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Course Description:

SEMINAR IN SPIRITUALITY AND BUSINESS LEADERSHIP

An important development at the close of the century is the upwelling of interest in spirituality within management. Academic conferences, scholarly journals, and management book lists are filled with titles incorporating the words spirituality and spirit.

This seminar explores the relationship between business as a pivotal societal institution and spirituality, with a particular focus on the challenges of business leadership. Questions the course will explore will include: How is business leadership related to the idea of a calling? Why do successful leaders often derail if they lack personal integration? How is spirituality related to the achievement of personal integration? How do turbulent business environments affect spirituality? What special challenges for spirituality are posed by the power and wealth that accompany successful business leadership? How can spiritual discipline and contemplative practice be tailored for the time-pressured life of business professionals and leaders? What are the benefits of a more intense spiritual journey for the organizational leader and the organizations they manage?

The seminar will anchor the exploration of the relationship between business leadership and spirituality in the proliferating contemporary literature and research on this subject as well as through classical wisdom writing. Thus readings will include psychological and biographical studies of transformational leadership. We will also read some of the traditional literature on spirituality, interpreting it in light of the challenges facing contemporary business management. Although this literature on spirituality will draw heavily from Judeo-Christian sources, writings from non-Western traditions will be included.

This seminar will inevitably touch on the lived experience of each participant's quest for full personal integration in his/her business and organizational activities. The course will be respectful of the particular religious traditions and personal history of each participant. A sensitive response to the experience of others is expected, as is full participation in all aspects of the course: class attendance, discussion, reading, and appropriate experiential exercises.

Because the seminar touches on such a wide range of literatures, willingness to engage the reading list in the spirit of a "great books" seminar is required. This is not "text book" reading but rather tasting the readings and pausing when they speak to the heart.

Topic List

1. Course Introduction
2. Integrating Business Leadership as a Calling into a Spiritual Journey.
3. Listening to the Inner Voice in the Midst of Turbulent Business Environments
4. Business Leadership Challenges and the Need for Self Integration
5. Discernment and Senior Business

Leadership. 6. Approaches to Spirituality and Leadership. 7. The Special Challenges of Leadership Power.

8. The Challenges of Wealth vs. Poverty of Spirit in the Business Leaders Life.
9. Contemplative Practice in the Hectic Space of a Business Leaders Life.
- 10.11. Group Retreat.
12. Field Experience Involving Segments of Society Outside Contemporary Business Life.
13. Leadership, Learning, and the Significant Trials of Transformational Leaders.
14. Individual study reports on a selected Master in spirituality and insights for leadership.
15. Bringing it all together.

Grading Norms

Journal Reflections (60%)

A brief journal reflection is due one class meeting after the conclusion of each Saturday meeting integrating the readings, lessons from the seminar lectures and discussions, and your meditation assignments with your personal leadership journey.

Seminar Participation (20%)

Seminar participation including attendance. Because the seminar meets infrequently, with each Saturday meeting incorporating what would normally be three class sessions (or more), attendance is mandatory.

Final Papers (20%)

A short paper reflecting on the lessons of a personally chosen spiritual master for contemporary business leadership and your personal leadership journey; and a paper summarizing your compassionate visit will be due at the final class meeting.

An orientation to these assignments will be provided at the first class meeting.

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MODULE 1. Course Introduction

Course organization

Personal introductions

Course norms

Assignments and Grading

Approaching a "soulful" topic with sensitivity and respect through appreciative inquiry

Reasons for contemporary business leader interest in spirituality

Definitions of spirituality

The call to transcendence and a complete human life

Participants will have read from one of several books on comparative religion and spirituality, and from one of several books of personal spirituality relating the personal journeys of leaders across religious traditions.

This is a prelude to appreciative inquiry and respectful listening, and a chance to discover mystics speak a common language amidst the jewels of their own religion and culture.

MODULE 2. Integrating Business Leadership as a Calling into the Spiritual Journey

The pivotal role of business as a societal institution at the turn of the century

Contributions for which North American business leadership can take just pride and areas of concern

Connecting the calling to business leadership and the spiritual journey

The sense that those called to leadership for important societal institutions find their greatest fulfillment by understanding :

that their career is itself a form of prayer, and that work and spiritual life can be integrated.

servant leadership can be an invitation to spiritual deepening and a route to self fulfillment

MODULE 3. Listening to the Inner Voice in the Midst of Turbulent Business Environments

Lakota Sioux Living Circle: listening to the inner voices which speak our personal history

Sharing experiences which draw business leaders to explore spirituality

Spirituality and the uniqueness of individual identity.

Discovering the power of listening to our own history and inner voice, realizing that "we must have a strong appreciation for our personal specific uniqueness and own inner capacities in order to live fully within our own self as a precondition to giving to others.

MODULE 4. Business Leadership Challenges and the Need for Self Integration

Studies of effective senior business leaders

Models of self integration in the life history of exemplary leaders

Spirituality and self integration as an important component in the path to leadership maturity

Exploring the rich literature on transformational leadership which shows the complexity and special challenges of such leadership. By studying the psychological /sociological /historical biographies of leaders the integration of self in the life development of leaders will become apparent. But also the special challenges leaders face requiring inner strength.

MODULE 5. Discernment and Senior Business Leadership

Problems of focusing on the issues which matter in the noisy environment of contemporary business

The discernment process in the spiritual traditions

Discovering how discernment through prayer and meditation is shown by spiritual masters to lead to true liberty allowing the leader to make difficult choices without anxiety. Discernment increases the capacity to do the right thing not by accident or as a burden accident, but in true freedom.

MODULE 6. Approaches to Spirituality and Leadership: prayer/meditation/reflection and the Leadership journey

The centrality prayer/meditation/reflection to the spiritual journey

Approaching "inner work" with confidence

Practical guidelines from spiritual masters

Learning the rhythms and joys of these central practices in all spiritual traditions, and developing an approach true to our individuality

MODULE 7. The Special Challenges of Leadership Power

The need to fill the leadership role with the "gravitas" required for transformational change

Hubris as the often reported Achilles' Heel of charismatic leaders

Seductions toward arrogance associated with position power

Humility as a central virtue in the spiritual journey of leaders

Learning what the wisdom literature tells us about recognizing the truth of one's role and gifts and leading with the fullness of individual potential but without undue self serving ego.

MODULE 8. The Spiritual Challenges of Wealth vs. Poverty of Spirit in the Business Leader's Life

The valued charisma of wealth creating leadership.

The paradox of wealth as a force for good and a spiritual challenge

Wealth and its impact on the leader's family

A much discussed topic in executive circles

Appropriate asceticism and detachment as aspects of spirituality for leadership

Developing wisdom regarding philanthropy

Learning that wealth consists not in having much but in having few wants. Some wonderful exemplars of poverty of spirit and stewardship among contemporary executives

MODULE 9. Contemplative Practice in the Hectic Space of a Business Leader's Life

The superficial paradox of contemplation versus action

The universal call to mysticism in the spiritual traditions

Contemplative practices and the contemporary enrichment from Eastern Spiritual traditions

Understanding how all spiritual traditions invite us into mysticism. as part of the journey, and that each of us are capable of cultivating this capacity.

MODULE 10. * 11Group Retreat: a time for prayer/meditation/reflection on the lessons learned regarding spirituality and the call to leadership

Bringing reflections and future direction into prayerful perspective in silence

MODULE 12. Field Experience Involving Segments of Society Outside Contemporary Business Life: An Encounter With Voices Sometimes Not Heard

A field experience to learn from the poor and suffering who are outside contemporary business participation

Love, compassion, and a concern with social justice as essential fruits of the spiritual journey

An opportunity to stand outside the role of philanthropist or expert and enter into the I-Thou encounter. Learning how to let the individual into our heart as a prelude to compassionate action.

MODULE 13. The significant Trials of Transformational Leaders: Exploring the Mystery of Suffering

The significant sufferings and trials transformational leaders bear

The potential for growth and learning within the mystery of suffering

Perspectives on suffering from the Spiritual Masters.

Making sense of suffering within the interpretation of spiritual traditions. Anticipating the very special sufferings of the transformational leader role.; e.g. stepping down, seeing your work diminished or dismantled, courageous new starts, hyper-criticism directed toward leaders, the special loneliness experienced by the inwardly motivated leader, etc.

MODULE 14. Individual study reports of a spiritual master and insights for the leadership journey

Sharing the experiences of your master's spiritual journey.

Reflections on the lessons most pertinent to business leadership

Being with a master of choice for the entire seminar.

Asking how that master speaks to your leadership in your individuality.

MODULE 15. Bringing it all together and celebration of the business leader's spiritual journey

Summarizing from our personal journals those insights most helpful to our leadership journey and celebrating the gift of sharing which has occurred.

Because spirituality focuses on the lived experience of individuals, this is obviously not simply a lecture course. I will be sharing initial reflections my own Christian Tradition and personal history, and stories of executives with whom I have worked. But the heart of the seminar is to respectfully receive and appreciatively listen to and learn from the personal history and experience of each participant in the seminar.

Reading List

Spirituality for Business Leadership

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This seminar involves a breath of reading. However, the reading should be approached in the spirit of a "Great Books" seminar. The readings should not be scrupulously studied as textbooks. Rather, approach the readings to "wine taste". Read the beginnings, endings, savor chapters whose content speaks to you personally, and occasionally when you find your personal favorites, read completely and with delight. More will be said in the first class meeting.

Some background reading will be helpful before the seminar begins. Therefore, the reading list is being provided in advance to seminar participants.

BACKGROUND READING
(A pre-course enrichment opportunity)

Background Reading in Management recommended to be completed prior to the beginning of the course.

This seminar assumes the Executive or MBA is familiar with contemporary writings on managerial leadership. In the case of the MBA, it assumes the student has completed the core management course. If this assumption is incorrect, a seminar participant should read one of the following overview books on contemporary managerial leadership.

Select One:

KOUZES, James M. and POSNER, Barry Z., *Credibility: How Leaders Gain and Lose It, Why People Demand It*. San Francisco, Jossey Bass, 1993 ISBN 1-55542-550-X

CONGER, Jay A., KANUNGO, Rabindra N., and Associates, *Charismatic Leadership, The Elusive Factor in Organizational Effectiveness*. San Francisco, Jossey Bass, 1998. ISBN 1-55542-10204

HESELBEIN, Frances, GOLDSMITH, Marshall, and BECKHARD, Richard, *The Drucker Foundation: The Leader of the Future*. San Francisco, Jossey Bass, 1996. ISBN 0-7879-0180-6

Background Reading in Spirituality recommended to be completed prior to the beginning of the course.

Required Reading

Because participants from all religious and non religious backgrounds are welcome to participate in the seminar, reading one of the following two books will provide an orientation for ecumenical dialogue. Participants should minimally read the overview of two religious traditions different from their own.

SMITH, Huston, *The World's Religions*. San Francisco, Harper, 1991. ISBN 0-06-250-799-9
or

CARMODY, Denise Lardner and Carmody, John Tulley, *In the Path of the Masters*, New York, Paragon House Publishers, 1994. ISBN 1-56324-863-8

[Smith is a widely adopted text in comparative religions and the classic reference. Carmody is some what briefer if a student is already familiar with other religious traditions].

Optional Related Reading:

Mitroff, Ian, *A Spiritual Audit of Corporate America: Multiple Designs for Fostering Spirituality in the Workplace*, Jossey Bass.1999, Chapter 1-3

[A survey of contemporary managers, and their perspective on alternative models for integrating spirituality into their organizations]

For those who have not been active in a spiritual tradition and for whom the very topic of spirituality is a black box, a useful orientation is provided by:

AU, Wilkie, *By Way of the Heart: Toward a holistic Christian spirituality*, New York/Mahwah, Paulist Press, 1989. ISBN 0-8091-3118-8.

[A contemporary overview of Christian spirituality and spiritual disciplines written by a Jungian Psychologist]

Again, it is recommended that these Background Readings be prior to the commencement of the seminar.

COURSE READINGS:

All course readings are to be completed prior to the class meeting in which the modules will be discussed. Students may substitute equivalent readings from their own spiritual tradition in some instances with permission of the instructor.

First Class Meeting

Modules 1 2 3

Required:

NOVAK, Michael, *Business as a Calling: Work and the examined life*, New York, The Free Press, A Division of Simon & Schuster, 1996. ISBN 0-684-82748-4.

[A conservative Theologian's summary of Catholic Social thought as it relates to the role of business in society and the vocation of leadership]

Select One Of:

COLES, Robert, *Lives of Moral Leadership*. New York, Random House, 2000. ISBN 0-375-50108-8

SHIELD, Benjamin, and CARLSON, Richard, *For the Love of God*. Novato CA, New World Library 1997 ISBN1-57731-061-6

BERRY, Ray, *The Spiritual Athlete: A primer for the inner life*. Olema CA., Joshua Press, 1992. ISBN 0-9630839-0-2

[Coles provides a portrait of moral leadership illustrated in the lives of contemporary individuals. Berry provides stories of the inner life of deeply spiritual historical figures from many religious traditions. Shield and Carlson provide essays by deeply spiritual religious writers. Read three chapters from the book of your choice.]

Articles Provided as Class Handouts

IANNACONNE, Larry, "An Introduction to the Economics of Religion". *Journal of Economic Literature* Vol. 36, September, 1998. Pp. 1465-1496

[A socio-economic study of antecedent conditions for religious practice. Article will be provided.]

Sandra M. Schneiders, "Spirituality in the Academy", *Theological Studies* 50 (1989) 676-697

[Contains a highly regarded contemporary definition of Spirituality. Article will be provided.]

Optional Related Readings of Interest

GREENLEAF, Robert K., *Servant Leadership: A journey into the nature of legitimate power and greatness*. New York, Paulist Press, 1991. ISBN 0-8091-2527-7

[A contemporary managerial writer from the Quaker tradition integrates spirituality and managerial leadership]

PALMER, Parker, *Let Your Life Speak: Listening for the Voice of Vocation*. San Francisco, Jossey-Bass, 2000. ISBN 0-7879-4735-0

[A compassionate and compelling meditation on discovering your path in life]

O'TOOLE, James, *Leading Change; Overcoming the Ideology of Comfort and the Tyranny of Custom*, San Francisco, Jossey Bass, 1995. ISBN 1 55542-608-5

[Managerial exemplification of courageous moral leadership]

HILLMAN, James, *The Soul's Code: In search of character and calling*. New York, Warner Books, 1996. ISBN 0-446-67371-4

[A Jungian Analyst's perspective on "spirit" and character]

Second Class Meeting

Module Two: Topics 4 5 6

Required:

GARDNER, Howard in collaboration with Laskin, Emma, *Leading Minds: An anatomy of leadership*, New York, BasicBooks, A Division of HarperCollins, 1995. ISBN 0-465-08280-7.

[A cognitive psychological analysis of the role of self integration as a precondition to transformational leadership illustrated in the lives of mid twentieth century leaders. Seminar participants should read the introductory and concluding chapters, and the life of one leader. Participants will be expected to report on their selected leaders life in class discussion.]

Article Provided as Class Handout

Andre' L. Delbecq, Santa Clara university, Elizabeth Liebert, SNJM, San Francisco Theological Seminary, John Mostyn, CSC, Christian Brothers Iona Institute, Gordan Walter, University of British Columbia "Discernment and Strategic Decision Making "Reflections for a Spirituality of Organizational Leadership" (prepublication article)

Optional Related Readings of Interest:

MUELLER, JOAN, Faithful Listening: Discernment in Everyday Life. Kansas City, Sheed and Ward, 1996. ISBN 1-55612-900-9

[An exposition of models of discernment from the Judeo-Christian tradition]

FOX, Matthew, The Reinvention of Work: A new vision of livelihood for our time. San Francisco, Harper, 1995. ISBN 0-06-063062-0

[Creationist theology applied to contemporary managerial leadership]

CARMODY, Denise Lardner and Carmody, John Tulley, Prayer in World Religions. Maryknoll, New York, Orbis Books, 1995. ISBN 0-88344-644-8

[An ecumenical overview of prayer practices]

MING-DAO, Deng, Everyday Tao: living with balance and harmony, New York, HarperCollins, 1996 ISBN 0-06-251395-8.

[A Taoist perspective on spiritual practice]

VAIL, Peter B., Managing as a Performing Art: New Ideas For a World of Chaotic Change. San Francisco, Jossey Bass, 1989

[Perspective on the turbulent context of contemporary senior leadership]

Third Class Meeting
Modules 7 8 9

Required:

HAUGHEY, S.J., John. C. Virtue and Affluence: The challenges of wealth. Kansas City, Sheed and Ward, 1997 ISBN 1-55612-811-8

[A contemporary social justice perspective on the challenges of wealth and philanthropy. Controversial and provocative.]

or

NEEDLEMAN, Jacob, Money and the Meaning of Life. New York, Doubleday, 1991 ISBN 0-385-26241-8

[A somewhat longer book addressing the same topic from the Jewish Tradition]

Select One of the Following:

KEATING, Thomas, Open Mind, Open Heart. New York, Continuum Publishing Company, 1997. ISBN 0-8264-0696-3

[An introduction to Christian Contemplative Practice]

MULLER, Lawrence G. *Wisdom Roads; Conversations with Remarkable Meditation Masters*

[Conversations with contemporary teachers of meditation from diverse wisdom traditions including Christian, Buddhist, Zen, Vipassana, Jajne, Yoga and Vedanta]

KABAT-ZINN, JON, *Wherever You Go There You Are, Mindfulness Meditation in Every Day Life*. New York, Hyperion, 1994 ISBN 0 * 7868-8070-8

[By the director of the Stress Reduction Clinic at the University of Massachusetts Medical Center. Integrates Meditation Practice and Health.]

Article Provided as Class Handout

SUNDSTROM, William, "The Income Gap", *Issues in Ethics*, Vol.9, No. 3 Fall, 1998, pp. 12-17

[A short essay on disparity of income in North America. Article will be provided.]

Optional Related Readings:

JOHNSTON, William, *Arise My Love, Mysticism for a New Era*. Maryknoll, New York, Orbis Books, 2000. ISBN 1-57075-312-1

[Highly recommended overview of Eastern and Western Meditation/Contemplative mysticism]

MAAS, Robin and Garriel O'DONNELL, *Spiritual Traditions For the Contemporary Church*. Nashville, Abingdon Press, 1990. ISBN 0-687-39234

[Reflections on Prayer from a variety of Christian Traditions]

CUNNINGHAM, Lawrence S., & Egan, Keith J., *Christian Spirituality: Themes from the tradition*, New York/Mahwah, N.J., Paulist Press, 1996. ISBN 0-8091-3660-0.

[Comprehensive overviews of spirituality and its disciplines in the Christian tradition..]

KORNFIELD, Jack, *A Path With Heart*. New York, Bantam Books, 1993, ISBN 0-553-37211-4

[A Buddhist perspective on spirituality by a leading contemporary American Buddhist]

Fourth Class Meeting
(Retreat) Module 10 11

Participants will bring their personally selected Book by a Spiritual Master. The book need not be taken from the list given below as simply illustrative.

KEATING, Thomas, *Intimacy with God*. Crossroads Publishing Co., New York, New York, 1997. ISBN 0-8245-1588-9

[A psychological/theological interpretation of Christian Meditation]

de CHARDIN, Teilhard, *The Divine Milieu*, New York, Harper and Row, 1965

[A classic perspective of science, cosmology and spirituality]

MERTON, Thomas, *New Seeds of Contemplation*, New York, New Directions, 1961. ISBN 0-8112-0099-x.

[A contemporary Christian Classic]

HANH, Tich Nhat, *Living Buddha, Living Christ*. New York, Riverhead Books, 1995. ISBN: 1-57322-568-1

[A contemporary Buddhist Maser reflecting on the intersections of Christian and Buddhist mysticism]

HERRIGEL, Eugene, *Zen in the art of archery*, New York, Vintage Books, 1989 ISBN 0-679-72297-1

[A beloved introduction to Zen practice]

KAMENETZ, Rodger, *Stalking Elijah, Adventures with today's Jewish Mystical Masters*. San Francisco, Harper, 1997. ISBN 0-06-064232 - 7

[Jewish Leaders meet with the Dahli Lama]

SUZUKI, Shunryu, *Zen Mind, Beginner's Mind*, New York, Weatherhill, 1995. ISBN 0-8348-0079-9.

THERSA, Nyanaponika , *The Heart of Buddhist Meditation*, York Beach ME, Samuel Weiser, Inc., 1962, ISBN 0 87728 073 8 BJ (pbk)

THE DALAI LAMA, *The Good Heart*. Somerville MA, Wisdom Publications, 1996. ISBN 0-86171-138-6

[Zen and Buddhist perspectives]

NOUWEN, Henri, J. M., *The Only Necessary Thing: Living a Prayerful Life*. New York, Lexington Publishing Co., 1999. ISBN 0-8245-1833-0

[One of the most widely read contemporary Christian Spiritual writers]

ROLHEISER, Ronald, *The Holy Longing*, New York, Doubleday, 1999, ISBN 0-385-49418-1

[A popular contemporary Catholic Spirituality writer]

NAIR, KESHAVAN, *A Higher Standard Of Leadership: Lessons from the life of Gandhi*. San Francisco, CA., Berrett-Koehler, 1997. ISBN: 1-57675-011-6

[A compelling look at Ghandi's leadership lessons]

CHETANANANDA, Swami, "Will I Be The Hero In My Own Life." Portland OR., Rudra Press, 1995. ISBN 0-915801-38-8

[A power reflection from the Kashmir Shaivism perspective]

LOYA, OSA, Joseph A., LO, Wan Li and JIH, Chang, Shin, The Tao of Jesus: An Experiment in Inter-Traditional Understanding. New York, Paulist Press, 1998 ISBN 0-8091-3764-X

[A sensitive juxtaposition of the Tao and New Testament Scriptures]

KAYE, Les, Zen at Work: A Zen Teacher's 30-Year Journey in Corporate America. Three Rivers Press, New York, 1996 ISBN 0-517-88620-0

Fifth Class Meeting
Modules 12 13 14 15

Required Reading:Select one

O'MALLEY. William J., Redemptive Suffering; Understanding suffering, living with it, growing through it. New York, The Crossroad Publishing Co., 1997. ISBN 0-8245-160-X

Or

THE DALAI LAMA and CUTLER, Howard, The Art of Happiness; A Handbook for Living. New York, Penguin Putnam Inc., 1998 ISBN 1-57322-111-2