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Corporate Spirituality: Innovative Leadership Model towards Business Sustainability

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Abstract

Amidst the massive growth of industrialization and global exchange of goods and services and competitive business trends, a new era of business has also emerged that works towards longitivity of business and resources i.e., Sustainability. AS per Brundtland Report "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Corporate Social Responsibility (CSR) in practice has not been successful in making a mark due to gap in understanding and implementation of the CSR. Spirituality has recently been taking over as a solution to several stress issues seen in business and for overcoming increasing business problem which is observed by corporate gurus with expectations of it to be an answer to piling woes in crumbling organizations. This study aims to suggest effective model of corporate spirituality at workplace to enhance employee wellness by reducing work related problems.

Keywords: Business ethics; Corporate social responsibility; Workplace spirituality; Sustainability; Failed system

Introduction

The move from industrial to post-industrial era has brought a change in social and networking behaviors globally. The increasing uncertainty prevailing in business world especially on the sustainability or survival of the employees and the organization itself has led to a different thought concept that old paradigms and current gamut of leadership and growth approaches are no longer valid. Majority of the business in current era runs on pure networking systems and/or information exchange where human interfaces are limited. Hence the dip in employee satisfaction and performance levels are much asked for results.

Leaders and visionaries believe a trend change is bound to occur which could largely bear an impact on the thought process and decision making process focusing largely on ethics driven implementation. Leaders who believe in sustainable business are of the opinion that business is an interface to reach and develop society which has been forgotten often in the drive for profits. Business role is now often understood as a responsible agent towards positive development in all aspects of related to public and environment. The value and ethics of every business leader is perceived to have a direct bearing on the decision making process hence the new consciousness or value based holistic approach to society, i.e., spirituality could enable a meaningful work atmosphere.

The recent decades has seen a change in managerial thought process where now quality of work life and employee satisfaction has seen as an important result to managerial process in any organization alongside profit. Researchers believe and are in favor of a holistic consciousness that could enhance interdependence, support and ultimately sustainability. In the study therefore, the aspect that a new consciousness in business leadership could result in being a catalyst for change in business and society is focused on. This study also focuses on spirituality as an evolved consciousness that could lead to changed perspective towards goals to be achieved and the ways they are to be achieved. Spirituality is considered as a more sense-making, meaningful and self-fulfilling agent in the post-industrial era.

The intent of this study is not to contrast or criticize any religion or form of worship but rather to study an act of consciousness beyond usually followed though process believing the shift in thought process may lead to much easier and fulfilling accomplishment of objectives also supporting a holistic growth and sustainability. Spirituality in business as discussed and to be studied in this study emphasizes on the accountability of leaders in terms of personal transformation enabling raised order thinking that may lead to sustainability of various levels of business management. Spirituality could therefor encompass religious identity based on secular beliefs or even evolved spiritual identity influenced by spirit (pneuma) and soul (psyche) which could form basis of further research and observations in future.

Therefore explored as a probable enabler of process of transformation of people, organizations and society as a whole, spirituality in workplace is believed to be a possible catalyst for creating meaning, fulfillment and sustainability.

Statement of Problem

The complexity in business is the result of high expectations following globalized demands and information technology advancement itself. However, the impact of seems external forces such as political, social, and economical changes on a global and/or local scale is inevitable. In a broader external perspective, business is understood as a key driver of transformation process leading to sustainability. The argument is that there definitely interdependency between these external forces and business by itself.

Technology and information having contributed to an advanced networked society, globally has led to evolement of diverse stakes in business. These diverse stakeholders in business are demanding alternative performance and greater responsibility for promising

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sustainability in terms of performance and processes, in levels of risk and reward, social upliftment and environmental protection. These demands are believed to have requirement of require a new set of values changing the perspective and worldview from business leaders. Thus, arguably a raised consciousness and a more holistic view or new intelligence(s) in decision-making is necessitated. In this study, this new consciousness is defined as spirituality.

In this study, definitions of spiritual growth and/or of spiritual intelligence have been reconnoitered by considering the theories of Carl Gustav Jung on "the individuation process to wholeness", related to personal development to a higher level of consciousness, and the need for the sacred or divine in everyday decisions making process [1].

Spirituality

Spiritual development according to Wilber [2] debates on whether spiritual development in individuals occurs horizontally, i.e., in a linear fashion, or in stages. His study states spirituality as a shift from Newtonian science to quantum physics, or from a controlled, linear, measurable paradigm to a more systemic worldview (or to a contextual, holistic paradigm, which is devoted to in this study .Wilber's viewpoints have further been analyzed and supported by Zohar and Marshall [3] in the theories assessing the importance of developing spiritual intelligence in the post-industrial business context.

Wilber in his study elaborates five common definitions for spirituality interpreted as "Spirituality involves the highest levels of any of the human development lines, e.g., transpersonal, trans rational (cognitive and intuitive), the highest moral aspirations and it is the sum total of the highest levels of all human development lines. It is an attitude (such as openness or love), and basically involves peak experiences".

The focus of this study remains on exploring the role of spirituality towards business sustainability through transformative leadership and the development of spiritual intelligence as a (trans-) personal experience aiding the establishment of wholesome meaning and fulfillment-with the realization that "meaning" is context- dependent.

Evolvement of consciousness towards high order thinking

To enable the development and evolvement of consciousness, the study has adopted theories relevant to the context by Zohar and Marshall [4]. Marshall designed a Scale of Motivations in alignment with Abraham Maslow's hierarchy of needs.

Marshall exemplifies how "deficiency needs" and "higher needs" determines development of employee behavior and thinking. Every level of needs and motivation in the theory is applied with a different perspective which could positively be applied to create higher order though, decision making, action and satisfaction of needs of both individual and the organization. Motivation as styled by Zohar and Marshall [3] is a "whole paradigm embracing assumptions, values, aspirations, strategies, relationships, emotions and behavior". Marshall illustrates the Scale of Motivations as follows in Figure 1.

The above scale offers an entirely different perspective of systematically diagnosing the motivational foundation of individual and organization. Here, consciousness development is depicted as a shift from a present state to a more desired future state of affairs. As stated by Zohar and Marshall [4], the above "diagnosis is made with emotional intelligence rather than traditional IQ, that the shift occurs through applying spiritual intelligence" .A move up/ down the motivational scale represents a paradigm shift, and thus would result in transformation.

The following seven questions by Zohar and Marshall [4] is used to apply the scale of motivations:

What motivations drive us as individuals or as a culture in the present?

How do these motivations affect our behavior and strategies?

What results do we get?

Where would we like to be?

What motivations are needed to get there?

What do we need to do to make the motivational shift happen?

What kinds of behavioral and strategic changes will we see?

Marshall's Scale of motivation is understood to be an effective tool to guide leaders towards self-awareness and to shift internal, deeper awareness to transform motivations, behavior and culture in the organization towards much positive development.

Need to realize steps towards sustainability

The last two decades that has witnessed massive industrialization and globalization has boosted the economic growth. The trend change has also highly affected cultures and need patterns of individuals as a whole.
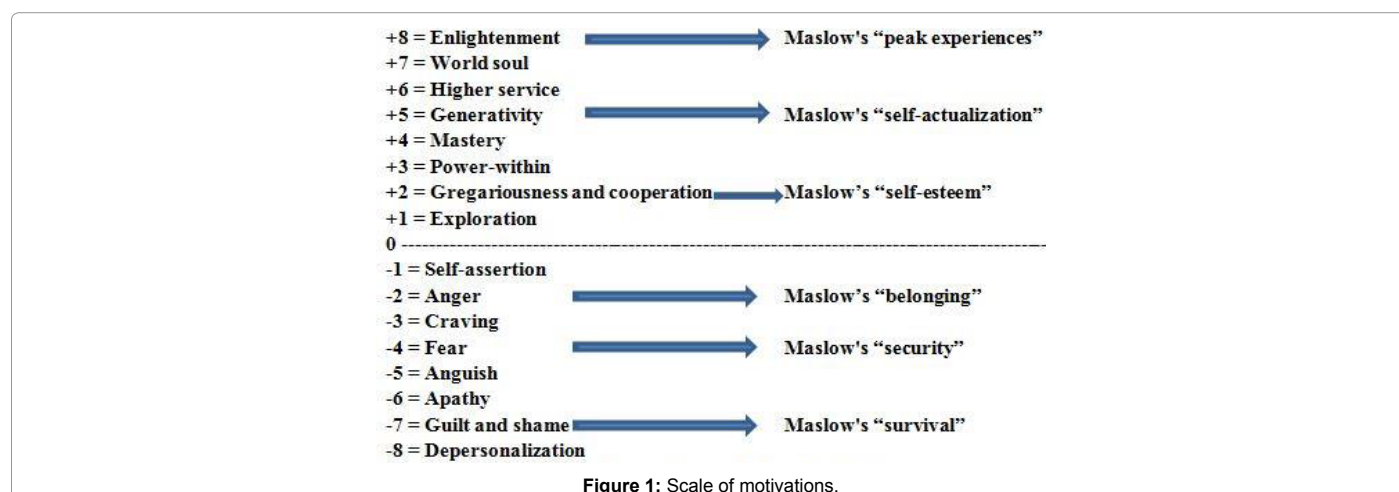

+8 = Enlightenment ⟶ Maslow's "peak experiences"
+7 = World soul
+6 = Higher service
+5 = Generativity ⟶ Maslow's "self-actualization"
+4 = Mastery
+3 = Power-within
+2 = Gregariousness and cooperation ⟶ Maslow's "self-esteem"
+1 = Exploration
0 ---
-1 = Self-assertion
-2 = Anger ⟶ Maslow's "belonging"
-3 = Craving
-4 = Fear ⟶ Maslow's "security"
-5 = Anguish
-6 = Apathy
-7 = Guilt and shame ⟶ Maslow's "survival"
-8 = Depersonalization

Figure 1: Scale of motivations.

Where in the place profit and productivity was hailed, now the search is for much more fulfillment of goals that fails to be numerated against profit numbers. Every organization that has earner that status of being numero Uno in post industrialization years are now seemingly in search for the 'X Factor' or that 'something' that gives them an edge over others as individual and an organization.

Entrepreneurs and business leaders today are finding that there's more to life and business than profits alone. Cash as the single primary concern is progressively a relic of days gone by. In a post-Enron world, qualities and morals are a pressing concern. The most blazing buzz today is about a "triple primary concern," a promise to "individuals, planet, and benefit". Employees and the earth are viewed as critical as financial aspects. A few people say it's all in regards to bringing your otherworldly esteems into your working environment. A survey distributed in USA Today found that 6 out of 10 individuals say working environments would profit by having an extraordinary feeling of soul in their workplace.

Numerous business visionaries transparently concede the need to serve the society and public to be practical and developing as the society/individuals make associations. This need can be realized and achieved only on the grounds that the organization and the leaders understand how to detach themselves from the Net to Self-concept. Many entrepreneurs openly admit the need to serve the society to be sustainable and growing as the society/people make organizations.

The 'net' and the 'self': identity crisis

Castells [5] states that, despite the fact that the new data advances are incorporating the world in worldwide systems of riches and influence, the particular social and political pattern of the 1990s is the development of social activity and governmental issues around essential personalities. These characters are either established in history and topography, or recently inherent "These identities are either rooted in history and geography, or newly built in "an anxious search for meaning and spirituality". There is an expanding separation amongst globalization and personality, "between the Net and the Self" says that there is a look for new connectedness around a mutual, recreated character. This he believes will "save time and effort from survival as to give us the chance to explore the largely unknown frontier of spirituality".

Castells [6] recognizes three procedures of personality building: legitimizing character, presented by the prevailing foundations of society; resistance character, produced by on-screen characters opposing the organizations of society; and undertaking character, by which social performing artists (pioneers) reclassify their position in the public arena and look for the change of the general social structure. Each sort of personality building process prompts an alternate social structure.

This change procedure however just appears to be conceivable if organization and its visionaries are capable and willing to test and move their own particular edges of reference and mental models, and to participate in a procedure of individual and transpersonal development or self-greatness.

The idea is that those business organizations that realize the conflict between the bipolar position of the Net and the Self are progressively scanning for empowering agents and makers of significance, satisfaction and esteem, i.e., hunting down an option rationale in the post-modern setting. The search for new project identity might lead to a focus on individual transformation, and could be seen as affecting societal and business transformation collectively and reflexively.

Personal spiritual development

Spiritual development on personal level is coined by Dale [7] as "the transforming power present in life; it is that attraction and movement of the human person toward the divine all individuals are understood as having the potential to be spiritual, which includes inner wisdom, authority and compassion". That infers that the thought of the certain otherworldly existence of people not just underscores the connectedness of experience and a holistic standpoint yet in addition a feeling of association with some all-inclusive power that is experienced separately and by and large and that has impact independently and all in all.

Maslow's hypothesis on self-actualization, regardless of its straight approach cited in Barrett, still appears to be important as "self-actualized individuals are motivated by spiritual needs". Maslow's findings on self-actualization summarizes that "The hierarchy of basic needs is proponent to the meta-needs (self-transcendent needs). What this means is that the so-called spiritual life is on the same continuum with the life of the body. The spiritual life is part of our biological life. It is the highest part of it".

Self-actualization vs. organizational goal actualization

Where the studies are leading to is a revelation on management perspectives and there could be a possibility that the self-actualization needs stated by Maslow would have meant the spiritual needs to be achieved or a state of self-satisfaction reached through proper regulation of organizational growth with sustainability that is driven by commitment to self and to the entire mankind.

Key spiritual values in a business setting incorporates uprightness, genuineness, responsibility, quality, collaboration, benefit, instinct, dependability, regard, equity, and administration. Business Week reports that 95% of US citizens discard the idea or profit making as the organization's only objective. 39% of US investors affirm a frequent check on business practices to be followed apart from values and ethics before investing in a new project. The Trends Report reveal that 75% of consumers during a survey state that they are inclined to purchase brands associated with a good cause if price and quality are equivalent.

The entire process of transition to self-actualization laid by Maslow would start off with the inquiry: "who am I?" The search for character and a purposeful exertion for individual change and for actualizing the "self" is one method for exploring the influxes of intricacy and change. Self-improvement and change, as methods for looking for all the more importance and satisfaction, is comprehended as a major factor in authoritative, business and societal change.

The evolvement towards higher level of individual awareness is connected to the transformational forms in business and the improvement of a sustainable culture and quality. In this way, to a substantial degree, the inward improvement of profound consciousness of the self is comprehended as a crucial measurement of individual and aggregate activities and conduct in the association in general.

The conclusion accordingly is that spirituality could be characterized as a developed cognizance that could manifest in business better perspectives, qualities and practices, and in their capacity to take after a more incorporated and holistic steps to decision-making in an environment that is progressively and associated. Such a holistic perspective requests, to the point that business organizational leads to

think and work from a values and ethics perspective that is associated and comprehensive, yet that is adaptable to the degree that it takes into account significant changes. Business pioneers' capacity to raise their awareness to such a level may empower them to better comprehend and translate the foundational forms that include major and complex difficulties inside and outside their zones of duty. The assumption is that, in order to develop such a consciousness, a genuine sense of duty regarding individual and transpersonal advancement is required from the person.

Review of Literature

The study has utilized support from vast sources of literature and research studies relevant to the area under discussion. These information has been tactfully examined to support the argument that only a perspective change and a higher order thinking through a new consciousness, which the study has referred to as as 'spirituality' can lead an organization towards sustainability in the future as there remains an urge to achieve the esteem needs as stated in the motivational theory of Maslow. This esteem needs can be individualistic or organization where the esteem need could range from commitment of quality to the consumers to a step more of having spiritual satisfaction or a deep sense of inner joy of having served society as a responsible individual without compromising the organizational/performance expectation to which a person is bound.

Leading corporate giants and noted research gurus are keenly observing an increased trend of organization moving towards a more socially responsible framework of business. This also includes wellness of employees who form the backbone of the organization. It has been studied that the key area for applying spirituality is in how employees and the society as a whole are treated. Marc Lesser, founder of Brush Dance remarks "Simple things can be very powerful". He ensures to take a few minutes each day to appreciate someone, to thank them for a job well done, or just to listen to their concerns. Broad-mindedness with time can be as important as generosity with money.

The major drawback in this step is that still not much organizations or leads are aware of this demand in business transition or are resistance out of disbelief that could ask for profit reduction as a price. But the hidden fact is that to sustain for future, there is a need to give up smaller benefits. Nevertheless, the argument remains that level of awareness or consciousness influences thought process and manifests in individual behavior.

Spirituality and the advancement of spiritual knowledge are comprehended as likely empowering influences in making more sense and significance in the perplexing unfurling occasions and inside the atmosphere of turbulence and vulnerability of the post-modern period. Contemporary leadership and management researches has been reviewed to highlight leadership's awareness in relating "new paradigms", and applying ethical values and spiritual consciousness including servant leadership in decision-making processes.

Transition to sustainable organizations

The transition to a sustainable future definitely lies in the management back-up and a visionary leadership. This does not essentially mean a visionary goal oriented leader should be at help of every organization .It simply affirms the organization as a whole need to be ready to change for good. It needs to be responsive and receptive to changes. By this attempt it would not be wise to ignore the role of leaders in the growth progress. The nature and thought process of the leaders definitely old a bearing on the sustainability of the organization.

Personal transformation or leadership transformation, as a catalyst for evoking a new spiritual consciousness and intelligence, was discovered by Clare Graves. Graves's theory has been widely accepted to enable better understanding of phenomenon of the self towards a higher spiritual consciousness.

According to Wilber [8], Graves outlines eight major levels of human existence, termed as "memes" of which the first six are defined as "subsistence levels" and marked by "first-tier thinking", and the two remaining levels/ memes are initiated by revolutionary shift in consciousness to "being-levels or second-tier thinking".

If the basic elements of Graves' theory are applied the following styles are achieved as seen in Table 1.

From the sixth or green meme, human consciousness is moves into "second-tier"-thinking. Wilber quotes Graves as referring to this phenomenon as a "momentous leap", where a "chasm of unbelievable depth of meaning is crossed".

The memes are not just phases in the self's unfolding, but are capacities and coping strategies that if once emerged is activated under the appropriate life conditions.

The planetary apportioning between the industrial and post-industrial complexity demands "second-tier thinking". This new consciousness relates to spirituality, as discussed earlier.

Second-tier thinking activates a consciousness of all the above interior stages with a transition towards integrative thinking, assess increased complexity. Second-tier thinking unfolds self to grasp a bigger picture and to gain advantage over all the other memes.

According to the theory of Graves' the spiral dynamics memes model illustrates that humans spirally mature towards a spiritual consciousness level.

The concept of spirituality incorporates trans-personal change,

Codes	Meme	Level	Behaviour pattern	What they seek
A-N	Archaic-Instinctual (Beige meme)	1	Based on biological urges/drives	Survival; biogenic needs satisfaction; reproduction
B-O	Magical-Animistic (Purple meme)	2	threatening and full of mysterious powers	Safety/security; protection from harm; family bonds
C-P	Power Gods (Red meme)	3	Like a jungle where the tough and strong	Power/action; asserting self to dominate others; control
D-Q	Conformist Rule (Blue meme)	4	Controlled by a higher power that punishes evil and rewards good	Stability/order; obedience to earn later rewards; meaning
E-R	Scientific Achievement (Orange meme)	5	Full of resources to develop	Opportunity/success; competing to achieve results; influence
F-S	The Sensitive Self (Green meme)	6	The habitat wherein humanity can find love and purposes through affiliation and sharing	Harmony/love; joining together for mutual growth
A-N/G-T	Integrative (Yellow meme)	7	The Chaotic organism where change is the norm	Independence/self-worthy; fitting a living system; knowing
B-O/H-U	Holistic (Turquoise meme)	8	Delicately balanced system of interlocking forces in jeopardy	Global community/life force; survival of earth; conciousness

Table 1: Spiral dynamics.

which includes a freedom from conscience, in meeting the divine. This further incorporates the capacity to think and decipher complexities from a psychological as well as from a spiritual point of view.

It inculcates a culture of significant worth with creation of supportable groups and reestablishes trust. The way toward making importance and satisfaction lies on the outer side, as well as on the inward, self-awareness side of authority.

Further insights to spirituality based on the spiral science shows the Western worlds'inclination towards historical or spiritual aspects of transforming personality to develop a holistic growth. Young corporates are trying personal transformation approaches to develop spirituality through practice of Yoga and Tarot, applying the I Ching or following the mystic teachings of the Kabbalah Tree of Life. These Eastern approaches, characterized by an emphasis on continuous striving towards the attainment of (inner) perfection, are perceived as a means to create better understanding of oneself and life itself, and a means to "reach Nirvana" or enlightenment.

According to Myss [9], the seventh level of consciousness (the seventh chakra) corresponds with a "sense of Oneness with All Creation; Transcendence; Higher Love", and therefore a "greater awareness of the Divine in the present moment". Hence it is evident that even the alternative search for personal transformation to seek self and true satisfaction lies in higher and deeper thinking for awareness. The perspective and understanding of needs changing with Western and Eastern culture and ethnicity gives birth to an entirely opposing awareness of spirituality as indicated in the following Table 2.

In conclusion, it is evident that there is a true search for transforming self to eliminative the negativity within and to expose ourselves to better awareness spirituality in business thus goes beyond religious practices including more of personal and transpersonal shifting from "deficiency needs" to "higher needs", as explained by Zohar and Marshall .

Adapted work system vs. spirituality led work system

There is a huge difference when a work is done on command and when it is done with passion. Zohar and Marshall [4] in their study provide a clear comparison of complex adaptive system to spiritual intelligence system as shown in the Table 3.

Role of leadership in building spirituality

Terry [10] underlines the role of leadership's creating spiritually led organizationas a possible solution to meet the challenges of adversity by stating "human universes of action and authenticity embrace and position all leadership perspectives".

The organizational issues pertaining to chaos, trust, ethics and diverse value systems found in any organization moving towards a transformation is discussed by that Terry and are considered as important aspects in the process of re-restructuring organizations. In closer view, the diversity and differences within organizations, such as interpretations of spirituality, religion and theological beliefs, are treated by Terry as challenging fields to be managed by

competitive leadership. Terry affirms "All of these complex issues push the discussion of leadership to the deepest place I find it can go - authenticity" [10]. Authenticity Terry [11] says is "entailing action that is both true and real in ourselves and in the world" "We are authentic when we discern, seek and live into truth" and he advocates "Leadership resides in the universe of authenticity. It is authentic action". Terry [11] continues to state specific reasons why authenticity occupies a central role in leadership as "Authenticity is inclusive, self-correcting, calls for engagement (action), sets direction (is visionary), and has an ethical foundation".

These theories on authenticity in leadership support the viewpoints on leadership as being contextual or situational. Terry designed two relevant models that support these theories: one being the "action wheel" and the other the "seven zones of leadership" [11].

Each of the zones in "seven zones of leadership" theory identifies seven external realities that Terry has linked to a specific leadership grace and conduct .The action-wheel supports immensely in the framing issues on a multiple level, or according to Terry "a frame behind a frame" [11].

Implementation of the action wheel model is dependent on the two steps that will assist leaders to absorb indications and to enact accordingly: "Firstly, leaders locate the perceived issue or problem on the diagnostic action wheel". Secondly, "After careful listening, the responses could be grouped around one of the six generic features of action". In order for leadership to be properly applied, Terry emphasizes that "diagnostic insight" is in working when the action wheel is applied [10]. "The inner wheel represents the preliminary diagnosis of the presenting issue. The outer wheel represents strategic intervention of the issue". Thus, "to find out what's really going on", the application of second step is completed by following the arrows clockwise from the inside of the wheel towards the outer wheel. The issue we perceive would then be the next feature of the clockwise on the Action Wheel (Figure 2).
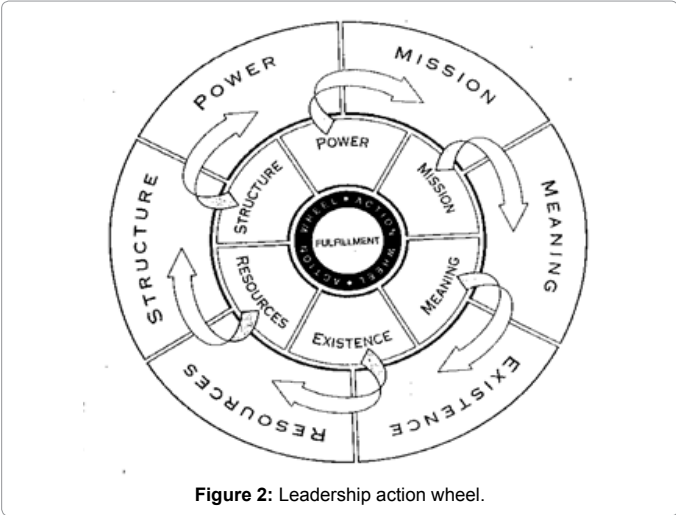

Figure 2: Leadership action wheel.

West	East
Exclusive and personal creator God;	An all pervading, eternal Divine Presence;
Creator and his creation are SEPARATE entities	The Divine Presence infuses all of existence man is part of the enfolding process of co-creation;
The fall of Adam and Eve was the original sin, and caused guilt for believers;	Karma and reincarnation, ignorance and evolution lead to enlightenment and Nirvana;
Grace is only received from the outside, because of the perception of duality (Thou-I)	Enlightenment unfolds from inside, in line with a field of energy and conciousness over which man has control.

Table 2: Contrast of the traditional God-awareness of the west and the east.

In the context of business spirituality and business leadership, Terry's action wheel is interpreted in detail as Terry firstly, classifies employee action into seven segments and establishes the understanding of leadership context [11]. The wheel that depicts relationships of six generic features of action to the whole action with the prime focus being wholeness or fulfillment. The action wheel processes towards complete fulfillment thus towards a holistic understanding of blending in organizations, as related in the definition of spirituality and business leadership [10].

The action wheel provides cues and frames to leaders to act in order .Weick [12] further states that, "accuracy is not the issue". The assumption is that with application of the action wheel, leaders can create a climate where employees are led to process of sense-making, or as Terry refers the "ultimately a sense of fulfillment" [10].

Terry [11] in his comprehensive leadership map, portrays seven leadership "zones" that "connects leadership, within the context of real situations in organizations to the strategic actions that leaders need to take to achieve goals". The Seven Zone Leadership Development Phase is understood as an emerging, unfolding process as per Graves [13], of which Zone 7 leadership means "authenticity", "living the promise" and "spirituality".

The seven zones of leadership as defined by Terry is of relevance to this study Zone 6 and 7 would be the so discussed context of spirituality where the leadership nature and style itself confirms spirituality as the fulfillment goal thus leading the organization to much more higher order though process and ethical decision making [11].

With focus on this study, the two zones 6 and 7, i.e., "meaning" and "fulfillment" are of pivot importance and interpreted by Terry as: "There is no confidence we are all going in the same direction and no certainty of outcome [10]. The new, the unexpected, the sense that the immediate situation is almost overwhelming makes the fact that the world is unknowable very real and personal. Our questions now focus not on the destination and the trip but on meaning, deep purpose, or raison deter". He further confirms that "any hope we have that we will cope well in these circumstances of chaos and uncertainty is grounded in trust - trust in our own intuitive judgment and trust others have good intuitive judgment also" [11]. The seven zones and the leadership skills at each level are as depicted below in Table 4.

Role of organization in building spirituality

It is studied that the leaders who depict the characteristics of deep sense of spirituality are aware of the potential effect of their actions on both self and in the organization. This stand requires cognizant reflection on issues that would prompt wholeness and satisfaction. I relation to "the distance between the Net and the Self", the role of leadership and the organization spirituality conception revealed the

Complex adapted systems	Spiritual intelligence system
Self-organization	Self-awareness
Bounded instability	Spontaneity
Emergent	Vision and values led
Holistic	Holistic
In dialogue with environment	Compassion (feeling with)
Evolutionary mutations	Celebration of diversity
Outside control destructive	Field-independent
Exploratory	Asking "why?"
Recontextualise environment	Reframe
Order out of chaos	Positive use of adversity
	Humility
	Sense of vocation

Table 3: Features of complex adaptive systems vs spiritual intelligence system.

Zone	Reference to zone and premise for decision-making and action	Leadership abilities required for development and action:
1	Existence- the "from which" of action: our history, past, and memories in which the action is rooted or from which it arises; Identification: "Serving the Past".	Historical sensibility and knowledge Core-value identification, Willingness to face hard truth from the past commitment to preserve the best by means of celebration, orientation to learning, speeches and other past share events.
2	Resources- the with which the action: valued items, both tangible and intangible, that leaders use in action; Identification: "Building Core Competencies".	Mastering the technical skills of the discipline or subject matter needed Finance and accounting knowledge and skills assessment of consistency of service or product quality Project management; Supervisory Excellence.
3a	Structure- the through which of action: how processes and procedures are designed and implemented to get the action accomplished; Identification: "Designing Sustainable Systems".	System thinking and design tem participation Awareness of needs-assessment surveys willingness to break out of silos and share wisdom and knowledge across boundaries.
3b	Identification: "Affirming shared identity".	Commitment to develop the full array of emotional intelligence competencies, e.g.- personal (self-awareness, self-regulation, motivation) and Social(empathy and social skills) Team and group participation. Ethical awareness and sense of core and shared values, Executive strategic thinking and planning knowledge of the critical importance of identity affirmations.
4	Power- the by which of action: the energy of spirit that infuses the action; Identification: "Creating Ownership".	Conflict negotiations skills personal empowerment self-assessment; insight into the keeping, releasing sharing of decisions, Commitment to participatory actions and events.
5a	Mission- the toward which of the action: the direction of the action; Identification: "Setting Direction".	Commitment to participatory visioning processes with appropriate foundations and planning skills; Awareness of necessity of clarifying the destination, Confidence to move forward; Collective strategic planning process skills.
5b	Identification: "Anticipating Change".	Pattern recognition Scenario writing Scanning; Framing metaphorical thinking new insight generation; Commitment of authenticity thinking.
6	Meaning- the for which of action: the significance and rationale of the action; Identification: "Creating Meaning in Chaos".	Process wisdom; Courage that moves beyond risk-taking framing; pattern recognition and seriousness A profound understanding of serious/play.
7	Fulfilment- the into which of the action: the completed action; Identification" Serving the promise of Authenticity".	Deep self-awareness; Faith in the promise of hope Wisdom; Adeptness; Learning agility and inquiry Listening to the stirrings (Shadows), Mapping complex issues; Polarity and paradoxical thinking and living, A commitment to face spirituality, even theology, without getting trapped by exclusionary religious boundaries.

Table 4: Seven features or zones of leadership action.

marvels of "continuing, visionary organizations" and astoundingly "extraordinary" organizations and the connection of these transformation with the initiative style and authority's improvement.

Collins and Porras [14] explored the marvels of persisting visionary (lastingly or maintainable fruitful) companies, and exhibited the aftereffects of their seven-year examine on eighteen enduring organizations that have existed for over 45 years. Their discoveries were revealed as publication in their work, titled Built to Last.

The second book, Good to Great highlighted more on what outstanding characteristics are necessary for enduring, visionary companies to be a "premier institutions- the crown jewels in their industries, widely admired by their peer and to having a long track record of making a significant impact on the world around them". The term "visionary" refers to "enduring" and "entails more than successful". "The key point here is that a visionary company is an organization - an institution" according to Collins and Porras [14] who claim globally enduring companies to work with the best quality in adverse environments .The results of more than eighteen companies studied by Collins and Porras [14] revealed that over a period of 64 years, these companies had successfully outperformed their competitors by a factor of 6, and they had also outclassed the American stock market by a factor of 15.

Collins and Porras [14] emphasized on the organizational environment and leadership to ensure they "kept looking for underlying, timeless, fundamental principles and patterns that might apply across eras", and specifically focused on companies" performance across their life span.

Their research revealed the characteristics of visionary companies as follows in Table 5.

The nature of the leadership, defined Collins [15] in their study portrays a "transpersonal" leader who has evolved over the limits of ego to a much higher, meaning-giving, spiritual aspect.

Barrett in his study on spiritual leaders refers to the vital factors in business transformations as being:

The organizations' commitment to designing new values and behaviors;

Embedding the designed values into organizational structure and culture practiced of the organization;

Developing psychological ownership by employee involvement in defining the mission, vision and values and goals for future;

Empowering employees to think like entrepreneurs;

Sharing responsibilities and initiating innovation, learning and cultural renewal.

Barrett [16] remarks "spiritual well-being is the cultural glue that makes the difference between a good company and great company". Barrett's theories are seen to be much aligning with that of Terry and Collins where Barrett claims "the world is searching for a new type of corporate leadership", and "corporate transformation is fundamentally about personal transformation".

It is also noteworthy that in all transformation towards a sustainable organization there is a hand of spiritual upliftment or transpersonal transformation, where the focus deviates from self to society and an evolvement to spiritual, meaning-giving, values-based needs are evolved. In sustainable companies, the progress is concentrated on "self-knowledge, self-renewal and recognizing the long-term futility of corporate self-interest and embracing the common good".

According to Barret [16], every stage of spiritual realization "corresponds to an increased sense of personal identity, brought about by a greater sense of connectedness to the world".

Terry's [11] "seven zones of leadership in organizations in alignment to Barrett's theory on "seven levels of organizational consciousness" show a direct correlation. Barrett [16] condenses the stages in the "Seven Levels of Employee Consciousness" as evolution as shown below in Figure 3.

The consciousness levels in organizations are explained by Barret as,

Survival Consciousness: Organizations 'basic need is to survive, i.e. to make profit, ensure a stable cash flow, etc. as the motivation as driven by fear and a "deep-seated insecurity about the future".

Relationship Consciousness: where the organization surpasses basic needs and move towards relationships and social standing. Barret [16] states that the "Companies at this level are strong on tradition and image and weak on flexibility and entrepreneurship. Rules are important because there is little trust".

Self-esteem Consciousness: At this stage, the consciousness works to accomplish organizational desire for greatness and achieve all elements as stated in the company's mission, vision and values). These businesses are highly competitive, and focus energy and time on improving productivity, efficiency, time management, and quality control.

When the organizations have a strong leadership this is possible but if they leadership fails, the growth pattern fails too. Unless transformation is aimed, it is destined to doom.

The Tyranny of the OR	
Traditional organizations	**Visionary organizations**
Purpose beyond profit	Pragmatic pursuit of profit
A relatively fixed core ideology	Vigorous change and movement
Conservatism around the core	Bold, committing, risky moves
Clear vision and sense of direction	Opportunistic groping/expertimentation
Big hairy audacious goals	Incremental, evolutionary progress
Selection of managers steeped in core	Selection of managers that induce the change
Ideological control	Operational autonomy
Extremely tight culture (almost cult-like)	Ability to change, move, adapt
Investment for the long term	Demands short-term performance
Philosophical, visionary, futuristic	Superb daily execution, "nuts and bolts"
Organization aligned with a core ideology	Organization adapted to environment

Table 5: Characteristics of visionary companies in comparison to traditional organizations.

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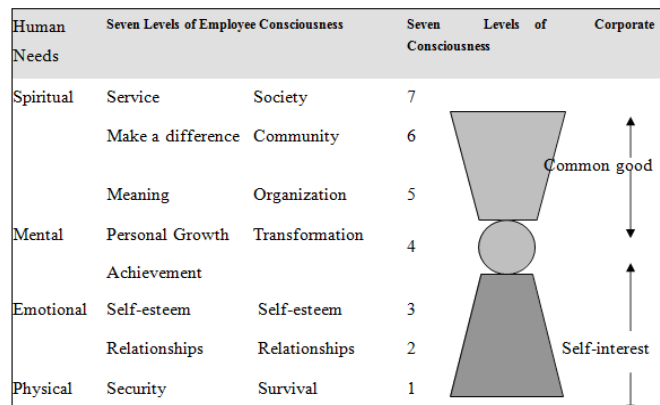| Human Needs	Seven Levels of Employee Consciousness		Seven Levels of Corporate Consciousness	
Spiritual	Service	Society	7	
	Make a difference	Community	6	Common good
	Meaning	Organization	5	
Mental	Personal Growth	Transformation	4	
	Achievement			
Emotional	Self-esteem	Self-esteem	3	
	Relationships	Relationships	2	Self-interest
Physical	Security	Survival	1	

Figure 3: Seven levels of employee consciousness vs. seven levels of corporate consciousness.

Barrett's first three levels of consciousness maps with Graves spiral dynamics theory .Further, if the leadership is able to reach the higher levels of consciousness and leaders are willing to take cues and enact they become catalysts of transformation. Weick's theory on bridging [12].

The study furthers to more levels of consciousness as follows:

Transformation Consciousness: Transformation is result of skilled leadership forming the fourth level of consciousness, and "is the bridge that companies must cross if they are to create organizational cohesion and shift their belief systems from self-interest to the common good". Barret [16] also remarks that "During transformation, the culture of the organization shifts from control to trust, from punishment to incentives, from exploitation to ownership, and from fear to truth. Mechanisms are put in place to promote innovation and learning". It is the prime role of leadership to instill cohesion within employees and build a strong core identity with employee involvement by creating, recognizing and working towards a shared vision, mission and values.

Organizational Consciousness: This level is the gradual step to spiritual consciousness in business. Barrett refers to "internal connectedness" as being a primary focus in Level 5. Here organizations work to develop interconnectedness by "development of a positive culture that supports employee fulfillment" .there is an urge to find more meaning and purpose at work. This paradigm shift "encourages higher levels of personal productivity and creativity. This occurs as a natural by-product of building trust, community spirit, and internal cohesion" A subordination of individual interest to commom interest and ownership over organizational goals is seen to be set.

Community Consciousness: Here, organizations are more inward-looking and they work on creating partnerships or strategic alliances with external stakeholders, with the aim to serve and support community. Social responsibility is focused and the businesses adhere to the triple bottom line requirements of financial, social and environmental responsibilities. The employees are considered equal stakeholder in their business works towards a holistic development.

Society Consciousness: This level focuses on serving humanity in terms of interconnectedness and expects both individuals and institutions to take responsibility for the wellbeing of whole. Leadership is aiming at sustainable development at this level. "Well groomed consciousness organizations care deeply about ethics, justice, human rights, peace, and the impact of present day actions on future generations" [16]. The work style of the organization elevates to work for the greater good as well as for themselves. Barrett affirms these organizations to gain goodwill and long term standing by "taking a strong moral position, they are able to garner the respect and goodwill of their employees and society at large".

Conclusion

Most profound sense of being and business initiative or in simple terms Spirituality is along these lines comprehended as the pursuit to know our actual selves, and to find the genuine idea of cognizance. This perspective is in accordance with the establishments of the majority of all around acknowledged profound lessons.

The self we know, or the individual personality, is regularly an extremely constrained type of character. Another undertaking character, based on a developing comprehension of our actual selves, is fundamental in the comprehension of the new setting of business. This implies a look for and a consistent development towards realness, and a head out from a misguided feeling of character that is gotten from what we have, or what we do, or from our belonging, our part on the planet, how others see us, and so on. This consistent scan for another task personality is comprehended inside the setting of an outer world that is regularly changing, disorganized and complex, where this determined feeling of character is constantly under danger, and our endeavors to keep up it are frequently in charge of "conceited" conduct. This is translated as far as the present examples of conduct discernible in business, and also in the political field, and in group and other authority for the most part. The energy of business pioneers, and furthermore of countries by and large, is regularly established on a behavioral example of egotism.

Despite what might be expected, most profound sense of being is comprehended as a more profound undertaking personality, or a development towards the "genuine self". This identifies with the pith of cognizance, which is comprehended similar to the same for all individuals. Setting out on this adventure requires vision, mettle, going for broke and testing ones possess mental models, while holding all around sound moral esteems.

Deep sense of being, as another cognizance or another character, is besides comprehended as reflexive as in business pioneers who depict this esteem, could impact and influence the way of life of the association all in all.

Authority thus is confronted with the difficulties of sense-production and basic leadership in reality as we know it where there

is no fabulous account and where the business shared morals reflect initiatives claim individual esteems and their capacity to guarantee maintainability. The association with oneself, with families, groups, partners and different partners exhibits initiatives capacity to make and support trust. These difficulties require that business pioneers create and for all intents and purposes show different levels of knowledge, e.g. mental, enthusiastic and otherworldly knowledge. It requests the involvement of cognizance and of individual and trans-personal improvement to co-make persevering organizations and social orders.

It is an accepted myth that visionary leaders create successful and sustainable organizations but in fact, charismatic visionary leader is absolutely not required for a visionary company as a high-profile, charismatic leadership style is clearly not required for building a visionary company. Collins' in his research into "good to great" companies offered alternative insight that "a symbiotic relationship between Level 5 leadership traits and good-to-great companies existed. The level of consciousness of leadership in the business influenced the "greatness" of the business along with the organizational effort to transform from net to self to attain a higher order thinking or to reach a spiritual domain.

This study is an attempt to give better insight into traditionally opposing theories, i.e. the business leadership (as traditionally being primarily productive-performance orientated) and theory of corporate spirituality, as a metaphysical concept, which embraces foundations of the obscure or "un-scientific". The author has tried to the best to challenge these traditionally opposing logics with an attempt to examine, evaluate and understand these aspects through a systematic approach by analyzing, evaluating and comprehending a wide range of relevant literature studies.

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