

ISE/CHRRMS
IN CHRRMS
SEMINAR SERIES

May 15th, 2013

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The Flourishing Enterprise

Connecting Spirituality and Sustainability

Chris Laszlo

CASE WESTERN RESERVE UNIVERSITY | FOWLER CENTER FOR SUSTAINABLE VALUE

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 11 matters

PETER F. DRUCKER

Management Challenges for the 21st Century

PETER F. DRUCKER

Managing in Turbulent Times

THE AGE OF DISCONTINUITY

Guidance in Our Changing Society

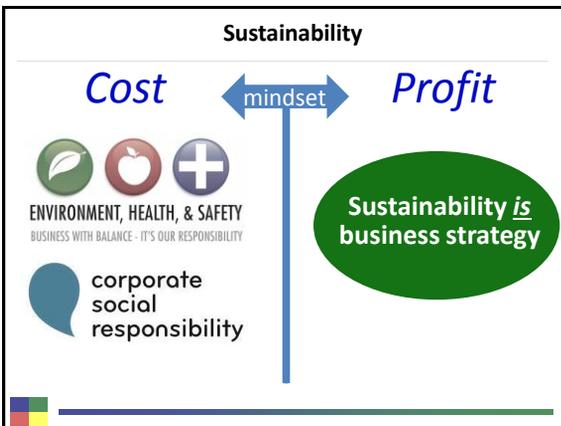
THE Effective Executive

The Definitive Guide to Getting the Right Things Done

PEOPLE AND PERFORMANCE

PETER F. DRUCKER

Innovation and Entrepreneurship



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

BLENDED STREAM

SPLIT STREAM

ELECTROPORATION

E. coli - No Spray
E. coli - After 2-Second Spray

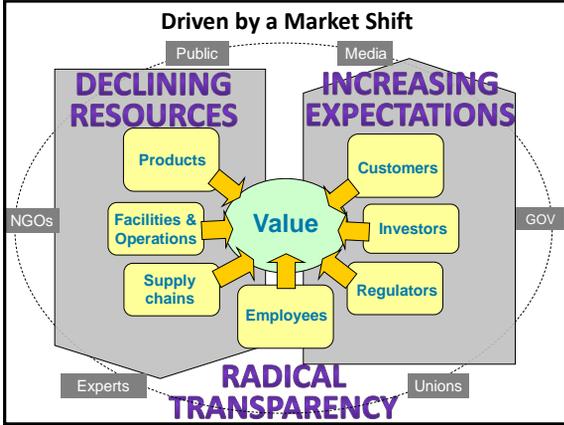
Electron micrographic were obtained by the Characterization Facility at the University of Minnesota

Tennant Company (TNC) 46.82

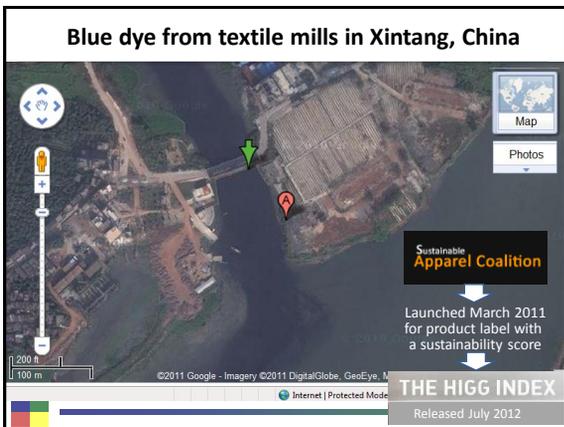
Tennant
Dow Jones Index

Chemical Free Cleaning Technology

Our packaging is biodegradable and comes from sustainable, recycled paper and other natural materials. It's made to protect your products and the planet. And it's made to be recycled every step of the way.







GoodGuide Search scientific product & company ratings...

Personal Care Food Household Babies & Kids Pet Food Apparel Electronics Appliances Cars Community

Home > Apparel > Jeans



4.0 **Polo**

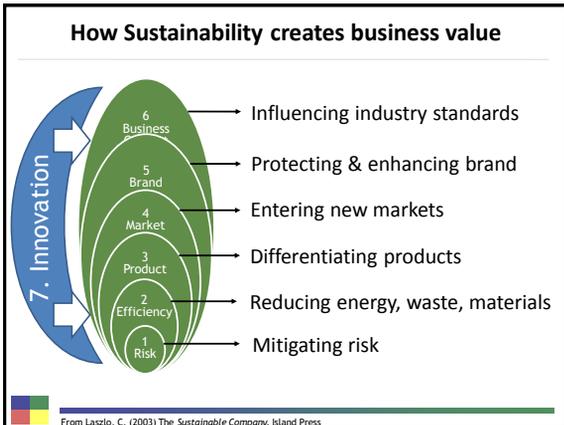
Rank: 87 out of 100 jeans Company: Polo Ralph Lauren Corporation

4.0 **Health** - Not Applicable

3.7 **Environment**
The company that makes this product has one of the lowest scores in climate change.

4.3 **Society**
This product has one of the lowest scores in response to violation information.

| POLO | Levi's | prAna | H&M |
|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| 4.0 Overall Scientific Rating | 7.7 Overall Scientific Rating | 6.5 Overall Scientific Rating | 6.3 Overall Scientific Rating |
| N/A Health | N/A Health | N/A Health | N/A Health |
| 3.7 Environment | 8.4 Environment | 6.2 Environment | 7.1 Environment |
| 4.3 Society | 7.0 Society | 6.9 Society | 5.5 Society |



Pause for questions or comments

New research from the Fowler Center

1. Sustainability needs to be re-framed as flourishing¹
2. Spiritual experience, “the basic feeling of being connected with one’s complete self, others, and the entire universe²”, 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.

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



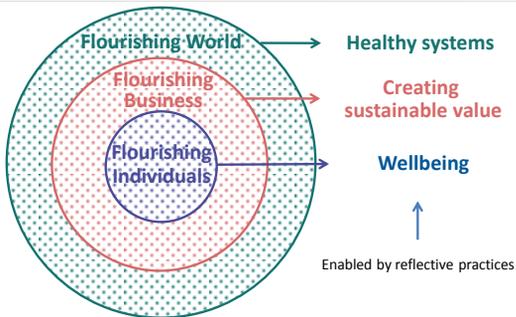
Two visions of our world

Continuity and Survival?



Prosperity and Flourishing?

Beyond the business case for sustainability



Source: Fowler Center for Sustainable Value

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 | System Practices |
| 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

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

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"¹
 - Which ones do we hold today?
 - Which ones might enable flourishing?

¹Senge, Peter (1990), *The Fifth Discipline* NY: Doubleday Currency

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



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.



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

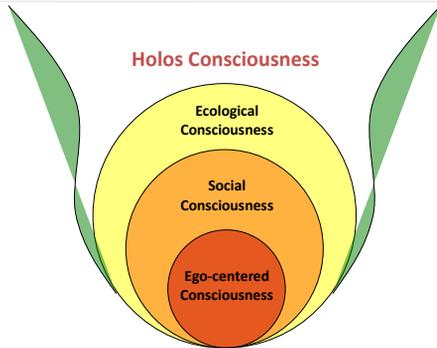


Spirituality on the nature of reality

- 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*



The need for a new consciousness



REASON FOR BEING

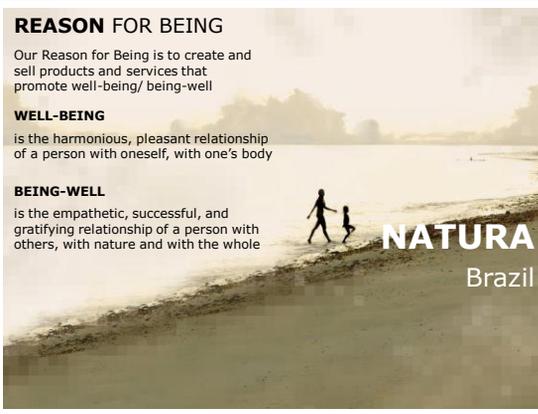
Our Reason for Being is to create and sell products and services that promote well-being/ being-well

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



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?

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