



Towards Enlightened Management

In the last few months, BCC management has been looking at the implications of our Major Purpose in terms of the internal dynamics of our organisation. Submission to God, service to humanity, giving, work and success enfold the whole of life and, as our Major Purpose progresses, its implications are beginning to surface.

The first thing that is called into question is the relationship of everyone who lives and works in the House of BCC. We have never been an organisation that enforces strictly hierarchical relationships. As a matter of policy we encourage a more fluid and dynamic situation where each person can explore his or her potential and find how best they can contribute to the overall good. In the same way our goals, whether material or moral, are allowed to evolve out of a common consensus.

This policy is both pragmatic and idealistic at the same time. It is pragmatic because it guarantees a harmony of purpose throughout BCC. But it is also idealistic because it places a responsibility on every member of the family to aim for the highest realisable goal. This gives an enormous respect to each individual. The wholeness of our organisation is made up of individuals who all have an essential part to play in it and as such should all contribute to its overall direction.

This year, the tenth in our history, has seen the moral dimension of our work come to the fore. It was always there, but in the first few years we were preoccupied with gaining a foothold in the commercial world. Now that BCC has grown to the point where we are playing a major role on the world stage, we can at last start to enjoy the moral side of our work. We are taking the first tentative steps in formulating a completely new work ethic. We are being drawn into this because of the implications of the Major Purpose. We are also doing it because it is a great pleasure.

It seems that the remnants of the conventional work ethic that still persist in BCC are incompatible with the dignity and self-respect that the Major Purpose accords to us all. Submission to God is pure joy. It raises the individual to a universal status. The desires of an enlightened person are in perfect accord with the laws of nature and so all-powerful nature ensures that these desires are met. In this state, success is assured and giving is spontaneous. The enlightened person is a blessing to their family, their colleagues and the whole world. We are striving to promote this quality of life and this level of awareness throughout BCC.

This policy has many implications. One of the most important concerns our salaries. In almost every other commercial

organisation in the world there is a direct trade-off between the value of an employee to a company and the salary they receive. On the shop floor of a factory this is usually worked out on an hourly basis while managers are paid according to their level of responsibility. But whether employees are paid for their physical skill or their mental ability, the fact remains that they are selling a part of themselves to another human being. The relationship between employer and employee is, in the final analysis, always a relationship of master and servant. It is demeaning to the employer and employee alike.

BCC is not in the market for human energy. We are not buyers and sellers of human energy. Most people have been forced to accept an employer/employee relationship as the only way of earning enough money to live. But as soon as a moral dimension emerges in one's work, it is no longer acceptable. If our work really is part of a service to humanity and if this impulse springs spontaneously from our hearts, then we are not working for money. We are working for love. Of course, we still need money, and quite a lot of it, in order to be comfortable and to look after our families as they deserve. But the bond between work and money dissolves when the main reason for work is service to humanity.

We are moving from a tried and tested system into the unknown. We are going from a system dependent on external rewards and motivation, which by its nature must always be hierarchical, to one which places its real emphasis on non-material values. In doing this our Major Purpose provides both guidelines and inspiration. It structures the mechanics of our evolution. It is the living reality of every breath that we take. The heart is being set free, and with it our energy and creativity.

We are seeking to establish the dignity and self-respect of everyone in BCC. It is no longer necessary to compete with colleagues for rewards, if this was ever really the case. The only standards by which we will be judged will be those that we set ourselves.

True satisfaction in one's work comes from within. It is an exhilarating feeling. When you do something well you can feel great pleasure, especially when the action is life-supporting and evolutionary. By promoting the highest values in life, our Major Purpose brings its own rewards. In this context annual increments are an automatic expression of balance in nature. Justice demands that they exist to ensure the well-being of our family. They must not be used as an instrument for motivation.