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Spiritual Communication and Managerial Effectiveness

Harish Shukla, M.Phil., Ph.D., and D. P. Mishra, Ph.D.

Abstract

Effectiveness in terms of achievement of results by managers has always been the prime concern and motto of the owners of the business. The problem of developing effective managerial skills is compounded because the skills are more difficult to program when one has less environmental certainty. Effectiveness has been the prime objective of all the managers who believe in quality of output from themselves as well as by their subordinates.

It is communication that is the basis of all the good decisions; the decisions when implemented properly bear the fruits of results. These results stamp the managers as Effective Managers. It may be secondary for some managers how they achieve results using unethical practices. This success is short-lived.

Spiritual communication inspires managers to achieve objectives assigned to them and their team by their top management using ethical and qualitative ways. This paper discusses the factors that help managers achieve their results using spirituality and spiritual communication.

Introduction

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Spiritual Communication and Managerial Effectiveness

One of the most important aspects of our lives is the communication we share with friends and people we meet. Our interactions are the source of new information, new appreciation of others and their problems and troubles, and better understanding of ourselves.

However, probably, the most important benefit of human interaction is the impact on our emotions and beliefs. Good interactions will help us create a realistic image of ourselves, help us to grow emotionally and spiritually, and help us to define what we believe. The growth will result in an ability to cope with the troubles that the world will throw at us. Having a good basis of belief about ourselves, God, and how we fit into the universe is critical for our ability to grow and thrive in difficult circumstances.

The Role of Spirituality

Spirituality, in real sense, is inculcating and imbibing virtues and divine qualities. Spirituality deals with enlightening one's thoughts, emotions and intrinsic tendencies. In simple terms it is the most evolved and comprehensive science of psychological, sociological and moral development, and ultimate progress. It brightens the intellect together with inculcation of sensitivity towards fellow beings and towards the grace of Nature.

Defining Spiritual Communication

Spiritual communication means conveying of message without spoken words. It demands awakening of mind. It generates pure thoughts capable of being executed that can lead to success for self as well as others in the given field.

Spiritual communication is an errorless and transparent technique that can be used for enlightening human life by utilizing available resources effectively.

Spiritual communication is a very ancient technique and heritage of our country. Modern science is capable of great inventions and innovations but it is ignorant of this skill. It is this skill that generates the inner potential of man.

Work Place Spirituality – Undue Importance on Techniques

Cathy Driscoll and Elden Wiebe (2007) assess the current state of workplace spirituality from the philosophical perspective of Jacques Ellul and show how the workplace spirituality movement has not escaped the infiltration and pervasiveness of technique.

First, they describe Ellul's notion of technique. They then demonstrate how the workplace spirituality movement presently displays the hallmarks of technique in its quest for results and facts, in its use of experts, and in the broadening and hence dissolution of the notion of spirituality.

The authors highlight several scholars who have raised concerns and critiques of the movement in its technical form. They suggest some possibilities for moving toward an authentic spirituality at work followed by some implications for undertaking scholarly research on workplace spirituality that explicitly recognizes technical dominance in spirituality. It is incumbent on those of us involved in workplace spirituality to resist its domination and find ways of fostering authenticity in spirituality at work.

In Times of Economic Setbacks

Beatty, Richard W. and Morgan, Cyril P. (2009) in their article focus on developing skills for management effectiveness in times of economic setbacks. In times of economic uncertainty, there seems to be a cry for more and better managerial talent. Part of this may be due to estimates that management personnel reach only forty percent of possible effectiveness while production workers may reach seventy five percent of their capacity.

These estimates and the need for improved managerial talent when the economy is declining apply not only to business organizations but also to public agencies and charitable institutions, as the public demands better products and services at lower costs.

The managerial skills necessary for organizations to survive come from assumptions about today's organizations. The most central of these is that more than ever before people must manage in a turbulent environment and managers must have skills to cope.

Relationship between Spiritual Well-being and Ethical Orientation

Fernando, Mario and Chowdhary, Rafi (2010) examined the relationship between spiritual well-being and ethical orientations in decision making through a survey of executives in organizations listed on the Australian Stock Exchange.

The four domains of spiritual well-being, personal, communal, environmental and transcendental are examined in relation to idealism and relativism. Results reveal that spiritual well-being, in particular the communal domain of spiritual well-being, is correlated with and predictive of idealism.

However, the relationship between spiritual well-being and relativism is weak. Implications of the study are discussed in terms of developing managerial programs that enhance communal well-being which should lead to greater idealism in decision making.

Cole, Michael S. and Cole, Larry E (2008) discuss trust as a component of managerial success. It is stated that conditions such as downsizing, mergers and organizational structure have broken employees' trust in companies. It suggests that creating positive teamwork with trust include keeping commitments and recognizing each employee's contributions. The authors share that trust in a working relationship will make it prosper.

Significance of Spiritual Communication

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Spiritual Communication is essential for the following reasons:

1. There is lack of completeness in the achievements of man.
2. Material science has opened several dimensions of human progress; man has reached peak of prosperity, abundance of means in human life, sacrificing values for enjoying BHOGS; big gap between glory/*vaibhav* and happiness like gap between earth and sky.
3. Man possesses enormous power, best skills but heart is full of sadness, narrowness of mind and heart, and self centeredness is raising day by day.
4. Human life is full of depression; working is hellish, work being the greatest creature created by god.
5. Human soul involved in self interest (swarth). This soul is degrading itself.
6. No value of dedication, loyalty, and service which should have been the basis of human life. Good human values multiply automatically. Human body is capable of helping (anudaan).

Methods of Becoming an Effective Manager

Achievement/Result Orientation

The desire to get things done well and the ability to set and meet challenging goals creates own measures of excellence and constantly seeks ways of improving performance. Managers should focus more on achievement of group objectives rather than individual objectives. They should avoid capitalizing on achievements of subordinates. They should be thankful to all team members for achieving objectives and this fact should be acknowledged wholeheartedly. Spiritual communication plays an important role. In several universities, subjects like Business Ethics, Business Ethos and Indian Values etc. are taught to MBA students to inculcate positive feelings in them.

Business Awareness

Business awareness includes the capacity to identify and explore business opportunities, understand the business opportunities and priorities of the organization and seek methods of ensuring that the organization becomes more businesslike. Good managers keep close eyes on future developments taking place in the related business. Spiritual communication helps them develop an insight, futuristic approach, betterment of all people involved in business

Communication

If employers want their employees to work hard and be committed to business, they've got to keep them in the loop. Open communication helps foster loyalty and gives

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employees a sense of pride. It helps them understand how their work contributes to the company's success.

Set up a recurring meeting (some companies call them "all hands" or "town hall" meetings) to inform your employees about new business developments and answer any questions. When there is spirituality in the communication system and among the employees, it breaks boundaries of chaos, confusion, and misunderstanding. For effective implementation of decisions, effective communication at all the levels is very important.

Customer Focus

Managers should guide their subordinates to communicate with their customers in a spiritual way. They should share their sorrows and joy time to time. In India, the customers have been treated and still treated as God (often displayed in shops, offices 'Grahak Bhagwan Hai'. In India, shopkeeper-customer relationship has been parental, continuing from generation to generation.

Developing Others

According to Shri Ram Sharma Acharya, "An individual obsessed with personal gains becomes so narrow in his outlook, that he tends to become oblivious of rights of others and is hardly aware of the need for compassion." Managers using spiritual communication can develop the tendency of not only developing themselves but also developing others. In social interaction, the phenomenon of developing others first is very fruit-bearing. A company enjoys long lasting success with effective managers.

Rewarding Employees

Everybody appreciates raises and bonuses, but monetary rewards aren't the only way to thank employees for a job well done. In fact, the easiest way to recognize a worker's contribution - by simply saying "thank you" - is often the most overlooked. Whether you do it with words, money, an employee-of-the-month program or other incentives, make sure your employees know you value their efforts and contributions.

Flexibility

In modern times, flexible organizations, processes, managers survive for a long time. Scope for changes is essential to be included in the existing systems. Managers using spiritual communication at workplace can develop flexibility. Spiritual communication develops tolerance, patience, broad thinking, ability to adjust others.

Leadership

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As a business owner or manager, one of the greatest gifts you can give your employees is sharing your knowledge and experience. Showing your employees firsthand how you close a deal or forecast sales is far more effective than just talking them through it.

Planning

Problem Solving

It's impossible to know about personality conflicts, lagging productivity or other problems in the office if you've got your head in the sand. Stay tuned in to your employees so you can be proactive and resolve situations before they escalate. If you notice a change in an employee's work habits or attitude, try to get to the root of the problem before it starts affecting the rest of your staff.

Team Work

Systems, procedures, methods, jobs, products, and services are getting technology driven day by day. Pace of technological changes is fast. Managers and their subordinates sometimes find it difficult to cope with it. That is why insistence is on team work.

The concept of joint family has been part of the Indian culture from ancient times. This concept is also adopted in the business by several business houses such as TATA, WIPRO, LG, and INFOSYS. Spirituality is basis for team work. Faith is essential among group members for desired output. For faith, pure and straight forward communication should exist among groups.

Delegate Work and Responsibility

Now, that you've hired some employees, share your workload with them. Delegate projects according to people's strengths and weaknesses, and let employees develop their own good work habits and leadership skills. Control freaks (Hint: It may be You!) will struggle with this initially. Before you take on a project, try get in the habit of asking yourself if one of your employees can handle it instead.

Be Compassionate

Family emergency, illnesses and other unplanned events always arise, so get used to it. Managers should show employees some compassion by being flexible with work hours and time off so they can tend to important matters. Employees always appreciate a sympathetic boss, and as long as your business won't suffer, make every effort to accommodate workers who have special needs. Here spiritual communication plays a very vital role. Words of compassion, sympathy heal a subordinate in the time of crisis. Subordinate finds solace and confidence to face the crisis.

Conclusion

Spiritual progress in no way blocks individual materialistic progress. In fact, it gives altruistic touch and prudent direction. Scientific and materialistic progress guided by spirituality would lead to a holistic growth whose benefits would reach out not only to the individual but also to the whole of humanity. Spirituality can and should be adopted by managers to be effective and remain effective in future on the front of business as well as other fronts of life for elevating happiness and illuminating the future of him and other fellow beings.

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