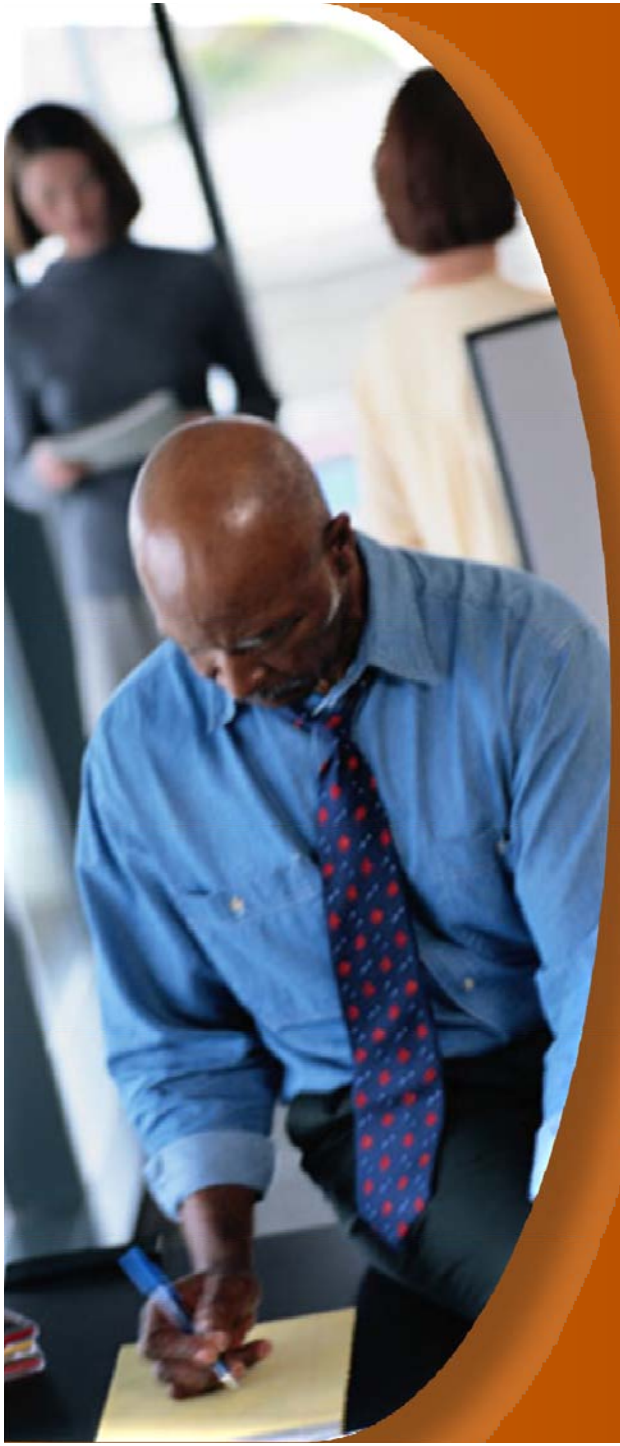
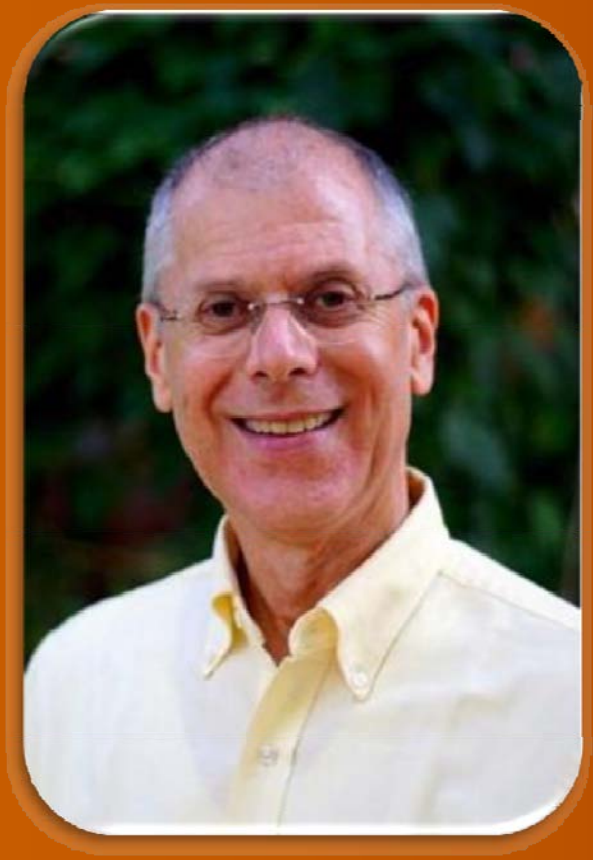


The Spiritual-Based Executive

A time for a deep understanding and expression of spirituality at work

The Global Dharma Center

GDC



This webinar is being presented by:

Debra R. Miller

and

William C. Miller

Co-founders,

Global Dharma Center

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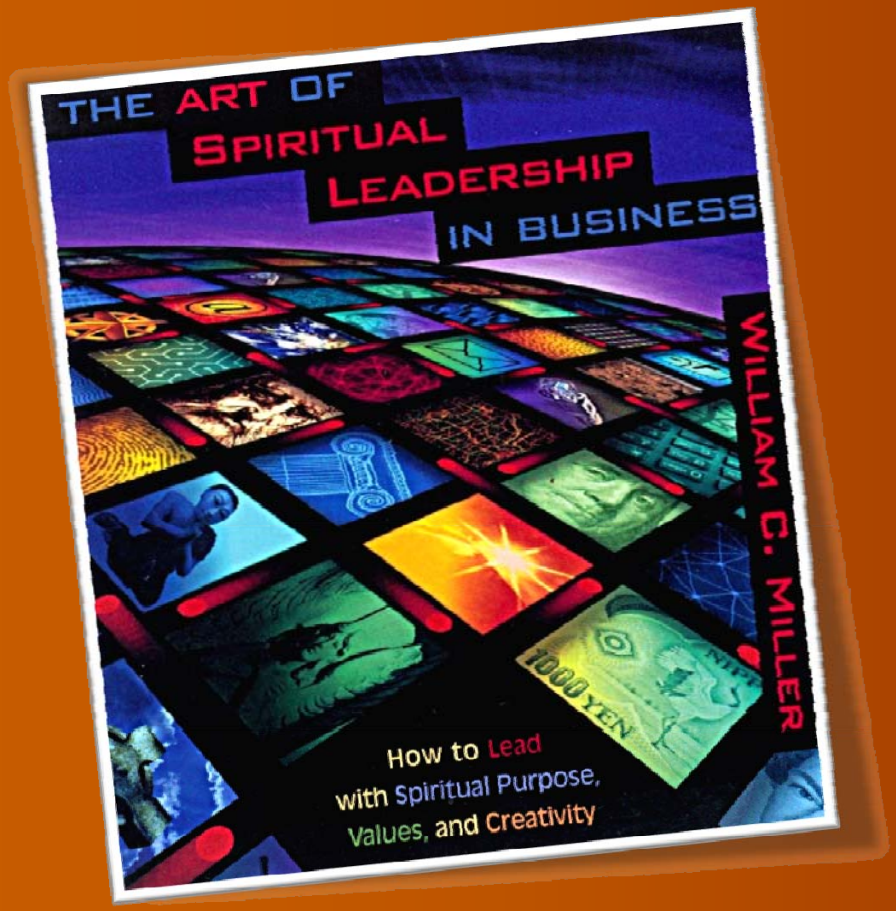

The content of this webinar has been adapted from the “Art of Spiritual Leadership in Business,” a 4-CD program produced by Sounds True, Inc.

An overview of the program and note cards can be downloaded at no cost from the Global Dharma Center website at: www.globaldharma.org/aslb

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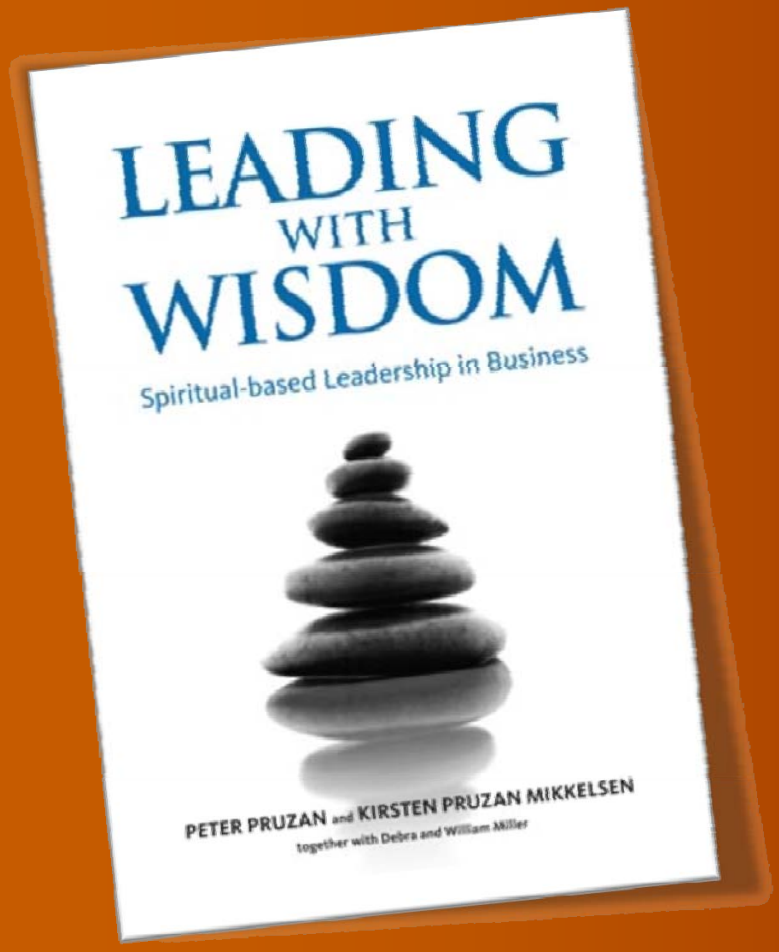

Executive quotes for this webinar have been drawn from the “Spiritual-Based Leadership Research Programme” conducted by the Global Dharma Center. A knowledge-base with 33 full-length interviews can be downloaded at no cost at: www.globaldharma.org/slb-research

Greenleaf has published the first book now available from this knowledge-base.

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William George,
former Chairman of
Medtronic, Inc.,
the world's largest
producer of medical
electronics

"We are all spiritual beings. To unleash the whole capability of the individual – mind, body, and spirit – gives enormous power to the organization. It truly empowers members of the organization to devote their entire beings to the ultimate purpose for which the organization exists, which is to serve others."

"This has nothing to do with religion. People of many faiths, or no faith at all for that matter, can join together in a common cause of service to others through their work."

We're in a Spiritual Revolution in Leadership

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

What is “Spirituality”?

People throughout the world describe 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 of life
- Living in harmony with the essential nature of Creation
- Having a relationship with the Source of Creation
- Experiencing oneness with Divinity

The "Spiritual Thread"

Spirituality is the thread that strings together the pearls of the world's religions. The "Golden Rule" can be found in religions throughout the world:

- Buddhism – That which you do not desire for oneself, do not do to others. (The Staff of Wisdom, 2c CE)
- Christianity – Do unto others what you would have them do unto you. (Mathew 7.12, 70 CE)
- Confucianism – Do not impose on others what you yourself do not desire. (Analects XII.2 3c BCE)
- Hinduism – Do nothing to your neighbor which you would not have your neighbor do to you. (Mahabarata, 5c BCE)
- Islam – Do to all men as you would they should do to you. (Mishkar-el-Masabih, 14c CE)
- Judaism – What is hurtful to you do not to your fellow man. (Talmud, 2c CE)

What is a “Revolution”?

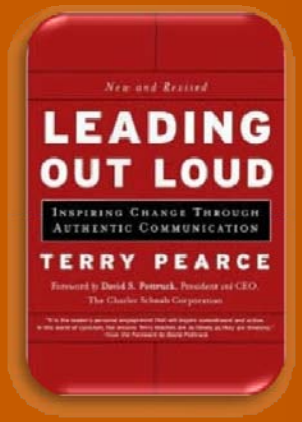
“Revolution” has two meanings:

- A FUNDAMENTAL CHANGE
- A COMPLETED ROTATION (around an axis)

The OUTER revolution (fundamental change) is a natural result of an INNER revolution (a return to our spiritual nature)

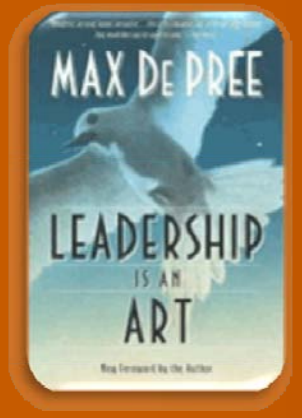
The INNER rotation has first importance

What is "Leadership"?



Terry Pearce, author of *Leading Out Loud*:

"Leadership is inspiring and guiding others to instigate change from the inside-out, based on their own intrinsic motivations."



Max DePree, author of *Leadership is an Art*:

"Leadership is a serious meddling in the lives of others… a position of servant-hood (where) integrity is the lynch-pin."

Faculties of a Spiritual-Based Leader

Examine and strengthen four faculties in yourself:

1. *Establish Your Spiritual View of Life*: Learn and validate what spirituality means to YOU
2. *Explore Your Spirituality from the Inside Out*: Identify how you best grow your spiritual awareness
3. *Embody Spiritual Principles in Your Leadership*: See what your personal and business success looks like as a spiritual-based leader
4. *Engage in Revolutionary Activities*: Stretch your ideas about what you can contribute to transforming your workgroup, organizational culture, wealth-creation activities, and relationship with society

1st Faculty: Establish Your Spiritual View of Life

Practices for strengthening this faculty of a spiritual-based leader:

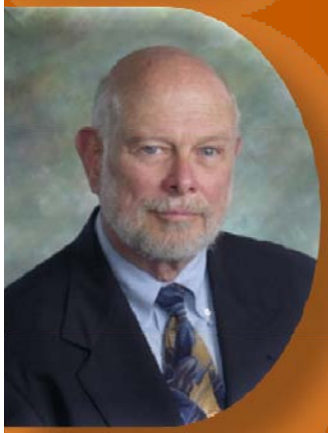
- Establish your own spiritual view of life and spiritual theme
- Continue to ask, “What does this situation look like from my spiritual theme?”

Examples of Spiritual Views and Themes

"One has to have wider values, values about the universe, values about what is right and what is wrong, values about balance."

Spiritual Theme: *"Contribute to society and be attentive to others"*

(Hélène Ploix, Chairman and Managing Director, Pechel Industries Partenaires, France)



"I think of spirituality as having two parts: It's getting in touch with your deepest inner self and becoming who you are behind the mask of the false ego. And of course, this is only possible as you come into union with the Transcendent."

Spiritual Theme: *"Wonder"*

(André Delbecq, former Dean of the Santa Clara University School of Business, USA)

Examples of Spiritual Views and Themes

"Spirituality is the manifestation of the perfection that is already there within you. Spirituality is when I look at myself, I look within and not outside, and respond from my inner feelings where we are all perfect beings."

Spiritual Theme: *"Align oneself with a Super Power"*

(Dr. A. K. Chattopadhyay, Executive Director, Tata Refractories, India)

"For me, spirituality is getting in touch with the essence of God inside of me – finding God inside myself. I believe in the pure potentiality of every single being."

Spiritual Theme: *"God in everyone"*

(Janiece Webb, former Senior Vice President, Motorola, USA)

Your Spiritual View of Life and Spiritual Theme

Ask yourself:

- What does spirituality mean to me?

  OR

  What is my spiritual view of life?

- How would I summarise my *spiritual theme* in a few words?

- Drawing from my “spiritual theme,” how might I see each of my work situations in a new light?

2nd Faculty: Explore Your Spirituality from the Inside Out

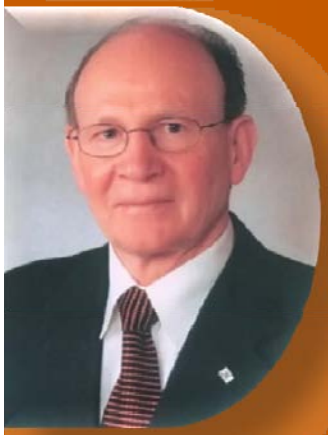
Practices for strengthening this faculty of a spiritual-based leader:

- Consistently nurture your spiritual growth day-to-day
- Check up on your purity and unity of thought, word and action

Examples of Nurturing Spiritual Growth

"To me, my greatest spiritual practice is the practice of 'being': being present with whatever is going on, not having to solve a problem, not having to do anything. I also do what I call 'daily prayer,' which I do through journaling, quiet time, contemplative prayer, devotional readings or actively praying out loud."

(Nilofer Merchant, President, Rubicon Consultants, USA)



"I like to sit in the church, to follow the ceremony, and thereby have time to think a little bit, to reflect upon my life and also sometimes upon business questions. I do not always follow the preacher's sermon closely, I sit there thinking by myself, that gives room for considering things, which I like; it gives time for reflection. Prayer is also part of my daily life."

(Niels Due Jensen, Group Chairman, Grundfos Management A/S, Denmark)

Examples of Checking Up on Purity and Unity

"I think the most important growth for me right now is to sharpen my ability to rest in the unknown. That is the place that I still feel I have a long path ahead. I am still so hard-wired to jump in and solve problems, and my comfort zone is to take action. To be passive and inactive and just ponder is such a gift; a domain for much learning for me."

(Ricardo Levy, Co-founder and CEO of Catalytica, Inc., USA)

"Challenges are part of life. I know I need God's guidance to go through life's struggles, so I make it a point to start and end my day with prayer. I pray and meditate every morning. I also pray in the car while on my way to and from the office. When confronted with a situation, I am basically guided by the question, 'What would the Lord do?'"

(Floy Aguenza, President and COO, Planters Development Bank, Philippines)

Your Way of Nurturing Spiritual Growth

Ask yourself:

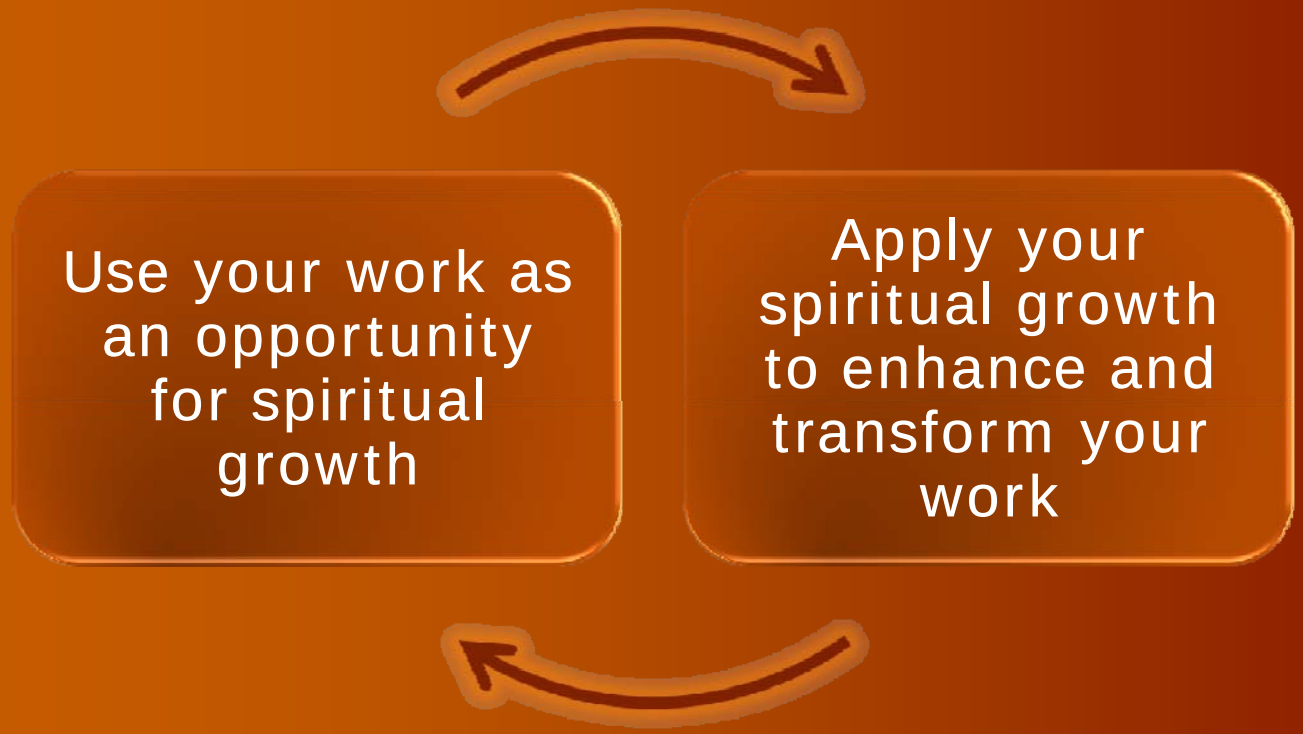
- How can I best explore and nurture my spiritual growth on a daily basis…
  - Personally?
  - Professionally?
- How can I check up on my purity and unity of thought, word and action each day?

3rd Faculty: Embody Spiritual Principles in Your Leadership

Practices for strengthening this faculty of a spiritual-based leader:

- Appreciate work in terms of spiritual opportunity and spiritual growth
- See spirituality as the basis of personal and business success

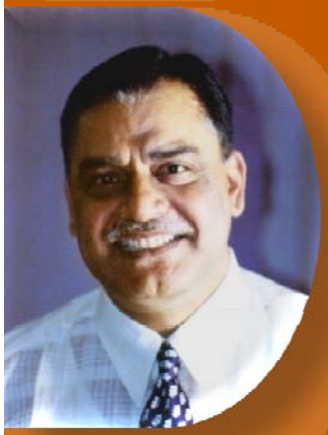
Make Spiritual Growth a 2-Way Street



Examples of Spirituality as the Basis of Personal Success

"My knowledge of spiritual texts tells me that the best way to look at success is to ask: Have I followed my inner conscience? Have I given my best effort? Have I done what was right? Have I learned from my effort? This is what is most important."

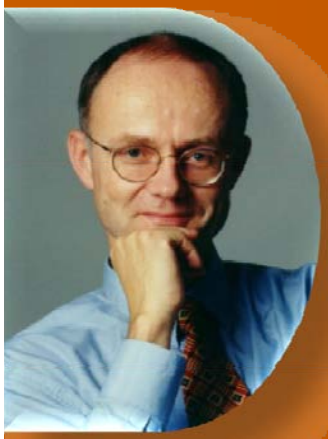
(Ananth Raman, Chairman, Graphtex Manufacturing, USA)



"Success in my personal career has been driven by my thinking that we should do things in a fair way: we should do good to the people in the organisation, to our customers and to society as a whole. It is my spiritual thinking that has led me to this. If I have a feeling of loving people, then I can provide a better service to the people. If I love, then I can serve better. This is success."

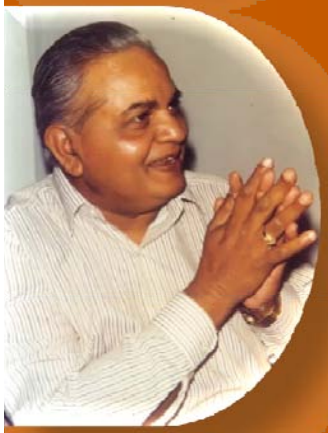
(Dr. A. K. Chattopadhyay, Executive Director, Tata Refractories, India)

Examples of Spirituality as the Basis of Business Success



"The motivation for what we do is beyond the bottom line. Everyone knows we are in business to make money, which goes without saying, but that is only part of the story. Everything we do is so clearly focused on environmental, social and ethical issues."

(Lars Kolind, former CEO, Oticon, Denmark)



"Management by objectives says 'go for the fruit, reach the maximum return.' If you worry about the fruits, then you have your attention on the scoreboard and not the ball. If you concentrate on the ball, the scoreboard will happen automatically. You must do excellent work and not worry about your individual return."

(G. Narayana, Chairman Emeritus, Excel Industries, India)

Your Spirituality and Your Success

Ask yourself:

- From my spiritual view of life, what is my definition of…
  - Personal success?
  - Business success?

- How does my spiritual view of life contribute to my personal and business success?

4th Faculty: Engage in Revolutionary Activities

Practices for strengthening this faculty of a spiritual-based leader:

- Revolutionize your workgroup culture
- Revolutionize your organizational culture
- Revolutionize your wealth-creation activities
- Revolutionize your relationship with society

Revolutionize Your Workgroup Culture

When you feel spiritually “centred”…

- Encourage informal dialogues
- Set “safe” conditions for open conversation
- Lead through appreciative inquiries, such as:
  - *What are your most inspiring moments of spirit at work?*

Examples of Developing a Workgroup Culture

“My spirituality brought to [one of my successful projects] a true respect for and feeling of equality on the soul level with everybody in the small team; nobody was afraid of opening up. We were passionate. We had a strong curiosity, which I see as spirituality, as a life force. We got connected to a universal power, and we all felt a great commitment. This is why we succeeded.”

(Niran Jiang, CEO, Institute of Human Excellence, Australia)

“I told my team, ‘Let us focus our creative energy on supporting [the one who made the mistake], so that he has the initiative to stay on through the night when we have the next bid.’ This is what motivates people to go beyond the call of duty, to do what they are supposed to do. I took the lead and told them, ‘I am not getting angry, and so I am asking you not to get angry either.’ I started to give them direction and ideas .”

(Anand Pillai, Senior Vice President, Talent Development Worldwide, HCL, India)

Corporate Motto:

Respect the Divine and Love People.
Preserve the spirit to work fairly and honourably, respecting people, our work, our company and our global community.

Management Rationale:

To provide opportunities for the material and intellectual growth of all our employees, and through our joint effort, contribute to the advancement of society and humankind.

Your Approach to Developing a Workgroup Culture

Ask yourself:

- From my spiritual view of life, what would be my approach to developing a workgroup culture based in spirituality?

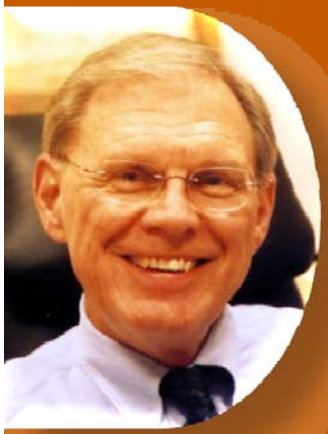
Revolutionize Your Organizational Culture

- Identify a spiritual theme for *the organization*
- Involve people throughout the organization
- Seek a unity of thought, word and action throughout the "system" of the organization
- Celebrate how much the culture is *already* spiritual-based

Examples of Developing an Organizational Culture

"In HRD we have only one mission and that is to 'add intellectual capital' and 'create happiness.' In our company anyone who joins goes through a program for managing self, where we basically de-school them. We provide them inputs to manage themselves by teaching them: how to control their body and mind, how to be detached, and how to present themselves powerfully."

(Ashoke Maitra, former Head of Human Resources, Times of India, India)



"We have deliberately avoided making a lot of noise about what we are doing. We're not trying to work completely behind the scenes, of course, because we want to involve a lot of people in the process. But we do let new ideas emerge as they are ready to take hold."

(Thomas Daugherty, Vice President of Spiritual Care, Methodist Health Care System, USA)

Methodist Health Care Systems Belief Statement

The Methodist Health Care System, a Christian organization established by the Texas Annual Conference of the United Methodist Church, exists to provide quality health care services. As it fulfills this purpose, the System participates in the redeeming activity of God that makes the world a better place for all of humankind. This health system is based on the belief that God can heal through the lives, actions and words of persons, regardless of various religious perspectives.

Therefore, in all endeavors the Methodist Health Care System strives to treat everyone it serves as a person of sacred worth and value, created by God.

MHCS Mission Statement

To provide high quality, cost-effective health care that delivers the best value to the people we serve in a spiritual environment of caring in association with internationally recognized teaching and research.

MHCS Vision Statement

People will seek Methodist as a globally recognized leader of pioneering medical expertise and innovative, personalized care.

MHCS Values Statement:
"I CARE"

Integrity: *We are honest and ethical in all we say and do*.

Compassion: *We embrace the whole person and respond to emotional, ethical and spiritual concerns as well as physical needs*.

Accountability: *We hold ourselves accountable for our actions*.

Respect: *We treat every individual as a person of worth, dignity and value*.

Excellence: *We strive to be the best at what we do and a model for others to follow*.

Your Approach to Developing an Organizational Culture

Ask yourself:

- From my spiritual view of life, what would be my approach to developing an organizational culture based in spirituality?

Revolutionize Your Wealth-Creation Activities

- Use your personal and organizational spiritual theme to guide how you develop new strategies, new products, new services, and new processes
- Make decisions in accord with your spiritual theme

Example of Spirituality and Wealth-Creation

“I don’t think there is anything wrong with creating wealth financially in a business, as long as the experience you deliver is rich to all of the stakeholders, which includes the society. You cannot have a manufacturing plant that is making a lot of money and yet causes a lot of environmental pollution. That would not be wealth creation.”

“So wealth does not just have to do with money. It is about protecting everyone’s interest, along with creating joy and growing. This is how I would describe being spiritual: it is creating joy all around you and expanding the circle of joy and prosperity.”

(Deependra Moitra, former General Manager, Lucent Technologies, India)

To honor God in all we do

We believe that every person – regardless of personal beliefs or differences – has been created in the image and likeness of God. We seek to recognize the dignity, worth and potential of each individual and believe that everyone has intrinsic worth and value.

This objective challenges us to have commitment to truth and to deliver what we promise. It provides the basis for our belief in servant leadership. It is not an expression of a particular religious belief, or a basis for exclusion. Rather, it is a mandate for inclusion, and a constant reminder for us to do the right thing in the right way.

To help people develop

At ServiceMaster, work is about developing, contributing and feeling the accomplishment of a job well done…

To pursue excellence

We continually seek better methods of delivering service and believe that every time we touch a customer's life, we should provide added value for that customer…

To grow profitably

By achieving economic success, we will have the resources to positively affect the lives of our shareholders, customers and associates…

Your Spirituality and Wealth-Creation

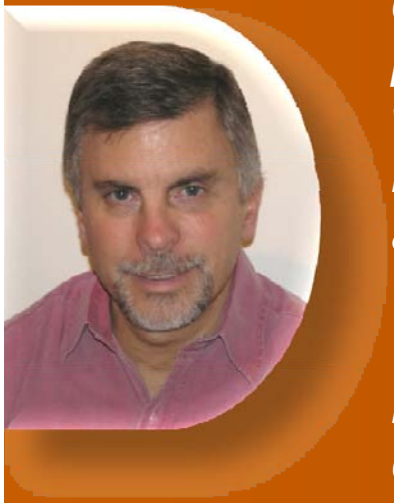
Ask yourself:

- From my spiritual view of life, what changes could I make in the wealth-creation activities of my organization?

Revolutionize Your Relationship with Society

- Practice P^4 accountability: People, Planet, Principles and Prosperity
- Equate “business health” with “society’s health”
  - Help end the cycle of “meeting unlimited desires through limited resources”
- Be an example of spiritual-based leadership in public

Example of Spirituality and the Role of Business in Society



“We are working to include the principles of the human values (truth, right action, peace, love and non-violence), that are so central in our spiritual paths, in the books we are publishing for primary and secondary schools. Our evaluation committee is working on this, contacting our authors and trying to integrate the human values into our books - not only into books about societal affairs, but also in books about mathematics, biology or history.”

“And in all our publications we want to produce products recognized for their high quality. We aim at excellence in everything we do. This also applies to the charitable donations we make, e.g. in supporting schools economically.”

(Francisco Roberto Canada, Director and Partner of Errepar S.A., publishing firm in Argentina)

(excerpt from “Mission for Next 50 Years”)

Satisfaction of our shareholders, customers, our own people, suppliers, institutions, investors, society, and community is paramount to us. We have a responsibility towards industry and community. Rural community is heart of India. We will be friends and contributors to well being of both industrial and rural community.

Company is togetherness. We will work and contribute, learn and grow together in the spirit of “Saha Viryam.” We pray to the Almighty that we be granted the strength to fulfil this mission.

Excel Industries Ltd.

Your Spirituality and Your Organization's Role in Society

Ask yourself:

- From my spiritual view of life…
  - How do I see my organization's role in society?
  - How could I lead my organization to fulfill that role?

Advice to Aspiring Spiritual-Based Leaders

“It takes some major changes internally to choose to measure your leadership different than the way the world now measures things. Right now the things that can be outwardly seen and stated on a piece of paper are valued, such as money, title, position, and power. Sometimes you may not even have the words to describe how you are going to measure your spiritual-based leadership; it may be something you actually have to discover over time. It will require a whole new skill development...”

“The upside to all of this is that this will cultivate a true sense of confidence and clarity knowing that you are living in alignment with your values, that you are living true to yourself. You won’t have an inner dull, aching pain anymore. You will have purity and bliss, and a sense of being connected to all things.”

(Nilofer Merchant, President, Rubicon Consultants, USA)

The Spiritual-Based Executive

- Establish your spiritual view of life
- Explore your spirituality from the inside out
- Embody spiritual principles in your leadership
- Engage in Revolutionary Activities:
  - Revolutionize your workgroup culture
  - Revolutionize your organizational culture
  - Revolutionize your wealth-creation activities
  - Revolutionize your relationship with society

Thank you for joining us in this "revolutionary" work.

We wish you the very best!

The Global Dharma Center

GDC