

# The Oklahoma Business Ethics Consortium



ENTERING OUR TENTH YEAR OF PROMOTING OKLAHOMA VALUES OF INTEGRITY AT WORK!

BE THE DIFFERENCE · WWW.OKETHICS.ORG

## AGENDA • JANUARY 8, 2014 • OKC CHAPTER | UPCOMING EVENTS

### I. Welcome

**Randy Thurman**, Co-President and CFO,  
Retirement Investment Advisors;  
OK Ethics Board of Directors

Special welcome to Cameron University who is hosting our first-ever live streaming video conference in Lawton. Many thanks to Beth Hinkle and her team for organizing this milestone event!

### II. Kudos

Thanks to SandRidge Energy for donating an extra \$1500 for our winning university teams to participate in the National Ethics Bowl! (SandRidge is a Pinnacle member and Joy LaBar serves on the Foundation Board of Directors.)

Cheering on our winners who won the regionals and will compete in the National Ethics Bowl in Jacksonville, Florida on February 27:

- First Place: University of Oklahoma's "Boomer" team
- Second Place: University of Central Oklahoma's "Bronchos," team
- Third Place: Oklahoma Christian University's "Talons" team

(Continued on Page 3)

Hats off to Rose State College who will be the first Oklahoma team to participate in the Association for Practical & Professional Ethics Two-Year College National College Ethics Bowl to be held in Chicago in March.

### III. Announcements

OK Ethics was awarded the "Outstanding Organization of the Year" by the Greater OKC Hispanic Chamber of Commerce. This award is given to a Non Profit organization that has achieved outstanding success and accomplishments.

#### New Members and Upgrades!

OK Ethics has 945 members representing approximately 200 companies

- Navigator (Upgrade):  
Linde Process Plants, Inc. (Tulsa)
- Horizon (Upgrade):  
HoganTaylor LLP (OKC & Tulsa)
- Frontier: Variety Care; National Hispanic Disaster Relief Network (OKC & Tulsa)

### IV. Upcoming Events

**Shannon Warren**, Founder OK Ethics

### V. Guiding Principle

**Mark Nance**, Vice President of Internal Audit, American Fidelity Corp.,  
Member of Executive Recruiting Team for OK Ethics

### VI. Introduction

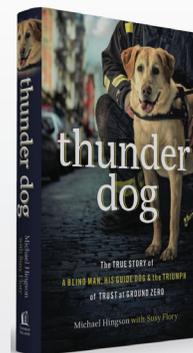
**Susan Blair**, CFO, Citizen Potawatomi Nation, OK Ethics Star Member

### VII. Keynote

"Spiritual Intelligence:  
The Leadership Edge"

**Gael O'Brien**, The Ethics Coach,  
*Entrepreneur Magazine*

## TRUST, TEAMWORK & THUNDERDOG'S TRIUMPH



Presented by  
**Mike Hingson**  
Best Selling Author  
and Inspirational  
Speaker

Thursday,  
February 6, 2014  
11:30AM-1:00PM

The Petroleum Club  
Oklahoma City

## DAVE LOPEZ

Interim Superintendent, OKC Public Schools;  
Former Secretary of Commerce, Oklahoma;  
Former President, American Fidelity Foundation

Wednesday, March 12, 2014

11:30AM-1:00PM

The Petroleum Club  
Oklahoma City



Co-hosted by the Greater OKC  
Hispanic Chamber of Commerce

Did you know that 501c3, non-profit organizations can join for free at the Frontier level?

Vision: To be recognized as a statewide and national forum for promoting business ethics.

PINNACLE MEMBERS	NAVIGATOR MEMBERS	MEDIA ALLIES	STAR MEMBERS

# REMINDER: PLEASE PICK UP CPE'S AT CONCLUSION OF EVENT.

## VOLUNTEER APPRECIATION:

OK Ethics relies primarily on volunteers to achieve the organization's successful pursuit of Oklahoma's values of integrity at work. It takes leadership and teamwork to host these exciting events and we salute your dedication in achieving OK Ethics' mission! Listed below are today's volunteers who consistently provide service to our members:

## AGENDAS:

Many thanks to the volunteers from **Metro Technology Centers** who provide our monthly agendas.

## AMBASSADOR TEAM:

These friendly people welcome our guests each month and assist in helping them locate seats. They also arrive early to help distribute agendas and assist with name tags.

<b>Brent Martens</b>	<i>Accounting Principals</i>	<i>Team 1 Leader</i>
<b>Daniel Yunker</b>	<i>Kimray, Inc.</i>	<i>Team 2 Leader</i>
<b>Deborah Burroughs</b>	<i>Langston University (retired)</i>	<i>Ambassador</i>
<b>Chris Ferguson</b>	<i>Oklahoma Funeral Board</i>	<i>Ambassador</i>
<b>Jacob Pasby</b>	<i>Arnold Oil</i>	<i>Ambassador</i>
<b>Connie Root</b>	<i>Walker Company</i>	<i>Ambassador</i>

## REGISTRATION TEAM:

These dependable individuals diligently record our guests' attendance and handle the collection of fees:

<b>Mark Neumeister, CPA</b>	<i>D. R. Payne &amp; Associates</i>	<i>Registration Chairperson</i>
<b>Mary Vaughn, CPA</b>	<i>JMA Energy</i>	<i>Cash &amp; Visitors</i>
<b>Marvinette Ponder</b>	<i>Devon Energy</i>	<i>Pre-paid Registration Co-Chair</i>
<b>Lucius Crandall</b>	<i>SandRidge Energy</i>	<i>Pre-paid Registration</i>
<b>Terri Smith-Hutchings</b>	<i>BVA</i>	<i>Pre-paid Registration</i>

## SPECIAL INITIATIVES:

<b>Michael Mount</b>	<i>Oklahoma Accountancy Board</i>	<i>CPE's</i>
<b>Susan Pate</b>	<i>Stinnett &amp; Associates</i>	<i>Accountant</i>
<b>Jamie Potter</b>	<i>Eide Bailly LLC</i>	<i>Facilities &amp; Logistics Chair</i>
<b>Jalisha Petties</b>	<i>OK Ethics</i>	<i>Member Care Coordinator</i>
<b>Anna Rosenthal</b>	<i>OK Ethics</i>	<i>Special Projects</i>
<b>Factor 110</b>		<i>Name Tags and Guest Services</i>
<b>Shirley Mears</b>	<i>Champlin Broadcasting</i>	<i>(99.7) Announcements on the Morning Drive</i>



**TUNE IN!** Our own **Bob Byrne** and **Shirley Mears** featured on the morning drive for **Hank FM 99.7 (Classic country western)** – Tune in between 7:00 and 8:00 a.m. to learn more about Oklahoma's legacy! Also, hear interviews with speakers thanks to Champlin Broadcasting and the folks with the Oklahoma Heritage Association who provide the research for our historic profiles!

## JOIN THE TEAM:

Want to be part of the recruiting team that helps OK Ethics flourish? Talk to these leaders below:

- In OKC, Contact Lynda Mobley with Oklahoma Natural Gas at [Lmobley@ong.com](mailto:Lmobley@ong.com) or call (405) 551-6774.
- In Tulsa, contact James Kelley with The Rowland Group at [james@rowland-group.com](mailto:james@rowland-group.com) or call (918) 836-1900.

If you would like to volunteer for special initiatives such as preparing an annual report or constructing press releases, contact Shannon Warren at [warrenokla@cox.net](mailto:warrenokla@cox.net).

## MANY THANKS TO OUR HORIZON MEMBERS:



  
**WINNERS**  
\* FROM THE \*  
**REGIONAL ETHICS BOWL**  


***Congratulations to the winners of the Annual Regional Ethics Bowl in San Antonio, held November 16, 2013:***

**FIRST PLACE:**

**University of Oklahoma's "Boomer" team**

Participating Students: Jeremy Allen, (Economics and Environmental Sustainability); Storm Dowd-Lukesh, (Economics) and Rahul Gaikwad, (Economics and Finance)

Advisors: Dr. Stephen Ellis, is Associate Professor and Graduate Liaison in the Department of Philosophy at OU. The team also received coaching from faculty members Brea Clark, Will Spain, and Adrienne Jablonski; and graduate student Kelly Epley, who served as argument coach.

**SECOND PLACE:**

**University of Central Oklahoma's "Bronchos," team**

Participating Students: Jordan Atterberry, (Accounting); Matthew Franklin, (Accounting); Xiang Li, (Accounting); Matthew Olesen, (Accounting) and Shirley Tran, (Accounting)

Advisors: Dr. Katherene Terrell, Prof. Charles Gray, Dr. Bambi Hora, and graduate student John Spencer (team mate prior two years).

**THIRD PLACE:**

**Oklahoma Christian University's "Talons" team**

Participating Students: Jasper Bawcom, Hunter Farhat, and Gabriel Gasiorowski

Advisor: Associate Professor of Business, Jeff Simmons.



***Thanks to SandRidge Energy for donating an extra \$1500 for our winning university teams to participate in the National Ethics Bowl! (SandRidge is a Pinnacle member and Joy LaBar serves on the Foundation Board of Directors.)***

This year's regionals featured a total of 16 teams. In addition to the first through third place winners, there were three additional teams entered from the Sooner state. Across the nation there are ten separate regional competitions. Three to four teams will advance from each of those contests to the National Student Ethics Bowl, scheduled for February 27, 2014 in Jacksonville, Florida.

Representing the Oklahoma Business Ethics Consortium and Business Ethics Foundation at the event were Colin Schoonover, manager of pipeline systems and engineering services for ONEOK Distribution Companies in Tulsa, and Jack Rosenberg, senior manager of corporate security and ethics compliance for Chesapeake Energy Corporation.

Judges evaluated the teams based on clarity, relevance, use of central ethical dimensions and deliberative thoughtfulness. Teams were ranked by number of wins, number of ties, and the point differential as awarded by judges. Each team researched and presented positions involved with cases based on current examples of ethical challenges. Winners were selected by teams of judges representing a cross section of educational backgrounds and professional disciplines.

***Hats off to Rose State College who will be the first Oklahoma team to participate in the Association for Practical & Professional Ethics Two-Year College National College Ethics Bowl to be held in Chicago in March.***

# GUIDING PRINCIPLES

Adopted July, 2004

To ensure that the Consortium fosters positive characteristics of integrity in the successful achievement of its goals, these Guiding Principles were discussed and adopted (with revisions) during a milestone planning session held by Consortium leaders in Stroud on June 18, 2004. These principles were developed based on the Character First's values and philosophies.

## RESPONSIBILITY TO SELF AND OTHERS

### Service

- Passion for promoting ethics and integrity
- Encouraging the promotion of ethical behavior through personal actions and
- Sharing ideas and resources
- Responsibility and accountability for fulfilling the mission of the Consortium.

### Collaboration

- Achievement of common goals through the promotion of ethical, mutually beneficial relationships
- Service to the Consortium over promotion of self-interest
- Cooperation emphasized over competition in promoting ethical business conduct
- Members collaborate by being constructively engaged in discussions regarding ethics
- Seeking consensus in interactive discussions regarding ethical matters.

### Respect

- Members may become aware of confidential information shared by others in an effort to determine an ethical course of action. We ask members to be sensitive in recognizing and respecting the efforts made toward achieving ethical behavior. In that vein, public disclosure of this information is discouraged.
- We respect other members and the process by:
  - Exhibiting listening skills and actively listening to discussions
  - Being open to other points of view and outcomes
- We are an inclusive organization and demonstrate this by welcoming members who are in different stages of learning as applied to ethical behavior.

## LEAD WITH INTEGRITY

### Dependability

- Members are asked to demonstrate their support of this initiative by consistently attending meetings.

### Initiative

- Recruiting other members who have demonstrated a desire to promote ethical behavior in their organizations.
- Recognizing what needs to be done to help promote the Mission of the Consortium and taking action to assist in that effort.

### Honor

- Members are asked to honor the Consortium through the practice of integrity and ethical behavior in their business dealings.
- We express gratefulness to our hosts, sponsors and speakers; as well as to those whose volunteer service makes OK Ethics a stronger organization.
- Realizing that each of us is in a mode of continual learning, we demonstrate humility, care and compassion when sharing our thoughts and knowledge.

### Courage

- Speak the truth with confidence and encourage others to do the same.

## INSPIRE TRUST

**We serve and promote the cause of truth with integrity, objectivity and fairness to all persons.**

- We hold ourselves accountable by consistently honoring our word.
- We extend trust abundantly to those who have earned it.
- Trust, once earned, will not be taken for granted, manipulated or abused.

**Visit [okethics.org](http://okethics.org) for resources, videos, articles and to see who's who.**



**Like us on  
Facebook.**





## **SPIRITUAL INTELLIGENCE: LEADERSHIP EDGE**

**Presented by**  
**Gael O'Brien**  
**Entrepreneur Magazine's**  
**The Ethics Coach**

She began her career as an assistant editor of The Chronicle of Higher Education, was chief of staff to an Ohio Senate leader and director of marketing for a Price Waterhouse (now PWC) office before founding Strategic Opportunities Group -- which she left when recruited to Mitsubishi and returned to in 2004.

Ms. O'Brien received a graduate certificate in Business Ethics from McCallum Graduate School of Business; a Master's degree in English from the College of William and Mary and did her undergraduate work at Skidmore College. She is a board certified coach in leadership and executive coaching and an award winning communicator.

### **Program Overview:**

In the context of the multiple intelligences we possess, IQ and EQ are commonly talked about, but we often overlook spiritual intelligence (SQ). And yet SQ -- which is distinct from any religious affiliation -- also has a tremendous impact on leadership effectiveness, decision making and creating cultures where employee engagement is high. In her interactive presentation, Ms. O'Brien will explore how spiritual intelligence plays a leading edge in ethical decision-making.

In addition, Ms. O'Brien will talk about "self seal" and the implications for ethical behavior, provide examples from corporate crises and successes regarding the absence or presence of spiritual intelligence's impact on organizational culture, look at the attributes that best serve ethical behavior, including gender diversity, and conclude with recommendations for increasing awareness of how leaders can avoid self-seal and foster spiritual intelligence and ethical behavior.

### **Take Aways Include:**

1. Spiritual intelligence and how it impacts ethical decision-making
2. The power of values in changing a culture
3. Gender diversity's impact in ethical decision-making (diversity enhances process)

### **GENERAL PROGRAM DISCLAIMERS:**

**LEGAL:** Members of the Oklahoma Business Ethics Consortium frequently share information concerning various issues and developments that may have legal implications. The discussions, commentary, and handouts at Consortium meetings or presentations to other organizations are for general informational purposes only. They cover only some aspects of the subject topic, and do not constitute a complete legal analysis of the topic or how it might apply to any particular set of facts. Before taking any action based on information presented during a Consortium event, participants are encouraged to consult a qualified attorney.

**CPE'S:** From time to time, Continuing Professional Education credits are offered. Because OK Ethics relies heavily on volunteers to provide these, we do not have the manpower to send certificates after the program is completed.

**REMINDER: PLEASE PICK UP CPE'S  
AT CONCLUSION OF EVENT.**

**PHOTOGRAPHY:** Occasionally, photos of the event are made and these may be posted on the OK Ethics website or Facebook page. By attending the program, participants tacitly understand and agree to this process. If preferences are otherwise, please notify us at [okethics@yahoo.com](mailto:okethics@yahoo.com) or call (405) 889-0498 and we will be happy to comply with your wishes.

### **PRESENTATION STANDARDS:**

The observations and comments of presenters at Consortium meetings and networking are the views and opinions of the presenter and do not constitute the opinion or policies of the Consortium or any of its members. Presenters are respectfully requested to honor OK Ethics Guiding Principles as well as avoid profanity, preaching, politics, put-downs and self-promotion during their lectures. To ensure accountability, participants are invited to evaluate each program according to these and other standards.

### **About our presenter:**

Gael O'Brien's extensive career working for global companies, consulting and executive coaching has focused on how leaders lead and create engagement around purpose and values to transform culture, crises and obstacles.

Ms. O'Brien is The Ethics Coach columnist for Entrepreneur Magazine, a columnist for Business Ethics Magazine and publisher of The Week in Ethics, founded in 2009 as a leadership resource for businesses and universities. An expert on leadership, corporate responsibility and building trust and reputation, Gael works with the ethics centers at Bentley University, California State University at Long Beach and Marymount Loyola University. She is a Senior Fellow in Social Innovation at the Lewis Institute at Babson College.

Recruited to Mitsubishi Motor Manufacturing of America in 1996 to help lead a model workplace initiative after the company was sued by the Equal Employment Opportunity Commission, Ms. O'Brien led a values process with 4,000 employees that helped accelerate the culture change. Promoted to a vice president at Mitsubishi Motors North America, she was responsible for government relations, corporate communications and responsibility, and president of the Mitsubishi Motors USA Foundation.

Ms. O'Brien is President of Strategic Opportunities Group, a consulting and executive coaching firm which has included her working with RAND's Center for Corporate Ethics and Governance, and as program director for a Conference Board research working group on fostering ethical leadership.

### **Recommended for 1 CPE in Ethics\***

*\*Program is designed at the basic level and is suitable for anyone aspiring to or currently holding a leadership position. Note that it is up to the individual attendee to demonstrate relevance to his/her own area of practice. OK Ethics makes no guarantees*

## Spiritual Intelligence: Leadership Edge

The Oklahoma Business Ethics Consortium  
 Oklahoma City, Oklahoma  
 January 8, 2014

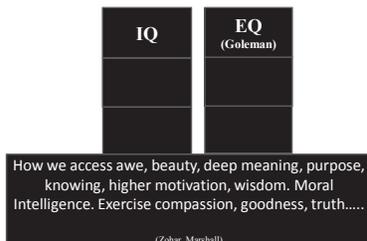


## Three Ideas

- Spiritual intelligence enables what is within a leader to show up when most needed.
- Narrower our lens around self, the greater the vulnerability to “self-seal”
- Values take hold in cultures when a whole-hearted process creates the “We.”



IQ = Analytic Intelligence  
 EQ = Self Awareness, Self Mastery, Empathy, Motivation, Social Skills



(Zohar, Marshall)

## Working Definition of Spiritual Intelligence

### Definition

Spiritual Intelligence is the ability to access deeper meaning and integrate multiple ways of knowing\* to see and resolve or solve the right problems.

\*(data, discussion, feedback, emotions, reflection, intuition, body response etc.)

### Attributes include

- Being fully present
- Operating out of values/purpose
- Asking question behind question
- Inviting diverse/conflicting views
- Integrating L/R into Whole Brain
- Moving from “I” to “We”



## Attributes

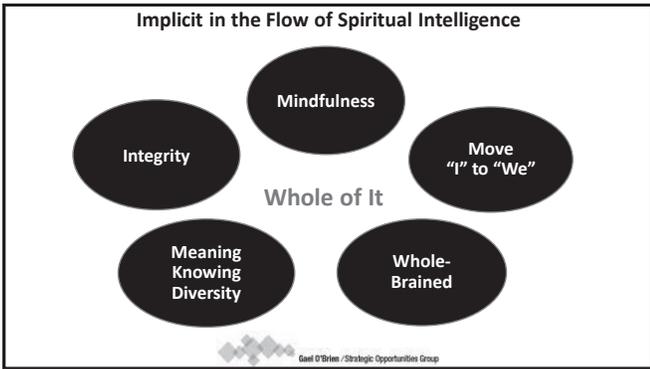
- Inviting diverse/conflicting views
- Gender research highlights: Women:
  - More likely to consider interests of all parties, fairer (600 corporate directors, Bart & McQueen, 2013);
  - More collaborative, relational, more holistic outcomes (Deloitte principles, HBR, 2013);
  - Rated higher in honesty, compassion, creativity (Pew study 2008)



## Attributes

- Integrating L/R into Whole-Brained
  - “Whole-Brained”, a synthesis of
    - Left cortex (words, logic, numbers, analysis, linearity) and
    - Right cortex (spatial awareness, rhythm, imagination, daydreaming, color)
 Einstein, great artists etc.
- (Use Both Sides of Your Brain, Buzan, 1989)





**Mindfulness Practices**

**Putting Your Oxygen Mask on First**

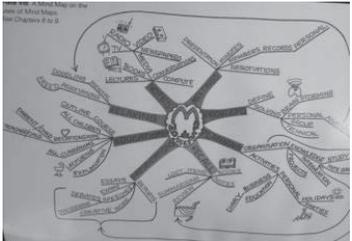
- Mindfulness = "presence of heart"  
*Jon Kabat-Zinn*
- Meditation / Yoga / Breathing  
Workplace Classes: General Mills, Google, Aetna, Silicon Valley, etc.  
--Stress Relief & Increased Productivity)
- Magazines/CDs/nature/whatever encourages pausing, reflecting, being



Gael O'Brien / Strategic Opportunities Group

**Mindmapping**

Photo from **Use Both Sides of Your Brain**, Tony Buzan (1989)



Gael O'Brien / Strategic Opportunities Group

**When Spiritual Intelligence is Activated, It Creates Equilibrium**

Spiritual Intelligence is the ability to access deeper meaning and integrate multiple ways of knowing to see and resolve or solve the right problems.



\*Working definition

Gael O'Brien / Strategic Opportunities Group

**Spiritual Intelligence Enables What is Within a Leader to Show Up When Most Needed**

Gael O'Brien / Strategic Opportunities Group

**Equilibrium**

**Insights**

- Pausing, noticing, present, mindful
- Relaxing, Openness, clarity, neutral, purposeful
- Accessing multiple knowing – What I needed emanated from me
- Seeing the WHOLE of it



Gael O'Brien / Strategic Opportunities Group

## Definition & Table Discussion #1 (8 min)

Spiritual Intelligence is the ability to access deeper meaning and integrate multiple ways of knowing\* to see and resolve or solve the right problems.

1. In your equilibrium story, did what you needed emanate from you? What did it feel like?
2. What multiple ways of knowing did you experience?
3. In making difficult decisions, which ways do you rely on most?
4. What would increase ease in seeing the whole of it?

\*(data, discussion, feedback, emotions, reflection, intuition, body response etc.)



## Overcoming Challenges



- Picking up on red flags avoid ethical breakdowns
  - Multiple ways of knowing
  - Accessing deeper meaning.
- "...decision making tends to be most ethically compromised when are minds are overloaded." *Blind Spots: Why We Fail to Do What's Right and What to do About it*,
- How a Crisis Transformed a Leader



## Narrower the Lens, Greater the vulnerability to Self-Seal



## Finding Our Way: Leadership for an Uncertain Time

by Margaret Wheatley (2005)  
Definition of Self-Seal

"I know that we notice what we notice because of who we are. We create ourselves by what we *choose* to notice. Once this work of self-authorship has begun, we inhabit the world we've created. We self-seal. We don't notice anything except those things that

confirm what we already think about who we already are.... When we succeed in moving outside our normal processes of self-reference and can look at ourselves with self-awareness, then we have a chance at changing. We break the seal. We notice something new."



## Examples of Self-Seal

- Kareem Serageldin
  - Former Managing Director, Credit Suisse)
  - said he took actions he did "to preserve my reputation in the bank at a time when there was great financial turmoil in the marketplace."
- Dennis Kozlowski
  - Former CEO Tyco International
  - "I fell into what I can best describe as a C.E.O. bubble, and I rationalized I was more valuable than I was. It was wrong..."



## Breaking Self-Seal

- When we train ourselves to be on the lookout for times when we start to close down and shut out information, we become aware of what triggers us and can stop going into self-seal. Or get ourselves out more quickly.
- For individual or organizations self-seal reduced when:
  - Values are internalized; desire to do the right thing part of culture
  - Thinking moves from "I" to the "We"
  - Focus is on the whole of it, not a piece



Table Discussion #2, 5 minutes, (with partner)

- In what ways could mindfulness support you in:
  - Reducing triggers that lead to self-seal?
  - Being present?
  - Making decisions with more ways of knowing?
  - Feeling ‘in the zone’ more often?
- What next step might support a mindfulness practice?



Values Take Hold in Cultures Where a Whole-Hearted Process Creates ‘We’



“The Why of Leadership” conveying on deepest level why you do what you do

Purpose Research

- ❖ Gallup Millennial study: motivated by purpose/ making a difference
- ❖ “Untapped source of motivation is service” (Wharton)
- ❖ “Purpose can motivate people as powerfully as profit.” (Daniel Pink)

“Enlightened Hospitality” story



Mitsubishi	Container Store	Zappos
<ul style="list-style-type: none"> <li>❖ 4,000 picked 5 values</li> <li>❖ Values in:                             <ul style="list-style-type: none"> <li>– strategic plan</li> <li>– department plans</li> <li>– group plans</li> <li>– annual reviews</li> </ul> </li> <li>❖ Common language</li> <li>❖ Owned</li> <li>❖ Key in culture change</li> </ul>	<ul style="list-style-type: none"> <li>❖ 7 Foundation Principles for treating stakeholders with respect and dignity                             <ul style="list-style-type: none"> <li>– Air of Excitement, customer dance</li> </ul> </li> <li>❖ Employees #1 stakeholder</li> <li>❖ Annual National “We Love Our Employees Day: The Great Hug</li> </ul>	<ul style="list-style-type: none"> <li>❖ 10 core values                             <ul style="list-style-type: none"> <li>– used in decisions, hiring, all interactions, celebrated</li> </ul> </li> <li>❖ CEO annually asks employees, partners, vendors to email what 10 values &amp; culture mean to them                             <ul style="list-style-type: none"> <li>– all published in culture book (about 350 pages)</li> </ul> </li> </ul>



Ways in Which Whole-Hearted Shows Up

- Top down/Bottom up/Middle
- Values owned because of the process and reinforcement
- Creates common language of purpose
- Examples of intuitive employee decision making
- Examples of Leader Roles
- How spiritual intelligence shows up
  - Container Store



Summary Thoughts

- Spiritual Intelligence is the ability to access deeper meaning and integrate multiple ways of knowing to see and resolve or solve the right problems
- Why it matters in leadership effectiveness and the kinds of decisions that d the capacity to create cultures of We
- Spiritual intelligence enables what is within a leader to show up when most needed.
- The narrower our lens, the greater the vulnerability to “self-seal”
- Values take hold in cultures when a whole-hearted process creates “We.”

## Summary Thoughts

Spiritual Intelligence is the ability to access deeper meaning and integrate multiple ways of knowing to see and resolve or solve the right problems

- Why a focus on spiritual intelligence matters now to leadership effectiveness, decision making and the impact of values and purpose on cultures.

## Selected Resources (1)

### • Spiritual Intelligence

- **Thinking With Your Soul: Spiritual Intelligence and Why It Matters**, Wolman, (2001)
- **SQ: Connecting With Our Spiritual Intelligence**, Zohar & Marshall, (2000) and book summary by authors <http://www.refreshers.com/!spiritualintelligence.html> by authors
- Danah Zohar, "Spiritually Intelligent Leaders," (2005) <http://www.hesselbeininstitute.org/knowledgecenter/journal.aspx?ArticleID=84>
- Thought Leader interview with Margaret Wheatley on fear, purpose, spiritual discipline and mindful leadership, <http://strategy-business.com/article/11406?pg=0>
- <http://www.forbes.com/sites/barbaraarmstrong/2012/04/26/the-power-of-purpose-and-values-leadership-lessons-from-the-great-place-to-work-conference/>



## Selected Resources (2)

### • On Mindfulness

- Jon Kabat-Zinn, **Wherever You Go There You Are: Mindfulness Meditation in Everyday Life** (1994)
- Bill George, "Mindfulness Helps You Become a Better Leader," <http://blogs.hbr.org/2012/10/mindfulness-helps-you-become-a/>
- "The Mind Business," Financial Times, 2012, <http://www.ft.com/intl/cms/s/2/d9cb7940-ebea-11e1-985a-00144feab49a.html#axzz2paQlluYX>
- <http://mind-revolution.org/2013/11/20/yoga-mindfulness-and-leadership-with-aetna-ceo-mark-bertolini-at-wisdom-2-0-business/>
- <http://www.wired.com/business/2013/06/meditation-mindfulness-silicon-valley/>
- [http://www.nytimes.com/2013/07/07/opinion/sunday/the-morality-of-meditation.html?\\_r=0](http://www.nytimes.com/2013/07/07/opinion/sunday/the-morality-of-meditation.html?_r=0)



## Selected Resources (3)

### • Whole Brain, Values, and Leadership

- **Use Both Sides of Your Brain**, Tony Buzan, (1989)
- Whole Brain thinking, 53 million hits on Google
- Giving Voice to Values: How Speak to Your Mind When You Know What is Right, Mary Gentile, (2010) addresses gaining ease dealing with conflict by practicing
- <http://business-ethics.com/2011/03/17/1709-leadership-common-purpose-and-shared-values/>
- <http://theweekinethics.wordpress.com/2012/05/31/the-week-in-ethicsibm-global-ceo-study-values-empower-employees/>
- **Finding Our Way: Leadership For an Uncertain Time**, Margaret Wheatley (2007)
- **The Pause Principle: Step Back to Lead Forward**, Kevin Cashman, (2012)



**Gael O'Brien**

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