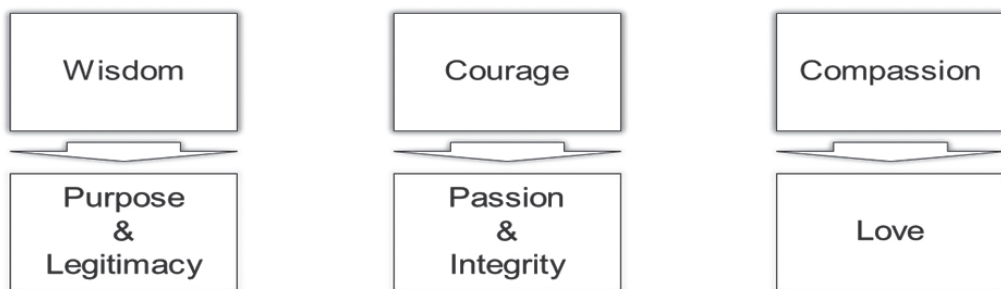


## Wisdom, Courage and Compassion and the Five Key Drivers of Humanistic Management

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This short paper draws a connection between the three central values of Soka University and the set of five key drivers in Humanistic Management. Rooted in the Buddhist tradition the central values at Soka University are wisdom, courage and compassion. In Humanistic Management the key drivers we developed are purpose and legitimacy, passion and integrity and love. The following paragraphs take a look at how the central values at Soka University and the key drivers in Humanistic Management match.



### *Matching wisdom with purpose and legitimacy*

Wisdom can be defined as understanding the true nature of things and this is inseparable from understanding their purpose. To understand the true nature of something one must know why it exists and consequently wisdom and purpose are closely linked. In Humanistic Management knowing the purpose of a business organization is not sufficient though, because the purpose alone does not mean it is good in the sense of serving society. Therefore Humanistic Management adds the need to gain public legitimacy for the purpose of a business. A business gains public legitimacy when its purpose is seen as desirable by society, when its activities and the way in which they are conducted are wanted because they generate sustainable value.

Wisdom therefore allows to understand the nature of a business while the combination of purpose and legitimacy allows to understand the value a business generates for society.

*Matching Courage with passion and integrity*

Developing courage means becoming fearless without being reckless. Courage is necessary to begin new endeavors as well as for being persistent in seeing them through. In Humanistic Management we understand passion as a strong feeling of enthusiasm or excitement for one's own work. This enthusiasm then expresses itself in the attention to detail in our everyday work. Passionate people do not think it is a burden to walk the extra mile in order to deliver a great job, they do it because anything else would feel wrong. Integrity on the other hand, means doing what one says and saying what one does and constantly working towards the unity of both. It is not hard to see that showing integrity can be difficult in today's high pressure, volatile and uncertain business environment. One needs to show courage, be fearless to act with integrity in Business.

Therefore passion and integrity are both closely linked to courage. Passion because it supports us in developing courage and integrity because it takes courage to act with integrity in business.

*Matching compassion with love*

Compassion in the Buddhist tradition means to end suffering and to give joy. Love in Humanistic Management is very similar as both, compassion and love are based on overcoming shortsighted selfishness. Love in Humanistic management describes a deep emotional connection to an activity and the people who are doing it. It is difficult at times to talk about love in a business context but that shall not keep us from practicing our capacity to love also in a professional working environment. Acts of kindness, understanding for the needs of others, a supportive and collaborative attitude all result from love and have a profound impact on the success of a business organization as well as on the happiness of its members.

Happiness cannot be achieved without compassion and love; the two are closely linked in their aim to overcome selfishness and to serve happiness.