

*András László - GlobalVisioning.net*

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**be different, be yourself!**

## **András László**

**Founding President & CEO GlobalVisioning.net**

[www.globalvisioning.net](http://www.globalvisioning.net)

**Dorekesveld 40**

**B-1853 Strombeek-Bever, Belgium**

**Phone: +32 (0) 2 267 70 31**

**Mobile Belgium: + 32 (0) 475 37 94 10**

**Mobile Hungary: + 36 (0) 30 366 91 80**

**Personal E-mail: [alaszlo@telenet.be](mailto:alaszlo@telenet.be)**



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# **Spiritual Transformation in Business (STB<sup>©</sup>)**

**Exploring the meaning, the advantage  
and the unique added value of  
spirituality for leadership and  
innovation in organizations**

The paper explores/reclaims the **Inner Perspective of Leadership: Spiritual Leadership** so seldom touched upon.

Our globalized world is changing at a pace never encountered before. So many crises, challenges, chaotic structures are like a wake-up call, also and particularly for the business community. In fact, there is no time to waste anymore: leaders worldwide have the tremendous responsibility to awaken to a new vision of themselves – as beacons of light, as incubators of the human spirit, rather than factories for the production of mere material goods and services.

They have to reinvent themselves altogether.

Rediscover the/their value of wholeness, under the guidance of their inner wisdom, and operating from a broad awareness of enlightened self-interest.

Simplistic – so called pragmatic – goals, logic-driven analyses, management hierarchies, rigid power and control mechanisms, sheer competition and aggressive values have become irrelevant and obsolete.

What is asked for is vision, flexible business cultures, attuned intuition, cooperation and co-creation, real empowerment – being in harmony with the workforce and allowing them to have their voice and co-ownership –, and – last but not least – spiritual values: trust, harmony, honesty, integrity, authenticity, allowing/honoring emotional intelligence (EQ) and spiritual intelligence (SQ), compassion and love!

What is asked and called for is: **Spiritual Transformation in Business – STB®**

## **1.1. STATE OF WORLD AFFAIRS**

The rate at which our society is changing has never been as rapid as it has been in the last few decades. And like it or not, we too, as individuals, have also evolved profoundly during this time.

We are living in the most exciting times, to say the least.

It's not a cycle anymore, it's a real mutation, a transition, a genuine transformation.

Substantial changes in social and business culture have been largely documented over the last two decades. Our life conditions have changed significantly, our lives have become busier than ever, due mainly to advancements in information technology that have created a globally networked, knowledge based economy. These changes have produced tremendous positive improvements, yet triggered also a myriad of associated problems. We now communicate instantly within increasingly complex work environments, while at the same time managing finite resources and producing ever-larger environmental impacts. Sure, our current technologically enhanced world has made revolutionary progress in a lot of areas, yet has precipitated a crisis of meaning in many others, not the least in the human spirit.

At the grassroots level in our governments, communities and corporations the pressure on our time and human resources does seem to be spiraling out of control, doesn't it?

Most of the leaders are pushing people (themselves included) to perform more, faster, with less. Common sense tells us that this approach is reaching its limit. Faced with ever mounting workloads and work pressures that spill over into private lives, people are asking themselves questions that essentially are spiritual questions, such as: "What do I want to achieve in and with my life?", "What is the purpose of my work?" and "What are my priorities in life?"

It's pretty obvious – isn't it? – that also the old paradigm of business is floundering, and that the business theories that gave rise to the modern age no longer are serving companies neither are they serving society and its citizens.

Have we really run out of answers?

## **1.2. ENTERING A NEW ERA**

Isn't it highly time to leave this overall depleted state we live in – and which we call (business) society, with less and less to believe in – behind, to go *beyond tina* (there is no alternative), and enter a new *era*, era literally meaning ethically responsible action?

Isn't it highly time to go beyond today's postmodern culture of high rationality hallmarked by fear, nihilistic fragmentation, doubt, deconstruction, and egocentricity?

Our current cultural situation is calling for individuals and enlightened business people alike all over the globe to transcend the fractured vision of postmodernism and – eventually – awaken to a transpersonal and collective spiritual ground, a higher ground of truth and conscience, a new integral, holistic vision.

In this 3<sup>rd</sup> millennium the world is driven by the economy and still ruled by the big corporations.

And the people of the world? The people of the world are still at the mercy of the economy instead of the economy being for the benefit and in the service of the people and the greater good.

Modern economy is still characterized and driven by patriarchal behavior patterns – the need for control, competition, pursuit of omniscience and obsessive rationality.

In this 3<sup>rd</sup> millennium, hence, the necessity for the **transformation of our goals, perceptions, feelings, attitudes, behaviors, communication patterns and values behind our judgments and decisions** intensifies and is of pivotal importance.

Today's economic, social, cultural and ecological challenges can only be met powerfully and effectively through a **shift in consciousness and awareness** which in fact is already well under way today.

The good news is that more and more people today are becoming aware that we have fundamental challenges to overcome – in our families, our emotional systems, our cities, our governments, our economic systems, our international relations and our planetary environment – and that we must find new ways to embrace these problems.

Indeed, it is high time that each of us (leaders, followers, normal citizens alike) dare to take responsibility for themselves and others, and go BEYOND: from a *soulless* way of living, working and producing – devoid of meaningfulness – to reinventing themselves and their work altogether.

Indeed, a new overall social/societal and economic model is needed as well as a completely new leadership to wake up to the myriad of challenges and crises and solve them in the interest of the greater good.

New models indeed, in which each human individual is recognized for his/her unique value and, by taking responsibility for him-/herself and others everyone contributes to building a humane and sustainable society.

Not to mention the courage it takes for us to dare to reconnect with our most **inner spiritual being**.

Indeed, it is about time we lift the economy and leadership to a higher evolutionary level and “**reclaim higher ground**” (in the wording of one of the most innovative thinkers of our time, Lance H.K. SECRETAN). (1)

### **1.3. THE GOOD NEWS**

The good news is: this gloomy picture of the overall state of world affairs is only one side of the coin...

The flip side?

Plenty of international studies and surveys clearly indicate that ever more people have downshifted, that is, they have made a voluntary decision to change their lives in ways that reduce their incomes and spending.

They are **cultural creatives** embracing a number of alternative strategies, such as either reducing their hours of work, changing to a lower paying job, changing careers or stop working altogether. They make the change in order to spend more time with their families, to find personal fulfillment, to lead a more balanced life or to look after their health. It is a crystal clear shift towards values based living, and moving away from sheer materialistic goals.

The ever- growing crosscurrent in the hearts of the people – in the belly of society – voicing their awareness that **solidarity is the real social concrete and tissue of our society**, worth of that name.

### **Sharing is shining.**

The time and glory of the “great I” – with the sole mantra: “I, I, I, I” seems to come to an end...

The sources of power and beacons of light of the future?

### **Individual responsibility & bundled force: shared responsibility.**

The insight and confidence that each of us in his/her unique quality contributes to that shared responsibility and creativity: all of us together...

Therefore: a **new comprehensive healing and meaning-giving view of the person and the world** in which vision, empathy, depth, heart and soul are central is due and timely, isn't it?

A society in which eventually decision-makers, institutions, organizations, multinationals, SMEs political parties, the middle class, civil society, unions, outlaws of society, disabled people, young people and particularly the media join forces to face and master the many crises that paralyze us: financial, institutional, social, political, psychological, identity, and so on.

But let's face it: all these crises are in reality only a reflection of a much deeper crisis: the **crisis of the spirit!**

## **1.4. SPIRITUAL AND CULTURAL RENAISSANCE**

A **Spiritual and Cultural Renaissance** is timely needed.

It is high time that we reconnect with the **spiritual dimension of our being**: of ‘who we truly are’, isn't it?

We are all keenly aware – aren't we? – of how our **values have become bankrupt**, including our ideological, political, cultural, moral, artistic, and, even, spiritual values, all of which are being eviscerated, to the point where it would be fair to say that there exists an **overall erosion of all our societal values**.

This erosion also extends to the values of the Great Narratives (the various “isms” including Catholicism, Socialism, Communism, Liberalism, to name but a few). Even to the “pillars of our society”: democracy, change, sustainability, excellence, spirituality, citizenship, communication, and even love are more and more becoming empty words used with virtually no true meaning behind them anymore!

It is well overdue to free ourselves from the worn out habits and from our convictions in order to find new ways of seeing that are truly durable, isn't it?

For this, it is critically important that we create new mental maps to restore the lost paths of our human spirit: the capacity for awe, wonder, mystery, art, music, love and compassion, in short, a **search for transcendence, uplifting and meaning**.

The world and its citizens are crying out for more meaning, authenticity, integrity, warmth, compassion, true social contact, aren't they?

In essence for a society where people come together, where people live with one another and where they're not predisposed to working against one another.

A society – in which **individual and collective changes of mentality** are going beyond a pure productive and competitive mindset – can only emerge if everyone **shifts his/her behaviour and his/her interactions with others**.

**You are/become yourself through the other, aren't you?!**

And what about the **value generated by global business?**

It can be true – and sadly, true it is – that the dominance of the market – that prescribes and dictates the law and our societal values – has become overwhelming. So much so, that the **values market** has now become the **market value**.

The real added value of a renewed global business: **let's combine passion and profit: so all of us can benefit and prosper!**

## **1.5. NEW MODEL OF COMMUNICATION**

We have entered the era of global communication, and are so proud of being connected all the time to our boxes...

I hear you say: There has never been more communication (in real time) than in our present developed knowledge societies...

Could be, but may I ask: What quality of communication?

Aren't we aware that at the same time another major shift is happening: from being real to becoming virtual?

Wonderful indeed that through the internet we can reach anybody and anything at any time with only a mouse click...And yet, what do we really share with one another whilst clicking all day long?

What happened with the inner-net – the inner network – or with the human spirit?  
Isn't it time to come out of the shadows of our boxes, to feel and think out of the box?  
Isn't it time to move BEYOND our comfort zone, our hidden agendas and our keeping up appearances?

Isn't it time to make the real transition from being virtual and adrift to becoming a real and **whole human being** again?

And grasping that which transpires behind that which appears?

Don't you agree that the time has come to make **the real paradigm shift**, one that really matters: from I to WE, to US; from competing with one another to working with one another, and from having to being? The only thing you can't have is, kind; you can only be kind...

Paradoxically, by BEING different (intuitive, responsible, loving and caring), you become and are yourself...

And by becoming yourself, there's no energy in the world that can stop you from really networking: connecting with others through the heart and the soul.

**GlobalVisioning.net** is about BEING the difference, not merely making the difference!

## **1.6. NEW MODE(L)S OF BEING**

Don't you think we've done enough "brain-storming" and "think-thanking" already?

What about "soul sharing"?

Sharing the most precious gift there is: YOU!

Sharing it with all the other YOUs on the planet without preconceived ideas, egocentric interests, fear-based self-focus...

The key: don't think about doing it. Just do it and feel the blessing and the warmth inside of you by sharing...

The **real paradigm shift/tipping point** is as easy as you can get: *learning by doing...being by sharing...loving by shining!*

BEING and BECOMING YOURSELF!

It is about envisioning our common future by seeing with new eyes, perceiving and living the global vision, not only rationally grasping the big picture.

This is the real "**re-naissance**", **the true re-enchantment of us and nature.**

Do I hear you counter: it is altogether naïve, illusionary, impossible, only a lofty dream?  
Deep down in yourself, and confronting yourself, only yourself, do you really think it is naïve, illusionary, impossible, only a lofty dream?

Think again!

It is real. The only thing, though, that still eludes us is a genuine global conviction, a global will, a global goodwill, a global vision and global action!

## **1.7. NEW MODELS OF LEADERSHIP**

In today's society/societies, Emmanuel GOBILLOT argues in his groundbreaking and fast-paced book *Leadershift – Reinventing Leadership for the Age of Mass Collaboration* that: “the social, collaborative and virtual networking phenomena have far deeper implications than just changing the way we do business. They are changing business itself. Business is no longer hierarchical (as is still remains in the main today) nor is it personal (as we were keen to suggest in the 1990s). Mass participation makes business social. Mass collaboration makes it communal. This is changing the nature of roles. Whilst sought and welcomed, leadership in communities is intrinsically linked to narrative, task and contribution rather than power, role and accountability.”(2)

Therefore, new models of leadership and leadership effectiveness are called for!  
Most of the leadership models have been influenced by our understanding of the psychology of both leaders and followers...

The **aim of leadership** will always be to secure engagement, alignment, attunement, accountability and commitment.

What is changing is the way in which we all will be achieving these.

There is no such thing as truth or reality, only **perception!**

Our perspective delivers who we are and how we are...

And how we are will then deliver the results we need.

An energized, positive, dynamic and compassionate perspective is a far more useful state from which to shine in business, isn't it?

To shine, we have to reclaim our uniqueness, we have to reclaim who we are, who we really are.

Things change because people care.

To really stand out, we have to know what we stand for, haven't we?

A really shiny business is one in which leaders make sure they notice when the people they work with are great and magical, and give them the recognition and appreciation for being so.

## **1.8. NEW MODELS OF BUSINESS**

Eminent futurist Hazel HENDERSON already twenty years ago, in 1993, in the seminal book edited by Michael Ray & Alan Rinzler for the World Business Academy *The New Paradigm In Business – Emerging Strategies for Leadership and Organizational Change* had a wonderful vision:

“We are at the dawn of a New Age, an Age of Light that lies and goes BEYOND the Information Age: The Information Age is no longer an adequate image for the present, let alone a guide to the future. It still focuses on hardware technologies, mass production, narrow economic models of efficiency and competition, and is more an extension of industrial ideas and methods than a new stage in human development. Information is an abundant resource rather than a scarce commodity (as in economic theory) and demands new cooperative rules from local to global levels. Information itself does not enlighten. We cannot clarify what is *mis*-information, *dis*-information, or propaganda in this media dominated, “spin-doctored” environment. Focusing on mere information has led to an overload of ever-less-meaningful billions of bits of fragmented raw data and sound bites rather than the search for meaningful new patterns of knowledge, and wisdom.” (3)

## **1.9. SPIRITUALITY**

**Spirituality** is about exchanging energy to enhance the creative potential of each of us.

On the **spiritual level**, abundance (not scarcity) is a qualitative concept, not a quantitative one: we acquire it when no obstacle is hindering the free flow of energy within us.

The **spiritual evolutionary level** is characterized by eternity where the focus is not survival but inner growth. Yet, the benefits from the spiritual evolutionary level – such as serenity; love, enhanced creativity and joy – cannot be earned. You receive them as a gift!

The challenge of the spiritual level is to express the unlimited – the infinite – by means of the limited.

The supreme added value: when interconnecting through mind, heart and soul, and learning how to empower one another, how to cooperate in symbiosis and synergy, we are bringing about a good-will and energy field of consciousness that not only recalls but also manifests the spiritual power of the universe.

From this point of view, the **growth** created through **Spiritual Leadership** is not any more characterized by becoming bigger, accumulating ever more wealth, but by interconnecting and broadening our love and light for one another.

This is a *qualitative* and not a *quantitative* expansion.

Shakespeare once said that *the more you give, the more there will be...*

Wealth and love are, therefore, energy products that reinforce one another.

It calls for reconnecting with **spirituality**, the inner, spiritual part of our being that has been neglected and thrown out of the equation for so long.

## **1.10. CHANGE IN PERSPECTIVE: SPIRITUAL LEADERSHIP**

**Spiritual leadership is called for!**

And here lies a great potential for entrepreneurs who are the driving force behind so much social change and innovation. Indeed, the purebred entrepreneur has the capacity to develop new life in our society.

He/she is part artist, part visionary, part iconoclast. Inspiration, meaning creating, enthusiasm are words that precede the practical and that affect the operational.

**Endowing meaning** is not only a matter for one's personal life, but also and just as necessary for each and every organization.

Current social research unequivocally demonstrates that citizens, who slowly have awakened, yearn for leadership and long to become loyal to leaders who manifest credibility and confidence; leaders who also embody the capacity not only to create 'order' in this almost unmanageable complexity and chaos in which we find ourselves, but also to initiate the changes that are required of us: human motivation, self-actualization, authenticity, co-creativity, spirituality, that is to say, **Spiritual Leadership!**

**Spiritual Leadership** – grounded in the whole and **going beyond**, transcending all self-limiting particularities and conditioning – serves the accomplishment of the whole human being.

**Beyond** means **change in perception** – the instant of a new idea, creative and disruptive.

The key to this change in perspective and to **Spiritual Leadership** is to **turn within**.

Millions of people the world over are trying to transform and improve their lives. More and more become aware that the answers for a changed world are not coming from sources outside of themselves. The answer comes from within: to discover the whole world outside of us as part of us, to awaken to the myriad of potentialities latent in us and waiting to be activated and come through in our personalities.

In confronting oneself, taking responsibility for one's own thoughts, feelings, emotions and actions, one touches upon a level of awareness where one experiences unity with all the living through love and compassion and the power of creativity.

**Turning within, thus, means a shift in attunement, in perspective.**

Withdrawing your awareness from the physical and mental planes and focusing it on the inner depth of your being. As you go deep within yourself, you discover a whole new mode, a whole new dimension of thinking/feeling which you never encompass in your ordinary way of thinking. You also discover dimensions of your being entirely different from the ones with which you normally identify. To look inside yourself means to reach beyond the limits and limitations of your own self-image. It is an internal way of looking at things, thoughts, emotions, opinions, people, problems and situations. By practicing it continuously in everyday life, one has the chance to see connections between things which did not seem to be connected. One can see the interrelatedness of all people and things, the interdependence rather than the independence and the separateness of events/individuals – which is the way you normally think when you are considering the world as it appears from outside.

The inside is governed by **resonance**, affinity, and a very fine **attunement**: everything is interspersed with everything else. Everything is delicately interwoven, like a net, an **inner-net**.

As a good illustration of this interplay outside-inside, you could consider the difference between swimming at the surface of a lake and seeing the separate lotus flowers, or, swimming under the surface and seeing that the flowers are interconnected, all part of a large network. In the deeper, more impersonal mode of thinking you experience receptiveness, openness to all possibilities and qualities waiting and wanting to come through, and enrich our personalities. Reaching out from inside removes the obstacles standing in the way of our unfolding the potentialities that are lying in wait in our being, and touches upon more vast and subtle levels of our being.

The self-organizing creativity emerging from within and interfacing with the environment makes all the difference.

This is **Spiritual Leadership**.

In this mode of thinking and awareness experience has become self-discovery. It is exploring through your creative imagination what you would have been if you could have been what you might have been.

Creativity is a birthright of each of us. We all are born with the unlimited potential to be creative, to display this potential, and by doing so to contribute to the development of the unlimited potential of our universe in ongoing transformation.

With each creative act one has the impression that suddenly one's horizon has been broadened. Limits have disappeared, fears have been transmuted in new possibilities: another frame of reference has emerged, which goes with an increased sense of autonomy, confidence and marvel.

This is **Spiritual Leadership!**

To create and to be a **Spiritual Leader** means to call upon the best in yourself, with love, compassion, sensitivity, imagination and inspiration. Constantly being alert and open to that which presents itself, transpires through that which appears and wants to emerge.

The **Spiritual Leader** is always ready to transgress, to go beyond that which confines in order to awaken that which lifts up. Obstacles are viewed as challenges, errors as precious information, setbacks as opportunities to break through.

Creativity and **Spiritual Leadership** in everyday life?

How to create in everyday life that radiant ability for renewal, that liberty called creativity? Is it not, first and foremost, a revolution of one's perception and attunement?

To see and to resonate without purpose, without preconceived ideas, without desires and feelings distorting the reflexion in the mirror of the eye.

To really see, that is: to unveil.

How can we create the necessary conditions for creativity and leadership to emerge in an inner openness and silence?

It has everything to do with broadening, uplifting our consciousness, focusing it on the way we live, behave and act in everyday life. First of all, it requires an alert attention of every instant so that deep in us creativity can burst forth as freedom enabling us to welcome any change with a complete inner receptiveness. To create and be a **Spiritual Leader**, then, means: to be able to meet any situation in an original and fresh way. And the spectacular thing in such a moment is to discover that boundless receptiveness in the glance of another person.

Creativity and Spiritual Leadership is – in essence – the capability of the human being to tap in to the thinking of the universe which is the greatest miracle.

**Meaningfulness** is the true criterion of creativity and **Spiritual Leadership**.

**Spiritual Leadership** is all about shining, sharing and giving, unconditionally.

**Shining, sharing and giving** by its very essence inspires others to BE more and to DO more.

Shining, sharing and giving increases the leader's influence over people exponentially and conversely his/her leadership potential increases as well.

## **1.11. Spiritual Revolution**

What are we getting on the daily news? Correct: the world is caught up in the grip of fear, selfishness, instability, uncertainty, pure egoism, navel gazing, perception, exclusion, and hypocrisy

It is pretty obvious that we are experiencing a **global crisis of meaningfulness**, isn't it?

The good news here again is that more and more people all over the world are awakening, picking up and getting attuned to new vibrations and energies, and building a **crosscurrent** towards a **genuine revaluing and resourcing** of all those values mentioned.

**A spiritual revaluing and resourcing!**

**Also in business.**

The excellent news is that a **global revolution is emerging: a spiritual revolution.**

“It is a spontaneous movement in society at large, a new interest in the reality of spirit and its healing effects on life, health, community and well-being. It is our secular society realizing that it has been running on empty, and has to restore itself at a deep, primal source, a source which is beyond humanity and yet paradoxically at the very core of our own experience.”  
(D.J. TACEY, The Spirituality Revolution, Harper Collins, 2000). (4)

Nothing less than a **spiritual and cultural renaissance** is called for!

The **recovering of the spiritual dimension of our being!**

**GlobalVisioning.net** is fully dedicated to **ride the tide of this emerging spiritual revolution.**

## **1.12. The GlobalVisioning.net Spiritual Perspective**

Over the last 4 years, and in line with its unique and timely USP of creating a **Global Spiritual Platform of Sustainable Excellence (GSPSE)**, **GlobalVisioning.net** has been conducting an **in-depth market analysis** both locally and globally, with the sole objective to define the **uniqueness of the company** and to specify and detail the **target customers**.

In parallel, not only a global assessment of the already existing and operating like-minded corporations/organizations/networks has been carried out, but also contacts has been made with most of those corporations/organizations/networks.

**GlobalVisioning.net** is all about **sharing, connecting, co-creating and co-decision making.**

**GlobalVisioning.net** is totally committed and dedicated to its vision of honoring **diversity as opportunity** and to produce **synergistic results**. **Cultural diversity** is more than ever a business reality today. Hence, it is a unique advantage to be utilized, not a problem to be solved.

**GlobalVisioning.net** is convinced that diversity is a source sui generis to meet the myriad of challenges of our times as well as an unparalleled opportunity to bring together and interconnect the multiplicity of gifts for our common purpose, and for the greater good of humanity.

In order to get along with the **business of human existence** we ought to learn how to get along with each other. Becoming responsible for a whole larger than ourselves, we ought to learn how to retain our own integrity without insisting that others forsake their own.

That is, in essence, the **GlobalVisioning.net Spiritual Perspective** attempting to harmonize all sorts of different mindsets and beliefs that commonly are the origins of difficulties and fear, as well as a resistance to diversity and change.

### **1.13. Spiritual Transformation**

Cultural values are more than ever one of the key motivational levers in high performing companies. **GlobalVisioning.net** is convinced that in order to transform and optimize organizational performance, a **(spiritual) transformation** of the individuals within the organization is required. Therefore, all **GV Products and Services** are based on a movement toward a **values based culture and leadership** with a strong emphasis on personal development and fulfillment.

We are at a time in history when we **need to revise our entire view of ourselves, the nature of work and the leadership of organizations.**

What a great and challenging opportunity, isn't?!

### **1.14. Spiritual Transformation in Business – STB<sup>®</sup>**

**GlobalVisioning.net** has, therefore, set out to share its most challenging and innovative **flagship product – Spiritual Transformation in Business (STB<sup>®</sup>)** with the global (business) community, and roll it out worldwide for the greater good of humanity.

**GlobalVisioning.net** is more than ever convinced that **STB<sup>®</sup>** will be answering the cry of so many worldwide for **authentic change & meaningfulness**, also in the business world.

**STB<sup>®</sup>** is, therefore, the **flagship product** of the **GlobalVisioning.net** portfolio of products & services.

**GlobalVisioning.net** is determined to roll **STB<sup>®</sup>** out in partnership with and with the financial backing of major decision-making bodies as well as the entrepreneurial world in order to create a broad societal support for it.

Let me end by a poem of LAO-TZU (sixth century B.C.) and two quotes of wisdom, the first by GANDHI and the second by the Hungarian poet Sándor WEÖRES:

Lao-tzu: "There is no need to run outside  
For better seeing,  
Nor to peer from a window. Rather abide  
At the center of your being;  
For the moment you leave it, the less you learn.  
Search your heart and see  
If he is wise who takes each turn:  
The way to do is to be"(5)

Gandhi: „Our real power does not lie in our ability to change the world but in that of being able to recreate ourselves.”(6)

Sándor Weöres: “To become a genuine human being, the essence of who you are, turn within, explore your depths and transilluminate yourself, and, then, radiate your inner light on those around you and your environment.”(7)

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**GlobalVisioning.net**



**Dare to Re-Imagine Yourself and your Enterprise**

**Andras Laszlo  
Founding President & CEO GlobalVisioning.net**

**Home Residence address:  
Dorekesveld 40  
B-1853 Strombeek-Bever  
Belgium**

**E-mail: [alaszlo@telenet.be](mailto:alaszlo@telenet.be)**

**Website: [www.globalvisioning.net](http://www.globalvisioning.net)**

**Home Residence Phone: +32 (0) 2 2677031  
Belgian Mobile: +32 (0) 475 37 10  
Hungarian Mobile: +36 (0) 30 366 9180  
Skype: [andrasandra5418](https://www.skype.com/user/andrasandra5418)  
Facebook: [www.facebook.com/](http://www.facebook.com/)  
Follow me on Twitter: [AndrasLaszlo1](https://twitter.com/AndrasLaszlo1)  
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