



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

Purpose of Business

During our 1½ – 2 hour interviews with leaders who participated in our international research programme, we asked each one to share their views about the purpose of business, based on their spiritual view of life.

This file contains each leader's answer to this question, along with the "spiritual theme" that summarises his or her spiritual view of life.

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**EXCERPTS ARE SORTED BY LAST NAME
THE FOLLOWING LEADERS ARE CONTAINED IN THIS FILE:**

<u>Name</u>	Country	Organisation Name	Sector or Industry	Position	Age	Years in Leadership
Aguenza, Floridas, F.	The Philippines	Planters Development Bank	Banking	President and COO	62	30
Behner, John R.	El Salvador	Nabisco	Food	Former Country Manager	66	40
Budin, Philip	USA	Royaltons Ltd.	Marketing	CEO	61	30
Canada, Francisco Roberto	Argentina	Errepar S. A.	Publishing	Director, Partner	47	20
Chand, Amber	USA	The Amber Chand Collection	Retail Marketing	Founder	53	9
		Eziba	Retail Marketing	VP of Vision, Co-founder		
Covey, Stephen R.	USA	FranklinCovey	Professional Services	Vice Chairman	73	45
Cruz, Alvaro	Colombia	Cundinamarca, (major state of Colombia)	Government	Former Governor of Cundinamarca	54	23
		I.C.M. Ingenieros Ltda.	Building Construction	CEO		
Daugherty, Thomas	USA	Methodist Health Care System	Health Care/ Medical Care	VP of Spiritual Care and Values Integration	61	27
Delbecq, André L.	USA	Santa Clara University School of Business	Education (Higher)	Director (Institute for Spirituality of Org Leadership)	67	25
Franklin, Carol	Switzerland	World Wide Fund for Nature (WWF)	Environmental Protection & Conservation	Former CEO	53	20
		Swiss Re	Insurance	Former Head of Human Resources		
Govindan, Rajan	USA	Bankers Trust	Banking	Former Senior Managing Director	56	35
Jiang, Niran	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		
Kanu, Victor-Krishna	Zambia	African Institute of Sathya Sai Education	Education	Director	73	30
Kolind, Lars	Denmark	Oticon	Hearing Impaired Products	Former CEO	54	26
Levy, Ricardo	USA	Catalytica, Inc.	Energy/ Pharmaceutical	CEO/Co-founder	57	30
Maitra, Ashoke	India	Times of India Group	Publishing, Newspaper	Director Human Resources	45	16
Merchant, Nilofer	USA	Rubicon Consultants	Marketing	President	34	8
Moitra, Deependra	India	Lucent Technologies	Tele-communications	General Manager, Engineering	32	7

Narayana, G.	India	Excel Industries, Ltd.	Chemicals, Biochem, Agri	Chairman - Executive	60	38
Narendran, Parantha	Czech Republic	Eurotel	Tele-communications	Strategy Director	34	3
Ollé, Ramón	The Netherlands	Epson Europe B.V.	Electronic Equipment and Services	President	52	27
Ploix, Hélène	France	Pechel Industriesa and Pechel Industries Partenaires	Equity Investment	Chairman and Managing Director	62	38
Raghavan, N. S.	India	Infosys Technologies, Ltd.	Information Technology	Founder Director & Joint Mgr Dir.	61	35
Raman, Ananth	USA	Graphtex, Inc.	Manufacturing – Electrical & Aluminium	Chairman & CEO, President	55	25
Ranganathan, V. V.	India	Ernst & Young India	Tax & Business Consulting	Senior Partner	53	24
Sinclair, James	USA/ Tanzania	Tan Range Exploration, Ltd.	Mining	Chairman	62	41
Vrethammar, Magnus	UK	Pergo	Laminated Flooring	Former President for Europe	52	22
	Sweden	Finess	Consumer Disposable	Former President, Consumer Division		
Webb, Janiece	USA	Motorola Corporation	Electronic Communications	Senior Vice President	47	28
Welling, S. K.	India	HMT International, Ltd. (Hindustan Machine Tools)	Exporter (Machine Tools, Watches, Tractors)	Executive Director	55	33

Aguenza, Floy – The Philippines

“President and COO of Planters Development Bank in The Philippines”

Spiritual Theme

“What would Jesus do?” “What would the Lord do?”

Purpose of Business

It is very clear in our minds that our business must be profitable to be sustainable – of course, this bank has been set up by the shareholders and they expect a good return. However, equally clear to us is that it is not profit at all costs. This must be balanced with all of the other concerns of the organisation, and its role in society. In our case, profitability and social impact are fundamentally intertwined.

Sometimes we do face certain dilemmas. From time to time, we have had to foreclose on our customers’ property and that is difficult. When that happens we first try to work with them before foreclosing and then we give them all the chances to recover their property. In this we know that we have been fair to our customers and we can sleep at night. In some cases we do have to go to court in order to recover assets. Corruption is still a problem in our country and giving bribes is a common practice, but we do our best to remain ethical in these situations and have been able to truly make a stand.

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.

Purpose of Business

The purpose of a business is to make other people happy, especially your clients and your employees. In business, serving your customers and making sure that your customers are happy is the reason for your business and the reason for your being there. But not only your customers, also your employees should be happy. There should be a lot of employee enthusiasm and satisfaction, and this should be made a part of this energy of trying to do the best they possibly can.

I tried to instil in the employees the idea of serving, and that the reason for them to be there was to serve our clients and to do the best possible job. For example, if they were in manufacturing, they were told to look at the quality of the products as if they themselves were going to eat them.

Budin, Philip – USA

“CEO of Royaltons, Ltd. in the USA”

Spiritual Theme

For me spirituality is equanimity.

Purpose of Business

The purpose of being in business is to make money. The purpose of making money is to pay the bills. Even if you live in a monastery or ashram, you have bills to pay, you must live, you must travel.

Canada, Francisco Roberto – Argentina

“Director and Partner of Errepar S.A., a major publishing firm in Argentina”

Spiritual Theme

Loving God.

Purpose of Business

The book *Sai Baba's Mahavakya on Leadership* by General Chibber has helped me to clarify my thoughts on the purpose of business as seen from my spiritual point of view. The book begins with a message where our spiritual teacher tells the students at his schools and university to always act with high dignity with the people they work with. That is the concept for business we work with, our goal is to make people aware of their inner potentials, to help bring out these potentials, and to always strive for excellence. Excellence is the way that God made the world. I also think this should be the purpose of business in general.

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.”

Purpose of Business

I think businesses, through their leaders, need to redefine themselves and redefine the very structures and foundation of their existence. I think that business leaders must literally steep themselves in values, which includes the question of how they are impacting people and the planet, as well as their profits. I believe this must become the continuous question, like a mantra, that business leaders use to ask themselves what it means to be successful and how to go about creating that success.

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.

Purpose of Business

Spiritual-based leaders respect others and are guided by the fundamental ethic: service to others comes before serving one’s self. From an existential perspective, the *raison d’être* of organisations is to serve human needs. Really, there is no other reason for their existence. Individuals and organisations grow when they give themselves to others. Relationships improve when there is a focus on serving the other, be it at the level of the individual, the family, the organisation, the community, the society, or all of humanity. The phrase so eloquently developed by Greenleaf sums this up: servant leadership.¹

In short: The purpose of business organisations is to serve human needs. Period!

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.

Purpose of Business

For government it is investing in society. As far as my own business goes, the purpose is personal fulfilment, secondly happiness, and thirdly entering into activities enabling me to contribute to the well being of my country.

¹ Robert Greenleaf (1904-1990) was former Director of Management Research at the American telecommunications company AT&T., who developed the concept of servant-leadership. See for example his book: *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*, Paulist Press, New York, 1977.

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.

Purpose of Business

Health care is a very complex business and a very complex service. To whatever degree we are successful in bringing all of these complex factors together, I think it can result in people focusing around a central theme where they realise that the reason we are here is that *we care*. This cuts through all of the divisions that can be set up by religions and professional status and keeps us focused on our true purpose for being here.

Delbecq, André, D.B.A. – USA

“Former Dean of the Santa Clara University School of Business in the USA”

“Professor and Director of the Institute for Spirituality and Organizational Leadership at the Santa Clara University School of Business in the USA”

Spiritual Theme

Wonder is the theme that naturally comes to me. I have always loved innovation because I am continuously thrilled to see what was once only imagined (and partially imagined at that) emerge as an institutionalised reality. Innovation scholarship plumbs the mystery of creativity from concept to actualisation within large-scale systems. I have always had and continue to retain a great excitement associated with building collaboration between bright minds seeking to understand a complex problem and engaged in the discovery of a creative solution.

But now my sense of wonder is even enlarged. My eyes are opened to how the unimaginable emerges in all of creation; e.g. in nature in a blossoming flower, in the movements of the tides and the mysteries of the sea. I am increasingly appreciative of the insights from each of my colleagues when they join together for innovation. So the world is filled with wonder, echoing the limitlessness of the transcendent.

I have always had a good sense of adventure: I love boating, motorcycling, and travel and I am willing to take risks. But in the past these activities have been something that I felt I had to work hard at, something I mistakenly thought depended primarily on me. Now I see such efforts as tapping into a mysterious abundance. I don’t do much of anything actually; I realise how little I do. This is not to diminish the importance of what each person does, but rather to increasingly see how God (the

transcendent mystery that bears a thousand names), is at work in people and in nature. This allows for increased inner joy even in the midst of the greatest difficulties.

Of course I still have days of great unknowing; I still sometimes experience desolation and anguish. Yet even these experiences don't disturb a deep core sense of peace and wonder as my spiritual journey unfolds. It's as if the fire just gets brighter and brighter as my life unfolds.

Purpose of Business

I think a business exists to provide an innovative and compelling answer to a societal need in the form of a needed service or product. The successful "solution" encompassed by the product or service must be innovative in the sense that it continually seeks a solution at the edge of unfolding technology, and/or is efficient in a solution that encompasses high quality at a low price avoiding waste. So to me this is the discipline of business. This is what we ask of the business organisation, and this is how we should judge business organisations.

When this purpose is approached through a spiritual lens, it will be shaped differently in many ways. The needs you start becoming attentive to shift. You become willing to let go of many trivial and opportunistic concerns, and instead increasingly put energy into important challenges. The transformational system you create to receive inputs and transform outputs will also shift, allowing greater attention to stewardship, justice and inclusiveness of the concerns of all stakeholders. The character of the organisation's culture will shift. The relational culture of the organisation will be more attentive to the gifts of all, and compassionate regarding each person's needs. Your own willingness as a business leader to endure the mystery of suffering will shift. For example, your tolerance regarding the discipline of having to meet Wall Street's expectations about profitability will shift. You will see all the elements of business challenges as part of a calling to service.

Because of this deeper perspective regarding the nature of business, a sense of patience and a greater willingness to endure hardship unfolds. All of the struggles of business leadership as a form of societal service take on a very different coloration when they are seen from a spiritual perspective. Servant leadership now becomes a reality.

Franklin, Carol – Switzerland

"Former Head of Human Resources for Swiss Re Insurance in Switzerland"

"Former CEO of the World-Wide Fund for Nature (WWF) in Switzerland"

Spiritual Theme

Caring for and being responsible for the earth and its inhabitants. Be responsible. Be the change you want to see in the world. Help move the world forward.

Purpose of Business

The purpose of business is to make the world a better place for our children. I do NOT think that the business of business is business. You can say that the purpose is to make a profit, but it must be an ethical profit, profiting the employees and the communities they are in, making products that are worthwhile and that do not harm the world. Only sustainable businesses that care for people, the planet and profit will survive.

I declined a lot of jobs before accepting the position of COO at the museum. A multinational pharmaceutical company asked me to work for them, but I said, no thank you. They produce a lot of things that I don't think are good. A grand casino asked me to be on their board, and I said no, it is not going to be in my portfolio. I will only work for a company that has good products that make the world a better place. The idea is that the product itself has to be worthwhile; it has to be in alignment with my spiritual view of life, which is caring for and being responsible for the earth and its inhabitants.

Govindan, Rajan – USA

“Former Senior Managing Director with Bankers Trust in the USA”

“Chief Operating Officer of Bear Stearns Asset Management in the USA”

Spiritual Theme

To me this would be “happiness and contentment” and “to act with right conduct.”

Purpose of Business

I think the purpose of business is to make money through proper values. There is so much corruption today in business and all of it represents an absence of values and an absence of character. So spirituality is clearly needed in business today. However, I still feel a bit confused about who should enforce these types of values and develop this character. If government attempts to do this, it will become very inefficient.

I think it is the business leaders' purpose to ensure that the employees do things well for the company, so I think it is their job to develop these values and character in people. You need to lead them so that they behave properly toward their customers and co-workers and so that the company is a wholesome place. I think when a company environment is wholesome it will be quite productive. I think we do need profit-making enterprises, but they should make their money by applying proper values.

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.

Purpose of Business

The Chinese thinking paradigm is the opposite of the American. When we write an address on an envelope, we write the country first, then the city, the street third, then the apartment number and finally your name. This is very illustrative of our thinking orientation. The same goes for our way of thinking about business. Business is a significant part of life. On an individual level it is a very important individual transformation tool and a vehicle for personal growth. On a collective level business is gathering so much power that it is almost running everything. On this level business can

be doing a lot of good or a lot of damage to the earth. As to our own business, the Institute of Human Excellence, we are building it on a whole new business model based on collaboration and transparency. Business should be a home, a vehicle for individuals to operate at the maximum of their potentials. In terms of our mission we see ourselves as the change agents for business leadership and organisation culture.

Kanu, Victor-Krishna – Zambia

“Former High Commissioner (Ambassador) for Sierra Leone to the UK, Norway and Sweden”
“Director of The African Institute of Sathya Sai Education in Zambia”

Spiritual Theme

Divine love is the central theme. Oneness is a parallel. Because if you say you love all, you do that because all are one.

Purpose of Business

My vision is that teachers, workers and students of Sathya Sai School in Ndola practice the values of love, truth, peace, right conduct and non-violence. This is the spiritual basis of the school, the source of its strength and success. I believe that no business can succeed in a meaningful and sustainable way if it is not anchored on these values. A business that is bereft of these values will sooner or later collapse.

Kolind, Lars – Denmark

“Former CEO of Oticon in Denmark, one of the world’s premier suppliers of products for the hearing impaired”
“Chairman of Grundfos in Denmark”

Spiritual Theme

I believe that the theme of my spirituality would be: “love God and love your neighbour.”

Purpose of Business

I have a vision, which I dare generalise, that organisations will survive, develop and prosper if they build a very strong culture that ties the staff together – a culture that creates a strong sense of wellness – not only for financial reasons, but primarily for a common purpose of doing something important. This is a key to being successful. If you are serving a purpose and you are doing it based on some fundamental values, and those values have to do with care and love, then you have great potential and you can be successful in almost anything.

Levy, Ricardo – USA

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

Spiritual Theme

“Oneness”

Purpose of Business

For me the purpose of Catalytica is to create value for society. Unless we have a clear sense that what we are doing has a positive societal purpose and our actions will make the world a better place, it is very difficult to achieve wholeness. I do not mean to imply by this that all of us have to be involved in earth-shaking endeavours. Small steps are as valuable as large ones. The key is that the financial aspect of the business is only a metric for our success in creating value for others. In business if we are following a dream of value-creation, then as leaders our task is to harness the gifts of others to work together towards the goal.

In the case of Catalytica, there was never any doubt in my mind that by using our skills in catalysis we could create better ways to manufacture goods with less environmental detriment. We applied this to our pharmaceutical business, and we are applying it now in the energy area.

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.”

Purpose of Business

In our company, the Times Group, we have already defined its purpose based on a spiritual view. We did this six years ago when we met and examined the purpose of this organisation. The first purpose is to create human excellence in everything that we do. The second purpose is that each human being should grow as much as possible. Happiness is also a purpose that emerged.

The most important purpose is to “thrust greatness on our readers.” That is, we are a teaching organisation. When you read our products, you should be better informed as a reader, you should feel good. It is our goal to make our readers’ lives more meaningful and give some benefit to their life. Different levels of people have different levels of consciousness; therefore we have to straddle across many different audiences.

We are using the Kajuraho temple as a model for our newspaper layout. If you go to the Kajuraho temple there are a lot of erotic statues outside, but once you go inside to the sanctum sanatorium there is no eroticism. So if you want to stay at the erotic level, you can choose to stay outside the temple. If you want to go to the sanctum inside the temple, then you have to give up eroticism and point your eyes toward God. You will notice that even outside, in all of the erotic sculptures the eye is pointing upwards toward God.

So in our newspaper we take people from the gross to the subtle. This is why we have the Speaking Tree and Inner Voice as spiritual columns in the centre of our newspaper. We have also started a Goodwill column on the second page that reports all of the good things that are happening in society. People are born pure, then they travel to impurity because of our society and its education. Now, in our organisation we are trying to get them back to the purity they were at birth.

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”.

Purpose of Business

Business can be a great instrument for giving us opportunities to learn and apply ourselves in new ways. For me, the overall purpose of business includes:

1. Contributing productively to the greater community, which includes the local, state, national, and international sphere
2. Serving others (i.e. to be of service to one another)
3. Using the skills and gifts God has given us all
4. Learning and growing into a more conscious person so that we might fully be alive.

The purpose of my business is the same as all of this.

Moitra, Deependra – India

“Formerly the youngest General Manager within Lucent Technologies, who at the time had 70,000 employees worldwide”

“Associate Vice President with Infosys Technologies, Ltd. in India”

Spiritual Theme

“Living with a purpose” would be my theme. True fulfilment is then the outcome of this journey.

Purpose of Business

My definition of an organisation that is operating within a spiritual approach is very simple: it is to relentlessly pursue the creation of value by ethical means. Pursuit of value is very important to me. There are four stakeholders in an organisation: shareholders, customers, employees and society. All

of these are equally important. So we need to make sure there is value creation and deliverance for each one of these stakeholders, in an ethical manner. This is my definition of an organisation that is adopting spiritual means to grow itself.

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.

Purpose of Business

The purpose of business is to add value and happiness. I asked top management this question: “Why are you making chemicals?” They said, “So we can sell them and make profits.” So I asked, “Why do you want to make profits?” They replied, “So that we can pay our suppliers and take care of our people.” I continued: “If you take care of your people, what happens?” They said, “Then they will be happy.”

Therefore, happiness of all stakeholders is the ultimate purpose: add value to humanity, add value to human values, add value to value. For a light to be there, it requires a wick. For this wick to light, it requires oil. To contain this oil and this wick it requires a pot. This material is required for the light; this material is business. We continually seek to make a better pot, better oil, and better wick so that the light can be there.

So business is to make excellence and make people happily conscious. Ultimately, business must become value added – oriented to value and people’s happiness. It must bring about consciousness of these things.

I have decided to retire in the year 2004 from Excel as an executive and after that I will spread light wherever I go. I am already doing this, but I wish to reach more companies. It is our responsibility to take our lamps and light other lamps. My goal is to transform the movement of ethics in India and abroad through the field of education.

Narendran, Parantha – Czech Republic

“Former Strategy Director for Eurotel in the Czech Republic”

“Private Equity Consultant and Investor”

Spiritual Theme

If I think here of how spirituality affects me at work, it would be that spirituality challenges me and makes me grow.

Purpose of Business

There is nothing wrong with making money; what really matters is how you use it. I see the role of companies as making money. They have to do this because they have to look after their employees. And they have to give some return to their owners. But there are a number of things that companies can do within this framework, such as to help their employees to empower themselves and to give them a stable quality of life. But also a company can be a good citizen within society. I think the long-term winners in a corporate environment will be companies that do take on some broader stakeholder-value orientation, rather than just being a profit oriented company. So it is also in the interest of the company to have an expanded concept of purpose and success even though it may mean taking some harder decisions regarding profits.

One of the difficulties associated with such broader concepts of purpose, responsibility, and success, is that such a company might have a certain number of senior managers who are trusted and who have been with the company a long time. The company's future rests with their vision and their track record. And if they leave, then the company has very little left, unless they have been there so long that their visions and values pervade through the company. One of the problems with lots of companies today is that CEO's change very quickly and so visions and values can change very quickly and this leads to lack of stability. And it is difficult to find managers who are willing to stay and are willing to pin their flag to the mast and stay with the company, to drive this kind of change through for a long period of time. Of course, fortunately there are many CEO's like this.

Ollé, Ramón – The Netherlands

“President of Epson Europe in The Netherlands”

Spiritual Theme

“To know thyself.”

Purpose of Business

There are certain measures in a corporation that cannot be evaluated in a month, in half a year, or even in a year. Our responsibility as leaders is not about ensuring that the company survives for even the next few years. Our responsibility is to ensure that the company will survive and thrive for the next 120 years. We cannot just pay attention to the short term. When you begin to think this way, you are really entering into the spirit of family, into the spirit of a multi-cultural environment, and into the spirit of humanity as a whole.

Ploix, Hélène – France

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

Spiritual Theme

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

Purpose of Business

From my spiritual point of view, I think the purpose of business is to create wealth to the company and to create wealth for a larger number of people without harming the others. This should not be done just for yourself or for a few others, such as managers or owners. I think that the purpose of my own organisation and for business in general is creating wealth for the largest number of people, to contribute. I feel it is also important to contribute to work environments where there are people who might be less clever, people who have less education. It is very good to be aware that you have to work with them and have a duty to help them develop.

Two or three years ago I convinced one of my English friends, Jonathan Charkham, to write a book on corporate governance in five countries, the USA, UK, Germany, Japan, and France, where I wrote the chapter on France. Somewhere he wrote, "*The purpose of a company is to provide ethically and profitably the goods and services people want or need,*" and he put it in the front of the book, *Keeping Better Company*. I think that is a wonderful definition.

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.

Purpose of Business

I agree with Peter Drucker, one of the foremost management gurus in the world, who once said that the purpose of business is social. Every business is really a social organisation, which has to ensure that it does create wealth so that it can be shared with others.

I also subscribe to what is called "high-sociable" organisations. In these types of organisations, employees tend to do a lot of things to help their colleagues; they are not just looking out for themselves. They interact closely with their colleagues as if they belong to the same family, which creates an environment of trustful relationship and community spirit.

I believe that it is the responsibility of the company to make sure that employees continuously develop their skills, that they are happy and feel recognised and rewarded, and that they are doing something that is worthwhile and useful. I think that shareholders are only one of the stakeholders in an organisation and that the employees actually put in a lot more than even the capital that the shareholders have put in. Also, I think it is important to help the employees create their own wealth so that they can help others who are not in a position to help themselves, and as a result the community as a whole benefits.

Raman, Ananth – USA

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

Spiritual Theme

“Awareness” and “Realising Divinity”

Purpose of Business

The purpose of business is to optimise and create value, which should then be shared between the different stakeholders. The business should also provide a service or a commodity to the people to satisfy any of their basic or higher hierarchical needs.

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”

Purpose of Business

We are moving into a time when a phenomenal transition is taking place in the mission statements of many companies, where they are saying that people are important. Hundreds and hundreds of years ago, Kautilya² said, “In the happiness of the subjects lies the King’s happiness; in their welfare his welfare. He shall not consider as good only that which pleases him, but treat as beneficial to him whatever pleases his subjects.” These are the words that, couched differently, adorn the corporate corridors of today in the form of vision and mission statements.

There are unfortunately some organisations that are adopting these mission statements just because they are the popular thing to do. Then if they get into financial difficulty or restructure their business, they are the first to hand out pink slips and let people go. But there are also organisations that have adopted these types of mission statements who are really trying to live by them. In hard times, they are keeping their people and are trying to work through the tough times.

Sinclair, James E. – USA

“Chairman and CEO of Tan Range Exploration, Ltd. in the USA and Tanzania”

² Kautilya’s Arthashastra is the oldest book on management available to the world. It was written by Kautilya in 300 BC. When literally translated it means ‘Scripture of Wealth’. The main focus of the book is on creation and management of wealth. Kautilya is considered a remarkable Indian teacher, guide and philosopher.

Spiritual Theme

My theme for spirituality would be “Live it.”

Purpose of Business

Making money is not the driving rationale for my being in business. That is the popular misunderstanding. Business is yoga, which is to be practised always with a realisation of the silence upon which all apparent action is based. In this yoga of business you have the opportunity to bring the silence out of closed eyes into the open eyes of daily activity. In this yoga we serve. Success or failure is not our focus. Our focus is to serve. Therefore the business of business and the business of life are one.

The reason for living and working is to act and the reason to act is to seek excellence. To seek excellence is a laudable motivation, but excellence not just in earnings, not just in life, but excellence in everything that you do. If you are going to paint the house, paint it well. If you are going to wash the car, make it clean. If you are going to run a business, then run it well. The ends will take care of themselves.

My spiritual teacher teaches how one should run his or her life. He does not distinguish, nor do I, between the business of business and the business of life. Therefore where is the contradiction between business and life? It only exists between the person who thinks he/she can deal in the black market, make payoffs, lie and cheat, then do prayer and religious ceremonies and be a good parent and devotee of God. There is the contradiction, which stems from ignorance.

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.”

Purpose of Business

We must understand that what we are seeing in business today is a house-holding operation, where the principle is that someone invests money and wants more back. So you have to change the way that we look at the world of business if you want to say there is another purpose. As long as there is this mind-set, then the purpose of business is house-holding – it is to make money.

At this point, I think it is fruitful to see business as a house-holding operation. The reason why I don't want to go beyond the house-holding is that I don't want to define the potential of business success as other than or more than good house-holding. Therefore spirituality at work cannot become more important, because then there is something else you are trying to do other than house-holding. Neither should we make house-holding more important than spirituality, but we should remember that it will never be less important, at least not in the current paradigm of business.

The new paradigm of business will include a new definition of man and will be more than simply an economic paradigm.

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.”

Purpose of Business

I believe that a corporation has a soul and what that means to me is that yes, you do perform in a capitalistic model, but you do it with integrity, with absolute deep respect for people – not hollow words, but really treating them with dignity. You walk your talk.

A company that has soul has compassion. It doesn't mean they can't be tough and it doesn't mean they can't strive for big goals. You can be competitive with compassion, but if you are competitive without compassion, you will lose your soul.

Leaders who are sincerely compassionate hurt if they have to downsize. People know the truth and they know when you are sincere.

If the company has leaders that use hollow words and are not sincerely soulful and compassionate, people know. Unfortunately what happens over time is that people begin to emulate this type of leadership, and before you know it the soulful-ness of the company leaves.

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

Purpose of Business

I think the ultimate game of business is that we should have happiness for all stakeholders of the business: employees, customers, suppliers, and shareholders. We should spread happiness to everyone. Each one feels happy according to the way he looks at things. A shareholder looks at getting a dividend. He feels happy. That is his very narrow hole through which he looks at things. Employees are happy when they get some bonuses; they look from that point of view. A supplier is happy when he is getting a better price from the company or getting payment on time. So each one has that one very, very narrow circle around them, which gives them happiness. The totality of all this happiness is what business is.

To me the happiness I am talking about is the faith and commitment you have to achieve something together. So many leaders try to get the work done by terrorizing people, by shouting at them and by putting fear into them. I am just the opposite of this; my style is to care for people in a warm way, I do not care to hurt anyone. As a result, often people will work very hard for me; they will even happily stay and work late.