SPIRITUALITY OF WORK—MGTO 70715-01
1:00 – 2:50 pm – Monday-Wednesday
October 21-December 5
Room 160 MCOB

COURSE DESCRIPTION

The idea that people of religious faith ought to bring their religious values into the workplace, that these values ought to influence the quality of life and important decisions in business, is the premise of this course. Yet what is a good business leader and how does he or she contribute to the common good? How is spirituality rooted in religion and can it be dissociated from it? What does it mean to say that business is a vocation? What is the Christian understanding of work? What are potential areas of tension in the business world for a person consciously living a spirituality of work? These and other questions are the focus of this course.

BOOKS

The course requires one book available in the Bookstore: Business, Religion, and Spirituality, edited by Oliver F. Williams (referred to as BRS).

OTHER COURSE MATERIALS

All other course materials, including power point (PP) presentations used in class, are available on SAKAI.
REQUIREMENTS

Course performance will be evaluated as follows:

a. Class Participation 20%
b. Company Presentations 35%
c. Questions Presentation 10%
d. Final Paper 35%

a. Class Participation. Presence is an important part of the class participation grade. Being prepared and being willing to risk new ideas will be rewarded!

b. Company Presentations. For six of the sessions, each two-person team will make a presentation discussing how spirituality is manifested in a specific company and how it is influencing that company’s performance. Please come to class on Wednesday, October 24 with a list of your first and second choices for the company to be profiled and your team. A paper or PowerPoint presentation should be submitted on the day of the report.

The model to be used for the group presentation is discussed in Session 2 on Wednesday, October 24. In the article for this session, Milliman, Ferguson, Trickett, and Condemi (MFT & C) offer “a spiritual values-based model to systematically illustrate how spirituality can be manifested in an organization and influence its performance” (See Figure 1 on p. 223 and the Reading #1 in Session 2). The model suggests that a company must integrate spirituality into its mission statement, weave the spiritual dimension into business strategies and practices and have HRM practices which support and engender spirituality. When these three tasks are properly implemented there are “strong employee, customer, and firm results.”

Using the model in Figure 1 and the MFT & C article, discuss the ways spirituality is manifested within the company you have selected and assess the impact of spirituality on the company’s employees, customers and organizational performance. In preparing your presentation, review Session 1 where Zohar and Marshall offer twelve ways of recognizing companies with spiritual capital (see No. 4 of PowerPoint #1).

c. Questions Presentation. For each class, there are some questions on the syllabus. Each student will present answers to one set of questions. Please submit your first, second and third choices for presentation on October 24. The presentation schedule will be given on November 1. If you have no preference for the questions, I will assign a session to you.

d. Final Paper. A final paper is the final examination.

Final Paper. (Due Wednesday, December 5). Select a topic that is of particular interest to you and that concerns the material covered in the course. (Papers should be about 8 to 10 pages).
COURSE OUTLINE

Session 1: Monday, October 22— SPIRITUALITY: BALANCING THE PURSUIT OF PURPOSE

Reading: 1. BRS, pp. 231-246.
Video: 2. The Parable of the Sadhu
Question: 3. Discuss: a. “Our understanding of who we are in relation to ourselves, our communities, and our God allows us to reconstruct models of proper conduct and principles on which to build our relationships (BRS, p. 236); b. Discuss how McCoy is using the four levels of T.S. Eliot’s Four Quartets (BRS, p. 236); c. McCoy argues that “We have compartmentalized our lives and separated out our interior life from our exterior life, our faith from our work.” (BRS, p. 246). Do you agree?

Session 2: Wednesday, October 24— SPIRITUALITY: WHAT IS IT AND WHAT IT MEANS FOR BUSINESS


Questions: 3. Is the model of how spiritual values are proposed to affect an organization (Figure 1, p. 223) helpful? How does this model inform Zohar and Marshall’s twelve ways of recognizing companies with spiritual capital (see No. 4 of PP #1)?
4. Discuss how Southwest Airlines scores with characteristics outlined by Zohar and Marshall.
Session 3: Monday, October 29—AN HISTORICAL OVERVIEW AND SOME CASES

2. Recent Catholic Social Thought, pp. 1-4 (Sakai)
3. Sakai (PP #2).
4. The Chick-fil-A case (Sakai)
5. The Herman Miller case (Sakai)
6. Layoffs and Reconciliation – Tomasso Corporation (Sakai)

Questions: 7. If we try to ensure sustainability by embedding our deepest meaning and values in the economic system, is this still capitalism?
8. Answer questions in the Chick-fil-A case. The Herman Miller case. The Tomasso Corp. case.
9. Using the twelve ways to recognize companies with spiritual capital of Zohar and Marshall and the model in the Milliman, Ferguson, Trickett, and Condemi article, discuss the Chick-fil-A case. The Herman Miller case. The Tomasso Corp. case.

Session 4: Wednesday, October 31—SOME CASES

Readings: 1. Review reading from session 2.
2. Tata case (Sakai)
3. Service Master case (Sakai)


Session 5: Monday, November 5—BUSINESS AS A VOCATION

Readings: 1. Vocation of the Business Leader (Sakai)
2. *BRS*, pp. 94-110.
3. Baptismal Witness in the World of Commerce (Sakai)


Questions: 5. Answer questions on pp. 26-27, A Discernment Checklist in the Vocation of the Business Leader (Reading #1).

Session 6: Wednesday, November 7—ENRICHING PEOPLE’S SPIRIT AT WORK


Question: 2. Discuss Pfeffer’s article and how it might help in your analysis of a company spirituality.
Session 7: Monday, November 12—DEVELOPING THE INTERIOR LIFE: LIFE AS A STORY

Readings: 1. Restoring a Culture of Ethical and Spiritual Values: A Role for Leader Storytelling (Sakai)
2. A Christian Perspective, pp. 3-22, 24 (Sakai)
3. Writing Your Own Story, pp. 219-229 (Sakai)

Questions: 4. a. From what source do you get your vision of life, attitudes, convictions and intentions? (See pp. 8-9); b. Do the exercise on p. 225: Steps in Writing Your Story (Be prepared to discuss this but not to be turned in).
5. How can storytelling be essential in developing an ethical and spiritually based organizational culture?

Session 8: Wednesday, November 14—THE CATHOLIC RELIGION

Readings: 1. “Is it Possible to Have a Business Based on Solidarity and Mutual Trust? The Challenge of Catholic Social Teaching to Capitalism and the Promise of Southwest Airlines” (Sakai).
2. BRS, pp. 249-262.

Questions: 3. Could all businesses use Southwest Airlines as a model?
4. Select a company of your choice and answer the “diagnostic questions” on pp. 255-259 (BRS).

Session 9: Monday, November 19

PART A: ON CARE FOR OUR COMMON HOME

Readings: 1. Encyclical Letter Laudato Si’ (Sakai)
2. Open Letter from the United Nations Global Compact Responding to Laudato Si’ (Sakai)
3. Pope Francis and the United Nations: Planet Partners

Questions: 4. The Encyclical “is critical of many business practices, has no faith in the marketplace to safeguard the environment, and sees a robust role for government in the regulation of the economy and protecting the environment.” How do you respond to this? (Chapt. 5)
5. Throughout the encyclical, the concern for the poor is linked with the environment. Why?
PART B: A PRESENTATION

Session 10: Monday, November 26

PART A: OTHER TRADITIONAL RESOURCES FOR SPIRITUALITY

Readings: 1. A Global Economic Ethic: Now’s the Time (Sakai)
           2. BRS, pp. 113-167.

Questions: 3. Discuss: “He (Pavo) offers a useful summary of essential aspects of the specifically Jewish approach to business ethics: God is the ultimate source of value; the community is central; all human life is sacred and its preservation paramount over other (including economic) considerations” (p. 117).
           4. Discuss: “the focus of the corporate executive’s dharma is on the conflict between individual duty and social responsibility. Virtue is a necessary prerequisite for moral choice. And enlightenment is necessary for virtue” (p. 137).
           5. Discuss: “Yet only in the case of humans does the Qur’an say that Allah breathed into them something of his spirit. It is that breath that endows humans with their innate spiritual and moral qualities” (p. 143).
           6. How does Hans Küng make the case that there are core values and standards that are universal?

PART B: A PRESENTATION

Session 11: Wednesday, November 28

PART A: ZEN AS A RESOURCE

Readings: 1. “Zen and Management Education” (Sakai).
           2. Workplace Spirituality and Business Ethics: Insights from an Eastern Spiritual Tradition (Sakai).

Questions: 3. Discuss: “Zen, says Alan Watts, teaches us that grasping at wealth, certainty, or advantage is fruitless, and most of what we in the West regard as immoral— theft, slavery, murder, etc. —is the result of grasping behavior” (p. 13).
           4. Discuss: “For limited purposes, one may think of Zen as a process of sitting still until one’s attachments go away. This is of interest for management because of the more effective action—and interaction—that a person without attachments is capable of (p.11).
           5. Discuss the main argument in Reading #2. Do you find it helpful?
PART B: A PRESENTATION

Reading: To be provided.

Session 12: Monday, December 3

PART A: SOME CONCEPTUAL ISSUES IN SPIRITUALITY AND RELIGION

Reading: 1. BRS, pp. 81-93
Question: 2. Discuss: “Is there a foundational spirituality prior to any faith tradition? To pursue this we need to inquire into the role of spirituality in human fulfillment and so to ask what spirituality might mean in a philosophical context rather than a theological one” (p. 84).

PART B: A PRESENTATION

Reading: To be provided.

Session 13: Wednesday, December 5

PART A: TAPPING THE RICH RESOURCES OF RELIGION WITHOUT ACTIVATING ITS DIVISIVE ELEMENTS

Reading: 1. BRS, pp. 263-278; pp. 53-78.
Questions: 2. For Laura Nash, “What has prevented a rapid development of effective church leadership on the spirituality in business issue?”
3. Discuss: Nash offers a way out of some of the tripping points by distinguishing three levels of religious engagement: espoused, catalytic, and foundational.
4. Discuss Cavanagh’s reflections on the elements common to spiritualties for business people (p. 267-8)

PART B: A PRESENTATION
WEB SITES ON INTEGRATION OF FAITH AND WORK

At the University of Notre Dame: The Center for Ethics and Religious Values in Business
http://www.nd.edu/~ethics/

Nonprofit Organizations:

Seeing Things Whole “A network for bridging faith and organizational life.”

Institution Institute for Spiritual Leadership “Our objectives are centered around maximizing the triple bottom line through the application of the spiritual leadership paradigm, personal leadership coaching, planned retreats, consulting and keynote presentations.

Holacracy One “Holacracy integrates the collective wisdom of people through the company, while aligning the organization with its broader purpose and a more organic way of operating.”

Center for Contemplative Mind in Society “integrates contemplative awareness into contemporary life in order to help create a more just, compassionate, reflective, and sustainable society.”

Presencing Institute, “a global action research community that applies Theory U to societal transformation by shifting the social field from ego-system to econ-system awareness.”

Stone Circles: Sustaining activists and strengthening the work of justice through spiritual practice and principles.”

*** The Management, Spirituality, and Religion (MSR) Interest Group of the Academy of Management (AOM), “focuses on research related to the relevance and relationship of spirituality and religion in management and organizational life.”

Center for Courage and Renewal, “nurture personal and professional integrity and the courage to act on it.”

Center for Contemplative Dialogue, “assists both groups and individual leaders in engaging the ‘Collective Mind’ or ‘Spirit’ of their organizations.”

Heartland (MN), “convenes conversations, programs, trainings, and communities of engagement, dedicated to creating a world that works for all.”

Greenleaf Center for Servant Leadership, “promotes the awareness, understanding, and practice of servant leadership by individuals and organizations.”
Based in Academic Institutions:

The Yale Center for Faith and Culture, “promote the practice of faith in all spheres of life.”

Center for Ethical Business Cultures (MN), “encourage current and future business leaders to build ethical cultures in their organizations and high standards of integrity in their communities.”

Center for Integrative Leadership (MN), “develop a better understanding of how collective action across sectors (business, government, nonprofits, media, academia) and geographic boundaries can solve some of the world’s most pressing and complex societal problems.”

Center for Faith and Learning (MN), Augsburg College.

Tyson Center for Faith and Spirituality in the Workplace, at the University of Arkansas, led by Judith Neal.

Center for Workplace Spirituality and Business Values, “promote the understanding and practice of spirituality and values in the workplace.”

Princeton University Faith & Work Initiative, “to generate intellectual frameworks and practical resources for the issues and opportunities surrounding faith and work.”

Centre for Spirituality and the Workplace, Saint Mary’s University in Halifax, Nova Scotia.

Other organizational development consultants with a spiritual-based to their work:

Nova Group (MN). Supporting institutional formation among higher education institutions.

Magis Ventures (MN), “To help leaders align values with action to build successful organizations.”

Executive Soul, helps leaders make better decisions through spiritual leadership.”

Kaizen Solutions, “Inspires, guides, and fosters the creation of spirit at work so that employees experience fulfillment and meaning through work and organizations attain improved customer service and increased productivity.”

Servant Leader Associates, “Servant-Leaders to see to understand the cares, yearnings, and struggles of the human spirit.”


Judith Neal and Associates, “committed to helping leaders, teams and organization reach their full potential through personal and organization transformation.”
Conscious Pursuits, “founded on the belief that developing spiritual and emotional intelligence leads to more motivated, productive employees, resulting in reduced stress and improved bottom-line performance.”

International Organizations

Overtly Christian ones:

www.modem-uk.org – Its purpose is to encourage dialogue between people interested in leadership and organization and those interested in theology, spirituality and ministry. They have published a number of books. They have groups who meet regularly to talk about spirit at work in Douai Abbey nr Newbury (Quarterly overnight and following morning—definitely all faiths and none); Bromham (Quarterly evening only—all faiths and none); and Nottingham (Monthly lunchtime—all faiths and none).

MODEM also publishes a regular E-zine called Spirit in Work together with ICSW (see below) and others for all faiths and none.

MODEM has the following links nearly all focused on Christianity and its links to work:

www.cabe-online.org – Christian Association of Businessmen. They have an excellent ‘prayer-a-day’ for a month on ‘Principles for Business’. 31 in total it lasts a month with a kind of underlying sense of St. Francis.

They have begun a series of evening lectures in a London Pub which are interesting. They also founded the British Institute of Business Ethics – www.ibe.org.uk now an ‘all faiths and none’ organization with lots of practical guides.

www.chrism.org.uk Christians in Secular Ministry. As the name implies but lots of Ministers (Ordained) in secular employment (i.e., part-time unpaid clergy).


www.icf-online.org – Industrial Christian Fellowship. An old organization (more than 100 years old) recently slightly enlivened.

www.industrialmission.org.uk – The Industrial Mission Association (IMA). See also Workplace Ministry Hertfordshire and Bedfordshire, the local version of IMA – see www.workplaceministry.org.uk our website for what they are up to.

www.ridley.cam.ac.uk – home of the Ridley Hall Foundation, a project relating Christianity to the world of work.
www.licc.org.uk – London Institute of Contemporary Christianity. Fairly evangelical and covering more than Christianity and work.

http://www.stpauls.co.uk/page.aspx?theLang=001Ingdef&poineid-169345dwprE0VViTRLd8xXbHBDHGbzge – home of the St. Paul’ Institute, part of St. Paul’s Cathedral with some excellent lectures.

www.christiansatwork.org.uk – Christians at Work – a more evangelical group encouraging the formation of Christian Groups and meetings in the workplace. A very different focus and approach to IMA etc. Now merged with another organization and renamed Transforming Work UK – www.transformworkuk.org


All Faiths and None:

www.spiritatwork.org – The International Center for Spirit at Work based in New Haven, Connecticut. The director is Judi Neal. See the site for their International Spirit at Work Awards (annual) for the application form with their definition of spirituality, and details of past awardees. They hold an annual Awards Dinner and Conference. They list many U.S. organizations interested in this subject. Case studies, course syllabi, dissertations, bibliography & scholarly articles.

www.worldbusiness.org – The World Business Academy which is well supported by Deepak Chopra amongst others, a well-known philosopher and exponent of higher consciousness.

www.ebbf.org – The European Bahai Business Forum. They are members of the Bahai faith, one which as I understand it believe that God sends spiritual leaders to communities when they most need them including: Moses, Jesus, Mohammed and son. They hold an excellent annual congress in Europe.

www.spiritinbusiness.org – This organization began with a Conference in Amsterdam attended by the Dalai Lama a few years back. Hazel Henderson was also an attendee at their earlier conferences. It held three or four International Conferences in the U.S. and Europe but is now defunct. You will see its website is out-of-date but nonetheless quite interesting.

www.bethechange.org.uk – This is an amazing organization that is an amalgam of ‘environmentalists’, Corporate Responsibility followers’ and ‘Spirit in Work’ supporters. It has had an annual Conference in London as well as promoting a round-Britain workshop/course called ‘The Change the Dream’ facilitator training. Nick Hart Williams is the energy man behind it.
www.ibe.org.uk – The Institute of Business Ethics founded by CABE and now all faiths and one with Patrons from all the main religions. Lots of courses, publications and guidelines.

Bibliography:

http://www.spiritatwork.org/members/bibliography.html

www.spiritualityandtheworkplace.ca
Centre for Spirituality and the Workplace
Sobey School of Business, Saint Mary’s University, Halifax, Canada.
(Only Canadian Centre of its kind in a Business School
Sign up for e-mail updates)

http://www.bizspirit.com/Business08/bs_index.html
The International Conference on Business and Consciousness. The premier conference in the field.

http://www.aomonline.org/aom.asp?id=18#
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(Management, Spirituality and Religion interest group of the Academy of Management. This is an academic group of almost 700 people worldwide, including academics, students, emeritus and executives.)

www.spiritualityatwork.com
See especially her book on how to start lunchtime discussion groups

http://www3.babson.edu/Events/spiritualityandbusiness/default.cfm
Babson College International Symposium on Spirituality and Business
Resource Bibliography


