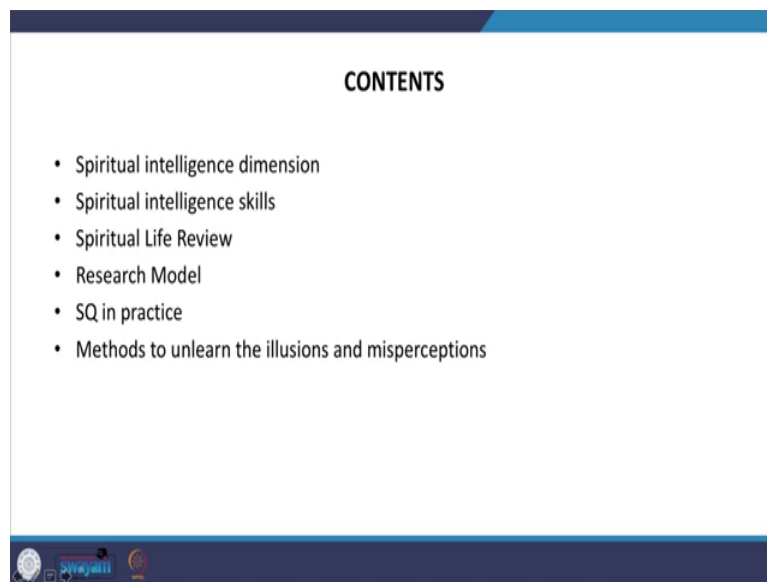


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture 32
Spiritual Intelligence - III

Now in this last session of this Spiritual Intelligence, I will continue with the rest of the dimensions.

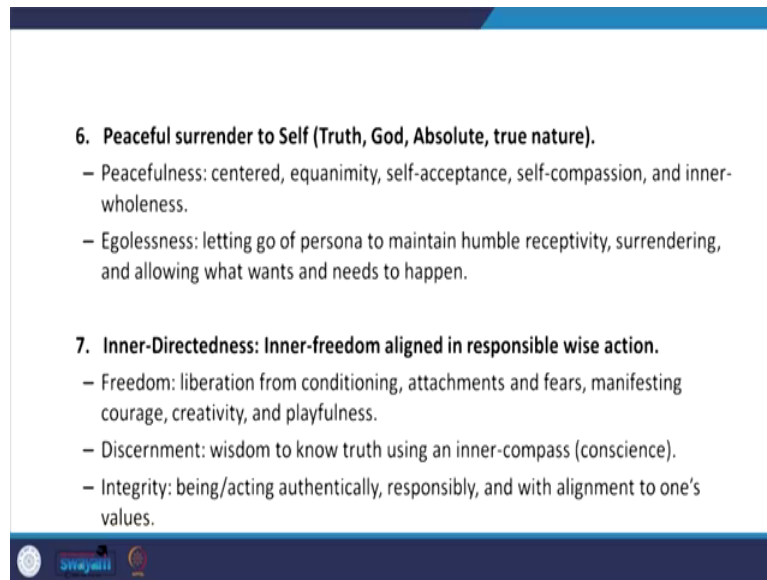
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I have talked about earlier with you the five dimensions and rest of the dimensions now I will discuss with you. That is the, how these dimensions are developed and what it means. Then I will talk about spiritual intelligence skills because it will be always a question whether we can develop or we cannot develop the intelligence, spiritual intelligence and what are those skills and then I will discuss with you that how these different skills which we can develop. Then spiritual life review, I am sure that is you will appreciate this particular component.

On spiritualism I have supervised two thesis. One is by the Doctor Avinash N. Joshi ji who is a director of personnel currently in Urja Jal Vidyut Nigam Limited and another one is the Doctor Nishant Singh who has also worked on this spiritual intelligence and spirituality. So this I will also share with you my research work which I have supervised and then this spiritual quotients in the practice and methods to unlearn the illusion and the misperceptions that I will discuss with you.

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6. Peaceful surrender to Self (Truth, God, Absolute, true nature).

- Peacefulness: centered, equanimity, self-acceptance, self-compassion, and inner-wholeness.
- Egolessness: letting go of persona to maintain humble receptivity, surrendering, and allowing what wants and needs to happen.

7. Inner-Directedness: Inner-freedom aligned in responsible wise action.

- Freedom: liberation from conditioning, attachments and fears, manifesting courage, creativity, and playfulness.
- Discernment: wisdom to know truth using an inner-compass (conscience).
- Integrity: being/acting authentically, responsibly, and with alignment to one's values.

The slide features a blue header and footer. The footer contains a small circular logo on the left and the text 'www.jagadgururambhadracharya.org' in the center.

So, the five dimensions already I have discussed with you in my spiritual intelligence part II. In spiritual part III, we will talk about that is the peaceful surrender to self. Now, whenever we are talking about the truth, God, absolute or true nature, whatever we say, then definitely the first parameter comes that is a peacefulness. Whenever we are talking about the transcendence ourselves and in that transcendence of ourselves it depends that is the how your mind is working and naturally all of us, ultimately what values we are looking for and that is a feeling of the peace.

For that thing, we are having the, we are centered, peacefulness is the centered. Then equanimity. So, as I mentioned earlier also, the our value system is to the, related to the Vasudhev Kutumbam, global village. Then self-acceptance, because when we go for the spiritualism we find ourselves, ourselves with others, our relationships. And when we see the relationships we find certain strengths and certain weaknesses.

And when we accept ourselves, we introspect ourselves, and after introspection we come to know that we are having the lot of weaknesses. That acceptance of weaknesses that will create that, yes, I am having so much weaknesses. When I talked about the killing ego, killing ego, why the ego is there? The ego is because we feel that we are supreme, that superiority complex that creates the ego. But through spiritualism when we are making the self-acceptance, so we are accepting ourselves with our all good and all bad.

We also consider ourselves compassion and the self-compassion is that is the, it is not only the compassion to others but it is also the considering ourselves and by knowing our

weaknesses the next will be the compassion to ourselves. And the inner wholeness. So we feel ourselves complete. So that wholeness, that feeling of completeness will come only when we are having, we are at the peace. So that peacefulness will become a very-very important factor.

The second the dimension here is in this factor, in this particular dimension is the egolessness. When we keep ourselves away from the superiority complex and then what we do? Actually it is the letting go of persona, myself to maintain humble respectivity, surrendering and allowing what wants and needs to happen. So, you are keep on doing your karma and not worried about the results and then say that is yes, this was supposed to happen, that is why it has happened.

So you are not putting the resistance, you are not adopting the technology a push, what nature is going to do, you are not going against nature because nature has to do its job. You cannot stop it. But definitely you can protect. And how you can protect? By peacefulness. By egolessness because if these are the things which are likely to happen and these are happening because of my karma, so we have to focus more on our karma, our work. Karma means work. And therefore, you have to be, we are supposed to be egolessness because nobody is perfect. So when we accept our self with our weaknesses, so we will get the peace.

Next dimension is inner-directedness, inner-freedom, aligned in responsible wise action. And the freedom is the liberation from conditioning that framework, away from the framework, attached and freedom from attachments and fears. Freedom from fears. Manifesting courage, creativity and playfulness. I understand practically it is very difficult to develop this type of persona because we are human beings, we are more into the physical intelligence and the emotional quotient.

So that paradigm to shift from the physical intelligence and emotional quotients to IQ to the SQ is not that easy but we have to try. If we cannot run to the 10 miles but one step towards the 10 miles is the positivity. That is an effort which we should appreciate and recognize. So therefore in that case, that freedom is to be and we have to understand. Discriminant, wisdom to know truth using an inner-compass conscienceness.

So when we are conscious about our self, then we will know that is yes, what we are. Integrity, being or acting authentically, the knowledge which we have acquired, the power of knowledge that is authenticity. And when we talk about citizenship behavior, that is a

responsibly and with alignment to one's values. So honesty, integrity, intentions, intentions are never wrong. Intentions are due to do hard work, intentions are due to the honesty, intentions are due to a commitment to the work. Intention is to connect our soul to the God.

So therefore, in that case this will not be the barriers in the spiritual intelligence. So these 7 dimensions of the spiritual intelligence will help us to develop the spirituality. Now, I will talk about the spiritual intelligence skills, how to develop the SQ skills.

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Spiritual Intelligence (SQ) Skills	
Higher Self/Ego self Awareness <ol style="list-style-type: none"> 1. Awareness of own worldview 2. Awareness of life purpose (mission) 3. Awareness of values hierarchy 4. Complexity of inner thought 5. Awareness of Ego self / Higher Self 	Universal Awareness <ol style="list-style-type: none"> 6. Awareness of interconnectedness of all life 7. Awareness of worldviews of others 8. Breadth of time perception 9. Awareness of limitations/power of human perception 10. Awareness of Spiritual laws 11. Experience of transcendent oneness
Higher Self/Ego self Mastery <ol style="list-style-type: none"> 12. Commitment to spiritual growth 13. Keeping Higher Self in charge 14. Living your purpose and values 15. Sustaining your faith 16. Seeking guidance from Higher Power or Higher Self 	Social Mastery / Spiritual Presence <ol style="list-style-type: none"> 17. A wise and effective spiritual teacher/mentor 18. A wise and effective change agent 19. Makes compassionate and wise decisions 20. A calming, healing presence 21. Being aligned with the ebb and flow of life

Here you find that is the higher self-ego or self-awareness, higher self. Awareness of own world view, how do we see the world? Actually we see the world the way we want to see. Awareness of life purpose, the mission, meaningfulness of life, the purpose of life. Awareness of values hierarchy, honesty, integrity, these are the values. Values hierarchy, and in the values hierarchy which value is the top most important for me?

So if the honesty and integrity is top most for me, it is. No compromise on that. And the complexity of inner thoughts, that framework in which I am working so that environment, environment is having the number of arrows and those arrows are creating the complexity in my mind and brain.

And if that complexity is there in my thought, what is right, what is wrong, if you feel professor Rangnekar is saying the spiritualism and spiritualism is having no importance in current time, then in that case it will be the materialistic and physical will be the better, so that you are having the complexity in your thoughts. So when you are making the higher self

and your ego awareness and therefore, if you think that is you are born to earn money and the prosperity is the only construct to measure your success that will increase your self-ego.

Awareness of ego-self and higher self, so inner self and higher self, so in inner you also find number of layers. One of them is the ego. And then when you are going towards the no ego, you are converting yourself into the higher self. If you want to develop the SQ skills, your view towards the world, your purpose of life, the mission to serve the society, to serve the nation, to serve the globe, service, value systems, very transparent, no complexity in inner thoughts, you are straightforward, you are very clear.

Nothing is having the attraction for you. Your purpose is only to meet the divine. And awareness of ego-self or higher self and developing the higher self. When we talk about the skills from point number 6 to 11, they are about the universal awareness, awareness of the interconnectedness of all life. Whatever is the zigzag was there in your past life, because all interconnected basically.

If you will see your life, you will find that something is happened because it was supposed to be happened. If that time you are not realized that is why this is for me, but later on you realize 'oh, whatever happened has happened for good'. It means that, that is the interconnectedness of all the life that is becoming the part of life. Awareness of the world views of the others. So it is not the own world view. It is about not only own world view, it is about the world view of others also.

And it should not be unidirectional. It should be from the other's point of view also. So we have to match, we have to create a framework and that framework will be the world view of ourselves and world view of others. Breadth of the time perception, so this breadth of the time perception that gives you lot of lesson and that experience that make you more self-realization. You also know the limitations and simultaneously, you are also aware that every individual is having the different perceptions.

Whatever you say it is not necessarily the same perception by others, which is natural but natural. But when we perceive something, we force the things accordingly and that is the blunder. But when you are having your own world view and you also taking care of the other's world view, then definitely you are one step ahead. I talked about the different spiritual laws, you are aware of those spiritual laws and then you are making the efforts to transcendence yourself from oneness to others.

So those skills about understanding of others' world view, understanding of the interconnectedness and understanding the connectedness of the whatever happened in the life and then you are able to connect that. Now it is not zigzag for you. It is a straight line. It is a linear relationship that everything was supposed to be happen, have to be happen in a particular period of time, time intervals.

So all is an architect, architect of the God. Then from the 12 to 16, I will about the ego self-mastery, commitment to spiritual growth, it is a value system. And in many families in India, you will find that is from the childhood that spiritualism is imbibed and when it is from the such a young age it is being imbibed, then it will be growth, a spiritual growth. And when there is a spiritual growth, there will be the ego mastery, you will be the master of you. Ego will not be your master, you will be the master of yourself.

Keeping higher self in-charge, so the spiritualism makes you motivated asking him to do, asking you to do for the others, asking you to do serve others. And then making conscious of yourself, of your values and in the purpose of life will not allow the deviation. You will not deviate from your path because you have started your journey of life with a particular purpose. And that purpose development is because of you are having the faith, faith in the nature, faith in the God, faith in the truth. So you are sustaining that your path and seeking guidance from the higher power or higher self.

As I mentioned earlier also that many times it is higher power, the God, it is not outside. It is within you. Your soul is your God. And therefore in that case you will be seeking the guidance from yourself. You have developed that energy and power to guide yourself. And last in the skills is that is about the social mastery as a spiritual presence. A wise and effective spiritual teacher or mentor, a guru, a wise and effective change agent, it can be one of the parents. And then they let you know, they guide you your path and make you compassionate and a wise decision maker.

That you are having the enough wisdom to do, you have developed that wisdom. So enough wisdom, and then you are compassionate, a calming healing presence is there. And being aligned with the ebb and flow of life. So, I have already talked about the awareness of higher self and ego can communicate understanding of the nature of ego-self including its origin and the purpose it serves in spiritual development.

This is the level one of your awareness of higher self for ego. When you demonstrate ability to observe personal ego in operation and comment on what seems to trigger ego eruptions, you are at level two. When you demonstrate awareness of an ability periodically listen to higher self as a separate wise from ego self, here is the voice of the higher self clearly and understands the multiple voices that ego-self can have, it gives authority to voice up higher self in important decisions.

So you are increasing the level and you are making yourself more sensitized. And therefore, your level has been increased and the highest level of five, higher self-wise is clear and consistent. When we talk about the awareness of higher self, so there are different levels: Level one, level two, level three, level four and level five.

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AWARENESS OF HIGHER SELF	
Skill 5: Awareness of Higher Self/ Ego self	
Level 1	Can communicate understanding of the nature of Ego self- including its origin and the purpose it serves in spiritual development
2	Demonstrates ability to observe personal Ego in operation and comment on what seems to trigger Ego eruptions
3	Demonstrates awareness of and ability to periodically "listen to" Higher Self as a separate voice from Ego self
4	Hears the voice of Higher Self clearly and understands the "multiple voices" that Ego self can have. Gives authority to voice of Higher Self in important decisions.
Highest Level 5	Higher Self voice is clear and consistent. Ego self is present and is a joyful advisor to Higher Self. There is no longer a struggle between the two voices. Rather there is a sense of only 'one voice' ...the Higher Self (Authentic Self, Spirit) voice

Source: TOWARD A THEORY OF SPIRITUAL INTELLIGENCE AND SPIRITUAL LEADER DEVELOPMENT Louis W. (Jody) Fry, Cindy Graves Wigglesworth

So first and foremost is can we understand the nature of ego-self and if we understand our ego-self, then it serves in the spiritual development. Number two demonstrates the ability to observe personal ego in operation and what seems to trigger the ego eruptions. Can we erase? So whatever ego we are having, are we able to make the eruptions for that particular ego? Demonstrates the awareness of an ability to periodically listen to higher self, a separate wise from the ego-self. I have talked about that is one is the intuition, other is the self and when we are talking about the self, then it is becoming important that is our higher self is it able to listen and command to the ego-self.

Because if we, our higher self will be able to control the ego-self, we will be into this level number three in controlling our ego. So we will be moving our journey towards the

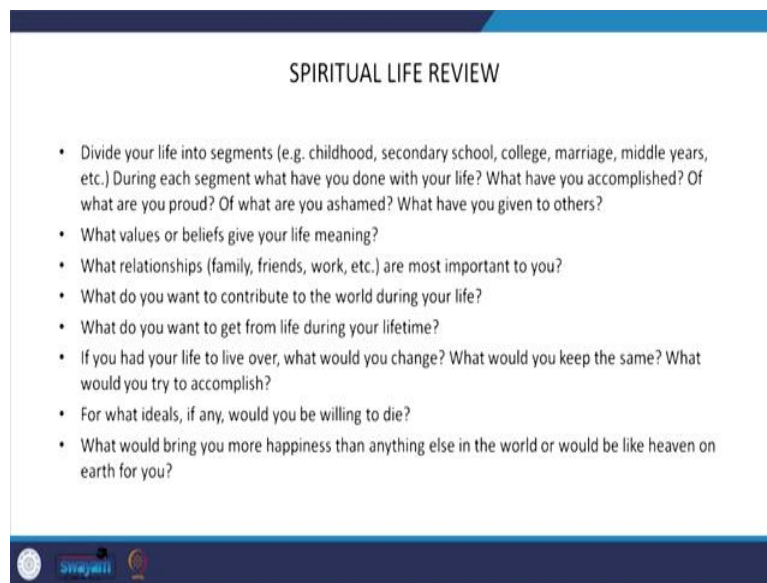
spiritualism. Here the voice of the higher self clearly understands the multiple voices that ego-self can have, gives authority to higher self in important decisions. Now you see that is one is our ego. Ego will say “no, you have to do like this,” but your higher self will say “no, all are equal, you have to connect, you have to understand others also, you have to serve other also.”

And therefore, in that case that making the understanding the voice to the others, allowing them to talk, it means that you are going for the higher self. And when we talk finally higher level five, higher self voice is clear and consistent. Ego self is present and is a joyful advisor to higher self. There is no longer a struggle between the two voices, between the ego, ego-self and the higher self. So there is no fight, rather there is a sense of only one voice. That is we have raised our ego-self at the level of the higher self.

So earlier ego-self, ego-self was dominating the higher self but when we have learned to listen our higher self, then higher self will making the more prominent position as compared to ego-self. But when we are making the discussions and then we find that is this higher self is raising the level of ego-self, and when you are making the, raising the level of ego-self, so both are at the same. So therefore, it is becoming one voice, it is not different. It is your ego is saying something and your higher self is saying something.

Rather than you have matched your ego-self with the higher self and therefore the voice is one. This particular aspect that will making the awareness of self and development of self towards the spiritualism.

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The slide is titled "SPIRITUAL LIFE REVIEW" and contains a list of ten reflective questions. At the bottom of the slide, there are three small circular icons: a globe, a person, and a gear.

- Divide your life into segments (e.g. childhood, secondary school, college, marriage, middle years, etc.) During each segment what have you done with your life? What have you accomplished? Of what are you proud? Of what are you ashamed? What have you given to others?
- What values or beliefs give your life meaning?
- What relationships (family, friends, work, etc.) are most important to you?
- What do you want to contribute to the world during your life?
- What do you want to get from life during your lifetime?
- If you had your life to live over, what would you change? What would you keep the same? What would you try to accomplish?
- For what ideals, if any, would you be willing to die?
- What would bring you more happiness than anything else in the world or would be like heaven on earth for you?

To do this, the spiritual life review, divide your life into segments: childhood, secondary school, college, marriage, middle years, and so many. During each segment what have you done with your life, what have you accomplished, of what you are proud of, of what you are ashamed, what have you given to others? For answering these questions, first you have to do the exercise of the ego, self-ego to the higher self.

Then only you will find the real reasons, answers for these questions, this introspection will be possible only when, because when what are you proud of, so it may not be a very big award. But it may be the servicing to your grandparents or helping your friends, serving the society, so you are proud of that. And therefore, your ego that has been compensated with the higher self, what are you ashamed of? You are not ashamed of your poverty, you are not ashamed of your the wisdom.

Rather than you were ashamed of when you could not help somebody even you were in a position to help somebody. When you were into serve somebody, and you have not served, because you were into the power, power is making your ego and ego was so strong. So you use the power to express yourself, not serve to serve others. It was not surrendered. So these answers to the questions that is making you the spiritual self-review.

From your childhood to your middle age or when you are in college or school, what values you have carried on? Because your values are your meaning of life, that has to be continued. Unless and until you do not make the efforts for the spiritualism, so if the values are good, it

is nice, very nice. Congratulations. You can continue. What relationships are most important to you?

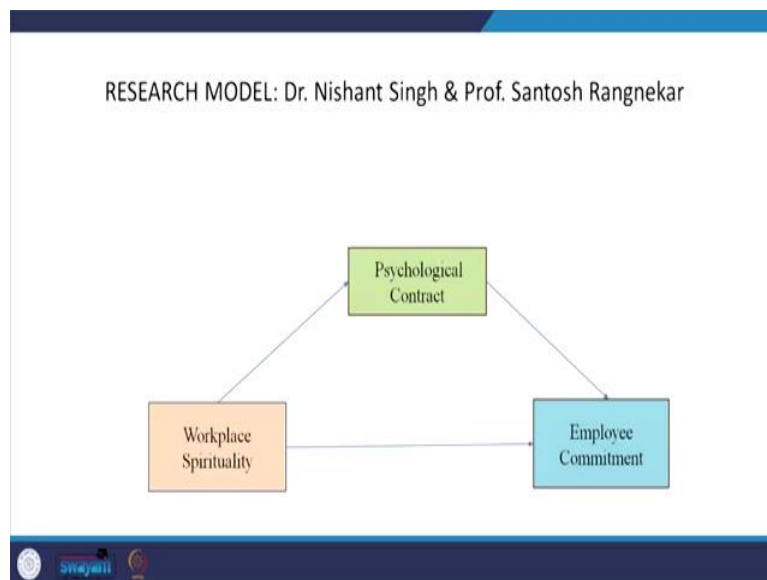
Family, friends, work, I will be discussing with you one another concept that is the, earlier it was called the work-life balance. Now it is called the work-life enrichment. How to balance with the professional life and personal life so that you are happy person and having the good relationship with all?

At the personal, you are not sacrificing your personal life to meet the professional goals. And you are sacrificing the professional goals to keep your family happy. A balance is created that I will be discussing with you how it is to be done in my the further sessions. What do you want to contribute to the world during your life? So your life what is the meaning? And at the time of departure how you will be satisfied? Have you contributed enough to the society?

And if you have contributed enough to the society, you have done. What do you want to get from your life during your lifetime? Is it the physical, material achievements or it is a spiritual achievements you want to do? Spiritual achievements means that is the peace, happiness to self and others. If you had your life to live over, what would you change? What would you keep the same? What would you try to accomplish?

It is just like working like today is my last day. And if it is my last day, then what I would like to change? For what idols if any, would you be willing to die? So you will not sacrifice your values. And what would bring you more happiness than anything else in the world or would be like heaven on earth for you. When you will be able to answer these questions, then definitely it will be the spiritual life review.

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The last slide which I would like to discuss that is a research model which I have worked, I supervise the thesis to Nishant Singh and now the Doctor Nishant Singh and myself have worked on this particular framework, that is the how to develop the workplace spirituality, what is the workplace spirituality, how this psychological contract is there. That is the how you develop the psychological contract at your workplace and how it leads to the employee commitment.

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FINDINGS

- Young employees are found more mindful than old employees.
- Transcendence as positive emotion is found to be increased with age.
- Females employees are more likely to show compassion than male employees.
- Females have higher levels of ['oxytocin'](#) called as 'cuddle hormone' which is believed to prompt nurturing and bonding behaviors. This hormone is linked to social interaction, bonding, and monogamy through which women tend to exhibit more positive emotions such as compassion in form of empathy and sympathy (Seppala, 2013).
- Psychological contract partially mediates the relationship between WPS and employee commitment.
- Assessment of psychological contract can play a vital role through which employees perception and moods toward their employer can be predicted.

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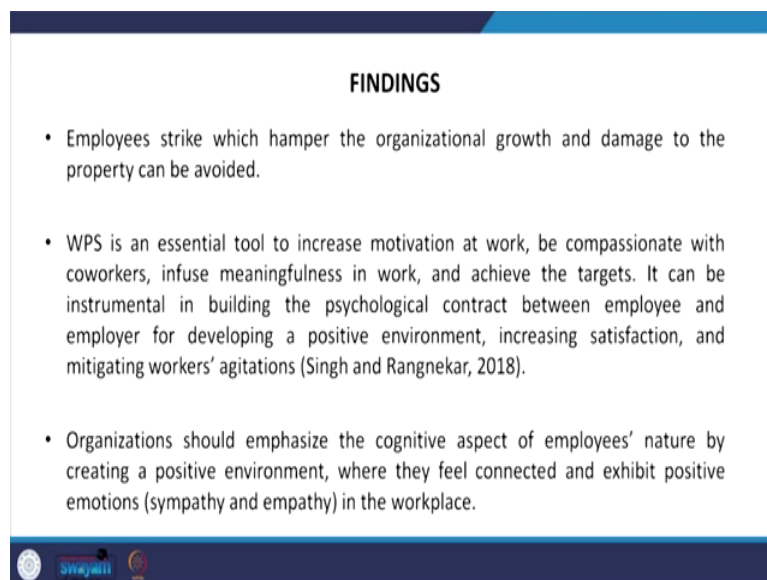
So this is the spirituality related to the workplace. And when we talk about the spirituality at the workplace, we talk about that is the young employees are found more mindful than old

employees and therefore, they are highly concerned. Transcendence is the positive emotion is found to be increased with age. Female employees are more likely to show compassion than male employees at workplace.

Female show higher level of oxytocin called as the cuddle hormone, which is believed to prompt nurturing and bonding behaviors. This hormone is linked to the social interaction, bonding and monogamy through which women tend to exhibit more positive emotions such as compassion in form of empathy and sympathy. As I already mentioned in my session 2 of spiritualism that is the love and compassion that is creating the framework of your life.

Psychological contract partially mediates the relationship between the workplace spirituality and employee commitment. And why? Because there is always a conflict between the physical intelligence and spiritual intelligence and SQ. Assessment or psychological contract can play a vital role through which employee's perception and move towards the employer that can be predicted.

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FINDINGS

- Employees strike which hamper the organizational growth and damage to the property can be avoided.
- WPS is an essential tool to increase motivation at work, be compassionate with coworkers, infuse meaningfulness in work, and achieve the targets. It can be instrumental in building the psychological contract between employee and employer for developing a positive environment, increasing satisfaction, and mitigating workers' agitations (Singh and Rangnekar, 2018).
- Organizations should emphasize the cognitive aspect of employees' nature by creating a positive environment, where they feel connected and exhibit positive emotions (sympathy and empathy) in the workplace.

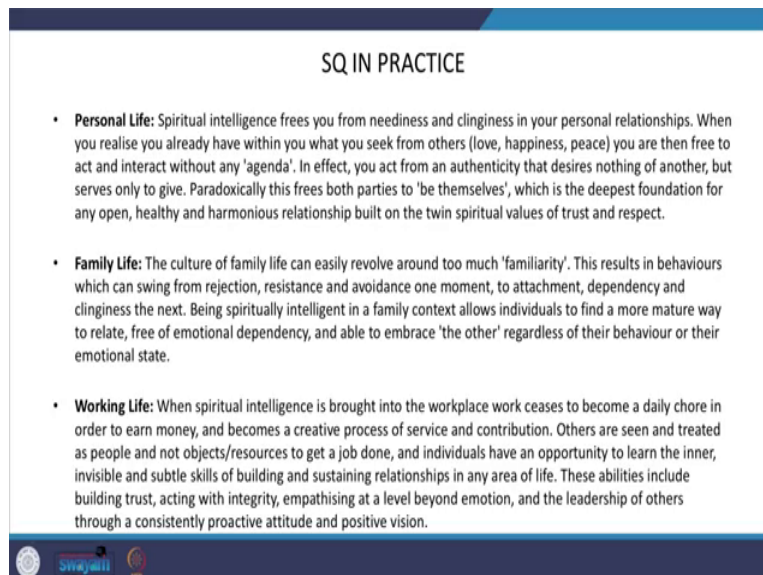
Employee's strike which hamper the organizational growth and damage to the property can be avoided. So workplace spirituality is an essential tool to increase motivation at work. So it is not only that is your uplift your soul but it is also when you uplift your soul, your contribution towards the organization that also increases. And that is why the spiritual quotient that becomes important at workplace also.

Be compassionate with the co-workers and naturally we can understand easily that will create the good team work. Infuse meaningfulness in work, so whatever you are doing you add the value in that and achieve the targets. So your productivity also increases. It can be instrumental in building the psychological contract between the employee and employer for developing a positive environment.

So therefore it is not only the materialistic contract or the employment contract, but there is a commitment in the mind and therefore between the employee and employer. So it creates positive environment increasing satisfaction and mitigating the workers' agitations. So therefore if there is a lot of agitations surrounding, you can create a good and the happy workplace with the help of spirituality.




Organization should emphasize the cognitive aspect of employee's nature by creating a positive environment where they feel connected and exhibit positive emotions. So that will be also be a place where there will be the positive emotions and in the workplace is there.

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SQ IN PRACTICE

- **Personal Life:** Spiritual intelligence frees you from neediness and clinginess in your personal relationships. When you realise you already have within you what you seek from others (love, happiness, peace) you are then free to act and interact without any 'agenda'. In effect, you act from an authenticity that desires nothing of another, but serves only to give. Paradoxically this frees both parties to 'be themselves', which is the deepest foundation for any open, healthy and harmonious relationship built on the twin spiritual values of trust and respect.
- **Family Life:** The culture of family life can easily revolve around too much 'familiarity'. This results in behaviours which can swing from rejection, resistance and avoidance one moment, to attachment, dependency and clinginess the next. Being spiritually intelligent in a family context allows individuals to find a more mature way to relate, free of emotional dependency, and able to embrace 'the other' regardless of their behaviour or their emotional state.
- **Working Life:** When spiritual intelligence is brought into the workplace work ceases to become a daily chore in order to earn money, and becomes a creative process of service and contribution. Others are seen and treated as people and not objects/resources to get a job done, and individuals have an opportunity to learn the inner, invisible and subtle skills of building and sustaining relationships in any area of life. These abilities include building trust, acting with integrity, empathising at a level beyond emotion, and the leadership of others through a consistently proactive attitude and positive vision.

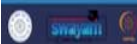
METHODS TO UNLEARN THE ILLUSIONS AND MISPERCEPTIONS

- **Meditation:** Meditation is the cultivation of self awareness. In the meditative process you learn about your self. Meditation will also help you restore the ability to control your thoughts and feelings, sharpen your ability to discern truth from illusion, and thereby make more intelligent choices.
- **Detached Observation:** This is the ability to disengage from the world of action and interaction outside your self, and to disengage from the world of thoughts and feelings within your consciousness. It is not avoidance of either world, but a way to see more clearly and therefore understand more deeply what is actually happening. This practice is also essential in order not to 'waste' energy at mental and emotional levels, where much of your tiredness has its origins.
- **Reflection:** This involves taking time out on a daily basis to review and re-assess past experiences of the interactions with others. This allows the self/soul to build awareness of the connection between inner world of thoughts and feelings and the outer world of action and the consequences of those actions.



METHODS TO UNLEARN THE ILLUSIONS AND MISPERCEPTIONS

- **Connecting:** There is a higher source of spiritual power and it is possible to connect with that source and empower oneself. This accelerates the developmental process increasing both the depth and breadth of your spiritual intelligence. Energy absorbed from the Supreme Source is essential to clearing the inner clutter and to focus your consciousness.
- **Practice:** New learning, new insights, new realisations are only theories and have no power to change your life unless they are brought into action, allowed to shape new behaviours, and then perfected in the process of expression. Practical action is essential to sustaining the momentum of developing spiritual intelligence.
- **Seeing:** Spiritual vision is learning to see only the best in others and by doing so empowering others to develop the best in themselves. From a spiritual point of view seeing is creating - how you see the 'other' is how you will create the other within you, which will be both a reflection of how you see yourself at that moment and the quality of the energy you will then give to them.



These are certain examples, SQ in practice which you can know. So these are the method to unlearn the illusions and misperceptions that is meditation, detached observation, reflections, connecting and practice and seeing. So therefore, by these methods and definitely we can unlearn the illusions and misperceptions. And then we can develop our spirituality in this context so that at the workplace or in the personal life we can create more happiness not only for the ourselves but for the whole world also.

So this is all about the spirituality and contribution of the spirituality in the workplace and role of spirituality in workplace and interpersonal relationship at the personal level also. I am sure that is these inputs they will definitely enlighten you in making the uplift for your ego to the higher self-ego and therefore you will match with the brotherhood across the world. Thank you.