturally share in creative powers"
- Employ the "Creative Journey" with challenges:
  - ✓ Define Challenges
  - ✓ Tap into Spiritual Character
    (S*Context + S*Purpose + S*Values)
  - ✓ Generate Solutions
  - ✓ Celebrate Results

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The Call...

… is for a

SPIRITUAL REVOLUTION IN LEADERSHIP

Making Spirituality the Context for Your Work

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What's the Choice?

- Spirituality is like Gravity…

- As: the economy and the environment
  so is: life, work and our Spiritual Awareness

- Fulfilling the spiritual nature of
  - ✓ Being human (oneness with the Divine)
  - ✓ Working together in community (in one body)
  - ✓ Business (generating community wealth)
  - ✓ Societal health (wholeness)

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The Bold Possibility…

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Yes, We Can BE this Vision

- Yes, we can be successful while operating in a spiritual context!
- Yes, we can be free from business greed, and evoke the right power, through our spirituality!
- Yes, we can be industry leaders in business while being spiritual!
- Yes, we can become spiritually liberated while engaging in business!

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What to Do?

Establish Your Spiritual Context

Explore Your Spirituality from the Inside Out

Embody Spiritual Principles in Your Leadership

Engage in Revolutionary Activities

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Remember...

The flute of the infinite is played without ceasing, and its sound is love.

When love renounces all limits, it reaches truth.

How widely the fragrance spreads!

It has no end; nothing stands in its way.

The form of this melody is bright like a million suns.

Kabir

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