

# Talking About Spirit at Work

By  
Cindy Wigglesworth  
President  
Conscious Pursuits, Inc.

**Contact info:**

[cswigglesworth@aol.com](mailto:cswigglesworth@aol.com)

[www.consciouspursuits.com](http://www.consciouspursuits.com)

# **Learning Objectives: How to talk about Spirit at Work**

- From a Corporate/Leadership Perspective:
  - Why they might want to engage
  - How to language things to meet their needs
- For Individuals within a work context

# My Background for SAW

- Raised in oil industry, lived overseas
- BA and MA from Duke University
- 20 years working for Exxon in Human Resources - final job HR Mgr for Exxon Mobil Coal and Minerals Company - 6000 employees in 5 countries
- 7 years as President of Conscious Pursuits
- Creator of the only validated SQ assessment
- Teach introduction to World Religions at UT - MD Anderson through the Office of Diversity - co-designed with Dr. Jill Carroll of the Boniuk Center for Religious Tolerance at Rice University
- Board Member: Association for Spirit at Work
- Appeared on Houston PBS on Spirituality at Work

## My toolkit

- Spiritual Intelligence
- Myers Briggs Type Indicator
- Stages of Adult Development
  - Spiral Dynamics
  - Leadership Development Framework by Susanne Cook-Greuter
  - Leadership Agility book by Joiner and Josephs
  - Work of Bill Torbert, Bob Kegan
- Values assessment (Richard Barrett)
- Emotional Intelligence
- HR/Organization Development background
- Trained in Total Quality Management

# The keys to bringing up the topic of Spirituality/Spirit at Work

1. Name the concern about Spirit at Work early in the process (during project scoping AND during employee presentations)
  - Diversity, proselytizing, church and state separation
  - Explain how your process avoids these issues
2. Use a language which transcends AND INCLUDES faith beliefs, scientific worldviews, etc.
  - Define your own terms carefully
3. Let the client take the first step toward defining the “end goal” of SAW, e.g. when it makes sense, have them list the name and traits of “spiritual leaders”

## Keys, continued

4. Customize your topic choices and research that you present to meet the customer's needs
  - Retention, engagement, employer-of-choice
  - wellness/well-being, stress issues, burnout
5. Customize your language for the industry, topic, and the developmental stage(s) of the client (usually Blue, Orange or Green in Spiral Dynamics)
6. Resolve your own issues about money, power, corporations, management, etc. first, or you'll project them onto the client

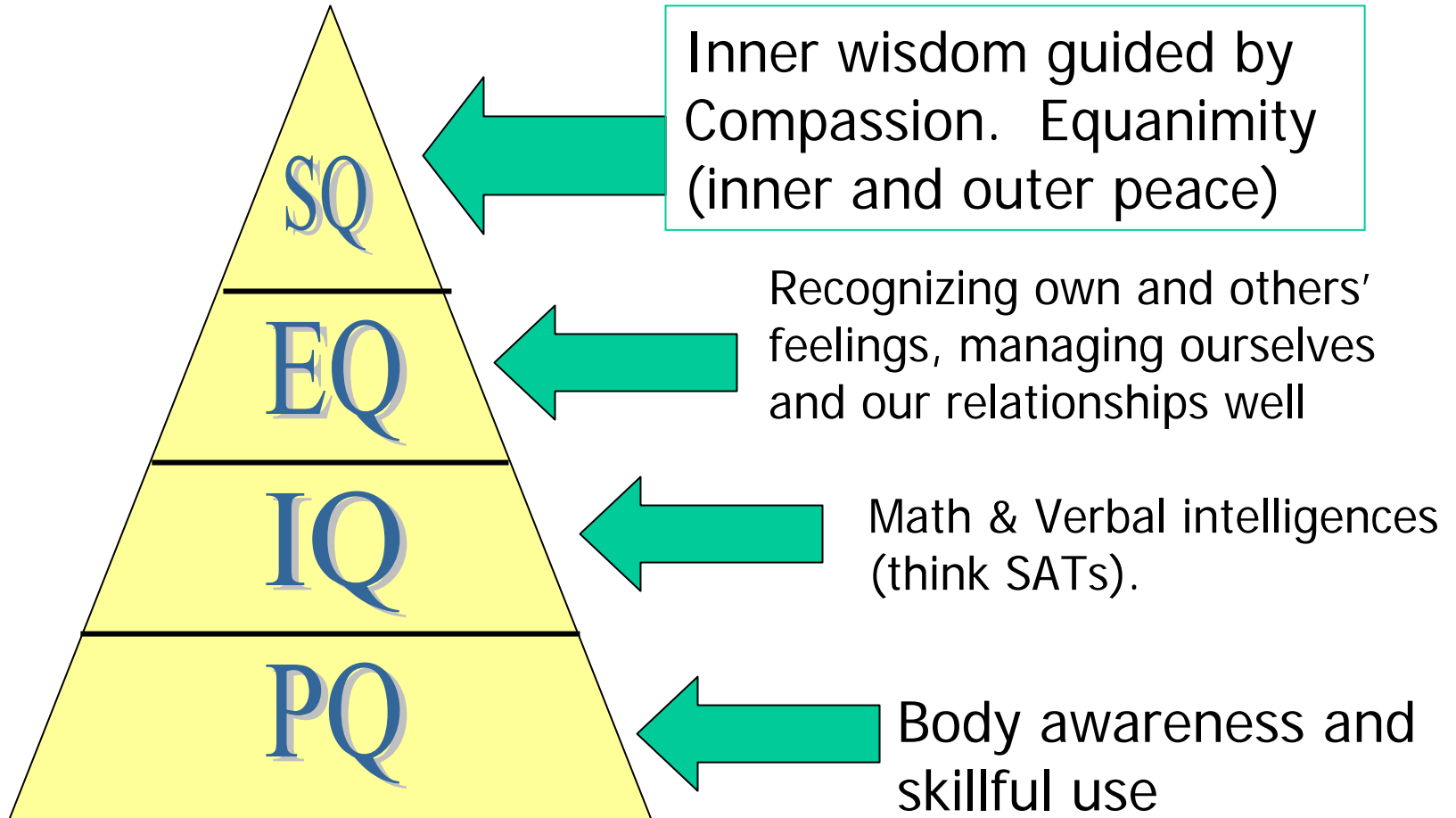
# **Sample topic areas to work from**

- Stress management and/or Resilience
- Bringing your “whole self” to work
- Wellness
- Employee engagement, morale, work environment
- Employee retention
- Employer of choice
- Provider of choice
- Interpersonal skills, caring for each other
- Emotional Intelligence
- Spiritual Intelligence
- Spirituality
- World Religions
- Diversity
- Values alignment
- Virtue, Character
- Social Responsibility
- Conflict Management
- Change Management

# Multiple Intelligences

- Cognitive (IQ)
- Moral (Lawrence Kohlberg, Carol Gilligan)
- Emotional (EQ)
  - interpersonal
  - intrapersonal
- Spiritual (SQ)

# CPI Model of 4 Intelligences



**SAMPLE: from a presentation**  
**recently given to an oil company**  
**titled "Spirituality: Bringing Your**  
**Whole Self to Work"**

Note: this was identified as a need because of an employee survey around work/life balance...HR realized that this could be a meaningful part of better balance

## Ground Rules

- Honor each other's beliefs
  - No proselytizing, converting, making anyone's beliefs wrong
- Honor your own beliefs
  - Take from today whatever is helpful
- Speak if you want
  - You can say "pass"

# Learning Objectives

- Introduction to concepts and language - the “golden gift”
- What Spirituality is and why it matters for life balance and wholeness
- Some simple techniques to move toward meeting your own spiritual needs

**What are we worried  
about relative to  
Spirituality at Work?**

# Corporate Concerns

- Diversity issues
  - Proselytizing or making some religions (and their adherents) “wrong”
  - Increasing tension rather than decreasing it
- Separation of church and state
  - Our founding national documents prohibit compelling anyone to believe anything or perform religious rituals against their wishes

## Personal Concerns

- People might disagree with or judge my beliefs
  - It's not ok to be seen as religious or spiritual
  - It's not ok to be an atheist, secularist, scientist
- Accessing my spirituality will make me "soft"
- It'll make me less effective as a leader

# Exercise 1: Spiritual Leaders

- Name some people you admire whom you would consider to be Spiritual Leaders
  - Can be alive or dead
    - May never have met the person
  - Fictional or real
  - Don't have to be perfect
- In a second list, name the TRAITS of these Spiritual Leaders that cause you to admire them
  - Don't have to be connected to a person - just a general list

## Typical list...

- Major religious figures: Jesus, Buddha, Mohammed, Moses, Abraham, Lord Krishna, saints (e.g. Mother Theresa)
- Relatives: Mom, Dad, Grandmother, Grandfather, Aunt, Uncle, children
- Teachers, local religious leaders, guidance counselors
- Political leaders: Gandhi, Nelson Mandela, Martin Luther King, Jr.,
- Authors/TV: Oprah, Dr. Phil
- Others: my co-worker, my neighbor, my patient, my boss, animals/pets

## Common Traits of Spiritual Leaders

- Loving / Compassionate / Kind
- Honest / High Integrity / Authentic
- Humble
- Wise
- Courageous
- Faithful, Committed to their ideals
- Forgiving
- Accepting / non-judging
- Calm, centered
- Peaceful / nonviolent
- Passionate
- Outstanding teachers
- Able to inspire others
- Great leaders
- Visionary
- Persistent in the face of difficulties
- See the gifts inside other people and develop them

**Would you like to have more of these traits?**



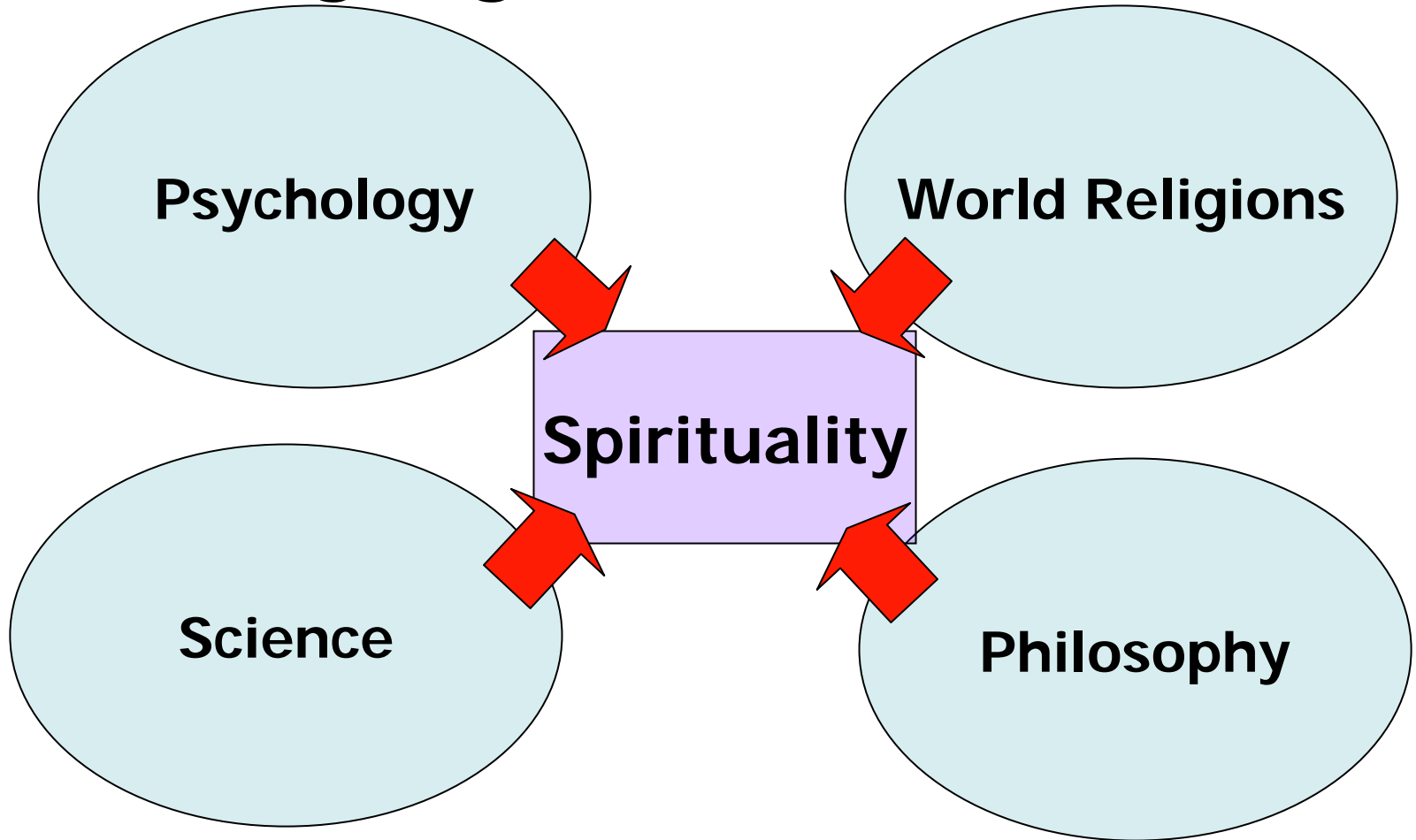
**Would your workplace be a better place to work with more of these traits?**

# Walking a Tightrope over this issue



The solution is clear and  
respectful language...

# Language which includes...



# A Basic Vocabulary

- Spirituality and Religion
- Ego self and Higher Self
- Source of life or Highest Power
- Multiple Intelligences

Maslow's "Revised"  
Hierarchy of Needs\*

\*Based on my reading  
of his final book  
"Farther Reaches of  
Human Nature"

**Connection  
to Spirit**

Self-  
Transcendence  
*(loss of Ego, Service)*



Self-Actualization

Aesthetic (beauty) Needs

Need to Know and Understand

Esteem Needs

Belongingness & Love Needs

Safety Needs

Physiological Needs

# Defining Spirituality

- **Spirituality is an innate need to connect to something larger than ourselves – something you feel is divine or sacred.**
  - Religion is one very common way we attempt to satisfy this need
  - Connecting with Nature is another
  - Philosophy, Art, Physics, Science are others
    - Seeking an ideal, a noble truth, perfection, beauty

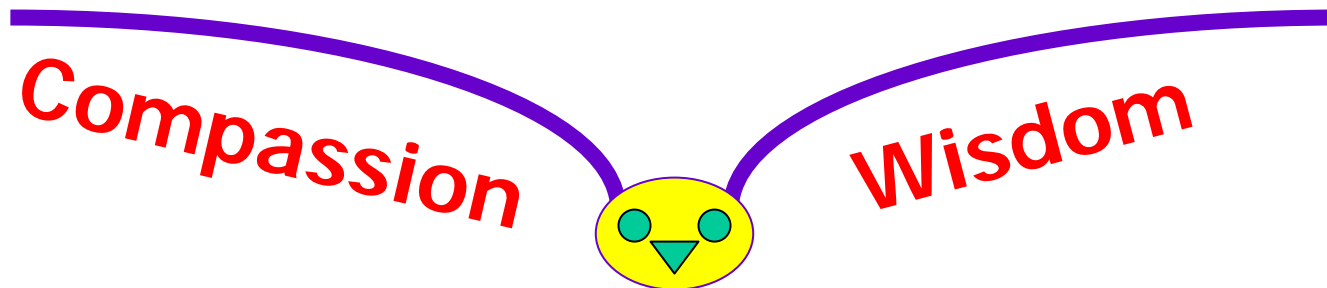
## **Some Synonyms for Source/ Noble Ideal**

- Higher Power
- God, Allah, Brahman, Yhwh, Lord, Spirit, Jesus, Holy Spirit
- The Dao/Tao
- The Ground of all Being, Pure Essence
- I Am That I Am - All That Is – That Which Is
- Ein Sof, The Indefinable Mystery
- Quantum field, the Vacuum State of Infinite Potential
- The Universe
- Love, Truth, Knowledge, Compassion
- Pure Consciousness, Pure Love, Pure Intelligence
- Gaia, Creator, the Great Spirit....et cetera

# Spirit & “Love one another”

- The Golden Rule exists in all the major faith traditions and in most philosophies of life (treat others as you wish to be treated)
- We want “Love.” But what is Love?

**A Bird with two wings...**



So a spiritual leader acts with Love...

# We have two parts...an Ego and a “Higher Self”

- Ego is our “personality self” and is designed to help us navigate the world and defend ourselves
  - Fight or flight is key
  - Needs to be healthy
- Higher Self is where we go when we “transcend” ego

## Possible Synonyms for Ego

- Personality self
- Local self or temporary self
- Manifest or material or relative self
- The “nafs” (Islam)
- Lower self, animal nature
- Fearful or childish self
- Needy self
- Persona - the mask I wear

## The Problems of Ego self

- **Puts HUGE filters on our perceptions of reality**
  - it's all about me!
  - it's probably bad!
- **Focuses on the past (what I or others did wrong) or future (what might happen) where we are powerless**
- **LOVES drama, gossip, distraction from what matters**
- **Plays the "I'll be happy when..." game**

## Ego: I'll be happy when...

- I get to high school
- I can drive
- I get a boyfriend/girlfriend
- I get to college
- I get out of college
- I get a job
- I can buy a new car
- I get married
- We buy a house
- We have kids
- We get the kids out of the house
- I get divorced
- I get remarried
- I get my retirement points

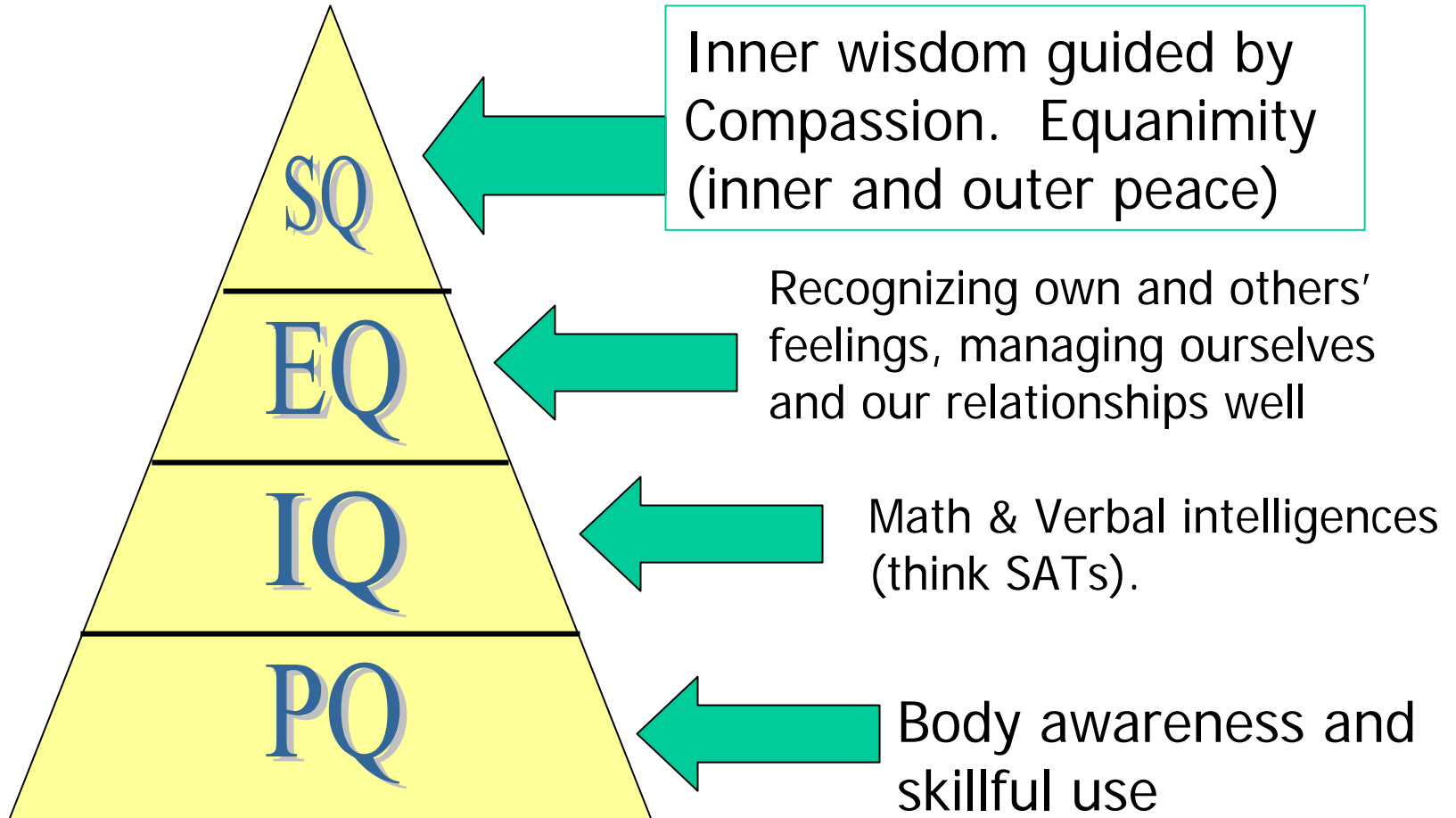
## **Possible Synonyms for Higher Self**

- Soul, Spirit
- Christ Consciousness
- Buddha nature
- Atman
- Essential Self
- Authentic or True Self
- The Dao/Tao within

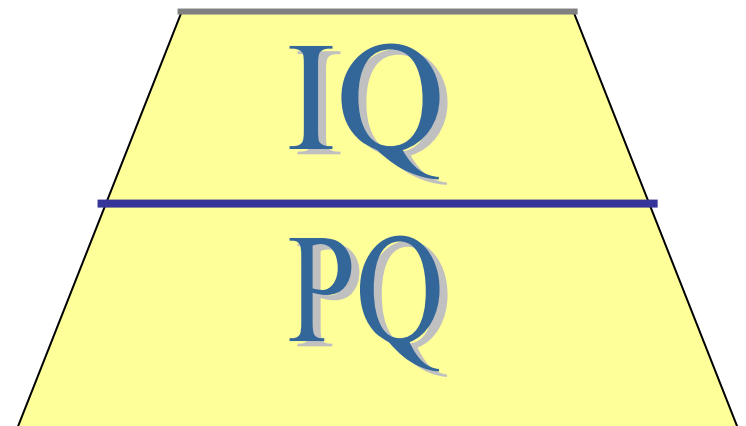
## Multiple Intelligences

- Cognitive (IQ)
- Moral (Lawrence Kohlberg, Carol Gilligan)
- Emotional (EQ)
  - interpersonal
  - intrapersonal
- Spiritual (SQ)

# CPI Model of 4 Intelligences



# Interconnection of EQ/SQ



**Have you ever  
known anyone who  
was brilliant  
intellectually and  
really poor at  
relationship skills?**



# “Emotional Competency Framework”

Per Daniel  
Goleman and  
Richard  
Boyatzis  
  
**18 skills**



# Emotions & The Brain

## Neocortex

The part of the brain most recent in evolution is associated with complex thought.

## Prefrontal Lobes

The brain's executive center: integrates information from all parts of the brain and makes decisions to act.

## Thalamus

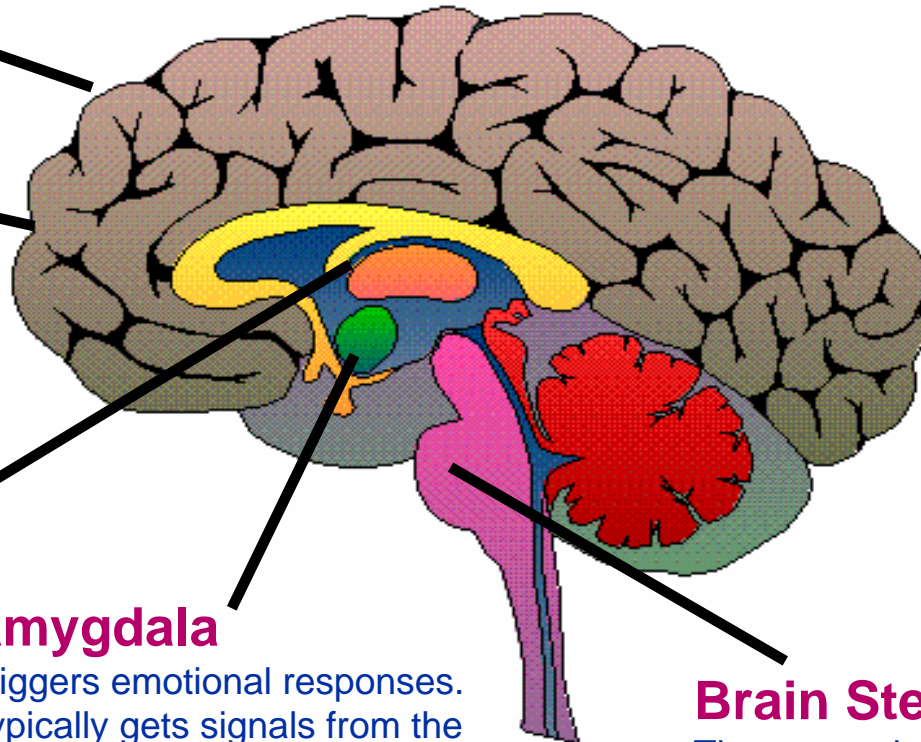
Processes sensory messages (e.g., eyes and ears) then routes them mainly to the neocortex.

## Amygdala

Triggers emotional responses. Typically gets signals from the neocortex, but a quicker and fuzzier signal comes directly from the thalamus. Can hijack the brain when it perceives an emergency.

## Brain Stem

The most primitive part of the brain. Is associated predominantly with automatic reflexes, as well as memory and learning.



# The Stress Response System

- Perception of external stimulus
  - Interpretation (FEAR!)
  - Limbic system triggered (Fight or flight?)
  - Cascade of hormones
    - Elevated cortisol levels
    - Elevated adrenaline levels
  - Affects heart, blood pressure, immune system, digestive system, muscles, sleep
  - Chronic stimulation creates physical and mental health issues

# Emotions Involve Interpretations



**Angry**



**Happy**



**Sad**

# CPI Four Quadrants of SQ

**Self / self focused**

**Other focused**

## **1. Self / self Awareness**

1. Awareness of own worldview
2. Awareness of Life Purpose (Mission)
3. Awareness of Values Hierarchy
4. Complexity of inner thought
5. Awareness of Ego self/Higher Self

## **2. Universal Awareness**

6. Awareness of interconnectedness of life
7. Awareness of worldviews of others
8. Breadth of Time perception
9. Awareness of limitations / power of human perception
10. Awareness of Spiritual Laws
11. Experience of transcendent oneness

## **3. Self/self Mastery**

12. Commitment to spiritual growth
13. Keeping Higher Self in charge
14. Living your purpose and values
15. Sustaining faith
16. Seeking guidance from Spirit

***Calm, peaceful at all times***

## **4. Social Mastery/Spiritual Presence**

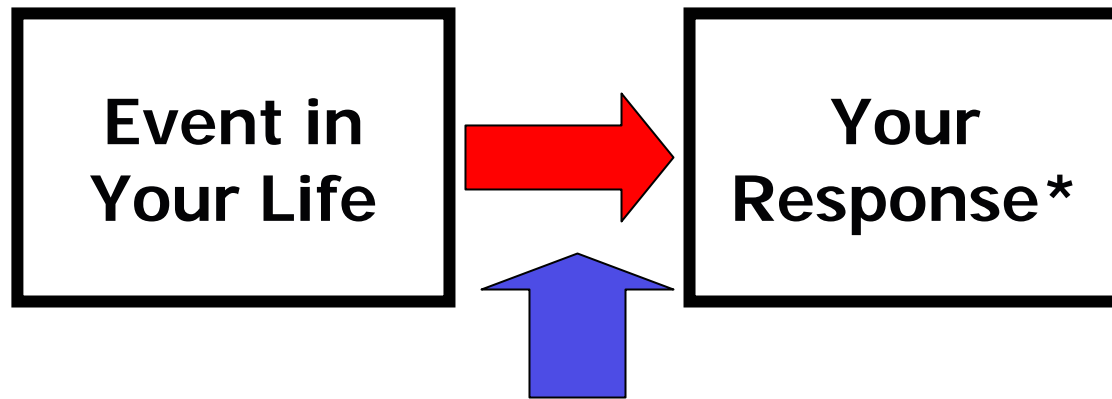
17. Wise and effective teacher / mentor
18. Wise and effective leader / change agent
19. Makes Compassionate AND Wise decisions
20. A calming, healing presence
21. Being aligned with the ebb and flow of life

***Compassionate and Wise Action***

**What You See -  
Inner World**

**What Other People  
See - Outer World**

# Step One to integrating Spirituality in Our Daily Lives



**Insert Pause &  
OBSERVE**

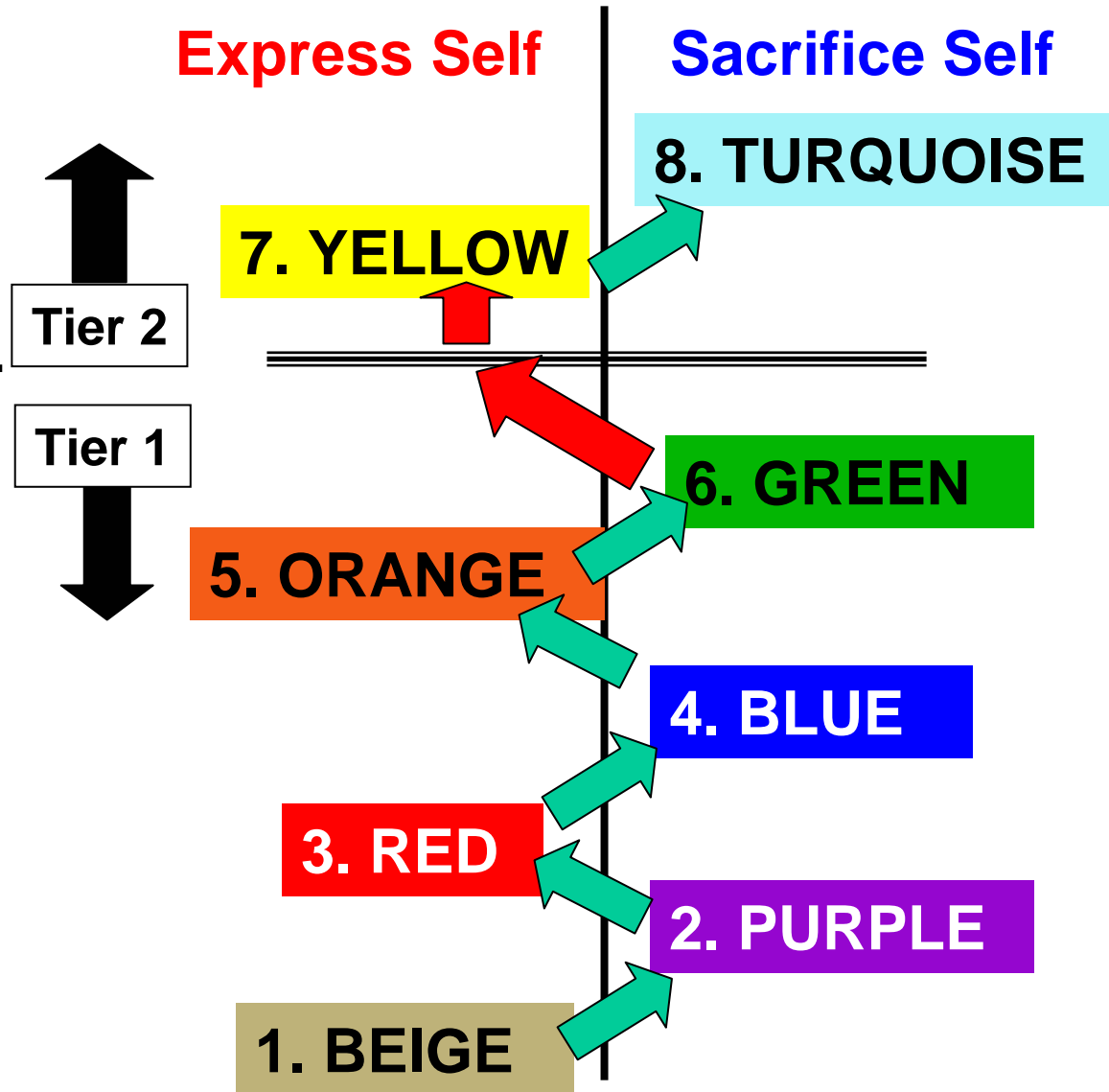
**\*thoughts, emotions, words, actions**

# End of Sample

# Speak in the Language of Your Client/Audience

- Stages of Adult Development
  - Spiral Dynamics stages Blue, Orange, Green
  - Susanne Cook-Greuter, Bill Torbert stages of
    - Diplomat (early Blue)
    - Expert (late Blue)
    - Achiever (Orange)
    - Individualist (Green)

**Psychology:  
Clare Graves'  
Developmental  
Model – SPIRAL  
DYNAMICS**



# **Blue = External Authority**

Deferral of Gratification, following the rules

Issue:  
Creating  
Order and  
Purpose out  
of Chaos



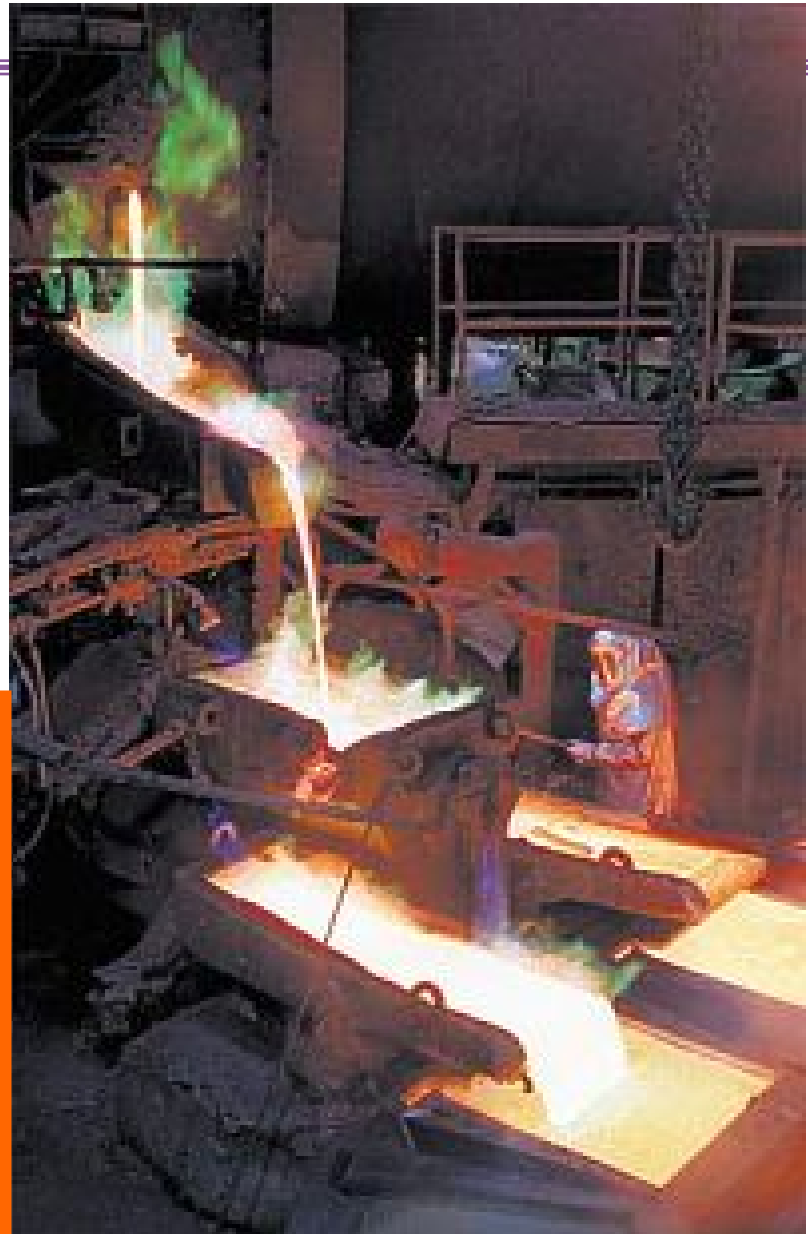
## **Blue in the Workplace**

- Desire for clear rules which are consistently reinforced in teachings and enforced in practice
- A path to a safe retirement
- Bureaucracy, rules
  - Ethics = following the rules or the guidance of an expert
- Learn by being taught by experts
- Turnoffs: no written process, no clear role description, no enforcement of rules, risk

# Orange = Molten Steel

Industrialization and  
Science

Issue: to correct the  
abuses of Authority,  
to act from Reason  
and Logic and create  
a better life



## Orange = Brain Centered



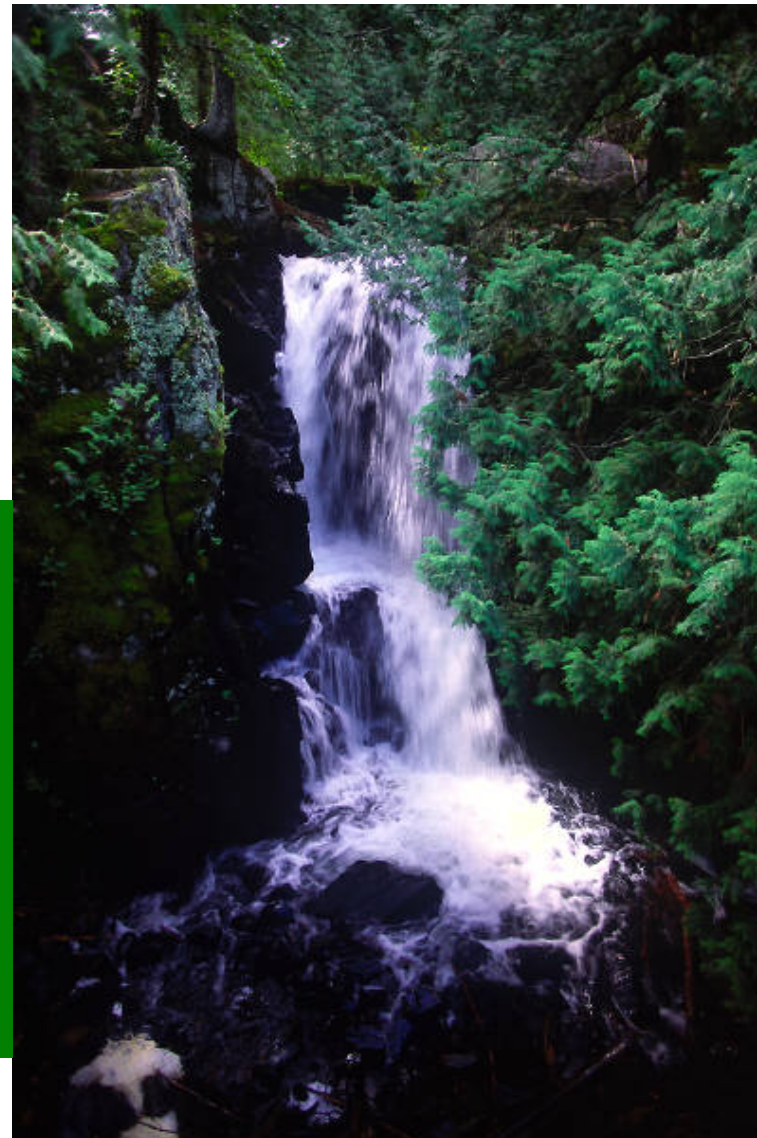
**The  
RATIONAL  
Self**

# Orange in the Workplace

- Desire for excellence and continuous improvement, innovation, growth
- Learn by being given the information and then turn them loose to experiment, make mistakes, take risks
- Ethics = don't break the rules, but find all the loopholes! (extreme orange = risk analysis of getting caught)
- Turnoffs: inefficiency, lack of recognition, not enough promotional opportunity, too much talk no action, too many rules, no freedom to act

# Green = Trees, Nature

Issue: to address  
social injustice and  
care for the planet



# Green is HEART-centered



**The  
SENSITIVE  
Self**

# Green in the Workplace

- Wants:
  - Sense of Community, Harmony, friendship, relationships
  - Sustainable, socially responsible behavior
  - Diversity sensitivity
  - Looser structure, more “circles” and networking – lots of conversation
  - Inspiration to antidote the depression
  - A building that is beautiful, energy efficient, handicapped SENSITIVE
- Ethics = doing what is caring, spirit of the law

# Green Turn-Offs

- Conflict
- Too much structure or task focus
- Insensitivity to people or nature
- Close-mindedness
- Too much focus on money (raises), market share / growth, promotions, individualist competition, efficiency

# Speaking to Three Colors

- Blue respects outside authority (that the individual acknowledges), duty, honor, order, stability, loyalty, patriotism
  - Establish your credentials
  - Give specific rules/steps to follow
  - Use their language when you can
  - Link to (e.g. quote) their own authority figures
- Orange values logic, science, achievement, business impact, strategy, goals
  - Establish your intelligence and alignment with their goals
  - Link to science, psychology, Harvard Business Review articles
  - You their language when you can

# Speaking to Three Colors

- Green wants harmony, meaning/purpose, low risk environment, nature, beauty, connection
  - Feeling language
  - Social responsibility
  - Reducing conflict
  - Living your whole self
- To speak to a group it is best to speak in “three colors.” Make sure you don’t linger in any one language too long. Move back and forth among them.
- If you are working with a person who is a center of gravity Orange - use Orange dominant language but you can help them to understand the “blue” language and its beauty (people who report to them?) and to put a toe into the “green language” that they might be slowly moving toward

# The Stakeholder model of business

- To deliver goods/services people want to buy while making a profit (traditional Orange)
- Reframe to meet a full spectrum of stakeholders and human needs
  - To create wealth (quality of life) for all by delighting customers and community, creating meaningful work, making a difference in the world, caring for the planet and ensuring a sound return for our owners (many of whom may be pension plans)
- Green tends to like this because it sounds more harmonious, socially just and eco-friendly. Green viewpoint needs to see the importance of PROFIT.
- Orange and Blue can embrace this model too if it is explained in their own language and value structure

## References I mentioned in the workshop - or wish I had!

- Richard Barrett (his values work is wonderful with all colors/stages) - [www.valuescenter.com](http://www.valuescenter.com)
- Susanne Cook-Greuter - her assessment is the best, in my opinion, for establishing a client's stage of development. [www.cook-greuter.com](http://www.cook-greuter.com) *Right now if you take her assessment (the Maturity Assessment Profile) you can get my SQ assessment for free - and be part of helping us compile a research database!*
- Spiral Dynamics Integral - for more info I recommend the book Spiral Dynamics by Beck and Cohen, or you can go to [www.wie.org](http://www.wie.org) for a great introductory article
- Books by Bill Torbert or Bob Kegan (can be a bit tough going) and the Harvard Business Review (HBR) Article on the 7 levels of leadership (available online for download at <http://harvardbusinessonline.hbsp.harvard.edu>)
- The book Leadership Agility by Joiner and Josephs takes the Cook-Greuter/Torbert stages and applies them to business
- Daniel Goleman - books and HBR articles on emotional intelligence
- A General Theory of Love by 3 authors, a scientific book, small, written beautifully, that explains in Orange language why emotions matter and how "resonance" works between humans. A great book for "Green" to learn how to talk to "Orange."