

RESEARCH PROPOSAL

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TITLE

Spiritual Intelligence for Self-Empowering Leaders of Business & Industrial Organisations in the 21st Century- A Comparative study of Indian & American Leaders.

SUMMARY & PROBLEM STATEMENT

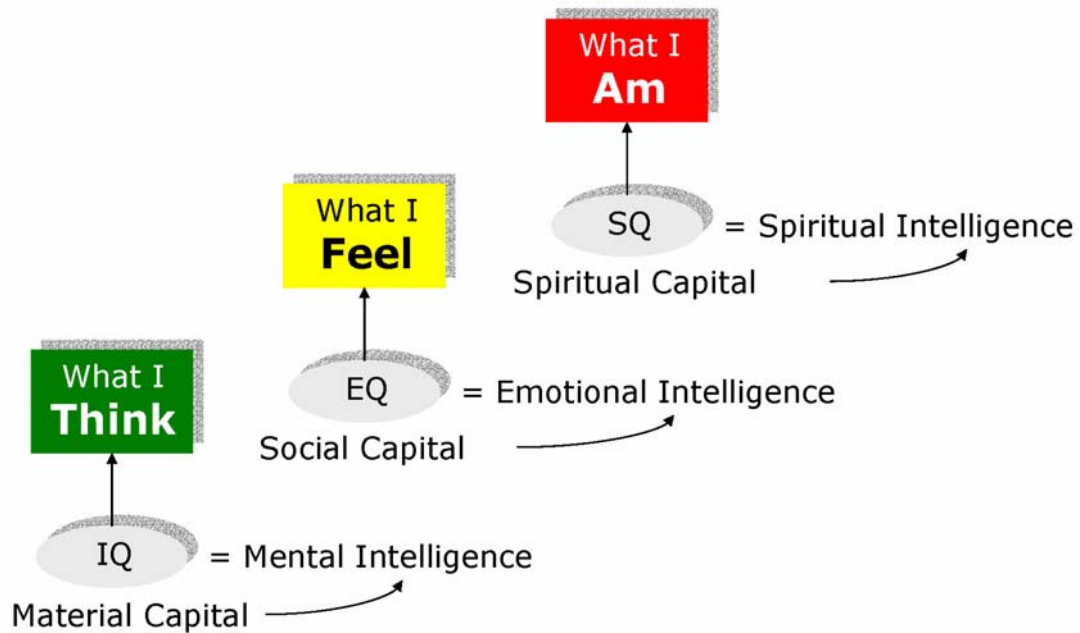
“According to a recent Gallup poll, 64% of employees say they are depressed, anxious and wished they worked elsewhere. 74% of workers are disengaged clock watches who can’t wait to go home. People are working harder, longer and getting less out of it. Their bosses are struggling as well. The average length of tenure of a CEO is 4.6 years. 22 European CEO’s were fired in 2003. A recent EU study shows that 45% of top management are currently looking for a new position. Executives are getting burnt out, pissed off and fired. The social trends are alarming. A UK Government Report released recently shows that the number of people in their 30’s suffering from depression has doubled since 1987 - from one in fourteen, to one in seven. Worldwide suicide rates have risen 60% in the last 45 years. A million people a year take their own life – one suicide every 40 seconds. We are appalled by acts of terrorism, but we shouldn’t be surprised when there are imbalances in our society. 1.3 billion people have no access to fresh water. 3 billion have no access to sanitation. 2 billion people have no access to electricity. 24,000 people die every day from starvation. In Spain 90% of homes have a fixed line phone and 74% have mobile phones, but elsewhere in the world, 4 billion people have never made a telephone call in their life and are unlikely to ever do so!” (Brian Bacon, Chairman & CEO, IPC Worldwide in an interview by The Augere Foundation of Spain) So, these are **turbulent times that we are facing in 21st Century. Our civilization is threatened.**

If a company focuses only on a single bottom line-money or profit-it will not sustain itself in 21st century. It will turn lead to global crisis. Workers are not finding any meaning in their work. There is lack of motivation and de-personalisation in the workforce. With the fast re-engineering process, people are not able to re-engineer themselves.

“To survive into the 21st Century, Leaders of organisations must offer a greater sense of meaning and purpose for their workforce. In today’s highly competitive environment, the best talent seeks out organizations that reflect their inner values and provide opportunities for personal development and community service, not just bigger salaries. Unlike the marketplace economy of 20 years ago, today’s information and services-dominated economy requires instantaneous decision-making and building better relationships with customers and employees.” (Corinne McLaughline, Spirituality & Ethics in Business).

“Spiritual Intelligence is about enduring values in these troubled times. To that extent it is only a re-claiming of the facet of personality long lost sight of in the pursuit of the profit-objective. If a leader realizes its true identity, is in the consciousness of its innate self, its true, original personality of peace and purity, and has the same vision for the other beings, has an intellectual communion with the Almighty, the Ultimate Source of values, he/she then becomes the embodiment of values and earns spiritual capital, which empowers him/her to be the master of change and be a successful visionary leader in 21st century.”(Dadi Prakashmani, Chief of Brahmakumaris World spiritual University).

FROM INTELLECTUAL TO EMOTIONAL TO SPIRITUAL



A self-empowered leadership certainly requires the cognitive skills of thinking, perception, analysis, synthesis, and reasoning (IQ), and it also requires Emotional Intelligence (EQ) - the ability to understand the feelings and needs of oneself and others, to display self-control and self-confidence (but not arrogance or conceit), and to use interpersonal skills to respond to others' feelings and needs in appropriate ways.

According to Danah Zohar, "The EQ people have started to see that if one really wants to motivate people and transform them, one need to have a noble cause, and when one starts talking about noble causes, one is in the realm of **Spiritual Intelligence.**"

Recent thinking about leadership has taken us into the spiritual dimension of life and work. The key idea here is that people need to have meaning and value in their life and work, for example doing something that makes a positive difference to other people's well-being. Meaning and value depend very much on the beliefs and values that underlie our motives, which in turn drive our behaviour.

"Spiritual Intelligence has been on the margins of business thinking since the 1990s. **Spiritual Quotient (SQ) refers to the degree to which an individual can demonstrate Spiritual Intelligence and 'Spiritual Capital' refers to a company's ability to generate wealth through Spiritual Intelligence.**"(Danah Zohar, *Spiritual Capital, Wealth we can live by*). **"The transformative power of SQ distinguishes it from IQ and EQ.** IQ primarily solves logical problems. EQ allows us to judge the situation we are in and behave appropriately. SQ allows us to ask if we want to be in that situation in the first place. It might motivate us to create a new one." (Danah Zohar & Ian Marshall, *Spiritual Intelligence-the Ultimate Intelligence*)

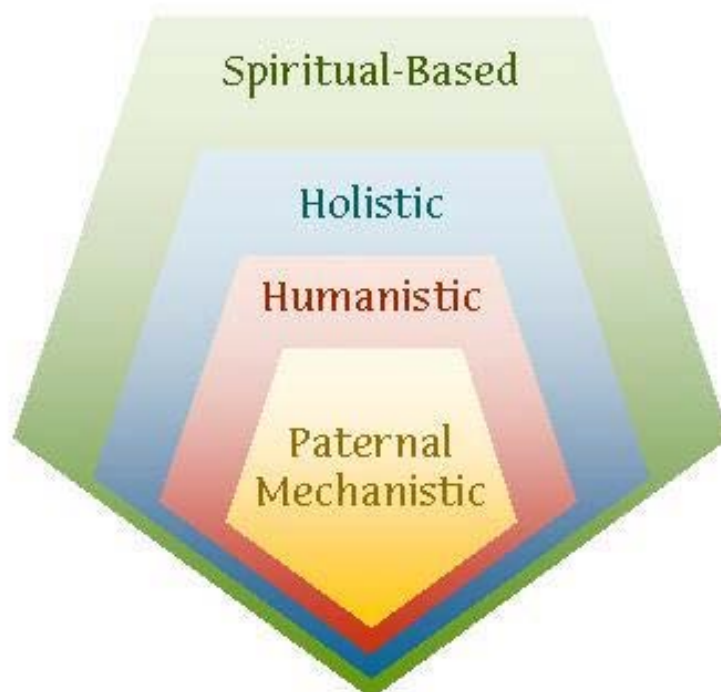
"So, the deepest level of intelligence is Spiritual Intelligence (SQ) which has nothing to do with religion or any rigid belief system. SQ is a process of personal insight and experience, not a package of beliefs. **Spiritual Intelligence is what a successful**

executive uses to discern meaning, intuit purpose, create vision and identify core values from which actions will spring. Spiritual intelligence draws on our higher motivations, relates what we do to the greater good, connection with the infinite, helps us discern true principles that are part of our conscience, which are symbolized by the compass, and aims therefore, at sustainable development. These are the foundations of both personal empowerment and the leadership of others, especially during turbulent times.” (Brian Bacon, Chairman & CEO, IPC Worldwide in an interview by The Augere Foundation of Spain)

According to Danah Zohar, “By building spiritual capital, however, individuals and organizations can become much more sustainable. Sustainability depends on building up the foundations of one’s collaboration, one’s life, one’s organization. **If we make the transformational changes, if we develop the kind of capitalism that has wider concerns, deeper values, and higher purposes, it will not only be sustainable, but we will find, it makes more profit.”**

“Over the last 100 years, **four distinct contexts of business leadership** have emerged in the West: paternal-mechanistic, humanistic, holistic, and spiritual-based. Each context represents a fundamental change in how we view the nature of business leadership. As we embrace and fulfill these contexts of business leadership, we believe it will naturally fuel a fundamental change in the nature of business itself, such that business and its leadership can take its rightful place in solving what seem to be the unsolvable problems in the world today.

By 2000, business leadership was primarily a mixture of the three contexts: paternal-mechanistic (its influence in decline); humanistic (in its prime); and holistic (on the rise).



Yet another view of the nature of business leadership has begun to emerge, one that offers us an opportunity to return to the true roots of our human nature.

This context is the emerging spiritual-based context for business leadership.

The spiritual-based context transforms the nature of business itself – so that the **primary purpose of business and leadership is spiritual fulfillment and service to**

society, This new purpose for business and leadership is also a response to **two major insights** from the 1980's and 90's:

1. Having **material wealth doesn't really satisfy the inner yearning** to access a deeper meaning and obtain fulfillment in work and life.

2. What we've been doing with the earth's **resources** and with international **relations** (still based on "survival of the fittest") has been **destructive, unjust, and unsustainable.**" (William & Debra Miller, Global Dharma Center)

"There are many aspects to success, material wealth is only one component. Success also includes good health, energy and enthusiasm for life, fulfilling relationships, creative freedom, emotional and psychological stability, a sense of well-being and peace of mind." (Deepak Chopra, The Seven Spiritual Laws of Success).

Self-Empowered Leadership is spiritual based leadership, more about character and consciousness than anything one can scrutinize under a microscope. The roots of character and consciousness lie in the soul, the spirit.

It is about becoming more aware of one's own inner processes; adopting a new style of thinking and perceiving; learning to see oneself and one's problems in a new way because a leader's power lies inside.

The best business leader is a problem solver par excellence. The ability to address problems holistically (one of the dimension of Spiritual Intelligence), rather than just in a classical, analytical way, is a characteristic of the self-empowered leaders.

Frequent & often courageous decisions are required of leaders. Such decisions are occupational hazards for some, although relished by others. They are needed particularly at times of –

- crisis, or
- even of survival,

and mark out **the real leader-a self empowered one.**

So, the problem is how does Spiritual Intelligence empower leaders to sustain and survive their companies, while facing the challenges of 21st Century?

What is the impact of the different dimensions of Spiritual Intelligence on the different character traits of Leadership required to become Masters of Change to cope the challenges of 21st Century?

RESEARCH OBJECTIVES

To evaluate the impact of different dimensions of Spiritual Intelligence on different characteristics of Self-Empowered Leadership and its relevance to sustenance and survival of Companies in 21st Century.

To analyse the responses of CEOs of both India and USA, obtained by questionnaire and personal interviews, to assess the importance of Spiritual Intelligence for

empowering the leaders of business and industry to become Masters of Change in order to cope the challenges of 21st Century.

RESEARCH METHODOLOGY

-Literature Review Sources (India and USA)

Library, Internet, Business Journals, Newspapers, Literature & Magazines of different Organisations of East and West, relevant to the research problem and objectives.

-Type Of Research - Qualitative

Diagnostic & Analytical

Diagnostic: using case-study methods or in depth approach to reach the basic causal relation between the Spiritual Intelligence & Leadership and their relevance to survival of organizations in 21st Century.

Analytical: Analysing the facts & information gathered through survey and in-depth personal interviews.

-Sample Design

Random Sampling & Purposive sampling of Companies in India and USA.

-Collection Of Data from Companies of India and Abroad

- Focused Personal Interviews (Audio & Video recorded if permitted)
- Questionnaire Survey
- Case-Study

-Data Analysis

- Statistical Analysis
- Causal Analysis

IMPORTANCE/BENEFITS OF RESEARCH

- An awareness and deep realization of the importance and impact of Spiritual Intelligence as the need of the hour, by the Leaders of Companies of both India and Abroad to secure long-term sustainable development and survival of the business and industries in 21st Century.
- Empower the Leaders of Business & Industry to bring about a transformational change in their personal and professional lives.
- Enable the Leaders to become Masters of Change and be active role models.
- Inspire the leaders to create a solid mission statement incorporating dimensions of Spiritual Intelligence.
- Inspire the leaders to train the current and future employees in implementing the mission statement incorporating dimensions of Spiritual Intelligence.

- Enable to derive meaning and purpose in workplace which is long lost in pursuit of profitability.
- An Awareness amongst the educationists to introduce and implement Syllabus based on Spiritual Intelligence for the current and future students of Management Studies in India and Abroad.

SCHEDULE (Approx. Duration)

TOTAL DURATION OF RESEARCH

June 2005 - June 2007.

Literature Review

June 2005 - January 2006

Preparing, pretesting & revising Questionnaire, Finalising Proposal ,obtaining permission letters from USA.

February 2006 – April 2006

Execute Survey and Personal Interviews in India

April 2006 – June 2006

Case Study (collected in India)

July 2006 – August 2006

Execute Survey and Personal Interviews in USA

September 2006-
October 2006

Execute Survey and Personal Interviews in India

November 2006 -
December 2006

Data Analysis (collected in India & USA), Report Generation & Writing Thesis

January 2007 – May 2007

Final Completion of the entire Research

June 2007 – August 2007