

## Cultivating the Heart of Leadership: Designing an Economy that Works for Everyone

University of California Irvine (16 April 2004)

Spirit in Business was forged in the dialogue of “Compassion or Competition” between the Dalai Lama, Dutch Prime Minister Ruud Lubbers and business leaders in Amsterdam, October 1999. Today these issues are even more pressing.

Cultivating the Heart of Leadership: Designing an Economy that Works for Everyone, a dialogue with His Holiness the XIV Dalai Lama, and business and academic leaders at the University of California, Irvine significantly deepened the original dialogue.

Our inquiry begins a multi-year initiative spearheaded by Spirit in Business, in partnership with leading organizations worldwide, including intimate working groups and public events. Through these conversations, a partnership is emerging between global business, academic and spiritual leaders and interested world thinkers to deeply explore an economy that works for everyone.

### Report from the Day

115 business and academic leaders joined the Dalai Lama and an esteemed panel for this historic meeting. The meeting was created through a unique and wonderfully successful partnership between the University of California Irvine and Spirit in Business. Vice Chancellor Manuel N. Gomez of UC Irvine welcomed the participants and panelists including:

W. Brian Arthur, External Professor, Santa Fe Institute and former Dean and Professor of Economics and Population Studies at Stanford University; Bill George, former Chairman and CEO, Medtronic Corporation and Senior Lecturer at the Harvard Business School; John Graham, UC Irvine Professor in the Graduate School of Management; and Barbara J. Krumsiek, President and CEO of Calvert Group, Ltd.

Attendees on the 16th include national and international participants from diverse sectors. Among those were individuals from the medical, media, technology, environment, philanthropic and finance communities. Nearly a third of participants traveled from out of California to attend – some from as far as Europe and South America.

Bill George moderated the morning session and Andrew Ferguson the afternoon. Karen Buckley and Deben Tobias joined from the SiB Board along with a number of SiB Stewards working on initiatives from “global metrics” to “generative leadership.”

In addition to the Friday Dialog, dinners were held Thursday and Friday evening allowing many of the participants time to share perspectives and the continued evolution of work in the broad field of spirit in business. Perhaps most hopeful about the event was the deep interconnectedness of leaders attending, many having worked for years with other participants learning how compassionate leadership and organizational development creates both effective executive leadership and more effective companies. This also allowed for broadening of the question and work to the level of the global economy.

Each of the panelists wove their personal and professional experience into a thoughtful tapestry connecting leadership, socially responsibly investing, global trade creating peace, and the power of technology to impact our notion of economy. Participants raised issues ranging from “what can I do today to make a difference” to “the power of sustainable development and environmental responsibility” in changing our businesses and economy.

**The Dalai Lama joined the Dialog for the second half of our four hours together. He specifically stated that he was there to learn. That he was not a business guru. And that personal leadership and ethics is the foundation for successful business and economy. He reminded the audience that we collectively face major global challenges such as: 1) the enormous and growing gap between the haves and have-nots; 2) huge environmental crisis gripping the world and growing worse with ever more rapid economic development; and 3) the lack of peace in the world, destroying countries, communities and people’s lives and hopes. All of these he linked to the broader subject of a compassionate economy.**

**Dialog included the power of female leadership in the business world. Both the Dalai Lama and panelists noted that women were now in a strong position to lead. That they brought great wisdom and courage. Other issues included: how to measure economic progress and progress inside companies for the benefit of all; personal practices which business leaders could adopt to improve their effectiveness and compassion; how could we design entire companies on these new emerging principles of interconnectedness.**

**In wrapping up this great day together we requested of the Dalai Lama that he host a small working dialog in India to continue our work; David Cooperrider of the Weatherhead School of Management stepped forward to offered support in convening leading social scientists to work on the subject; Peter Miscovich of PriceWaterhouseCoopers offered coordination with other global consulting firms to create an open source approach to the emerging generative theory and practice of leadership and organizational development.**

Over all participants suggested that as a community of business leaders working for positive change in personal and corporate practice that a new milestone was hit. That more and more evidence was emerging that the ideas discussed during the day were gaining scientific validation, growing adoption in the world of business, and increasing results in everyday practice. Perhaps most importantly people left with a clear sense that the day's work was not a moment in isolation but a consolidation of our collective work and consciousness. That it will lead to the next breakthroughs in human and economic potential.

Andrew Ferguson of Spirit in Business concluded by: 1) offering deepest thanks to His Holiness the Dalai Lama and all the panelists and participants – particularly his partner Manuel Gomez and UC Irvine; and 2) offering the following brief proposal forward from the day. Discussion indicated strong interest in carrying forth. Spirit in Business is already actively talking with key potential partners about implementing these next steps.

#### Strategic Statement

As business leaders we have tremendous power to positively create a beneficial economy and society. We can begin by forming an international, diverse working group that aligns several key and related global inquiries into an integrated process that brings real traction to such a critical and expansive topic of "Designing an Economy that Works for Everyone." Partner with leading scholars, scientists, think tanks and universities to lead the research. Ensure that the process is generative, grounded in deep inquiry, and increases the application of research into practice.



## Framework for Proceeding

- Formation of Global Working Group
  - o Identify key partners such as the Center for Business as an Agent of World Benefit at the Weatherhead School of Management, Case Western Reserve University; Mind Life Institute
  - o Identify key business leaders, scientists/scholars, and spiritual and civil society leaders
  - o Base work in documentation and research on the current state of economy and business globally and impending erosion of many critical systems of the economy. Document all the positive indicators of new generativity and concrete structures that benefit everyone in our global economy.
  
- First working group meeting Fall 2004.
  
- Arrange for a working group meeting with the Dalai Lama in Dharamsala, India
  
- Identify the key world leaders to engage
  
- Schedule several other business dialogues in 2005 around the world similar to today's meeting at UC Irvine
  
- Prepare first major public meeting in Zurich August 2005