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Application of the Spiritual Laws in Quality Management

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ABSTRACT

Gli autori ritengono che oggi sia molto importante conoscere le leggi dell'universo. Il contributo fondamentale degli autori è il parallelo tra le leggi dell'universo e il concetto di gestione della qualità. Se si arriva a comprendere e praticare queste leggi, si può raggiungere la conoscenza di sé e, alla fine, la perfezione. Le leggi più importanti dell'universo sono: legge dell'amore, legge del perdono, legge della misericordia, legge della benedizione, legge del ritmo, legge della corrispondenza, legge dell'attrazione, legge dell'apprendimento. I leader devono rendersi conto che l'esempio personale è il modo migliore per motivare i dipendenti a migliorare la cultura della qualità in tutta l'organizzazione. Un leader non può creare un modello etico equo per il comportamento, stabilendo una cultura di fiducia e integrità, senza rispettare e applicare le leggi spirituali. Per esempio, che cosa sarebbe un leader se non prendesse in considerazione la legge di causa ed effetto, sapendo che raccogliamo ciò che seminiamo? Cosa dire del rispetto della legge sull'armonia, perché dobbiamo trattare gli altri nel modo in cui vogliamo essere trattati? Ogni legge è importante di per sé, poiché rappresenta un passo verso la conoscenza di sé e degli altri ... ma insieme possiamo andare verso la conoscenza e l'amore.

The authors consider that in our days is very important for us to know the laws of universe. The fundamental contribution of the authors are the parallel between the laws of the universe and the concept of quality management. If one gets to understand and to practice these laws, one can reach self-knowledge and, ultimately, perfection. The most important laws of the universe are: law of love, law of forgiveness, law of mercy, law of blessing, law of rhythm, law of correspondence, law of attraction, law of learning. Leaders have to realize that personal example is the best way to determine the employees to adapt the behavior needed to improve the quality culture throughout the organization. A leader can not create a fairness and ethical model for behavior, establishing a culture of trust and integrity, being a positive example to employees without respecting and applying spiritual laws. For example, what would a leader be if not taking into account the law of cause and effect, knowing that we reap what we sow? How about respecting harmony law cause we have to treat the others in the way we want to be treated? Each law is important in itself, as it represents a step towards self-knowledge and of the others...but together we can climb the steps towards knowledge and love.

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1 – Introduction

The necessity to mobilize collective abilities of organizations to pursue pathways challenges currently dominant models of representation and meaning is more relevant than ever. At the same time, we want to find the potential consequences of calls for an increased role of spirituality in everyday life, so as in business, management, leadership, business and economy. So, we discover strong connection between the laws of business and the laws of universe.

The Universe is made of thought, of information. The man belongs to the Universe. He/she therefore is thought and information. We are an ensemble of energy quantas, made by the project of an intelligence other than ours. ...Any thought released from our brain, beyond its semantic content, has a threefold functionality by the support implied. It is firstly an energy field modulated by information signals. It then consists of a biochemical change and the third is a substantial molecular change. We are the way we think. That is why controlling our thought is the key to our change, of our entire becoming. (Dulcan, 1992, p. 327)

All that is, was and will ever be is eternal, as all is made of the same fundamental substance, and all is a manifestation of the eternal. Scientists may call this substance energy, metaphysicians can call it spirit, while religious people simply call it God. The oscillation degree triggers the type of manifestation and each change in the oscillation triggers a change in the form of manifestation. Everything has a soul. Each soul is an indivisible part of the universal soul at the heart of creation, which is again an expression of the unique power. All that is in the universe is endowed with consciousness. (Tepperwein, 2010, p. 43)

The words are strong energies which creates our life. Each word has his own vibration, his own intention which attract his equivalent in the physical plan. (Choquette, 2009, p.103).

2 - The Spiritual Laws

Gazzola and Suciu (2017, pp.455-470) identifies some spiritual laws such as:

2.1. Law of love. As long as we are on the Earth our task is to learn how to love. It's not only about loving one's partner, but about the all-embracing love which leaves nobody and nothing out. It aims at making us messengers of his love. If we want to recognize true love, we have to acknowledge God in everyone. True love is boundless. We cannot love some and leave the other out of our love. True love means to get in tune with the oneness, with the One in us all.

We need not learn how to love, but to allow love to flow within. In order to do this, we have to get rid of the barriers and of the bottlenecks which hinder our moving forward. We need not to change, we should only allow to be ourselves.

True love is unselfish and fear free. It gives to the object of affection without asking anything in exchange. Its joy is giving. Money is God manifested, as the one liberating you from lacks and limitations, but they have to keep them circulating and use them wisely. Greed or accumulation, if looked at as more important than love, will bring along disease, disaster, even money loss. (Shinn, 1941, pp. 19-219).

2.2. Law of forgiveness. Jesus Christ brought us the Gospel as a stronger law than karma as it transcends the law of karma. It is the law of forgiveness. It sets the man free from cause and effect, from the law of consequences. (Shinn, 1941, p. 16)

The human thinking can provoke pains, sorrows and death. Jesus cuts through their absolute reality with the word and said that worries, sorrows and even death should pass. Law of forgiveness frees us from pain, anger and hatred.

2.3. Law of blessing. A blessing sent to the world is the purest and the most sublime form of energy of the thought. It sets in motion the strongest force of the Universe-the divine love. The law

of blessing reads: whatever we bless from the bottom of our heart, it is blessed immediately. The power of blessing starts fully functioning immediately. Whatever the thing we bless may be, it becomes a blessing for us. When we bless an enemy, he turns into a friend. (Tepperwein, 2010, p. 207)

You can bless your wife, your children, your friends,...and you can bless also your enemy.

2.4. *Law of faith.* Faith is an inner science which is not based on external proofs. True faith is the certitude that what is wished has to become apparent. We believe too much in the practical value of science and we know too little about the practical side of faith. Jesus always said: "all that happens to you is according to your faith". This is a fundamental spiritual law. We should bear this in mind, and believe what is right. As it will not happen what we want, but what we believe. Science identifies facts, faith makes facts come true. (Tepperwein, 2010, p 172)

In the battle between science and faith, faith wins. Faith puts your believes at work. The true fortune of men/women is his/her faith.

2.5. *Law of mercy.* Mercy means that we are allowed to ask for being always listened to, provided we just allow being gratified. It has universal applicability, but its action gives people the freedom of choice: to go the royal way towards recognition or to take the usual way towards suffering and disease. (Tepperwein, 2010, pp. 204-205)

If you have mercy on somebody, other people will be lenient on you.

2.6. *Law of harmony.* This law is visible and active throughout the entire creation. It reads that any behavior can be guided only to the point just before occurring an offsetting behavior which recreates balance and hence harmony. Polynesian priests put this law in a nutshell and turned it into a command: "you shall not hurt anyone, you shall not disturb anyone's harmony, for the other is you". (Tepperwein, 2010, pp 54-55)

We shall not let anybody disturb our harmony. But only strong people can do that.

Hermeneutists divide the world into three plans: physical, mental and spiritual. Each plan functions according to the same spiritual laws. If, therefore, we understand the laws governing one of the plans, then we will understand the way the other plans work. By applying this knowledge, we can elevate our consciousness towards the immediately higher level of existence. (Virtue, 2007, p. 16).

2.7 *Law of non-resistance.* Do not oppose to evil, do not resist to it, confront it to the better. Evil is a false law man made for himself by letting his soul go asleep. Man's sleeping spirit means a self-hypnosis enrooted in the beliefs, it is the belief perpetrated throughout generations, related to sin, disease, death and suffering.

If we want to overcome fear and if we decided to take a step in this direction, we often need not do anything for that to happen. It is the law of non-resistance which works. Some say that courage is made of genius and magic. Just face any situation fearlessly and there will be no situation you can't confront, it will drop by virtue of its own weight. The explanation is that fear attracts hurdles on your way, while courage removes them. (Shinn, 1941, p. 8)

Gandhi had a very good practice of this law.

2.8. *Law of consciousness.* We are all one. We finally distinguish from each other by expressing different sides of this Unity. The reality is a mirror image of our consciousness. What each of us needs is a consciousness awakening, because the world crisis, just as each one's crisis is an awareness crisis. (Tepperwein, 2010, p. 211)

We have to get rid of materialism and egocentrism in order to experience the laws of the spirit.

2.9. *Law of resonating.* What is of a kind attracts the same kind and it is strengthened by the same kind. What is not of the same kind will destroy itself. What is stronger will determine the weaker and it will draw it near to it. Each can attract what corresponds to its fluctuations on that moment. Our behavior determines our actions. (Tepperwein, 2010, p 82)

2.10. *Law of attraction.* Those who are alike will attract each other.

Without exception, the thing you're thinking of is the thing you start calling into your life. When you think a bit of what you wish, the law of attraction works and makes the thing bigger and stronger. The greater the thought, the more attraction power it will exert; it is therefore more likely you will experience it.

Focusing on perfect health is what we can all do deeply within ourselves, despite all the things that may happen outside. Laughter attracts joy, it dissolves negativity and triggers miraculous healings.

Beliefs about aging exist only in our minds, so let us cast those thoughts out of our mind. Let's focus on perfect health and on eternal youth. (Byrne, 2007, p. 139)

Many of our beliefs connected to real world are not at all true. We are more than we are aware of. There is no shortage and poverty in the universe. Quantum physics clearly states that there are an infinity of Universes. In reality, all that are in the Universe lives, that nothing are dead. The stars, the Sun, the planets, the Earth, air, water, fire, all are bursting with life.(Byrne, 2011, p. 107)

The laws of life and the spiritual laws are the same. We attract that we are.

2.11. *Law of abundance.* It is said that the abundance of life is given to us as our spiritual heritage. This does not only mean to have enough money. Bounty is felt in the unperceivable facts of our lives, in our harmonious connections. He who lives in affluence really has everything and each side of his life manifests in reality.

Creation manifests unsuspected riches. Genuine abundance is spiritual wealth. All comes from the spirit and it manifests then in reality. The value of a man is not deducted according to his belongings, but according to who he/she is. It is not what you have that decides, but what you are, so that each decides upon his value every moment. (Tepperwein, 2010, pp 103-104)

Any open and healthy system radiates more energy than it takes; it is an energy creator and an energy consumer at the same time. Thus the secret of abundance consists in the ability to give. Giving and serving. Whatever we give, we will receive multiplied. If we give good gifts, we receive blessing. If we give bad gifts, we receive worthless.

2.12. *Law of success.* Many people think that one has to work hard in order to be successful. However, hard work is not a cause for success. All those who perfectly master something do so easily and effortlessly. Creativity appears only in appealing conditions. Success follows, irrespectively of the purpose. When cause and aim are complementary, all that we wish for can be promoted. Success is eventually the ability to fulfill all our wishes easily and effortlessly.

One has to get prepared for what he has asked for, even before he can get any sign of it. A great achievement is usually preceded by torturing thoughts. When one takes a high level spiritual pledge, one mobilizes ancient beliefs from his/her subconscious. That's why we have to regularly make our truth statements, to enjoy and to thank for having really received them. This means that each gift, good and perfect, belongs to man/women and that it only awaits to be acknowledged by him/her. (Shinn, 1941, p. 6)

Wayne Dyer identifies ten secrets of success: to have an open minded, don't died without liberate the music inside you, you can't give that you don't have, accept the silence, throw out your personal story, you can't solve the problem with the same mind that create them, do not exist justified resentment, threat yourself like you are already what you want to become, value your divinity and wisdom means to avoid the thought that make you weaker. (Dyer, 2016, pp. 15-129)

We consider the most important of those secrets are: value your divinity, wisdom means to avoid the thought that make you weaker, threat yourself like you are already what you want to become and you can't solve the problem with the same mind that create them.

We are responsible for our success. God can help us, but He cannot do that without our contribution. The direction is ours.

2.13. *Law of learning.* Our lives go according to our beliefs, to our inner image. Thus lives may seem to us: problem, fight, game, friendship, love. When we have difficulties in acknowledging our problems, there is a way which may help us. Each rejection, just as each affinity refer to a life theme. We have to think not of problems, but of solving them and to recognize the solution in the very problems we are confronted with. (Tepperwein, 2010, p. 135).

Learning has only started, learning has not ending.

2.14. *Law of destiny.* He who plants today a thought will pick tomorrow the deed, will collect the day after tomorrow the habit, will gather the day after the character and will eventually harvest a destiny. We have the freedom to choose what we want to create. The law only shows us the consequence of our behavior. (Tepperwein, 2010, p. 178)

If we have good thoughts we will create, step by step, a deed, a habit, a character and a good destiny.

2.15. *Law of freedom.* One has the freedom that at any moment of one's existence one can break free from the slavery of fulfilling a desire. No one in this world can really own anything. All will eventually go back to its place when we leave this world. All that we take along is knowledge. Genuine freedom is giving up all that is fake, all that is an obstacle.

Spiritual laws are real. They function, if we believe them or not. We can say NO, and then to get to know disease and suffering. We can say YES and live in harmony with them. (Tepperwein, 2010, pp 151-153)

This is our only true freedom. A man/woman who knows the spiritual laws is free. Freedom means the cognition, application and understanding of spiritual laws.

2.16. *Law of thought.* Most people can't fulfill their wishes because they can't manage their thoughts. The best moment we can choose to solve a task is when we are given it. The second time will always bring along a new problem. (Tepperwein, 2010, p 157)

If we focus on opportunities, life gives us every second a new chance. Our life becomes a lot of decision-making moments.

2.17. *Law of content.* Genuine content lifts our above all difficulties of life. Thank from your heart for something you still do not possess as if you had it already- and you will have it! (Tepperwein, 2010, pp. 174-175)

The secret of consistent content will activate faith.

2.18. *The Gaia hypothesis.* Lovelock suggested that the entire planet makes up a single, self-regulating, living entity, which he called Gaia. (Hart-Davis, 2014, 315)

Here is a good example of the law of consciousness in action.

3 - What is Quality Management?

The collocation "quality management" is associated with the modern approach to quality and it presumes its holistic approach, at the organization level. According to ISO 9000: 2015, "quality management includes all activities that organizations use to direct, control, and coordinate quality". The term quality refers not only to goods and services but it also covers processes, material and human resources, structures, organizations, etc. (Gazzola, Querci, 2017)

As Ishikawa said "narrowly interpreted, quality means quality of product. Broadly interpreted, quality means quality of work, quality of service, quality of information, quality of process, quality of division, quality of people, including workers, engineers, managers, and executives, quality of system, quality of company, quality of objectives, etc". (Ishikawa, 1985) However, quality is a continuous variable; its perception may vary from one person to another, its development being closely linked to both the progress of society and social needs, but also to the

opportunities and constraints specific to business environments (Popescu, Mândru & Gogoncea, 2017).

But what is quality? In 1974 Joseph Juran issued a famous definition of quality, namely “fitness for use”, which means “appropriate for the purposes of use”. In his book “Total Quality Control”, Armand Feigenbaum considered that the quality term has the meaning of “the set of marketing, design, manufacturing, and maintenance features that determine the degree to which the product or service will meet customer expectations”. Thus, the client, with his needs and expectations, is placed at the core of the notion of quality (Mândru, 2011, Mândru et al, 2009). Peter F. Drucker said, “quality in a product or service is not what the supplier puts in. It is what the customer gets out and is willing to pay for” (Drucker, 1985).

As stated by ISO 9000: 2015, a quality oriented organization promotes a culture that results in behaviors, attitudes, activities and processes that provide value by meeting the needs and expectations of customers and other relevant stakeholders. There for, achieving quality in an organization is a matter of management (Popescu, Mândru & Gogoncea, 2017) one of the basic principles of quality management being leadership.

“Leaders at all levels establish the unity of the organization's goals and its direction. They create the environment in which people can be involved in achieving the organization's goals regarding quality” (ISO 9001, 2015).

4 - Application of the Spiritual Laws in Quality Management

Nowadays, we face a period of crisis, both material and spiritual but if we would have a close look at what is happening, we would realize that the root cause of it, is the greed. People are searching for immediate results wanting to achieve the best but with less effort. Well...there are universal laws that we cannot skip or ignore and every science has its own principles, well established that can lead us to success.

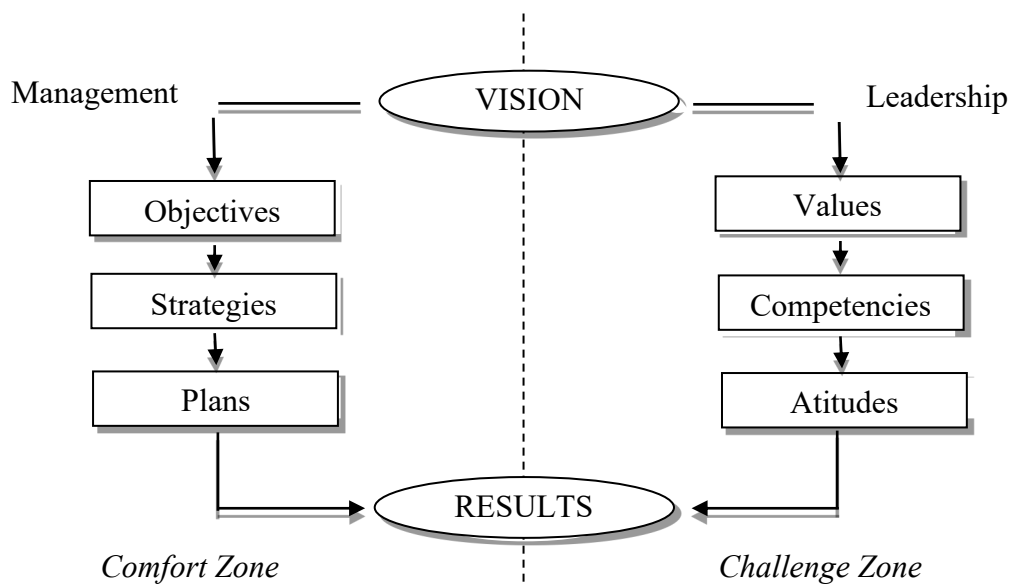


Table 1 - Management versus Leadership (Source: adapted from Pîrvu, 2017).

Skipping or ignoring them may lead us to volatile success that may not last. For example, in business, managers have to realize that they have to come out from the comfort zone and enter the challenge zone, transforming themselves into leaders (see table above).

When it comes about quality management, one of its basic principles is leadership, as stated by ISO 9000 series of standards. An authentic leader has to act as a visionary and as a creator of opinion, convincing and determining employee to follow him by their own will (Hammer, 1996, Popescu, 2010). Leaders must have the capacity to transform organization's plans into reality, this work being not individual but a team-work.

Leadership is not just the appanage of those who reside at the higher levels of the hierarchy; anyone who's interested in the success of an organization can take part of it (Westcott, 2013). According to the latest version of ISO 9000 (released in 2015), leaders have to:

- establish a vision and a direction for the entire organization;
- set challenging goals;
- create and sustain shared values, fairness and ethical models for behavior at all levels of the organization;
- establish a culture of trust and integrity within the organization;
- ensure that leaders at all levels are positive examples to people in the organization;
- provide people with the required resources, training and authority to act with accountability. (Battistini, Gazzola, 2015);
- inspire, encourage and recognize people's contribution.

A strong leadership is essential to ensure that employees understand and believe in what company is trying to achieve otherwise its efforts are wasted.

As we can see in a study published in Harvard Business Review (see figure below), there are four factors that influence establishing a quality culture throughout an organization: leadership emphasis on quality, credibility of company's quality message, peer involvement, employee empowerment and ownership of quality issues. At a closer look, we notice that when it comes about credibility of company's quality message, only 10% of the employees surveyed found that their company's messages are credible and trusty.

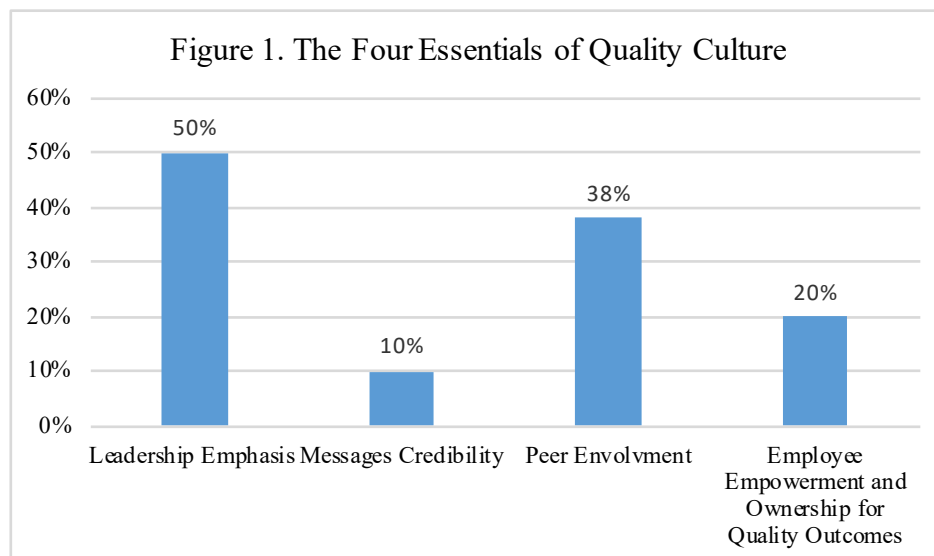


Figure 1 – The Four Essentials of Quality Culture (Source: Srinivasan and Kurey, 2014).

But how can we improve that and also raise the peer involvement, employee empowerment and leadership emphasis degree? There is well known that within the activities carried out in a

company, even when managers have the best intentions, they may occur gaps between words and facts.

Leaders have to realize that personal example is the best way to determine the employees to adopt the behavior needed to improve the quality culture throughout the organization. A leader can not create a fairness and ethical model for behavior, establishing a culture of trust and integrity, being a positive example to employees without respecting and applying the spiritual laws. For example, what would a leader be if not taking into account the law of cause and effect, knowing that we reap what we sow? How about respecting harmony law because we have to treat the others in the way we want to be treated? How about fulfilling plans and achieving established objectives without believing in ourselves and without applying the trust law? These are questions to which each leader should find the answer.

Smart executives should transmit their employees the thought law that states that every task should be fulfilled as soon as possible cause any delay may bring another additional problem, complicating things. Likewise, leaders have to assimilate the learning and changing law and shift their focus from problems to finding solutions, being aware that change is the only constant of a business that may lead to company's success.

Therefore, it should be highlighted that (Mascouse, 2014) :

a. The role of a manager is to enable people to excel. As a business grows, its demands change. Entrepreneurship is needed to spark business into life, but management discipline is required to support that growth and leadership skills are required to maintain long-term growth. Founders must adjust from being the sole decision-maker to delegating and make the transition from entrepreneur to leader. (Mascouse, 2014, p.46)

b. Managers do things rights, leaders do the right thing. Leaders develop a vision for the organization. They conquer in any context- even in the most turbulent of times. Leaders advocate the change and new approaches that managers to make a new, stable environment. (Mascouse, 2014, p.68)

c. No great manager or leader ever fell from heaven. Handy's Gods of Management reveal different types of organizational dynamic but organizations are complex at institutional and the individual level. Effective leadership requires God-like omniscience, but no great leaver ever fall from heaven. Hence, typologies can still be helpful for understanding organizational and individual complexity. (Mascouse, 2014, p. 76)

d. A leader is one who knows the way, goes the way, and shows the way

Effective leadership builds capacity in others. A leader's charisma alone is not enough. Effective leadership requires the establishment of integrity, trust, empathy and empowerment. Effective leadership requires action from the leader, not just brainpower. (Mascouse, 2014, p.78)

e. Leaders allow great people to do the work they were born to do. Effective people create effective organizations. Great leaders allow great people to excel al what they do well. They value the shopfloor as much as the shareholders. (Mascouse, 2014, p.86).

5 - Conclusion

The spiritual laws are universal and they can apply to all fields of activity. Practically, the managers and leaders from today and tomorrow, have to respect the laws of universe: the law of love, the low of forgiveness, the law of faith, the law of correspondence, the law of vibration, the

law of rhythm, the law of learning, the law of energy...All is not according with these laws, did not be any more.

Ignorance alone has an end. Knowledge always begins. Knowledge, learning, love, forgiveness, blessing, mercy, harmony, faith are cosmic processes which begin, but which never end. The more love you give, the more love you receive. Love starts by giving. The same applies to learning, knowing, blessing and truth. The more you give what you don't have, the more you get it.

The men/women becomes that he/she eat, think and love. First you become leader, second the people follow you. If you love people, people love you and follow you. The leader did not appear from nowhere, because he/she is determined by the precedents and by those, he/she believed in him/her.

The knowledge of laws of universe helps us to go forward in self-knowledge, in knowledge of others and of collaborators.

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