Spiritual Intelligence: A Road Map to Future Learning

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Abstract— Rational Intelligence helps us take logical decisions while emotional and spiritual intelligence can be blended together in a beautiful way. IQ and EQ have given a way to Spiritual Intelligence, which is considered as the base of all intelligences. It has been tried out through this study that how Spiritual Intelligence can guide a leader in the organisation to think beyond his/her own personal goals/identity. Authors have tried to conceptualise the Spiritual Intelligence / Quotient Model which enumerate the characteristics of a leader who is spiritually intelligent and also tries to co-relate the concept of Learning Organisational Culture with the extensive and wide use of Spiritual Intelligence in the organisations. Literature available on the subject has been reviewed extensively to arrive at the following concepts and to establish the correlation between Spiritual Intelligence and Learning Culture/ Habits of the Organisations. To test the above concepts, authors have chosen two Public Sector Undertakings, one is Bharat Petroleum, which has been a Fortune 500 Company and the other one is NTPC, which is a leading Navratna status and profit making Public Sector Organisation. It was observed that academically the respondents at all levels were unknown to this "Spiritual intelligence", and they understood the concept as alternate to religion. In the view of literature the characteristics of spiritually intelligent leader should includes intrapersonal characteristics like self awareness, self realization, Self actualization, Self respect, Organizational awareness, Organizational actualization, Independence, Assertiveness, selfness and Altruistic Attitude along with other interpersonal characteristics, Stress management characteristics, Adaptability etc.

Keywords— Spiritual intelligence, intrapersonal characteristics, interpersonal characteristics, Spiritual Quotient Model

I.   INTRODUCTION

Corporate world is fast waking up to the phenomenon of *connecting within* as the best means to achieve not only the organisation's goals but also to meet the fast emerging external challenges. This phenomenon of *connecting within* relies on the fact that the internal and external business environment imposes many challenges on the Corporations and thus this is the only way out, left with the business organisations to rely on their internal strengths. These Corporations are not material things, but they are vibrant living entities comprising of people; people who are always self regulating, evolving and dynamic entities, who observe continuous change(s) in themselves and are in turn responsible for everlasting changes in the organisations. Those who do not observe the changes or those who do not follow/adjust to changes are *clinically dead* and Spiritual Intelligence is the academic link which provides answers to all the questions/challenges raised by such abrupt changes. Spiritual Intelligence is the highest ability of any individual to get smooth linkages from within the spirit i.e. to get smooth answers to all the questions –whether worldly or non-worldly as mentioned in *SRIMAD BHAGVAD GITA* as follows-

" Spiritual Intelligence is the nature of goodness, which factually knows the propriety of things as well as the impropriety of things, duty and non-duty, fear and fearlessness, bondage and liberation."   *Chap 18.v.30.*

Although this concept of Spiritual Intelligence was ever present in the world, but academically we have awakened very recently. In Ancient times this word the Spiritual Intelligence was mentioned in *SRIMAD BHAGWAD GITA* [1] for the first time, but we forgot it's value and ignored its essence, and started running in the blind marathon. Now when we have achieved almost stagnation in the development of majority of Organisations, in spite of doing lot of hard work, then again we are trying to find out something within us which can enlighten us and this answer comes from the ultimate intelligence a human being can possess i.e. Spiritual Intelligence.

In modern times the word Spiritual Intelligence was coined by *Danah Zohar* in 1997 her book *"Rewiring the Corporate brains-Using the new science to rethink how we structure and lead organisations"*. According to Danah Zohar, *"Spiritual Intelligence is the intelligence with which we access our deepest meanings, purposes and highest motivations. It is the intelligence that makes us whole, that gives us our integrity. It is the soul's intelligence, the intelligence of deep self. It is the intelligence with which we ask fundamental questions and with which we reframe our answers."*[2]

In present turbulent times and rapidly changing business environment, we require balanced use of Rational Intelligence (can be measured in the form of IQ), Emotional Intelligence (Measured by EQ-Many researches are going on) and Spiritual Intelligence (Measurement techniques are at the birth stage and also not well accepted). Rational Intelligence helps us take logical decisions while emotional and spiritual intelligence can be blended together in a beautiful way. Spiritual Intelligence asks us to get in touch with our beliefs – knowing what gives us a deep sense of meaning and purpose in life. Spirituality is what underlies our calling in life and our Emotional intelligence drives the practices that guide our behavior towards alignment with our calling. Thus, we can understand that Spiritual Intelligence is the base of pyramid of intelligences and from it derives many offshoots of dynamic human behavior, one of which is emotional and rational Intelligence, and this is for the first time that the academic /business world is realising the importance of Spiritual Intelligence to such an extent.

IQ and EQ have given a way to Spiritual Intelligence, which is considered as the base of all intelligences. It has been tried out through this study that how Spiritual Intelligence can guide a leader in the organisation to think beyond his/her own personal goals/identity. A manager who is having this type of intelligence will obviously be leader of his own arena (Functional Leadership as suggested by M. P. Follet). Simultaneously efforts are also done to correlate the Vision and Mission statements of successful companies to the spiritual intelligence flowing from their leaders. Those companies who were having strong Visions, Missions and Values were far more successful than others.

Thus, Authors have tried to conceptualise the Spiritual Intelligence / Quotient Model which enumerate the characteristics of a leader who is spiritually intelligent and also tries to co-relate the concept of Learning Organisational Culture with the extensive and wide use of Spiritual Intelligence in the organisations.

II. METHODOLOGY

In the present study, the literature available on the subject has been reviewed extensively to arrive at the following concepts and to establish the correlation between Spiritual Intelligence and Learning Culture/ Habits of the Organisations. To test the above concepts, authors have chosen two Public Sector Undertakings, one is Bharat Petroleum, which has been a Fortune 500 Company and the other one is NTPC, which is a leading Navratna status and profit making Public Sector Organisation.

Their have been several attempts to measure the Spirituality but as *the transcendent cannot be expressed in language*, thus it cannot be measured. The authors also feel that the above concept is very difficult to be measured. As the concept cannot be simply quantified, the data were collected from the different level of employees, randomly through the unstructured interviews to get the more qualitative and diverse results. These interviews were also supplemented through review of records such as trainings conducted, Vision and values actualisation programmes, HR initiatives of the concerned companies and also some other successful companies.

The nature of questions were related to finding out awareness level of concept of Spirituality in Organisations, activities undertaken for actualisation of Core Values, social offshoots of Spirituality (internal/external aspects of Ethics) , Communications, Leadership Styles and characteristics, Work life balance, nature of training programmes etc.

On the basis of the primary data collected, the secondary data were correlated. The concept was also examined in the light of practices of some other successful companies.

Through this study it has been tried to prepare a theoretical framework of Spiritual Intelligence and impact of this on the organisational leadership. Obviously, this is responsible for preparing road map for creating learning habits in the organisations.

III. RESULTS

In today's dynamic business environment, there is requirement of serious introspection, with in the individuals, societies, Organisations, Nations and World. The emerging world scenario is presenting a new dynamics of inter and intra relationships within and outside the identity driven systems. These identity driven systems is the root cause of all conflicts at all levels of identity, be it individual, communities, organisations, state and world at large. The solution of all these conflicts lies within the soul of these bodies/institutions.

<u>**Result in a nut shell**</u>:

1. Academically the respondents at all levels were unknown to this latest buzz word "Spiritual intelligence", and they understood the concept as alternate to religion.
2. The 98 % of the respondents knew the Vision and Core Values of their companies. The vision and core values were found to be placed at every work place/offices, even in inter office memos and intranet.
3. The majority of respondents admitted that the Vision and Core Values were one of the guiding forces for their activities.
4. The respondents said that they are being provided mandatory man days training for example in NTPC, Seven man days training is mandatory for all employees.
5. It was observed that the training programmes are being provided to the employees in the area of "*Adventures in Attitude, Team Building, Actualisation of Core Values, Leadership, Corporate Ethics, CSR, Yoga and Meditation*".
6. Respondents said that their companies are moving towards Self Improvement and has attained international certifications in respect of Quality, Health, Safety, Social Accountability i.e. ISO 9000, ISO 14000, OHSAS and SA 8000 etc.
7. Respondents said that they have a separate department to take care of C.S.R activities and expenditure is based on the allocated budgets.
8. BPCL is involved in CSR activities in the areas of Health, education, infrastructure development, rural development for which they were awarded by FICCI in 2000.
9. In BPCL, Competency mapping and an effective performance management system is in place.

10. For day to day work/safety/quality related problems, both the companies have a well established participative forum, such as Shop level council/ Plant level council, Safety council, where the representatives of employers and employees discuss and resolve their day to day problems.
11. In NTPC, the employees are given freedom to organise religious discourses in the townships and the company provides logistic/infrastructural support for organising the same.
12. The communication channels are being enriched and the employees come to know about the latest development of their company to make them understand the position where they stand and where they have to reach.
13. In NTPC, the targets at the executive level is fixed mutually at the starting of the year, so that employees get to know where they have to head for.
14. In NTPC, career growth options are open for individual employees, and they are sponsored/assisted to do Diploma, B.Tech, M.Tech., MBA programme from BITS Pilani, IIT delhi, MDI Gurgaon etc .
15. Mentoring is in place for the new entrants executives.

From the above observations, it is seen that the organisations are today emphasising on actualisation of their activities. They are considering the employees as one of the spokes of wheels of the organisation's prosperity. They are now involving employees in day to day decision making relating to work/ working environment which are thereby resulting in achieving excellence and competitive edge. The nature of training which is being provided to the employees not only leads to their self development / improvement but also is helping in actualisation of organisational activities. Further the nature of training being provided to the employees, is leading to self realisation.   It is also seen that in above organisations spirituality related training are / have been rarely provided to the employees that too confining to top level executives only. These organisations are strongly involved in social aspects of spirituality, such as CSR activities, Employee welfare, employee development, social accountability (by becoming SA 8000 Compliant Companies). It is seen that number. of Indian companies have achieved the standards laid out for this International certification(SA 8000). Another interesting fact came out was noted that the old concept of mentoring have been introduced for the new / old entrants so that the employee understands the culture, vision and values of the companies. In NTPC the new executive trainee is put under a mentor who becomes friend, philosopher and guide to the new entrant and guides him to the right direction. The mentor is very carefully chosen by the company at project level, so that the new entrant gets easily guided in a proper manner.

These organisations have well developed communication matrix in place where in every employee is well aware of the companies present and future activities so that his/her organisational awareness is high. The performance management system is very strong wherein the executives' targets are mutually set and every executive gets to know where he/she has to reach.

These organisations are putting lot of efforts in imparting knowledge in the form of higher education and technical expertise and making them multi-skilled. Now *knowledge sharing is being considered as power* rather than knowledge in itself. This is a strong indicator of learning organisation.

From the above observations and finding, the Authors have come to conclusion that these learning organisations do not have structured forms for enhancing spiritual intelligence in the employees. Further the awareness level and the training in these areas are very less/low.

Considering the above observations/findings, Authors here have come up with the Spiritual quotient / Intelligence model in perspective of organisational leadership which came up in discussion with the respondents i.e. *"What should be the characteristics of spiritually intelligent leader."* Followings were the proposed components of spiritually intelligent/Quotient:-

SPIRITUAL QUOTIENT / INTELLIGENCE (SQ/I) MODEL

INTRAPERSONAL CHARACTERISTICS:

- Self-Awareness
- Self-Realisation
- Self-Actualisation
- Self- Respect
- Organisational –Awareness
- Organisational- Actualisation
- Independence
- Assertiveness
- Selfless and Altruistic Attitude.

INTERPERSONAL CHARACTERISTICS:

- Empathy
- Social Responsibility
- Smooth Social Skills
- Team Work
- Igniting People
- Human Resource Development
- Leading by Visions and Values

STRESS MANAGEMENT CHARACTERISTICS

- Ability to stay stable and focussed
- Non- Impulsive
- Problem- Solving Attitude

ADAPTABILITY:

- Responsive to change
- Innovative

GENERAL MOOD:

- Optimism
- Happiness
- Holism.

IV. DISCUSSION

ROAD MAP FOR CREATING A CULTURE OF LEARNING IN ORGANISATIONS

Culture refers to a set of values, belief, rules and standards transmitted among generations and are aimed at modeling behaviors so that they fall within acceptable limits by all present in the organisations.

Learning organisations are those organisations which use a management philosophy based on knowledge and understanding for the complexity of the real world. It opposes the dominant management philosophy which rewards short term decisions. It understands that all elements within the organisations are connected i.e. organisation and individual have to behave in a holistic manner. They cannot work for their discreet selfish goals and simultaneously expect that they can excel. [3]

In this study, Authors have tried to establish a road map through which a culture of learning can be established in the organisations in sustainable manner through the use of spiritual intelligence.

1. **Vision and Mission statements of the company are living documents**. Vision statements define the destination and the mission statements define the path to get there. These statements are if spiritually guided will definitely make the impact on employees motivation. This thing is also proved by the multiyear research project on management tools conducted by Bain and Company which started in the year 1993. This research also considers vision and mission statements of the particular company as a very significant management tool for enhancing the performances.[4] The same idea is circulated by James .C. Collins and Jerry .I. Porras in their book *"Built to Last: Successful Habits of Visionary Companies"*. In this book Authors have stressed the importance of vision statements.[5]

   Some examples of Companies *Visions* are discussed below:

   - **NTPC** *Vision* is "To be one of the world's largest and best power utilities, powering India's growth" and its *Core Values* are *COMIT* means **C**ustomer Focus, **O**rganisational **P**ride, **M**utual Respect and Trust, **I**nitiative and Speed, **T**otal Quality and definitely these things are reflected in its winning culture.[6]
   - **IBM** founder *Thomas Watson Sr.* was also guided by this spiritual intelligence when he hanged assorted inspirational slogans like "THINK" , " Make things happen" throughout the workplaces and instilling fiery company spirit by promoting employee sports team, family outings and even a company song. Thus he built a fanatical workforce. [7]
   - **BPCL** *Vision* is "To be a leading energy company with global presence through sustained aggressive growth and high profitability, to be the first choice of customers, always, to be able to exploit profitability growth opportunity outside energy, to be the most environment friendly company, to be the great organisation to work for, to be a learning organisation and to be a model corporate entity with social responsibility".[8]

   - **Wipro's** *Vision* is focused on attaining leadership in the three areas i.e. business leadership, customer leadership and people leadership *Business Leadership*: Among the top 10 Information Technology Services companies globally and the No.1 Information Technology company in India. *Customer Leadership*: The No.1 choice of customers through innovative solutions and Six Sigma processes. *People Leadership*: Among the top 10 most preferred employers globally by creating an environment of empowerment, intellectual challenge and wealth sharing. *Brand Leadership*: Wipro to be among the 5 most admired brand in India.[9]
   Thus we can see that spiritually guided visions can be used as a simple management tool to ignite the souls of the employees.

2. Top Leadership should **value sustainability** in organisations.
   - This will come when organisations make sustainable and ethical business policies based on their Vision And Mission statements .
3. Sustainability of their vision and policy **would only stay**,
   - If these Vision and Mission **statements are well communicated**, to down the ladder.
   - If they bring in best people for its implementation, i.e. to recruit **(recognise) the spiritual side of employees**.
4. Let the best people who have joined the work force **be given their autonomy** to work as for e.g. ***J.R.D. Tata*** once said "*Get the best people and let them free*" i.e. the creativity of the employee will only come up if they are allowed to be free. We cannot expect creativity from birds of the cage. If they will fly, they will be happy, satisfied and more creative.

   In more precise manner ***the road map for creating the culture of learning will start from this point/ maturity level of the organisation.***

1. Imparting Self-Awareness and Self- Actualisation training to the employees.
2. Imparting training for organisational awareness or for holistic awareness of one self or for overcoming the conflicts coming from identity driven systems i.e. connecting the each leader from inside to outside and to align individuals to reach the vision of the company.
3. Imparting training for assertiveness, to take more responsible and independent roles. (More responsibility – more power and thence self empowerment)
4. Imparting interpersonal training- so that employees also understand others and behave with colleagues in dynamic loving and caring manner.
5. Imparting training for team work. Team allows *constructive conflict* (**Mary Parker Follet)** in the organisations. These constructive conflicts allow situations which are difficult and at the same time their solutions allow enormous growth of the people who are involved in it.
6. Spiritually Intelligent leader will inspire and ignite people around themselves, their *Aura* of positivity will increase gradually if they are able to practice it, and then gradually it will reach to all the stakeholders.
7. Creating conditions for forever change. Change is inevitable in living systems and that is the reason why change is always welcomed in such organisations by the spiritual intelligent leader.
8. Making change smooth and more creative. It can happen only when Spiritually Intelligent Leader is having that ability of staying focused in adverse circumstances.
9. Imparting happiness training to the employees. Happiness training is gradually being recognised as one of the important steps of spiritual training and slowly organisations are recognising that happy workers are more productive workers and that is the reason why Harvard Business School provides happiness course to its students, realising that they are going to be future reasons of some successful organisation. In India Mumbai's S.P. Jain Institute provides some sort of spiritual training to its MBA students, so that they can become spiritual leaders in their own domains.
10. Providing training for holistic thinking. To make every one understand that each of the employee is not a discreet atom wandering in a vacuum, but a part of the dynamic and ever-changing world , where sometimes change comes due to him/her and sometimes change force is coming from outside environment. If one part/ one atom/one employee of the system is disturbed then whole system is disturbed. This understanding is very much essential for holistic organic growth of the organisation.

V.   CONCLUSION

The then President of Republic of India, ***Dr. A.P.J. Abdul Kalam*** while inaugurating the golden jubilee celebrations of All India Management Association in New Delhi, in 2006 called for more Indian Companies to storm into the Fortune 500 list. He gave a mantra identifying the ***"righteousness in life"*** and ***"possessing an indomitable spirit"*** as the two key ingredients for making it big and emerging as a great corporate or a brand institution.[10] The former President was absolutely right when he said that without the presence of spirit of ideal righteousness, one cannot reach the sky. If one person is having this essence of spirit with him/her then no worldly hurdles bother him, be it that these hurdles are at the personal level (ego, negative introvert attitude), interpersonal levels(frequent conflicts which arise in the interrelationships) or at the macro level (inter-organisational unhealthy competition, international conflicts).

It has been evidently brought out through this study *that training in organisations is provided to polish the outer peel of the fruit (soul), but the real fruit inside that peel is left untouched, ignored by the materialistic training.* Now the real requirement is to recognise that sweet fruit inside us and nurture it, so that each one of us can live life to the full and give our maximum contributions to the organisations where we work and to the World at large.

Although it is very difficult to measure the immeasurable, but by recognising the spiritual side of the employee, Organisations can have competitive edge over the others, because these employees, who have spiritual orientations in their life, will always excel in every area of their concern, be it their relationships, their work or their output.

Now the real time has come where serious debate is required to come up with those indicators on the basis of which *Spiritual Intelligence* can be measured.

LIMITATION OF THE STUDY

Perfectionism although always desirable is never possible for such studies. Some limitations are bound to remain in a research work as complex and as abstract as this one as all the myriad factors are difficult to be taken into consideration. Some of the hurdles which are faced by the authors are discussed below.

1. There is insufficient scientific secondary data which could guide an extensive primary survey; moreover it is very difficult to quantify the abstract concepts, which prevails in the soul of the individuals.
2. Although it is scientifically proven by psychologists world over, that there exists the pineal body, epiphysis cerebri, epiphysis or the "third eye" or 'GOD SPOT' in brain which becomes activated when individual go in deep thinking level, but the science is not yet developed to find out the intensity of this activity and it's usefulness in the practical world.
3. It is sometimes difficult to make understand the employees that spiritual intelligence can help the employees feel more satisfied, and thus practicality of the concept is reduced.
4. Lack of time on the part of authors and the employees of the Companies surveyed.

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