

# **Spirituality in Organizations**

## **Final Document**

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**Greetings fellow conference members from the Spirituality in Organizations Stream:**

We are a promising group of people coming from all over the world - business people, consultants, educators, health care professionals, leaders in faith communities and government agencies, people working in non-government organizations (ngo's).

We see this stream as calling the circle of spirit practitioners. In the circle, we will begin by sharing what we are learning about the spiritual health of the organizations we work in and work with. Our guiding question is : What does a spiritually healthy organization look like?

Next, we plan to look at the issues - the pain, the blocks, that face organizations as they attempt to move toward spiritual health.

Then we plan to deal with our own intentions and directions for the future. How can spiritual health be fostered and nurtured in our own organizations, those we work with, across the globe in general?

The spirit motifs of our time together in the stream will be taken from the hero/heroine's journey as found in many of the cultures around the world. We will also have a small book of spirit exercises available for individuals and groups to use.

The environment we create together will be essential to our work. Hopefully this will be an energizing experience for all of us. And we will take home meaningful gifts: (1) renewed vision; (2) practical tools we can tailor to our own situations; (3) a set of guidelines or a template guide to spiritual health in the millennium; and (4) new friendships and spirit-filled partnerships for our future.

This is truly a partnership experience and much ahead of us is unknown because we will create it together. We look forward to converging with the rest of the Millennium Connection!



David McCleskey  
Stream Coordinator

## CONTEXT FOR CHECKING IN

This is an experiential practice IN inclusivity.

Our common task yesterday was to establish an understanding of our focus  
Our time today is to share individual depth and diversity to the point of  
perceiving our depth connections like we did with the story this morning.

As a part of discovering what it means to be spiritual in the midst of being  
an organization is to take time to hear from one another about how we are  
on track from the perspective of task, spirit and experience. We want to  
take some time now to open our circle to the anxieties and the joys. How  
are we on track and where do we need to open ourselves and myself to  
broader or different perspectives.

## WHAT NEEDS TO BE SAID INTO THE GROUP

Borrowing from the quakers

- MOVED TO SPEAK
- SPEAK OF YOUR EXPERIENCE AND YOU WILL FIND IT IS  
ON BEHALF OF
- IF SOMEONE IS SPEAKING YOUR MIND SUPPORT  
THROUGH SILENCE
- I/WE ARE STRUGGLING TO HEAR THE DIVERSITY – SO  
WHEN AN ANSWER STRIKES YOU LISTEN DEEPLY AND  
WITH RESPECT – AGREEMENT IS NOT REQUIRED
- IF YOU HAVE ANOTHER PERSPECTIVE THAT NEEDS TO BE  
VOICED SPEAK IT
- AFTER EACH SPEAKER ALLOW TIME FOR AT LEAST A  
BREATH ALTHOUGH A MOMENT OR TWO MORE
- MIKE AS OUR TALKING STICK

## CONTEXT BY LARRY WARD

I have been asked to say a few words about this stream. To begin my assignment I need to bow to you I want you to know that I know you are here.

The first part is to see each other, to see each other deeply. We have this conference, which is cool, but it is important to remember this stream has existed way beyond this conference. For many years people have been struggling with this question.

This is a pause and we have the opportunity to reflect but we are not the whole streams.

As I was thinking of spirituality, I find myself getting caught in language. What has helped me is to remember spirituality is mostly non-spiritual things. I spend most of my time with fortune 500 companies. It helps me to remember it is not separate it is either present or it is not. Are people being treated appropriately is it in the life of the organization

Organizations are made up of non-organization parts. After an hour of conversation with a school board I asked why we hadn't mentioned students yet. Or with corporations what about our impact on the community or the customers.

Key words: This is about Wholeness; Body-minds and spirits; and Economic Decision Making ALL OF THESE And OTHER THINGS

Or the metaphor of a healthy organization. How do we know?

Consciousness on task, purpose, mission and day-to-day

Spirituality in organization: Identifying developing and nurturing the capacity of organizations to touch what is meaningful and significant.

This is connected to individual all the stake holders and the enterprise including their families and community.

Work schedule of 7x24 who even if they are not at work. All say they work more than they do even though it is still more than I believe is healthy. They end up with no energy for the family, environment, etc or even themselves.

Society and the planet.

This pause is important:

- Entering the 21<sup>st</sup> century with a deficit of social capital similar to the beginning of the 20<sup>th</sup> century. Structures are based on industry or agriculture not the time we are in or can imagine. I find myself thinking the Boy Scouts or even the modern organization structure is eternal but most are under 100 years old.

- Corporations are in control. Corporation's rewards symbols and value are ruling our world. Most people spend most of their life and time with an organization rather than their family. Organization have become the village square the access to diversity and community.
- Wonderful work is happening how do we encourage that
- There are some negative things and do we weaken these

Story from the Buddha: Doing walking meditation they saw a farmer they knew riding like crazy and they said where are you going. The farmer replied I don't know ask the horse.

Most of our organizations are living off the energy and intent of the past. It is running away. We need something to ride but we need some reins. The current direction is not sustainable.

It is a great opportunity to pause and ask is it going where we want it to go. If not then what do we want?

Our approach to the week.

- 1) Foundation is to enjoy each other's company.
- 2) The amount of wisdom and experience here is unimaginable but the only way to access it.
- 3) We have a set of procedure to help us enjoy each other's company. We will have small group, large group, networking time etc. If we are not succeeding we will change the procedures

What we going to produce?

It depends on how you look at it. I would be happy with true presence with each other, our hopes and dreams pain and disappointment for each other. I think this is an opportunity for developing tools.

Some may be developed here some later.

Open space with structure; enough structure so that know what is planned but what we creature is out of our hearts and minds

Work on cross-cultural norm (Arya)

- Show up (Physically mentally spiritually)
- Take personal responsibility for getting something from this. There are many people in our stream (globally) ready to give up
- Use I language rather we or they or you. Own what we communicate we do not have to agree. The question is not agreement but in creativity. Disagreement about where to go fuels creativity
- Stay open: Detached from outcome (not easy) We have no idea and therefore there is space for something to happen
- I added one Have fun and enjoy yourself (Poetry, laughter, song and sensibility)

## SPIRITUALITY IN ORGANIZATIONS

***SPIRITUALITY IN ORGANIZATION: As a result of the first day, seven groups were tasked with developing the following products. They were free to adopt, adapt and creatively produce what would be useful by the larger group.***

TOOLS FOR INDIVIDUAL SPIRITUAL RESPONSIBILITY	SPIRIT DOCTOR'S HANDBOOK	INDICATORS OF SPIRITUAL HEALTH	INCLUSIVE RELATEDNESS	EMBODYING SPIRIT IN ORGANIZATION	LEADING AND GROWING THROUGH CONSCIOUSNESS	STAGES OF TRANSFORMATION
A	B	C	D	E	F	G
<ul style="list-style-type: none"> <li>• Opportunities (Programs / Processes) for individuals to tell and understand their own stories of value</li> <li>• "Handling the Polarities" Too kit (i.e. individuals spirituality clashes with organizations – tools that the individuals can use)</li> <li>• Available story of what an organization doing this does: Spiritual – other; Identity – who; Beliefs and values – Why; Skills and resources – how; Behavior – what; Environment – where</li> </ul>	<ul style="list-style-type: none"> <li>• Doorways into dealing with spirit</li> <li>• Tools to evaluate the locus &amp; next steps of organization on its journey</li> <li>• Best practices for awakening spirit in organizations and individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Statement / description of spiritually healthy organizations</li> <li>• Assessment process for spiritual health of organizations</li> <li>• List of indicators of spiritual health in organizations (possibly with definitions)</li> </ul>	<p>Relatedness toolkit – Create a toolbox to help develop and sustain relationships and connections for individual and organizational spiritual well-being-coming out of the closet.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>• Celebrate significant events and dates</li> <li>• Reflective conversations</li> <li>• Walkabout – intentional "visitation" of key life relationships</li> <li>• Conferences such as this one</li> <li>• Comprehensive screen of relationships</li> </ul>	<ul style="list-style-type: none"> <li>• New organizational image</li> <li>• Pilot using new organizational image (Demo)</li> <li>• Circle image North – People South – Product/ Customer/client East – Individual West – External community (society)</li> <li>NW – Values NE – Symbols SE – Process SW – Vision</li> <li>Center – Heart and Soul</li> </ul>	<ul style="list-style-type: none"> <li>• Social audit –</li> <li>• Journey stages within organization – process &amp; overcoming constraints</li> <li>• Complete set of organizational strategies for spiritually balanced, wholistic and harmonious organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Mapping the journey – (a) external milestones – (b) internal (individual; group; organization)</li> <li>• Making it happen – What factors enable transformation</li> <li>• Transformation agents competencies and capacities: external help and internal change agent; role model</li> </ul>

## SPIRITUALITY IN ORGANIZATIONS

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### Summary

What follows is the summary of what each of the subgroups produced in response to their mandate. An example of both the flexibility and openness of the large group was its invitation and willingness to accept an additional group called "Burning questions." Two of the original product groups were included in the other groups, namely, "Inclusive Relatedness" and "Leading and Growing Through Consciousness."

### A- Tools for Individual Spiritual Responsibility

A key dimension of this focus is the incredible importance of stories. One of the members outlined what each can do in their work environment, and another read of the many stories generated by the group. A plea for establishing a website was also made, where their medium would enable the sharing of stories and insight.

The website could be named, *Honoring The Inner Self*.

Concept:

Create a web based self generating/sustaining story sharing database of how spirit has effected the lives of real people.

1. Stories come from "real people" sharing the processes that have helped them get in touch with their inner voice.
2. Reading other's stories gives permission to the reader to try similar practices.
3. Some times we don't trust our past practices because there have been times when that practice failed us. The stories will give examples of alternative practices, or perhaps, allow the reader to give a "practice that is in the closet" another chance.

A story shared:

THE MOMENT by Joan Seacord Another cold and dreary morning the grayness of Brussels, the smog the uncertain start of a new day. I rise grudgingly, dress slowly, and set the table for breakfast. Briefly noticing out of the cover of my eye the unused candle on the sideboard. I pick it up, center it before me, and light it, noticing the wick catches, suddenly, rise in a brilliant cone of flames. I stare at it. What is it that transfixes me? What in the dancing light of this moment is it beckoning me to open my heart to the day, to say "yes" to dance. I step away. I turn on the radio . . . I dance!

### B- The Spirit Doctor's Handbook

This team decided that language is very important, and we, therefore, have chosen to highlight some of what they have shared in this context.



# **SPIRITUALITY IN ORGANIZATIONS**

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## **1. Spirituality in organizations**

In a healthy organization, the energy of all involved is channeled in constructive, positive ways which allow the organization to move forward cooperatively in effective ways.

## **2. The benefits of a healthy organization.**

The morale of people in the organization is improved as the disconnection between work and personal meaning and significance is addressed.

People tend to stay with an organization and therefore training, recruiting, and hiring costs are reduced as the issues of burn-out and high turn-over are addressed.

## **3. The arenas of discussion**

Helping those in the organization find their work meaningful in the larger contexts of the whole organization, the community and the world, the past, present, and future.

### **Their seven best practices are:**

- Nurture individual well-being
- Manifest a living vision
- Expand individual awareness
- Communication and decision-making
- Organizational design and structure
- Outreach
- Build safety and trust

## **C- Indicators of Spiritual Health**

A Spiritually Healthy Organization is attuned to all of life. Spiritual Health is measured by the quality of all its relationships, the level of consciousness in its operations, the service of good beyond itself, and embodiment of its values. Spiritual health provides foundation for outrageous success.

Areas of indicators include:

1. Appreciative organizational celebrations
2. Inclusive participatory communication
3. Structurally embodied vision

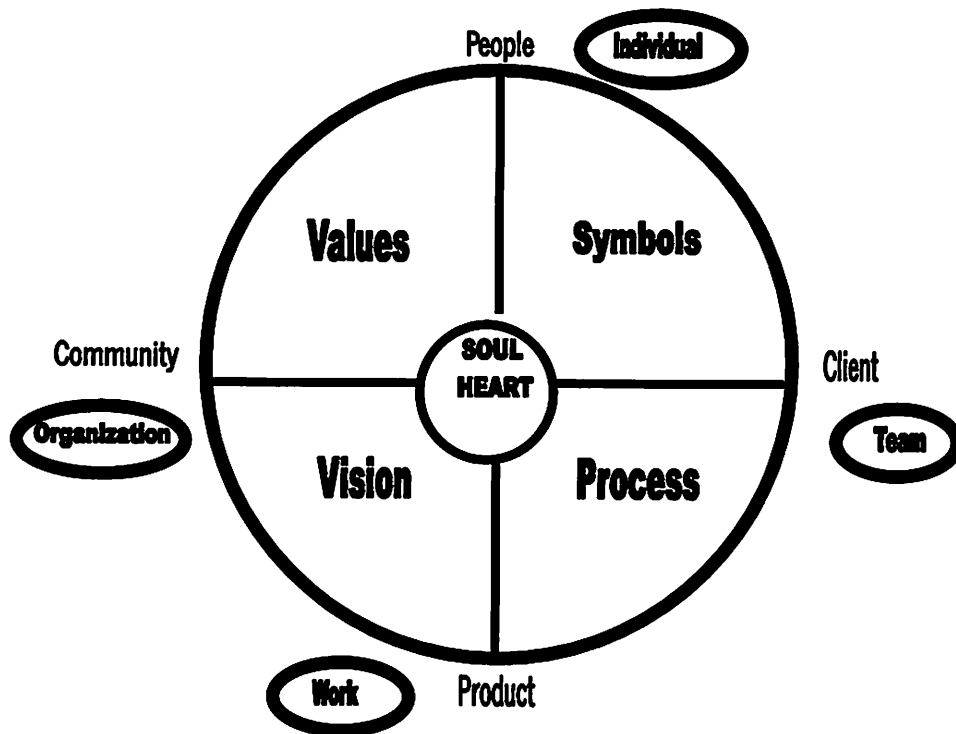
## SPIRITUALITY IN ORGANIZATIONS

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4. Responsible community involvement
5. Respect-filled operational procedures
6. Complete shared vision
7. On going Learning capacities

### D- Embodying Spirit in Organizations

This team visualized their discussion in many ways. What follows is one of those ways:



# SPIRITUALITY IN ORGANIZATIONS

## Stages of Transformation

<i>Spirit Journey</i>	<i>Domains</i>			
	<i>Individual</i>	<i>Collective</i>	<i>How We Do Things</i>	<i>Service – Relationship To the Rest of Society.</i>
<b>Dormant</b>	<b>Job Orientation</b> <ul style="list-style-type: none"> <li>▪ "Tell me what to do"</li> <li>▪ "I don't like my job. I do it to pay the bills."</li> <li>▪ Personnel Department</li> </ul>	<b>Working Unit</b> <ul style="list-style-type: none"> <li>▪ Structural Description</li> <li>▪ Assembly Line</li> <li>▪ We are (well oiled) machines.</li> </ul>	<b>Rigid</b> <ul style="list-style-type: none"> <li>▪ Fixed procedures</li> <li>▪ Doing things mechanically</li> <li>▪ Rule orientated – The Stick.</li> <li>▪ Accountability is punitive.</li> <li>▪ Ram in innovation.</li> </ul>	<b>Socially Correct</b> <ul style="list-style-type: none"> <li>▪ Service business seen as separate</li> <li>▪ Need to be ethical in our dealing with the work.</li> <li>▪ See it going on out the window.</li> </ul>
<b>Awake</b>	<b>Awareness and membership</b> <ul style="list-style-type: none"> <li>▪ Participation in organisational processes</li> <li>▪ Learning</li> <li>▪ Delegation</li> <li>▪ Know channels of responsibility in organisation</li> <li>▪ "I can see that I am doing is important"</li> <li>▪ "I see my relationship to the whole"</li> <li>▪ HRD Development</li> </ul>	<b>Functioning Team</b> <ul style="list-style-type: none"> <li>▪ We are a team</li> <li>▪ We can work together.</li> </ul>	<b>Flexible</b> <ul style="list-style-type: none"> <li>▪ The carrot</li> <li>▪ Set broad policy</li> <li>▪ Problem-solving</li> <li>▪ Can come up with a better way</li> <li>▪ Collect input, other people make decision</li> </ul>	<b>Socially Responsive</b> <ul style="list-style-type: none"> <li>▪ We are linked to society.</li> <li>▪ See selves as responsive to society.</li> </ul>
<b>Mature</b>	<b>Assumed Responsibility</b> <ul style="list-style-type: none"> <li>▪ Pride in what I do</li> <li>▪ I can make a difference (impact whole organisation)</li> <li>▪ Mutually care ie People Manager</li> </ul>	<b>"Wholistic Healthy Team/Collective Synergy"</b> <ul style="list-style-type: none"> <li>▪ We enjoy each other</li> <li>▪ We value our differences and uniqueness.</li> <li>▪ We are energised by each other.</li> <li>▪ Nurturing, honoring</li> <li>▪ Self-sustaining</li> </ul>	<b>Fluid</b> <ul style="list-style-type: none"> <li>▪ As organisation can anticipate what is coming next.</li> <li>▪ R and D throughout organisation.</li> <li>▪ Openness to innovation.</li> <li>▪ People in the organisation with facilitation.</li> </ul>	<b>Socially engaged</b> <ul style="list-style-type: none"> <li>▪ Integrated with society</li> <li>▪ Proactive and leading</li> <li>▪ Stewardship</li> </ul>
<b>Fulfilled</b>	<b>Vocational Calling</b> <ul style="list-style-type: none"> <li>▪ No boundaries between personal and work life are one</li> <li>▪ "I am what I do"</li> <li>▪ HDR – Human Develop Resourcing – organization supports the person to live to the greatest of their being.</li> </ul>	<b>"Collective Synergy/ Wholistic Healthy Teams"</b> <ul style="list-style-type: none"> <li>▪ Unspoken alignment</li> <li>▪ Unconditional deep trust each other</li> <li>▪ Deep interior connection</li> <li>▪ Care for all stakeholders</li> <li>▪ "I feel like I have come home"</li> <li>▪ Moving beyond physical senses.</li> <li>▪ A person who may be absent at a meeting, will have their perspective will be presented.</li> <li>▪ Bull Russel – syncothicity – anticipates things without planning.</li> </ul>	<b>Generative</b> <ul style="list-style-type: none"> <li>▪ Encourage and supporting innovation</li> <li>▪ Assumed innovation</li> <li>▪ Skink's work</li> <li>▪ Constant change</li> <li>▪ Open inquiry</li> <li>▪ All assumptions are up for grabs.</li> <li>▪ Cannot predict but trust where it will go.</li> <li>▪ Internalization of facilitation within all persons.</li> </ul>	<b>Socially Pioneering</b> <ul style="list-style-type: none"> <li>▪ Work and world are one thing</li> <li>▪ Addressing the social contradictions.</li> <li>▪ Radical integrity</li> <li>▪ Global integrity ethic</li> </ul>

# SPIRITUALITY IN ORGANIZATIONS

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## **Burning Questions**

This groups' purpose was to create a process that generates answers and insight about how to guide actions leading to:

- connection with deeper purpose and values;
- holistic and healthy organizational life; and
- making the planet a better place to live.

They came up with four products:

**Product 1.** Questions that can be used by the leaders of the executive management teams, task teams and work groups to generate discussion at the beginning of meetings and to end meetings with direction and guidance.

## **Product 2.** Focus Group Questions

Context/Purpose:

To feel the pulse of the organization on the state of the "Spirit" and organizational health in order to create a common ground for transformation.

## **Product 3.** Inquiry Dialogue

Context/Purpose:

A group with a shared interest in a specific topic is formed to explore deeper perspectives and understandings.

## **Product 4.** Reflective Questions for Facilitators

1. What is the question I am addressing?
2. What are the assumptions I bring with me regarding the question?
3. How do I see my role and how will I model it?
4. What do I expect the process to deliver?
5. What are the ground rules I wish to communicate to the group?
6. What words, symbols, affirmations, etc., can I use to keep me aligned and focused on my role?
7. How do I see my own image identification and values influencing the group process?
8. How can I release the outcomes?
9. How do I stay aware of the dynamics of the power of ownership for results based on the assumption that the group should hold the power?
10. What is the gift of learning for me in this experience?

## **TUESDAY AFTERNOON PROCEDURES**

Divide into our teams if your group is larger than 15 please divide into 2 parts for the first exercise.

### **Personal Sharing**

Need to take some time to share what needs to be shared from your life. A suggestion is that you begin each sharing with a pause of silence. This allows two things one it allows each person to digest and it allows the next person to speak into the group refreshed.

How are you living this question right now? How do you experience the gap or the calling?

The purpose of this exercise is

- 1) to share the "I" each of us bring to this team (Being here and being present in my wholeness)
- 2) to build understanding of the deeper questions we are raising (What is the passion/ call that is driving you to deal with this topic now?)
- 3) to create the safety of your new working team: Open to the process and speech of this human being; open to the diversity of answers; not about deciding or questioning but hearing and affirming.

Be careful and caring. Share as deeply as you feel safe but I ask you to risk a bit because the deeper the risk the deeper the path that will open to us

### **Product Intent**

After all have shared we would like to move into a dialogue on the intent of our work together. The format which is recommended in a dialogue. Which means as a facilitator you offer the first 3 questions.

- 1) Why is this important?
- 2) Why is this important as a transformative arena?
- 3) What is the edge?

Take a moment of silence and then the group begins to speak to what they feel needs to be said. Whenever appropriate or after about 20 minutes ask this question. If the group needs to continue the dialogue go ahead if not then move to question 5.

- 4) Where are we relative to this question

When you have had time to talk this through ask for someone to speak what your question is.

- 5) What is our question?

### **Product Description**

We need each team to consider what your task needs to be during your time together and how much of the stream time you think you will need. Our assumption is the maximum is the rest of today and Thursday and Friday but it may be less and it may continue after the conference. You may divide up into several groups for the work or stay together.

TOPIC OR FOCUS QUESTION (S):

REPORTER (S):

PRODUCT DESCRIPTION

USES

PROCESS OR ACTIVITIES

TIME DURING CONFERENCE

- 1) What other kind of time do we need as a group? Spirit time, practices etc. What is our best wisdom of how time needs to feel. Setting a field.
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### **Documenting the process.**

Each team needs a scribe(s). Their task is to make sure that your process and product arte documented and turned into me at least once a day at the end of our session. The form of it when I receive it needs to be on a computer disk.

## **Spirituality in Organizations**

### **Stages of Transformation – 1 August 2000**

#### **1. Talk about your interest in this area**

- People in organizations are in a lot of pain
- Personal transformation is the foundation for organizational transformation
- Many people are squeezed, crushed and highly stressed in organizations
- People are without guides and reference points
- People want to live authentically
- We need to focus on the steps and tools to enable spirit to flourish in organizations
- The encounter with difficulty often releases hope
- We are at the end of a way of operating in organizations and new styles and patterns are needed.
- Mentoring and training for transformation

#### **What is going on in the world of organizations today?**

- We are at the end of one style – something is dying.
- We are called to learn how to love. Real love means real actions in real time
- Sometimes we see the difficulties and want to get out
- Care for the whole globe. I thought it was a crazy idea, but I realized that caring for others cares for my own spirit
- What we talked about as the scientific revolution of the 20<sup>th</sup> century has come to real fruition. Relativity is here. Reality is a social construction. Groups construct their own social reality. We choose our beliefs. People have to be asking, “What kind of organization do we want?”
- There seems to be a speeding up of the consciousness change process.
- We need a way of creating an entirely new vision of what an organization is.
- An organization has a heart and soul that holds the understanding of who I am. We are going to an organization asking people what is worthy of their life in order to find the collective endeavour worthy of commitment.
- What do people need in order to live full, vital lives? What would a full and vital life look like?
- To find out what has kept me going I have to ask what gives value. One is to find a way for people to identify the common good at every point in their lives. Start with the family and expand. There are ways for people to work toward the common good in every situation.
- The sense of greed may be causing the collapse of capitalism
- People are caught in fixations that limit their ability to see the future and engage in its creation. Always making an effort to please others and gain recognition would be an example. It is hard to look at the world from a state of delight when one is fixated. I have to do regular journal writing and dream interpretation to see these fixations. They are traps of my own making. I choose my own slavery.

- Our language encourages us to make illusory separations. I know I am not separate from others and other realities. I need to learn to trust my own intuitions.
- There is value in poetry in this regard. Spirituality may be best described using metaphors and symbols.
- Adopting a positive approach to life encounters may, in itself, reduce the experience of pain.
- More people are working at home and isolation is on the increase. There is a tendency to pull into the self rather than working with groups. We need to look for ways to enable people to work together.

**Discussion related to products in this area.**

- Many groups are internally diverse. There is room for all perspectives and styles. We need to find ways to honour the diversity.
- We may need an image of what the journey of transformation is.
- There is a paradigm shift or a shift in the “way of being” as individuals and in communities and organizations. We might do some work on describing this shift.
- We may need to look at a wide spectrum that would describe the stages of spiritual maturity in organizations.
- Organizational transformation and individual transformation are intimately linked. We may want to explore how this linkage functions.

Embodying Spirit in Organization
New Organizational Images
Pilot Using New Organizational Image (Demo)

Those present in this group on Tuesday were:

Terry Immel - Phoenix  
 Steven Williams – Australia  
 Ursula Winteler – Germany  
 Kantisen Shroff – India  
 Anne Rosenthal - California  
 David McClesky – Oklahoma  
 Cass McLaughlin - Minnesota  
 Neerja Arora – California  
 Alicia Robertson - California

We identified a few resources right at our finger tips. The images began by the group the day before, David McClesky's article in the ICA newsletter on the same topic (available on the resource table) and the experience of members in the group from various sectors.

Visit our art gallery on the window in the Northwest corner of the room and draw in the images that we worked with on Monday and Tuesday.

Balancing on a tightrope with traditional and non-traditional organizational images (Balancing )	Image of tributaries, rivers, connecting with lakes and the ocean of life (Representing Spirit)	Circle or concentric circles as a mental model for connecting aspects of the Organization with heart and soul at the center hub where we connect with our goals in this image of a wheel	The human body with heart, lungs brain...the living organism image for the organization	An open spiril representing the soul and energy of an organization



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Brief description from our musings in this area:

These images began on Monday and talked through further on Tuesday. As we were working to come up with one image, we came to the conclusion that more than one image is needed for holding the new organization. We recognized that there is no ideal and we liked the metaphors of organization as family, like the human body and rivers.

Perhaps there needs to be an image for the body, mind, spirit and soul of an organization and how they relate to each other. Perhaps this conference is an emerging model for organization with the images of rivers and streams. We had an idea to demonstrate an organization by declaring ourselves one (an organization) and we then proceeded to look at the Millennium Connection as the heart and soul or "goal," which brought each of us to this small group.

Kantisen Shroff then proceeded to ask the question to each of us, "How did you come to be here at this conference?" We each drew our own "tributaries" on the mental model we were using to describe "new" organization. Kantisen actively engaged us in an energetic dialogue, calling our spirits into being with each one of us connecting with what had heart and value for our coming. Some of us had a longer and deeper history with ICA, like David McClesky who organized this stream and had been involved with this conference since the 1996 Cairo Conference not to mention his involvement with ICA years before. We drew tributaries, streams, rivers through the center of our image (heart,soul/goal) placing ourselves on the map of this image. While each individual interest in the conference is different we all anticipated our own waterways widening or broadening from the experience from having come to this conference. Some flowing out to sea.

As we played with this particular image of the circle "wheel?" with heart and soul as the hub, engaging in our connections with ourselves individually, people, in relation to our customers or clients, and society. We dialogue about our values, processes while sharing in this vision of the Millennium Connection Conference, working with the conference and our own symbols, our heart and souls were enlivened by this experience of our small group. We were sharing in the questions - embodying spirit in organization and new organizational images. It occurs to me, we were embodying spirit as we "organized" to inquire into these questions. We played and struggled with images.

Perhaps our challenge is to move beyond metaphors...how do we get away from organizations as machines. Drop the metaphor and become more aware and conscious. (Steve Williams)

The spirit journey is neither a church or a religion, it is something wonderful – a new experience. Each of our rivers coming together meeting more wonderful people and meeting the sea. The cosmic sea.

What I most learned from our coming together in this session is summarized in a quote from Kantisen Shroff:

“Spirituality is embodied when we participate in it” (Kantisen Shroff)

And that is what we did. We do not yet know what product will come of our inquiry into our groups questions.

To be continued...Thursday, August 3<sup>rd</sup>, 2000.

Respectfully submitted by Cass McLaughlin

## Indicators of a Spiritually Healthy Organization SHO

### Proposed "Product" headings

- Statement or description of a SHO
- Assessment processes for the SHO
- List of indicators of a SHO (possibly with definitions)

### The group

B J PECK

Margaret Endicaff

M Sharp

Lee Suggs

Ed Cole

Nelson Stover

S Pathak

Mukesh Taksande

John Epps

Jim Slotta

F Hansford

Ray Raymond

Richard Chaenon

Vilma Péna

Linda

We were supposed to work further on the "Product" ideas.

Naturally we started looking at the "Market"

"Why are you interested in getting this "Product"?"

After tinkering for some time and with some people we came to a question

"what are we going to do"? "How much time do we have?"

We have all the time between now and Thursday evening. (Month and year not mentioned)

So we came to a question of structure of the presentation and the content.

For the structure ,

- Images, Dances, Songs, Games, Parables
- A power point presentation
- A Joe/Harry window

Spiritually Healthy organization	Y	???	???
	N	???	???
		Y	N

## Successful organization

- How do organizations transform to become SHO

We explored the possibilities of doing the above.

- Should we start sharing about some organizations which are Not SH?
- Should We go and ask anybody and everybody we meet between now and Thursday morning -is your orgn. A SHO. Why do you think so?
- Should we look in some other available resources?
- Should we brainstorm?

We realized that we need to break and assemble again.

We got together again and we started sharing stories and experiences where we felt and perceived presence of spirituality.

Some of the features you got in these stories are,

"It is not a "job" it is a part of my life"

Passion for what we are doing

Consensus or alignment

Open communication

Appreciation of existence of the other side

Every member responsible for the final result.

("Go to the next desk it is not my job")

All employees feel free to speak their heart out.

"Hey chief, everything else is fine but how about having our own baseball team?"

Processes and tools for making the employees remain in touch with the mission of the organization.

Is the organization internally driven or externally driven

The working environment "My desk, window, colour of the walls"

How do we treat people?

On Thursday morning we come with two categories each of the characteristics and then all of us will fill in the space below.

## INITIAL PALETTE OF POSSIBLE OUTCOMES

### KNOWING

#### Written document

1. Brainstorm
2. Gestalt
3. Write Paragraphs – small groups
4. Exchange Paragraphs – rewrite or edit
5. Small team (2-3) write the document
6. Total team review and revise
7. Small team final draft

#### Dialogue

- Open in silence
- Sharing around a topic
- Discerning the points of commonness and diversity

#### Research

- Seaching for sources
- Searching for threads
- Naming the insights

### DOING

#### “Products”

- Models
- Projects
- Partnerships
- Practices
- Scenarios
- Planning
- ?

*Written descriptions with names of individuals and organizations*

### BEING

(includes knowing and doing)

- ❖ Songs
- ❖ Symbols
- ❖ Myths (stories) – Inclusive and specific
- ❖ Visual Art
- ❖ Written Art (poems, novellas, etc.)
- ❖ Movement arts (Dance, gestures, rituals, etc → videos)
- ❖ Modeling (dramas)
- ❖ Style scenario's

## **SPIRITUAL RESPONSIBILITY FOR SELF**

### **Possible Products**

Journaling

Prayer

Gratitude – count your blessings

Prayer and openness – What do you want me to do?

Meditation

New religious mode charts

Other world charts

Spiritual study

Incense, candles Rock altar

Feel at home in my world compassionate relationship to world / divine avoid burn out

Set aside time to go within – be alone

All that I am is utterly received

Being in nature

Make up mantras

Classical music

Being alone once or twice

Being still, quiet in harmony

Mantras

Feeling Drained – began to be quiet

Substitute mantra for frustration

Facing pain – going through –offering up – past is approved – future is open

Books and movies

Deciding to be a part of a consciousness group (energizing) then goes out

In organizations – workshops – spiritual emerges

People are yearning for a deeper meaning

M.Fox.

Where do you find joy in work etc? Questionnaire

For the sake of others-not self

Practice – attracts others – service

Evaluating the day – reflect

What gift have I given today? Rather than mistakes or self-criticism

Light a candle – Quiet moment here

Corporation's –reflect

Singing

Listenign to music

Pilgrimage

Drumming and dancing

## **Spirituality in Organizations**

### **Stages of Transformation – 3 August 2000**

#### **In the site visits, where did you notice people speaking from passion?**

- Celestial Seasons (CS) has a VP of People – someone is available to people in the organization 24 hours a day.
- CS hires for attitude and alignment of values
- Someone said that there was more community in CS than in the monastery they stayed in for 3 months.
- Tobias said that after he left his software organization it reverted back to a traditional organization and he was able to spiritually let it go.
- There are worries expressed such as that and that the merchants are in charge of the world.
- Management and organizational leadership as the highest spiritual calling
- Practical ways of holding accountability and supporting people that are affirmative and get positive results.
- Success comes from passion in providing a product or a service rather than a desire to make money

#### **What new insights did you discover?**

- Values were mentioned a lot. Values are apparent in the organization. The leadership team holds accountability in terms of operating out of the organization's values
- CS had some creative ways of holding accountability and rewarding people
- Dream Team Technologies separates accountability from support.
- Working on transformation with a single organization may not lead to success. Organizations may need to form spirit alliances and link with organizations on similar journeys
- People working passionately on specifics without a common vision, because it was too hard to do.
- Businesses for Social Responsibility as a network
- Try to discover where people experience pain or trouble in order to find an entry point.
- Doing things that enhance the spirit will affect the financial bottom line in a positive way.
- People talk about product, services and customers and can link their values in these areas. They often stop there. They are not able to see that everyone in the organization is involved in the customer relationship.
- There is an art in asking the right questions when you meet with organizations. The "presenting problem" is never the real problem. Asking questions that reveal the real problem is necessary in order to frame the work in a helpful way.
- The 7 Intentions of Value Centred Leadership.

### **What would you like to explore?**

- The role of pain in relational to organizational change and spiritual transformation
- Nurturing people in organizations – strategies, systems and structures
- Why do transformational processes stop? What makes that happen?
- Keeping things simple – ie a common vision
- Milestones on the journey of a change agent. Knowledge, skills and consciousness
- Implications of self organization and spirit. The strange attractors such as values and anxieties may reveal how spirit manifests itself.
- Recognizing and dealing with different stages of spiritual evolution
- How the change agent can stay alive and spiritually healthy
- Models for groups to coach each other.



# CONSCIOUSNESS AS THE FOUNDATION FOR TRANSFORMATION

*A statement to all Millennium Connections Participants from the Spirituality in Organizations and Sustainable Community Development Streams.*

An offer to those interested in new paradigm community:

To form a COMMUNITY NETWORK of human beings who have a strong desire to experience engagement with people in a new way.

## **Some qualities of this new engagement**

- We take complete responsibility for our perceptions being of our own making (elimination of victim mentality).
- We agree to practicing impeccable honesty .
- We are committed to make an ongoing effort to raise our awareness of our individual "inner community" (consciousness).
- Because we see our individual reality is of our own making, we empower ourselves to move away from the old relationship dynamics of mistrust and un-forgiveness.
- Out of our individual effort to raise our inner awareness, we stand in commitment to participate in the evolutionary transformation of earth
- We Acknowledge the existence of a higher spirit source which is co-creating with us each moment

## **Statement of Intention**

Many earth-conscious people in North America, as well as elsewhere, have over the past decades come together filled with a sense of mission.

Many of their endeavors, however, have come to a sad end of dissolution, brought about by an inability to sustain their interpersonal relationships in a trusting, cooperative way.

A new consciousness is now emerging which promises to create new potential for those who are struggling with standing in unity with one another. From this awareness come new methodologies and ways of being within each individual, and with each other. We stand before a transformational opportunity to witness a radical shift, in fact, a new paradigm of consciousness which can govern how we co-create human relationship.

An offer is being presented here. For those who share our awareness of the immediate need to improve the success of intentional community endeavors, this is for you.

## How to Participate

For those of us who have journeyed to a point in our lives that is open to this idea, we extend an invitation, and a dream.

1. Join our e-mail discussion group at [egroups.com](http://egroups.com). The name of the group is NewAgreements. Contact [habib@thegarden.net](mailto:habib@thegarden.net) for assistance.
2. Offer thoughtful, heart divined input that is intended to help us all come to a clearer awareness of this endeavor.
3. Be open to organizing and participating in a gathering of kindred souls somewhere in the United States during the summer of 2001.
4. Be open to the possibility of forming a co-evolutionary community of those who are most committed to this emerging consciousness.
5. Commit to living each day building self-nurtured relationship for the benefit of all.

### Contacts:

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**Issue date:** August 4, 2000, Millennium Connection Conference, Denver, Colorado, US.

## CONTEXT FOR CHECKING IN

This is an experiential practice IN inclusivity.

Our common task yesterday was to establish an understanding of our focus  
Our time today is to share individual depth and diversity to the point of  
perceiving our depth connections like we did with the story this morning.

As a part of discovering what it means to be spiritual in the midst of being  
an organization is to take time to hear from one another about how we are  
on track from the perspective of task, spirit and experience. We want to  
take some time now to open our circle to the anxieties and the joys. How  
are we on track and where do we need to open ourselves and myself to  
broader or different perspectives.

## WHAT NEEDS TO BE SAID INTO THE GROUP

Borrowing from the quakers

- MOVED TO SPEAK
- SPEAK OF YOUR EXPERIENCE AND YOU WILL FIND IT IS  
ON BEHALF OF
- IF SOMEONE IS SPEAKING YOUR MIND SUPPORT  
THROUGH SILENCE
- I/WE ARE STRUGGLING TO HEAR THE DIVERSITY – SO  
WHEN AN ANSWER STRIKES YOU LISTEN DEEPLY AND  
WITH RESPECT – AGREEMENT IS NOT REQUIRED
- IF YOU HAVE ANOTHER PERSPECTIVE THAT NEEDS TO BE  
VOICED SPEAK IT
- AFTER EACH SPEAKER ALLOW TIME FOR AT LEAST A  
BREATH ALTHOUGH A MOMENT OR TWO MORE
- MIKE AS OUR TALKING STICK

## BURNING QUESTIONS

*With each new desire comes change,  
formation, then destruction.  
The impermanence of all things is a constant,  
day after day, year after year.  
-Still Thoughts-*

### GROUP'S PURPOSE

Create a process that generates answers and insight about how to guide actions leading to:

- connection with deeper purpose and values;
- holistic and healthy organizational life; and
- making the planet a better place to live.

### ASSUMPTIONS

- Questions can be an invitation to Spirit to awaken and participate.
- Questions can be the unconscious catalyst for transformation.
- Spirit is nurtured by reducing fear and increasing the opportunity for creativity.
- Spirit's home is in the values.
- Spirit exists in organizations must be nurtured to become manifested as a spiritually healthy organization.
- These questions will be used with organization leaders who have an awareness of need for change, an openness to exploration, and a willingness to "act" on the answers and integrate new insights.

### BURNING QUESTION

What questions can be generated that will assist organization leaders to gain awareness and insight into the spiritual health of the organization?




## **BURNING QUESTIONS ON SPIRITUALITY IN ORGANIZATIONS**

1. How can you understand, express and facilitate organizational transformation using myths/stories as vehicles?
2. How can we recognize and foster spirituality without turning it in to a hierarchy, a bureaucracy, a structure and a dogma?
3. What are our assumptions when we think we know what organizations need?
4. Why are businesses really in business?
5. How can organizations believe and live their values?
6. What is happening to the journey of the spirit in organizations?
7. What is spirituality?
8. How can people retain their sense of self in the midst of radical change?
9. How can spirituality be experienced through the real world?
10. How is language influencing our discussion on the theme?



## **QUESTIONS FOR REFLECTION**

1. what is the fundamental question that is central to your work in the group?
  2. What are the assumptions underlying your work in the group?
- 

## **EMBODYING SPIRITUALITY IN ORGANIZATIONS**

This team of SIO raised the question of Embodying Spirituality in Organization. From 1996 its inception, funding efforts, many communications, our team was manifested. We asked how do you balance in an organization its core values with traditional and non-traditional values and profits.

We were given a design for the Five Faces of Spirituality, Solitary, Collective, Social and Operational. It includes human development, resources, the organization, the contradictions and the freedom to change. It balances the myth out of which an organization lives and the guild that brings the myth into reality day by day.

We looked at some key images: our own mandala of values-symbols-process-vision (the mind), the human body with the heart (the body), and the Millennium Connection Conference (the rivers flowing to one body of water). These informed our consciousness as we worked. We began to see that all of this was like a spiral- an energy field we called soul.

We began by tracing the pathways or interests that brought our team to SIO stream. We looked at some emerging examples of organizations that embody spirit. Three organizational designs: Excel corporation, Dixan Team Technologies and Celestial Seasonings. We listened to the principles of BI corporation and Tom's of Maine. We also experienced the process of the Millennium Connection Conference itself of the SIO Stream.

The attractive features of these examples were:

Dream Team Technologies five teams and the all team, CEO as coach to these teams, two days off a month for wellness days, someone who needs family time accountable to leave the office at 5 pm.

Celestial Seasonings - quotations on boxes of tea and through out the work space, small turnover of employees, quotes on the ceilings, healthy products, frequent employee acknowledgement, original art throughout the office and plant, being publicly oriented, an herb garden, donations to needy causes voted on by employees.

Excel Corporation - the family of together, agri industry to serve its local community and district, like a mango grove, nurturing and growing consciousness of each individual, a simple process.

BI Corporation - honorable, ethical, attracts good people, empowers each person, awards and recognizes people, reduces internal competition, reduces perfectionism, increases self-actualization, energizing cooperation, encouraging dialogue, listens to its people, minimal policies and procedures, stop and enjoy your people, find a way to develop people, find a way to deal with people in a gentle way who can not do their job.

Feltro Corporation (automotive parts) – where people feel fulfilled grants of 15-25K to needy causes from employee's neighborhoods- check taken to them by employee – employee gives time while paid by company, a \$15 million fund, its creativity, 10%

turnover rate, meets bottom line without being focused on it and valued centered leadership.

Toms of Maine – 7 intentions – eliminate CEOism and interpret it to employees, embark on mission of goodness, know yourself, seek council, venture out, feedback success and pass it on to others; the priorities of integrity, wellbeing, kindness, quality, natural products, then profit.

Cenikor – 32 year old non-profit, free from drug addiction, support community, counseling parents of Columbine tragedy family recovery, personal care and growth, assisting in employability.

From these designs we heard several appealing metaphors for what a spirituality healthy organization looks like; the human body with a heart representing a living organisms, an organism, the family, recovery model, rivers and streams, partnership and even a fractile.

From this we realized that a metaphor can not be superimposed from the outside. Rather workable nourishing metaphors are to be found or discovered latent in the organization itself. This is due to the fact that every organization was largely born out of someone's heart and soul. It was a cherished idea, a longing for perfection, a dream of what could be a satisfying, meaningful way to organize oneself and one's co-workers to earn a living in a way that would serve the larger society.

So we devised the following diagram to serve as a mandala for organizations. This pattern is a kind of template to guide the thoughts, intents and actions that create a spirituality healthy organization: (Diagram)

We then revised the question; how does one discover and create the metaphor or set of metaphors that are latent in a particular organization. The process we played with included, 1.) tracking the heart of the person or person who plan to found the organization or have already founded it and are key to its current health, 2.) Secondly, we had this person talk from their heart and soul about its values, its symbols, its processes (how it does its work), current operating vision, and the relationships around the circle diagram, 3.) As the person talks the metaphors emerge. Describing, articulating and then drawing these metaphors visually brings them alive. In other words a SHO rises out of the energy field of the soul.

## Conclusion

In order to embody spirituality in an organization four elements stand out as essential for the attention and creativity of the principal leaders of the organization:

The core **Values** of the organization and how it conducts its operations are in accord with basic humanness. The self-worth of every stakeholder is both acknowledged and enhanced in the daily activities of the organization.

Secondly, the **Symbols** of the organization rehearse its values and its understanding of what has integrity and basic goodness.

Thirdly the **Process** by which the organization produces its products and services give meaning and significance to each worker, supervisor and manager.

## PRODUCTS

**Product 1.** Questions that can be used by the leaders of the executive management teams, task teams and work groups to generate discussion at the beginning of meetings and to end meetings with direction and guidance.

### Assumption:

The process is initiated by a trained consultant who models it and coaches organizational leaders in developing the skills to facilitate the process on an ongoing basis.

### Context/Purpose:

- Raise questions of deeper purpose, values, wholeness in the midst of organizational life.
- Use in any organization at any stage of development.

### Target Population:

- All levels of management leadership
- Task-focused teams
- People who work together on related activities.

### Optional Uses:

- As self-reflection questions by all employees
- As an ongoing process as leaders are trained to facilitate this process

### Possible Questions to Open Meetings:

#### O

What are some significant events of the past (period of time)?

What challenges have you experienced recently in performing your work?

What challenges have you experienced in working with others?

#### R

How do you respond when faced with challenges such as these?

What have you done that helped you meet the challenge?

What have you done, or not done, that blocked your meeting the challenge?

What values were actually being lived?

What values would be more appropriate, healing, etc.?

#### I

When has fear been an underlying dimension of your struggle?

What other emotions have surfaced in your experience of challenge?

What would be more supportive or healthier responses?

How could you better live values that foster wholeness and health?

#### D

What intentions could you set for future scenarios?

How do you see yourself responding differently?

How can we reduce fear in our group, the organization, the community, etc.?



Possible Question to End Meetings:

D

What will you do to reduce fear in your work group?

How can you personally contribute to a more whole and healthy organization?

What has to change in you to show up as a whole and healthy person in your work?

## **Product 2. Focus Group Questions**

Assumptions:

- The organization has decided to take the transformation journey.
- An external facilitator is invited to midwife the process.
- The organization is open to outcomes and is willing to confront the findings.

Context/Purpose:

To feel the pulse of the organization on the state of the “Spirit” and organizational health in order to create a common ground for transformation.

Target Group:

A diagonal cross-section of people who represent various levels and sectors of the organization.

Questions:

### *Historical Perspective*

- What are the significant events and happenings that have impacted the organization since its inception?
- What would you say are the turning points in the life of this organization and why?
- What are the major achievements and failures of the organization?

### *Vision Perspective*

- What would the organization like to be known as in \_\_\_\_ years from today?
- What are the deepest aspirations and yearnings of this organization?
- What are the directions the organization wishes to pursue?

### *Reality Perspective*

If you imagine the organization to be a person:

- How would you describe this person’s characteristics and behaviors?
- What are the values this person lives from?
- What are the basic assumptions this person operates from?

### *Transformation Perspective*

- What are the values and associated practices that are impossible today which can fundamentally change the organization’s culture and enable it to realize its vision?

### **Product 3. Inquiry Dialogue**

#### **Assumption:**

The consultant is the facilitator until leaders are trained as facilitators or the group skills enable self-facilitation.

#### **Context/Purpose:**

A group with a shared interest in a specific topic is formed to explore deeper perspectives and understandings.

#### **Suggested Size:**

Optimum size is 25 or less.

#### **Communication Process:**

This process is based on Bohm's Dialogue principles of: listening, inquiry, speaking from the heart, self-reflection, suspension of judgment, and identification of assumptions.

#### **Benefits and Outcomes:**

- Staying in inquiry and reflection, less conflict
- Inquiry to gain new perspectives
- Sharpened listening skills
- More open and honest communication
- Old patterns of thinking revealed/uncovered
- Identification of reasons behind strongly held positions and decisions
- Development of shared understanding and knowledge

#### **What to expect:**

- Freedom and safety to express feelings and thoughts
- Discomfort during revealing differences
- Silence that can feel uncomfortable
- Forgetting to adhere to guidelines
- Everyone participates and everyone facilitates
- Co-creation of new ideas

#### **Set-up:**

- A circle of chairs
- A focal point in the center with meaningful items that might include a symbolic object, books on self-mastery or value based leadership, plants, fruit, rock or crystal, etc.
- A talking stick (optional)
- A bell, gong or cymbals

#### **Instructions for facilitator:**

- Communicate the topic prior to the meeting to give participants time to reflect and prepare.
- Begin with a check-in and introduction. Let each person state their name, what state of being they are in, and what burning question they bring regarding the topic.
- Take time to explain the process and expectations if new participants are attending.
- Review the guidelines at each meeting. (Hang a chart of the guidelines visible to all.)
- Present to the group the question which is framed around the topic to be explored.
- Ask the group to spend a moment of silence to form their thoughts around the question.
- To begin, ring the bell or sound the gong.

**Process Guidelines:**

- Listen to understand
- Refrain from defending, blaming and advocating (convincing)
- Use "I" statements, "Be Here Now"
- Speak from the heart
- Reflect on your thoughts and on the statements of others
- Speak only what has meaning and when you feel compelled
- End sharing with an inquiry statement

*How can anyone see straight when he does not even see himself and that darkness which he himself carries unconsciously into all his dealings?*

*-Carl Jung, Psychology and Religion-*

**Product 4. Reflective Questions for Facilitators**

1. What is the question I am addressing?
2. What are the assumptions I bring with me regarding the question?
3. How do I see my role and how will I model it?
4. What do I expect the process to deliver?
5. What are the ground rules I wish to communicate to the group?
6. What words, symbols, affirmations, etc., can I use to keep me aligned and focused on my role?
7. How do I see my own image identification and values influencing the group process?
8. How can I release the outcomes?
9. How do I stay aware of the dynamics of the power of ownership for results based on the assumption that the group should hold the power?
10. What is the gift of learning for me in this experience?

# **THE SPIRIT DOCTOR'S HANDBOOK**

## **BEST PRACTICES**

### **NURTURE INDIVIDUAL WELL-BEING**

Create structures and spontaneous events that invest in the well-being of individuals, as well as honoring, recognizing and rewarding them for their accomplishments.

E.g.: Well-being days  
Storytelling  
Informal awards  
Celebrations  
Surprises

### **MANIFEST A LIVING VISION**

Clearly define a VISION where individual fulfillment is a significant value and is expressed concretely in the workplace through décor, design, use of space, management style, and many other ways, so that everybody is impacted by the VISION at all times.

E.g.: Wellness room  
Artwork of products  
Montages

### **EXPAND INDIVIDUAL AWARENESS**

Awaken new awareness through structured time for exposure to articles, books, websites, other outstanding cultures, and so on.

### **COMMUNICATION AND DECISION-MAKING**

An awareness of a shared humanity and a basis of trust with clients and work colleagues enhances the capacity of an enterprise to deliver quality products and services to the satisfaction of all.

All people in an enterprise come with a tag which reads "Handle With Care". One of the highest values for spiritual health in an organization is the attainment of fulfillment for each person. People who are valued and affirmed are motivated to belong and participate. This can be extended to the people who are your clients and suppliers.

Remove the distinction in relationships between "personal" and "business" relations. They are the same and require the same respect. This respect will enhance the clarifications of expectations, the open acknowledgement of performance on those expectations, and timely forewarning of difficulties if they arise.

Open the process of information formation and sharing to involve everyone who contributes to the vision and mission of the enterprise. Include all in the work processes and the assessment of them. Open the books; the minutes of decisions made and all the finances. Flatten the structures to agreed arenas of responsibility with the assumption that all are responsible. Put the decision-making responsibility in the "center of the table" where everyone has a seat.

Give managers the role of "coach" and remove from them the burden of policy writing. Let everyone contribute to policy and remove the punitive moralistic judgements from individuals. Let individuals identify their own successes and provide affirmations that do not create competitive behavior and jealousies.

Prioritize by consensus the core values and subsidiary values that are important to the enterprise. Real life will require some flexibility, so compromise lower ranked values first. Guard the consensus concerning the core values, and regularly rehearse what they are, and the vision and mission they enable. Create art, symbol and song to allow them to create their own power.

Affirm care for all by all. Assume the caring role of all and the permission to care for each other. Remove the concept of "that is none of your business". The wellness of everyone is everyone's business. Provide time for wellness activities and recovery.

## ORGANIZATIONAL DESIGN AND STRUCTURE

A key area in building spirit into organizations is the structural design. Form and spirit are intimately linked. As long as the form faithfully serves the current reality that people face in the day to day working of an organization, then spirit can flow. What happens is that our reality changes, but our structures don't. Then spirit gets blocked. It is all too easy to blame problems or poor results on people's attitudes or inadequacies. Though there is some truth to that, the ability to change is dependent upon the structure to recognize and respond. When the change does not happen you can be sure the structure in some way is supporting and sustaining the inadequacies that are happening. A wise person

has said, "you are perfectly designed to get the results you have." So, if you are unhappy with the results, look at the structure.

Organizational Best Practices pay particular attention to the decision-making mechanisms, i.e. the Leadership "team", where changes in operating structure are discussed and evolved to deal with the current reality people are facing. In our visits to Celestial Seasonings we heard the "team" talk through this dynamic that continues to serve this vital organization. Small groups or units with appropriate opportunities to share information, concerns, problems and resolve them allow the organization to re-structure itself and design the mechanisms that will serve it best. Examples of this included setting up a Coaching structure for people to report accomplishments and set future goals, All-team weekly meetings, the concept of "Well Being Days" as opposed to sick days where people could get the balance back into their lives they need to operate effectively.

# **SPIRIT DOCTOR'S HANDBOOK**

## **LANGUAGE**

### **Spirituality in organizations**

In a healthy organization, the energy of all involved is channeled in constructive, positive ways which allow the organization to move forward cooperatively in effective ways.

In a spiritually unhealthy organization, the energy of those involved may be blocked or channeled in unhelpful or negative ways, harming the cohesiveness of the staff and impairing its effectiveness.

3. Disclaimer: Spirituality in organizations concerns some of the same arenas as religion, i.e. meaning, values, fulfillment, right relationships, and right communication. However spirituality in organizations is **not** about particular religious beliefs or practices regarding the means to these objectives.

### **The benefits of a healthy organization.**

The morale of people in the organization is improved as the disconnection between work and personal meaning and significance is addressed.

People tend to stay with an organization and therefore training, recruiting, and hiring costs are reduced as the issues of burn-out and high turn-over are addressed.

Time on task is increased and sick leave and accidents are reduced as the issue of low morale is dealt with.

Recruitment of new people into the organization is quicker and easier if the issues of an uncaring, fearful organizational environment is addressed.

Organizational changes are made easier and quicker with decreased resistance as the issue of top-down, command and control style of leadership is addressed.

## **The arenas of discussion**

Helping those in the organization find their work meaningful in the larger contexts of the whole organization, the community and the world, the past, present, and future.

Helping everyone in the organization fully appreciate and enjoy their work, the work environment, and work community.

Fostering and prioritizing values such as honesty, integrity, a passion for excellence, continuous improvement, and respect for the individual.

Developing an atmosphere of authenticity where everyone feels safe to be honest, raise questions, make suggestions and share ideas.

Identifying and clarifying the core beliefs of the organization regarding such ideas as its services, customers, role in the community, and so on.



## **ESTABLISHING A SENSE OF SAFETY AND TRUST IN AN ORGANIZATION**

IS EXEMPLIFIED BY THE FOLLOWING:

- Concern about how the individual is learning and growing and an interest in where they want to be as the individual takes responsibility themselves.
- Clearing the air and letting people get problems off their chest is encouraged in an atmosphere of confidentiality—the talking stick is used in meetings.
- Recognition of achievements—large and small—by individuals and teams occurs frequently, cutting over against “perfectionism”.
- Forums for any and all kinds of problems are open and all are encouraged to participate. The operating policy that there are “No Secrets” allows an atmosphere in which everyone can express themselves without fear of reprisal.
- Broken commitments are understood and accepted when individuals take responsibility for them and accept and realize the consequences.
- It is in all the myriad “Daily Decisions” that the true Spirit of an organization is expressed and perceived.

## **EMBODYING SPIRITUALITY IN ORGANIZATIONS**

This team of SIO raised the question of Embodying Spirituality in Organization. From 1996 its inception, funding efforts, many communications, our team was manifested. We asked how do you balance in an organization its core values with traditional and non-traditional values and profits.

We were given a design for the Five Faces of Spirituality, Solitary, Collective, Social and Operational. It includes human development, resources, the organization, the contradictions and the freedom to change. It balances the myth out of which an organization lives and the guild that brings the myth into reality day by day.

We looked at some key images: our own mandala of values-symbols-process-vision (the mind), the human body with the heart (the body), and the Millennium Connection Conference (the rivers flowing to one body of water). These informed our consciousness as we worked. We began to see that all of this was like a spiral- an energy field we called soul.

We began by tracing the pathways or interests that brought our team to SIO stream. We looked at some emerging examples of organizations that embody spirit. Three organizational designs: Excel corporation, Dixan Team Technologies and Celestial Seasonings. We listened to the principles of BI corporation and Tom's of Maine. We also experienced the process of the Millennium Connection Conference itself of the SIO Stream.

The attractive features of these examples were:

Dream Team Technologies five teams and the all team, CEO as coach to these teams, two days off a month for wellness days, someone who needs family time accountable to leave the office at 5 pm.

Celestial Seasonings - quotations on boxes of tea and through out the work space, small turnover of employees, quotes on the ceilings, healthy products, frequent employee acknowledgement, original art throughout the office and plant, being publicly oriented, an herb garden, donations to needy causes voted on by employees.

Excel Corporation - the family of together, agri industry to serve its local community and district, like a mango grove, nurturing and growing consciousness of each individual, a simple process.

BI Corporation - honorable, ethical, attracts good people, empowers each person, awards and recognizes people, reduces internal competition, reduces perfectionism, increases self-actualization, energizing cooperation, encouraging dialogue, listens to its people, minimal policies and procedures, stop and enjoy your people, find a way to develop people, find a way to deal with people in a gentle way who can not do their job.

Feltro Corporation (automotive parts) - where people feel fulfilled grants of 15-25K to needy causes from employee's neighborhoods- check taken to them by employee - employee gives time while paid by company, a \$15 million fund, its creativity, 10%

turnover rate, meets bottom line without being focused on it and valued centered leadership.

Toms of Maine – 7 intentions – eliminate CEOism and interpret it to employees, embark on mission of goodness, know yourself, seek council, venture out, feedback success and pass it on to others; the priorities of integrity, wellbeing, kindness, quality, natural products, then profit.

Cenikor – 32 year old non-profit, free from drug addiction, support community, counseling parents of Columbine tragedy family recovery, personal care and growth, assisting in employability.

From these designs we heard several appealing metaphors for what a spirituality healthy organization looks like; the human body with a heart representing a living organisms, an organism, the family, recovery model, rivers and streams, partnership and even a fractile.

From this we realized that a metaphor can not be superimposed from the outside. Rather workable nourishing metaphors are to be found or discovered latent in the organization itself. This is due to the fact that every organization was largely born out of someone's heart and soul. It was a cherished idea, a longed for perfection, a dream of what could be satisfying, meaningful way to organize oneself and one's co-workers to earn a living in a way that would serve the larger society.

So we devised the following diagram to serve as a mandala for organizations. This pattern is a kind of template to guide the thoughts, intents and actions that create a spirituality healthy organization: (Diagram)

We then revised the question; how does one discover and create the metaphor or set of metaphors that are latent in a particular organization. The process we played with included, 1.) tracking the heart of the person or person who plan to found the organization or have already founded it and are key to its current health, 2.) Secondly, we had this person talk from their heart and soul about its values, its symbols, its processes (how it does its work), current operating vision, and the relationships around the circle diagram, 3.) As the person talks the metaphors emerge. Describing, articulating and then drawing these metaphors visually brings them alive. In other words a SHO rises out of the energy field of the soul.

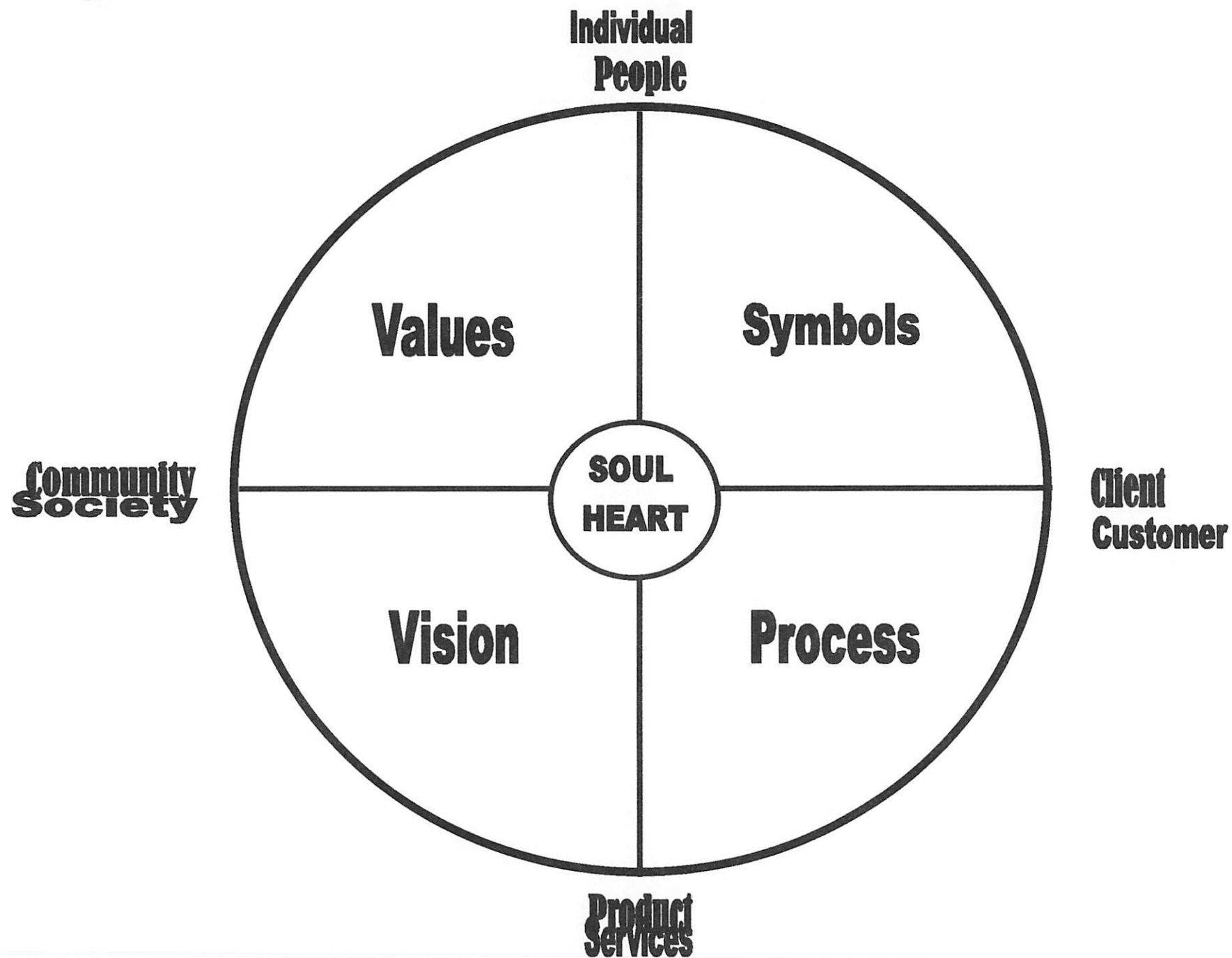
## **Conclusion**

In order to embody spirituality in an organization four elements stand out as essential for the attention and creativity of the principal leaders of the organization:

The core **Values** of the organization and how it conducts its operations are in accord with basic humanness. The self-worth of every stakeholder is both acknowledged and enhanced in the daily activities of the organization.

Secondly, the **Symbols** of the organization rehearse its values and its understanding of what has integrity and basic goodness.

Thirdly the **Process** by which the organization produces its products and services give meaning and significance to each worker, supervisor and manager.



Fourthly, the **Vision** of the organization is a long range operating direction toward a noble human future and this vision is held by all its stakeholders.

By engaging heart and soul we embody spirit in the organization by caring for the whole person. We do this through the identification of the values, symbols, processes and visions shared by individuals, customers/clients, services/products and community/society/organization.

Spirituality starts with the individual – customer – products – services – community. Being responsive and responsible for impact on all levels.

### **Summary**

By engaging heart and soul we embody spirit in organization by caring for the whole, person, organization, community and the earth. We do this through the identification of values, symbols, processes and visions shared by individuals, customers/clients, services/products and organization/community/earth. This starts with the individual in co-creating with customers on products and services being responsive and responsible to the larger community and impact on all levels of society and the earth.

## **Indicators of the SHO**

- 1. Acknowledging the difficulties**
- 2. Celebrations the company is about**
- 3. Encouraging ideas from employees**
- 4. People decide to do what they enjoy**
- 5. Use positive language**
- 6. Freedom from fear / destructive politics**
- 7. Inclusive participation**
- 8. How the orgn. deals with people who must leave**
- 9. "You can come back" to those who leave**
- 10. Employees refer others as new hires**
- 11. Recognizing people's basic skills**
- 12. Eat and Park at the same place**
- 13. Understand and embrace the vision and the values**
- 14. Work environment reflects what**
- 15. Stories are told which carry the nature of the company**
- 16. Ask employees what they want**
- 17. Environmentally conscious**
- 18. Part of the whole community**
- 19. Sharing each other's pain and gain**
- 20. The company's success is my success**
- 21. Employees talk to each other**
- 22. Sustainability of success**
- 23. Presence of women in important roles**
- 24. Deals with the things that employees feel proud about**
- 25. Medium is the message**
- 26. Failure -how we react- handle it learning**
- 27. Emotion anger and pain are given value**
- 28. Acknowledge and receive with "Yes"**

The above were looked at and some categories were thought about

### 1. Appreciative organizational celebrations

A SHO consciously celebrates individual and organizational life together. Everyone understands and embraces the values and the vision, success and failures.

This is indicated by,

- People deciding to do what they enjoy
- Recognizing people's basic skills and matching jobs
- Specific acknowledgement for individual achievement
- Organization-wide celebrations for internal and external events
- Acknowledging major business failures
- Giving individuals time and space to handle personal grief and pain

### 2. Inclusive participatory communication

A SHO encourages broad..?/wide..?/open..? participation in key decisions. Open communication occurs to and among all levels of organization.

This is indicated by,

- Ideas gathered from employees
- Employees refer others as new hires and participate in the hiring process
- Asking people what they need to do their job
- Establish structures to encourage open communication across functions

### 3. Structurally embodied vision

A SHO the language, structures and behavior and actions communicate the vision and values.

This is indicated by,

- Writing policies goals in positive language which aligns with the companies vision
- The workspace supports what the company is about

#### **4. Responsible community involvement**

A SHO takes a responsible part in the whole community and is environmentally conscious.

This is indicated by,

- Collaborative with organizations and companies
- Getting physically involved in community problems/issues/challenges

#### **5. Respect-filled operational procedures**

In a SHO the structures are designed to respect and trust people

This is indicated by,

- Specifically stated policies encourage tolerance, confidence, trust and collaboration
- Deal gently with people who must leave
- Leave an open door for people who resign
- Presence of women and their presence in important roles in management

#### **6. Complete shared vision**

A SHO has vision and values shared and created by the complete organization. The vision and values energize the organization to complete success.

This is indicated by,

- The vision and values are articulated and kept visible
- The whole organization participates in developing the vision and values
- Decisions are made based on the vision and values
- Stories are told to freight the nature of the organization
- New people are mentored and coached
- Celebrations and events are used to reinforce and share the vision and values



## **7. On going Learning capacities**

**In a SHO, learning is valued and is recognized as coming from all experiences within the organization. Learning is a positive outcome of ,**

- Failure and we react to it and handle it**
- Embracing all emotions- anger, pain - as a given to the organization**
- As well as the success**

## **Statement or description of Spiritually Healthy Organizations**

A SHO is attuned to all of life. SH is measured by the quality of all it's relationships, the level of consciousness in it's operations, the service of good beyond itself, and embodiment of it's values. Spiritual health provides foundation for outrageous success

# **The Spirit Journey in Organizations**

## **Working Draft**

### **Context**

**The map is not the territory. We humbly describe how the Spirit flows in and through our organisation. It is a mystery and will ever remain so. We can't contain or control it. At best we can hope to recognize and respond to it.**

**For the sake of dialogue, creativity and prayer we offer a model that might help the mind grasp a small dimension of what is in truth, an infinite reality. It is for the sake of understanding that we attempt to describe the domains of the spirit, it's perceived journey within and through our created structures and the role of those who are attempting to consciously respond to this mystery. For we see this mystery is allowing the civilizing and humanizing process to be acted out through our organisations.**

	Domains			
Spirit Journey	Individual	Collective	How We Do Things	Service – Relationship To the Rest of Society.
<b>Dormant</b>	<b><i>Job Orientation</i></b> <ul style="list-style-type: none"> <li>▪ "Tell me what to do"</li> <li>▪ "I don't like my job. I do it to pay the bills."</li> <li>▪ Personnel Department</li> </ul>	<b><i>Working Unit</i></b> <ul style="list-style-type: none"> <li>▪ Structural Description</li> <li>▪ Assembly Line</li> <li>▪ We are (well oiled) machines.</li> </ul>	<b><i>Rigid</i></b> <ul style="list-style-type: none"> <li>▪ Fixed procedures</li> <li>▪ Doing things mechanically</li> <li>▪ Rule orientated – The Stick.</li> <li>▪ Accountability is punitive.</li> <li>▪ Ram in innovation.</li> </ul>	<b><i>Socially Correct</i></b> <ul style="list-style-type: none"> <li>▪ Service business seen as separate</li> <li>▪ Need to be ethical in our dealing with the work.</li> <li>▪ See it going on out the window.</li> </ul>
<b>Awake</b>	<b><i>Awareness and membership</i></b> <ul style="list-style-type: none"> <li>▪ Participation in organisational processes</li> <li>▪ Learning</li> <li>▪ Delegation</li> <li>▪ Know channels of responsibility in organisation</li> <li>▪ "I can see that I am doing is important"</li> <li>▪ "I see my relationship to the whole"</li> <li>▪ HRD Development</li> </ul>	<b><i>Functioning Team</i></b> <ul style="list-style-type: none"> <li>▪ We are a team</li> <li>▪ We can work together.</li> </ul>	<b><i>Flexible</i></b> <ul style="list-style-type: none"> <li>▪ The carrot</li> <li>▪ Set broad policy</li> <li>▪ Problem-solving</li> <li>▪ Can come up with a better way</li> <li>▪ Collect input, other people make decision</li> </ul>	<b><i>Socially Responsive</i></b> <ul style="list-style-type: none"> <li>▪ We are linked to society.</li> <li>▪ See selves as responsive to society.</li> </ul>
<b>Mature</b>	<b><i>Assumed Responsibility</i></b> <ul style="list-style-type: none"> <li>▪ Pride in what I do</li> <li>▪ I can make a difference (impact whole organisation)</li> <li>▪ Mutually care ie People Manager</li> </ul>	<b><i>"Wholistic Healthy Team/Collective Synergy"</i></b> <ul style="list-style-type: none"> <li>▪ We enjoy each other</li> <li>▪ We value our differences and uniqueness.</li> <li>▪ We are energised by each other.</li> <li>▪ Nurturing, honoring</li> <li>▪ Self-sustaining</li> </ul>	<b><i>Fluid</i></b> <ul style="list-style-type: none"> <li>▪ As organisation can anticipate what is coming next.</li> <li>▪ R and D throughout organisation.</li> <li>▪ Openness to innovation.</li> <li>▪ People in the organisation with facilitation.</li> </ul>	<b><i>Socially engaged</i></b> <ul style="list-style-type: none"> <li>▪ Integrated with society</li> <li>▪ Proactive and leading</li> <li>▪ Stewardship</li> </ul>

<b>Fulfilled</b>	<p><b><i>Vocational Calling</i></b></p> <ul style="list-style-type: none"> <li>▪ No boundaries between personal and work life are one</li> <li>▪ "I am what I do"</li> <li>▪ HDR – Human Develop Resourcing – organization supports the person to live to the greatest of their being.</li> </ul>	<p><b><i>"Collective Synergy/ Wholistic Healthy Teams"</i></b></p> <ul style="list-style-type: none"> <li>▪ Unspoken alignment</li> <li>▪ Unconditional deep trust each other</li> <li>▪ Deep interior connection</li> <li>▪ Care for all stakeholders</li> <li>▪ "I feel like I have come home"</li> <li>▪ Moving beyond physical senses.</li> <li>▪ A person who may be absent at a meeting, will have their perspective will be presented.</li> <li>▪ Bull Russel – syncothicity – anticipates things without planning.</li> </ul>	<p><b><i>Generative</i></b></p> <ul style="list-style-type: none"> <li>▪ Encourage and supporting innovation</li> <li>▪ Assumed innovation</li> <li>▪ Skink's work</li> <li>▪ Constant change</li> <li>▪ Open inquiry</li> <li>▪ All assumptions are up for grabs.</li> <li>▪ Cannot predict but trust where it will go.</li> <li>▪ Internalization of facilitation within all persons.</li> </ul>	<p><b><i>Socially Pioneering</i></b></p> <ul style="list-style-type: none"> <li>▪ Work and world are one thing</li> <li>▪ Addressing the social contradictions.</li> <li>▪ Radical integrity</li> <li>▪ Global integrity ethic</li> </ul>
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<b>Role of Change Agent</b>		
<b>Facilitator</b>		
<b>Change Agents</b>	<ul style="list-style-type: none"><li>▪ Whole systems</li><li>▪ Relationships</li><li>▪ Unsung heroes that work behind the scene – more visible that they become, the less effective; can see both ways (up and down).</li></ul>	<ul style="list-style-type: none"><li>▪ Change agents -</li></ul>
<b>Mentoring</b>	<ul style="list-style-type: none"><li>▪ System respond, dialoguing, watching</li></ul>	
<b>Guide</b>	<ul style="list-style-type: none"><li>▪ Presence that enables something to happen without doing anything.</li><li>▪ Watching and waiting</li><li>▪ Praying</li></ul>	

## **Nurturing and Coaching people within organisations**

### **Some Key Conditions that need to be present in an organisation:**

- \* Shared context, Vision and Direction
- \* Participation in Decision Making
- \* Authentic communication
- \* Modelling authentic leadership
- \* Honest open evaluation
- \* Trust
- \* Dedication to learning (added)

### **Support Processes and Structures for nurturing and accountability:**

- a. the act of engagement of the hearts and minds of everyone in setting the context, vision and values.
- b. Set clear expectations with everyone in terms of the vision and what fulfills them.
- c. Designing meetings and using tools to keep everyone focussed on the vision and their particular task.
- d. Review, reflect and evaluate the processes and completed work (what was done and what was not done, what else needs to be done)
- e. Acknowledge, forgive and celebrate life expenditure and what was accomplished by person and coach.

### **A Method of Coaching through Authentic Conversations**

4 by 4 model:

- \* 4 levels of conversation (relatedness, possibility, action and opportunities) and
- \* 4 levels of content of conversation (speaking and listening with ??? , acknowledgement, promises and requests)

### **Enhancing Spirit in organization is about:**

1. The dance of individual and organizational transformation/consciousness
2. Never needing to forgive – “I create my own response”
3. Being aware of the dark side of the organization
4. Being responsible about the information which is taken in, generated and made available to others
5. Spirit sensitivity among the leaders and followers
6. Keeping a situation and an environment simple
7. Letting go of judgements of good/bad and right/wrong, rather describe as useful or not useful, want or don't want.
8. Encouraging individuals to exercise their personal authority (authenticity)
9. Assuming spirit is always present and waiting for us.
10. Making own beliefs (perspectives/assumptions) explicit
11. Individuals, groups and organizations being students of themselves (Awareness – Acknowledgement – Acceptance – Free action)
12. Everything that happens, happens for everyone's benefit (everything that happens is a gift)
13. Integrity and authenticity in all our relationships (opens the door to spirit)
14. Moving from limiting beliefs to beliefs that support growth, love and higher consciousness
15. Practicing the discipline of growing and consciousness (evokes spirit)
16. Having heaps of consciousness
17. Having time to listen, care and love
18. Allowing a group to be self organising
19. Being totally present in the moment
20. Nothing needs to be fixed, only encouraged to be all that it could be
21. Creating a holding environment (a practice area) where people can learn, own their own feelings and heal.
22. Asking what is worth doing.



# **THE SPIRIT DOCTOR'S HANDBOOK**

## **BEST PRACTICES**

### **NURTURE INDIVIDUAL WELL-BEING**

Create structures and spontaneous events that invest in the well-being of individuals, as well as honoring, recognizing and rewarding them for their accomplishments.

E.g.: Well-being days  
Storytelling  
Informal awards  
Celebrations  
Surprises

### **MANIFEST A LIVING VISION**

Clearly define a VISION where individual fulfillment is a significant value and is expressed concretely in the workplace through décor, design, use of space, management style, and many other ways, so that everybody is impacted by the VISION at all times.

E.g.: Wellness room  
Artwork of products  
Montages

### **EXPAND INDIVIDUAL AWARENESS**

Awaken new awareness through structured time for exposure to articles, books, websites, other outstanding cultures, and so on.

### **COMMUNICATION AND DECISION-MAKING**

An awareness of a shared humanity and a basis of trust with clients and work colleagues enhances the capacity of an enterprise to deliver quality products and services to the satisfaction of all.

All people in an enterprise come with a tag which reads "Handle With Care". One of the highest values for spiritual health in an organization is the attainment of fulfillment for each person. People who are valued and affirmed are motivated to belong and participate. This can be extended to the people who are your clients and suppliers.

Remove the distinction in relationships between "personal" and "business" relations. They are the same and require the same respect. This respect will enhance the clarifications of expectations, the open acknowledgement of performance on those expectations, and timely forewarning of difficulties if they arise.

Open the process of information formation and sharing to involve everyone who contributes to the vision and mission of the enterprise. Include all in the work processes and the assessment of them. Open the books; the minutes of decisions made and all the finances. Flatten the structures to agreed arenas of responsibility with the assumption that all are responsible. Put the decision-making responsibility in the "center of the table" where everyone has a seat.

Give managers the role of "coach" and remove from them the burden of policy writing. Let everyone contribute to policy and remove the punitive moralistic judgements from individuals. Let individuals identify their own successes and provide affirmations that do not create competitive behavior and jealousies.

Prioritize by consensus the core values and subsidiary values that are important to the enterprise. Real life will require some flexibility, so compromise lower ranked values first. Guard the consensus concerning the core values, and regularly rehearse what they are, and the vision and mission they enable. Create art, symbol and song to allow them to create their own power.

Affirm care for all by all. Assume the caring role of all and the permission to care for each other. Remove the concept of "that is none of your business". The wellness of everyone is everyone's business. Provide time for wellness activities and recovery.

## **ORGANIZATIONAL DESIGN AND STRUCTURE**

A key area in building spirit into organizations is the structural design. Form and spirit are intimately linked. As long as the form faithfully serves the current reality that people face in the day to day working of an organization, then spirit can flow. What happens is that our reality changes, but our structures don't. Then spirit gets blocked. It is all too easy to blame problems or poor results on people's attitudes or inadequacies. Though there is some truth to that, the ability to change is dependent upon the structure to recognize and respond. When the change does not happen you can be sure the structure in some way is supporting and sustaining the inadequacies that are happening. A wise person

has said, "you are perfectly designed to get the results you have." So, if you are unhappy with the results, look at the structure.

Organizational Best Practices pay particular attention to the decision-making mechanisms, i.e. the Leadership "team", where changes in operating structure are discussed and evolved to deal with the current reality people are facing. In our visits to Celestial Seasonings we heard the "team" talk through this dynamic that continues to serve this vital organization. Small groups or units with appropriate opportunities to share information, concerns, problems and resolve them allow the organization to re-structure itself and design the mechanisms that will serve it best. Examples of this included setting up a Coaching structure for people to report accomplishments and set future goals, All-team weekly meetings, the concept of "Well Being Days" as opposed to sick days where people could get the balance back into their lives they need to operate effectively.

# **SPIRIT DOCTOR'S HANDBOOK**

## **LANGUAGE**

### **Spirituality in organizations**

In a healthy organization, the energy of all involved is channeled in constructive, positive ways which allow the organization to move forward cooperatively in effective ways.

In a spiritually unhealthy organization, the energy of those involved may be blocked or channeled in unhelpful or negative ways, harming the cohesiveness of the staff and impairing its effectiveness.

3. Disclaimer: Spirituality in organizations concerns some of the same arenas as religion, i.e. meaning, values, fulfillment, right relationships, and right communication. However spirituality in organizations is **not** about particular religious beliefs or practices regarding the means to these objectives.

#### **The benefits of a healthy organization.**

The morale of people in the organization is improved as the disconnection between work and personal meaning and significance is addressed.

People tend to stay with an organization and therefore training, recruiting, and hiring costs are reduced as the issues of burn-out and high turn-over are addressed.

Time on task is increased and sick leave and accidents are reduced as the issue of low morale is dealt with.

Recruitment of new people into the organization is quicker and easier if the issues of an uncaring, fearful organizational environment is addressed.

Organizational changes are made easier and quicker with decreased resistance as the issue of top-down, command and control style of leadership is addressed.

## **The arenas of discussion**

Helping those in the organization find their work meaningful in the larger contexts of the whole organization, the community and the world, the past, present, and future.

Helping everyone in the organization fully appreciate and enjoy their work, the work environment, and work community.

Fostering and prioritizing values such as honesty, integrity, a passion for excellence, continuous improvement, and respect for the individual.

Developing an atmosphere of authenticity where everyone feels safe to be honest, raise questions, make suggestions and share ideas.

Identifying and clarifying the core beliefs of the organization regarding such ideas as its services, customers, role in the community, and so on.

## **ESTABLISHING A SENSE OF SAFETY AND TRUST IN AN ORGANIZATION**

IS EXEMPLIFIED BY THE FOLLOWING:

- Concern about how the individual is learning and growing and an interest in where they want to be as the individual takes responsibility themselves.
- Clearing the air and letting people get problems off their chest is encouraged in an atmosphere of confidentiality—the talking stick is used in meetings.
- Recognition of achievements—large and small—by individuals and teams occurs frequently, cutting over against “perfectionism”.
- Forums for any and all kinds of problems are open and all are encouraged to participate. The operating policy that there are “No Secrets” allows an atmosphere in which everyone can express themselves without fear of reprisal.
- Broken commitments are understood and accepted when individuals take responsibility for them and accept and realize the consequences.
- It is in all the myriad “Daily Decisions” that the true Spirit of an organization is expressed and perceived.

## **KC Schroff**

### **Story of Excel Industries**

***It started 70 years ago in my family. We had so many people in our joint family. Family means organization. It is about relationships. Like a human body, there are many parts.***

***I was the youngest and my memory goes back to 4 years. My elder brother was 18. My parents ensured that all our brothers and sisters should not feel that they are more or less competent than others.***

***My father was well known person in the industry. He always said that we must excel.***

***It is not about money making or just technology – we were learning that there is a need to for being togetherness. We have to make it enjoyable for others also. A housewife in our Indian home does not cook just for herself. She cooks for entire family. We learned from that. We learned about perfection. We learned to create products and took the kitchen metaphor and kitchen laboratory.***

***In the kitchen we experiment together. Togetherness was very very important. In India, kite making is a big thing. Flying is enjoyable. But making a kite is even more enjoyable. Fulfillment in every action. Multi dimensional, multi level and multi-way, we had to develop.***

***Each of us are different in what we do and who we are. Unless you are capable of doing excellent things wherever you are, it does not work.***

***The country was ruled by Englishmen at that time. Can we pull ourselves better than who we are. Some day, the English will leave, can we be ready?***

***Capitalism, socialism, communism – all are economic models. Human being and relationships are beyond any such models.***

***Opportunities for doing what we were learning in the kitchen was realized when we started chemical industry.***

***My brother asked why can we not partner with our customers? If you share, discuss your short comings with customer, he might go out of the way. We created more than 100 products in the first year. We are participating with customers and competitors. This is how we kept on growing.***

***In 1956, our PM Nehru felt that food is very important. We also felt that and we became farmer's company. Our alignment with countries needs was important. Why? Our products may change but partnership is very important. It is critical.***

***60 years of Excel was with ups and downs. If you take short cuts, you get into trouble. The spiritual values are about substance, no short cuts but commitment.***

## **Shyam Pathak**

***In 40s, Excel started with freedom struggle in 1941. More than 100 simple processes were developed.***

Simplicity is valued very highly – people, processes, systems etc.

***In 50's and 60s it was about green revolution. Crop protection, grain protection chemicals etc.***

***Then 70s it is about agro products, then to integrated crop managements and in 80s it is about integrated community management.***

***We have been planning for 20 years at a time. We work on ideas and get ready for the time when that ideas catch on.***

***In 90' we completed 50 years. We examined our vision/mission decided to stay with the same vision.***

We planned in 1975 that by year 2000 we will be working on Land Management, Solar Energy, Marine Chemicals. we are into waste management and we will be ready when water management, land management, marine chemicals, solid waste management etc.

***If our current products are relavant in 20 years, they will be available if not they will be gone.***

***We are not a product company. We are into big picture and products will fall out of this.***

## **Stories**

***When oil sector was growing. We developed a product for wax remover in the oil industry. We created the product but we could not sell the product. Only way we could sell it was through unethical practices. We were told that by getting an agent, we can get the contract as agent will bribe and it is ok. But we did not do that and even now the product is imported and our***



**product is stopped and the factory is used for something else. It is still the kitchen metaphor and we changed the recipe and got something else. That is how we work.**

**We had to supply aluminum phosphide and it was very hazardous product. We made it happen and the quality was as good as the imported product. We offered it at half the cost of imported product. The customer said that he will be willing to pay the imported price but we insisted on our rate. Our price was 40 rupees and 5 rupees profit was ok for us. Whose money am I getting from the government? It is my money as a tax payer. We don't want to charge our own country that cost. But for Germany we charged double that price.**

**If you are in a hurry, corruption starts. We are not in a hurry. We had to wait for 3 months to get a license. Now people know that we don't bribe so our papers move fast in government.**

**We let people blossom. We accept people as who they are. Build on their strengths, give opportunities to innovate. We are not stuck in a role. We change jobs based on who we are as human beings and not as our roles. Kaka stays 20 years ahead and pulls us to that edge.**

**Recruiting – what can you do? Is the question kaka asked. He asked not about degrees and qualifications. Four boys came once and said that they like cycling. So he asked them to go as far as they can cycle. They took 27 days and went from Bhavnagar to Kanyakumari – 1500 kms and then called kaka and asked what to do. He asked them to pack the bikes and come on train. Now the leader of the pack is head of IT etc.**

## **QUESTIONS AND ANSWERS**

**Like that kaka asks people to come to edge and he pushes them and they fly. How do you decide where the company should go? Does the collective decide?**

Every plant has monthly planning meetings. Besides talking about sales they talk about their vision for next 5 years and next 10 years. A seed is planted about the future in every meeting. We are constantly presenting future ideas to them and interacting.

Kaka never sees things as problems but sees possibilities and opportunities. So the whole company looks at opportunities.

**We are excited about closing plants. We stop by our choices. Sometimes based on environmental factors. We never send our people home. Some**

**times they might not be productively engaged. We find other kinds of work. Out of 3200 people we have about 600 people who have been with us for 30 years. There is a way of separation but not dismissal. If they have been there for a long time, we find their children to come on board. Father trains son for six months, and at that time, one of them will stay. People who stay embody and demonstrate Excel spirit.**

**What talents, gifts and what do they seriously want to do and center for new work trained them.**

**Whenever there is disaster in the country, many people are sent to those areas to go and stay as long as the job is not done. That is their job.**

**Internal industrial relationships – we never had a strike in past 60 years. It is unthinkable and it never can go that levels.**

**Every company looks at other companies as competitors and want to show how good they are compared to them.**

**We demonstrated that we could go to our competitor and learn from them.**

**Concern for fertilizers, toxicity issues in the country. Some of the senior members of the industry were invited to look at the issue. We are partially responsible for creating the chemicals. My son went to the government and said that our industry will take care of it. We do 98% of the work but slowly others are joining. We are spending about 100 million rupees. Pesticide companies are at risk if we don't do something about it.**

**Now we have to look at bio technology. Our people are teaching farmers how to use new bio technologies. My brother always said that we have no competitor. Crisis will come but we have to think bigger than the problem. We are to think beyond the problem and come up with a better business.**

**The faith that there is something much bigger that makes it possible. If a door closes, look for another that is opening instead of forcing to open the closed.**

## **Author Bio**

Prasad Kaipa, Ph.D. is the managing director of the Mithya Institute for Learning and Knowledge Architecture. He worked for Apple Computer as a Technology Advisor, manager in International Marketing and worked on learning processor that could augment human intelligence. He has been researching the areas of knowledge management, learning organizations and self development for past 10 years and consults with companies like Cisco, Hewlett Packard, Boeing, British Aerospace, Mastek, Eicher in the areas of E-learning, usability and user interface design, intellectual capital, executive development, strategy, business model development. Dr. Kaipa can be reached at [pkaipa@mithya.com](mailto:pkaipa@mithya.com) or [www.mithya.com](http://www.mithya.com).

## **Prasad's presentation on integrating spirit and work in organizations**

***Prasad presented a framework for integrating the work that is being done in this stream. He showed a framework that integrates being with doing through thinking and feeling. Being represents spirituality, doing represents work while thinking and feeling are two enablers that ground us in both spirit and work.***

***To integrate the stream for the week, you can use these questions***

What is the shared vision – the highest vision that you can hold together. We call it North Star.

### **Defining North Star**

Northstar gives you direction when you are lost during the journey

It gives you challenge when you feel smug

It inspires you when you feel down or stuck in one place

**Once you find the North Star for the group, you can write down the characteristics of that vision and how it looks like when you achieve it. In other words, give in concrete terms what the manifestation of spirit in organizations would look like.**

What is the core incompetence that is present in this group of people who would like to bring spirituality into organizations?

**Core incompetence is like nail in the foot. The one that you cannot go beyond easily and the one that keeps showing up and limiting your future.**

**What are some of the things that don't work? What are typical actions that make you fail in your noble goal?**

**These are different ways of asking same question.**

**The essence is to find the root issue that we need to address that would enable spirit to grow in organizations in a conscious way.**

What gives you energy to sustain and continue on your path to bring spirit into organizations?

**If you don't know what your energy trigger clearly, you will not know how to recover when you had a breakdown at work or a bad day or a major failure.**

**Energy trigger is what keeps you going and you need to know where you can plug yourself for guaranteed recharging.**

**For the group, what are the best practices and what are the 'next practices' that would ground your vision in the organization.**

What kind of alarms and warning systems you need to establish to make sure you don't fail.

**This is about creating mindfulness triggers. It is about identifying and setting alarm for waking you up from your autopilot states**

**What is the language that would make people less threatened and would make them work with you?**

**With out alarms, you may sleep through an opportunity to bring spirituality consciously into organization.**

If you can answer those four questions and you can do it using ToP processes or affinity diagrams. Then you have identified four cornerstones of this stream. You have captured the essence of what needs to take place for spirituality to take roots in organizations.

Finally, this is about creating new ways of integrating and thinking beyond traditional means.

We are looking for partners who can take our technology and multiply ways to make it reach people. We are looking for others to build on it. Our tools on the internet will support self development for executives and strategy development for companies.

You can visit our company website at [www.selfcorp.com](http://www.selfcorp.com).

Please be patient as it is being developed. You can go onto our sister site, [www.mithya.com](http://www.mithya.com) and it has several articles and stories that might interest you.

## **Statement or description of Spiritually Healthy Organizations**

A SHO is attuned to all of life. SH is measured by the quality of all it's relationships, the level of consciousness in it's operations, the service of good beyond itself, and embodiment of it's values. Spiritual health provides foundation for outrageous success

The above were looked at and some categories were thought about

### 1. Appreciative organizational celebrations

A SHO consciously celebrates individual and organizational life together. Everyone understands and embraces the values and the vision, success and failures.

This is indicated by,

- People deciding to do what they enjoy
- Recognizing people's basic skills and matching jobs
- Specific acknowledgement for individual achievement
- Organization-wide celebrations for internal and external events
- Acknowledging major business failures
- Giving individuals time and space to handle personal grief and pain

### 2. Inclusive participatory communication

A SHO encourages broad..?/wide..?/open..? participation in key decisions. Open communication occurs to and among all levels of organization.

This is indicated by,

- Ideas gathered from employees
- Employees refer others as new hires and participate in the hiring process
- Asking people what they need to do their job
- Establish structures to encourage open communication across functions

### 3. Structurally embodied vision

A SHO the language, structures and behavior and actions communicate the vision and values.

This is indicated by,

- Writing policies goals in positive language which aligns with the companies vision
- The workspace supports what the company is about

#### 4. Responsible community involvement

A SHO takes a responsible part in the whole community and is environmentally conscious.

This is indicated by,

- Collaborative with organizations and companies
- Getting physically involved in community problems/issues/challenges

#### 5. Respect-filled operational procedures

In a SHO the structures are designed to respect and trust people

This is indicated by,

- Specifically stated policies encourage tolerance, confidence, trust and collaboration
- Deal gently with people who must leave
- Leave an open door for people who resign
- Presence of women and their presence in important roles in management

#### 6. Complete shared vision

A SHO has vision and values shared and created by the complete organization. The vision and values energize the organization to complete success.

This is indicated by,

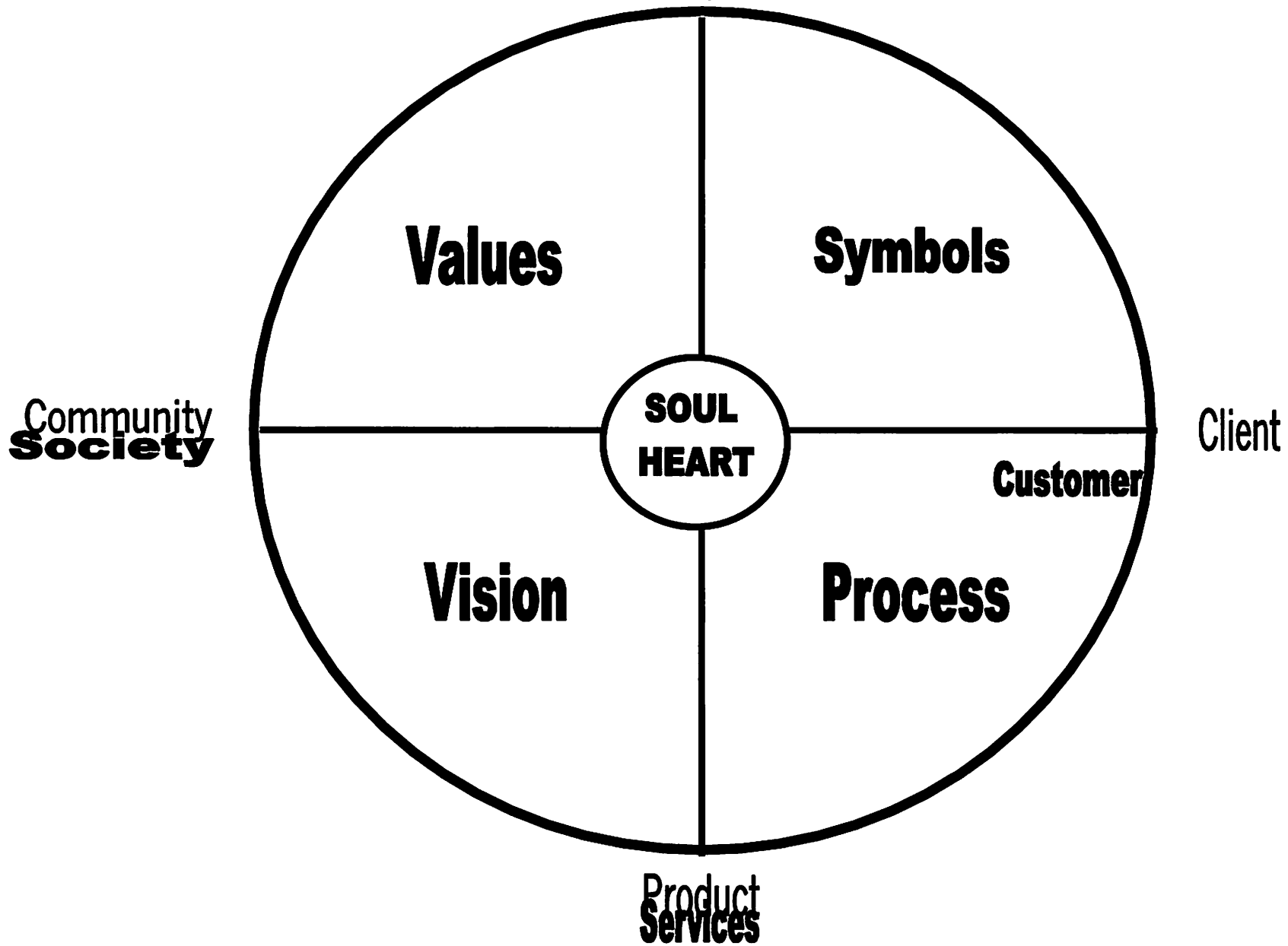
- The vision and values are articulated and kept visible
- The whole organization participates in developing the vision and values
- Decisions are made based on the vision and values
- Stories are told to freight the nature of the organization
- New people are mentored and coached
- Celebrations and events are used to reinforce and share the vision and values



## 7. On going Learning capacities

In a SHO, learning is valued and is recognized as coming from all experiences within the organization. Learning is a positive outcome of ,

- Failure and we react to it and handle it
- Embracing all emotions- anger, pain - as a given to the organization
- As well as the success



Fourthly, the **Vision** of the organization is a long range operating direction toward a noble human future and this vision is held by all its stakeholders.

By engaging heart and soul we embody spirit in the organization by caring for the whole person. We do this through the identification of the values, symbols, processes and visions shared by individuals, customers/clients, services/products and community/society/organization.

Spirituality starts with the individual – customer – products – services – community. Being responsive and responsible for impact on all levels.

### **Summary**

By engaging heart and soul we embody spirit in organization by caring for the whole, person, organization, community and the earth. We do this through the identification of values, symbols, processes and visions shared by individuals, customers/clients, services/products and organization/community/earth. This starts with the individual in co-creating with customers on products and services being responsive and responsible to the larger community and impact on all levels of society and the earth.

## Indicators of the SHO

1. Acknowledging the difficulties
2. Celebrations the company is about
3. Encouraging ideas from employees
4. People decide to do what they enjoy
5. Use positive language
6. Freedom from fear / destructive politics
7. Inclusive participation
8. How the orgn. deals with people who must leave
9. "You can come back" to those who leave
10. Employees refer others as new hires
11. Recognizing people's basic skills
12. Eat and Park at the same place
13. Understand and embrace the vision and the values
14. Work environment reflects what
15. Stories are told which carry the nature of the company
16. Ask employees what they want
17. Environmentally conscious
18. Part of the whole community
19. Sharing each other's pain and gain
20. The company's success is my success
21. Employees talk to each other
22. Sustainability of success
23. Presence of women in important roles
24. Deals with the things that employees feel proud about
25. Medium is the message
26. Failure -how we react- handle it learning
27. Emotion anger and pain are given value
28. Acknowledge and receive with "Yes"

## THE STORIES

My first three months of pregnancy were pretty rough.

I've always considered myself very healthy, and thought that since my mother and sister both had a smooth pregnancy, that I would too.

I was wrong.

I kept throwing up and throwing up. I would throw up so much that I would sometimes see blood in my spittle.

I didn't know what to do.

I called my friend Gail and she offered to do a Holographic Re-patterning session on me. HR uses muscle checking to see what subconscious patterns are affecting the quality of life.

During the session, my friend noticed that there was a lot of energy being blocked around my throat. She said that this had to do with communication and asked if there was anything I had wanted to communicate with others, but hadn't.

I realized that I had been carrying the weight of the pain I had been going through with my morning sickness alone. I hadn't told anyone else because I thought I could handle it on my own, after all, they couldn't stop me from getting nauseous could they.

I found I needed to open up to those around me, tell them what I was going through, and allow them to give their love and support to me.

As I began to share this with my husband, family, and loved ones, I found the energy flowing more smoothly, and while I still would feel sick, I didn't have the feelings frustration that I had had before.

## Behind the Sun

Watching the leafs dancing in the wind,  
the clouds are floating by,  
the air has darkness in the light  
and I feel the breeze and sense life.  
Subtle and intense life.

I am one with it

What more is there I ask myself?

Everything is in this moment.

I want the just sit and be, like a rock.

"What did you say?" God shouts!

You are my creation and you are not a rock!

You are a human being.

So you may sit like a rock for an hour but thin become one with the earth  
mother, thin get up and do your work.

Create something as I have created you.

Love someone, heal someone.

dance and sing and teach someone, and learn and reach up high, like the pine  
tree and sour through the air an eagle. To see if you can find me  
Behind the sun.

By, Roseann Sands

## Count Your Blessing

2-years ago I was at the age of 16. At this time in my life I was hanging out in the streets, and I really didn't know the meaning of life. One night I came home and my mother said, "Gabe you can't keep running the streets and live here". So I didn't listen and got sent to my father house. My father at this time in his life he was struggling with the fact of the divorce, between my parents. In my life at this time, I was not grateful for what I had. As time went on, my father and me our relationship started to worsen. We stop speaking, sometimes we would even talk, sometimes my father wouldn't buy food for me because he was mad or either he was just out of it. I began to pray and to seek away to get out of my problems. By listening to power within it said be thankful for what you have and even the thing you don't have, because I'll be there in the good and the bad times. I started to be thankful and began to love and cherish

everything. I also realized that the simply things bring on the virtue of  
patience.

By, Gabriel Ferdinand

**THE MOMENT** Another cold and dreary morning the grayness of Brussels,  
the smog the uncertain start of a new day. I rise grudgingly, dress slowly,  
and set the table for breakfast. Briefly noticing out of the cover of my eye  
the unused candle on the sideboard. I pick it up, center it before me, and  
light it, noticing the wick catches, suddenly, rise in a brilliant cone of flames.  
I stare at it. What is it that transfixes me? What in the dancing light of  
this moment is it beckoning me to open my heart to the day, to say "yes" to  
dance. I step away. I turn on the radio . . . I dance!

By, Joan  
Seacord

## TENDING THE WATER LILIES

Every two weeks it is time for me to tend the water lilies. As the pond is located in full sun, I pick the coolest time of the day. I gather my tools, put on my rubber hip boots, sit on the bridge and get in one side of the pond. The large side has many marginal plants and nine water lilies. I feel totally different when I'm in the water because I am physically related to all that surrounds me. As I begin to inspect each individual plant, I watch the goldfish and the tadpoles run away from my big feet and I feel the current from the waterfall flowing through my legs. I fertilize all of them and then begin the caring for each plant, all the time focusing on the different shapes, colors, and smells that each has. I sense the trees, rocks, flowers and shrubs that surround the pond. I keep an eye out for the heron which is always keeping an eye on me. I'm always a little sad when the task is done. I could do this all day long.

### Sunrise

I like to go out before the sun comes over the horizon and experience the sunrise. It is more than just watching the sun in its entire colorful glory usher in a new day. It's listening and being aware of what is going on around me. The birds, the animals, the silence, the smells. It's me. This is the time I use to become grounded, centered, reflective and organize myself for the tasks of life. This is the time to acknowledge my God and myself.

Spiritual Practice: Meditation  
Journaling



## Honoring The Inner Self

### Concept:

Create a web based self generating/sustaining story sharing database of how spirit has effected the lives of real people.

1. Stories come from “real people” sharing the processes that have helped them get in touch with their inner voice.
2. Reading other’s stories gives permission to the reader to try similar practices.
3. Some times we don’t trust our past practices because there have been times when that practice failed us. The stories will give examples of alternative practices, or perhaps, allow the reader to give a “practice that is in the closet” another chance.

### Web based design means:

1. Stories are self-generated by readers.
2. Low maintenance.
3. High access.

### Where do stories come from?

1. Our group
2. This stream
3. This conference
4. The organizations of participants
5. Invitation letter

### If there is a large number of stories:

1. Compiling into a book.
2. Story of the week automated email
3. Use in corporate/community trainings.

### Implementation:

1. Find domain name: i.e. [www.honoringtheinnerself.com](http://www.honoringtheinnerself.com)
2. Create database generation program.
3. Invite stories.
4. Maintain system.

### Page Design Overview:

#### Main Page:

Context: Why this page exists

Navigation

#### Invitation to Read:

Searchable database by:

Title

Author

Category

Most Recent

Random

There will also be a space for the reader to reflect with future readers.

Invitation to Contribute:

Form with the following fields:

\*Title

\*Story

What works for me... (hints by this person on how this practice has helped them)

For more information...(books that have helped, links to other web pages, their email if they are interested in dialoguing about this).

Category:

Graphic:

Poem

Personal Information:

## SPIRITUALITY IN ORGANIZATIONS ORGANIZING PARTNERS

<i>Organizations</i>	<i>Contact Person</i>	<i>Location</i>
<b>Kanbay, Inc.</b>	<b>Ray Spencer, Art Emrich</b>	<b>Rosemont, IL, USA</b>
<b>Alan Briskin Associates</b>	<b>Alan Briskin</b>	<b>Oakland, CA, USA</b>
<b>Center for Principled Leadership</b>	<b>Markus Meyer</b>	<b>Boulder, CO, USA</b>
<b>The Change Agency</b>	<b>Lia Spector</b>	<b>Boulder CO USA</b>
<b>Mills do Brazil</b>	<b>Cristian Nacht</b>	<b>Rio de Janeiro, Brazil</b>
<b>Excel Industries Limited</b>	<b>S.K. Shroff, Shyam Pathak</b>	<b>Mumbai, MS, India</b>
<b>Dream Team Techonology</b>	<b>Whitney Dezelsky</b>	<b>Denver, CO, USA</b>
<b>Saltwater Institute</b>	<b>Deben Tobias</b>	<b>Boulder, CO, USA</b>
<b>Veriditas, Labyrinth Project</b>	<b>Lauren Artress</b>	<b>San Francisco, CA</b>
<b>Nancy Rosanoff &amp; Associates</b>	<b>Nancy Rosanoff</b>	<b>Pleasantville, NY</b>
<b>DePaul University</b>	<b>Msgr. John Egan</b>	<b>Chicago, IL, USA</b>

## SPIRITUALITY IN ORGANIZATIONS

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As part of the closing ceremony, one of the participants captured some of the highlights of the day's presentations on the products of each of the subgroups. The following poem captures some of the more memorable nuggets of conversation:

*Does any one have a stethoscope?  
Keep the door open with words  
Value the benefits/ benefits from values  
Burning questions  
The impermanence of all things  
How can we be individuals and part of the community?  
Presence in the operating room is what makes the difference  
Everyone has the same tools  
How about having a question statement parallel to the mission statement  
Enhancing spirituality in organization assumes that spirit is always available  
Waiting to be recognized  
Enhancing spirit in organizations is the dance of individuals with the organization  
Use every occasion for an authentic conversation  
Spiritual health provides the foundation to outrageous success  
Our own criteria actually were helpful to us  
Count your blessings  
Make sure you know where you came from and remember how much you have  
Every one is of the earth  
Stories do connect  
Stories from "Real people" not "Real famous people"  
Prayer will screw you if you are really lucky  
Say yes to dancing in the dark  
Spirituality is embodied when we participate in that  
Liberate all things that support life  
Love the pictures  
Recover from the addiction to what is  
Recover from the addiction to impose  
It is not about arrival it about a spiral  
It is okay to be clumsy  
If it disappears into the ethers just surrender*