



THE DALAI LAMA

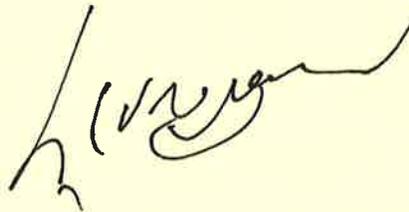
## FOREWORD

All of us have been born on this earth as part of one great human family. Like members of any ordinary family we have our own personalities, and with them our differing talents and interests. Yet each of us is just a human being like everyone else. We all desire happiness and do not want suffering. What is more, each of us has an equal right to pursue these goals.

This book deals with possible ways of introducing spirituality into the workplace in the areas of planning and decision-making. Because these activities involve human beings, a proper sense of human values is important. The essence of all spiritual traditions is to deal with basic human problems. The key is inner peace. In that state of mind you can face difficulties with calm and reason, while your inner happiness remains untouched. The practices of love, kindness and tolerance and a general conduct of non-violence can be a source of that inner peace.

In the world in which we live, a great deal depends on money and power and there is often a greater concern for efficiency than for core human values. But, if human society loses its respect for values like justice, compassion and honesty, we will face greater difficulties in the future. Some people may think that such ethical attitudes are not much needed in the workplace. I strongly disagree. The quality of all our actions depends on our motivation. In planning and decision making, if you have a good motivation and seek to contribute to a better human society, your plans and decisions will have a positive outcome. However, if planning and decision-making are undertaken with only selfish and short-term goals in mind, without a good motivation, the result is unlikely to be fruitful. With a positive motivation our activities can help humanity; without it they have the opposite effect. This is why the idea of compassion is so very important for humankind. Although it is difficult to bring about the inner change that gives rise to it, it is absolutely worthwhile to try.

In compiling this book Gary A Spanovich has attempted to bring together his professional experience as a planner with his longstanding interest in a practical and holistic approach to spirituality. He incorporates what I think of as fundamental human values. I believe his explanation of how spirituality can be introduced into the workplace will have a compelling appeal to anyone interested in creating a more peaceful and happier world, whatever work they do.

A handwritten signature in black ink, appearing to read "Gary A. Spanovich". The signature is written in a cursive style with a long, sweeping underline.

April 11, 2002