

ISE/CHRRMS  
IN CHRRMS  
SEMINAR SERIES

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## The Flourishing Enterprise Connecting Spirituality and Sustainability

Chris Laszlo

CASE WESTERN RESERVE UNIVERSITY | FOWLER CENTER FOR SUSTAINABLE VALUE

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BusinessWeek



*"Every single social and global issue of our day is a business opportunity in disguise."*

Peter Drucker

THE MAN WHO INVENTED MANAGEMENT

Peter Drucker's 100 most important ideas

PETER F. DRUCKER  
Management Challenges for the 21st Century

PETER F. DRUCKER  
Managing in Turbulent Times

PETER F. DRUCKER  
THE AGE OF DISCONTINUITY  
Guidance in Our Changing Society

PETER F. DRUCKER  
THE Effective Executive  
The Definitive Guide to Getting the Right Things Done

PETER F. DRUCKER  
PEOPLE AND PERFORMANCE

PETER F. DRUCKER  
Innovation and Entrepreneurship

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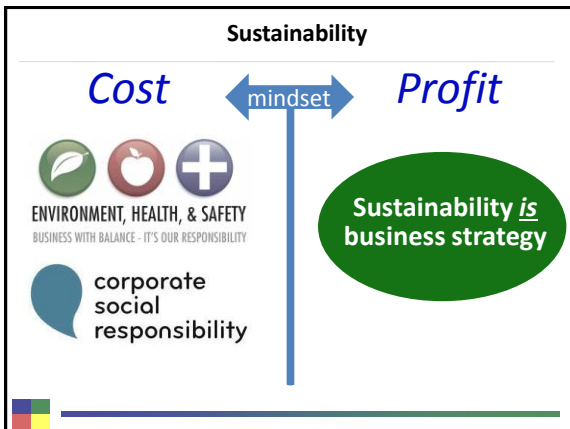
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### Reframing Sustainability

*By doing good for society and the environment, the company does **even better** for its customers and its shareholders.*

From Laszlo, C. (2008) Sustainable Value. Stanford University Press

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#### BLENDED STREAM

#### SPLIT STREAM

#### ELECTROPORATION

Electron micrographic were obtained by the Characterization Facility at the University of Minnesota

Tennant Company (TNC) 46.82

Tennant  
Dow Jones Index

Chemical Free Cleaning Technology

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Our packaging is biodegradable and comes from sustainable, recycled paper and plastic. It's made from renewable resources. It's made from renewable resources. It's made from renewable resources. It's made from renewable resources. It's made from renewable resources.

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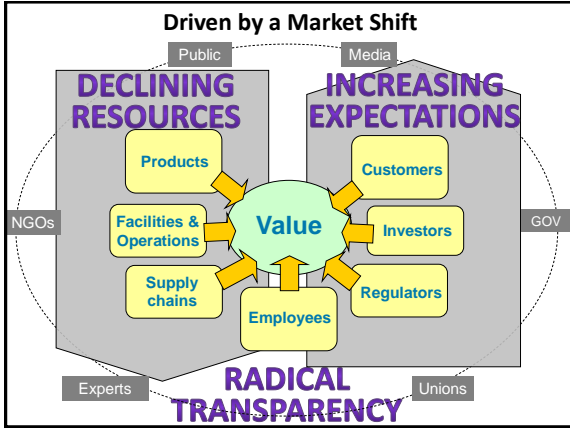
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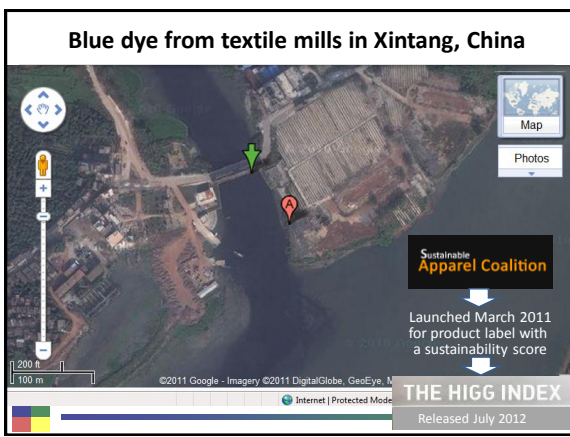
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The screenshot shows the GoodGuide website interface. At the top, there is a search bar and navigation tabs for categories like Personal Care, Food, Household, Babies & Kids, Pet Food, Apparel, Electronics, Appliances, Cars, and Community. The main content area features a large card for 'POLO RALPH LAUREN' with an overall scientific rating of 4.0. Below this, there are smaller cards for 'Levi's' (7.7), 'prAna' (6.5), and 'H&M' (6.3). Each card lists sub-ratings for Health, Environment, and Society. For example, Polo has a Health rating of N/A, Environment of 3.7, and Society of 4.3. Levi's has Health 7.7, Environment 8.4, and Society 7.0. prAna has Health 6.5, Environment 6.2, and Society 6.9. H&M has Health 6.3, Environment 7.1, and Society 5.5.

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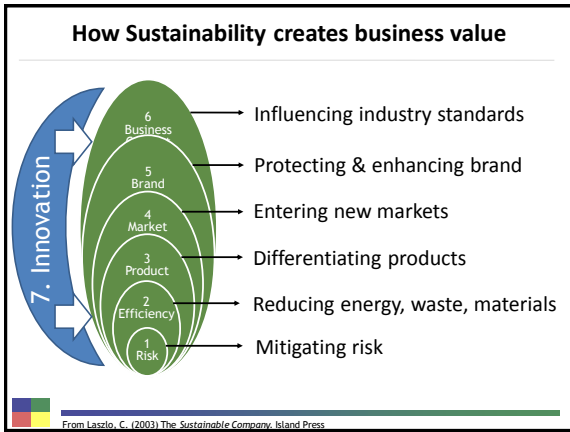
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**Pause for questions or comments**

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### New research from the Fowler Center

1. Sustainability needs to be re-framed as flourishing<sup>1</sup>
2. Spiritual experience, “the basic feeling of being connected with one’s complete self, others, and the entire universe<sup>2</sup>”, is essential to individual flourishing
3. Reflective practices that enable spiritual experience can help individuals to habitually incorporate *care* for others and for future generations.

<sup>1</sup>Ehrenfeld, J. (2008) *Sustainability by Design*. Yale University Press  
<sup>2</sup>Mitroff, I and E. Denton (2009) “A Study of Spirituality in the Workplace”, Sloan Management Review




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### Two visions of our world

Continuity and Survival?




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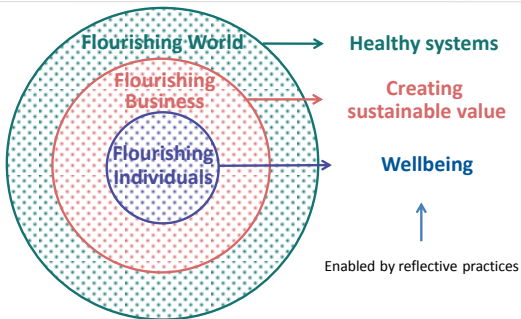
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### Beyond the business case for sustainability



Source: Fowler Center for Sustainable Value

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### Sample Reflective Practices

Individual Practices	Team and Organizational Practices
Meditation	Unity Building
Mindful Action & Flow	Meta-Skills Wheel
Journaling	Values Management
Music, poetry, art, literature	
Remembrance	<b>System Practices</b>
Transformational Problem Solving	System Immersion
Highest Goal Exercise	W-Holistic Appreciative Inquiry
Exercises @ Stanford Creativity Course	
Spiritual Intelligence	

Source: Distinguished Fellows project on "Flourishing: A Vision for Business and the World", Fowler Center for Sustainable Value

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### *If prosperity & flourishing is the goal of business*

**THEN**

We need a different approach to managing change, one that produces

1. Thriving, not only surviving
2. Whole system health, not only company profit
3. Collaboration, not only top-down leadership
4. "Heretical" innovation, not only incremental
5. Positive solutions, not only doing less harm
6. Social inclusion, not only serving the well-off

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### Why we think and act the way we do

- **Mental models** are the "deeply held internal images of how the world works, images that limit us to familiar ways of thinking and acting"<sup>1</sup>
  - Which ones do we hold today?
  - Which ones might enable flourishing?

<sup>1</sup>Senge, Peter (1990), *The Fifth Discipline* NY: Doubleday Currency

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### Mental models in management

#### DOMINANT

Humans are self-interested utility maximizers  
The sole purpose of business is profit  
Economic growth and technological progress are principle goals for society  
Nature's resources exist for human consumption



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### Foundations in science and spirituality

- To understand why we hold our mental models – and to develop the capacity to change them – we can turn to **science** and **spirituality**
- They reveal our deeper assumptions about the nature of reality.



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### Science on the nature of reality

#### OLD VIEW

Physical reality is atomistic. Objects are independent. People are individual and separate.  
Physical processes are deterministic, materialistic, based on linear causality.  
Humanity is above and beyond nature

#### EMERGENT VIEW

Physical reality is integral and interconnected. Objects and people are interlinked in systems.  
Physical processes are organic, interwoven, and coherent.  
Humanity is an organic part of the web of life



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### Spirituality on the nature of reality

- Evolving biblical positions
  - Then God said, “Let us make man in our image, after our likeness. And let them have dominion over [all creatures]” *Genesis 1:26*
  - Notion of stewardship and care. *St. Francis of Assisi*
  - A spiritual democracy of all God’s creatures. *Lynn White Jr.*
- Perennial spiritual insights
  - The divinely ordered creation. *Zoroastrian, aša*
  - Hidden mystical dimension. *Kabbalah, Ein-Sof*
  - One source of manifest reality. *Vedanta, Brahma/Akasha*
  - The source and driving force of all that exists. *Chinese, Tao*




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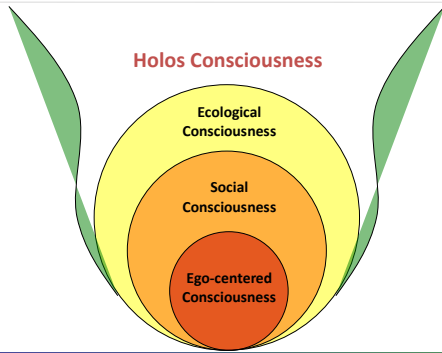
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### The need for a new consciousness




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### REASON FOR BEING

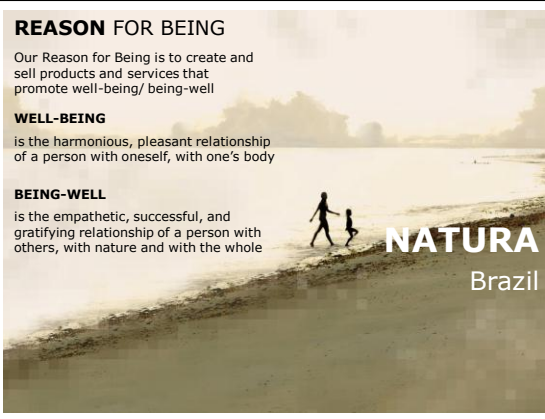
Our Reason for Being is to create and sell products and services that promote well-being/ being-well

#### WELL-BEING

is the harmonious, pleasant relationship of a person with oneself, with one’s body

#### BEING-WELL

is the empathetic, successful, and gratifying relationship of a person with others, with nature and with the whole




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**Debrief**

- Take a moment to write down what you learned. What will make the biggest difference in your life and career?
- What ideas, tools, examples, etc. will you continue to use? Which ones do you want to deepen in your understanding and practice?

Email [Chris.Laszlo@case.edu](mailto:Chris.Laszlo@case.edu). Twitter [@EmbedSustain](https://twitter.com/EmbedSustain)



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