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The Crisis of Materialistic Management

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Overview

- **Problems of materialistic management**
- **Promise of non-materialistic management**
- **Examples of spiritually driven organizations**

The basic assumptions of business management became questionable



Homo Materialis

**People are material beings
having only materialistic
desires and motivations.**

Materialistic management uses money-driven extrinsic motivation and measures success by the generated profit or cash-flow.



Materialistic Value Orientation

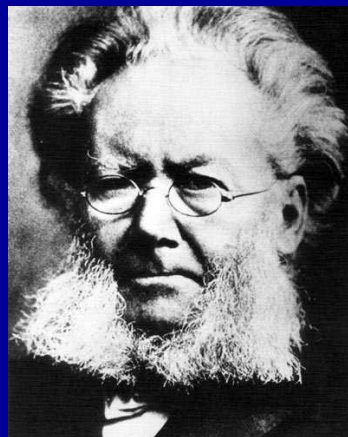
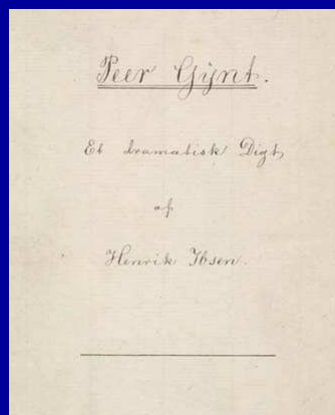


Numerous psychological studies document that the more people **prioritize materialistic goals**, the **lower their personal well-being** and the more likely they are to engage in **manipulative, competitive, and ecologically degrading behaviors**. (T. Kasser 2011)

A Norwegian Story

Peer Gynt

Henrik Ibsen wrote „Peer Gynt”
in 1867



The Gyntish Self

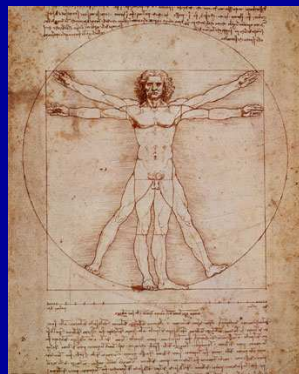


His life-project was to be **Emperor of the World**

Peer Gynt had an **all-desiring and never satiated ego**



Man versus Troll



“Man, be thyself”

“Troll, to thyself be – enough”.



Troll Behavior in Today's Business

- The uncritical pursuit of profit, “enrich yourself” mentality
- „Financial weapons of mass destruction”
- The businessman who is a servant of his lower self can destroy nature, people, and future generations and also his own self.

What is Self-Realization?

- Peer Gynt learns from the Button-moulder that he has never been himself.
- He asks the Button-moulder what is it "being oneself".
- He gets the answer: „To be oneself, Peer Gynt, the self must die”.

Homo Spiritualis

People are spiritual beings having both materialistic and non-materialistic desires and motivations.

Non-materialistic management

- **gives priority to intrinsic motivation over extrinsic one**
- **is orientated toward the common good**
- **measures success in multi-dimensional, holistic terms**

Grameen Bank, Bangladesh



Triodos Bank, The Netherlands

Triodos  **Bank**

Make your money make a difference

The great paradox

Materialistic value orientation destroys material values, including welfare.

To save material values we need to follow a non-materialistic (i.e. spiritual) path.

Destruction of Being



The Wholeness of Being



Thank you!