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Transforming the *Culture* to the *Spirit* of the Organization 2016-1.14

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Transforming the "Culture of the Organization" into the "Spirit of the Organization".

By Armando Del Bosque,
His Way at Work

The "culture of an organization" is to the "spirit of an organization" what the soul is to the spirit in a human.

Introduction

The difference between "the culture of an organization" and "the spirit of an organization" is its level of consciousness. An organization with a high level of consciousness will know why it exists and hence, it will have a purpose way beyond "making money" and it will actively (consciously) pursue it. Organizations are basically made out of people and assets much in the way a human is made out of a spiritual soul and a body. In this article we go from the individual to the organization, both as living organisms, both with the potential for being spiritual, for being conscious, which in turn gives them direction and meaning.

Soul and spirit

There is quiet a bit of literature on soul and spirit but in general there is a consensus that soul means "life". That is, that the soul (the life) of all living things is what holds living creatures together.

According to St Thomas Aquinas what differs human souls from the rest of the souls is that they have intellect and free will. Those two chief faculties make the human soul a spiritual soul, and since the spirit is eternal, our spiritual soul is immortal.

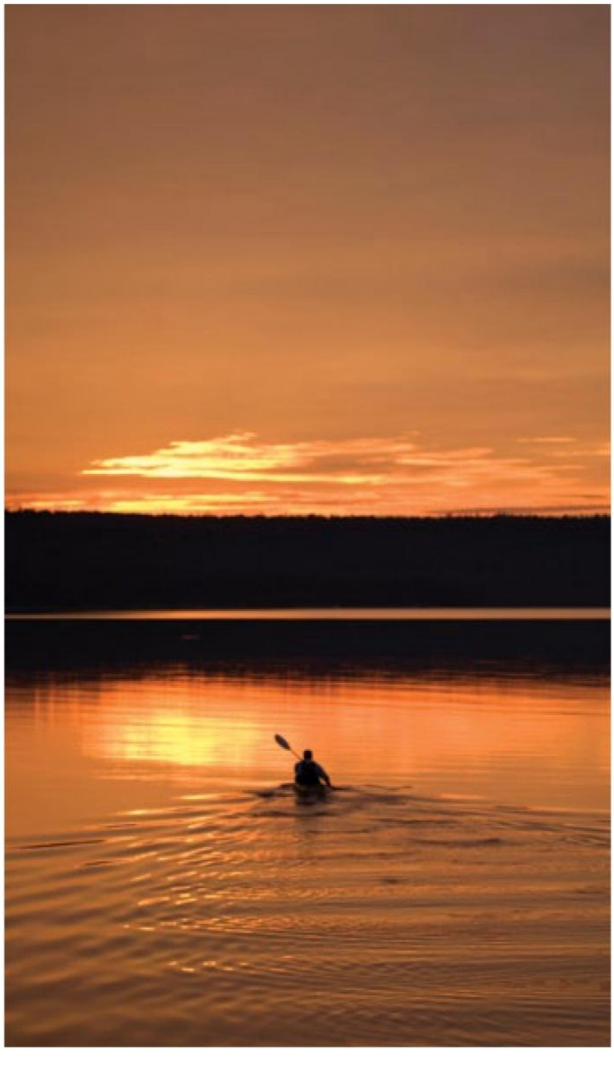
Spirit comes from the Latin *Spiritus* which means "breath".

When we use our intellect to seek God and our free will to love God, we are exercising our spirituality.

You can learn more about the above at http://www.cts.org.au/2000/soulsandspirits.htm

When we seek God (through our intellect) and love God (through our free will) our spiritual soul finds its purpose of being. In a similar way, when we use companies as platforms to seek and love God, such companies also find their purpose, their true and ultimate purpose and thus, they develop their own spirituality, transforming the "culture of the organization" into the "spirit of the organization".

If we don't use our intellect to seek God and free will to love God, our soul is still spiritual but we are just not exercising our spirituality, we can say that our spirituality remains dormant (waiting for the "right conditions" for it to transcend). In the same way, companies that have not yet realized their true purpose may survive, maybe even thrive (in a material sense) for a while but will not transcend until they fulfill the reason they were created for: to be a platform to reach God with the use of intellect and free will of its people.



We can say, that the "right conditions" means God's Grace, which awakens our spiritual soul by instilling the Holy Spirit in us. Thus, our spirituality is that part of humanity that "connects with" (knows and loves) God, who Himself is Spirit….

Organizational culture and spirituality

Humans do not HAVE souls but instead ARE souls, spiritual souls (AND bodies). Much in the same way, companies, which in turn are made out of humans (AND assets), ARE a collection of souls.

This is, the soul is to the human it lives in, what the people are to the company they work in. And that's why people are the soul of the organization and assets can be compared to the body. So when we say that employees are the most important "asset" of the company it would equate to say that our soul is the most important part of our body…,

Using this analogy, a company can go from just having an "organizational culture" to becoming "spiritual" if (at least some of) the spiritual souls that compose it and run it (employees and owners) transcend by realizing their true purpose in life: "to search for and love God" and this is best manifested when those spiritual souls (humans) care for one another.

When it comes to Organizational Culture, "We either control it and shape it or, it ends up controlling and shaping us…".

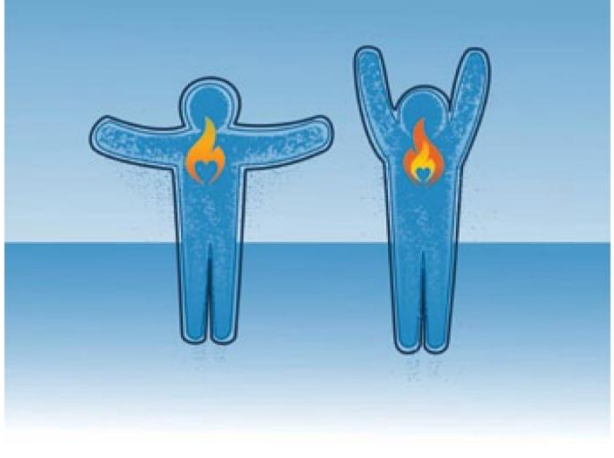
From a purely Organizational Culture stand, we can say that an organization will have a rational (knowledge) side, one that operationalizes and creates economic and/or financial value and a free will (to chose to do "the right thing") side. This

is equivalent to taking an individual human soul to a company level, where the "spiritual soul" is dormant, waiting to receive the Grace of God. It is when the Grace of God touches the organization that it begins to use its intellectual capacity to "know its employees better" and free will to "love and thus care" for its employees (which means also their families and any person that comes in contact with the company), it transcends from "organizational culture" to "spirituality".

Traditional definitions of organizational culture talk about a series of common assumptions, values and beliefs that are reflected in how people behave. It includes having certain morals and doing the "right thing", maybe even "not breaking the law". To some companies everything goes as long as it is legal, or better yet, as long as you can get away with it, or think you can… (see recent Volkswagen case or further back the Enron case).

It is when we talk about spirituality or the "spirit of the organization", that we talk about the ultimate purpose, about God, about humanity, way beyond the human law and morals, more into the sublime, which, of course includes not breaking the law, being environmentally friendly, socially responsible, etc.

From a **dormant** Spiritual Soul to
a **God seeking** Spiritual Soul



From **the Culture** of the Organization
to **the Spirit** of the Organization



Intellect and free will in an organization

When an organization asks itself "why do we exist?" (purpose) and to the answer we ask again "why" and continue to repeat the exercisway past the "to make money…" answer, it eventually gets to some type of "to glorify God…" and this may be worded in different ways: "to create a better world…", or "to improve people's lives...", etc. But for that to happen we have "to start at home" and that means using the company's free will to love its employees. And how do we love our employees? Mother Teresa said that, if we want to love our employees, we have to know our employees, because we cannot love what we don't know…. Knowing and loving our employees, means caring for our employees.

Caring goes beyond attending to the physical needs of the human being, it involves the emotional/intellectual needs in order to ultimately tend to the spiritual side (needs) of the employees.

When we as individuals care not only for ourselves, but reach out to our families and further more for our communities, we also go from selfish to selfless.

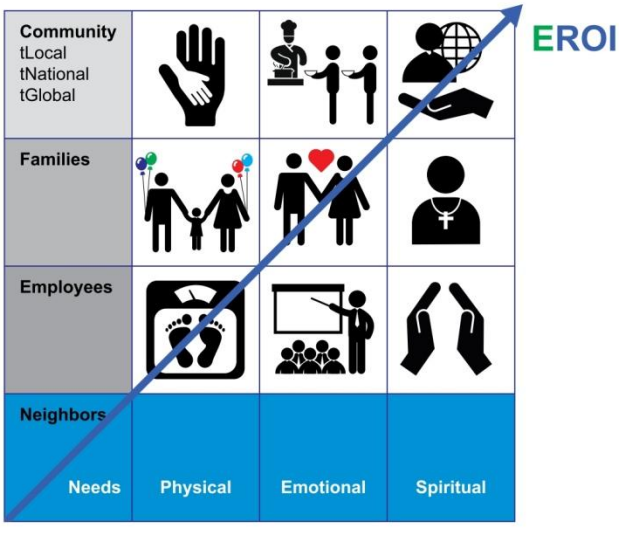
So it is when we combine those two dimensions…:

1. human needs (from physical to spiritual going through emotional/intellectual) with
2. reaching beyond ourselves (from me to family to community)

… that we generate a Spiritual Strategy for the organization and create Eternal Value or, in the business language Eternal Return On Investment (EROI).

All of the above is reflected in the Caring Matrix (below) we can use to develop the "Spiritual Strategy" of an organization:

His Way At Work's Caring Matrix



Inside of the Caring Matrix we find the "Caring Activities" which fall into one or more quadrants within the Matrix.

As examples of Caring Activities, companies can provide for their employees: healthcare (in the lower left quadrant), marriage retreats (in the middle), prayer groups for employees (lower right quadrant) etc.

There are dozens of Caring Activities and they are like seeds in your backyard, which become a beautiful garden if you nourish and look after them.

The "culture of the organization" can be likened to a house backyard: it will have plants. The question is whether it will be a beautiful garden or one full of weeds and thorns and that will depend on how much care we provide to it.

Just like for those plants to thrive, we need to remove the soil, air it, pull out the weeds and take care of pests, for the Caring Activities to thrive, we need to make sure the organization has a clear purpose, mission and values, all tied up and clearly communicated throughout the organization.

Summary

A human being is more that a body, the life within is called a soul and further more a spiritual soul if the two differential characteristics of humans to other living organisms (intellect and free will) are exercised to seek (knowing and loving) God.

Much in the same way, a company can be considered a living organism (a "colony of humans") and it is more than it's assets, the life within is called its people who by using their intellect and free will to seek God develop the "spirit of the organization".

In order to prompt people to use their intellect and free will to know and love God we need to know and love people. We do this by caring for them at a physical, emotional/intellectual and (ultimately) spiritual dimension. To achieve that we use Caring Activities but for the Caring Activities to take hold they need to be equally "owned" by all those who work in the company. This requires some prep work, which includes having clear Purpose (why the company exists), Mission (what the company does) and Core Values (how the company behaves) statements that are linked to each other and profusely communicated throughout the organization.

The end result will be a company's Spiritual Strategy, which will go further than the "culture of the organization" and lead to the development of the "spirit of the organization".