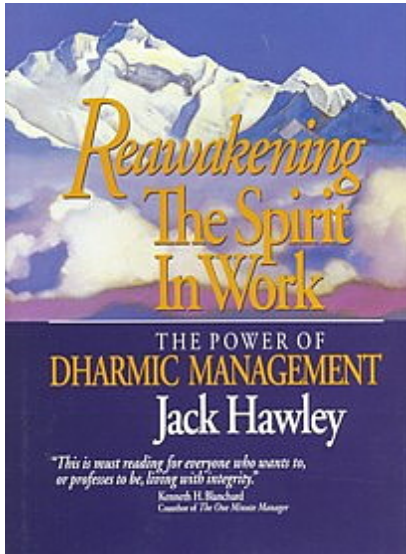


The *QUANTUM 21* Magazine INTERVIEWS JACK HAWLEY...



We are here today with Dr. Jack Hawley, a long time management consultant in the area of organization behavior and transformation—bringing new energy, heart, and spirit to large organizations throughout the world. Jack and his wife live six months a year in an ashram (nonsectarian spiritual community) in rural South India, learning, teaching, and living the principles laid out in his four well known and widely acclaimed books:

- *Reawakening the Spirit in Work: The Power of Dharmic Management*
- *The Bhagavad Gita: A Walkthrough for Westerners*
- *Essential Wisdom of the Bhagavad Gita*
- *Roadmaps to Self-Realization*

The rest of each year he and Louise reside in the United States and travel extensively bringing this wisdom to the leaders in the rest of the world. For more detailed information see his website:

www.GitaWalkthrough.com

Q1: DR. HAWLEY, CAN YOU PLEASE BRIEFLY EXPLAIN TO OUR READERS WHAT THE TERM “SPIRITUALITY” MEANS?

A: *Spirituality* is one of those broadly used words with too many meanings. As used in management and leadership, *spirituality* refers to the things that matter most to us in life: happiness, peace of mind, purpose, meaning, and a regard for others brought to the level of reverence. It also refers to *Dharma*, a Sanskrit term for high integrity and good character—the powerful idea that we can actually live by our own inner truth—even when we go to work!

To be *spiritual* is to be interested in the non-worldly side of our lives—to concern ourselves, even at work, with important issues that are beyond the physical body and world of matter—such as living a kinder, more graceful and honest life. A spiritual person longs for something more, for a world with more truth and compassion in it.

The stakes are high. The big question is whether we can succeed in spiritualizing our life. The answer to this question will set the fullness or emptiness of our lives from today onward.

Q2: WHAT DOES SPIRITUALITY MEAN TO YOU?

A: Spirituality brings wholeness. When we are unaware of our spiritual side something important is missing from our lives. We feel slightly out of balance, as if there is something more we need from our existence, something just out of reach. We grow accustomed to this imbalance and may not even notice it after awhile, but a vague feeling that our life lacks something is always there. It is through this slightly open door in consciousness that spirituality enters our personal world. The awareness of spirit makes our existence less one-sided; resulting in a richer, broader and more fascinating life with more loving in it. Our days are more complete. There's more truth in our life and we feel better for this.

Q3: HOW IS SPIRITUALITY MANIFESTED IN BUSINESS?

A: It shows up primarily in the basic human values that the business or organization advocates (or forgets). These human values are a key ingredient in the organization's culture, its "personality." There are five basic human values: Truth, Right Conduct, Peace (inner peacefulness), Love (high respect for others), and an attitude of Non-harmfulness toward anyone or any thing.

Q4: THE TITLE OF YOUR BOOK IS *REAWAKENING THE SPIRIT IN WORK: THE POWER OF DHARMIC MANAGEMENT*. IT CALLS READERS TO CONSIDER THE NEED OF AROUSING THE SLEEPING SPIRIT IN BUSINESS. WHY IS THIS IMPORTANT? WE ALL KNOW THAT, ACCORDING TO MAINSTREAM MANAGEMENT THEORIES, THE PRIMARY GOAL OF A BUSINESS IS TO GENERATE PROFIT!

A: I do not disagree at all with the fact that businesses must make money. I've been a business-man my whole life, and my life would not have been as good without profits. But it would have been of much less value had I not concerned myself also with basic human values.

The central issue is that people overemphasize the word *primary* in your last sentence.

Too many business people misconstrue *primary* to mean "only," and assume that profits are the one and only goal. Worse, due to this false assumption they behave as though they have no other values. They become piggish and forget about caring for others. The desire for profits becomes an insatiable greed for more. Unfortunately, the businesses' stakeholders, share-holders, and board of directors too often reinforce this misconception. Making money becomes the one and only reason for existence! Forget honesty, truth, human kindness, and doing the right thing. Life becomes a thoughtless, ugly push push push for more and more money, possessions, power and prestige. Then, ironically, many of these same people begin to question why life feels vacant and out of balance.

Research makes it very clear that this narrow emphasis isn't good. I'm not talking about just about my own search and experience; I'm recalling solid research by hard-nosed professors looking at the bottom line; I'm referring to at least two generations of inquiry. In summary, all this scrutinizing makes it crystal clear that managers who care for people are more effective than those who don't. Period. It also crystal-clears the fact that organization cultures with a strong element of "spiritual qualities" in them (customer, employee and stakeholder satisfaction) are far more successful than those that focus only on financial results.

Q5: BUT AREN'T THESE TWO (SPIRITUAL AND BUSINESS) DIFFERENT SPHERES OF HUMAN LIFE?

A: They may seem to be, but these are *not*, absolutely not, separate spheres. The problem is that we think they are. No matter how many ways we humans invent to separate ourselves from our vitality, our spirituality, we cannot do it. Life *is* spirit. Business life is not separable from the life force, spirit. How could we separate ourselves from our very life? And yet, as crazy as it sounds, we continue to try to do that. It is said that the meaning of life is found at the place where world and spirit meet. It is our pseudo-separation from this truth that makes our life feel meaningless. It is as though we have set something of importance out of reach.

Q6: WHY HAS THE "SPIRIT" DISAPPEARED FROM OUR ORGANIZATIONS?

A: It hasn't. Spirit is there, it's always there, in the background, performing its duty. Spirit, remember, is what animates life itself. Spirit is what we are. Spirit has not left; it is our *awareness* of spirit that has disappeared. We stifle spirit, suppress it, distance ourselves from it. We try to forget it, and often succeed. But all of this unawareness does not mean that spirituality has taken a powder. Those who try to subordinate spirit to a peripheral realm outside the workplace pay the price in lower productivity, lack of commitment, higher turnover, higher payroll costs, absenteeism and lower sales and profits.

Q7: WHO IS RESPONSIBLE FOR "REAWAKENING" SPIRIT IN ORGANIZATIONS?

A: The leaders—the ones who are officially accountable, who bring home the fat pay checks—they are the responsible parties. In most organizations this means the top executives and the top tier of managers.

Q8: HOW TO ACHIEVE IT?

A: First, reawaken to it, become more aware of the efficacy of spirituality in the workplace. Become at least sufficiently convinced of the importance of spirit and basic human values to begin to incorporate these important things into your own consciousness and daily actions. One hundred percent certainty may not be possible, but you do need enough fervor for it in your heart to step out and begin this grand mystical journey.

As you travel this way, you become more and more comfortable with it, and come to see that the long term success of the organization is wrapped up in both its spirituality and worldliness. Be as crystal clear as you can with everyone about the organization's basic values and priorities. Show that you mean it through your own behavior. Convince the other leaders of this. Convince the key staff heads, mid-managers, and supervisors too. Create a sense of critical importance if not outright urgency.

Doing all this takes courage and resolve. You'll be rowing up the river of lassitude.

Q9: CAN YOU PLEASE BRIEFLY EXPLAIN "DHARMIC MANAGEMENT"?

A: *Dharma*, as mentioned above, is a Sanskrit term with a broad range of meanings—from, at its upper reaches, the foundation of society's decency, through the personal level of one's moral duty. As used in my book, *dharma* refers to living by one's inner truth.

This is an idea of such rare import that people do a quick intake of breath when the possibility is offered. To actually live by one's own inner truth! The sheer audacity of it catches in their throat. Most souls have long ago forgotten their inner truth, especially in the business world.

The key to living this way is to always try to do the right thing. This does not mean merely the "legal" thing or following policy, but the truly *upright* thing, the human, *dharmic* thing.

Q10: IN YOUR BOOK YOU SAY THAT LEADERSHIP IS A SPIRITUAL PROCESS. CAN YOU EXPLAIN IT IN MORE DETAIL?

A: In the book I say all true leadership is spiritual because the true leader seeks to liberate the best in people, and the best in people is always linked with their higher self—which is of course one's spirit. While this can also be true for good managers, it seems especially so for leaders. Leadership requires a higher than ordinary level of attunement to the more "spiritual" side of business life.

People too often assume that leaders are graduate-managers, the ones who have advanced to their senior year in school. This is questionable in today's world because much of our so called sophisticated management is not working for us. The world is not in good shape. To just do more of what we've been doing rather poorly, but do it from a higher level of power, does not make sense.

Management and leadership are different functions. Management, even superb management, is about task and structure. Leadership is a state of mind that transcends that. It's more about knowing and seeing the truth of the world environment and making sense of it for the company. It's about shaping the organization's basic value system. It's much more than resolving sticky problems, it's about helping and serving other human beings. "Living by Truth" should be emblazoned on the Leader's flag. Organization culture is the Leader's playing field.

[Note: Jack Hawley goes into spiritual leadership in more depth in the book—*Reawakening the Spirit in Work*—teasing apart leadership from management, etc. See pages 163 through 185.]

Q11: LET ME QUOTE A SENTENCE FROM YOUR BOOK: "...DIVE DEEPLY ENOUGH INTO ANY SUBJECT AND THE QUESTIONS THAT SHIMMER BEFORE YOU ARE SPIRITUAL..." IN THE CONTEXT OF A BUSINESS, OR ANY ORGANIZATION DEVELOPMENT, DOES IT MEAN THAT IF WE WANT TO ACHIEVE IMPROVEMENTS IN PERFORMANCE WE NEED TO INCLUDE THE SPIRITUAL COMPONENT?

A: Not necessarily. You can improve performance through good leadership and management—especially if the focus is on developing the organization culture. But the improvements will be greater and last longer if the spiritual component is used as the context for the improvement effort.

It's a matter of consciousness, and spirituality *is* consciousness. Change the consciousness of the people in the organization, and you change its whole outlook, you help it grow a new soul. In most cases today that is what is needed. It just makes sense. If you are attempting to transform a complex human system, you should not limit your vision to changing its worldly thinking, you also need to turn it toward its spiritual consciousness.

Q12: IN YOUR OPINION, IS IT POSSIBLE TO ACHIEVE MAJOR IMPROVEMENTS IN THE FUNCTIONING OF AN ORGANIZATION WITHOUT THIS SPIRITUAL COMPONENT—THAT IS, WITHOUT THE LEADERS' BEING CONSCIOUS OF THE IMPORTANCE OF THE SPIRITUAL ASPECTS OF LIFE?

A: It is possible, as I mentioned, to bring about some improvements in organization functioning and performance, but it's a truly complex undertaking. You should leave no stone unturned; you should shine

your light into every corner to find help with this. If your aim is to *transform* the organization culture, you have to be cognizant of all aspects of its life.

Q13: LEADERS AND MANAGERS TODAY STRIVE TO “TRANSFORM” THEIR ORGANIZATIONS. WHAT IS THE MAIN LEVER FOR SUCCESSFUL ORGANIZATION TRANSFORMATION (OT)?

A: The main **lever** for success is widespread honest involvement of the workforce. Involve everybody!

The main **quality** required is leaders of good character—with integrity and a very high regard for human beings—as well as a readiness to embrace spirit.

The principle **rule** for successful OT is to live by the immutable, universal “Principle of involvement.” Briefly stated, this absolute law says: *Commitment equals involvement* (C = I). People will be authentically committed only to that which they truly help create.

Without widespread involvement in *creating* the organization’s new soul, the transformation won’t work. Trickle-down efforts from upper echelons are dependant on getting the workforce to accept the new spirit. But these top-down approaches always lack sufficient vigor for real transformation. The plan may look good and even feel good, but it won’t *move* the one thing that must be moved—the organization’s consciousness, its spiritual heart.

Q14: WHY IS IT SO DIFFICULT TO ACHIEVE IT IN PRACTICE?

A: Lack of spirit. Lack of character. Lack of understanding. Lack of awareness. Lack of an honest, healthy regard for employees. Lack of truthful involvement at all levels of the organization.

Q15: WE KNOW THAT MANY INITIATIVES FOR CHANGE FAIL OR DO NOT BRING EXPECTED RESULTS. WHY?

A: Lack of courage (especially at the top). Reluctance to boldly step out in new directions. Lack of basic integrity. Lack of true commitment and support of top managers. Lack of awareness of the necessity to include spirituality in one’s life. A mind set of reluctance, an inability or incapacity, to ponder these bigger things in life. Simply put, people just don’t *think* about it! They coast along in their comfort zones. Ideas from outside the zone just don’t register. “Huh? Did you say *spirituality*? In *business*?!”

Well aware that improvements are needed, already too-busy managers just throw packaged training program at the workforce and hope for the best. These programs are designed to look good, feel good, entertain, and maneuver the workers toward improved performance—but they are not whole-hearted. People can smell an insincere program from several kilometers distant.

Q16: CAN YOU EXPLAIN HOW THIS “CHANGE IN ATTITUDE” CAN AFFECT LEADERS AND MANAGERS?

A: It’s more than a change in attitude. It’s a subtle, almost mysterious change in *consciousness*. Leaders and managers gradually shift from focusing exclusively on worldly things to an awareness also of the spiritual. The effect on people of this slight redirection in organizational consciousness is astounding. People readily pick up on the new ways of being that touch their heart.

Do managers suddenly show up wearing a halo? Does everybody all of a sudden go around smiling? Of course not. But both managers and workers do become increasingly authentic. Slowly, a new, more sincere organization character takes shape. It’s a new soul. Again, these changes are not necessarily obvious. People may begin to notice, after awhile, that it’s more acceptable now to talk about the things that matter most, like humanness, caring and respect. Has a Utopia appeared out of the blue? No. There’s no such thing. But the place has become a nicer place to be, and the work feels more legitimate and even more satisfying.

Q17: WHAT SHOULD BE THE QUALITIES OF A 21ST CENTURY LEADER?

A: If I were talking to you as a modern leader I would advise you as follows:

- a) Be mostly concerned with your vision of the organization’s reality, rather than just its goals and objectives. Know that you are **the Sense-Maker**, the one who understands and conveys the overall concept of the organization—its purpose and meaning, and why it’s in business.
- b) Be mostly concerned with integrity and *dharma* (living one’s truth), rather than being merely honest. Know that you are **the Moral Architect**, the leader of character, the one who creates an environment saturated with integrity, who makes living by one’s inner truth workable.
- c) Be mostly concerned with establishing human values and basic virtue, rather than just setting priorities. Know that you are **the Steward** of the organization’s values, the one who creates the conditions for integrity to come forward, and keeps watch over it.

- d) Be mostly concerned with your own peace of mind and depth of composure, rather than just plans and strategies. Know that you are **the Leadership Yogi**, the one of calm, determined action who generates the organization's state of mind.
- e) Be mostly focused on the principle of *Giving*, rather than merely getting your own share. Know that you are **the Servant**, the one who grasps the universal law behind giving—that *you always get what you give*—the one who creates an overall aura of helpfulness.
- f) Be mostly concerned with the organization's energy, heart and spirit, instead of only its performance. Know that you are **the Spiritual Guide**, the one who builds an organization that liberates the very best in people.
- g) Be mostly concerned with the organization's culture, its basic "personality"—rather than just its structure and manner of operating. Know that you are **the Whole-Maker**, the one who at some high level of consciousness knows the basic oneness of all beings and creates an overall sense of unity.
- h) Be mostly concerned with showing gratitude and acknowledging successes, instead of only correcting errors. Know that you are **the Optimist**, the one who incessantly recognizes the contributions of people and brings an overall mood of cheerful optimism to the organization.
- i) Be mostly concerned with establishing an overall air of conviction and assurance, instead of being merely a problem solver and decision maker. Know that you are **the Spiritual Warrior**, the one of courage who lives in constant, awareness of inner truth, the one who fosters self-confidence and individuality.

Q18: HOW IS THIS RELATED TO EDUCATION AND TRAINING OF LEADERS?

A: All of the above qualities do not just float down and land on the leader's shoulders. This isn't a robe that one dresses oneself in. It's beyond being yet another *role* of upper management.

It's a new way of being—for both the leader and the organization—and it does not come without good effort and probably some healthy struggling. It requires contemplation and introspection. One must awaken from coasting and actually think about all this. It's an expansion of consciousness for both leader and organization.

The good news is that this Truth does not come from externally taught concepts but emerges from within. There is nothing the leader has to know, learn, or invent. It's all there already, inside. The leader's job,

and it's not easy, is to gradually uncover his or her own truth within, even as the organization is guided to its new soul.

The short answer to your question is that this is a perfect fit with up to date training and education of managers and leaders! The name "Quantum 21" implies a quantum leap and *spirituality* in business *spirituality is a quantum leap.*

Introducing this in the education/ training of managers and leaders is a perfect thing to do. And sorely needed! Educating leaders in Spiritual Leadership adds the higher circle to their awareness. Leadership education is finally balanced and made whole. Integrating this into regular, more mainstream leadership training tilts the curriculum back toward where it should be: including all facets of leadership—even the ones we aren't accustomed to, or are largely unaware of, such as spirit.

I hasten to add that this requires an "*Educare*" approach, rather than old fashioned and generally outdated "Education"—which works, we well know, only up to a point, and regarding just certain subjects. The term *Educare*, first coined by Sathya Sai Baba in India and now widely being adopted throughout the world, refers to the principle of drawing out of the student the natural goodness and spirit that already exists deep within. Rather than trying to instill these important matters, the person is led to uncover it within him or herself. It's amazing how quickly this idea can be picked up, and how well it can work.