

# Spiritual-Intelligence/-Quotient

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## Abstract

*Drawing on the “new” [c. 2000], upgraded science of the human brain with its three different kinds of neural structures—mental, emotional and spiritual—Zohar [14] offers a model for structure, leadership and learning within an organization that allows them to thrive on uncertainty, deal creatively with rapid change, and realize the full potential of those who lead or work with them. Danah Zohar relates quantum and chaos thinking directly to organizational problems and challenges facing corporate leaders, proposing analogies that parallel our quest for defining and trying to test “intelligence.” Thinking is not entirely cerebral, not just IQ, as we think with our heads but also with our emotions and our bodies (EQ) and our spirits, our values, our hopes, our unifying sense of meaning and value (SQ), and whether mind has a quantum dimension. Spiritual Intelligence is about having a direction in life, and being able to heal ourselves of all the resentment--- It is thinking of ourselves as an expression of a higher reality.*

## Introduction

Neither IQ nor EQ, separately or in combination, is enough to explain the full complexity of human intelligence, nor the vast richness of the human soul and imagination. Computers have high IQ: they know what the rules are and can follow them without making mistakes. Animals often have high EQ: they have a sense of the situation they are in and know how to respond appropriately. But neither computers nor animals ask why we have these rules or this situation, or whether either could be different or better. They work within boundaries, playing a “finite” game [13]. There are so many aspects of human mental life and intelligence that no computer built, nor envisaged can replicate. These are capacities that are here called “spiritual intelligence”—the meaning-giving, contextualizing and transformative intelligence. Computers always work within programs, within boundaries, within finite model games. But humans can play infinite games---even play with the game boundaries with our creative, insightful and intuitive thinking. “We learn language with our serial and associative thinking systems, but we invent language with some third thinking system. We understand common or given situations and behavior patterns and rules with our first two types of thinking, but we create new ones with this third kind,” Zohar offers. Humans are essentially spiritual beings, evolved and/or programmed to ask fundamental questions. “Who am I?” ---“Where am I going?” ---“What do others mean to me?”

Research carried out in the 1990s, first by neuro-psychologist Persinger of Ontario’s Laurentia University, and later by neurologist Ramachandran at the University of California—innovators in an emerging discipline often called “neurotheology” dedicated to comprehending the complex relationship between spirituality and the brain--found the “God module” or “God spot” in the human brain that generates the sense/presence, the feeling of God-like experiences. Scans taken with positron emission

typography show these neural areas light up whenever discussion of spiritual-religious topics occurs. Prof. Andrew Newberg, radiologist, (University of Pennsylvania) observed the brains of Tibetan Buddhists and Franciscan nuns as they engaged in deep prayer and meditation, by injecting radioactive “tracer” dye when the subject entered a deep meditative state, then photographing the results with a high-tech imaging camera. He found out that “when people meditate they have significantly increased activity in the frontal area—the attention area of the brain—and decreased activity in the orientation part of the brain.” Many of these changes occur whether people are praying (focusing on oneness with a deity) or meditating (focusing on oneness with the universe). But there are differences in that prayer activates the “language center” of the brain, while the “visual center” is engaged by meditation. In his *Why Won't God Go Away* Newberg offers a simple yet scientifically plausible opinion---humans seek God because our brains are biologically programmed to do so, requiring us to ask hard questions about science, faith and reason.

Temporal lobes are linked to the Limbic System---the brain's emotional and memory center--with the amygdale in the middle of the area, and the hippocampus recording experiences into deep memory. Super-fast Forty (40) Hz oscillations arise in the whole brain (Gamma rhythm), and are found all over the brain, in different systems and different levels---being the neural basis of consciousness and the Spiritual Quotient (SQ), that third intelligence that places actions-experiences in a larger concept of meaning and value, enhancing their effectiveness for arousing memories of transcendental experiences.

A third kind of neural organization makes it possible for us to do creative, insightful, rule-making/-breaking thinking [13]. It is heart-to-heart thinking, it is the demystified spiritual---not necessarily religious--thinking with which we reframe and transform our previous thinking---our Spiritual Intelligence, our Spiritual Quotient (SQ), our quantum quest for meaning, our hyperlink to everything. It is in its transformative power that SP differs from EQ, as emotional intelligence allows you to judge what situation you are in and to behave appropriately within the boundaries of the situation, allowing the situation to guide you. Your spiritual intelligence allows you to ask if you want to be in this particular situation in the first place! In our mathematical shorthand, beyond IQ and EQ is SQ, which can develop our capacity for vision, meaning, and value, our dreams, our happiness, our intuition, our beliefs and our subsequent actions. Ideally, based upon our brain design, our three basic intelligences work together and support one another, but each of them has its own area of power and can function in a stand-alone mode.

Human intelligence is rooted in our genetic code, and the completely evolutionary experience of life on earth. Neurologically, everything that bears on intelligence is routed through, or controlled by, the brain and its neural extensions into the body. One kind of neural organization enables rational, logical rule-bound thinking---our Intelligence Quotient (IQ). The question remains---How “bright” are you in real life, outside the classroom, boardroom, the OR, the Situation room, the office? Another kind of neural organization allows associative, habit bound, pattern-recognizing emotive thinking---our Emotional Quotient (EQ or E-IQ), our capacity to tolerate ambiguity, uncertainty and complexity, our awareness of our own and other people's feelings---giving us a competitive edge. “It gives us empathy, com-*passion*, motivation and the ability to respond to pain or pleasure,” as Daniel Goleman, (*Emotional Intelligence*) Harvard psychology professor says. “A high IQ may get you into Mensa, but it won't make you a *mensch*.”

### **Spiritual Intelligence**

Spiritual Quotient (SQ) offers a viable tertiary brain process for synchronous neural oscillations that unify data across the whole brain, which unifies, integrates and has the potential to transform material arising from the two other processes: reason and emotion. Spiritual intelligence facilitates dialog between

mind and body, between reason and emotion. “If we know how to rely on our SQ we shall become less fearful, more accustomed to relying on ourselves, more willing to face the difficult and the uncomfortable, and more ready to live at the edge [13]. That is, at the boundary of chaos and order [“chaorder”], between the known and the unknown, between creativity and self-organization--the frontier for information creation.

SQ gives us the ability to discriminate. It gives us our moral sense, our ability to temper rigid rules with understanding and compassion and an equal ability to see when compassion and understanding have their limits. We use Spiritual Quotient to battle with questions of good and evil and to envision unrealized possibilities--to dream, to aspire, to raise ourselves [13]. The concept of change comes from the basic nature of Yin and Yang, which are always changing into each other ---only Change agents manage transformations. When Yin holds sway too long it “grows old” and renews itself by changing into Yang, and vice versa. The central theme is that all things run their life cycle, and no situation remains immutably. It offers hope in despair, and warns of destruction at the height of success--which is the philosophy of Yin/Yang and changes *per se* [7].

On a larger scale, the notion of waves is metaphoric, trying to explain the hidden code of rules, or principles, repeatedly running through all the activities identifying each civilization cycle. Inherent in the concept is the starting time of each wave period, the crest time of each wave, the time window or cycle of complete duration, and the speed. All human experiences, basic perceptions, definitions of the good life, expectations for the future, and technological development are shaped by the social, political, cultural and technological milieu in which they co-exist.

Wave Theory states that waves are dynamic, crashing into one another unleashing powerful crosscurrents. “When waves of history collide, whole civilizations clash. And that sheds light on much that otherwise seems senseless or random in today’s world...the biggest shift of power...is the coming division of the world into three distinct, differing, and potentially clashing civilizations[12].”

Microsoft’s chairman Bill Gates states in his *Business @The Speed of Thought*, his Twelve New Rules for success in the digital universe: velocity is the key---when the increase in velocity is great enough, the very nature of business changes [3]. If the 1980s were about quality, and the 1990s were about reengineering, then the 2000s will be about velocity: Quality improvements and business-process improvements will occur far faster, lead time, cycle time and inventory will be reduced. “To function in the digital age, we have developed a new digital infrastructure---it is the human nervous system. Companies need to have that same kind of nervous system---the ability to run smoothly and efficiently, to respond quickly to emergencies and opportunities, to quickly get valuable information to the interested people in the company who need it, and the ability to quickly make decisions and interact with customers. The successful companies of the next decade will be the ones that use digital tools to reinvent the way they work.”

In his *Transformations of Man*, social commentator Lewis Mumford observed that there have been only four or five periods of change in Western civilization—in social roles, institutions and in the consciousness of entire populations—which were fundamental enough to justify the use of the term “transformation.” Other scholars who identified a pattern in the changing courses of civilization, include British historian Arnold Toynbee, who introduced the “once-startling idea that, like human beings, all great societies go through the stages of growth, maturity and decline.” Specifically, he wrote about the apparent “doom and gloom” decline of current Western civilization into a transfiguration of industrial society, displaying more of a balance between utilitarian and spiritual values. Currently, a similar view is presented in Alvin Toffler’s *The Third Wave*, where his basic metaphor of wave analysis is a “particularly

fruitful contemporary and future horizons into three “waves”, looking at history as a succession of rolling waves of change, asking where the leading edge of each wave is carrying us, focusing only on the discontinuities---the innovations and breakpoints. The new management paradigm taps into the innate wisdom of the heart to give purpose, direction and meaning to our chaotic, hyperactive Century-21 civilization, where all the dimensions—technology, family life, religion, culture, politics, business, hierarchy, leadership, values, sexual morality, and epistemology—are in swift, radical change---all simultaneously!

In Alvin Toffler’s way of looking at “waves of history,” which complements the ideas of Mumford and others, Toffler divides all civilization into three parts, or waves. Toffler’s “First Wave” was agricultural civilization. The Second, industrial. The Third is the emerging structure grouped around the development, possession and transfer of high-tech knowledge---“software over steel.” Future conflicts, Toffler states, will come because of the clash of these hierarchies in our trisected planet; e.g., as Wave-2 nations prepare to become Wave-3. “It has belatedly begun to dawn on people that industrial civilization is coming to an end...Today, many use the term ‘postmodern’ to describe whatever it is that comes after modernity [12].”

*First Wave, or Wave-1, civilization is inescapably attached to the land. Even today, Multitudes live and die in pre-modern, agrarian societies as their ancestors did centuries ago. Wave-2 civilization’s origins are disputable---tracing roots back to the Renaissance, or when Newtonian science first arose 3 centuries ago Daring new ideas arose---the idea of progress; the odd doctrine of individual rights; the Rousseau notion of a social contract, secularism; the separation of church and state; and the novel idea that leader should be chosen by popular will, not divine rights. All steps leading toward the full development of what we call modernity---mass-Industrial society, the civilization of Wave-2. In every industrializing country bitter, often bloody battles broke out between Wave-2 industrial and commercial groups and Wave-1 landowners in alliance, very often, with the church [itself a great landowner] Wave-3 brain-based economies sell information, innovation, management culture and pop culture, advanced technology, software, education, training, medical care, financial services, etc., to establish global hegemony.*

Back in 1964, the physicist Murray Gell-Mann borrowed a word from James Joyce’s *Finnegan’s Wake* [“Three quarks for Muster Mark”] and suggested that protons and neutrons are composed of “fundamental” objects called quarks [1]. Physicists call the smallest particle that holds the atom together the “charmed quark,” and its symbol is a heart---the love energy that holds the universe together. The fusion process of bringing atoms together is symbolic of increasing the energy levels--- [anecdotally] of love and healing that result from joining together in unity rather than splitting apart in separateness.

In addition to our five senses--hearing, seeing, tasting, touching, smelling—with which we experience the world directly, labeling the inputs of the world of our five senses [bird, song, music, soft, salty, etc.] is the “sixth sense.” Once aware of the sixth sense, we believe there is something within us, some self, which causes this labeling, some “I” which is the seventh sense. In order to become free, in order to understand our true self, according to Buddha, we need to develop an eighth sense, which allows us to realize the illusory nature of labels and intellectual analysis of the sixth sense, and the concept of “I” of the seventh sense [11].

### **Education of the Intellect**

Intelligence is, in essence, whatever works. It is just as difficult to measure Human Intelligence as it is to measure Artificial Intelligence. Like the Hawaiian concept of *pono*---Effectiveness is the

measure of truth. If it works---it is true! Jonathon Baron also believes that rational thinking can be taught: Intelligence is the set of properties...that make for effectiveness, regardless of the environment the person is in. [Please see his *Rationality & Intelligence*, 1985.]

A comprehensive science of life must account for the nature, as well as the variety, of human intellectual competences. In view of the spectacular progress of recent decades in such areas as biochemistry, genetics, and neurophysiology, there is every reason to believe that the biological sciences will eventually be able to offer a cogent account of these intellectual phenomena [15].

Howard Gardner, recipient of a MacArthur “Genius” Award, has proposed nine various aspects of Intelligence, the nine expert systems which are not full-blown intelligences. To his Multiple Intelligences [2], which now include Musical, Linguistic, Spatial, Intrapersonal, Logical-Mathematical, Inter-personal, Bodily-Kinesthetic, and Naturalist Intelligences---is added here another intelligence; possibly, the most important--- Montessori’s “Intelligence of Love.” Unlike Gardner, whose Intelligent list is a dynamic profile of time-changing intelligences, with overlapping definitions of intelligences and talents, the Intelligence of Love is natural, never changing, and all-encompassing...Dr. Montessori was deeply scientific in her outlook, too, although she did not bring science to bear on everything. Love-intelligence was not just intelligence on a high scientific level, but intelligence incorporated with love. The love was not just a sentimental, emotional love, it was really deep veneration, respect, sensitivity for all of life, as seen reflected in ...natural laws and in the wonders of ... Creation. It behooves us to remember that Dr. Maria Montessori spent many years in India, during which time she befriended and studied Gandhi’s satyagraha, non-violent resistance---the moral force which is always stronger than physical force. “Peace is organized love. War is organized hate. If we work as hard to bring about the organization of love as we do of hate, we would see the number of wars decrease and the toll of domestic violence.” Montessori’s “intelligence of love,” is like quantum love, connecting all relevant disciplines---vertical and horizontal-- under the sun, the emotional part of our overall larger-contextual intelligence. It is, perhaps, mankind’s secret weapon. Beyond IQ by Robert Sternberg (Cambridge University Press, 1985) presents the “triarchic” theory of human intelligence by the Yale psychologist--- Context, Experience Components. Context concerns adaptation to the present environment, shaping it or finding a better one. Experience is another element, while Components are the structures and mechanisms that underlie intelligence. Sternberg proposes insight as a key to so-called giftedness: major scientific, artistic, and philosophical accomplishments involve intellectual insights. What is important is how you think---a quality of thought----not what you know or how much you know or how much you can absorb. Nancy Foy’s Yin & Yang predicts that "we are heading into an era in which human aspects of management are likely to take precedence over technical aspects. This is perhaps overdue, but (being human) we will probably overdo it. That kind of swinging from pole to pole is also inherent in the Yin and Yang. There is energy in such oscillation, and we should learn to harness it." Personality types include:

- CONVENTIONAL TYPE: The Path of Duty
- SOCIAL TYPE: The Path of Nurturing
- INVESTIGATIVE TYPE: The Path of Knowledge
- ARTISTIC TYPE: The Path of Personal Transformation
- REALISTIC PERSON: The Path of Brotherhood
- ENTERPRISING TYPE: The Path of Servant-Leadership.

Wave-2 technology, with its attendant goals of efficiency and rationality, sets a milieu in which these particular qualities permeate and influence many human activities. Higher-order cause-and-effects generate complex social and techno-logical changes. Joe Coates has projected the sixth-order

consequences of 20th Century inventions like the automobile, the refrigerator, radio-TV---all leading to marital divorce!

In this quantum interconnected view, the new approach—in politics, education, management, relationships--seeks a non-adversarial “win/win” solution—A Cooperate/Cooperate solution---rather than a “lose/lose” solution, or even “win/lose” or “lose/win” solution to problems, in resolving conflicts either in the personal or business arena. Rather than the old “zero-sum game” in which one party’s gain exactly equals the other’s loss, the new approach is a non-zero-sum approach, where both parties strive for the highest (spiritual?) gain. Win/lose is really illusory, since the losers simply lick their wounds and wait for an opportune time to reopen the conflict in the mistaken hope that they will win the next time. The conflict is not resolved. All the winners have won is period of time during which they can mistakenly pride themselves on having won. Win/win is a more sustainable approach, and it reflects an important teaching of the “ageless wisdom.” If we don’t solve our personal and collective conflicts now, they will just keep coming back to us later in this life--or in others, as our karma, until we learn our lesson. Win/win approaches are derived in part from the Eastern martial arts such as Aikido. Instead of resisting an opposing force, we join with it and guide it to a higher level.

### Summary

Spiritual Intelligence can be thought of as a super-process integrating stimuli to the left- and right-brain hemi-spheres---with perspectives that cross-cue each other, as well as question the meaning of the present situation [15]. But how do decision makers put all the multiple perspectives together, effectively, to approach Truth? Mintzberg, in his article in the *HBR*, considers planning a left-brain function, and management, *per se*, right-brain activity. As Doctors Gofman and Tamplin have admonished: “*We need a mechanism for effectively criticizing present-day science and technology, and for articulating a new set of priorities that would lead science and technology to fulfilling the needs of society...it seems quite evident that science and technology have become uncoupled from our society.*” To bring the Noetic science of Awareness to the transformational process, true change agents seek the spiritual center to comprehend the awesome oneness of the multi-relationship of body, mindset, emotions and spirit, and to readily access the creative power of the new Wave-3 passion for optimizing the human potential. This goal requires a major change in lifestyle, a process of transforming perceptions, fine-tuning quantum protocols for personal and spiritual growth and awareness.

The more intuitive you become, the more you realize that life, generally, can be a cooperative enterprise. It is not necessary for someone else to lose in order for you to win. In fact, the...way to win is to share your prosperity, to help those around you, and to convert adversaries into allies [4].” Remember that intuition is just another name for “street smarts.”

The Hawaiian concept of health is that health is a state of peace and harmony, while sickness is a state of war and conflict. The urban shaman healer of the adventurer tradition does not try to stop war, either in the body or in the world, but instead seeks to create harmony [6]. The healing concept is based on the word *ola*, which also means “life” and the “attainment of peace,” with strong root connotations for abundant energy. Here we have a precise understanding of defining sickness as a condition relating to tension and stress.

To improve Spiritual Intelligence/Quotient, a review of the workings of “transformational groups” such as, the Findhorn Foundation [visited by two of the co-authors], the Pathwork Community, and the Institute for Cultural Affairs is indicated. These noetic networks are giving “practical experience in the synthesis of collective and individual approaches and the balance of rights and responsibilities [10]. Spiritual Intelligence is the ability to use a multi-sensory approach to problem solving while learning to

listen to your inner voice. The work of scientists, psychologists, spiritual “pathfinders” and ancient wisdom and mythic traditions under girds the theory of spiritual intelligence and pedagogy. Dorothy Sisk and E. Paul Torrance have gathered a foundation for a theory of spiritual intelligence that suggests in many ways that SQ encompasses all the intelligences. The transformative power of SQ distinguishes it from IQ and EQ: as IQ primarily solves logical problems; EQ allows us to judge the situation we are in and behave appropriately; SQ allows us to ask if we want to be in that situation in the first place. A high SQ is the best predictor of

- happiness
- serenity
- good self-esteem
- and harmonious & loving relationships.

Unlike IQ, however, which is linear, logical, quantifiable and rational, SQ cannot be quantified. “High SQ requires us to be deeply honest with ourselves. It requires us to face choices and to realize that sometimes the right choices are difficult ones. High SQ demands the most intense personal integrity. It demands that we become aware of and live out of that deep center of ourselves that transcends all the fragments into which our lives have shattered. It demands that we recollect ourselves, including those parts of ourselves that it has been painful or difficult to own. But most of all, high SQ demands that we stand open to experience, that we recapture our ability to see life and others afresh, as though through the eyes of a child, to learn how to tap into our intuition and visualization, as a powerful means of using our inner knowing to “make a difference. It demands that we cease to seek refuge in what we know and constantly explore and learn from what we do not know. It demands that we live the questions rather than the answers [13].”

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