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Spirituality and Management

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Overview

- Why *spirituality* is needed in management?
- The failures of *materialistic* management
- Working models of *spiritual-based* management
Spirituality is people’s multiform search for a deep meaning of life interconnecting them to all living beings and to “God” or “Ultimate Reality”
Materalistic management

The dominant management model of modern business is based on a materialistic conception of man. In this view people are material beings having only materialistic desires and motivations.
Materialistic management uses money-driven extrinsic motivation and measures success by the generated profit or cash-flow.
Materialistic Value Orientation

Numerous psychological studies document that the more people prioritize materialistic goals, the lower their personal well-being and the more likely they are to engage in manipulative, competitive, and ecologically degrading behaviors. (T. Kasser 2011)
Homo Spiritualis

People are spiritual beings having both materialistic and non-materialistic desires and motivations.
Spiritual-based management

• gives priority to intrinsic motivation over extrinsic one
• is orientated toward the common good
• measures success in multi-dimensional, holistic terms
Mondragon

José María Arizmendiarieta
(1915-1976)
Patagonia

DON'T BUY THIS JACKET

COMMON THREADS INITIATIVE

REDUCE
WE make useful gear that lasts a long time
YOU don't buy what you don't need

REPAIR
WE help you repair your Patagonia gear
YOU pledge to fix what's broken

REUSE
WE help find a home for Patagonia gear
you no longer need
YOU sell or pass it on

RECYCLE
WE will take back your Patagonia gear
that is worn out
YOU pledge to keep your stuff out of the landfill and incinerator

REIMAGINE
TOGETHER we reimagine a world where we take only what nature can replace
Ethical banking
Conclusion (1)

The materialistic management does not produce true well-being for people but actually undermines it. The presupposed rational management model is in fact highly irrational as it produces non-rational outcomes for society, nature and future generations.
Conclusion (2)

In spiritual-based management, profit and growth are not final ends but elements of a broader set of goals. Similarly, cost-benefit calculations are integrated into a more comprehensive scheme of measurement.
Conclusion (3)

Spirituality and rationality are not antagonists in good management.
The Economy of Francis
to build a different kind of economy

“one that brings life not death, one that is inclusive and not exclusive, humane and not dehumanizing, one that cares for the environment and does not despoil it”
Thank you!