



**Due Date: May 1, 2007**

**INFORMATION FOR THE APPLICATION FOR  
2007 INTERNATIONAL SPIRIT AT WORK AWARD**

*Inspired by the work and vision of Willis Harman (1918-1997)*

*A re-spiritualization of society is taking place, but one more experiential and non-institutionalized, less fundamentalist and sacerdotal, than most of the historically familiar forms of religion. Such a change in the basic picture of reality must inevitably be accompanied by a long-term shift in value emphases and priorities. As a result all institutions can be expected to go through major changes, including particularly the industrial, economic and financial ones.*

*Willis Harman*

The International Spirit at Work Award (ISAW; formerly called the Willis Harman Spirit at Work Award) will be given to selected organizations that have implemented specific policies, programs, or practices that explicitly nurture spirituality inside their organizations.

There are two awards – the International Spirit at Work Award for organizations with at least 100 full-time paid employees – and the Small Business International Spirit at Work Award for organizations with between 20 and 99 full-time paid employees. The 2007 International Spirit at Work Awards and Alumni Conference will be held October 19-21<sup>st</sup>, 2007 at Simpsonwood Conference Center in Atlanta, Georgia, USA.

<b><i>I. What is Spirituality in the Context of the ISAW?</i></b>	<b>3</b>
<b><i>II. Application Requirements including fees</i></b>	<b>4</b>
<b><i>III. The Application</i></b>	<b>6</b>
<b><i>IV. Submitting an Application</i></b>	<b>9</b>
<b><i>V. Receiving the Award</i></b>	<b>9</b>
<b><i>VI. Application and Award Schedule</i></b>	<b>10</b>
<b><i>VII. Who Was Willis Harman?</i></b>	<b>10</b>
<b><i>VIII. Frequently Asked Questions</i></b>	<b>11</b>

## **Benefits of Applying for the International Spirit at Work Award**

There are many benefits to receiving the International Spirit at Work Award. Past honorees have found that it helps them to attract and retain employees who are committed to working in a values-driven culture. It is also of value to organizations who are proud to communicate to customers and other stakeholders that they are an organization that is committed to nurturing the human spirit and making the world a better place to be.

Each year, past honorees are invited to attend the International Spirit at Work Conference and asked to give a workshop about their latest spiritual practices or programs. This gives them an opportunity to network and learn from the other honorees as well as an opportunity to continue sharing their message with others. It can be lonely being on the edge of human and organizational potential, and our honorees find it very valuable to know that they are a part of an ongoing community of people who value the integration of spirituality and the workplace.

## I. What is Spirituality in the Context of the ISAW?

The Selection Committee offers the following broad interpretation of spirituality and spirituality in the workplace as a starting point for consideration, with the recognition that each individual may have his/her own personal definitions:

- **The innate human attribute in spirituality.** All people bring this as an integral part of themselves to the workplace. Spirituality is a state or experience that can provide individuals with direction or meaning, or provide feelings of understanding, support, inner wholeness or connectedness. Connectedness can be to themselves, other people, nature, the universe, a god, or some other supernatural power.
- **The “vertical” component in spirituality** – a desire to transcend the individual ego or personality self. The name you put on the vertical component might be God, Spirit, Universe, Higher Power or something else. There are a great many names for this vertical dimension. This dimension is experienced as a conscious sense of profound connection to the Universe/God/Spirit. This might be experienced internally as moments of awe or peak experiences. A strong, sustained vertical component reflects in outer behaviors as a person (or group) who is centered and able to tap into deep inner strength and wisdom. Generally quiet time, time in nature, or other reflective activities or practices are required to access the “vertical” component of our spirituality. Examples of the vertical component of spirituality might be meditation rooms, time for shared reflection, silence before meetings, ecumenical prayer, and support for employees to take time off for spiritual development.
- **The “horizontal” component in spirituality** – a desire to be of service to other humans and the planet. In the horizontal we seek to make a difference through our actions. This dimension is manifested externally. A person with a strong “vertical connection” who is also able to demonstrate the “horizontal dimension” has a clear grasp on his/her mission, ethics, values. A strong “horizontal” component is demonstrated by a service orientation, compassion, and well-aligned vision/mission and values that are carried out in productive effective services and products.
- **Spirituality in the workplace** means that employees find nourishment for **both** the vertical and horizontal dimensions of their spirituality at work. Spirituality in the Workplace is about individuals and organisations seeing work as a spiritual path, as an opportunity to grow and to contribute to society in a meaningful way. It is about care, compassion and support of others; about integrity and people being true to themselves and others. It means individuals and organisations attempting to live their values more fully in the work they do. Examples of vertical organizational spirituality include: meditation time at the beginning of meetings, retreat or spiritual training time set aside for employees, appropriate accommodation of employee prayer practices, and openly asking questions to test if company actions are aligned with higher meaning and purpose. Companies with a strong sense of the horizontal will generally demonstrate some or all of the following: caring behaviors among co-workers; a social responsibility orientation; strong service commitments to customers; environmental sensitivity; and a significant volume of community service activities. The vertical and horizontal dimensions should be well integrated – so that motivations (sourced from the vertical) and actions (horizontal manifestations) are explicitly linked.

We will be honoring organizations that are financially sound, sustainable, and effective, as well as focused on greater meaning and purpose. We believe that when done properly, Spirit at Work enhances the overall value of the organization.

The phrase "explicitly nurture spirituality" means that the topic of spirituality is openly discussed - not just assumed or implied. In the past some groups have called their initiatives Team Building or Leadership...yet what they really wanted was to create a more spiritual work environment. The drive to make a difference in the world for them was a spiritual hunger. Now they are willing to discuss this openly. These are the kinds of organizations we are seeking for the International Spirit At Work Award.

## II. Application Requirements

An organization may apply if it meets the following requirements:

- If applying for the International Spirit at Work Award, the organization must have at least 100 full-time paid employees (or the equivalent in full and part-time employees). If applying for the Small Business International Spirit at Work Award, the organization must have the equivalent of between 20 and 99 full-time paid employees.
- The organization is at least five years old, so they have faced the testing of the marketplace; three years for Small organizations.
- Both vertical and horizontal dimensions of Spirituality are demonstrated within the organization and described in detail in the application.
- The explicitly spiritual project, policy or practice being acknowledged must have been in place at least one year to demonstrate a minimum level of sustainability.
- The organization agrees to attend the 2007 International Spirit at Work Awards conference if it is selected to receive the award, and to run one or more short workshops about the organization's spiritual practices, policies and/or programs. **Non-attendees will not receive the award, nor will they be considered an award honoree in 2007. However, they may attend the conference in 2008 and will be considered a 2008 honoree.**
- By submitting this application, you agree that if selected, your organization will work with the ISAW committee to prepare simple case materials that can be used by other organizations who may wish to emulate your policies, programs or practices.

An application fee of **\$500 (U.S. funds)** for the **Small Business International Spirit at Work Award** or an application fee of **\$1000 (U.S. funds)** for the **International Spirit at Work Award** must be sent to: Association for Spirit at Work, 36 Sylvan Hills Road, East Haven, CT 06513. This is a non-refundable application fee. Proceeds from this fee help to pay for the expenses incurred by members of the Selection Committee in assessing each organization's qualifications for the award, which may include on-site visits.

We are looking for organizations where there is a long-term commitment to continuing Spirit at Work initiatives. This can be demonstrated by the effort put into

creating systems and procedures to ensure that Spirit at Work is an ongoing, established part of your organization's culture and overall approach to business.

The Selection Committee will screen nominations and make the final selections of honorees for each year based on its own best judgment. The intention of the award is to find organizations whose Spirit at Work practices, policies and procedures help to make the world a better place. By honoring such organizations the Committee hopes to illustrate for others how they too might participate in the transformation of organizational life – and thereby make the world a better place.

**Note:** Please submit only pages 6-13 of this application. You do not need to send us these introductory pages.



## INTERNATIONAL SPIRIT AT WORK AWARD APPLICATION

Name of Organization: \_\_\_\_\_

### III. The Application

Applications require a written description of the organization and a description of how they meet the criteria (see below). Please type your responses to the items below into this MS Word Document. Applications must contain sufficient background information so Committee members can make informed choices. **Please limit the application to a maximum 12 pages in addition to this document (i.e. a total of 20 pages).** All applications must be submitted **by email** to the Committee Chair, Elisa Mallis, at [elisa@spiritatwork.org](mailto:elisa@spiritatwork.org).

The contact person cited on the application must make themselves available for questions should Committee members require more information.

#### Your application needs to include:

##### 1) Basic Data:

a) Name of Organization (can be a division of a larger organization):

b) Date of founding:

c) Number of employees

(Note: Small Business – 20-99 employees; Medium to Large Business – 100 or more employees):

d) Nature and scope of business:

e) Location(s):

f) Website address (if applicable)

**2. Contact Information**

a) Contact Person's Name:

b) Position:

c) Phone:

d) Email:

e) Cell phone:

f) Mailing Address:

Please provide full contact information for a back-up contact person in case we cannot make contact with you for any reason.

g) Backup Contact Person's Name:

h) Position:

i) Phone:

j) Email:

k) Cell phone:

l) Mailing Address:

Note: It is essential that all this contact information be provided so that we can follow up with you.

**3. A Brief Description of Your Organization:**

a) What are the vision and mission; philosophy and core values of your organization?

b) How does your organization define "Spirituality". How do you talk about the "vertical" and "horizontal" dimensions of spirituality? (Minimum of 500 words)

c) How do you handle concerns about diversity of religions and what boundaries do you set around employees trying to convert each other, or in any way making others uncomfortable? To what degree do employees have a choice about participating in spirituality in the workplace activities? To what degree are employees able to express their own spirituality? Is there any form of spirituality that is excluded from the organization? (Minimum of 500 words)

**4. Core Application:**

**The response to this section should be the heart of the application.** What policies, programs, or practices **explicitly promote or enable spirituality at work?** "At work" refers to your workforce. For the purpose of this award, the Committee is more interested in how your workforce is treated but we also want to hear about your customers and clients. Your application will not be sufficient if your practices do not include your employees. Explain the nature and scope of the organization's activities; when these practices were implemented and by whom; relevant background; public visibility; etc. Finally do you believe these programs will be sustainable over time? If so why?

a) Description of policies, programs or practices (minimum of 1000 words):

b) What has been the effect of policies, programs, or practices on stakeholders? Stakeholders include employees, owners, customers or clients, suppliers, communities in which business has a presence, etc. **A separate attachment with verbatim testimonials is allowed.** Please email this attachment separately and limit to 4 pages (in addition to the maximum of 12 pages on the Application) (minimum of 1000 words):

c) What has been the effect of policies, programs, or practices on nominee's business success? Please say how you feel these programs have helped you. For example: Has it contributed to growth? Has it improved employee retention? Please provide statistics whenever possible. (minimum of 1000 words)

d) How has the organization been a model or inspiration for others companies in your industry or outside of it? For example, is your CEO often asked to speak at

industry conferences and does he or she speak explicitly about spirituality?  
(minimum of 500 words)

### **5. Stakeholder References**

A minimum of two references are recommended. Stakeholders may be owners, employees, suppliers, customers, strategic partners, community representatives, or environmental representatives, who are not leading your Spirit at Work initiative but can attest independently and genuinely to at least one of these:

- Vertical and horizontal dimensions of Spirituality demonstrated by the organization
- The explicitly spiritual project, policy or practice being acknowledged
- Any impact this person/group has observed resulting from the organization's Spirit at Work program, policies, practices, etc.

Please include name, contact information and the relationship to the applicant.

### **6. Sources of additional information on the applicant:**

Here you may mention documents which you attached to the email containing this application but which are not part of this 12 page application. You may also list websites that can be accessed by the committee if needed.

## **IV. Submitting an Application**

Applications shall include the information requested above (see Items #1- 6) and can be submitted via email to: [elisa@spiritatwork.org](mailto:elisa@spiritatwork.org)

The Committee members reside on multiple continents and cannot share paper documents. For this reason only electronic submissions will be accepted. Additional support material, such as copies of the Mission Statement, descriptions of specific programs, or articles about the spiritual practices of the organization must also be submitted electronically.

## **V. Receiving the Award**

Organizations receiving the Award must be willing to contribute to some of the activities that promote and raise awareness off the award, such as:

- Agreeing to attend the 2007 International Spirit at Work Awards conference to receive the award and to offer a workshop presentation on their programs and/or practices. The 2007 Conference will be held at Simpsonwood Conference Center, Atlanta, Georgia, USA on October 19-21<sup>st</sup>, 2007. You must attend the conference and offer a workshop in order to receive the Award and to be considered an ISAW Honoree.
- Providing a 1 page overview of your best practices for our Program Book and a 10 page overview of best practices for the attendees of the award ceremony and for the websites of the sponsoring organizations
- Signing a release form that grants permission for your case study to be included in ISAW publications

- Signing a release form that allows us to videotape and audiotape your presentations.
- Willingness to be contacted by researchers, journalists, and like-minded organizations to share what you are doing
- Agreeing that your application can be made available to future applicants and to journalists and researchers who are writing positive stories or work about spirituality in the workplace.

## VI. Application and Award Schedule

**Due Date for nominations is May 1, 2007** for the 2007 awards. The application form needs to be submitted in English. Decisions will be communicated to all applicants by the end of July. At the present time, we do not have enough funding to allow us to pay travel for honorees. However, we will waive the conference fee and pay the retreat expenses for one representative from each of the organizations honored. Award recipients will be profiled in co-organizers publications and on their websites and at their conferences. In addition to a few former award recipients, the Selection Committee of the ISAW Awards is currently composed of members from following non-profit organizations:

- **The Association for Spirit at Work:** "The professional association for people involved with spirituality in the workplace" [www.spiritatwork.org](http://www.spiritatwork.org).
- **The World Business Academy:** "Rekindling the human spirit in business." [www.worldbusiness.org](http://www.worldbusiness.org)
- **The European Baha'i Business Forum:** "Enhancing the well-being and prosperity of humankind." [www.ebbf.org](http://www.ebbf.org)

## VII. Who was Willis Harman?

This award was inspired by the work of Willis Harman, PhD (1919-1997) who was a visionary thinker, futurist and social scientist who continuously articulated the possibility for humankind to transcend the limits of out-moded thinking. He was the author of several books including *Creative Work: The Constructive Role of Business in a Transforming Society* (with John Hormann), *An Incomplete Guide to the Future*, and *Global Mind Change*. He was co-editor of *The New Business of Business: Sharing Responsibility for a Positive Global Future* (with Maya Porter). He was also co-founder of the World Business Academy (1988), president of Institute of Noetic Sciences from 1973 until late 1996, a social scientist and futurist with SRI International in the late 1960s and early 1970s, and a professor at Stanford University prior to these other affiliations. This award honors organizations who are living examples of Willis Harman's vision that business will play a major role in transforming social consciousness.

### For further information contact:

Elisa Mallis

Chair, Selection Committee, 2007 International Spirit at Work Award

[elisa@spiritatwork.org](mailto:elisa@spiritatwork.org).

## VIII. ISAW Application - Frequently asked questions

**Q: Can my organization apply if it is faith-based?**

A: You may apply as long as you are not promoting any one faith tradition. Honorees must respect all faith traditions and not use any Spirit At Work initiatives as a way to convert others to their preferred faith.

**Q: Can my organization apply if it is based on the spiritual teaching of one person or is a religious organization such as a church?**

A. No, we're sorry. We are looking for organizations that will serve as acceptable models to the broadest type of business organizations, and we believe that an organization that focuses on the teachings of one spiritual leader or is promoting one particular religion may not be easily accepted by mainstream organizations as a model. At the same time, we recognize that these kinds of organizations are often on the leading edge of spiritual practices in the workplace.

**Q: What kinds of organizations can apply?**

A: For-profit, not-for-profit, educational, or governmental organizations may apply. Privately held companies may apply. Publicly held companies may apply. Universities may apply. Basically any group of 20 or more full-time, paid employees (or full-time equivalent) who meet the criteria listed in the application form can apply.

**Q: Can I count volunteers as part of my employee count?**

A: Generally not, and here is why: Work is generally to make a living and pay the bills. Therefore this kind of work is done in return for pay. Work-for-pay creates the potential for inconsiderate treatment of workers who may feel trapped. We are trying to promote change in the workplace so that our time at work is nourishing to our Spirit. Volunteers who are mistreated can easily leave. Thus our focus is on paid employees. However, if you have a special circumstance, contact us so we can consider your eligibility.

**Q: My entire organization at large is not yet involved with Spirit at Work initiatives, but my Division has a great program. Can we apply?**

A: Yes, as long as your Division has at least 20 full-time employees, has been in existence for 5 years or more (3 for small organizations), and has a reasonable degree of autonomy (decision-making authority) in regard to this project.

**Q: Our project has been a pilot project within our larger organization. Can a pilot project apply?**

A: Yes as long as your organization meets the other criteria and the leadership of your organization has approved this pilot.

**Q: Do some types of organizations or organizations in particular countries/regions have an advantage?**

A: Some types of organizations or organizations in particular countries/regions may be thought to have an advantage, both through having more experience of practicing spirituality in the workplace and where English is their first language. However, we have developed an approach that allows for all applications to be fairly considered in both the business and cultural context from which they are presented.

**Q: Are there any restrictions on the types of organizations that can apply?**

A: No – any organization can apply, with the exception listed above, and they have more than 20 employees. We do not exclude from consideration any organization based on their product or service. If an organization's product or

service could be considered harmful to society as decided by the Selection Committee, then there will be an obligation for the organization to demonstrate that their overall vision/mission/values are aligned with compassion for the concerns and needs of every stakeholder – including but not limited to employees, the environment and the community.

**Q: What could cause my organization to not be selected for an award?**

A: If you do not meet the criteria specified in this application OR If the Committee feels there is any inappropriate behavior in the organization, such as attempts to convert employees or unethical behavior OR If the Committee feels that the greater purpose of the International Spirit at Work Award is not served by naming your organization as an honoree

**Q: Can my organization be a sponsor (donate money or services) to the award in the same year as we apply for an award?**

A: We would welcome your support but we're afraid we cannot accept donations in the same year as an application. If you have already donated in the same year, your contribution will be refunded. We want to avoid any conflict of interest – or even an appearance of a conflict of interest. Most of our donations for the awards and for the conference come from ISAW Alumni, so if you have received the award in the past, we welcome your support through donations or services.

**Q: Does my organization have to be present at the conference in New York to receive the award?**

A: Yes – since it represents a visible commitment of senior management to the Spirit at Work initiative. A photographer will be present, and possibly representatives of the press, so the Award Ceremony is a good opportunity for the organization to gain favorable recognition.

**Q: Can I see some applications from prior honorees to get an idea of what other organizations have done?**

A: Yes, several previous award recipients have made their applications available. Check the website [www.spiritatwork.org](http://www.spiritatwork.org) to see if they are posted. If they are not yet there, contact Elisa Mallis at [elisa@spiritatwork.org](mailto:elisa@spiritatwork.org) to request some sample applications.

**Q: Do I have to model my application after previous year's applications?**

A: No. We want to encourage a creative and authentic description of the uniqueness of your organization's policies, procedures, or practices that nurture the human spirit. We want you to tell your own story in your own words. However, you may consult previous applications to be inspired by the way Award honorees have filled out the application

**Q: Can I get some help as I am working on my application? I have some questions and I want to be sure I present the information you need.**

A: We are happy to help you complete the application process. However this is not necessary to be successful as an applicant. We will contact all applicants to clarify items in the application – so getting help in advance is available but optional. Contact the Chairperson and a Committee member will be assigned to help you through the application process. If you have a noteworthy program or practice we WANT you to apply! Let us help!

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