



Spirituality and Management

# IN SEARCH OF AN ORGANIZATION THAT SHINES

Human Well-Being  
Productivity  
Competitive Profits

To my dear father, our founder, who taught us kindness, courage and wisdom. To my dear mother, for her life of faith, hope and compassion. To my very dear wife, Myriam, for her life filled with love, intelligence and determination. To our four children, Joanne, Marie-Diane, J.-René, J.-Robert, we are leaving to you the beautiful responsibility of constructing your own pyramids and lighthouses, helped and guided by our God of Love.

**To our God of Love, thank you for Your Love, for Your Presence and constant Pardon, during the last 75 years, and the next 75 years!**

A handwritten signature in black ink, reading "J.-Robert Ouimet". The signature is fluid and cursive, with a horizontal line underlining the name.

J.-Robert Ouimet



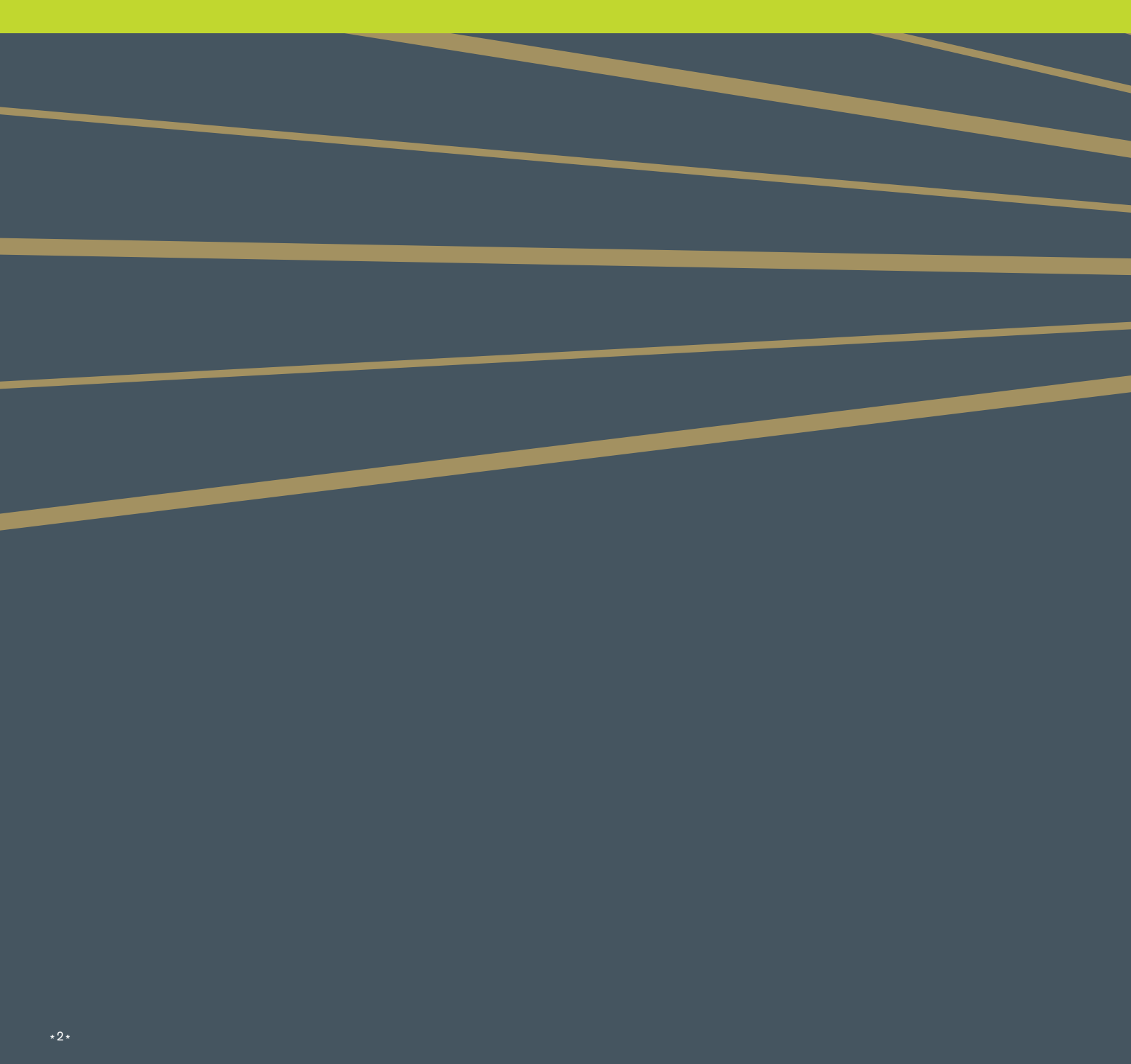


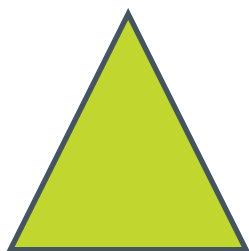
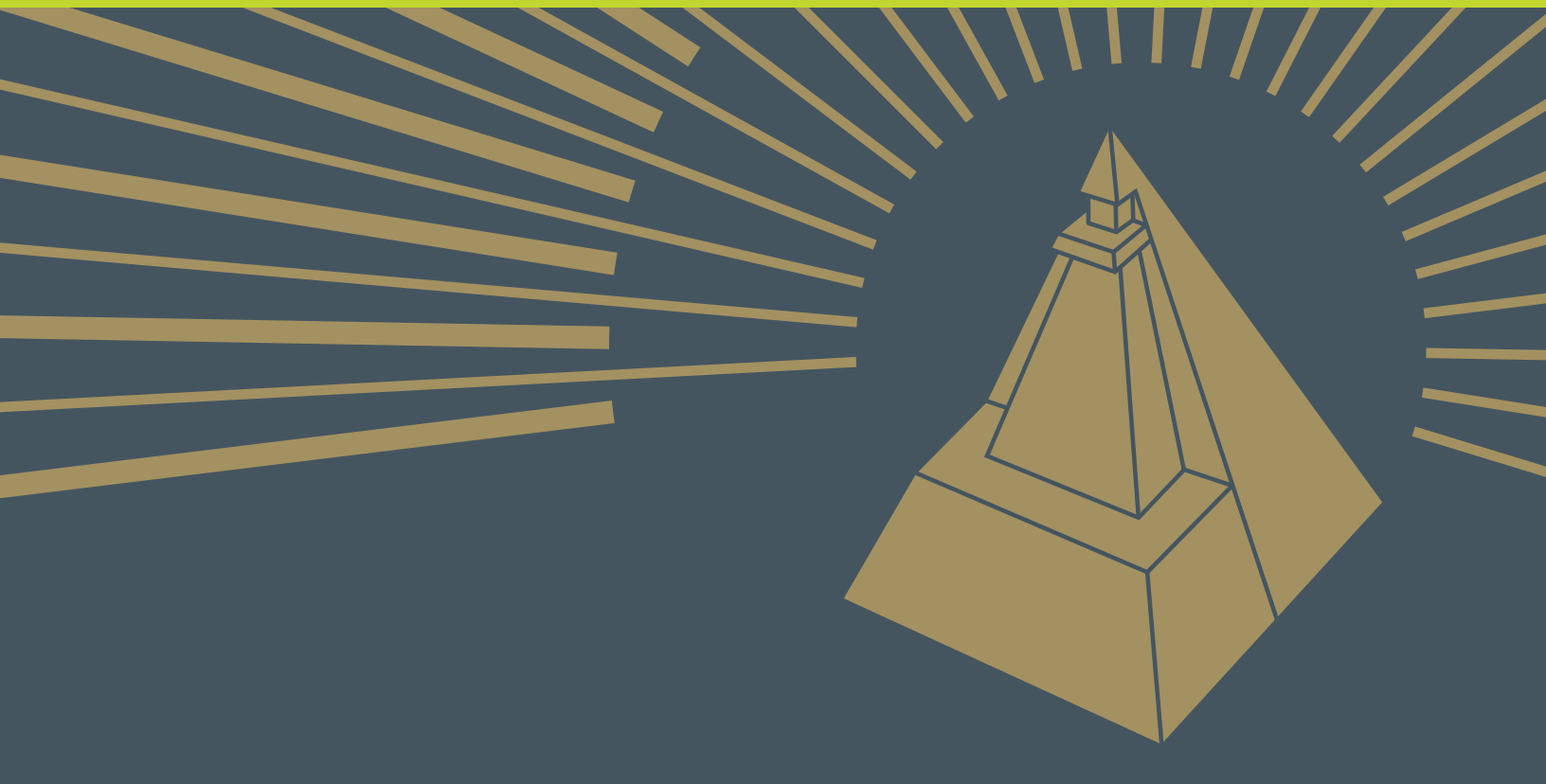
**Spirituality and Management**

# **IN SEARCH OF AN ORGANIZATION THAT SHINES**

Human Well-Being  
Productivity  
Competitive Profits







**T**he pyramid is a symbol associated with **Our Project**<sup>1</sup>. By the forceful and upward movement of its lines, it illustrates **growth** and sustained **effort**. It symbolizes **courage** and **solidarity** because it has taken a lot of work and many years to build **Our Project**. As a result, it will last a long time. Finally, it stands for **sobriety** and **beauty**,

**authenticity** and **humility** because its lines are straight and simple. This is why there are pyramids in each of our workplaces. They illustrate and contain the names of the 50 primary values fostered by the numerous activities of the two ISMA's<sup>1</sup>, the human one and the economic one.

**On the 75<sup>th</sup> anniversary of our founding by J.-René Ouimet in 1933, a new kind of pyramid has appeared in each of our workplaces.**

When the two ISMA's function more and more in team work with the keystone, the relationship between all human beings in the organization is enriched and slowly transformed.

After many years, it begins "to shine." This new culture in the workplace is like a lighthouse. It shines inside and outside the workplace. Thus, the pyramid has merged with a lighthouse.

<sup>1</sup> The terms Our Project, the human ISMA, and the economic ISMA are defined on pages 14-21.

# A word from the Chairman of the Board and Chief Executive Officer<sup>2</sup>

It is a great joy to present this new booklet on the occasion of the celebrations of our 75<sup>th</sup> anniversary which honours the founding of our companies by my father, J.-René Ouimet, in March 1933.

This booklet is especially prepared in honour of our founder and his wife, Thérèse, and for each person who has worked in our organization, but very particularly for those of 25 years of service and more.

This booklet is very especially prepared in honour of my wife, Myriam, who has played a very major role in the human, social and economic development of our companies and more important, in the transmission of love and education to our four children.

For you who intend to get to know, or join our organization, may the reading of this booklet enlighten your reflection and decision. The sus-

tained economic growth of our companies encourages our personnel and makes them feel secure but in addition, fosters our *joie de vivre*, that is a confident and positive state of being in the workplace which shines ever more brightly.

For 75 years, we have been trying to live out **Our Project** of love, solidarity, equity, justice, productivity and competitive profits, each year getting better and better. There have also been many ups and downs, and this is very human. It is very hard work to do, increasing human well-being and *joie de vivre* (Joy of living) while at the same time promoting competitive productivity and profits. It is a constant struggle... So as not to get discouraged... we need help... from ... ABOVE...

---

<sup>2</sup> Chairman of the Board and CEO: Holding O.C.B. Inc.; Cordon Bleu International Ltd.; Piazza Tomasso International Inc.; Foundation "To God Go".



## Our Project

Combining the growth of human well-being and joie de vivre, as well as competitive productivity and profits. It is a constant struggle. So as not to get discouraged do we not definitely need help... from... ABOVE...?

What is really important, however, is to continue our efforts symbolized by the great deal of work required to build a pyramid. The fruit of our labour, since 1933, is illustrated by the lighthouse because there is no doubt that we are living today in an organization that shines. Come and visit us and you will be able to judge for yourselves whether what we say is just “nice talk” or whether “we walk the talk.”

In 2007 we had a great joyful experience. Our food processing companies were transferred to the 3<sup>rd</sup> generation. In North America, from the economic standpoint, only 4% of family-owned businesses successfully pass to the 3<sup>rd</sup> generation. But many fewer than 4% of these businesses are successfully passed on to the third generation, that is to grand children who are not only interested in economic performance, but also have the strong desire and courage to continue the moral, spiritual and religious commitment of the first and second generations, such as embodied in **Our Project**.

Authentic, warm and friendly greetings to all of you and to your families. And for those interested, daily union of interior silence and prayer, all of us living it at our own personal and private rhythms.

Dr. J.-Robert Ouimet | **C.M., C.Q., M.B.A., Ph. D.**



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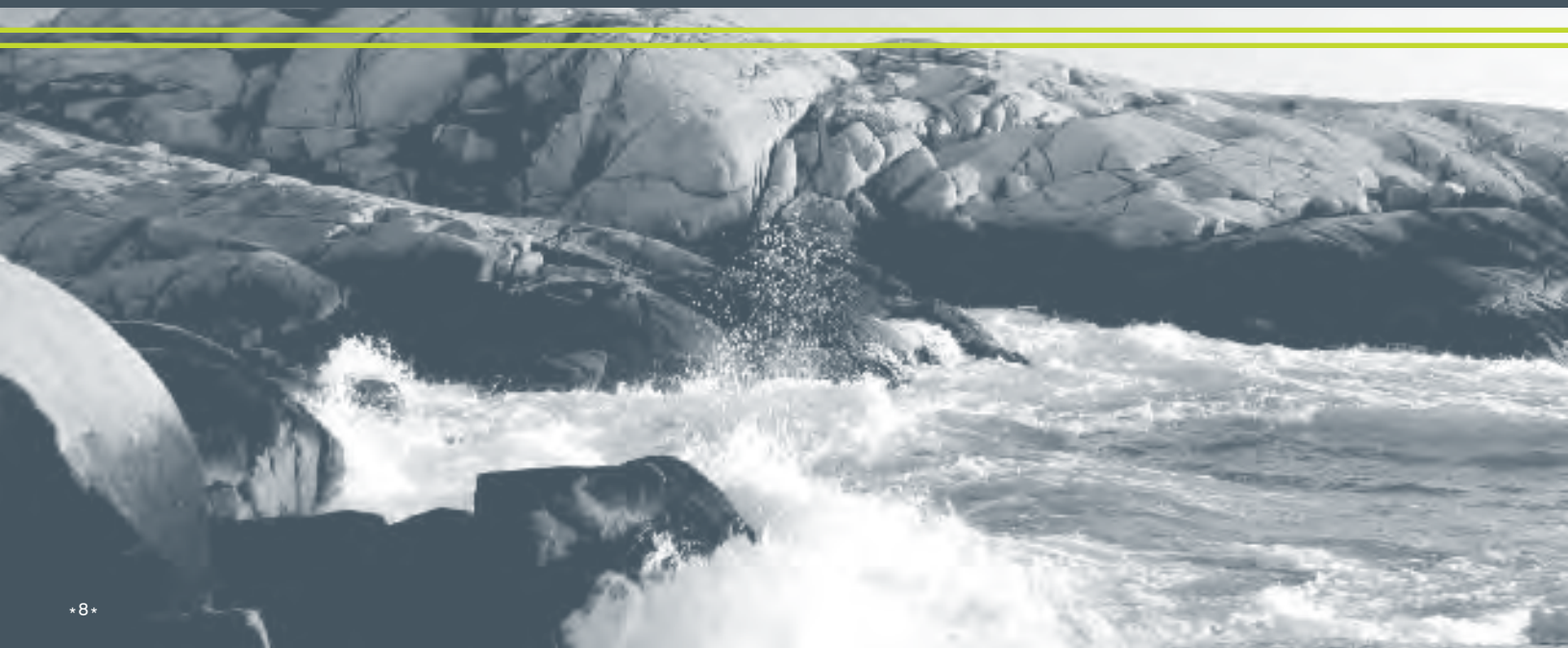
This booklet is the summary of the *Golden Book* which summarizes in 100 pages the Ph.D. thesis of 1,500 pages including annexes and scientific research documents..

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# Introduction

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It is often said that some people shine. They glow with serenity, with an inner spiritual force, with a wonderful *joie de vivre*. Other people feel them to be balanced and in full possession of their faculties. Often their secret is found in periods of silence and reflection, and for some people, meditation and prayer. They seem to drink and receive strength from a divine source. They appear to be nourished by their freely chosen spirituality or religious tradition because people cannot give what they do not have.

Is it possible, in absolute freedom, to strive for a balance between profoundly human and spiritual values, and economic values in an organization? Why not? Dr. J.-Robert Quimet, Chairman of the Board and CEO of Holding OCB Inc., Cordon Bleu International Ltd, Piazza Tomasso International Inc. and of the "To God Go" Foundation, defended a doctoral thesis in 1997 at the University of Fribourg in Switzerland. He obtained the mention *Magna Cum Laude* for the public defence of his thesis.

**There, he proposed a management model that aims at fostering profoundly human and spiritual values inside an organization while also promoting, encouraging and stimulating the progressive growth of productivity and competitive profits.**

At the beginning, this experimental approach was known as **Our Mission**, and since 1990, as **Our Project**. It has been an attempt to "spiritualize" an organization in the same way that people are spiritualized.

In the present booklet, you will find a short description of **Our Project**, the activities associated with it and the values they foster in the workplace. You will also learn about the conditions which favour the success of **Our Project** and the numerous heavy responsibilities, first and foremost, of the shareholders and then of the Board of Directors, the managers and each person at work in the organization.

What is the point of spiritualizing an organization?  
It is very simple: to make it shine,  
like a person.  
How can this spiritualization  
be recognized?

First of all, the organization serves people and not the opposite. Human dignity is put first even if we never do it perfectly.

When decisions are to be made, we want economic criteria to come second and not first. People are valued as human beings and not as cogs in the production process. They are not instruments, resources or, worse, **human capital** (an awful, exploitative, demeaning, humiliating and explosive term). These are expressions used more and more in the business world and business schools.

It is important to repeat that human dignity comes first and then only comes competitive productivity and profits. Both objectives have to be met. They will never be met perfectly as we will explain later on.





An organization that shines aims above all at human well-being. Economic development and profits are but one instrument to foster that growth.

In many, if not most organizations, productivity and profits are by far the dominant goal.

People are only “instruments,” “human resources,” and, worst of all, “human capital.” Human dignity should come first, then competitive performance. Both are absolutely needed.



We want economic criteria to come second, not first, when decisions are to be made.

In an organization that shines,  
the personnel is treated, even if often imperfectly,  
with justice and equity, respect and dignity

In an organization that shines, the personnel is treated, even if often imperfectly, with justice and equity, respect and dignity. A dynamic and lasting esprit de corps is present. And it is obvious that everyone helps everyone else. And even more important, a *joie de vivre* is seen in the faces of the people at work because they are growing as people, proud of their organization, and like to work in it. Personnel turnover is often lower than that of the industry in general. People are dedicated and show a strong sense of belonging. Suppliers, like customers, enjoy doing business with an organization that shines because they see a healthy, dynamic company with sustained growth and development, on both the human and the economic fronts. The glow of such organizations often illuminates the families of the personnel and the surrounding communities.

To live **Our Project**, we have a very fundamental question to answer. Is it sometimes necessary, nonetheless, to sacrifice the company's profits for the good of the people working in the organization? Not at all! The first responsibility of the company is to each person working in it. And the second one is to efficiency and competitive profits. The two responsibilities are continually in conflict. But they are both always needed. They must be balanced and spirituality helps that. A perfect balance is never reached. Why? We are all human. We do not have a monopoly on wisdom and courage. We often forget things in our daily management and work. Therefore we need help... from Above.





# What is Our Project?

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The objective of **Our Project** is simple, even if it is still very complex and risky to put into practice: to reconcile, in daily management, the long-term growth of human well-being and personal development with sustained competitive profits and this, in a company that operates in a market economy.

This management approach is just as possible for organizations which do not operate in a market economy such as hospitals, universities, foundations, and even government agencies. They also have to maintain, compared to other similar non profit organizations, the competitive growth of their efficiency and operations while also meeting their budgets and other key objectives.

For the past fifty years, especially in the Western world, all the best management schools have developed an Integrated System of Economic Management Activities (economic ISMA) capable of increasing over time, the competitive profitability of those organizations which operate in a market economy, and the competitive efficiency of those which do not. The main steps of this economic ISMA are planning, organization, coordination, motivation and control. If these steps are rigorously followed, then it is far more probable that competitive efficiency and profits will grow over time.

Since the beginning of the 90's, the economic ISMA has created a never before- seen increase in wealth, in colossal investment and productivity gains in many countries.



In the history of humankind, the free market is the most economically efficient... Let's improve its human side... also wealth distribution, justice and equity, before... it is too late... before... very major social explosions take place in the world...

# The human ISMA aims at rehumanizing the workplace, and at progressively giving meaning and joie de vivre to people at work.

But, since the beginning of 2000, we have seen in the world economic system the appearance of three very major weaknesses:

- **Fraud** and weak corporate **governance**.
- Accelerated **dehumanizing** of the workplace.
- A very rapidly growing **imbalance of wealth distribution** in the world between the “super rich” and “super poor,” whether they are individuals, corporations, nations or continents.

Let's see what can be done to correct some of these weaknesses. In order to reduce fraud and improve corporate governance, we need new laws and regulations, vigorous criminal lawsuits as well as courses in business ethics in every business school. In these areas, particularly in North America in the last three years, there have been major improvements.

In order to “rehumanize” the economic ISMA, every organization needs to learn and apply the new social guidelines of the United Nations (UN) and of Corporate Social Responsibilities (CSR). From our point of view, this, however, will not be enough. There is an urgent need to start using the model of our Integrated System of Human Management Activities (human ISMA).

This noneconomic management system aims at progressively rehumanizing the workplace. It can do so because it brings deeply human values to the personnel of the organization. These values

help to give more and more meaning to people's work and foster a growing *joie de vivre* which visitors can perceive when they are on our worksites. Finally, the only rapid way to reduce the considerable growing imbalance of wealth distribution in the world is by central government intervention and legislation to improve wealth distribution. If done progressively with justice, equity and wisdom, and with the help of economic science, and done democratically, and with the cooperation of labour unions and economic leaders, the free market system will be able to adjust to improvements in wealth distribution without unduly reducing investments, savings and the confidence of the public and investors. This can be done without destroying the free market system.

*Our strong opinion is that if fraud, particularly by business leaders, and corporate governance do not improve dramatically, if the rehumanizing of our workplaces does not accelerate, and if the imbalance of wealth distribution does not improve considerably, all these three growing imbalances will bring democracy and the free market system, and also the CRIB countries (China, Russia, India, Brazil), to a very “legitimate and necessary social explosion.” This explosion should not take many years.*

Is the free market system the most efficient in the world? The answer is yes. Is it a perfect system? No, it has three major weaknesses. Should we abandon it because of its weaknesses? The answer is no. Any human system is imperfect. Some of the major improvements have been addressed in this section.

Adam Smith has underlined the importance of moral values in daily life, and their positive impact on the economic system, so as to keep it more **human and balance**

Let's urgently  
promote that teaching  
in all business schools

In humility, we believe that Adam Smith, the father of the free market system, would be extremely happy to read these pages.

His famous book *Wealth of Nations* has changed the world economy. Most, if not all, business schools have forgotten to teach an important aspect of Adam Smith's life and writings, as described in *The Theory of Moral Sentiments*, written in 1759.<sup>3</sup>

Smith was a Protestant Christian. God for him was a philosophical deity. Certain passages of his writings can really speak to business people in today's society. Here are some of them:

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<sup>3</sup> Adam Smith's *The Theory of Moral Sentiments* contains some clear theistic references to morality.

### Six excerpts from Smith, 1759: Part 3, Chapter V.

**1** “How vain, how absurd would it be for man, either to oppose or to neglect the commands that were laid upon him by Infinite Wisdom, and Infinite Power! How unnatural, how impiously ungrateful not to reverence the precepts that were prescribed to him by the infinite goodness of his Creator...”

**2** “Magnanimity, generosity, and justice, command so high a degree of admiration, that we desire to see them crowned with wealth, and power, and honours of every kind, the natural consequences of prudence, industry; qualities with which those virtues are not inseparably connected. Fraud, falsehood, brutally, and violence, on the other

hand, excite in every human breast such scorn and abhorrence that our indignation rouses to ...”

3 “Those important rules of morality are the commands and laws of the Deity, who will finally reward the obedient, and punish the transgressors of their duty.”

4 “By acting other ways, on the contrary, we seem to obstruct, in some measure, the scheme which the Author of nature has established for the happiness and perfection of the world, and to declare ourselves, if I may say so, in some measure the enemies of God...”

5 “What reward is most proper for promoting the practice of truth, justice, and humanity? The confidence, the esteem, and love of

those we live with. Humanity does not desire to be great, but to be beloved. It is not in being rich that truth and justice would rejoice, but in being trusted and believed, recompenses which those virtues must almost always acquire.”

6 “This disposition to admire, and almost to worship, the rich and the powerful, and to despise, or at least, to neglect persons of poor and means condition.... is at the same time, the great and most universal cause of the corruption of our moral sentiments...”

These six excerpts of Smith's *The Theory of Moral Sentiments*, which beautifully complement his *Wealth of Nations*, should be taught and promoted by all business schools, particularly in courses on business ethics at least, and ideally in new courses of Spirituality in Management. These

In today's world economic system,  
there are ever-present **tensions** between the two ISMA's.

If not addressed...  
it will **explode.**

excerpts help us to understand the key causes of the ever-present tensions between the two ISMA's, in today's economic systems all over the world. The imperatives of efficiency and competitive profits at any cost regularly unseat the primacy of human dignity and the sustained growth of human well-being in the workplace. These tensions can be considerably relieved with the activities of the human ISMA which bring to the workplace numerous humanization and spiritualization values.

All this takes strong leadership to stay the course. Our first fifteen years, during which there was an accelerated development of the human ISMA, were extremely difficult. The culture of the human ISMA really goes against the contemporary culture in business schools and business leaders groups. The human and economic ISMA's are illustrated on page 21. The left column represents the economic ISMA and the right column, the human ISMA. The two columns, in constant tension, are crowned by a keystone.

This keystone represents the numerous, profoundly human and spiritual values brought into the workplace by the many activities of the human ISMA. Also, the keystone represents a God of Love<sup>4</sup>, the Supreme Being and the spirituality and religious tradition chosen by each of us in a wonderful climate of freedom. The keystone and its activities in the workplace bring to all of us, managers and board members in particular, additional wisdom, courage, authenticity, human caring and compassion. This keeps the two management systems in balance. In real life, they are never in balance.

The base of the left column represents the efficient economic management of the organization. The base of the right column represents the values that are brought into the workplace by the activities of the human ISMA, values such as respect, solidarity, justice, authenticity, humility... The goal of **Our Project** is to make the two ISMA's work together with the help and collaboration of the keystone.

# The Two ISMA's



<sup>4</sup> All individuals in the company's life freely interpret the value of transcendence to which they turn. This can mean the Creator, Supreme Being (Higher Power), God of Love, God the Father, Son, Holy Spirit, Allah, Jehovah, Buddhism, Hinduism or any other opening to spirituality and religious traditions. To these different spiritual and religious traditions can be added, for those who so desire, different forms of reflection, meditation, and for some, silent prayer at work. Yes, for those interested, each moment spent at work can become silent prayer. All of this, obviously, without any slowdown in work. On the contrary, it stimulates work and productivity. Spirituality and religion occupy the 6th circle in the center of the illustration of the six circles (See p.47)

# The Activities in the Workplace

**E**xperimenting with **Our Project** has made it possible to measure and highlight the values which the activities of the human ISMA generate among the people who make up the organization. All these activities are lived out in freedom and on paid time (for the cost of all these activities, see p.41). These same values contribute to the human development, well-being and *joie de vivre* of the personnel. And this human growth and its positive effects are slowly communicated outside of the workplace, particularly in the families of the personnel of the organization.

## Meetings with Laid-Off or Dismissed Personnel

---

*This activity is an important discovery and will possibly be “revolutionary.” Each manager who has laid off or dismissed someone meets with that person at least twice in the first six months following the person’s departure.*

The first meeting generally takes place during a light meal or a coffee-break outside the work site. Often, this meeting is very hard and tense for both participants, and this is certainly understandable. A few months later, in the second meeting, a different atmosphere is felt, one of reconciliation and solidarity, of an authentic and humble relation. Such meetings provide moral and spiritual



A large sailboat with white sails is sailing on a calm sea under a clear sky. Three people are visible on the deck: one sitting on the side, one at the helm, and one standing. The boat is white with a dark stripe along the hull. The text is overlaid on the right side of the image.

**All these activities are  
lived out in freedom and  
on paid time.**

**Discover and experiment  
new activities!**

Please tell us about them.

support for the former employees who are naturally suffering from having lost their jobs.

It is important to underline that the managers also are growing humanly, morally and spiritually by having these meetings. This activity reinforces compassion and caring, brotherhood, better understanding, forgiveness, human dignity and humility.

We find it very significant that quite a few of the people who have been laid off participate in some of our semiannual community meals (See p.25).

**Meetings with  
laid-off people:  
“a revolutionary  
discovery.”**



## Testimonial Meetings

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By sharing some of their difficult life experiences, invited guests, mostly from outside the organization, share their personal life choices with those people in the company who desire to listen.

### Absolutely no proselytism is allowed.

They talk about the human, moral and often spiritual experiences that have guided them in their lives and this without ever teaching or making any suggestions and recommendations. Proselytism is absolutely not allowed. The activity takes place twice a year. Experience shows that it primarily supports the values of hope, courage, wisdom, faith, humility and authenticity.

## The Prize of the Heart

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Every year, a prize is awarded to one person who in the workplace has, over the years, developed a behaviour that radiates solidarity, *joie de vivre* and helping others. That person also accomplishes daily work in an exemplary way. The winner's life at work is a concrete example of the ideals reflected in **Our Project**, and that person receives a beautiful gift. The winning person is chosen by a committee made up mostly of non-managers. Being loved and appreciated, solidarity, efficiency and work well done are the primary values associated with this activity.

## A Gesture

---

Our Board members, managers and personnel are offered the possibility, in small groups of people working together, of sharing with and contributing to the community. Here are some specific gestures: serving meals to the homeless; helping in a prison or a hospital; collecting clothes, toys and food to be distributed to those in need. Immediately after this activity, the participants (around 7 individuals) spend thirty minutes sharing their experience. Through concrete experience, we have discovered that such sharing rapidly transforms human relations in the workplace. Participat-

ing in A Gesture is done on company time, twice a year. This activity primarily highlights the values of brotherhood, human dignity, courage, humility, hope and love.

## The Annual, One-On-One, Personal Conversation

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During an annual meeting, two people, one having authority over the other, reflect together on the previous twelve months. They exchange thoughts about concrete events that have both negatively and positively influenced their interpersonal relations. This activity completes the annual evaluation of the subordinate's professional and economic performance. The two meetings are never held at the same time. The key values that this activity fosters are listening to others, authenticity, humility, forgiveness and brotherhood.

## A Dinner For Four and Pre-Hiring Interviews

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As part of the hiring process, a manager will invite to dinner the finalist candidate with his or her spouse or companion along with the manager's spouse or companion. This is done before the final decision to hire the candidate has been made. This activity has far reaching consequences because it links the spouse or companion, and indirectly the family, to the final decision making process. Participants generally associate this activity with the primary values of authenticity, solidarity, human dignity and listening to others.

## A Moment of Inner Silence Before Meetings

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This activity deals mostly with a brief moment of inner silence at the beginning of a meeting and sometimes at the end. When the participants feel at ease, sharing reflection, or meditation and sometimes prayer can be added. Serenity, faith, hope, wisdom, love and responsibility are some of the values brought to the participants by this activity.



## Meetings Between Small Groups of the Personnel and Their Managers

---

A small group of people (ideally 3) working in the company meet with their manager for about 90 minutes. All managers meet at least once a year with every person in their departments. The participants, not the managers, determine the subjects to be discussed and no notes are taken during these meetings, so as to strengthen intimacy and confidence between participants. Listening to others, the primacy of human dignity, brotherhood and responsibility are the main values associated with this activity.

## Community Meals

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Twice a year, before Christmas and summer vacation, a community meal is offered to all the personnel. The Board members and top management serve the meal and eat after everyone else. A feeling of being authentically cared for, loved and appreciated, as well as brotherhood and humility, are the primary values fostered by this activity.

## A Shared Bonus

---

This activity is an attempt to share the wealth and profits created by the work of all the people in the organization. The extent of the bonus depends on how budgetary and departmental objectives have been met. This bonus is not part of the regular salary and bonus system. It is an addition. The primary values of this activity are justice, equity, solidarity and human dignity.

## A Room for Inner Silence

---

This room is available to people in the company and allows those who feel the need to take time-out in an atmosphere of inner silence, relaxation, reflection or, if desired, meditation or silent prayer.

**There are three rules for using the room:**

- 1 complete silence**
- 2 no one should bring any papers to work on**
- 3 people using the room cannot slowdown the department where they work because of their absence.**

The values associated with this activity are primarily serenity, faith, hope, wisdom, love and responsibility.



# Our Project

to increase human wellbeing and joie de vivre along with competitive productivity and profits.

**But they are in conflict all the time...**

So we need help... from Above..., from spirituality which is brought into the workplace by the activities, in a climate of freedom.

## Wall Posters

Free wall space in halls, corridors, meeting rooms and offices are used to display posters which invite reflection on the fundamental values fostered by the activities of **Our Project**. The wall posters communicate a great variety of profoundly human, moral, spiritual and sometimes religious values in a wonderful climate of freedom.

## A Spiritual Support Group

These varied monthly activities are primarily, though not exclusively, intended for members of the Board of Directors, management, and progressively for non-management personnel. The interested participants are invited to different educational activities and discussions to broaden their horizons. These meetings are organized by the Chief Spiritual Officer (CSO), a competent guide and animator who reports directly to the CEO. During some of these monthly meetings, a text with a high human and spiritual content is discussed. These texts contain fundamental spiritual values present in most, if not all, religious traditions.

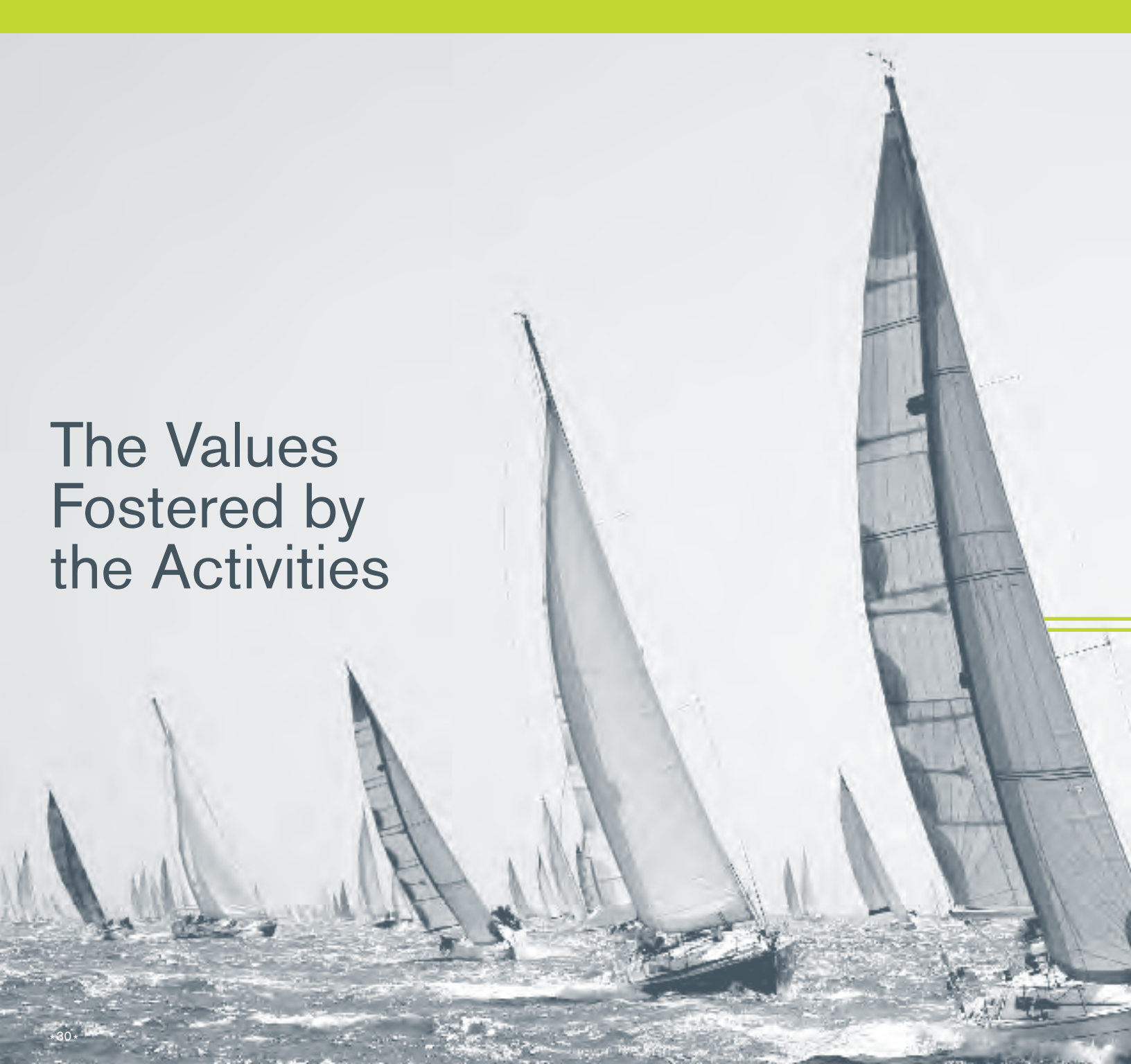
At other times, someone from outside the organization makes a short presentation on different ethical, moral and spiritual subjects. Also, for those interested, once a month a Eucharist is celebrated in spiritual solidarity with the contemplative sisters of Mother Teresa in Calcutta, and with three other spiritual communities. Often, these activities are followed by a light meal. During such meetings, the participants can talk about their faith or any other opening to transcendence. Faith, hope, serenity, responsibility and wisdom are the primary values offered by these activities.

## Sponsoring

Newly hired employees are individually accompanied by more senior employees in their departments. The sponsors will introduce the new people to their colleagues and familiarize them with the organization's procedures, customs and culture. The sponsors also accompany the new employees in the activities of the human ISMA. Sponsoring usually takes place during the first six months after being hired. Solidarity, human dignity, efficiency and responsibility are the key values fostered by this activity.



# The Values Fostered by the Activities





The values fostered by the human ISMA in the workplace are all present in the Christian and most other religious traditions.

They contribute to the personal development and fulfillment of all those who work in the organization, to their relations with others, particularly with their families, and also to their desire to unify their own lives and give them meaning.

**This unification also strengthens productivity, creativity, innovation, customer satisfaction and competitive profits.**



The human and economic ISMA’s are meant to function in harmony and in collaboration with the keystone. This is **Our Project**. The values fostered by the human ISMA in the workplace contribute to the personal development and fulfillment of all those who work in the organization, and also to their relations with others as well as to their desire to unify their own lives and give them meaning. And all these values strengthen the human capacity to increase competitive productivity and profits. They encourage people to go beyond themselves, slowly pushing their comfort zones. And if the participants so desire, this effort is guided and reinforced by a God of Love or the spirituality and transcendence individually chosen by each person in the secret of his or her conscience.

.....

### Dignity

.....

Dignity means the respect due to all people. It is based on the following principle: human beings are to be treated as ends in themselves, each person being unique, and not as means, instruments or human capital.

.....

### Serenity

.....

Serenity is a state of a person whose calm tranquility comes from a less troubled, moral or inner peace.

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### Solidarity

.....

Solidarity is the relationship between people who are aware of the community of interest that leads to the reciprocal, moral obligation to serve others.

.....

### Brotherhood

.....

Brotherhood is the quality of the link between people working in the organization.

.....

### Authenticity

.....

Authenticity is the quality of a person, of a feeling, that expresses a profound truth about the individual, not superficial attitudes or hypocrisy or elegant human manipulation.

.....

### Wisdom

.....

Wisdom is a mental disposition to judge in a just, sure and conscious way when making decisions and taking action.

.....

### Listening to Others

.....

Listening to others means lending an attentive ear to the message that others communicate.

.....

### Justice

.....

Justice is the firm and long-term determination to recognize the fundamental human rights of all people and to promote them.



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## Faith

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Faith is confidence and belief.

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## Hope

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Hope is waiting with the confidence that value objectives will be attained.

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## Freedom

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Freedom is people’s capacity to initiate, choose and control their actions for which they can be held morally accountable.

.....

## Responsibility

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Responsibility is the capacity and the action that commit people to fulfill their duties and commitments to make up for their mistakes.

.....

## Economic Prudence

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Economic prudence is the mental attitude of people who reflect on the extent and consequences of their management decisions and daily work on economic productivity and competitive profits. These are all absolutely essential. They choose appropriate means for attaining a legitimate economic objective, do what is necessary to avoid errors and refrain from everything they feel could cause harm.

.....

## Love and *Joie de vivre*

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Love is the desire for what appears to be the greatest good and to make that a reality, especially the desire to do for others what is good and right, and what we would like them to do for us. Love often brings *joie de vivre*.

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## Efficiency

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Efficiency is the capacity to produce the maximum results with the minimum of effort along with the optimal use of resources.

.....

## Humility

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Humility is people’s capacity to correctly evaluate themselves in their way of being and in relations to others, as well as to the Absolute. It dampens pride and greed, accepts or chooses to give up things according to circumstances, and freely matures in its way of handling tensions and conflicts. It uproots the natural human tendencies toward self-sufficiency which, in turn, can inhibit the necessary recognition of the help that can be provided by the Absolute or God of Love, by the spirituality and transcendence of one’s choice. This is the help that allows us to reinforce our capacity to commit ourselves to service and love.

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## Forgiveness

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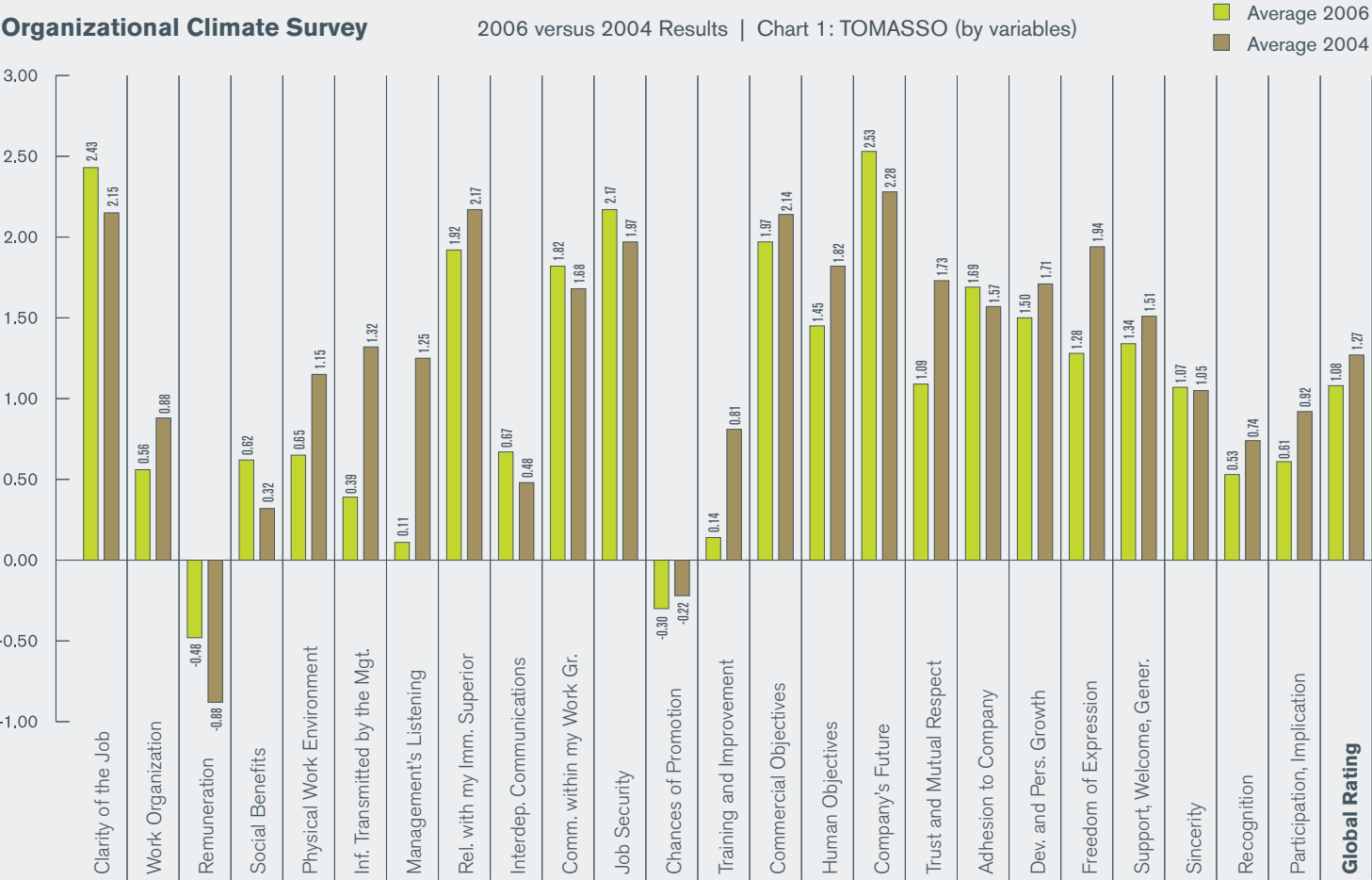
Forgiveness is the ceasing to feel resentment or anger against another person for a perceived offense or mistake. It starts a movement of reconciliation with that person.

# Scientific Measurement Tools that Guide the Management of the Activities

In order to improve the management of the organization, its productivity and competitive profits and also improve the teamwork and the efficiency between the Keystone and the activities of the two ISMA's in the workplace, three scientific measurements and planning tools are absolutely required for the good and efficient functioning of the two ISMA's and of the Keystone.

Organizational Climate Survey

2006 versus 2004 Results | Chart 1: TOMASSO (by variables)



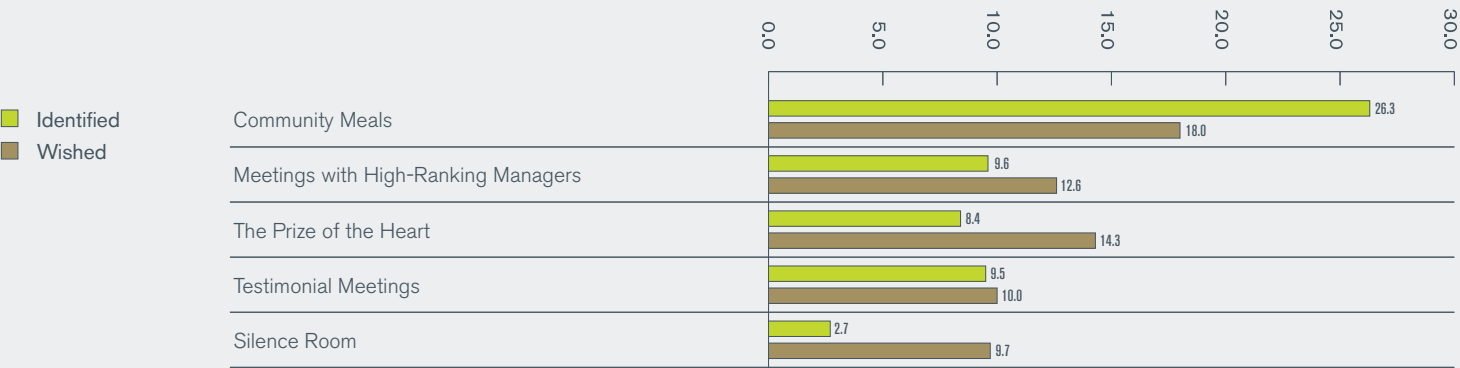
Biennial Survey of the Organizational Climate

Every two years, this tool allows the organization to systematically identify the zones of tension (human and economic), and the existing difficulties in daily operation, and thus, helps to find ways to reduce or eliminate any problems and zones of tension. It also makes it possible to highlight and reinforce what works well in the organization.

Twenty-four areas, such as communications, working conditions, degree of authenticity and trust between subordinates and superiors, personal development and many other areas are investigated and quantitatively measured by outside professionals hired to interview all the personnel of the organization. This process insures the security and high confidentiality of the results, and makes it almost impossible for management to know who said what or who complained about this or that. The results of this survey, as well as a plan of action for improvements, are subsequently submitted to the Board of Directors and to all the personnel.

## Survey on the Efficiency of the Values Fostered in the Workplace by the Human Management Activities

The value according to each activity | Chart 2: solidarity and fraternity (Factory)



## Biennial Survey on the Efficiency of the Values Fostered in the Workplace by the Activities of the Human ISMA

Every two years, the scientific, quantitative survey identifies which activities of the human ISMA are most appreciated, and which ones need to be abandoned, changed or replaced.

Also, from a choice of twenty values, all people participating in the survey identify the two most important values they have received from each activity of the human ISMA they participated in. The values received

from each activity are then added together, once every two years.

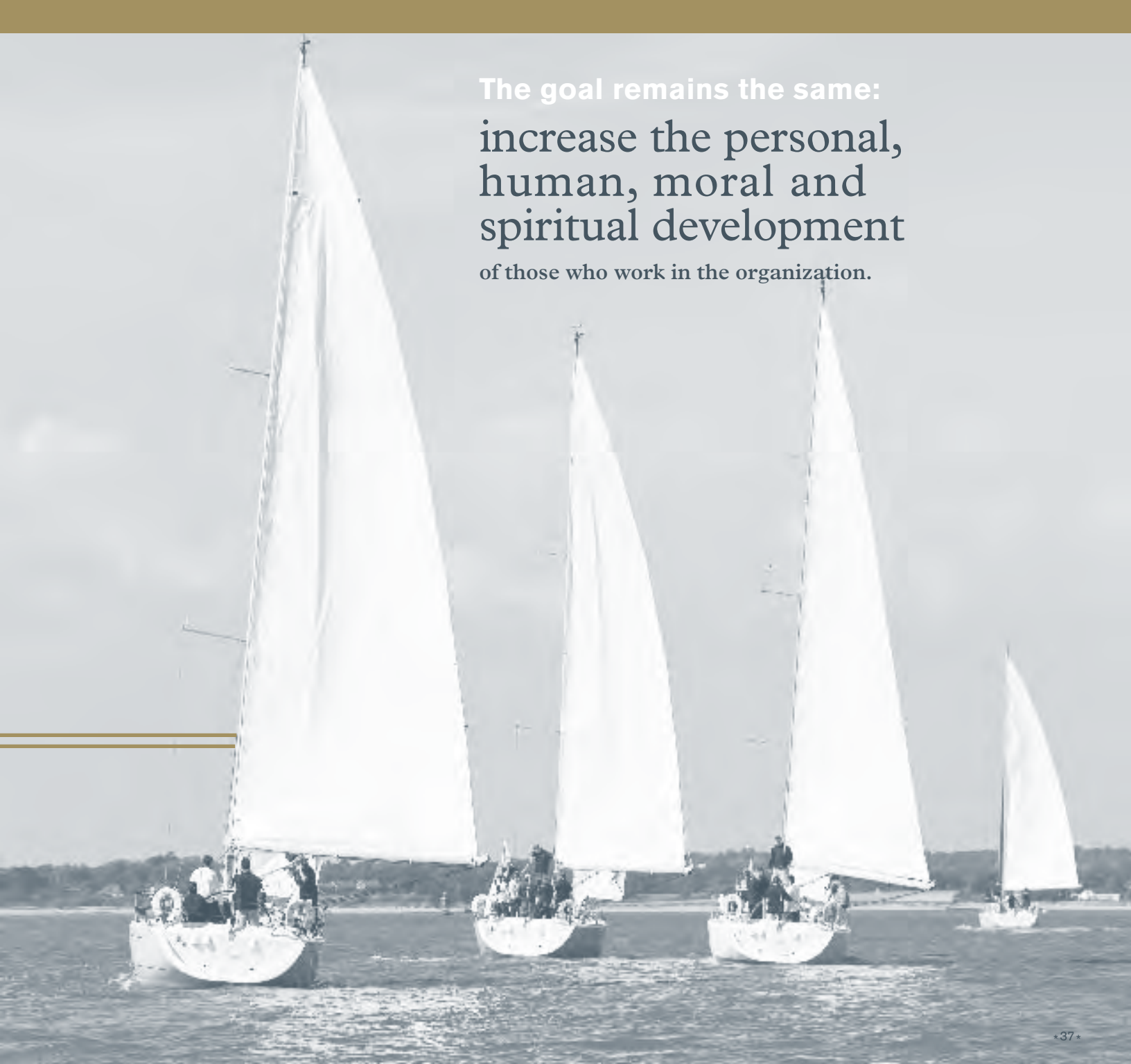
This makes it possible to identify the key values fostered by each activity and by all the activities. These results have helped us over the years to discover that each activity is important, and that each of them complements the others by fostering different values, and by reinforcing other values fostered by all the other activities of the human ISMA.

## Two Triennial Strategic Plans: Human and Economic

Every well-structured and efficient organization prepares a triennial strategic plan for the economic ISMA. The plan's objective is for the organization to become more and more efficient, dynamic and competitively profitable. Every organization also needs a triennial strategic plan for its human ISMA. In fact, this essential tool seeks to determine how each human management tool and activity will be used during the next three years. As needed, the plan incorporates improvements and changes to the operation of

each activity. The goal remains the same: increase the personal, human, moral and spiritual development of those who work in the organization.

**The two triennial strategic plans are updated every year. They provide basic strategic information on how to increase the efficiency and the teamwork between the triennial plans of the two ISMA's: the human and the economic.**



**The goal remains the same:**  
**increase the personal,**  
**human, moral and**  
**spiritual development**  
of those who work in the organization.



# The Conditions which Favour the Development of **Our Project**





What are the conditions that make it possible, over the long-term, to reconcile the increasing well-being and happiness of the people working in an organization, with its efficiency and the need for competitive profits in a free market? What are the conditions that can give any business or organization, more and more, a soul and a heart of flesh instead of a heart of stone, while at the same time guaranteeing sustained and competitive growth in efficiency and productivity?

## An organization with a “heart of flesh” not a “heart of stone.”

### A Strong Leadership

No organization is just a group of isolated individuals working in their own little corners. Each organization is a coherent whole, moving in a certain direction and accomplishing what the individuals by themselves cannot bring about.

Since an organization or business is a structured whole in which each person has a role, the managers must show leadership if they want to guide the whole in a certain direction.

In order to become spiritual, some influential shareholders, members of Board of Directors and members in key management positions must be the first to live out spirituality on a day-to-day basis, not only in words but also in deeds.

This is why major shareholders, the members of the Board of Directors, the senior management team, and progressively, all levels of management must in full freedom, not only in words but in deeds, be authentically interested in the importance of spirituality in their lives and in the day-to-day running of the workplace. They must progressively implement the different management tools and activities of the human ISMA, which make it possible to foster in the workplace a remarkable and complete cluster of humanizing and spiritualizing values. These values contribute to human development, to the increase of people's well-being, *joie de vivre* and to the beautiful meaning that

all our lives at work can take on. And believe us, this helps the growth of productivity and competitive profits.

### Competitive Working Conditions

Any talk of spirituality has little chance of being heard by the personnel of the organization if their salaries and fringe benefits barely allow for a decent family life, while the owners and leaders live in security and abundance. Working conditions within the organization must be comparable or superior to other organizations competing in the market place. Efforts to increase justice and equity in working conditions pave the way for the gradual implementation of the activities of the human ISMA. It goes without saying that the company itself will have to be competitive in all areas, in order to be able to pay for the working conditions that have been aligned with those of the market.

**Our Project** should not be implemented when working conditions are not fair and competitive. That would be hypocrisy and human exploitation. Competitive working conditions reinforce the values of the primacy of human dignity, sharing, helping others, justice and solidarity.

### The Primacy of People, Profits in Second Place, But Both are Absolutely Needed

An organization exists to serve people and not to make people serve it. Work exists for people and not people for work. People are not human capital or human resources. All people are precious because, for quite a few of us, each human being is created, loved and inhabited by a God of Love, or by any self-chosen spirituality or transcendence. This approach must be present in the decisions every company makes. Just as spirituality is important for the individual, so it is for the company.

**People are not human capital. Each person is created loved and inhabited by God of Love or the religious tradition or a transcendence chosen by each person.**



Developing, fostering, and practicing spirituality in daily life is just as possible for an organization as it is for people. But the same tensions are present in both. Just as people are tempted to neglect spiritual activities because they are caught up in daily life, in the same way, managers are easily tempted to relegate the activities of the human ISMA to second place because, as economic managers, they are often overwhelmed by their considerable economic responsibilities.

## **An organization exists to serve people and not to make people serve it.**

The primacy of people is essential to the spiritualization of an organization in the day-to-day activities of work. The importance of the continual growth of productivity and competitive profits comes second. But both are absolutely needed.

## **Freedom**

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Spiritual life in an organization must be carried out by respecting individual and collective freedom.

## **An absolute must: People must feel free to participate or not.**

The management proposes activities that will bring profound human and spiritual values. People must feel free to participate or not. Newly hired managers know that they have to participate in most management activities three times in a row. After that, they can discontinue their participation in any activity they do not like. Experience shows it is very rare that after three trials, managers do not feel at ease and interested to participate. This three-times policy allows participants to discover the good each activity brings.

When members of the Board of Directors and managers are recruited,

the finalists have to possess two fundamental values, in addition to

**technical and professional competence:**

**AUTHENTICITY and HUMILITY.**

## The Costs

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In our organization, the cost of the activities of the human ISMA represents (before taxes) less than one third of one percent of sales, if the time needed for managers to organize and operate the human ISMA is counted.

This cost is very reasonable for the following reasons. With the help of the activities of the human ISMA, many individuals feel that the values brought to them by the activities slowly increase their well-being, their human development and they also help professional and career development. Furthermore, the numerous values fostered by the human ISMA activities, to which are added a strong discipline and rigorous economic planning, will result in team work, mobilization, competitive productivity and profits, and also creativity, new ideas, products and services. Therefore the cost of the human ISMA is not only a good human investment, but it is also an economically profitable one.

## Recruitment

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It is important to recruit people who will not only be at ease with the human, economic and spiritual orientation of the organization, but who are also interested, first of all, in trying the different activities of the human ISMA and later on, to contribute to the success of these activities. The special culture of our organization is known in Canada and particularly in Quebec.

People who are not interested in spirituality or religion in management do not approach us to be interviewed. This “preselection” makes recruiting easier and helps us to maintain a certain homogeneity among the people in our organization, and this, without being unfair to anyone at the selection stage while, at the same time, respecting everyone’s freedom.

# Responsibilities as Seen Through the Lens of **Our Project**

Also, since the beginning of 2000, our recruitment has become even easier because there is a progressive increase in the number of potential candidates who are not at all happy working in different organizations where people are not treated with authentic humanity and dignity, where people are not only “human resources,” but are “human capital.” Such working environments lead more and more to burnouts. The culture in our organization is quite different even if imperfect. We are attracting a growing number of candidates looking not only to make good money, which is very important, but also to increase the meaning of their lives at work.



## The Personnel and their Families

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The company must offer working conditions which are both fair to its workers and competitive in the marketplace. The organization of tasks must contribute to the development of those who work in the company while at the same time ensuring through hard work the sustained growth of efficiency and competitive productivity. The company must encourage all activities that increase, among other things, solidarity, brotherhood and human dignity.

**This working climate has a wonderful impact on family members every day after work and on weekends.**

## Consumers, Customers, Suppliers, Labour Unions and Competitors

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The company wants to prepare products with love for our consumers. These products are offered to our existing and potential consumers. God loves and lives in each consumer, customer, supplier, labour union member and competitor.

The company must listen to consumers so as to offer them products that combine a good blend of quality and price. Research and development, sustained investments, competitive productivity and profits are the basic elements that are needed to serve well, not only the personnel of the organization and stockholders, but also the consumers. The company strives to develop humanity, fairness and justice with customers, suppliers, labour unions and competitors.



Human dignity should come first  
and then competitive performance.  
**Both, however, are  
absolutely needed.**

## Executives and Managers

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All executives and managers should not only be professionally and technically competent, but also **AUTHENTIC and HUMBLE.**

They must have a **“HEART OF FLESH”** and not a **“HEART OF STONE.”** They should consider themselves as **“SERVANTS”** and not as **“BOSSES.”**

Management must set the example. Executives and managers must themselves live what they ask of others: to always strive for excellence. They have the role of being the company’s driving force. They must be just as attentive to the company’s human, moral and spiritual dimensions as to its economic development.

## Members of the Board of Directors and Shareholders

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Shareholders and members of the Board of Directors should also have a **“HEART OF FLESH”** and not a **“HEART OF STONE.”**

Each member of the Board of Directors should not only be professionally and technically competent but also **AUTHENTIC and HUMBLE.**

The Board of Directors is the motor of **Our Project.** With humility, courage and wisdom, it must see to the rigorous implementation of all the management activities of the human and economic ISMA’s.



The shareholders, the members of the Board of Directors and the top executives are certainly the most privileged members of the organization.

**They have received a great deal.**

They must therefore give a great deal and lead by example.

**They must be “servants” of all,  
not always being served.**

All members of the Board of Directors and all of the powerful shareholders must desire with all their hearts to do what is necessary to attain a harmonious balance between the two ISMA's and the Keystone. They have to encourage the company's human and economic development, so that the people in the workplace may grow in their well-being, increase the profound meaning of their work and life, and strengthen their financial security for themselves and their families. They should ensure that the products and services offered to our customers and consumers are getting competitively better and better.

Shareholders and members of the Board of Directors also have the right to a competitive income, for they are called to play an irreplaceable and complex role in the company and in society by contributing to the increase of human well-being and economic efficiency.

## **Society, Nation, Creation**

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The company must be involved in the community in which it operates, collaborate with the government in seeking the common good of the nation, pay its fair share of taxes and contribute to protecting the environment and creation.

## **God of Love – The Supreme Being – Spirituality or the Religious Tradition of One's Choice**

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The God of Love, the Supreme Being, the spirituality or religious tradition of each person in the organization is part of the Keystone of **Our Project** (see the Keystone, p.21, and the inner Circle p.47).

Calling on the help from Above of a freely chosen spirituality or religious tradition fosters the wisdom and courage necessary in day-to-day work. It helps us strive for an acceptable harmony and balance in managing the human and economic ISMA's. The people in the company who so desire have the possibility of seeking at work the divine help of their choice in the secret of their hearts, in silence.

And thus, the company's personnel will be able, with the help of the transcendence, the spirituality or religious tradition they individually choose, to grow in their human, professional, technical, moral and spiritual lives. At the same time, they will increase and solidify the short and long-term, competitive performance of the organization along with the financial security of all the people working in the organization, as well as that of their families and of the shareholders of the company.

# The Six Circles of Responsibility



5 All actors in a company's life (the five peripheral circles) freely interpret the value of transcendence (the centre circle) to which they turn. This can mean the Creator, Supreme Being (Higher Power), God of Love, God the Father, Son, Holy Spirit, Allah, Jehovah, Buddhism, Hinduism and any other opening to spirituality and religious traditions. Spirituality and religion occupy the 6<sup>th</sup> circle in the centre of the illustration of the six circles (See above).

6 Each of the five arrows illustrates the movement of values circulating in a feedback loop among the five groups of actors. These values are brought into the workplace by the right assortment of activities of the human ISMA. They pass through the sixth circle in the center. They are enriched and strengthened by the Creator, Higher Power, spirituality, religious tradition or transcendence chosen by each person.

# Conclusion

In searching for the meaning of their lives and work, more and more people find that spirituality is not only fundamental, but absolutely necessary.

By introducing spirituality into the workplace, after a number of years, an organization begins to shine and individuals can more deeply root themselves in the values which are alive in them and which motivate them. People regularly feel the tensions between their day-to-day activities and their spiritual aspirations and thus seek a balance between the two. In an organization, **Our Project** seeks to balance the constant tensions between the human and economic ISMA's. **Our Project highlights the fact that the human and economic ISMA's can grow together with the help of a God of Love, the Supreme Being, or any self-chosen spirituality or religious tradition.**

It is therefore quite possible, in the workplace and in a healthy climate of individual and collective freedom, to offer humanizing and spiritualizing values. This has not caused economic bankruptcy, as many people over the years have predicted. It ensures sustained and long-term growth in human development, in the rehumanizing of the workplace, well-being, *joie de vivre*, competitive efficiency and growth of profits.

Since 1933, experience in our companies has shown that the positive and very innovative synergy between the two ISMA's, human and economic, in team work with the keystone, have generated and continue to generate, a cluster of very positive results. That is to reconcile in a

climate of freedom the spiritualization of an organization and human well-being with competitive efficiency and growth of profits.

## Yes, mission possible!

**Our Project:** an alternative to be considered for an organization that wants, with humility, to rehumanize the workplace, to improve the creation and sharing of material and spiritual wealth and, by consequence, to stand out and shine inside and out.

**Our Project:** an alternative to be considered for the sustained development and beautiful and lasting meaning of our daily work, of management, efficiency, competitive profits, and of each person's role and mission in any organization or company, large or small, public or private, whether operating in the market economy or not.

**Our Project:** an alternative to be considered capable of giving a new life to the free market system and to the management of any organization... so as to improve corporate governance, to considerably reduce fraud and to improve wealth distribution. And very important, **Our Project** will give a new life to the teaching of ethics and spirituality in management courses at business schools. This includes the teaching of Adam Smith's *The Theory of Moral Sentiments*. All this before it is too late... (see pages 14 to 21).



# Yes, mission possible!

## YES, IT CAN BE DONE!

**Come and visit our manufacturing facilities.**

You will know if we are writing the truth in this booklet.

# Quotations Contained in the Ph.D Thesis

*“Faith, hope and love, as constituent elements of everything that is human, appear to be decisive reference points in the search for meaning in the economy.”*

“People are destined and called to work; work is above all for people and not people for work.”

“People think they do not know how to pray. Basically, it is not important, for God hears our sighs, knows our silences. Silence is the whole of prayer. God speaks to us in the breath of silence and touches us in that part of solitude that no human being can fill.”

“First of all, it is necessary to love our first neighbour (wife, husband, children, family, etc.). It is too easy to love your neighbour when he or she is far away.”

“I believe that it is only when people freely choose to work together that they can enter into this human communion out of which emerge the highest intentions and projects... I believe that the expansion of cooperation and personal development are realities that mutually depend on each other... Science cannot determine the terms of this interrelation. It is a question for philosophy and religion.”

“Prayer is not a refuge, not an escape, not a call, not a miracle. True prayer requires that we ourselves seek to do what we ask God to do. If I ask for our daily bread, I must myself give this bread to those who have none. If I pray for peace, I must myself walk the road of peace... Then,

only, will we know how much prayer is the recognition of God’s power and initiative... Pray to the God who loves you with your arms in the form of a cross, not with crossed arms.”

“We suffer from an imbalance due to a purely material development of technology. The imbalance can only be repaired by a spiritual development in the same area, that is, in the realm of work... A civilization based on a spirituality of work would be the highest degree of man’s anchoring in the universe... The word spirituality implies no particular religious affiliation.”

“The father, mother and children are like a lighted candle, it gives itself light and without diminishing its own flame, it lights other candles which in turn lights up other places. This applies also to any organization or company.”

*“The hand-written letter from Mother Teresa to Myriam and J.-Robert Ouimet, dated December 30, 1988, was written in Moscow. It was written three months after her visit to one of our factories in Canada. Mother wrote what she noticed during her visit: I was so happy to be with you on your work site. The people I met – I could see the joy of loving that comes from a clean heart in love with God. All of you keep up this joy of loving God and share this joy with all you meet.”*

*“Her stay with us remains imprinted in everyone’s heart. In November 2007, 10 years after the recall of Mother Teresa by God, J.-Robert Ouimet had the privilege of making his 5<sup>th</sup> trip to Kolkata. He was allowed to pray besides the bed of Mother Teresa in the room where she stayed most of her life after the founding of the Missionaries of Charity.”*









# Prayer Composed by Mother Teresa

This prayer is recited by the 5550 missionaries  
of Charity everyday after the Eucharist.

Dear Jesus, help us to spread Your fragrance everywhere we go.

Flood our souls with Your spirit and life.

Penetrate and possess our whole being, so utterly, that our lives may  
only be a radiance of Yours.

**Shine**<sup>7</sup> through us, and be so in us, that every soul we come in contact  
with may feel Your presence in our soul.

Let them look up and see no longer us, but You only, Jesus!

Stay with us, and then we shall begin **to shine as You shine;**  
**so to shine** as to be a light to others.

The light, O Jesus, will be all from You, none of it will be ours; it will  
be You, **shining** on others through us.

Let us thus praise You in the way You love best by **shining** on those  
around us.

Let us preach You, without preaching, not by words but by our ex-  
ample, by the catching force, the sympathetic influence of what we do,  
and the evident fullness of the fragile love our hearts bear to You.

## Amen.

<sup>7</sup> The title of this booklet is *In Search of an Organization that Shines*. The word – **shine** – is present 6 times in the prayer composed by Mother Teresa. The team work between the two ISMA's with the Keystone builds a lighthouse that **shines** and brings, light and joie de vivre to all of us... so as to become a light for others.

# Our Company Prayer

This text was written by J.-Robert Ouimet, revised and amended by Mother Teresa of Calcutta who sent it to J.-Robert on February 24<sup>th</sup>, 1995, two and a half years before her recall by God<sup>8</sup>

Dear Lord and Father, Creator of the Universe and of each human being working in our organization, Your organization, help us to spread your fragrance everywhere we go, in our workplace where we earn our living, in our business relations with our clients and suppliers, who are, like we are, Your sons and Your daughters.

Dear Lord and Father, flood our soul with Your spirit and life so that, with You, we pray with our sweat, we pray our work, which will translate itself into the products and services that we prepare with love for our consumers, Your consumers, who are, like we are, Your sons and Your daughters.

Dear Lord and Father, penetrate and possess our whole being, so utterly, that our lives at work may be only a radiance of Yours. **SHINE** through us, and be so in us, that when, after our day or night of work, we get back to our wives, our husbands, our children, or our companions, they may feel Your presence in our hearts through our love and affection for our families, Your families.

Very dear Father, stay with us in our workplace, work with us, love with us, sweat with us, so as to improve our performance and productivity, so as to improve our food products, our technologies and strategies, so as to contribute to the security and standard of living of every human being in our country and on earth, who are, like we are, Your sons and Your daughters.

Very dear Father, stay with us in our workplace, and then we shall begin and continue to love You Father, and to love each other in our workplace, and at the same time, we will continue to struggle so as to earn the living of our families. Let us praise you in the way, Lord, You love best, **BY SHINING YOUR LOVE** on our families, our neighbours, and our consumers.

Let us preach You without preaching, not by words but by our example in our workplace, by the sympathetic influence of what we do, and the evident fullness of the love our fragile hearts bear to You.

And for those of us, Lord, who believe in Your Son Jesus and in the Holy Spirit, we beg the Three of You to come to work, with all of us in our workplace everyday.

## Amen!

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<sup>8</sup> The letter of Mother Theresa is available in our Golden Book, 4<sup>th</sup> English Revised Edition, page XXXII. For copies of our Golden Book, contact us at: [www.our-project.org](http://www.our-project.org). French and Spanish copies are also available.



# Psalm 148

Praise the LORD from the heavens; praise Him in the heights above.

Praise Him, sun and moon; praise Him, all you shining stars. Praise Him, you highest heavens.

Praise the LORD from the earth, great sea creatures and all ocean depths, lightning and hail, snow and clouds, stormy winds that do his bidding.

You mountains and all hills, fruit trees and all cedars.

Wild animals and all cattle, small creatures and flying birds.

Young men and maidens, old men and children.

Let them praise the name of the LORD, for His name alone is exalted.



# The Symbols of **Our Project**

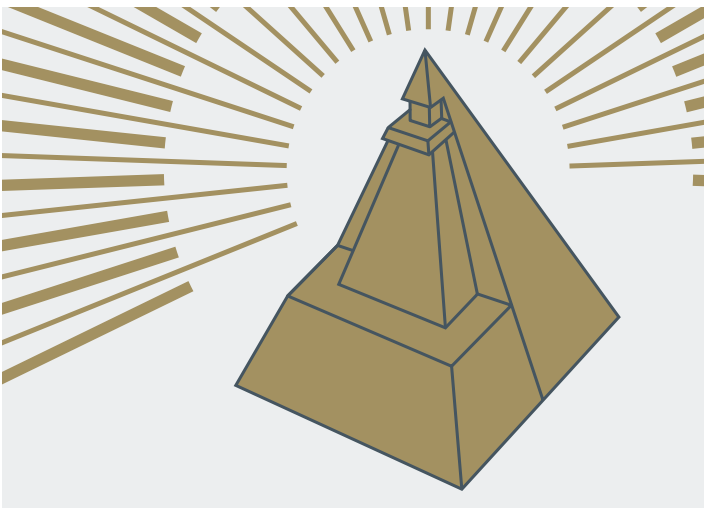
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The pyramid symbolizes **Our Project** and the long, hard and constant efforts required to progressively increase human well-being, productivity and competitive profits along with its positive impact on family life and community.



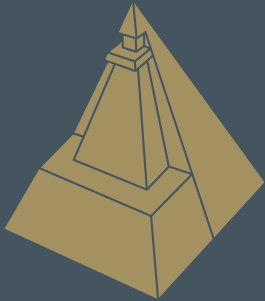
After quite a few years, the two ISMA's with the Keystone will function well. Then, the workplace like a lighthouse will begin to radiate and shine in our work, lives, families, cities and countries.



When the management model of **Our Project** functions well, it will begin to shine. This leads to the merger of the pyramid and the lighthouse.

**Together they are the symbol of the 75<sup>th</sup> anniversary of our founding by J.-René Ouimet.**





In our management system, the model of the pyramid comes before the lighthouse and its shining light. In fact, the pyramid must be constructed first, that is **Our Project** must function well and then, over the years, the organization will begin to shine. The pyramid and the lighthouse, after quite a few years, slowly merge into each other.

**And together they are the symbol of the 75<sup>th</sup> anniversary of our founding.**

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**YES, MISSION POSSIBLE!**

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