



***Conscious Pursuits***<sup>®</sup>

Spiritual Intelligence:

What is it?

How can we measure it?

Why would business care?

By

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## **Executive Summary:**

Spiritual Intelligence is “The ability to act with Wisdom and Compassion while maintaining inner and outer peace (equanimity), regardless of the circumstances.” Spiritual intelligence is an innate human intelligence that is readily made available to us if we are willing to ask for it and practice it.

*Would business want us to be Wise?* Yes. Wisdom is the culmination of the knowledge hierarchy that builds from data (random bits and bites) to information (*useful* bits and bites) to knowledge (skill to apply the bits and bites in useful ways) to wisdom. Wisdom implies the application of knowledge in many different situations so that a profound understanding arises of patterns, choices, and universal truths. Wisdom allows for finely tuned decisions which discern truth from falsehood, and fad from fact. Wisdom knows WHICH bit of knowledge to use WHEN – and exactly HOW to use it. Wisdom is not intimidated by apparent paradox (2 things being true simultaneously while looking like opposites). Wisdom is able to operate in the midst of chaos and complexity.

Genius in leadership comes from Wisdom. In his book Good to Great (HarperCollins, 2001) Jim Collins details his research on companies who went from average to outstanding. In all of them there was a “Level 5 leader”. Key characteristics of visionary companies and Level 5 leaders include:

- an unrelenting focus on vision and values
- an ability to embrace paradox (“both / and” rather than “either / or” thinking)
- humility

Vision is an inner knowing of where you need to go. To be motivating it needs to be rock solid. It comes from a deep place. Values and ethics come from an inner commitment to principles of life discerned over a long period. Embracing paradox requires a large-mindedness and complexity of thought that goes beyond “average” human thought. Wisdom requires continuous learning – which requires humility. Wisdom also requires an ability to make decisions with insufficient information. Doesn’t this sound like an ideal CEO?

*Would business care about acting from Compassion?* Yes – if it is defined properly. Yes - if the business owner cares about longer-term results (such as creating a company which will be great over a long period of time).

Compassion is the ability to have an expanded sense of self. An expanded sense of who “I” am. In the narrowest sense “I” is just my physical body. Think of this as Basic Level 1: I only care about my own food, safety, comfort and physical pleasures. I don’t care if I harm you or if you are suffering. At Basic Level 2: I care about my small group of relatives and friends – so I will take care of my small group and myself. I don’t care about anyone else. I don’t think beyond today. At Basic Level 3 I can think about slightly longer-term consequences sequences of my actions, but I only care about them if they impact my small group and me. My small group might now include more than my family and friends. It might include my neighborhood, my church and the school my children attend. So I can ignore the suffering of others, even if I inflict it indirectly, outside this group. At this level we can still gouge customers and harm the environment – as long as it’s not in our own backyard.

Compassion with an EXPANDED sense of self, means that I cannot ignore the suffering I cause directly or indirectly to any living thing. It means that I cannot ignore long-term consequences sequences (“unto the seventh generation”) of my choices and actions. But Compassion is not wimpy. Compassion can include the use of force – as long as the motive is loving and previous efforts have been unsuccessfully made to use non-forceful means. When combined with Wisdom, Compassion creates incredibly effective decisions.

**So how does this benefit business?** A Wise and Compassionate leader would know:

- When to coach, counsel or fire employees...
  - And be able to fire employees with love – thereby reducing lawsuits and hard feelings in the remaining workforce
  - And understand that sometimes being “nice” is not loving – sometimes “tough love” is appropriate and effective
- How to listen to employee concerns...
  - And be able to sort out the genuine issues (the ones that will really help improve morale and productivity if addressed) from the “red herrings”
  - By avoiding getting caught up in “red herring” issues, time and money are not wasted on efforts which don’t get to the real problems
  - And not avoid useful conflict – but rather force things to surface quickly and be resolved constructively. This avoids lowered morale, poor productivity, drawn out performance problems, lawsuits and possible unionization
  - And create profound employee loyalty
- How to listen to and deeply understand customers / clients ...
  - Leading to product or service innovation
  - Leading to anticipation of possible new customers or products or services
  - Leading to customer loyalty
  - And know when to “fire the customer”...not all customers are perfect. They can be abusive of employees (which should not be tolerated) or what they want can be a distraction from the Vision
- How to withstand short term temptations
  - Leading always with their Values and Ethics there is no risk of Enron-style bankruptcy based on false booking, greatly reduced risk of environmental lawsuits or massive clean-up costs, etc.

**What does each stakeholder get from a Spiritually Intelligent company?**

- As an investor, I invest for the long-term. Long-term payoffs will be greatest with these kinds of companies (See Built to Last by Collins and Porras, HarperCollins, 1994 for more hard research proving this point).
- Employees get a caring work environment where they will be challenged, developed, treated with respect, and have a chance to contribute their ideas. They will be allowed to bring their “whole self” including their spiritual needs for meaning and ethics and vision.
- Customers get a company that treats them with honor and truly seeks to serve their needs in return for a fair price
- Communities have nothing to fear and much to gain by having such an employer in their neighborhood.
- Vendors will be expected to perform to high standards but will also be paid on time and treated as partners in the creation of the customer or service

- Other species / ecosystems have nothing to fear since such companies will naturally seek to move toward more sustainable practices
- Global Development will benefit since such companies will seek to pay a living wage wherever they employ people.

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## **Spiritual Intelligence: What is it?**

So let's get into the details...

### What is Spirituality?

It is the belief in “something bigger than me” which is a Source of creation – and a desire to be in connection with that Source. In some faith traditions Source is a personified being. In others it is an unknowable mystery. In scientific minds it might be described as the Quantum Field that appears to be a field of pure consciousness. Religion and Spirituality are NOT the same things. Religion is one expression of a desire to connect with Source. It is like Language is one way we seek to communicate with other human beings. But there are many languages, just as there are many religions. And Language is not the only way to communicate – just as religion is not the only way to be spiritual.

### What is Intelligence?

It is adeptness. It is innate potential that is brought into form through practice. It is demonstrated by a pattern of behaviors, skills and choices that shows development of this innate potential. You can be born intelligent but never develop it. Failure to develop it would make it hard to measure.

### So how do you measure Intelligence?

We are all born with innate potential...so that is not what differentiates us. For IQ what “proves” that you have it is an ability to do well on Intelligence Quotient (IQ tests - think college admissions!). What makes one person more able to stay calm and be wise and compassionate is that they have DEVELOPED their SQ. So when we talk about measuring Spiritual Intelligence we'll be talking about the DEVELOPED intelligence that can be observed by others and ourselves. Another way to say it is that we'll be measuring outward behaviors to get clues about inner intelligence development.

### What is Spiritual Intelligence?

It is the manifestation of behaviors, skills and choices that show a strong, dependable connection to something “bigger than me”. Specifically, it manifests as “The ability to act with Wisdom and Compassion while maintaining inner and outer peace (equanimity), regardless of the circumstances.” I see this intelligence as the highest of 4 intelligences – all of which are critical for being effective in this level of physical reality. The other three intelligences are: Physical Intelligence, Emotional Intelligence and Mental or Intellectual Intelligence (often called “IQ” for Intelligence Quotient). For ease of reference let's abbreviate each intelligence using the “IQ” format. Spiritual Intelligence will be SQ. Emotional Intelligence will be EQ. And Physical Intelligence will be PQ.

To understand SQ properly, and to see why it matters, it is important to first understand the other three intelligences.

I see these intelligences as following a developmental sequence. While we actually are learning all three simultaneously from birth, they manifest as skills (behaviors) in somewhat of a developmental sequence. PQ would tend to develop first. Think of a baby mastering the use of its muscles. Learning to focus the eyes, lift the head, rollover, then crawl, then walk – are all PQ skills. So are the five senses – the ability to smell, taste, touch, see and hear. We all need a minimum amount of PQ skills to function in the world. Those children who are disabled and cannot develop PQ skills need technical assistance (such as wheelchairs) and human assistance to survive in the world.

EQ skills involve several dimensions. They involve developing appropriate relationship responses to the world and to other people. Strong emotional reactions are centered in the limbic system of the brain – the oldest part from an evolutionary standpoint. This means that some emotional responses were critical to survival. Fear is an obvious example. Being able to assess a situation (using the senses – part of PQ) and decide that it is dangerous is a critical skill. How else would you know to fight or run away? Think of a child who has not yet learned that certain snakes are poisonous. They might approach one and try to pick it up and play with it. What is interesting is that most fear responses (other than the startle response) seem to be LEARNED. We have to program our minds to identify certain patterns and then respond with fear. Fear triggers a cascade of hormones that creates accelerated breathing and pulse and shunts blood away from the non-essential organs (like digestion and the neocortex – seat of higher thought) and increases blood flow to the muscles that tense in preparation for fight or flight. Anger operates in a similar way – we feel threatened and prepare to fight to defend ourselves. It is understandable that basic PQ and basic EQ would come first in the developmental priorities.

A subtler but still basic set of EQ skills involves the fact that humans are social animals. Children take a long time to become adults and need a group of adults to care for them properly. Even adults do not do very well alone. We need to be able to be in groups to survive effectively, and minimal relationship skills are needed to be able to stay within your social group. Severely dysfunctional behavior could cause a person to be ejected from the group. So a minimal amount of respect for others and an ability to communicate is needed just for survival. We will talk about what it takes to go beyond survival to thriving in a moment.

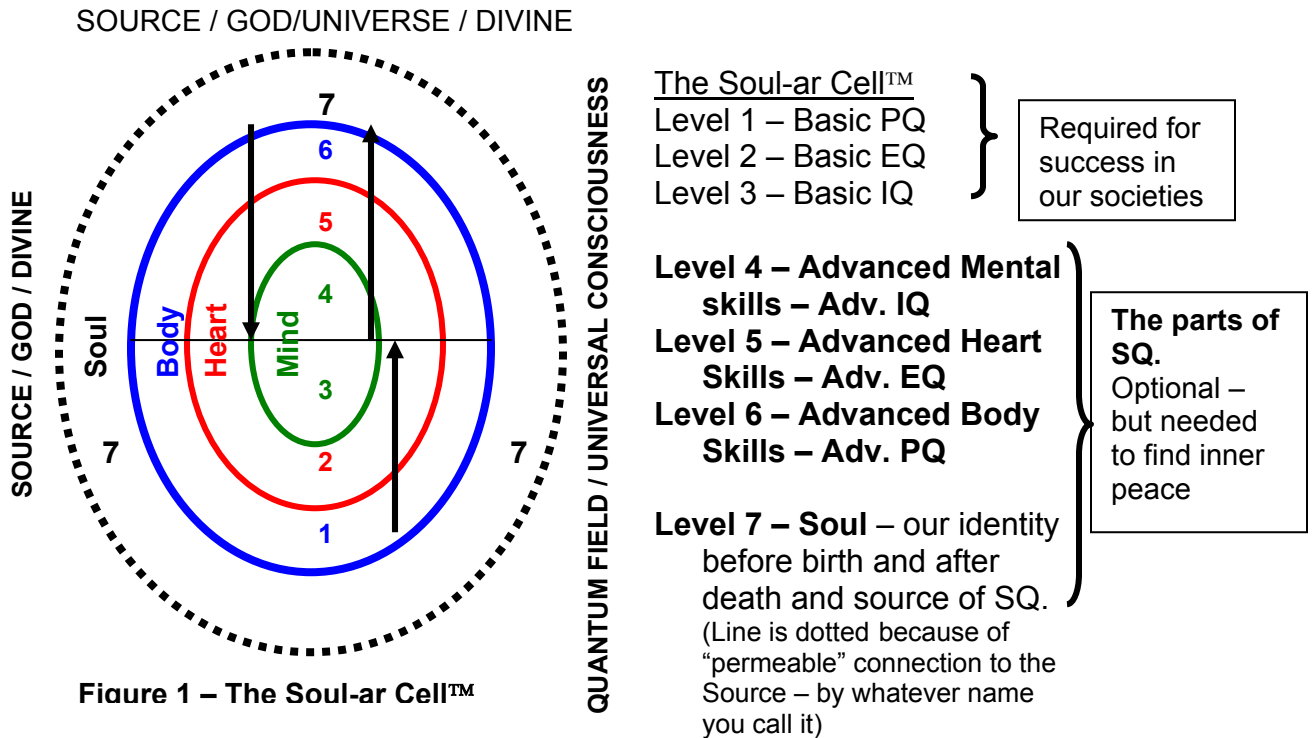
Assuming we survive long enough with our PQ and EQ we can develop our IQ skills – language and logic. Think of College Admissions tests and you will be able to imagine the kind of mental skills we typically think of as “IQ”. Minimal IQ skills to survive in our world would be the ability to see longer-term cause and effect relationships (for example: if I keep writing checks but don’t make any deposits I will be in debt!). Minimal IQ skills are necessary to pay rent, keep a job, follow a bus schedule and navigate around town, et cetera.

PQ, EQ and IQ all therefore have a “minimal survival” or BASIC requirement. If you don’t get to a minimum level of intelligence in each of these areas you will be dependent upon others to assist you in surviving – even as an adult.

But these BASIC levels of development do not bring us inner peace. They do quite the opposite, in fact. Being mired in the material world they are focused on scarcity, fear, anger and easily trigger depression or self-righteous attack on others. These are the

levels of the Ego self. And while they are important for survival, they are a hindrance to deep happiness. Learning how to manage the Ego is where our SQ comes in.

PQ, EQ and IQ each have an **optional** advanced component. These optional advanced components are actually parts of our Spiritual Intelligence. Let me explain using a model I call the “Soul-ar Cell™” (Figure 1)



In this model PQ, EQ and IQ each have a Basic level. Basic PQ means you are sufficiently in control of your body senses, muscles and fine motor skills to be able to hold down a job, take care of your personal hygiene, and sense dangers (like smelling smoke). Basic EQ means you have developed your Fear and Anger responses and can bond in small communities for your own protection and a feeling of security. Basic EQ includes minimal social skills. Basic IQ means you can function sufficiently well to pay bills, hold down a job, and navigate through the basic tasks of life.

Many times we develop the three basic levels to a point where we are quite well off in terms of material wealth, power and health. Yet it is exactly when we reach the level of being “quite well off” that we start to hunger for something more. We start to ask questions like:

- “Is that all there is?”
- “Why am I still not happy?”
- “What is the meaning of life?”
- “Why is there so much suffering?”
- “Do I make a difference?”
- “Will anyone remember who I was and what I did after I die?”
- “Is there a consciousness behind the Universe?”

These questions cannot be answered by BASIC IQ, our rational school-trained intelligence, alone. That is where the optional development of the Spiritual levels – levels 4 through 7 or SQ comes in.

Let me define levels 4 through 7 on Figure 1.

Level 4 = *Optional Advanced IQ*. It is the ability to tap into the Observer Mind, which is the part of ourselves that observes the other part of us that gets fearful, or angry, or irrational. It is a neutral voice which says things like “Oh, look at that. Isn’t that interesting...I am getting angry at that woman.” It is a non-judging, curious voice. The Observer sees through illusions created by our Level 3 mind...it doesn’t accept the usual rationalizations! This is actually the ideal detached “scientific mind” since it is not influenced by preconceived notions or beliefs. It is the scientist wanting to understand Inner Reality. It asks to see things clearly – as they really are. It is willing to tackle tough issues – like mystery and paradox. And to observe calmly the endlessly fascinating ways in which ego undermines our happiness!

Level 5 = *Optional Advanced EQ*. It is based on an open heart...a heart that has expanded beyond the interests of the Ego self and can feel Compassion and Forgiveness. The ability to truly forgive another – even when the other person has done criminal acts – is characteristic of ADVANCED EQ. It is not about forgiving or condoning the wrongful ACT. It is based in Compassion for the error-based thoughts, fears and anger of ourselves and the other person. It is a gift we give ourselves so that we can learn and move on. The opposite of forgiveness is attachment – where we stay attached to our stories about how we were wronged. Until you get to ADVANCED OR OPTIONAL IQ and ADVANCED EQ it is impossible to let go of attachments.

Level 6 = *Optional Advanced PQ*. It is profound respect for and honoring of the body. We do this by

- listening to its subtle signals (a strong channel for intuition),
- being fully mindful (using the senses to stay aware and OBSERVE and be present),
- feeding and exercising it in a way that keeps our energy levels healthy and available for our Spiritual growth,
- using our body to act in the world in a way that is on-mission and aligned with our values and ethical beliefs.

Level 7 = *Soul Intelligence*. This is the intelligence that is linked to Source. It is the part that I believe knew Source before we were born and will be in the presence of Source after death. Our challenge is to remember who and what we really are. When we do, we can integrate our life in this world of three dimensions and physical bodies with our Spirit nature. The result is “The ability to act with Wisdom and Compassion while maintaining inner and outer peace (equanimity), regardless of the circumstances.” It is the Level 7 that helps us determine our calling or Mission in this life. It is Level 7 that helps us to discern the right thing to do in difficult situations. It is Level 7 that sees things clearly and stays calm and centered.

### **How do I get to Levels 4 to 7?**

The simplest answer is to set your INTENTION. Have an honest desire to Access your SQ. If you believe in a higher being or your own higher nature, ASK for that higher being / nature to assist you in your desired to grow towards higher Spiritual Intelligence.

It is my belief that when we ask we do receive – and that Intention is critical to success in this arena.

Growing towards high SQ requires addressing the shadow manifestations of Levels 1 to 3 - those unhealthy games our ego likes to play. And it requires development of Levels 4, 5 and 6. This takes constant work and is never completely finished. But at a fairly early point in our progress we can see huge changes in our abilities to deal with situations. And that is where the 9 - Step Process comes in. Conscious Pursuits, Inc. teaches the 9 - Step Process for “Keeping Spirit In The Driver’s Seat™” in our Spiritual Intelligence At Work™: Part One class. The process is not difficult to learn. It merely takes a commitment to stay with it when we hit spots where we are really enjoying being in our ego dramas!

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## How can we measure SQ?

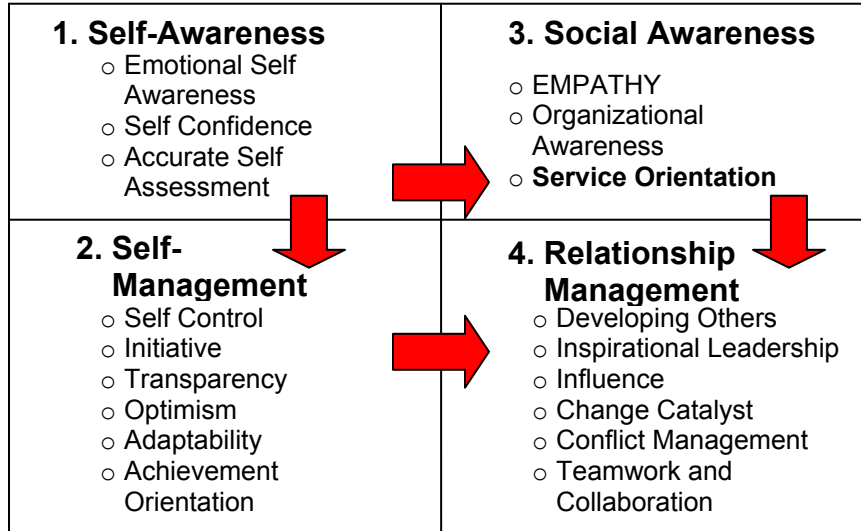
### The Four Quadrants of SQ behaviors

Now you think – we reach the impossible task! Not so. While this is a difficult task – and one that will probably cause endless debate (as has the measurement of IQ and EQ!) – we can at least make a start. Why would we want to try to measure SQ? It is certainly not to prove “who is smarter than whom”...that would be a very “UN-spiritual” goal!

The value in measuring SQ lies in the potential to help people move toward a happier, more peaceful state of being. There is a saying from the Total Quality Management movement – “if you can measure it, you can manage it.” If we can measure SQ we can hopefully show people the specific behaviors to emulate, teach ways to develop them, and point out effective role models.

To measure something you need a conceptual model (theory or hypothesis) about how something works. You have seen the developmental model we use in Figure 1. All models only represent part of a story. With a complex topic like SQ any one model is likely to be insufficient to really grasp what is going on. So forgive me for introducing another way of looking at SQ. But I believe both the developmental model and this 4-Quadrant model of SQ are very useful. The 4-Quadrant SQ model builds on the Daniel Goleman model of Emotional Intelligence (EQ) (a very useful model itself!).

Let’s start with the Daniel Goleman model of EQ. This 4-quadrant model lists four categories of competencies (demonstrated skills of EQ). These are shown in Figure 2 along with a list of the competencies that go with each quadrant. Based on extensive research over many years and many types of jobs, Goleman, his friend Richard Boyatzis and the Hay Group have shown that these are the EQ competencies most related to success in any career. (See the book Working with Emotional Intelligence, Daniel Goleman, Bantam Doubleday Dell, 2000 for more details).

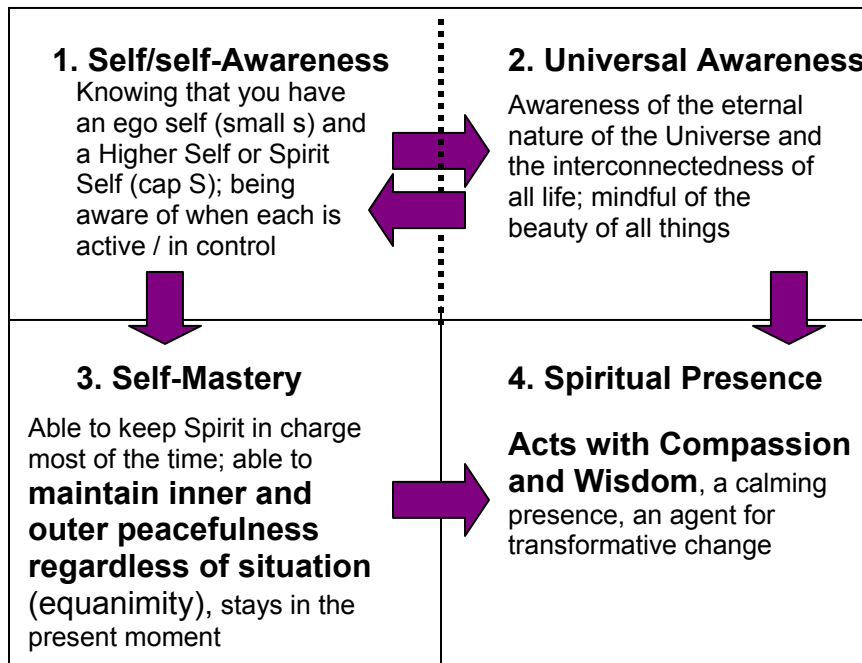


**Figure 2 – Emotional Intelligence model per Daniel Goleman**

What is fascinating about this model is that Goleman and Boyatzis have shown that there is a DEVELOPMENTAL SEQUENCE to development of these skills. You must develop SELF-AWARENESS first to be able to develop Social Awareness or Self-Management. Relationship Management comes last. This makes intuitive sense when you consider Emotions themselves. In Self-Awareness you need to be able to know that the emotion you are feeling is called Anger and identify it when it arises. If you cannot identify Anger in yourself, how will you recognize it in others (Social Awareness)? How will you control it in yourself (Self-Management)? How can you effectively handle conflict (Relationship Management)?

I believe that a minimum amount of Self-Awareness is also needed to begin your spiritual journey. However, once you set your intention to grow spiritually, I believe our Higher nature, the Universe, Source – or whatever term you prefer – comes to our aid (“Ask and you shall receive”). With a little EQ we can begin the journey of SQ. And the development of a little SQ will accelerate your EQ (increasing Empathy for example). So EQ and SQ work together synergistically. Over time Advanced EQ develops (what I called ADVANCED EQ in the Figure 1) and is supportive of higher attainments in overall SQ.

While all models are an oversimplification of what is really going on, SQ follows a similar flow to Goleman’s 4-quadrant EQ model. In Figure 3 you see an overview of my SQ competencies model (not all competencies are listed).



**Figure 3 - Conscious Pursuits™ Model of SQ Competencies**

You will notice in bold the two pieces of the SQ definition appearing in this model. The first two Quadrants are really inner aspects of SQ – hard for the outer world to see. You can know them about yourself. And we can infer them based on your behaviors. But what we most see about people appear in Quadrants 3 and 4.

How is this related to EQ as described by Daniel Goleman? I believe his model bridges from The Soul-ar Cell™ level 2 to the beginnings of Level 5 – with the overlap point being in Goleman’s quadrant “Other Awareness.” Generally I believe that EQ and SQ grow synergistically. As you grow your EQ in the 4 quadrant model, especially Self Awareness (seeing yourself through the feedback others give you) and Other Awareness (Empathy and Service Orientation) you open yourself to develop your SQ. If you set your intention and work to develop SQ it accelerates your EQ development (moves you into Advanced EQ in The Soul-ar Cell™ model).

In the CPI SQ Model you will notice arrows going in both directions between Quad 1 and Quad 2. This is because in the West we tend to focus first on individual growth. In the East the emphasis is more on Community or Universal awareness – with Individual growth often coming later. Our hypothesis is that you can start from either Quadrant 1 or Quadrant 2. There is a dotted line between these quadrants because as you grow through individuation into connection there is a blurring of where my needs and the needs of others end. This is not co-dependency – where individuation has not been completed. This is the other side of individuation – where free will interconnectedness occurs.

So how do you develop these behaviors? You follow the developmental model – The Soul-ar Cell™ and you use the behaviors on the SQ competency model to guide your efforts and measure your success. Figure 4 shows the CPI SQ Model with all 21 competencies shown.

Self / self focused	Other focused
<p><b>1. Self / self Awareness</b></p> <ol style="list-style-type: none"> <li>1. Awareness of own worldview</li> <li>2. Awareness of Mission</li> <li>3. Awareness of Values Hierarchy</li> <li>4. Complexity of inner thought</li> <li>5. Awareness of Ego self/Higher Self</li> </ol>	<p><b>2. Universal Awareness</b></p> <ol style="list-style-type: none"> <li>6. Awareness of interconnectedness</li> <li>7. Awareness of worldviews of others</li> <li>8. Breadth of Time perception</li> <li>9. Awareness of limitations and power of human perception</li> <li>10. Awareness of Metaphysical Laws</li> <li>11. Experience of transcendent oneness</li> </ol>
<p><b>3. Self/self Mastery</b></p> <ol style="list-style-type: none"> <li>12. Commitment to personal growth</li> <li>13. Keeping Spirit Self in charge</li> <li>14. Living your mission and values</li> <li>15. Sustaining faith</li> <li>16. Seeking guidance from Spirit</li> </ol> <p style="text-align: center; border: 1px solid black; padding: 2px;"><i>Calm, peaceful at all times</i></p>	<p><b>4. Spiritual Presence</b></p> <ol style="list-style-type: none"> <li>17. Wise and effective teacher / mentor</li> <li>18. Wise and effective leader / change agent</li> <li>19. Making Compassionate AND Wise decisions</li> <li>20. A calming, healing presence</li> <li>21. Being aligned with the ebb and flow of life</li> </ol> <p style="text-align: center; border: 1px solid black; padding: 2px;"><i>Compassionate and Wise Action</i></p>

Figure 4: Competencies of “SQ”

#### How is this a measurement tool?

For each of the 21 competencies I have described in behavioral terms the levels of achievement in that skill. Here is a sample. In Quadrant 1 Self/self Awareness is a competency called “Awareness of Ego self and Higher Self or Spirit Self.” There are five levels of demonstrated competency in that skill, with 1 being the easiest and 5 being the hardest.

Sample skill from Quadrant 1: Higher Self/ Ego self Awareness

<b>Skill 5: Awareness of Ego self and Spirit Self / Higher Self</b>	
Levels of proficiency in this skill:	
1	I can communicate an understanding of the nature of Ego self including its origin and the purpose it serves in spiritual development
2	I can observe my own Ego in operation and comment on what seems to trigger my own “Ego eruptions”
3	I am able to periodically "listen to" Spirit or Higher Self as a separate voice from Ego self *
4	I can hear the voice of Spirit or Higher Self clearly and understands the "multiple voices" that the Ego self can have. I give authority to voice of my Higher Self in important decisions. *
5	My Spirit or Higher Self voice is clear and consistent. Authority is consistently given to Spirit Self. My Ego self is present and is a joyful advisor to Higher Self. I rarely struggle to keep Spirit in charge*

\*Note that the inner voices I refer to here are not in any way pathological or signs of psychosis. These are the “voices” of our own nature which debate with us, criticize us, and tell us why we shouldn’t do things. One author refers to this committee of critics as his internal “board of directors”. The “voice” of our Spirit self is, in contrast, typically a quiet voice – easily ignored in the loud noise of ego voices. Yet it is this quiet Spirit voice which is the voice of our hope, our conscience and source of ethical courage, and our guidance system when we need to know “What is True North?”

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Note that there is a Level Zero implied – which is the level at which a person has not yet begun the development of this skill.

Based on this list of levels of skill attainment a person can self-assess at anywhere from Zero to 5. They could also have others assess them so that they can benefit from the feedback they receive and thereby see themselves more clearly (a great gift!). Finally each person can determine for themselves their TARGET level. Not everyone wants to be as spiritually advanced as Mother Theresa, Gandhi or the Dalai Lama. So each person may pick a target level that feels appropriate. These targets can change during our lifetime. What may feel like a “stretch target” in our twenties may be accomplished by our forties – when we might choose a new “stretch target.” And the targets may vary by skill. Some skills may feel very important for us – and we may want to select “level 5” skill attainment. Others may not feel important – or may feel less important. So we can vary our Target from “zero” to “5” on any skill. Then we can periodically assess ourselves against these targets.

Thus I believe we can measure SQ and use that measurement as a means of coaching ourselves and others to continue growing towards our personal SQ goals. This Spiritual Intelligence Assessment Instrument is available from CPI as a web-enabled tool beginning in January 2004. Initially it will be available only as a self-assessment. By June 2004 it will also be available as a 360-degree feedback instrument.

### **So what is the point?**

As mentioned in the executive summary, a high SQ organization – one which is able to weather stress and maintain inner and outer calm, and one which is Compassionate and Wise - requires high SQ leaders. Leaders are not just those in official organization chart positions with titles of “Manager,” “Director,” “Vice President” or “CEO”...they are also the many people who are thought leaders and informal leaders scattered throughout an organization. High SQ means that you are able to make Compassionate and Wise decisions, and to maintain inner and outer peace regardless of the circumstances.

So ask yourself a few questions...

- Who would you rather work for? A high SQ boss or a low SQ boss?
- Who would you rather invest in? A high SQ company or a low SQ company?
- Which company would you want to build a plant in your neighborhood? A high SQ company or a low SQ company?
- If you were to run your own company, how would you want it to be?
- Would you like to be able to integrate your spiritual hungers into the work you do? Would you like to feel calm? Act with Wisdom and Compassion? See long term? Focus on the deepest meaning of things?
- Would you like to be able to talk with your coworkers about your deepest sufferings and greatest joys without getting into any strife over religious views?

- Would you like to touch into the inner core of things where you just “know” what is the right thing to do? And where you can find the courage to do it?
- Would you like to stay focused on your Mission and Values and not get side-tracked?

I suspect after answering these questions, you have just told yourself what the “point” is. Now perhaps we can all work together to make the case for a more spiritually intelligent workplace. Perhaps over time we can create the new way of being in business that nourishes body, mind, heart and soul – while making a profit, delighting customers and doing good things in the world.

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Notes:

**Questions? Suggestions?**

Any model is inherently an attempt to simplify its subject. If you feel I have left out something important I would like to hear from you. Please email me your comments or questions at the email address listed below.

For more information on measuring or developing SQ – contact Cindy Wigglesworth at [cswigglesworth@aol.com](mailto:cswigglesworth@aol.com) or visit the CPI website at [www.consciouspursuits.com](http://www.consciouspursuits.com). Cindy is available for speaking engagements on multiple topics. See website for further information.

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