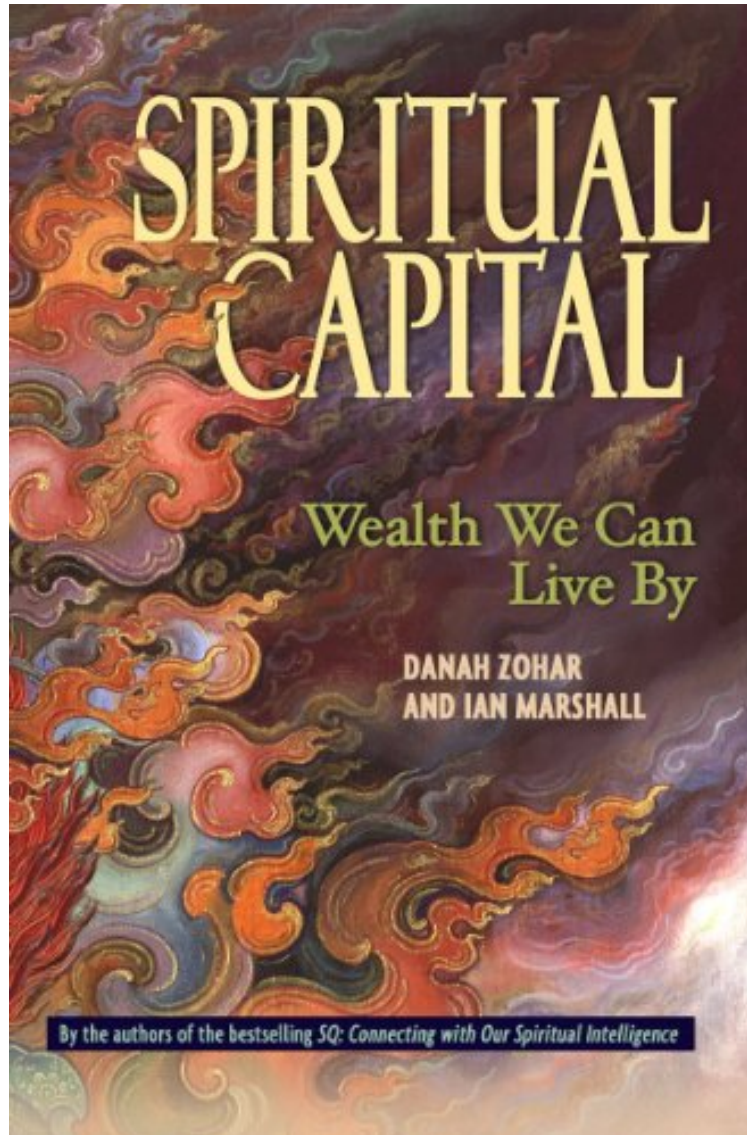


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0 of 0 people found the following review helpful. A Wealth of InformationBy GobaThis book makes what I believe is a solid argument for increasing SQ, the Spiritual Quotient, in business and organizations today. It provides scientific as well as social "evidence" supporting the argument, while also sharing a blue print for engaging processes toward accessing and using deeper values, purpose, and meaning for a more enlightened and sustainable capitalism.0 of 3 people found the following review helpful. Not that good of a bookBy Robert R Moore/Hampton Road

Baptist Purchased it for PhD research. Not that good of a book. 12 of 12 people found the following review helpful.

Reconnecting our needs and business imperatives By Bill Godfrey Danah Zohar is still probably best known as an author for her 1990 book *The Quantum Self*. She is also very well-known as a speaker and is one of the select group of people who has driven forward our understanding of ourselves, our organizations and our society as complex adaptive systems. With her holistic view of the world, she is very sensitive to the connections or failures of connection that have such an impact on society and the lives of individuals. This book has as its primary focus the disconnection between the deepest needs and aspirations of humans and acceptance of the single-minded pursuit of profit as the sole imperative on business other than staying within the law. She argues that maintenance of this disconnect is ultimately unsustainable both for society and for business. She sets out to show why, and how it is possible to move toward sustainability by accepting the creation of 'spiritual capital' as a parallel goal with building material capital. The basic concepts on which the book rests include: People, society and business form a system made up of interconnected sub-systems. For such a system to be sustainable requires that the elements cooperate in producing a balanced environment that nourishes the whole. They are holistic ... self-organizing, and exploratory. Sustainable capitalism and a sustainable society depend on recognition and nurture of higher motivations: * We need a sense of meaning and values and a sense of fundamental purpose (spiritual intelligence) in order to build the wealth that these can generate (spiritual capital). * People, organizations and cultures that have spiritual capital will be more sustainable because they will have developed qualities that include wider, values-based vision, global concern and compassion, long-term thinking, spontaneity (and hence flexibility), an ability to act from their own deepest convictions, an ability to thrive on diversity, and an ability to learn from and make positive use of adversity. She identifies three forms of wealth and three kinds of associated intelligence: * Material capital, associated with thinking and rational intelligence, the wealth expressed in money; * Social capital, associated with feeling and emotional intelligence, the wealth that makes our communities and organizations function effectively for the common good; * Spiritual capital, associated with being and spiritual intelligence, the wealth contained in our shared meanings, values and ultimate purposes. Much of the book is concerned with identifying the states of being in which a person or an organization can find itself and the principles required for transformation to a state in which higher values can be met and higher needs satisfied and the system remains sustainable. The principles are based on observation of the behavior of (non-human) complex adaptive systems plus principles for human sustainability taken from spiritual thought through the ages. The qualities that the author identifies as central to a sustainable organization will be familiar to most readers - self aware, vision and value led, holistic, celebrating diversity and similar qualities. She argues that these are the qualities necessary to maintain a system in the dynamic but self-sustaining state we describe as a complex adaptive system - neither stuck in steady-state inflexibility nor falling over the edge into chaos. Maintenance of this state requires particular behaviors on the part of enough individuals acting as leaders to induce the organization as a whole to behave in that way. Her belief is that, in spite of the system pressures (such as those from the financial markets) to behave otherwise, a sufficient minority of aware people can bring about the necessary changes.

Our world is at a crossroads; we must choose between two alternatives. The first is capitalism as we know it today - an amoral culture of short-term self-interest, profit maximization, emphasis on shareholder value, isolationist thinking, and profligate disregard of long-term consequences. Based on narrow assumptions about human nature and motivation, this system is unsustainable, a monster set to consume itself. The second alternative is "spiritual capital" - a values-based business culture in which wealth is accumulated in order to generate a decent profit while acting to raise the common good. Rather than emphasizing shareholder value, spiritual capital emphasizes "stakeholder value," where stakeholders include the whole human race, present and future, and the planet itself. Spiritual capital nourishes and sustains the human spirit. The crucial question is how we can move from one alternative to the other - how we can move from present-day business capitalism to Spiritual Capital. Danah Zohar and Ian Marshall introduce the concept of spiritual intelligence (SQ), and describe how it can be used to shift individuals and our culture from a state of acting from lower motivations (fear, greed, anger, and self-assertion) to one of acting from higher motivations (exploration, cooperation, power-within, mastery, and higher service). Zohar and Marshall describe how this shift actually happens a given organizational culture. They look in depth at the issues that dominate corporate culture and how they are influenced by the processes of SQ transformation and discuss the leadership elite who must be the ones to bring about and embody this cultural shift. Finally, Zohar and Marshall argue that spiritual capital is still a valid and workable form of capitalism and detail what we, as individuals, can do to make it happen.

'Among those seeking to forge an ethics out of the scientific revolutions of this century, Danah Zohar is one of the most wide-ranging and intellectually adventurous' Ian McEwan 'Extraordinary! Brilliant! Amazing! These are the words that fill me as I put down *Spiritual Capital*. Zohar and Marshall have so elegantly captured the essence of the challenge and the opportunity before us' Michael Rennie, Director, McKinsey Co. About the Author Danah Zohar studied Physics and Philosophy at MIT and then did her postgraduate work in Philosophy, Religion Psychology at Harvard University. Dr. Ian Marshall is a Jungian-oriented psychiatrist and psychotherapist and the co-author of

several of Danah Zohar's books.