

## **Annotated List of Workplace Spirituality Organizations**

### **About This List**

This list was commissioned by Fetzer Institute and compiled by Dr. Judi Neal, with input from numerous colleagues around the world. This list may serve many purposes including:

- Database for workplace spirituality research
- Partnerships for Fetzer's workplace spirituality initiatives
- Funding database for future workplace spirituality research and dialogue

There are eight sections to this list.

- ❖ Section 1 is a list of for-profit and not-for-profit organizations that have specific workplace spirituality programs, policies, or practices that support the spiritual well-being of employees.
- ❖ Section 2 is a list of for-profit organizations that have faith-at-work programs, policies, or practices that support a particular faith or religious perspective.
- ❖ Section 3 is a list of academic and not-for-profit organizations and centers that focus primarily on the field of workplace spirituality.
- ❖ Section 4 is a list of higher education institutions that have workplace spirituality programs or courses for students.
- ❖ Section 5 is a list of workplace spirituality consulting firms.
- ❖ Section 6 is a list of like-minded organizations that may not be explicit about spiritual values or practices, but that are in alignment with prosocial values in the workplace, such as ethics, social responsibility, and sustainability.
- ❖ Section 7 is a list of organizations utilizing Workplace Chaplaincy programs.
- ❖ Section 8 is a list of organizations that provide Workplace Chaplains to organizations.

This list was compiled from many sources including:

- ❖ A list compiled by Judi Neal summarizing the organizations that received the International Spirit at Work Award between 2002-2011. These organizations were selected by an international committee comprised of business leaders, academics and workplace spirituality consultants and authors.
- ❖ A review of the workplace spirituality literature.
- ❖ Outreach to the Management, Spirituality and Religion Interest Group at the Academy of Management.
- ❖ Outreach to the International Association of Management, Spirituality and Religion.
- ❖ Outreach to the leading workplace spirituality consultants.

## Defining Workplace Spirituality

There are a growing number of definitions of workplace spirituality as well as numerous ways in which to operationalize the components of these definitions. The definition provided here is the one used by the International Spirit at Work Award Selection Committee, used in the process of identifying organizations that have explicit workplace spirituality programs, policies, or practices. A more comprehensive review of definitions is provided in the literature review for Fetzer Institute by Dr. Judi Neal.

- Spirituality is an innate human attribute. We are all spiritual beings. All people bring this as an integral part of themselves to the workplace. Spirituality is a state or experience that can provide individuals with direction or meaning, or provide feelings of understanding, support, inner wholeness or connectedness. Connectedness can be to themselves, other people, nature, the universe, a god, or some other supernatural power.
- There is a “**vertical**” or “**transcendent**” dimension in workplace spirituality – a desire to transcend the individual ego or personality self. The name people put on the vertical component might be God, Spirit, Universe, Higher Power, higher consciousness, Source, or something else. There are a great many names for this vertical dimension. This dimension is experienced as a conscious sense of profound connection to the Universe/God/Spirit. This might be experienced internally as moments of awe or peak experiences at work. A strong, sustained vertical component reflects in outer behaviors as a person (or group) who is centered and able to tap into deep inner strength and wisdom. In general, contemplative time, time in nature, or other reflective activities or practices are required to access the “vertical” component of workplace spirituality. Examples of the vertical component of spirituality in the workplace might be meditation rooms, time for shared reflection, silence before meetings, ecumenical prayer, and support for employees to take time off for spiritual development. Programs and practices might include retreat or spiritual training time set aside for employees, appropriate accommodation of employee prayer practices, and openly asking questions to test if organizational actions are aligned with higher meaning and purpose.
- There is a “**horizontal**” or “**service**” dimension in workplace spirituality – a desire to be of service to other humans and the planet. In the horizontal dimension of spirituality, people seek to make a difference through action. This dimension is manifested externally. A person with a strong “vertical connection” who is also able to demonstrate the “horizontal dimension” has a clear grasp on his/her mission, ethics, and values. A strong “horizontal” dimension in organizations is demonstrated by a service orientation, compassion, a well-aligned vision/mission that is shared throughout the organization, and clear and explicit values that are carried out in productive effective services and products. Organizations with a strong sense of the horizontal will generally demonstrate some or all of the following: caring behaviors among co-workers; a social responsibility orientation; strong service commitments to

customers; environmental sensitivity; and a significant volume of community service activities.

- Workplace spirituality exists when employees find nourishment for both the vertical and horizontal dimensions of their spirituality at work. Workplace spirituality is about individuals and organizations seeing work as a spiritual path, as an opportunity to grow and to contribute to society in a meaningful way. It is about care, compassion and support of others; about acting with integrity, and about people being true to themselves and others. It means individuals and organizations attempting to live their values more fully in the work they do.
- The vertical and horizontal dimensions should be well integrated – so that motivations (sourced from the vertical) and actions (horizontal manifestations) are explicitly linked. In a mature workplace spirituality organization, the relevant workplace spirituality values, programs, and practices are likely to be described and measured, either quantitatively or qualitatively.

**Note:** Not all of the contact information for these organizations is up to date. For the organizations identified by the International Spirit at Work Awards Selection Committee, the date of the award is provided, and the contact information for the employee who completed the awards application is provided. In most cases, that particular person has moved on, but the phone number may help to find the current contact person. In a few cases, the organization no longer exists, or a change in top leadership resulted in the elimination of the workplace spirituality program. This is noted in the annotation.

## **SECTION 1 – FOR PROFIT AND NOT-FOR-PROFIT ORGANIZATIONS WITH WORKPLACE SPIRITUALITY PROGRAMS, PRACTICES OR POLICIES**

This section includes workplaces that help to support the inner lives of their staffs in inclusive ways that honor many belief systems. The organizations in this list have all at one time or another had specific policies, benefits, programs, or workplace practices that support or nurture aspects of spirituality such as prayer, meditation areas, retreat benefits, personal development plans of a particular type, opportunities to learn and share, progressive wellness/wellbeing programs, or a focus on leadership/emotional intelligence.

### **Aarti International**

Ludhiana, Punjab, India

Website: [www.aartiinternational.com](http://www.aartiinternational.com)

Contact: Shri . Rajeev Mittal (Managing Director), +91-161-2848795,  
[ailtext@glide.net.in](mailto:ailtext@glide.net.in)

#### Description:

Aarti International promotes an organizational culture of spirituality in their company for all levels of employees. These programs are an integral part of their HR policy. They create programs that are based on core spiritual values that generate unity among people of various religious backgrounds to respect each other's religious beliefs. They have a strong commitment to human and business measurements, which were undertaken to assess the impact of their workplace spirituality programs. Aarti is an exemplary model to other organizations because of the proven positive impact on their employees, and their ability to demonstrate the link between their personal growth and the economic growth of the company.

Source: International Spirit at Work Awards 2005

### **AETNA**

Hartford, Connecticut, USA

Website: [www.aetna.com](http://www.aetna.com)

Contact: Mark Bertolini, Chairman & CEO

#### Description:

Aetna is one of the leading diversified health care benefits companies in the United States, serving more than 36 million people. The company undertook a research study in partnership with Duke Integrative Medicine, to understand the benefits of mindfulness

and yoga in reducing stress in the workplace. The study concluded in 2010 with the finding that mindfulness and yoga training have very beneficial effects in the workplace. As a result, AETNA offers two programs, not only to their own employees, but also to the employees of companies that self-insure through them. The programs are called Mindfulness at Work™ and Viniyoga Stress Reduction Programs. Their CEO, Mark Bertolini, is a popular speaker at the Wisdom 2.0 conferences.

Aetna estimates that since instituting its mindfulness program, it has saved about \$2,000 per employee in healthcare costs, and gained about \$3,000 per employee in productivity. (Pinsker 2015)

Retired Chairman of Aetna International, Michael Stephen, wrote a book titled *Spirituality in Business: The Hidden Success Factor*, which described how his faith and spirituality guided the way he led the company.

Sources:

AETNA website: <https://www1.aetna.com/news/newsReleases/2012/0223-Aetna-Mind-Body.html>

Wisdom 2.0 website:

[http://www.wisdom2summit.com/Speakers/myriad\\_single\\_element/2040](http://www.wisdom2summit.com/Speakers/myriad_single_element/2040)

Pinsker, Joe. 2015. "Corporations' Newest Hack: Meditation, *The Atlantic (online)*.

<http://www.theatlantic.com/business/archive/2015/03/corporations-newest-productivity-hack-meditation/387286/>

Aetna study: <https://psycnet.apa.org/record/2012-04383-001>

### **American Airlines**

Forth Worth, Texas, USA

Website: [www.aa.com](http://www.aa.com) also see, [www.aa.com/diversity](http://www.aa.com/diversity)

Contact: Mike Waldron, Managing Director, Diversity & Talent, 817-963-1001,

[Mike.Waldron@aa.com](mailto:Mike.Waldron@aa.com)

Description:

American Airlines has been noted in the media for their Employee Business Resource Groups (EBRGs). There are currently 20 EBRGs, three of which are faith-based groups; Christian, Jewish, and Muslim and one that is inter-cultural/inter-faith called Bridges. Because of American's successful implementation of faith-based employee groups, other corporations frequently look to American's diversity team for recommendations on adding these groups to their companies. All 20 EBRGs at American have a mission to promote an inclusive work environment, foster communication and education on

diversity and inclusion initiatives, provide unique professional enrichment and community service opportunities for their members and connect with customers and community through business results. American's Diversity Advisory Council is responsible for creating Employee Business Resource Group engagement and alignment with company business imperatives. To support American's objective of engaging employees, for example, members of the Christian, Jewish, Muslim and Bridges EBRGs have created a quarterly interactive exchange between employees called Abraham's Tent, to focus, not on how we differ, but what we have in common, elements of faith that allow for education, broadening perspective and bringing us together.

Sources:

[aa.com/ebrg](http://aa.com/ebrg)

[2015 ERG & Council Awards](#)

### **An Cosán**

Dublin, Ireland

Website: [www.ancosan.com](http://www.ancosan.com)

Contact: Liz Waters, CEO, +353 (0) 1 462 8488, +353 (0)87 123 2135 mobile,

[l.waters@ancosan.com](mailto:l.waters@ancosan.com)

Description:

An Cosan is a registered charity in Ireland with 42 employees, committed to making a real and a lasting difference to the quality of life for those who engage with the organization, both employees and members of the community. Their focus is primarily on the eradication of poverty and inequality through education, empowerment, and early childhood education and care. This organization demonstrates a deep sense of spirituality combined with a passion for social justice. They have a distinctive model of community education that promotes the integration of emotional, intuitive, physical and spiritual intelligences, alongside the academic. Their spiritual practices include the Opening Circle, twice yearly days of reflection called "Isabel's Days," as well as numerous other practices and programs that show a very integrated commitment to nurturing the human spirit of employees, organizational leaders, and people in the community they serve.

Source: International Spirit at Work Awards 2007

### **AOL Time Warner**

Website: [www.aol.com](http://www.aol.com)

Contact: not available

Description:

In 2000, AOL Time Warner reduced its sales and marketing staff from 850 to just 500 people, leaving employees to shoulder a lot more work with a lot less help. In order to help employees deal with the stress of their new longer and busier days, the corporation added meditation classes into the workday. Workers could slip away from what, at the time, were 12 hour days into a class or a quiet room to help refocus, relax, and refresh themselves before getting back to their long days.

Source:

Zen and the art of corporate productivity, <http://www.bloomberg.com/bw/stories/2003-07-27/zen-and-the-art-of-corporate-productivity>

## **Apple**

Cupertino, California

Website: [www.apple.com](http://www.apple.com)

Contact: Denise Young Smith, VP Worldwide Human Resources, Apple.

Steve Jobs, the founder of Apple, was a long time meditator and some people speculate that that meditation helped him be in the mindset to create new and innovative products for Apple. Employees are allowed to take 30 minutes each day to meditate at work. Apple provides classes on meditation and yoga, and provides meditation rooms.

Sources:

10 Big companies that promote employee meditation:

<http://www.onlinemba.com/blog/10-big-companies-that-promote-employee-meditation/>

Gelles, David. 2012. The Mind Business, *FT Magazine*, August 24, 2012.

<http://www.ft.com/cms/s/2/d9cb7940-ebea-11e1-985a-00144feab49a.html>

## **Ascension Health**

Missouri, USA

Website: [www.ascensionhealth.org](http://www.ascensionhealth.org)

Contact: Bill Brinkmann, Director of Leadership Formation at [wbrinkmann@ascensionhealth.org](mailto:wbrinkmann@ascensionhealth.org) or 314-733-8289

Description:

Ascension Health is the largest US nonprofit health system and the world's largest Catholic health system. They have over 165,000 employees and over 2,600 sites of care

in 22 states and the District of Columbia. Their document “Framework for Fostering a Spirituality of Work” states that “the goal of workplace spirituality initiative is to provide a work environment that nurtures the deepening of personal spirituality, while fostering the spiritual base of organizational life and structures.” They support this goal with training programs, a Spirituality Symposium, a system Spirituality Scorecard and a seven-step ethical discernment process.

Source: International Spirit at Work Awards 2004

### **AstraZeneca Pharmaceuticals**

Wilmington, Delaware USA

Website: <https://www.astrazeneca.com>

Contact: Chris Kalina, Lead, Employee Health and Wellness, AstraZeneca

#### Description:

AstraZeneca is committed to the health and well-being of employees and offers a number of wellness programs including guided meditation. AstraZeneca has been reported in the news as offering three meditation courses aimed at energizing its 5,000 employees during and after marathon powwows.

#### Sources:

Zen and the art of corporate productivity, <http://www.bloomberg.com/bw/stories/2003-07-27/zen-and-the-art-of-corporate-productivity>

<http://www.astrazeneca-us.com/responsibility/our-people/health-and-wellbeing>

### **Australia and New Zealand (ANZ) Banking Group Limited**

Melbourne, Australia

Website: [www.anz.com](http://www.anz.com)

Contact: Program no longer in place

#### Description:

In the past, ANZ aspired to be “The bank with a human face” and had approximately 32,000 employees located in 40 different countries. Their sustained commitment to their Breakout and Cultural Transformation programs led to a dramatic improvement in employee satisfaction and helped to win back the trust of their key stakeholders. The Breakout training focused on people, values and opportunities to facilitate company growth and development and encourages a culture of positive, open and honest

relationships. A high performance mind technique was introduced in the training and several ANZ buildings have quiet rooms for people for contemplation and prayer.

Source: International Spirit at Work Awards 2004

**Barry-Wehmiller Companies**

St. Louis, Missouri USA

Website: <http://www.barrywehmiller.com/home>

Contact: Matt Whiatt, Human Resources, Barry-Wehmiller Companies

Description:

From their website: “Step inside any one of our 100 locations around the globe and you’ll feel it: a culture of care, compassion and human connection. Our commitment to our people-first culture runs deep and has inspired a leadership model that places a priority on improving the lives of the people who make our business possible. We call it Truly Human Leadership and it stems from a deep-rooted belief that this is the way we are called to work and live. By sharing the story of our successful cultural and leadership model initiatives we intend to raise the awareness of other leaders about the power of business to have a profound positive impact on the world.

Better me, better we, better world!

Source: <http://www.barrywehmiller.com/our-culture>

**Berrett-Koehler Publishers**

San Francisco, CA, USA

Website: [www.bkpub.com](http://www.bkpub.com)

Contact: Ginger Winters, Senior HR Manager, 415-743-6476, [gwinters@bkpub.com](mailto:gwinters@bkpub.com)

Description:

Berrett-Koehler Publishers is committed to nurturing the human spirit of all of its stakeholders –authors, customers, employees, investors, service providers, suppliers, sales partners and the communities and the environment. Their spiritual practices include a moment of silence before meetings, one-on-one prayer and meditation, a commitment to workplace democracy and egalitarianism. One of their core values is Stewardship, and they have many policies and practices that provide opportunities for employees and all stakeholders to serve each other as stewards. Berrett-Koehler also has very clear environmental policies and has done a great deal of work on sustainability.

Source: International Spirit at Work Awards

## **Bio-Seehotel Zeulenroda GmbH & Co.KG**

Zeulenroda, Germany

Website: [www.seehotel-zeulenroda.de](http://www.seehotel-zeulenroda.de)

Contact: Stephan Bode, Managing Director at +49 (0) 36628-98-100, [stephan.bode@seehotel-zeulenroda.de](mailto:stephan.bode@seehotel-zeulenroda.de) or Heike Weller, Marketing Assistant, +49 (0) 36628-98-122, [heike.weller@seehotel-zeulenroda.de](mailto:heike.weller@seehotel-zeulenroda.de)

### Description:

Bio-Seehotel Zeulenroda is a unique hotel employing 115 people. Their vision is to create an environment where it is easy to feel comfortable, where you get the chance to create the future, and where you feel very inspired. They have a philosophy of creative cooperation between human beings, society and the Universe. The hotel owners, staff and employees are committed to creating an environment that supports individual time for employees for spiritual development in the various seminars they offer. Bio-Seehotel Zeulenroda has strong values nature, beauty and self-reflection. As an example, they often hold meetings outdoors so that people can be closer to the universe for new thoughts. They conduct monthly meetings where you share economic data and openly discuss spirituality. This hotel is an excellent model of how an organization can integrate environmental sustainability, spirituality, and a deep commitment to creating a reflective environment for employees and customers.

Source: International Spirit at Work Awards 2007

## **The Body Shop**

London, UK

Website: [www.thebodyshop.com](http://www.thebodyshop.com)

Contact: Steve McKivor, Communications Director, Telephone +44 1903 731 500 X7127, [steve.mckivor@the-body-shop.com](mailto:steve.mckivor@the-body-shop.com)

### Description:

The Body Shop is an international company selling high quality natural skin and hair products. They operate in over 50 countries and have over 1900 outlets. The company explicitly embraces the spiritual principles expressed in founder Anita Roddick's books and public speeches, as well as holding to high principles of social justice, straight talk, socially responsible activism, volunteerism and environmental sustainability, which inspires its stakeholders - employees, vendors, customers and the communities it touches - locally and globally.

Source: International Spirit at Work Awards 2002

**Cardone Industries**

Philadelphia, PA, USA

Website: [www.cardone.com](http://www.cardone.com)

Contact: Terry McCormack, CEO

Description:

Cardone Industries is a family-owned business of over 5000 employees that remanufactures auto parts. Their leadership model is based on emulating Jesus as a servant leader. Cardone's website states, "Servant Leadership is a way of life that influences, models, supports and encourages people to serve others first. It is a way to personally develop and pursue excellence in every area of life. Cardone Industries uses this model, because people are at the heart of the company. We believe our Factory Family Members (FFMs) are our greatest resource." One of their key objectives is to "Honor God in All We Do."

Source: Recommended by Rita VanFossen, [rita\\_vanfossen@msn.com](mailto:rita_vanfossen@msn.com):

<http://www.cardone.com/about-us/core-philosophy>

**Catholic Health Initiatives (CHI)**

Colorado, USA

Website: [www.catholichealthinitiatives.org](http://www.catholichealthinitiatives.org)

Contact: Gerard T. Broccolo, Vice President, Spirituality,  
[jerrybroccolo@catholichealth.net](mailto:jerrybroccolo@catholichealth.net), 303-383-2691

Description:

Catholic Health Initiative (CHI) took a grass-roots approach in the value-identification process, which involved the whole organization thereby ensuring that each member of the staff can live in harmony with and commitment towards the organization's core values. They state that a 'diversity of people and a diversity of points of view are welcomed, respected and celebrated.' Prayers or reflection exercises are part of all meetings and programs, as well as the spiritual nourishment opportunity provided through sample prayer formats, guidelines for achieving work-life balance, promotion of reflective dialogues, and mini-retreats. They have been noted for their effort to make qualitative effects tangible with quantitative feedback through among others system-wide ratings of overall job satisfaction and job retention.

Source: International Spirit at Work Awards 2005

### **Central DuPage Health**

Illinois, USA

Website: <http://www.cdh.org/PatientAndVisitorInfo.aspx?id=9163>).

Contact: Rod Accardi, D. Min., Director of Spiritual Care Resources, (630) 933-6634, [rod\\_accardi@cdh.org](mailto:rod_accardi@cdh.org)

#### Description:

Central DuPage Health has a system-wide commitment to the “Implementation of Spiritual Care throughout Central DuPage Health.” The organization created a Spiritual Care Steering Committee which developed a vision for spiritual care, created strategies for organizational change, and developed spiritual enrichment and education activities for employees. In addition, Central DuPage created the Spiritual Resource Liaisons for linking spiritual needs of peers with spiritual resources. Among their many programs is a program called “The Silent Lamp” program. It is clear that they have taken great care in the planning, implementation and delivery of a program that gently provides opportunities for employees to explore and nurture their spiritual wellbeing in a way that is respectful and embracing of all.

Source: International Spirit at Work Award 2005

Note: Since receiving the International Spirit at Work Award, the organization is now known as Cadence Health, a part of the Northwestern Medicine system.

### **Centre for Excellence in Leadership**

London, UK

Website: [www.centreforexcellence.org.uk](http://www.centreforexcellence.org.uk)

Contact: Lynn Baldwin, HR and Internal Communications Manager, 020 7654 3300, [Lynn.baldwin@centreforexcellence.org.uk](mailto:Lynn.baldwin@centreforexcellence.org.uk)

#### Description:

Centre for Excellence in Leadership is a national leadership agency with a remit to foster and support leadership improvement, reform and transformation throughout the learning and skills sector. This is the Further Education system funded by the UK Government comprising of 600,000 staff, 7 million learners, 400 colleges and 2000 workplace training organizations. CEL has an annual budget of £15million. CEL is publicly funded by the Secretary of State for Education and has 48 full time employees, 6 part-time employees and 150 associates. This organization embraces many definitions of spirituality both

internally and externally. They have developed the Communities Faith Toolkit for clients and staff, and demonstrate an open commitment to spiritual development of their staff through such tools as the Enneagram and Dignity at Work training days. Their CEO, Lynne Sedgemore, has been open about her commitment to spirituality in the workplace since 1989, and it is obvious that she creates an environment where others can develop on their own spiritual paths. CEL conducts regular staff retreats and in many ways they encourage open discourse about spirituality among people from diverse faith, cultural and ethnic traditions. They have undertaken a study on the effects of spirituality in the workplace and are willing to share the results of that research.

Source: International Spirit at Work Awards 2007

Note: This organization merged with another organization and these practices are no longer in place.

### **Centura Health**

Colorado, USA

Website: [www.centura.org](http://www.centura.org)

Contact: Sr. Nancy Hoffman, [nancyhoffman@Centura.Org](mailto:nancyhoffman@Centura.Org).

#### Description:

Centura Health is a healthcare organization of 12,000 employees. Spirituality is a core value which they live through multiple means, including their Centura PATH initiative – a leadership training retreat focused on finding each leader’s own purpose and passion and discussing topics such as how to create truthful and loving relationships. Their Values Impact Analysis process is a rigorous process by which they stay in alignment with their values.

Source: International Spirit at Work Awards 2004

Note: When this organization changed CEOs in 2005, all workplace spirituality programs were shut down.

**Circle of Life Hospice**  
Fayetteville, Arkansas, USA

Website: <http://www.nwacircleoflife.org>

Contact: Cristie Ginther, +1 (479) 530-6063, [cginther@nwacircleoflife.org](mailto:cginther@nwacircleoflife.org)

Description:

Circle of Life Hospice provides expert hospice medical care, pain management, and emotional and spiritual support tailored directly to the individual patient's needs and wishes. They employ 200 full and part-time employees. They have a wide range of organizational spiritual practices including the monthly debriefings, the hospice interdisciplinary team, the complementary therapies that are available to patients and employees, and the Butterfly Garden. They also have a number of rituals that help to keep employees centered in their compassionate work including the Evening of Remembrance, the Ribbons of Memories activity, the Tear Soup programs for staff to talk to a bereavement counselor to acknowledge the deaths of patients, and the many forms of formal blessing ceremonies that they offer.

Source: International Spirit at Work Awards 2011

**Clean ServicePower GmbH**  
Bonn, Germany

Website: [www.clean.de](http://www.clean.de)

Contact : Sefina Yahraes, Assistant of Management, ++ 49 (0) 228/97025-16,  
[s.yahraes@clean.de](mailto:s.yahraes@clean.de)

Description:

Clean ServicePower is a cleaning company of 1250 employees specializing in cleaning, clinic service, hotel service, personal service, building service, vital energy space clearing, earth healing and feng shui advice. They have seven offices in Dusseldorf, Cologne, Duren, Gummersbach, Dortmund, Bielefeld and Munster. This company is a model for building a company on spiritual principles and values and allowing those principles to guide the actions of the organization. The company clearly assumes responsibility for the impact of its actions, not only within the organization but beyond. It has been a role model in the community for environmental concern. In addition, Clean ServicePower is clearly dedicated to the spiritual growth of its employees and encourages personal spiritual practice. This organization has woven spiritual principles into its service offerings, providing holistic cleaning services. The leadership sees the organization through the lens of social responsibility and service to humanity.

Source: International Spirit at Work Awards 2006

**Conner Partners**

Atlanta, Georgia, USA

Website: [www.connerpartners.com](http://www.connerpartners.com)

Contact: Daryl Conner, (404) 564-4801, [daryl.conner@connerpartners.com](mailto:daryl.conner@connerpartners.com)

**Description:**

ConnerPartners is an organization of 48 highly experienced consultants who offer consulting, coaching, and mentoring services to organizations engaged in large-scale transitions, transformations, and global organizational change. They have demonstrated a dedicated commitment to Strength of Character which is their way of operationalizing the intangible. They honor employees' individual spiritual paths while committing to a unified path of service to each other, to the CP culture, to their clients and to their communities. They have a practice of hiring only those who believe that there is something greater than themselves that gives their lives meaning and purpose. Conner Partners works to develop "Presence" in each person who works for the organization. They serve as an incredible model for other organizations in their decision to slow down their growth in 2006 as a way of strengthening the spiritual culture they have developed.

Source: International Spirit at Work Awards 2007

**Container Store**

Coppell, Texas USA

Website: [www.containerstore.com](http://www.containerstore.com)

Contact: William (Kip) Tindell, CEO

**Description:**

The Container Store describes itself as having an "Employee Focused Culture." Their hiring and training processes are stringent in order to assure that they are hiring people who will fit with the culture. A potential employee may go through as many as nine interviews before being hired. During the recession they did not lay anyone off, but did cut retirement benefits for a couple of years as a way of being able to retain employees and stay "employee focused." As soon as the economy improved, 401k matching benefits were reinstated. Sales Associates are paid on average \$46,000 a year, and even part time employees have health benefits. The CEO's philosophy is that if you take good care of the employees, they will take good care of customers, and if they take good care of customers, the shareholders will be happy. This company is a poster child for Conscious Capitalism.

Source:

Mackey, J. and R. Sisodia. 2013. *Conscious Capitalism: Liberating the heroic spirit of business*. Boston, MA: Harvard Business Review Press.

CBS video profile: <http://www.consciouscapitalism.org/content/container-store's-employee-focused-culture>

### **Cordon-Bleu/Ouimet Tomasso**

Montreal, Canada

Website: <http://www.cordonbleu.ca>

Contact: J.-Robert Ouimet, Chairman, 514-849-3000, mj david@holdingocb.com

#### Description:

Cordon-Bleu/Ouimet Tomasso is a family of companies that process food and frozen entrees. Their mission is to reconcile the long-term growth of human wellbeing and personal development with the economic well-being in a company that operates in a market economy. They feel strongly that they could not do this without the Keystone – a connection to the Transcendent. The organization has a commitment to nurturing the human spirit of employees through a set of core values and specific “Integrated System of Management Activities.” Uniquely, they have transformed their for-profit organization into a Foundation called “To God Go.” Their entire focus is on creating a practical model of spirituality in the workplace, and on educating others on how they might do that in their organizations.

Source: International Spirit at Work Awards 2008

### **Deans Beans**

Orange, Massachusetts USA

Website: [www.Deansbeans.com](http://www.Deansbeans.com)

Contact: Dean Cycon, Founder and CEO, 978-544-2002

#### Description:

Dean Cycon is a social entrepreneur who has created a successful business as a vehicle for positive social change rather than for personal gain. His unconventional business model “Buy High-Sell Low” challenges traditional business assumptions by simultaneously growing profits and improving the lives of coffee farmers in 11 countries, his employees, his customers, the local community where his roasting facility is located, and the various other stakeholders of his organization. Cycon tackles issues of

sustainability, women's rights, Fair Trade, and more through the purchase, roasting, and sale of the simple beans that go into our coffee mugs and are an important part of our morning routines. Both Cycon and Dean's Beans provide an interesting case example of redefining the nature of business, especially with respect to the metaphorical "bean counting" side, and can be described using four primary themes: 1) business can be a powerful tool for accomplishing social good; 2) promoting sustainability requires a sound sustainable business; 3) greater positive change can be achieved by removing boundary limits of the organization; and 4) high quality communication is the integrating factor for success.

Source:

Manz, C., K. Manz, R. Marx, and P. Dillon. 2013. *Buy High Sell Low: Redefining Bean Counting in the Coffee Industry for a Sustainable Future. Leadership*, Vol. VI, No. 2, pp. 10-23.

### **Deutsche Bank**

Frankfurt, Germany

Website: [www.db.com](http://www.db.com)

"A global banking and financial services company, Deutsche Bank has undoubtedly had a few rough years due to the global economic crisis, but employees may be getting a bit of stress relief just by walking through the doors of their workplace. Deutsche Bank is yet another multinational business getting behind the meditation-in-the-workplace trend. Despite the fact that the company may seem too traditional to embrace such a progressive policy, they've been offering meditation classes and quiet spaces on site for several years, hoping that it will help to reduce worker stress and lead to more level-headed thinking."

Source:

10 Big companies that promote employee meditation:

<http://www.onlinemba.com/blog/10-big-companies-that-promote-employee-meditation/>

### **Eileen Fisher, Inc.**

New York, NY

Website: [www.eileenfisher.com](http://www.eileenfisher.com)

Contact: Eileen Fisher, CEO, Assistant Amy Hall, 914-721-4053,  
ahall@eileenfisher.com

Description:

Eileen Fisher, Inc. is a women's fashion company. Their mission is "To live simply. Eileen Fisher clothing is designed as a wardrobe system. Our goal is to simplify dressing,

in clothes that inspire women to be themselves.” The company has over 60 stores in the United States, Canada and the United Kingdom. Over 1100 employees are nurtured through the company values and through the Employee Wellness Benefit that must be used for self-care. Each person is allotted \$1,000 per year to nurture themselves in any way they define it. Encouraged and common uses for the money include massages, yoga, nutritionists, facials, anything new-age-like, gym memberships, etc. People are held accountable for how they used this money in their Professional Development Plans, but the money must be used for personal self-care. Vendors are nurtured through the company’s commitment to international standards of social accountability. Eileen Fisher, Inc. has a very strong involvement not only with their own sustainability programs but also with creating a greater sense of sustainability as an important part of the way all organizations do business. They also provide grants for women entrepreneurs, and they create projects for artisanal projects for women in impoverished areas.

Source: International Spirit at Work Awards 2002

**Elcoteq Communications**

Offenberg, Germany

Website: [www.elcoteq.com](http://www.elcoteq.com)

Contact: Ruediger Fox, former Director, [ruediger.fox@secondmuse.com](mailto:ruediger.fox@secondmuse.com)

Description:

Elcoteq Communications was recognized for the company’s commitment to transforming consciousness from a focus on self to a focus on others, and for their deep conviction that the success of the company lies in empowered and passionate employees. They defined many of their business practices in terms of the spiritual values that they emulated when Ruediger Fox was the company director. Examples of this included their 360 Feedback Process as supporting Trustworthiness, their new salary models as supporting Justice, and their holiday celebration dinners as promoting Service and Humility. Elcoteq achieved a remarkable turnaround in business results as a result of their commitment to spiritual virtues. Unfortunately, the parent company was uncomfortable with the change process and they let the director go. Within a year, the company was shut down.

Source: International Spirit at Work Awards 2005, and personal communication with Ruediger Fox 2015.

**Embassy Graphics, Ltd.**

Winnipeg, Manitoba, Canada

Website: [www.embassygraphics.com](http://www.embassygraphics.com)

Contact: Bryan Payne Jr., President & C.O.O., [bjp@embassygraphics.com](mailto:bjp@embassygraphics.com) or 204.697.3338

Description:

Embassy Graphics is a prepress company provides a new generation of digital prepress products and services. The company has created a seamless interface between spirit and people's experience of being served, and inspired by the company's leadership - as evidenced by all the people it serves, including employees, vendors and customers. This is done through their Vision, their Mission, and their Leadership Development program, all of which consistently emphasize caring, truth, and personal growth.

Source: International Spirit at Work Awards 2002

**Excel Industries**

Mumbai, India

Website: [www.excelind.com](http://www.excelind.com)

Contact: Shri G. Narayana, Executive Chairman at [narayana@excelind.com](mailto:narayana@excelind.com) or 91 - 22 - 2678 8258 / 69

Description:

Excel Industries manufactures biochemicals and agrochemicals and has 1200 employees. They have a strong focus on social responsibility and sustainability – demonstrated by conscientious attention to concerns such as natural waste management. They see spirituality as “self-improvement and world service” with the Divine lighting the way. Every human can become divine light. Each day begins with the company’s All-Religion Prayer. The strong sense of family is reinforced by having everyone eat the same meal at the same time together in the canteen (including the Executive Chairman).

Source: International Spirit at Work Awards 2004

**Fachklinik Heiligenfeld GmbH**

Bad Kissingen, Germany

Website: [www.heiligenfeld.de](http://www.heiligenfeld.de)

Contact: Albert Pietzko, manager of the Heiligenfeld Academy, D-0049-971-8206-3602, [albert.pietzko@heiligenfeld.de](mailto:albert.pietzko@heiligenfeld.de)

Description:

In Heiligenfeld spirituality is truly integrated, both in its therapy programmes and in all the aspects of its company life. It is an unusual example of holistic health care and all-

inclusive reflection. The broad concept of spirituality proves to be a warm welcome for people - employees and patients alike - to share their diversity and be enriched by it. The clinics and the academy serve as a source of inspiration and a model in the immediate environment and in wider professional and scientific circles.

Source: International Spirit at Work Awards 2005

**Ford Motor Company**  
Michigan, USA

Website: [www.ford.com](http://www.ford.com)

Contact: Daniel Dunnigan, Chairman of Ford Interfaith Network

Description:

From the Ford Interfaith Network Brochure: “We often say there’s a family feeling at Ford Motor Company. For decades, employees have enjoyed each other’s company in clubs that represent all kinds of interests and hobbies; today, these clubs are part of the Ford Employee Recreational Association. In the 1980s, employees began to form diversity groups such as the Hispanic Network Group and the Ford African-Ancestry Network. In the 1990s, some of these groups were recognized as Employee Resource Groups, with a high- level executive sponsor. Meanwhile, some of the faith-related groups that met for prayer and Bible study sought recognition as Employee Resource Groups. The company agreed, on condition that employees create an interfaith network to promote tolerance and understanding among all faiths. The Ford Interfaith Network was recognized in 2000, and it demonstrates the company’s dedication to diversity and inclusion.

“At work, FIN brings several practical benefits to Ford Motor Company. At regular meetings, representatives of major worldwide faiths plan joint programs and consider a variety of faith-related workplace issues and facilitate appropriate accommodation of religious needs, from prayer services to scripture study. Separate discussion groups offer an opportunity<sup>[1]</sup> to discover common ground among different faiths. Monthly e-mails to a worldwide list of more than 6,000 employees offer inspiring or educational insights from different beliefs, while lectures and presentations are available for employee groups interested in furthering their understanding of different faiths. The FIN website for Ford employees provides information about several faiths as well as a calendar of holy days. Each year, FIN sponsors an interfaith observance of National Day of Prayer in Dearborn, while FIN chapters in other Ford locations may hold their own observances.”

Source: Ford Interfaith Network brochure, 2011 International Spirit at Work Award application, also <http://www.cbsnews.com/news/keeping-the-faith-while-at-work/>, and <http://www.intheworkplace.com/apps/articles/?articleid=12866&columnid=1935>

## **General Mills**

Golden Valley, Minnesota USA

Website: [www.generalmills.com](http://www.generalmills.com)

Contact: Sandy Behnken, General Mills meditation trainer.

### Description:

In 2006, General Mills introduced a mindfulness program for employees. The program was introduced by Janice Maturano, who was a senior leader in General Mills' law department when she discovered mindfulness. It is used as a tool to clarify thinking, and to increase personal fulfillment and workplace productivity. The mindfulness program is voluntary and offerings include a four-day retreat for officers, directors and senior managers; two-day training for new managers; and a two-hour class for seven consecutive weeks, which is open to all employees. Employees may attend a 30 minute mindfulness session each week.

### Source:

Hughlett, M. 2013. Mindfulness arrives in the workplace, Star Tribune, Nov. 24.

<http://www.startribune.com/mindfulness-arrives-in-the-twin-cities-workplace/233176121/>

Interview with Sandy Behnken, <http://quickbase.intuit.com/blog/2014/07/14/a-closer-look-how-general-mills-leadership-embraces-mindfulness/>

## **Green Mountain Coffee Growers**

Waterbury, VT, USA

Website: [www.gmcr.com](http://www.gmcr.com)

Contact: Bob Stiller, Chairman of the Board, 802-882-2126, [Bob.Stiller@gmcr.com](mailto:Bob.Stiller@gmcr.com)

### Description:

Green Mountain Coffee Growers is a leader in the specialty coffee industry. Their purpose is to create the ultimate coffee experience in every life they touch from tree to cup – transforming the way the world understands business. They have a strong commitment to creating a Vibrant Workplace and a High-Engagement Organization that is based on values and practices that were co-created with employee involvement. Their spiritual practices include the use of Appreciative Inquiry to create solutions to business challenges as well as an appreciative way of working, Continuous Learning Course offerings such as “Mindfulness in the Workplace,” and “Silva Mind Control,” and a

Career and Life Planning Course called “Your Wildest Dreams.” They have a meditation center that opened in 2003 and they offer meditation retreats that are of great value to employees. Finally, Green Mountain Coffee Roasters has been a real pioneer in Corporate Social Responsibility, Community Action, and Sustainability.

Source: International Spirit at Work Awards 2008

### **Good Samaritan Health Services**

Edmonton, Canada

Website: [www.gss.org](http://www.gss.org)

Contact: Terje Ness, [Tness@gss.org](mailto:Tness@gss.org)

Description:

The Good Samaritan Society is a not-for-profit charity that has over 65 years of experience in providing complex/continuing care, assisted/supportive living and other specialized health and community care services in innovative and caring environments. Our mission is to extend Christian Hospitality through a continuum of care to those in need or at risk, regardless of race or religious belief. This organization supports a wide network of chaplains who serve clients as well as employees. They invest heavily in chaplain development, including an annual Spirituality Day. The Spirituality Day is also open to other organizations and to the public.

Source: Judi Neal, personal contact and site visit.

### **Google, Inc.**

Mountain View, California, USA

Website: [www.google.com](http://www.google.com)

Contact: Van Riper, gPause Community Manager, 707-874-8847, [vanriper@google.com](mailto:vanriper@google.com),

Description:

Google is one of the highest stress, fast-paced organizational cultures in the high stress, fast-paced high tech industry. In 2007, one of Google’s original software engineers, Chade-Meng Tan, created a program called “Search Inside Yourself,” that has become a model for other companies such as SAS. The program incorporates three elements that include training your attention, developing self-knowledge and self-mastery, and creating useful mental habits. The company also provides meditation rooms, as well as meditation and yoga classes. While the focus is primarily on stress reduction, there is also an emphasis on self-awareness, which supports greater creativity, and a better working environment.

Source: Fast Company: [http://www.fastcompany.com/3044157/the-future-of-work/inside-googles-insanely-popular-emotional-intelligence-course?utm\\_source](http://www.fastcompany.com/3044157/the-future-of-work/inside-googles-insanely-popular-emotional-intelligence-course?utm_source), and several other online articles. Learn more about the Search Inside Yourself Leadership Institute, founded by Chade-Meng Tan, at <https://siyli.org>

### **Greyston Bakery**

Yonkers, New York, USA

Website: [www.greyston.com](http://www.greyston.com)

Contact: (914) 376-3900

#### Description:

From their website: “The country’s leading social enterprise since 1982, Greyston has provided individuals in Southwest Yonkers, NY with employment skills and resources to lift them out of poverty. Greyston’s unique combination of Open Hiring at the world famous Greyston Bakery, Pathmaking and other social services offers a roadmap to assist individuals and families in visualizing their paths to self-sufficiency. Our mindfully-rooted philosophy fuels a commitment to human growth and potential and addresses some of the most challenging problems facing our country today.”

Their motto is, “We don’t hire people to bake brownies, we bake brownies to hire people.”

Source: [www.greyston.com](http://www.greyston.com)

### **Hearthstone Homes**

Nebraska, USA

Website: [www.omahanewhomes.com](http://www.omahanewhomes.com)

Contact: This company has gone out of business.

This home construction company stated their core purpose was, “Discover the Hero in Everyone.” Spirituality and Nurturance were explicit core values and were demonstrated through a commitment to extensive associate personal development training. The results enhanced the corporate objective of delivering “More Home For Less Money.” Their values of Integrity, Continuous Learning and Courage assisted in integrating culture and technology. All values supported the economic driver of net profit percentage per home closed. A unique business model extends the objective and values to suppliers and subcontractors through a Vendor Partner Council. The company projected 25% growth in the year they received the International Spirit at Work Award.

Note: This company has gone out of business. According to a former high-ranking employee, the CEO engaged in unethical behavior that led to the closure of the company.

Source: International Spirit at Work Awards 2004

### **Interstate Batteries**

Dallas, Texas USA

Website: [www.interstatebatteries.com](http://www.interstatebatteries.com)

Contact: Norm Miller

Description:

Interstate Batteries opening sentence in their mission statement is “To glorify God as we supply our customers worldwide with top-quality, value-priced batteries, related electrical power-source products, and distribution services.” The CEO, Norm Miller, had as one of his first initiatives to make organizational spiritual leadership a primary component of the business. While the organization is open about its Christian foundations, they respect the practices of all spiritual and religious traditions. “The top leadership shares a vibrant faith, which it openly and courageously shares. That faith colors decision-making and the way that business is conducted honestly and in trust, towards the goal of serving God.” (Malloch 2008: 43)

Source:

Fry, L. & M. Nisiewicz. 2013. Maximizing the triple bottom line through spiritual leadership. Stanford, CA: Stanford University Press.

Malloch, T. 2008. Spiritual enterprise: Doing virtuous business. New York, NY: Encounter Books.

### **Jesuit Social Services**

Melbourne, Victoria, Australia

Website: [www.jss.org.au](http://www.jss.org.au)

Contact: Julie Edwards, CEO, +61 3 9427 7388, [Julie.Edwards@jss.org.au](mailto:Julie.Edwards@jss.org.au)

Description:

Jesuit Social Services provides a range of direct services designed to highly disadvantaged young people, families and communities. Their primary focus is young people with complex problems associated with their offending behaviour. They are very committed to working for a just and fairer society in Australia. This organization lives by Ignatian values and have a wonderful way of being open to people of all faiths to all who share their values and mission. They have purposefully created opportunities for conversations and actions that highlight the spiritual element of work, such as Reflection Training and Reflection Days.

Source: International Spirit at Work Awards 2006

**MD Anderson Center**

Houston, Texas USA

Website: [www.mdanderson.org](http://www.mdanderson.org)

Contact: Rev. Dr. Gale Kennebrew, Director of Spiritual Care and Education, 713-792-7184.

Description:

MD Anderson Center has a department of “Spiritual Care and Education” that provides chaplains, clinical pastoral education, and denominational programs. Cindy Wigglesworth taught and coached emotional intelligence and spiritual intelligence skills to MD Anderson staff over a period of nine months. The group of about 30 people showed significant improvement on key measures over this period.

Source: Personal communication with Cindy Wigglesworth, and [https://www.deepchange.com/about/success\\_stories](https://www.deepchange.com/about/success_stories)

**Medtronic, Inc.**

Minneapolis, Minnesota USA

Website: [www.medtronic.com](http://www.medtronic.com)

Contact: Kevin Commers, Senior Director, Human Resources or Public Relations, 763-505-3333

Description: A \$5.55 billion publicly-held company, Medtronic is the world’s leading medical technology company, providing lifelong solutions for people with chronic disease and a wide range of products and therapies that help physicians solve the most challenging, life-limiting medical problems and restore health, extend life, and alleviate pain. Medtronic serves customers and patients in 120 countries and employs more than 25,000 worldwide. Every 12 seconds, somewhere in the world, a Medtronic product is

used to save or enhance someone's life. The programs and practices that explicitly promote or enable spirit at work include the annual Holiday Party where at least six former patients are invited to tell their stories about how the company and its products and services changed their lives for the better, attended by over 1,600 employees, viewed by thousands of others via closed circuit television, and seen by thousands more on video tape; and the companies Mission and Medallion Ceremonies, held all around the world, where every new employee (including employees with acquired companies) is greeted individually by the founder or the CEO and given a desk-top medallion that serves as reminder of the core principles and values that the company was founded upon.

Source: International Spirit at Work Awards 2002

### **Memorial Hermann Healthcare System**

Houston, Texas, USA

Website: [www.memorialhermann.org](http://www.memorialhermann.org)

Contact: Beth P. Sartori, Director, Corporate Communications at [Beth\\_Sartori@mhhs.org](mailto:Beth_Sartori@mhhs.org)

Description:

Memorial Hermann Healthcare System was founded in 1907. The not-for-profit Memorial Hermann Healthcare System operates nine acute-care hospitals, including a level 1 trauma center and a children's hospital; two long-term acute-care hospitals; a home health agency; a retirement community and nursing home; and a wellness center. With some 16,000 employees, it is among the leading employers in Houston. The organization's activities include multiple versions of their Spiritual Leadership Institute training program (9 days for management members, shorter versions for others), Blessing the Hands of all health care workers, offering a paid day off for a Spiritual Day of the employee's choosing, unusually extensive chaplaincy care of employees, the Partners in Caring program where employees help each other through tough times and a long list of charitable activities to support and care for the greater Houston community.

Source: International Spirit at Work Awards 2003

### **Methodist Health Care System**

Houston, TX

Website: [www.methodisthealth.com](http://www.methodisthealth.com)

Contact: Charles Millikan, Vice-President for Spiritual Care and Values Integration, 713-441-2381

Description:

Methodist Health Care System is a nonprofit organization dedicated to providing high quality healthcare in a spiritual environment. It is the primary teaching hospital for Baylor Medical School and was listed in 2001 as one of the top 100 hospitals in the United States by US News and World Report. The Methodist Hospital boasts several world-class expertise centers, including the DeBakey Heart Center named after the renowned Doctor Michael DeBakey. The hospital system has a spiritual, non-sectarian “charter” - which forms the basis for its mission, vision, and values. It has appointed a Vice-President of Spiritual Care to oversee system-wide initiatives that foster a “spiritual environment of caring” for every stakeholder.

Source: International Spirit at Work Awards 2002

### **Ministry Leadership Center**

Website: <http://www.ministryleadership.net/>

Contact: Andre Delbecq, [adelbecq@scu.edu](mailto:adelbecq@scu.edu), 510 769 8730

Description:

Faith Based Healthcare in North America is inherently religiously plural. Patients, Physicians, Executives and associates come from the entire spectrum of religious and non-religious orientations. Recent merger activities have accelerated these trends, with Catholic Health Care merging with regional hospitals and secular entities (e.g. Catholic Health Care West becoming Dignity Health). A strength of the Ministry Leadership Center has been its ability to be an articulate voice for the Catholic tradition while at the same time welcoming participants from across the diverse spectrum of religious and non-religious pluralism allowing ontological and ethical questions to be explored with full respect for these differences.

Source: Andre Delbecq, email communication September 2015

### **Mount Carmel Health**

Ohio, USA

Website: [www.mountcarmelhealth.com](http://www.mountcarmelhealth.com)

Contact: For the history of the Higher Ground program, contact Lance Secretan, who was the consultant on the project.

Description:

Mount Carmel Health was honored as an organization that was an exemplar in healthcare, living and practicing the removal of fear from the workplace and its replacement with spirit and values. In particular, this organization was recognized for their Higher Ground spiritual retreats, for the Cause of “honoring every soul with loving service,” which was introduced to all new employees by the CEO at orientation, for the learning modules that include topics such as mindfulness and building sanctuary, and for their very inspiring Higher Ground website.

Note: When a new CEO came in, all of these programs were discontinued.

Source: International Spirit at Work Awards, Lance Secretan

### **Nike**

Beaverton, Oregon, USA

Website: [www.nike.com](http://www.nike.com)

Contact: David Ayre, EVP, Global Human Resources, 1-503-671-6453

Description:

“Nike’s motto “just do it” applies to meditation as well, it seems. The company is one of many big businesses incorporating meditation practice into their workplace. Employees of the athletic apparel giant have access to relaxation rooms, which they can use to take a nap, pray, or of course meditate. In addition to these quiet rooms, employees can also take part in meditation and yoga classes without ever having to leave the office.”

Source:

10 Big companies that promote employee meditation:

<http://www.onlinemba.com/blog/10-big-companies-that-promote-employee-meditation/>

### **Patagonia**

Ventura, California USA

Website: [www.patagonia.com](http://www.patagonia.com)

Contact: Rose Marcario, President and CEO, Corporate Office: (805) 643-6074

Description:

Patagonia is a company committed to Conscious Capitalism. Their motto is to “build the best product, cause no unnecessary harm, and inspire and implement solutions to the environmental crisis. They use renewable energy as much as possibly and rather than

build new buildings, they prefer reuse and beautify something that has already been constructed. Economically, they focus on organic growth rather than trying to increase the bottom line every year. Patagonia encourages customers to repair or recycle used Patagonia clothing rather than throw items in the landfill. Their CEO, Rose Marcario, is a practicing Buddhist and Fortune quotes her as saying that with the practice of Buddhism “comes looking really deeply at things, looking beyond just your generation, looking at how your actions impact broader groups of people.” Patagonia is certified as a B Corp for its commitment to socially and environmentally responsible practices.

Source:

Conscious Capitalism Institute, and Fortune Magazine:  
<http://fortune.com/2015/09/14/rose-marcario-patagonia/>

### **PeaceHealth**

Washington, USA

Website: [www.peacehealth.org](http://www.peacehealth.org)

Contact: Tim Strickland, Director of Communications, 360-729-1483,  
[tstrickland@peacehealth.org](mailto:tstrickland@peacehealth.org)

Description:

PeaceHealth is a healthcare organization with approximately 9500 employees. Spirituality is explicitly listed as an attribute of their Leadership Model. They conduct Healing and Compassionate Care retreats for all staff management and physicians. These retreats explore topics such as: the difference between spirituality and religion; how to honor all spiritual traditions; and how to find meaning and purpose in life. A further two-day retreat called “The Renewal Experience” is available.

Source: International Spirit at Work Awards 2002

### **Phenomenex**

California, USA and worldwide

Website: [www.phenomenex.com](http://www.phenomenex.com)

Contact: Alex Gharagozlow, (310) 212-0555 ext 363, [AlexG@phenomenex.com](mailto:AlexG@phenomenex.com) or or Mr. Fasha Mahjoor, Founder and President, at [fasham@phenomenex.com](mailto:fasham@phenomenex.com) or 310-212-0555

Phenomenex is a company of 350 employees. A chemical specialty company, Phenomenex is the global market leader for innovative chromatography products. The

mission statement commits the company to the well being of all stakeholders: customers, employees and humanity. Philanthropy and community service is strongly encouraged and has been embedded and practiced at all levels since its start in 1982. Nourishing spiritual values at work is considered a founding principle without which the organization cannot survive or thrive. Leaders are encouraged to reflect on and develop the “spiritual force” within them. The company has achieved a very high rate of growth.

Source: International Spirit at Work Awards 2004

### **Piramal Healthcare**

Mumbai, India

Website: <http://www.piramal.com/pharmasolutions/>

Contact: Dr. Swati Piramal, Director, (9122) 24973781, [sapiramal@nicholaspiramal.co.in](mailto:sapiramal@nicholaspiramal.co.in)

Piramal Healthcare, formerly Nicholas Piramal Ltd., is a pharmaceuticals manufacturing and research organization of 1200 employees. They have been very successful in imbuing their organization with spiritual values. They have provided spiritual guidance to the business community in the publishing of the CEO’s book, "The Light has Come to Me", which uses 18 verses of the Geeta to serve as the company's management philosophy. They are dedicated to providing spiritual guidance to all employees by incorporating prayer into routine work functions, providing yoga and meditation from one of the world's foremost exponents, and allowing employees of all religions the expression of their own spiritual beliefs. Their commitment to the community by establishing programs to help empower women, teach the poor, and nurture people's health is highly laudable. This company demonstrated tremendous compassion on Parel Island by eliminating polio from a 10 mile radius, saving lives and enriching a community with new life.

Source: International Spirit at Work Awards 2006

### **Planters Development Bank**

Makati City, Philippines

Website: [www.plantersbank.com.ph](http://www.plantersbank.com.ph)

Contact: Ms. Flordelis F. Aguenza, President and Chief Operating Office at [mffa@plantersbank.com.ph](mailto:mffa@plantersbank.com.ph) or phone (63) 8159296 or (63) 8871000 extension 2300 or Ms. Consuelo V. Dantes, Sr. Vice President and Head of Human Resources, at [cvdantes@plantersbank.com.ph](mailto:cvdantes@plantersbank.com.ph) or phone (63) 8136955 or 8871000 extension 5618

Description:

Planters Development Bank has 821 employees and is dedicated to serving the financial needs of small and medium enterprises. Senior management regularly acknowledges the role of Divine Providence in the organization's success. The company is committed to serving their customers with their "Whole Heart and Mind." This led to the creation of the WHAM Way – which includes new hire orientation, quarterly WHAM Circle meetings, and other activities to be sure the corporate values are being lived. Plantersbank has its own "Plantersbank Family Prayer" and offers onsite religious services and self-discovery and personal growth seminars and retreats.

Source: International Spirit at Work Awards 2004

**Prairie View**

Newton, Kansas, USA

Website: [www.prairieview.org](http://www.prairieview.org)

Description:

Prairie View is a non-profit, outcomes-based regional behavioral and mental health system with 450 employees in six locations in Kansas. Prairie View was founded by the Mennonite Central Committee after World War II as a method of delivering mental health services to the community. Their vision is "Renewing spirit, Discovering strengths, Pursuing excellence." This organization was involved in multiple efforts in integrating spirituality and work. Their Food for Thought programs provided inspiration to their broader community, their Food for Shepherds Program that included retreats and experiential contemplative prayer. They were a real pioneer in the creation of their "Inviting Creativity/Spirituality Into the Workplace" pilot project. Prairie View has created a Capabilities Awareness Profile that helps to measure the outcomes of their spiritual programs. They also are committed to a very leading edge program of expressive arts as a way of helping employees express their spirituality. Prairie View has created a Dialectical Behavior Therapy (DBT) team as a way of helping people deal with the spiritual connection to life and death issues with clients and employees.

Source: International Spirit at Work Awards 2005

**Proctor & Gamble**

Cincinnati, Ohio USA

Website: [www.pg.com](http://www.pg.com)

Contact: Anand Prasad, P&G's Director of Global Learning and Development

Description:

“P&G’s CEO A.G. Lafley is dedicated to his own meditation practice and thinks it has a lot to offer employees as well. He has said, “You can not out-work a problem, you have to out-meditation it.” The company offers a wealth of health and fitness programs that include meditation classes and spaces in their major corporate buildings.”

Sources:

10 Big companies that promote employee meditation:

<http://www.onlinemba.com/blog/10-big-companies-that-promote-employee-meditation/>

Henneman, T. 2004. *A new approach to faith at work*, In the Workplace,  
<http://www.intheworkplace.com/apps/articles/default.asp?articleid=12866&columnid=1935>

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Wartzman, R. 2008. *Conditioning the corporate athlete*, Bloomberg Business,  
<http://www.bloomberg.com/bw/stories/2008-05-22/conditioning-the-corporate-athletebusinessweek-business-news-stock-market-and-financial-advice>

### **Prentice Hall Publishing**

Upper Saddle River, New Jersey, USA

Website: [www.prenticehall.com](http://www.prenticehall.com)

Contact:

Description:

Prentice Hall has created a meditation space in their corporate headquarters which they call “The Quiet Room.”

Source:

10 Big companies that promote employee meditation:

<http://www.onlinemba.com/blog/10-big-companies-that-promote-employee-meditation/>

Gelles, David. 2012. *The Mind Business*, *FT Magazine*, August 24, 2012.  
<http://www.ft.com/cms/s/2/d9cb7940-ebea-11e1-985a-00144feab49a.html>

**Providence Health Care**

Vancouver, British Columbia, Canada

Website: [www.providencehealthcare.org](http://www.providencehealthcare.org)

Contact: Tom Maddix, V.P. Mission, Ethics, and Spirituality, 604-806-8510,  
[tmaddix@providencehealth.bc.ca](mailto:tmaddix@providencehealth.bc.ca)

**Description:**

Providence Health Care is committed to the sacredness of all life. They are an excellent example of an organization using spiritual principles and practices during a major reorganization and downsizing. They had specific programs and practices in place that demonstrated compassion in the closing of St. Vincent's Arbutus Hospital. There are many examples of the way in which they created healing, hope, and a sense of new mission and purpose for the people and communities affected by that closing. They took the seeds from that organization and created new life in other organizations. Providence Health Care has also been recognized for the many spiritual development opportunities they provide to employees, as well as their creation of meditation rooms, and the sharing of multi-faith prayers and blessings.

Source: International Spirit at Work Awards 2005

**Providence Renewal Center**

Edmonton, Canada

Website: <http://www.providencerenewal.ca>

Contact: Cathy King, Executive Director, (780) 701-1851, [cking@providencerenewal.ca](mailto:cking@providencerenewal.ca)

**Description:**

Providence Renewal Center is a faith based retreat and conference centre with 25 employees. The team welcomes everyone in the name of Christ and embrace prayer as a daily practice, gratitude notes and boards for team support, prayer partners at strategic times of the year, spiritual bookclub incorporated as part of weekly staff meetings and weekly intentions. Staff are encouraged to participate in a retreat program every year as part of their spiritual growth. The Edgewalker program has also been utilized to develop the team and connect the team spiritually to realize the vision of the Center.

Source: Cathy King, personal communication with Judi Neal, August 2015.

**SAI SEVA Business Solutions Pvt. Ltd.**

Puttaparthi, Andhra Pradesh, India

Website: <http://www.saiseva.co.in>

Contact: Prashanth R, Director, [prashanth@saiseva.co.in](mailto:prashanth@saiseva.co.in) and Sujatha R, Director, [sujatha@saiseva.co.in](mailto:sujatha@saiseva.co.in)

Description:

SAI SEVA is a pioneering rural BPO effort that was started in 2006 with the objective of providing sustained employment opportunities for the rural youth of India by bringing jobs done in cities to smaller towns. For our clients, we offer higher quality of work at considerably lower costs. We provide employment to over 150 village educated youth.

Source: Doctoral research of Srivanivas Srirangarajan, [sbmafranga@gmail.com](mailto:sbmafranga@gmail.com)

### **Saint Francis Health Center**

Topeka, Kansas, USA

Website: [www.stfrancistopeka.org](http://www.stfrancistopeka.org))

Contact: George Noonan, Vice President, Mission Integration at [George.Noonan@stfrancistopeka.org](mailto:George.Noonan@stfrancistopeka.org) or 785-295-8748

Description:

St. Francis Health Center is a healthcare organization of 1700 employees. Their Spirit at Work program consists of three parts: Culture of Stewardship Program; Spirituality in the Workplace series; and the Kindness Connects initiative. Stewardship embraces four key principles: honoring reflection – including taking time to set a spiritual context for business; valuing others; going beyond self interest; and embracing responsibility and ownership. Each week groups of department directors meet and spend thirty minutes in reflection and thirty minutes in dialogue concerning some aspect of spirituality in their management culture. One of the Spirituality in the Workplace Series programs is called “Seeing Work through Heaven’s Eyes.” Saint Francis is a part of the Sisters of Charity of Leavenworth Health System.

Source: International Spirit at Work Awards 2004

### **St. Joseph Health System**

San Jose, California, USA

Website: [www.stjosephhealth.org](http://www.stjosephhealth.org))

Contact: Former Director Life Learning Center Denise Blanc, [deniseblanc@comcast.net](mailto:deniseblanc@comcast.net)

Description:

St. Joseph Health System has been recognized for the diverse ways in which they nourish the human spirit of employees through such programs as *Spiritual Paths to Renewal*. The organization has an emphasis on reflection as an integral part of the culture. They have a Quality of Work Life Policy that states: “We respect each person as an inherently valuable member of the human community and as a unique expression of life.” “St. Joseph Health System is committed to creating a work environment shaped by health, healing, hope, diversity, and mutual respect. By nurturing these spiritual qualities within and among ourselves, we can better serve the people within our communities.”

Source: International Spirit at Work Awards 2005

### **Saint Luke’s Episcopal Health System**

Houston, Texas, USA

Website: [www.stluketexas.com](http://www.stluketexas.com)

Contact: Irene Helsinger, Senior Vice President, Human Resources, Marketing, & Corporate Services at [ihelsinger@sleh.com](mailto:ihelsinger@sleh.com) or at 832-355-3574 or Rev. James K. Alcorn, Director Pastoral Care and Education at [jalcorn@sleh.com](mailto:jalcorn@sleh.com) or 832-355-3258

Description:

St. Luke’s is an internationally recognized health care provider based in Houston, Texas. The organization dedicates approximately 50% of the chaplaincy effort to ministering to employees. All major meetings begin with an ecumenical prayer. Their employee Vocations Program is a unique and powerful program that seeks to connect each person with their deepest sense of purpose. The highly positive St. Luke’s work environment has led to repeated listings on the Fortune 100 Best Employers list.

Source: International Spirit at Work Awards 2004

### **Search For Common Ground**

Washington, DC USA and Brussels, Belgium

Website: [www.sfcg.org](http://www.sfcg.org)

Contact: Shamil Idriss, President and CEO, 202-265-4300

Description:

Search for Common Ground is an international non-profit of 300 employees dedicated to transforming the way people, organizations, and governments deal with conflict: away from adversarial approaches toward cooperative solutions. Locations include Washington

DC, Brussels, Angola, Burundi, Cote d'Ivoire, Democratic Republic of Congo, Guinea, Indonesia, Jerusalem, Liberia, Macedonia, Morocco, Nepal, Nigeria, Sierra Leone, and Ukraine. Search for Common Ground demonstrates a high level of spiritual consciousness - the work itself, the creative way their work focuses on the expansion of human consciousness, the way they select their employees and how they support them. This organization brings hope that we (as human beings) are capable of making a difference in areas where others say there is not much hope.

Source: International Spirit at Work Awards 2006

### **Sounds True**

Littleton, Colorado, USA

Website: [www.soundstrue.com](http://www.soundstrue.com)

Contact: Tami Simon, CEO, (303) 665-3151 , ext. 144, [tsimon@soundstrue.com](mailto:tsimon@soundstrue.com)

Sounds True was founded in 1985 and has grown to 80 employees that have served over 300,000 customers. It offers more than 1500 audio and video titles about spiritual traditions, meditation, psychology, creativity, health and healing, self-discovery, and relationships. Sounds True's specific practices include a contemplative dimension in the workplace through a meditation room, group meditation sessions and beginning all meetings with a minute of silence so that participants can become more present and focused on the intention of the meeting. Sounds True refers to its workplace as a "sangha;" a community of spiritual practitioners. The organization gives employees direct access to all of Sounds True transformational materials and direct access to over 30 authors per year, and company funds to attend continuing education with any of its authors or to take other classes if they are interested. Employees can take Personal Days to attend retreats or pursue other spiritual interests. Sounds True practices open book management in order to foster trust and honesty in the workplace.

Source: International Spirit at Work Awards 2003, and [www.soundstrue.com](http://www.soundstrue.com)

### **Southwest Airlines**

Dallas, Texas USA

Website: [www.southwest.com](http://www.southwest.com)

Contact: Julie Weber, Vice President, People, Southwest Airlines.

Description:

From their website: "Southwest Airlines is America's largest low-fare carrier, serving more Customers domestically than any other airline with a unique combination of low fares with no annoying fees, friendly Customer Service delivered by outstanding People,

safe and reliable operations, and an extraordinary corporate Culture that extends into the communities we serve.” *Fortune Magazine* named Southwest as one of its “World’s Most Admired Companies” in 2015. It is the only airline that has consistently made a profit every year since its founding.

The company has a no-layoff policy despite significant setbacks to the airline industry including 9/11, fuel shortages, increased fuel costs and significant legal pressures from large carriers attempting to stop Southwest from operating. Herb Kelleher, founder, said, “Our essential difference is minds, hearts, spirits and souls...The culture of Southwest is probably its major competitive advantage.” (Gunther 2004) Their hiring policy is to hire for attitude, values and a spirit of fun, and then train for skills. The culture is supported by ongoing celebrations, award ceremonies, and a strong commitment to community service projects. Their home base airfield is named “Love Field,” and their stock symbol is LUV, and employees, leaders, and even union leaders talk about loving the company.

Sources:

Freiberg, K. & J. Freiberg. 1996. *Nuts! Southwest Airlines crazy recipe for business and personal success*. New York: Broadway Books.

Gunther, M. 2004. *Faith and fortune: A quiet revolution to reform American business*. New York: Crown Business.

Milliman, J; D. Trickett; B. Condemni. 2000. “Spirit and community at Southwest Airlines: An investigation of a spiritual values-based model,” in Biberman, J. and M. Whitty (eds.), *Work & Spirit: A reader of new spiritual paradigms for Organizations*, Scranton, PA: University of Scranton Press.

### **SREI International Financial Limited**

Calcutta, India

Website: [www.srei.com](http://www.srei.com)

Contact: Raveen Bhatnagar, Country Head – Human Resources at [rbhatnagar@srei.com](mailto:rbhatnagar@srei.com) or 91-33-22850112 / 91-33-22850778.

*Note: Raveen’s email bounced 5/31/05.*

Description:

SREI International Financial was founded in 1989 with the objective of being an active participant in nation building while providing value to its customers, shareholders and the community at large. It has grown to US \$245 million and is listed on the Kolkata, Delhi, Mumbai, Ahmedabad and National Stock Exchanges. SREI’s specific practices include: interviewing candidates for employees to determine if their spiritual values are aligned with those of the organization, having a temple area in the main office where many employees stop and begin their days with a prayer, an altar-space for work team, and

beginning meetings with silent prayers. To further inspire employees and keep everyone focused on the sacredness of life there are spiritual quotations from all major faith traditions and other wisdom teachers in each employee's day planner, in the elevators, and in every team meeting room.

Source: International Spirit at Work Awards 2003

**Target**

Minneapolis, Minnesota USA

Website:

Contact: Stefanie Bell, Business Process Consultant

Description:

Target offers weekly meditation sessions at the retailer's downtown Minneapolis campus. Stef Bell launched a "mindfulness network" which is one of about 110 employee networks at Target. These employee networks are focused on improving employee well-being. The mindfulness network launched in 2010, initiated by the human resources department, and includes nearly 1,000 Target employees at several locations.

Source:

Hughlett, M. 2013. Mindfulness arrives in the workplace, Star Tribune, Nov. 24.  
<http://www.startribune.com/mindfulness-arrives-in-the-twin-cities-workplace/233176121/>

**Telus Mobility, Inc.**

Ontario, Canada

Website: [www.telusmobility.com](http://www.telusmobility.com)

Contact: National Wellness Manager (416) 279-3452

Description:

Telus Mobility is a Canadian wireless solutions provider of over 5000 "members." Its corporate head office is located in Scarborough, Ontario with regional offices in Montreal, Calgary, Edmonton and Burnaby. It has been a digital wireless provider since 1994 and has provided analogue wireless services since 1987. The organization conducts "Transformation Workshops" for call center employees with a focus on personal development. As a result of these programs, the company has achieved a turnover rate of less than 2%. Telus also has a very active Wellness Centre that conducts courses for integrating body-mind-spirit, including yoga, meditation, and tai chi. The company also conducts a merger-integration course for managers called "Leading People Through

Change,” that includes experiential spiritual practices such as self-reflection, team dialogue, visualization, values-kinesiology, and trust building exercises.

Source: International Spirit at Work Awards 2002

### **Ternary Software**

Exton, Pennsylvania, USA

Websites: [www.ternarysoftware.com](http://www.ternarysoftware.com), <http://www.holacracy.org/>

Contact: Brian Robertson, Founder & CEO, 484-995-0090, [brian@ternarysoftware.com](mailto:brian@ternarysoftware.com)

Description:

Ternary Software is an innovative software development service for emerging technology companies with 20 employees. Since its inception five years ago, Ternary has risen quickly to rank in the top 50 fastest growing companies in the Philadelphia region with more than \$2 Million annual revenue. The success of Ternary Software, Inc. is due not only to the business acumen of its founders, but to its purpose to develop the healthiest possible system where enlightenment may thrive. Their unique organizational practice of Holacracy is truly groundbreaking. This practice is a commitment to trying to harness a spiritual state, a transpersonal space, beyond individual ego, and use it in day-to-day work and their governance and management practices. Ternary Software has created a model of organization and ways of being that serve as a proving ground and a worldwide movement for the next generation of conscious evolution in organizations.

Note: The company is no longer in business. Brian Robertson devotes his time to promoting the practice of holacracy in organizations.

Source: International Spirit at Work Award 2007

### **TD Industries**

Dallas, Texas USA

Website: [www.tdindustries.com](http://www.tdindustries.com)

Contact: Jack Lowe, Board Chair and Former CEO, Corporate Office: 972-888-9500

Description:

This company is a mechanical contracting and service company for commercial and residential construction. TD Industries is guided by principles of Servant Leadership. From their website, “this philosophy suggests that every person can become a leader by first serving and then, through conscious choice, leading. Every TD employee (or TD

Partner) completes Basic Servant Leadership training. Those that aspire to lead will spend many more hours in the classroom and get regular feedback on their performance. Our commitment to this philosophy has created an environment where partners trust leadership to listen to their thoughts and ideas. And, in turn, leadership has learned to trust the judgment of partners.” Employees are called partners because they have an equal voice in creating the values and vision of the company, and because the metaphor for the company is family – family as brothers and sisters, not as parent-child.

Sources:

Moxley, R. 2000. *Leadership & Spirit: Breathing new vitality and energy into individuals and organizations*. San Francisco, CA: Jossey Bass, and Center for Creative Leadership.

To Lead, First You Must Follow, <http://www.tdindustries.com/about/servant-leadership>

### **Texas Instruments**

Dallas, Texas USA

Website: [www.ti.com](http://www.ti.com)

Contact: Corporate Headquarters, 972-995-2011

Description:

At Texas Instruments, worldwide diversity director Terry Howard remembers his reaction when approached by 10 Christian employees about forming a company-sanctioned religious group. "The questions that I raised were: What does this mean to TI? How would recognizing you as a group help TI meet its business objectives and targets? How is it going to make TI serve customers better? How is it going to make TI a good place to work for everyone and be inclusive?" he says. "They made it quite clear that they saw themselves as being in the position to help us recruit and retain people of faith-based backgrounds."

Source:

Henneman, T. 2004. *A new approach to faith at work*, In the Workplace, <http://www.intheworkplace.com/apps/articles/default.asp?articleid=12866&columnid=1935>

### **The Times of India**

Mumbai, India

Website: [www.timesofindia.com](http://www.timesofindia.com)

Contact: Former Director of HR, Ashoke Maitra, [ashoke23@yahoo.com](mailto:ashoke23@yahoo.com)

The Times of India Group is a 164-year-old company with businesses in Publishing, Internet, Radio, Television, Music, Multimedia, Retailing and News Syndication. The company has a turnover of US\$350 million with a net profit of US\$65 million. It employs 7000 people, has 10 factories and 26 branches. The company's specific practices include a training program for all employees called "Self Mastery" to assist in controlling ego and unleashing latent potential. It is presently doing a study of the "Impact of Spiritual Methods" evaluating the effectiveness of various techniques such as yoga, meditation, and breath control in behavioral change and performance. The Times of India has formed the "Times Foundation" to create consciousness for developing an effective civil society. The Foundation has developed an "International Institute of Inner Sciences" which provides spiritual training through the existing spiritual masters of multiple faith traditions to Times employees and to government leaders and other members of the Indian community. This company was honored for its commitment to seeing the ultimate customer as God and helping employees "catalyze the latent divinity in each of us."

Note: According to the former HR Director, Ashoke Maitra, when he left, the above named programs were discontinued.

Source: International Spirit at Work Awards 2003

### **Tom's of Maine**

Kennebunk, Maine USA

Website: <http://www.tomsomaine.com>

Contact: 1-800-985-1188

#### Description:

Tom's of Maine was one of the earliest companies to be recognized as a company incorporating workplace spirituality. This is a personal care products company founded on values of ecology and sustainability. Tom Chappell, co-founder with his wife Kate, decided to run his company as a ministry and he brings in spiritual leaders to guide him and his employees. Tom Chappell has been a frequent keynote speakers at workplace spirituality conferences.

Several organizational practices stem from the spiritual values of the founders. These include a volunteer benefit, where employees can use up to 5% of work time to volunteer at a local non-profit, "Goodness Day" where the company closes for a day and works together for a shared cause, the donation of 10% of all profits to organizations that support human and environmental goodness, the Green car benefit where the company

offers \$4000 toward the purchase of a hybrid vehicle, unlimited bowls of organic fruit, a pet friendly work environment, and onsite wellness programs including massages and reflexology.

Source:

Chappell, Tom. 1993. The soul of a business: Managing for profit and the common good. NY: Bantam Books.

Tom's of Maine Goodness Report, <http://www.tomsomaine.com/goodness-report/community#Caring>

### **Toms Shoes**

Playa del Rey, California USA

Website: <http://www.toms.com/>

Contact: Blake Mycoskie, Founder, "Chief Shoe Giver"

Description:

For each pair of shoes you buy, the company donates a pair of shoes to a child in a developing country. "What started as a company has become a movement. Our movement is made up of many parts, including One Day Without Shoes and World Sight Day, our annual days to raise awareness for the global issues of poverty and avoidable blindness and visual impairment." The founder, Blake Mycoskie, occasionally speaks at universities and conferences on the connection between his Christian faith, his leadership, and the company values.

Source: [www.toms.com](http://www.toms.com)

### **Tyson Foods, Inc.**

Springdale, Arkansas USA and Worldwide

Website: [www.tyson.com](http://www.tyson.com)

Contact: PR: Krista Cupp at 479-290-5195 or [Krista.Cupp@Tyson.com](mailto:Krista.Cupp@Tyson.com)

Mike Tarvin, Director of Chaplain Services

Description:

Tyson Foods, with 107,000 employees, is the world's largest processor and marketer of chicken, beef, and pork, the second-largest food production company in the Fortune 500 and a member of the S&P 500. The company produces a wide variety of protein-based and prepared food products and is the recognized market leader in the retail and foodservice markets it serves. They have been nationally recognized as a faith-friendly company, and are making dedicated efforts to serve as stewards of the animals, land, and environment. Tyson makes a public statement in their core values of "We strive to honor God and be respectful of each other, our customers, and other stakeholders." They are a leader in their Chaplain Services program, and their emphasis on providing pastoral care and counseling to anyone regardless of his or her religious or spiritual affiliation. Tyson has a clear policy that states, "The workplace is not a platform for you to build your church or to proselytize church members away from other churches or faiths." Other ways they support spirituality in the workplace is through their Clergy Appreciation Days, their corporate participation in the National Day of Prayer Observance, their sponsorship of the National Conference on Workplace Chaplaincy, their Inclusion & Engagement Speaker Series, and their Compassionate Conversations series that allows Tyson Team Members to share personal stories of life altering change and experiences.

Source: International Spirit at Work Awards 2007

**University of Santa Monica**  
Santa Monica, California USA

Website: <http://www.universityofsantamonica.edu>  
Contact: Dr. Mary Hulnick, Chief Creative Officer, 310-829-7402,  
[Mary.Hulnick@universityofsantamonica.edu](mailto:Mary.Hulnick@universityofsantamonica.edu)

Description:

The University of Santa Monica is dedicated to communicating the Principle and Practices of Spiritual Psychology worldwide through the process of Soul-Centered education. As a Spirit-Led organization, this value offers us the ongoing opportunity for remembering that the source of this University resides in Spirit, and that all USM employees are here in service to fulfilling the University's mission according to, or in alignment with, Spirit's plan.

Each day we Co-Create a Heart-Centered work environment. Work flows most gracefully in a Loving environment where the worth and dignity of each individual are acknowledged, valued, and respected. At the University of Santa Monica, care is taken in creating a work culture in which productivity and excellence can occur within the context of Acceptance, Empathy, and Heartfelt Caring. We work for the Highest Good of All Concerned. This focus offers us the ongoing opportunity for cooperation with Spirit. We demonstrate our willingness to accept Spirit as our partner by asking: "What is truly in alignment with the Highest Good of All Concerned?" As we listen deeply for inner

guidance, we learn to sacrifice our persona, ego-based, positioned points of view. Asking for higher guidance to truly know the Highest Good becomes a spiritual practice, which supports us in learning the process of setting intentions, attuning, receiving, discerning, honoring, following through, tracking, completing, and giving Gratitude to Spirit.

Source: Greg Stebbins, [stebbinsg@insightu.net](mailto:stebbinsg@insightu.net)

### **Van Ede and Partners**

The Netherlands

Website: [www.vanede.nl](http://www.vanede.nl)

Contact: Josien D. Vermeer, President of the Council of Unity, +31 26 3337417 or +31 26 3336757, [j.vermeer@vanede.nl](mailto:j.vermeer@vanede.nl)

Description:

Van Ede is a consultancy, with a flat, dispersed organization. These are difficult organizations to hold together with common values and direction. Their set of values acts as the glue to hold the organization together, most especially their spiritual values and practices. This organization demonstrates a deep commitment to the understanding of many spiritual traditions and to the development of human consciousness. The employees have a practice singing together with colleagues at the beginning of conferences and meetings. The leaders see this as quite a unique and inspirational way of helping people tune into each other and the situation.

Source: International Spirit at Work Awards 2005

### **Wheaton Franciscan System, Inc.**

Wheaton, Illinois, USA

Website: [www.wfs-inc.org](http://www.wfs-inc.org)

Contact: Stephanie Tortorici, Vice President, System Communications at [stortorici@wfs-inc.org](mailto:stortorici@wfs-inc.org), or 630-784-2543. Email bounced 8/28/07.

Description:

Wheaton Franciscan System is the parent organization for more than 100 health and shelter service organizations in Colorado, Illinois, Iowa and Wisconsin. The Wheaton Franciscan System is sponsored by the Wheaton Franciscan Sisters. There are several organizational practices that focus on nurturing the human spirit at work and supporting mission integrating, including the creation of a formal department dedicated to spirituality in the workplace called the Spiritual Services Function, and the Corporate

Annual Retreat Experience focused on enriching the spiritual life of the organization's leaders.

Source: International Spirit at Work Awards 2002

**Whole Foods**

Austin, Texas USA

Website: [www.wholefoods.com](http://www.wholefoods.com)

Contact: John Mackey, CEO

Description:

Whole Foods is a company devoted to selling natural and organic foods, and this company has been a game changer in creating a growing interest in consumers for healthy organic food, and for creating an organizational culture that honors all of its stakeholders, from employees to suppliers to even government regulators. John Mackey, CEO of Whole Foods, cofounded the Conscious Capitalism Institute with Raj Sisodia, a marketing professor from Babson. Whole Foods, and other organizations that define themselves as Conscious Capitalism organizations. Whole Foods strives to live by the four tenets of Conscious Capitalism: (1) Higher purpose and core values, (2) Stakeholder integration, (3) Conscious leadership, and (4) Conscious culture and management.

Source:

Mackey, J. & R. Sisodia. 2013. *Conscious Capitalism: Liberating the heroic spirit of business*. Boston, MA: Harvard Business Press.

## **SECTION 2 – FOR-PROFIT ORGANIZATIONS THAT HAVE FAITH-AT-WORK PROGRAMS, POLICIES, OR PRACTICES THAT SUPPORT A PARTICULAR FAITH OR RELIGIOUS PERSPECTIVE**

This section includes workplaces that help to support the inner lives of their staffs in ways that honor a particular belief system. The organizations in this list have all at one time or another had specific policies, benefits, programs, or workplace practices that support or nurture aspects of faith such as prayer, meditation areas, scripture study, or opportunities for mission work. Section 1 includes several faith-based organizations that are committed to inclusivity and have programs and policies that support diversity. The faith-based organizations in this list tend to be more evangelical with a focus on creating a shared space for people who profess similar beliefs.

### **Chick-Fil-A**

Atlanta, Georgia USA

Website: <http://www.chick-fil-a.com>

Contact: Andrew T. Cathy, Senior VP and Chief People Officer, 1-404-765-8038

#### Description:

Chick-Fil-A has steadily grown to become the largest quick-service chicken restaurant chain in the United States, based on domestic annual sales with over 1,900 locations in 42 states and Washington, D.C. In 2014, annual sales were nearly \$6 billion. Chick-fil-A is still privately held and family owned. Chick-fil-A is admired as a Christian organization that does not operate on Sundays because it is the Sabbath. They have also been in the news for taking a controversial stand on homosexuality in line with their biblical belief that marriage is between a man and a woman.

#### Sources:

Malloch, T. 2008. *Spiritual enterprise: Doing virtuous business*. New York, NY: Encounter Books.

<http://www.chick-fil-a.com>, various news reports.

### **DaySpring Cards, Inc. (A wholly owned subsidiary of Hallmark Cards, Inc.)**

Siloam Springs, Arkansas USA

Website: [www.dayspring.com](http://www.dayspring.com)

Contact: Brenda Turner, Director Communications, (479) 549-6571,  
[bturner@dayspring.com](mailto:bturner@dayspring.com)

#### Description:

The DaySpring Mission Statement is “To know God, to demonstrate His Kingdom, and to help people throughout the world know and share His love by providing Christians with tools of communication that express God’s heart in fresh, new ways.” The DaySpring Vision Statement is, “We will be the company that helps people throughout the world experience and express the joy, hope and encouragement of Jesus every day, everywhere.” DaySpring’s Core Values “are the beliefs, convictions and principles which are the foundation of who we are and what we do. They are based the belief that eternal truths of scripture are relevant to contemporary life and through prayer we receive God’s direction and blessing on our ministry. All power, authority and resources come from God.” Some of the faith practices of this organization include a 30 minute prayer meeting at the beginning of the week called Jumpstart. There is the Gatekeepers initiative which is a group of 10 different prayer groups, each with their own focus. Throughout the building there is a lot of Christian imagery and the walls are covered with attractive looking posters of Bible scripture. Another important spiritual program is the Dayspring Ministry Opportunity program that includes financial contributions and volunteer opportunities to support mission driven organizations selected by employees.

#### Sources:

International Spirit at Work Awards Application, 2011  
Case Study by Laura Akin

#### **Hobby Lobby**

Oklahoma City, Oklahoma USA

Website: [www.hobbylobby.com](http://www.hobbylobby.com)

Contact:

#### Description:

Hobby Lobby is a chain of retail arts and crafts stores with over 600 stores around the United States. The organization was founded by David Green, an Evangelical Christian, and runs on Christian principles. Their website states: “We believe that it is by God’s grace and provision that Hobby Lobby has endured. God has been faithful in the past, and we trust Him for our future.” Hobby Lobby has been in the news for opposing the Affordable Care Act. “September 2012, Hobby Lobby filed a [lawsuit](#) against the United States over new regulations requiring health insurance provided by employers to [cover emergency contraceptives](#), stating: “(t)he Green family’s religious beliefs forbid them from participating in, providing access to, paying for, training others to engage in, or otherwise supporting abortion-causing drugs and devices”.

Sources:

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

Olafson, Steve (September 13, 2012). "Hobby Lobby Sues U.S. Government Over Health Care Mandate". *Chicago Tribune*

## **ServiceMaster**

Website: [www.servicemaster.com](http://www.servicemaster.com)

Contact: Jane McGuffey, personal assistant to Bill Pollard, former CEO,  
jane.mcguffey@fairwyninvestment.com

Description:

ServiceMaster is a multi-billion dollar company that provides services to homeowners and businesses. Famous brand names include Terminex, TruGreen-Chem-lawn, and Merry Maids. The company was founded by Marion Wade on Christian principles. In fact, the spiritual underpinnings of the company can be seen in its name, which is shorthand for "Service to the Master." The first on the list of company values is "To Honor God in All We Do." Bill Pollard has been the most prolific spokesperson for the faith-based orientation of the company. The company is committed to servant leadership and to seeing the image of God in each employee, thus treating them with dignity and respect. The company is committed to respecting the diversity of faith and spiritual beliefs in its employees. At the same time, it believes that all employees can benefit from being members of an organization that runs on Christian principles and values.

Sources:

Lambert, Lake. 2009. *Spirituality, Inc.: Religion in the American workplace*. New York, NY: New York University Press.

Malloch, T. 2008. *Spiritual enterprise: Doing virtuous business*. New York, NY: Encounter Books.

Pollard, C. W. 2010. *The soul of the firm*. Wheaton, IL: DeltaOne Publishing.

### **SECTION 3 – ACADEMIC AND NOT-FOR-PROFIT ORGANIZATIONS AND CENTERS AND ASSOCIATIONS THAT FOCUS PRIMARILY ON THE FIELD OF WORKPLACE SPIRITUALITY.**

The Centers on this list are primarily academic centers or non-profit organizations. Their purpose is to study some aspect of the field of workplace spirituality and to disseminate that information to the public. The organization may also offer courses or consulting.

#### **After Sunday**

Durham, United Kingdom

Website: <https://www.aftersunday.org.uk>

Contact: 01325 361572, [admin@aftersunday.org.uk](mailto:admin@aftersunday.org.uk)

Description:

From their website: “After Sunday's Vision is of Christian disciples, who, by integrating their faith with their daily life and work, become more effective partners in God's mission to the world, so enabling their communities to flourish. Today, After Sunday is a resource to the whole church, which comprises 2 sections; [Resources](#) and [In Practice](#). Through using the After Sunday [Resources](#), we hope that small groups, both in church contexts and in the context of daily life, will make sense of daily life in God. Our resources cover the main areas of Vocation, Reflective Living, Discipleship and Work (in addition to a set of resources focussed on the essence of After Sunday thinking). Each set of resources is made up of between 6 and 8 sessions and are free to download. After Sunday [In Practice](#) is a section of articles, links, ideas and questions which we hope will provide some of the tools needed to live out the ideas of After Sunday that can be explored through the resources.”

Source: <https://www.aftersunday.org.uk> (Referred by Rev. Armand Larive, author of the book *After Sunday*)

#### **Center for Compassion and Altruism Research and Education**

Stanford School of Medicine, Palo Alto, California USA

Website: <http://ccare.stanford.edu>

Contact: [CCARE\\_info@stanford.edu](mailto:CCARE_info@stanford.edu), (650) 721-6142

Description:

“Stanford University’s [Center for Compassion and Altruism Research and Education](#) developed a Compassion Cultivation Training (CCT) protocol and subsequently tested it. A centerpiece in the protocol is meditation, and the study found that “the amount of

formal meditation practiced during CCT was associated with increased compassion for others.”

Source:

Hansen, D. 2012. *A guide to mindfulness at work*, Forbes/Leadership  
<http://www.forbes.com/sites/drewhansen/2012/10/31/a-guide-to-mindfulness-at-work/>

### **Fowler Center for Business as an Agent of World Benefit**

Case Western Reserve  
Cleveland, Ohio USA

Website: <https://weatherhead.case.edu/centers/fowler/>  
Contact: David Cooperrider, 216-368-2160, [dlc6@case.edu](mailto:dlc6@case.edu)

Description:

The Fowler Center for Business as an Agent of World Benefit exists to advance the scholarship and practice of flourishing enterprise. It is allied with like-minded initiatives helping all institutions create prosperity while nourishing human and natural systems.

“The flourishing enterprise is about people being inspired every day and bringing their whole selves into the enterprise; it’s about innovation arising from everywhere; and it’s about realizing remarkable relationship value with stakeholders, including customers, communities, and societies, and ultimately with a thriving biosphere.”

— David Cooperrider, 2014

The Fowler Center’s primary focus is on for-profit organizations that use their core activities to create value for society and the environment in ways that create even more value for their customers and shareholders; its primary vehicle for effecting change is Positive Organizational Science and Appreciative Inquiry. We are drawing on expertise and tools such as design, sustainable value, Appreciative Inquiry, and systems thinking to build and maintain prosperity and flourishing.”

Source: <https://weatherhead.case.edu/centers/fowler/about/>

### **Business Across Religious Traditions**

Harvard University  
Boston, Massachusetts USA

Website: <http://hds.harvard.edu/faculty-research/conferences-and-seminars/business-across-religious-traditions>  
Contact: Ron Thiemann

Description:

Drawing on Harvard Divinity School's distinguished tradition of comparative studies in religion and the resources of one of the world's leading research universities, the Business across Religious Traditions (BART) seminars bring together professionals who share an interest in the relationships between religion and business, exploring the challenges and opportunities of globalism and pluralism in the twenty-first century, and provide participants with information about specific religions and religious practices to help deepen their understanding of the opportunities and challenges of global capitalism in a variety of cultural and geopolitical contexts.

Source:

<http://hds.harvard.edu/faculty-research/conferences-and-seminars/business-across-religious-traditions>

**Center for Spiritual Capital**

Loyola Marymount University's College of Business Administration  
New Orleans, Louisiana USA

Website: <http://www.loyno.edu/spiritual-capital/>

Contact: Nicholas Capaldi, Director, 504-864-7957, [Capaldi@loyno.edu](mailto:Capaldi@loyno.edu)

Description:

From their website: “The Center for Spiritual Capital at Loyola University New Orleans is a research, education, and outreach organization that works with scholars, policy experts, and business leaders to connect academic learning and real-world practice. The mission of the center is to promote sound interdisciplinary research to produce innovative ideas that advance in a sustainable way a free, prosperous, and responsible civil society. The center seeks to establish a home for, and a new network of, business leaders, academic leaders, religious leaders, and community and political leaders in general, to focus on the search for new ethical norms to guide the evolving economic relationships of the post-modern era. Special efforts will be made to bring a variety of religious traditions to bear on the traditional functions and roles of today's corporations.”

Source: <http://www.loyno.edu/spiritual-capital/about-center>

**Center for Ethics and Religious Values in Business  
University of Notre Dame**

Website: <http://www3.nd.edu/~ethics/>

Contact: Oliver Williams, [Oliver.F.Williams.80@nd.edu](mailto:Oliver.F.Williams.80@nd.edu), or Debra Coch, [coch.1@nd.edu](mailto:coch.1@nd.edu)

The Center seeks to strengthen the Judeo-Christian ethical foundations in business and public policy decisions by fostering dialogue among academic and corporate leaders, as well as by research and publications. They have a course titled “Spirituality of Work,” and have published books that represent the world’s major religions.

Source: <http://www3.nd.edu/~ethics/>

**Center for Investigating Healthy Minds**  
Walsman Center, Wisconsin School of Business

Website: <http://www.investigatinghealthyminds.org>  
Contact: Richard Davidson, Founder

Description:

Founded by world-renowned neuroscientist Richard J. Davidson, the Center for Investigating Healthy Minds (CIHM) at the Waisman Center, University of Wisconsin-Madison is a global leader in conducting novel research that has revolutionized how we understand the mind, our emotions, and how to nurture well-being for ourselves and others. Richard Davidson, a neuroscientist and founder of the Center, has been studying the effects of meditation on the brain and has referred to the neurological effects of meditation as “rewiring the brain.”

The Center has developed a curriculum for the Wisconsin School of Business Center for Professional and Executive Education titled *Cultivating Well-Being: a Neuroscientific Approach* that focuses on dimensions of emotional style such as attention, resilience, sensitivity to context, self-awareness, outlook, and social intuition. Research projects cover the behavioral and neural bases of pro-social behavior, meditation and compassion training, mental and physical health as well as development across the lifespan and well-being in education.

Source: <http://www.investigatinghealthyminds.org>

**Center for Positive Organizations**  
**Ross School of Business, University of Michigan**

Website: <http://positiveorgs.bus.umich.edu/>  
Contact: Kim Cameron, (734) 615-5247, cameronk@bus.umich.edu

Description:

From their website: “The Center for Positive Organizations, based at the Ross School of Business, is a world-class research center that brings transformational research to students and leaders through articles, books, events, tools, teaching, and organizational partnerships. Since 2002, the Center has been the hub of research on Positive Organizational Scholarship. Our domains of research are Positive Leadership, Meaning and Purpose, Ethics and Virtues, Relationships and Culture in an organizational setting.” This center sometimes offers free consulting to non-profit organizations

Source: <http://positiveorgs.bus.umich.edu/about/>

### **Conscious Capitalism Institute**

Babson University  
Wellesley, Massachusetts USA

Website: <http://www.consciouscapitalism.org>  
Contact: Rajendra Sisodia, [rsisodia@babson.edu](mailto:rsisodia@babson.edu)

#### Description:

The Conscious Capitalism Credo: We believe that business is good because it creates value, it is ethical because it is based on voluntary exchange, it is noble because it can elevate our existence and it is heroic because it lifts people out of poverty and creates prosperity. Free enterprise capitalism is the most powerful system for social cooperation and human progress ever conceived. It is one of the most compelling ideas we humans have ever had. But we can aspire to even more.

Conscious Capitalism is a way of thinking about capitalism and business that better reflects where we are in the human journey, the state of our world today, and the innate potential of business to make a positive impact on the world. Conscious businesses are galvanized by higher purposes that serve, align, and integrate the interests of all their major stakeholders. Their higher state of consciousness makes visible to them the interdependencies that exist across all stakeholders, allowing them to discover and harvest synergies from situations that otherwise seem replete with trade-offs. They have conscious leaders who are driven by service to the company’s purpose, all the people the business touches and the planet we all share together. Conscious businesses have trusting, authentic, innovative and caring cultures that make working there a source of both personal growth and professional fulfillment. They endeavor to create financial, intellectual, social, cultural, emotional, spiritual, physical and ecological wealth for all their stakeholders.

Conscious businesses will help evolve our world so that billions of people can flourish, leading lives infused with passion, purpose, love and creativity; a world of freedom, harmony, prosperity and compassion.

Source: [www.consciouscapitalism.org](http://www.consciouscapitalism.org)

**European Baha’i Business Forum (EBBF): Mindful people, meaningful work**  
Paris, France

Website: [www.ebbf.org](http://www.ebbf.org)

Description:

From their website: “EBBF is a Baha’i-inspired global learning community that accompanies mindful individuals and groups through daily work and discourse to transform business and the economy thereby contributing to a prosperous, just and sustainable civilization.” This organization is open to all faiths. They hold over 250 events internationally each year, including several major conferences. They also publish e-books on topics related to integrating spiritual values in business. This membership organization attracts a high number of young professionals.

Source: [www.ebbf.org](http://www.ebbf.org), and personal contact.

**Faith and Work Initiative**

Princeton University, Princeton, New Jersey USA

Website: <http://www.princeton.edu/faithandwork/>

Contact: David Miller, Director, 609-258-6956, [dwm@princeton.edu](mailto:dwm@princeton.edu)

Description:

The purpose of the Princeton Faith & Work Initiative is to generate intellectual frameworks and practical resources for the issues and opportunities surrounding faith and work. The Initiative investigates the ways in which the resources of various religious traditions and spiritual identities shape and inform engagement with diverse workplace issues as ethics, values, vocation, meaning, purpose, and how people live out their faith in an increasingly pluralistic world. The Initiative explores pressing marketplace topics, including ethics, global competition and its ramifications, wealth creation and poverty, diversity and inclusion, conflicting stakeholder interests, and social responsibility. The Faith & Work Initiative accomplishes its mission through a mixture of research, teaching, lectures, and conferences, and other programs geared toward students, academics, and leaders in the marketplace. The Initiative draws on the resources found in many of the world’s great religious traditions and teachings, as well as on interdisciplinary insights and dialogue with a wide range of thought leaders, as it develops scholarly frameworks and practical resources to engage constructively the issues and opportunities surrounding faith and work.

Source: <http://www.princeton.edu/faithandwork/>

**Greater Good Science Center**

University of California  
Berkeley, California USA

Website: <http://greatergood.berkeley.edu/>

Contact: 510-642-2490, [greater@berkeley.edu](mailto:greater@berkeley.edu)

## Description:

From their website: “The Greater Good Science Center studies the psychology, sociology, and neuroscience of well-being, and teaches skills that foster a thriving, resilient, and compassionate society. Based at the [University of California, Berkeley](#), the GGSC is unique in its commitment to both science and practice: not only do we sponsor groundbreaking scientific research into social and emotional well-being, we help people apply this research to their personal and professional lives. Since 2001, we have been at the fore of a new scientific movement to explore the roots of happy and compassionate individuals, strong social bonds, and altruistic behavior—the science of a meaningful life. And we have been without peer in our award-winning efforts to translate and disseminate this science to the public.”

A portion of their research focuses meaningfulness and mindfulness in work and career. From their website: “We believe that a core component of a happy, meaningful life is a happy, meaningful work life—which requires workplaces that prioritize compassion, empathy, diversity, flow, and other positive behaviors and emotions.

For profit-making businesses or hard-pressed nonprofits, however, such “warm and fuzzy” policies can feel like a luxury. But science suggests that they stand to reap enormous rewards from helping their employees cultivate meaning and happiness, including increased productivity, loyalty, cooperation, communication, and more effective leadership.”

Source: [http://greatergood.berkeley.edu/work\\_career](http://greatergood.berkeley.edu/work_career)

**Institute for Faith, Work & Economics**

Ashburn, Virginia, USA

Website: <https://tifwe.org>

Contact: John Kyle, Chief Operating Officer, [j.kyle1@unimail.derby.ac.uk](mailto:j.kyle1@unimail.derby.ac.uk)

## Description:

From their website: Our mission is to educate and inspire Christians to live out a Biblical theology that integrates faith, work, and economics. The Institute for Faith, Work & Economics (IFWE) is a Christian organization advancing a free and flourishing society by revolutionizing the way people view their work. We believe the Bible's timeless truths about the purpose of our work and how to make wise decisions with all that we've been given. When Christians understand and live out the biblical meaning of work, then lives, societies, and nations will be transformed for Christ.

### **International Association of Management, Spirituality and Religion**

Paris, France

Website: <http://www.iamsr.org>

Contact: Yochanan Altman, [y\\_altman@hotmail.com](mailto:y_altman@hotmail.com)

Description:

The International Association of Management, Spirituality and Religion is an international membership organization for faculty conducting research in the management, spirituality and religion domain. Membership includes a subscription to the *Journal of Management, Spirituality and Religion*.

<http://www.tandfonline.com/loi/rmsr20#.VgwZqrSJmfQ>

This organization offers international conferences every 18 months or so.

Source: Judi Neal, founding board member

### **Management, Spirituality and Religion Interest Group, Academy of Management**

Briarcliff Manor, New York USA

Website: <http://aom.org/Divisions-and-Interest-Groups/Management-Spirituality-and-Religion/Management-Spirituality-and-Religion.aspx>

Contact: Katherine Pavlovich, 2015-16 Chair, [kpav@waikato.ac.nz](mailto:kpav@waikato.ac.nz)

Description:

The Management, Spirituality, and Religion (MSR) Interest Group of the Academy of Management (AOM) focuses on interdisciplinary theoretical and applied research and pedagogy related to the relevance and relationship of spirituality and religion in management and organizational life. This group meets annually in conjunction with the Academy of Management conference. MSR also holds an annual spiritual retreat for faculty following the AOM conference. The *Journal of Management, Spirituality and Religion* and the International Association for Management, Spirituality and Religion arose out of the MSR community.

Source: MSR website and Judi Neal, co-founder and past chair

## **MODEM**

London, UK

Website: <http://www.modem-uk.org>

Contact: Scott Taylor, 44 (0)121 414 6703, [s.taylor@bham.ac.uk](mailto:s.taylor@bham.ac.uk)

### Description:

From their website: "MODEM is a national ecumenical Christian network, which encourages authentic dialogue between exponents of leadership, organisation, spirituality and ministry to aid the development of better disciples, community, society and world. MODEM has an established track record of publishing substantial books in the areas of leadership, management and ministry." They also publish journals for members, covering spirituality at work and the latest news, views and reviews. They run occasional conferences and support regional groups in the UK.

Source: <http://www.modem-uk.org>

## **Spiritual Capital Institute, Yale Center for Faith and Culture**

Yale University

New Haven, Connecticut USA

Website: <http://spiritualcapital.yale.edu/>

Contact: Theodore Malloch, 203.432.8629, [spiritual.capital@yale.edu](mailto:spiritual.capital@yale.edu)

### Description:

A recipient of a three-year grant from the John Templeton Foundation, the Initiative published and made widely available for use in business and management schools 24 case studies that profile individual case companies and a particular faith- or tradition-grounded virtue which they embody. The Center produced a PBS documentary titled "Doing Virtuous Business" highlighting twelve companies that exemplify virtues today's companies and economies need to thrive. The Center worked with the [European Academy of Business in Society \(EABIS\)](#) to host a series of conferences where business leaders and academics discussed world religions' traditions of practical wisdom and their implications for business. Best papers from the conferences were published in dedicated issues of the Journal for Management Development, one of the world's premier academic journals on management.

PBS Documentary: <http://media.wfyi.org/DoingVirtuousBusiness/index.asp>

Source: <http://spiritualcapital.yale.edu/>

**The Spirituality, Values and Business Working Group of the NGO Committee on Spirituality, Values and Global Concerns**

United Nations, New York, New York USA

Website: <http://www.csvgc-ny.org/content/view/14/33/>

Contact: Sharon Hamilton, [projectharmony@yahoo.com](mailto:projectharmony@yahoo.com)

Description:

From their website: “Our mission is to empower business leaders to lead with authenticity, integrity and service to others and to help integrate the values and principles stated in the Charter of the United Nations and the Declaration of Human Rights into the business community. We will seek to work together with the UN Global Compact Initiative to uphold and promulgate a set of core values in the areas of human rights, labour standards and environmental practice. We will create initiatives to raise awareness of our shared global responsibility for social, economic and spiritual betterment. This includes environmental sustainability, protection of international human rights, employee empowerment, improving the quality of life in the workplace and throughout the community. We believe businesses can use their influence, products and services to not only increase profitability but also to improve the quality for life for the global community.”

Source: <http://www.csvgc-ny.org/content/view/14/33/>

**Tyson Center for Faith and Spirituality in the Workplace**

Website: <http://tfsw.uark.edu>

Contact: Daniel Harris, Director, 479-575-3721, [DHarris@walton.uark.edu](mailto:DHarris@walton.uark.edu)

Description:

The Tyson Center for Faith and Spirituality in the Workplace strives to be a catalyst in the transformation of modern workplaces by integrating faith and spirituality into educational and business models that lead to personal well-being and sustainable profits. To that end, we bring together thought leaders and business executives to promote scholarship on the impact of faith and spirituality in the workplace. We integrate scholarship and best practices into business models that benefit employees, companies and communities. We also stimulate conversations about faith and spirituality among students to empower them to lead fulfilling and productive lives. Through events and an innovative leadership course, we help emerging adults of all faiths and none to clarify and articulate their values, and what gives them a sense of meaning and purpose. We

believe that workplace spirituality will be an essential feature of workplaces where young people find the sense of meaning, purpose and community that motivates and inspires them. Though the desire for meaning, purpose and community spans the generations, emerging adults are often the drivers of change in the workplace.

Source: Daniel Harris, Director; Judi Neal, Founding Director

### **Wisdom 2.0**

Virtual organization

Website: <http://www.wisdom2summit.com>

Contact: Soren Gordhamer, Founder of Wisdom 2.0, [info@wisdom2conference.com](mailto:info@wisdom2conference.com)

Description:

This is an organization that focuses on mindfulness in business.

From their website: “Wisdom 2.0 addresses the great challenge of our age: to not only live connected to one another through technology, but to do so in ways that are beneficial to our own well-being, effective in our work, and useful to the world. Through our series of conferences, meet-ups, and workshops, Wisdom 2.0 strives to bring this conversation to the world in an accessible, innovative, and inclusive way.”

Source: <http://www.wisdom2summit.com>

### **World Business Academy**

Santa Barbara, California USA

Website: [www.worldbusiness.org](http://www.worldbusiness.org)

Contact: [805-892-4600](tel:805-892-4600), [info@worldbusiness.org](mailto:info@worldbusiness.org)

Description:

From their website: “The World Business Academy is a nonprofit think tank and action incubator. We work to inspire business to assume responsibility for the whole of society.” The Academy’s purpose is to transform the planetary energy system. Tripartite Mission of the World Business Academy since 1987:

- To shift the consciousness of existing business leadership from that of a predator to that of a steward, because you act differently if you think you are responsible for the result.

- To shift the consciousness of young people going into business, particularly at our business schools, to see themselves as entering a noble profession rather than a jungle, because you act differently in the temple than you do in the jungle.
- To shift the consciousness of the public at large to put its money where its deep values are, because when the public does this, business will immediately shift in response.

Source: [www.worldbusiness.org](http://www.worldbusiness.org)

## **SECTION 4: HIGHER EDUCATION INSTITUTIONS THAT HAVE WORKPLACE SPIRITUALITY PROGRAMS OR COURSES FOR STUDENTS**

### **Atlantic University**

Masters Degree in Mindful Leadership  
Virginia Beach, Virginia USA

Website: [http://atlanticuniv.edu/ma\\_leadership.html](http://atlanticuniv.edu/ma_leadership.html)

Contact: 800-428-1512

#### Description:

Self-awareness, self-management, present moment awareness, and cultivating genuine presence are at the heart of this approach to leadership. Leadership is not limited to organizational settings, board rooms, or community movements and yet the common element is the development of the inner life of the leader—the heart of this concentration.

Source: [http://atlanticuniv.edu/ma\\_leadership.html](http://atlanticuniv.edu/ma_leadership.html)

### **Maharishi University of Management**

Fairfield, Iowa USA

Website: [www.mum.edu](http://www.mum.edu)

Contact: Dennis Heaton, [dheaton@mum.edu](mailto:dheaton@mum.edu)

#### Description:

For more than 40 years, Maharishi University of Management (MUM) has pioneered a new approach to learning, called Consciousness-Based<sup>SM</sup> education, which supplies a missing element to education. All students and faculty at MUM practice the Transcendental Meditation® (TM) technique. This simple technique offers remarkable benefits for education, as [extensive research](#) shows — integrated brain functioning, increased creativity and intelligence, reduced stress, improved learning ability, improved academic performance (GPA), improved ability to focus, improved health, and many more.

Source: [www.mum.edu](http://www.mum.edu)

### **University of Santa Monica**

Santa Monica, California USA

Website: <http://www.universityofsantamonica.edu>

Contact: Mary Hulnick, Chief Academic Officer, 310-829-7402

Description:

The University of Santa Monica is dedicated to communicating the Principle and Practices of Spiritual Psychology worldwide through the process of Soul-Centered education. As a Spirit-Led organization, this value offers us the ongoing opportunity for remembering that the source of this University resides in Spirit, and that all USM employees are here in service to fulfilling the University's mission according to, or in alignment with, Spirit's plan.

Each day we Co-Create a Heart-Centered work environment. Work flows most gracefully in a Loving environment where the worth and dignity of each individual are acknowledged, valued, and respected. At the University of Santa Monica, care is taken in creating a work culture in which productivity and excellence can occur within the context of Acceptance, Empathy, and Heartfelt Caring.

We work for the Highest Good of All Concerned. This focus offers us the ongoing opportunity for cooperation with Spirit. We demonstrate our willingness to accept Spirit as our partner by asking: "What is truly in alignment with the Highest Good of All Concerned?" As we listen deeply for inner guidance, we learn to sacrifice our persona, ego-based, positioned points of view. Asking for higher guidance to truly know the Highest Good becomes a spiritual practice, which supports us in learning the process of setting intentions, attuning, receiving, discerning, honoring, following through, tracking, completing, and giving Gratitude to Spirit.

Source: Greg Stebbins, [stebbinsg@insightu.net](mailto:stebbinsg@insightu.net)

### **Florida International University, Program in the Study of Spirituality**

Website: <http://spirituality.fiu.edu/>

Contact: Erin Weston, Interim Director, [eweston@fiu.edu](mailto:eweston@fiu.edu), 305-348-1329

FIU is the first university in the world to offer an undergraduate certificate program in the study of spirituality. The new program is an outgrowth of the Dalai Lama's first visit to FIU in 1999, when the Tibetan religious leader challenged institutions of higher learning to train the "warm heart" as well as the "good brain."

The spirituality certificate combines the study of traditional religion-based spirituality and its practical applications for a wide array of fields, including pre-med, pre-law, psychology, nursing, fine and performing arts, business, journalism, education and a host of other disciplines for which such a credential would be of professional or personal value.

Source: Erin Weston and <http://spirituality.fiu.edu/>

**University of Michigan: Program in Creativity and Consciousness Studies**  
Ann Arbor, Michigan USA

Website: <http://pccs.umich.edu>

Contact: Ed Sarath, Director, [sarahara@umich.edu](mailto:sarahara@umich.edu), 734-995-0239

Description:

From their website: “The U-M Program in Creativity and Consciousness Studies is an initiative devoted to theoretical and applied exploration of the nature and development of human creativity and consciousness. Recent years have seen increasing interest in "peak experiences" or "Flow" states as not only episodes of heightened performance but apertures into expanded conceptions of the human being. Many visionaries consider a revolution in consciousness as key to addressing the growing number of challenges facing our world, a proposition that poses exciting ramifications for the educational leadership of our times. Viewing creativity as the exterior manifestation of consciousness growth, PCCS brings together faculty and students from all areas of campus to engage in coursework, lectures, symposia, and research that is centered around this vision.

Source: <http://pccs.umich.edu>

**University of Winchester**  
Winchester, UK

Website: <http://www.winchester.ac.uk>

Contact: Elizabeth Stuart, Senior Pro Vice Chancellor, 01962 827535

[Elizabeth.Stuart@winchester.ac.uk](mailto:Elizabeth.Stuart@winchester.ac.uk)

Description:

The University of Winchester employs 930 FTE employees and is a provider of Higher Education. They have an explicit commitment to celebrating their Christian foundation. They offer faculty and staff sessions on Exploring Vocation, Prayer Styles in a Busy World, Spiritual Intelligence, and Supporting Staff in a Multicultural, Multifaith Environment. Staff have access to the full range of medical, personal and spiritual support that are offered to students. Their values-driven catering policy is a worthwhile sustainability practice that other organizations could emulate.

Source: International Spirit at Work Awards

**Windesheim University of Professional Education**  
Zwolle, The Netherlands

Website: [www. Windesheim.nl](http://www.Windesheim.nl)

Contact: Jan Van Dijk, 0031384699132. [jj.van.dijk@windesheim.nl](mailto:jj.van.dijk@windesheim.nl)

Description:

Windesheim University created the Geert Groote Institute which is dedicated to helping staff, students and community members to “learn and work with depth.” Windesheim University is one of the largest universities of professional education in the country as a result of the merging of ten individual colleges in 1986. It has 12,000 students and over 1,100 employees. The institute offers retreats to employees including a 2-day program called “Time for Reflection and Inspiration” and a new, more advanced retreat program called “Search for Meaning and Spirituality.” There are also classes on “Inspirational Leadership” and a lunchtime meeting called “Sandwich with Substance” (based on a similar program at Marian College, Wisconsin).

Source: International Spirit at Work Awards 2003

## **SECTION 5: WORKPLACE SPIRITUALITY CONSULTING FIRMS**

The organizations on this list are for-profit organizations that offer consulting, coaching, workshops, assessment, and other change management processes that are explicitly spiritual. These consulting firms have a strong commitment to inclusivity and to honoring diversity of faith and spiritual traditions. Since the websites of these consulting firms provide rich detail regarding their services, individual descriptions are not included here.

### **Barrett Values Centre**

Website: <https://www.valuescentre.com>

Contact: Richard Barrett, [Richard@valuescentre.com](mailto:Richard@valuescentre.com), 828-252-5550

### **Center for Leadership Studies**

Website: <http://www.centerforleadershipstudies.com>

Contact: Mel Toomey, Alpesh Bhatt, 908-722-5100, ext. 2011

### **Center for Visionary Leadership**

Website: <http://www.visionarylead.org>

Contact: Gordon Davidson and Corrine McLaughlin, 415-472-2540

### **Conner Partners**

Websites: [www.connerpartners.com](http://www.connerpartners.com), [www.conneracademy.com](http://www.conneracademy.com)

Contact: Daryl Conner, CEO, [daryl.conner@connerpartners.com](mailto:daryl.conner@connerpartners.com), 404-564-4801

### **Creative Leaps**

Website: [www.creativeleaps.org](http://www.creativeleaps.org)

Contact: John Cimino, President and CEO, [jcimino@creativeleaps.org](mailto:jcimino@creativeleaps.org), 845-216-0607

### **Deep Change**

Website: [www.deepchange.com](http://www.deepchange.com)

Contact: Cindy Wigglesworth, [cindy@deepchange.com](mailto:cindy@deepchange.com), 713-667-9824

### **Deep Currents**

Website: [www.deepcurrents.org](http://www.deepcurrents.org)

Contact: Barry Heermann, (937) 767-0280, Tspirit123@aol.com

### **Edgewalkers International**

Website: [www.edgewalkers.org](http://www.edgewalkers.org)

Contact: Judi Neal, 479-871-9116, [judi@edgewalkers.org](mailto:judi@edgewalkers.org)

**eMindful.com**

Website: [www.emindful.com](http://www.emindful.com)

Contact: [info@mindful.com](mailto:info@mindful.com)

**Genuine Contact Space**

Website: <http://gcspace.wix.com/gcspace>

Contact: Vibha Sri, founder, [vibha100@yahoo.com](mailto:vibha100@yahoo.com)

**Heartland: The Convening Company**

Website: [www.heartlandcircle.com](http://www.heartlandcircle.com)

Contact: Craig Neal, [craig@heartlandcircle.com](mailto:craig@heartlandcircle.com), Patricia Neal, [love@heartlandcircle.com](mailto:love@heartlandcircle.com)

**HeartMath Inc.**

Website: <https://www.heartmath.com>

Contact: Deborah Rozman, CEO, [drozman@heartmath.com](mailto:drozman@heartmath.com), 831-338-8707

**Institut IDEIA (Instituto Diálogos e Indagación Appreciativa)**

Website: [www.institutoideia.es](http://www.institutoideia.es)

Contact: Miriam Subriano, Director, +34 609 694 325,

**Institute for Mindful Leadership**

Website: <http://instituteformindfulleadership.org/contact/>

Contact: Janice Marturano, Founder

**International Institute for Spiritual Leadership**

Website: <http://iispiritualleadership.com>

Contact: Jody Fry, [lwfry@ct.tamus.edu](mailto:lwfry@ct.tamus.edu), (254) 458-3251

**Johnson & Johnson Human Performance Institute (Corporate Athlete)**

Website: <https://www.jjhpi.com/training-solutions/corporate-athlete>

Contact: Dr. Jim Loehr, Founder, 1-800-543-7764

**Kaizen Solutions**

Website: <http://www.kaizensolutions.org>

Contact: Val Kinjerski, (780) 459-2588, [valkinjerski@telus.net](mailto:valkinjerski@telus.net)

**Kingpin Consulting Inc.**

Website: [www.kingpinconsulting.com](http://www.kingpinconsulting.com)

Contact: Cathy King, CEO, 780-953-7047 [cathy@kingpinconsulting.com](mailto:cathy@kingpinconsulting.com)

**QualityLife Company**

Website: <http://www.qualitylife.co.za>

Contact: Debby and Dunne Edelstein, +27 (0)11 880 9749, [debby@quallife.co.za](mailto:debby@quallife.co.za)

**Peggy O'Neal Global Network**

Website: [www.peggyonealglobal.com](http://www.peggyonealglobal.com)

Contact: Peggy O'Neal, CEO, 479-263-1603; [peggy@peggyonealglobal.com](mailto:peggy@peggyonealglobal.com)

**Renesch Advisory Services**

Website: [www.renesch.com](http://www.renesch.com)

Contact: John Renesch, (415) 437-6974, [ReneschUSA@worldnet.att.net](mailto:ReneschUSA@worldnet.att.net)

**Secretan Centre**

Website: [www.secretan.com](http://www.secretan.com)

Contact: Lance Secretan, (519) 927-5213, [lance@secretan.com](mailto:lance@secretan.com)

**Spiritual Principles in Business Relationships, SPiBR**

Website: [www.spibr.org](http://www.spibr.org)

Contact: Joe Kittel, 1 970 227-6238, [joe@spibr.org](mailto:joe@spibr.org)

**Strategic Solutions**

Website: [www.strategicsolutionsonline.com](http://www.strategicsolutionsonline.com)

Contact: Susan Furness, +971 50 6556126, [susan@strategicsolutionsonline.com](mailto:susan@strategicsolutionsonline.com)

**YesOuiSi**

Website: [www.yesouisi.es](http://www.yesouisi.es)

Contact: Miriam Subriano, +34 933 018 195, [miriam@institutoidea.es](mailto:miriam@institutoidea.es)

## **SECTION 6 - ORGANIZATIONS THAT ARE LIKE-MINDED BUT NOT EXPLICITLY ABOUT WORKPLACE SPIRITUALITY**

The organizations on this list are primarily non-profit or NGO organizations that focus on spirituality, consciousness, social responsibility, sustainability and other pro-social values. They tend to work on the societal level of analysis than specifically on the workplace. However, their work can be very applicable to organizational life.

For a more comprehensive list that includes thousands of organizations like these, see *Blessed Unrest: How the Largest Social Movement in History Is Restoring Grace, Justice, and Beauty to the World* by Paul Hawken (2008).

### **Appreciative Inquiry Commons**

Weatherhead School of Management  
Case Western Reserve University  
Cleveland, Ohio USA

Website: <https://appreciativeinquiry.case.edu>

### **Bass British Association of Spiritual Studies**

University of Hull, Centre for Spiritual Studies  
Hull, UK

Website: <http://www.bassspirituality.org.uk>

### **Be The Change Initiative**

Northants, UK

Website: <http://www.bethechangeinitiative.org>

### **Center for Compassion and Altruism Research and Education**

Stanford School of Medicine  
Palo Alto, California USA

Website: <http://ccare.stanford.edu>

### **Center for Contemplative Mind**

Northampton, Massachusetts, USA

Website: <http://www.contemplativemind.org>

**Center for Values-Driven Leadership**  
College of Business, Benedictine University  
Lisle, Illinois USA

Website: <http://www.cvdl.org>

**Centre for Positive Psychology**  
University of Melbourne, Graduate School of Education  
Melbourne, Australia

Website: <http://education.unimelb.edu.au/cpp/home>

**Dalai Lama Center for Ethics and Transformative Values**  
Massachusetts Institute of Technology  
Cambridge, Massachusetts USA

Website: <http://thecenter.mit.edu>

**Ethical Systems: Business Integrity Through Research**  
Online collaborative group

Website: <http://www.ethicalsystems.org>

**Institute for Business Ethics**  
London, UK

Website: <http://www.ibe.org.uk/>

**Institute for Research on Unlimited Love**  
Stony Brook, New York USA

Website: <http://unlimitedloveinstitute.org>

**The Jubilee Centre for Character and Values**  
University of Birmingham  
Birmingham, UK

Website: <http://www.birmingham.ac.uk/research/activity/education/jubilee-centre/index.aspx>

**Optentia Research Centre: Flourishing in Institutions**

North West University  
Vanderbijlpark, South Africa

Website: <http://www.optentia.co.za/unit.php?unitid=MQ%3D%3D>

**Positive Psychology Center**

University of Pennsylvania  
Philadelphia, Pennsylvania USA

Website: <http://www.positivepsychology.org>

**Principles for Responsible Management Education (PRME), United Nations**

United Nations  
New York, New York USA

Website: <http://www.unprme.org>

**The Science of Generosity Initiative**

University of Notre Dame  
Notre Dame, Illinois USA

Website: <https://generosityresearch.nd.edu>

**Well-being Institute: A Centre for the Scientific Study of Well-being**

University of Cambridge  
Cambridge, UK

Website: <http://www.wellbeing.group.cam.ac.uk>

**Wisdom Research Network**

University of Chicago  
Chicago, Illinois USA

Website: <http://wisdomresearch.org>

**YMCA**

Chicago, Illinois, USA

Website: [www.ymca.net](http://www.ymca.net)

## **SECTION 7: WORKPLACE CHAPLAINCY CORPORATE PROGRAMS**

The organizations listed support workplace chaplaincy from an inclusive perspective.

### **Simmons Foods**

Siloam Springs, Arkansas USA

Website: <http://simfoods.simmonsglobal.com>

Contact: Nick Braschler, Chaplain, 479-228-3270, [nick.braschler@simfoods.com](mailto:nick.braschler@simfoods.com)

Description:

Simmons is a producer of frozen poultry, processed poultry and pet food. They employ more than 6000 workers. Simmons Foods is known for their chaplaincy program.

### **Tyson Foods**

Springdale, Arkansas USA

*Details provided in Section 1.*

## **SECTION 8: ORGANIZATIONS THAT PROVIDE WORKPLACE CHAPLAINS TO ORGANIZATIONS**

### **Corporate Chaplaincy**

Website: <http://www.corporatechaplaincy.biz/services>

Contact: Paul Peter Jesep, [pjesep@gmail.com](mailto:pjesep@gmail.com), 518-496-2096

Description:

Corporate Chaplaincy provides ecumenical, non-denominational spiritual wellness services for atheists, humanists and persons with faith in an organizational setting or retained for private, personal direction.

### **Corporate Chaplains of America**

Website: <http://chaplain.org/>

Contact : [919-570-0700](tel:919-570-0700), [info@chaplain.org](mailto:info@chaplain.org)

Description:

Mission Statement: At CCA, our mission is to “build caring relationships with the hope of gaining permission to share the life-changing Good News of Jesus Christ in a non-threatening manner.” As global economies rise and fall, one need remains the same – the need of souls to find lasting hope.

Clients include:

- ❖ Coca-Cola Consolidated, Charlotte, NC
- ❖ Estes Express Lines
- ❖ Garage Doors of Indiana
- ❖ McPherson Companies
- ❖ Premier Bandag

### **Marketplace Chaplains USA**

Website: <http://mchapusa.com/>

Contact: Doug Fagerstrum, Executive President & CEO, 1-800-775-7657

Description:

Marketplace Chaplains USA has provided chaplains to serve and care for the employees and family members of public and private companies across the United States and abroad as a personalized and proactive employee care service. Today, Marketplace Chaplains has a staff of more than 2,700 that supports over 550 companies in 23 different industries. Chaplain Walter Swaim works with several of the company's clients in the oil, gas and chemical industries throughout the Houston area. The chaplains, like Swaim, aren't on site to promote an agenda or push any particular belief. Instead, they spend most of their time encouraging and calming people, offering emotional support or providing referrals to social service agencies or employee assistance programs. If employees want to talk about religion, the chaplains do so, but only if asked."

Source: <http://mchapusa.com/media/public-relations/>

## Research Questions

Some research questions were raised in the compiling of this list. These research questions will be explored further in the Workplace Spirituality literature review commissioned by the Fetzer Institute.

1. What factors support sustainable workplace spirituality cultures?
2. What role does the top leadership's spirituality play in sustainable workplace spirituality cultures?
3. What can we learn from organizations that once had a thriving workplace spirituality culture but no longer do?
4. What is the relationship, if any, between workplace spirituality and positive organizational outcomes such as productivity, market share, employee retention, organizational commitment, and organizational citizenship behaviors?
5. What is the relationship, if any, between workplace spirituality and positive employee outcomes such as effective stress management, spiritual well-being, job commitment, sense of community, and sense of meaning and purpose?
6. What role does ownership status play in workplace spirituality? For example, are family owned businesses more likely to implement workplace spirituality than a corporation? Are non-profit healthcare organizations more likely to implement workplace spirituality than for-profit healthcare organizations?
7. Is there a difference between faith-based organizations and secular organizations in the same industry, regarding workplace spirituality?
8. What are the differences, if any, in policies, practices, programs and values between organizations that are based on Christianity, Judaism, Islam, Buddhism, Baha'i faith, indigenous spirituality, and secular/inclusive spirituality?
9. What is the impact, positive and negative, of workplace chaplain programs?
10. Which workplace spirituality consulting firms seem most active and involved, and what factors lead to their success?

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