

SM 170909e

## Worldrecord with LOVEPOWER?

**KS- Afterword** for book FD 161028

„The Power of Love”



Karl Schlecht  
Stiftung

... Suchen und Fördern des **GUTEN** schlechthin

qualitativ ? – innovativ ? – leistungsbereit ? – flexibel ? – kompetent ? – wertebewusst ?

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This content differs from the printed afterword-text in book FD 161028

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## World record with LOVEPOWER?

*In Dubai 2007 Putzmeister astonished the world with an outstanding performance concrete pumping achievement surpassing by far all earlier jobs. The order was gained thanks to the trust in customers mind which Putzmeister gained on similar record tasks. With the previously impossible Pump pressure in the ling concrete pipeline of now over 200 bars, a world record of 601 metres was achieved in 2008 at this worldwide highest DUBAI- tower now called "Burj Khalifa". The remaining height of the Burj up to 890 metres was built entirely of steel.*

*Was the cosmic human POWER of Loving involved here growing our of the predecing 50 years hard and always innovative technical and entrepreneurial "outgrowth"?*

*Was it only the synergy of effectively interacting divine elements such as physics, chemistry, digitalized mechanics in the resulting strong elephant pumps and distributor booms on the long road to this world record? Or was cosmic "love power" in hearts and minds of our Putzmeister Team as a catalyst essential in their development for problem solving human energy surpassing with innovaton excisting limits? Was it belief in success and love for one's own creative doing? Where is the next challenge to prove Putzmeister- mastership with "always better" on our way to "Industry 5.0" – the digitalized exploding human factor?*

### POWER of LOVE?

Pure imagination? Home-grown? Love fuel that costs nothing? Typical for economical and active-productive cute Swabians?

Long before this world record in 2008 I had as company founder already had questions in 1960: Why do I dedicate myself as an "academic" to the dirty, rather primitive mortar pump business? And why do I succeed in realizing the subject of may master degree in own business? But why actually think about such in the survival struggle of the mechanical engineering industry, when one should be satisfied that the machine runs well and profits are made? The deeper – later philosophical - question "why" did not yet arise. But I was interested in the complex WHY- question of success. I was



successful compared to the many others who tried the same thing. The sale of my plastering machine went well. Actually it sold itself.

In the first years when operating in my father's garage with 27 years of age, I asked myself again and again Why? I sought an existential answer as young commercially untrained engineer - entrepreneur: How can I ensure sustainable success?

The other question was: Why am I doing this? Why do I go to construction sites, then come home dirty, and I still enjoy it? Why am I following up every mistake? This moved me in the scientific sense, just as I learned it at university. Not only superficially and technically.

So my motivation was to get to the bottom of the problem and develop ideas on how to work scientifically in business. I wanted to get to grips with things and tasks I had set myself, bring insights into practice, integrate them into technical implementations and thus contribute to a solution and to progress in the construction industry in general. \*\*2

As a student I had dragged the mortar up in the butt on its hump. Such efficiency-problems forced themselves scientifically therefore almost on me.

### **Diploma thesis as startup**

The first answer was to develop with perseverance an idea of how it should work better - today I would say to pursue a vision. I had a firm belief in achieving what I had imagined and what my father gave me as a task to be solved. He was a plasterer - not a technician. The first result was my invention of the mortar pump, which took away the hard work of towing mortar.

Looking back today, I would say that success grew out of a combination of my enjoyment of my own free work, the parental plating practice opportunities and the good economic times. In this way, my young company found me with a good basis right from the start. I had also experienced the relevance of being able to settle costs finances in my father's company - and therefore immediately hired an accountant to ensure healthy business so that I could concentrate on technology and the market.

In addition, however, I was always concerned about the WHY of passion and not just success. What is it that drives you on? Making money was practically incidental (50 years without loss!).

### **The mysterious power within us**

This question was asked by the well-known book author Prof. Gerd Gerken of a student who had to write her master thesis on the subject. This is published in Gerken's book "Management by love", which I read \*\*3

There I found the statement that faith and love are what drive the business - not primarily the urge to earn money or much else that comes to mind. The real philosophical question, why and how do you actually know what you have to do, is not normally asked because it works. Maybe that's just why not. But despite all the success, I was not really quite satisfied.

My Protestant education and about 20 years of schooling were perhaps the reason why I asked myself again and again: What is actually behind it? Why do I have success... as an "engineer ONLY"? Why did I become market leader with the first plastering machines built, and later 1985 worldwide on top with my concrete pumps? How had I managed to do better than others in the tough battle in the industry?

When Erich Fromm's voice reached me on the radio in 1977 with his lecture "Vita Activa", I began to study his works and got to know a new perspective.

I began to really understand the many in depth, to understand what drives you for a "Vita Productiva" (the trait of actively developing and implementing thoughts in life that take you further) and what it is that awakens the effective forces in you that were previously not so consciously or only latently present. My friend Michael Bordt SJ later described this process very clearly in his article "Love and Leadership" at the beginning of the book "The Power of Love".

### **What comes first...**

In his famous book "The Art of Loving", Erich Fromm preceded Paracelsus' word. Why?

*He who knows nothing, loves nothing.  
He who can't do nothing, doesn't understand anything.  
He who understands nothing is worth little.  
But who understands,  
who loves, notices and also sees...  
The more knowledge there is within a thing,  
The greater the love...*



After reading "The Art of Loving" more than 100 times selectively in the last 20 years, I realized how natural it actually is what Paracelsus expresses with "Who knows nothing, who can do nothing, who understands nothing" - and why Erich Fromm associated it with love.

**You first have to learn in life, how to practice learning, accept defeats and learn from them again in order to deeply learned and know your cause perfectly and ergo love.**

For me as an entrepreneur this meant that we had to fight for success, in the sense that the customer, whom we serve, gained trust in our products and performance for which he pays. It is our good performance that helps him forward with his own customer. With every product he receives a part of Putzmeister's corporate culture as profitable surplus delivered to him.

So I realized: **Good performance first!** This is the only way to gain customer trust and enjoyment to have made the right choice. This gives double joy - and only then do you begin to love what you do.

Here too, the art of loving is a hard road. "Art" comes everywhere in life from "ability", i.e. the result of hard work, "learning to learn", "practicing" and learning from one's own mistakes and the mistakes of others. This forms life experience, which one then internalizes in a responsible and value-oriented character for making ethical values based right decisions.

This "awareness" or "sensitivity" to the "love of doing" opened up new perspectives for me in corporate management and also an idea of what it means to deal with the people entrusted to us in an ethical value-oriented way.

For me, Erich Fromm's "Die Kunst des Liebens" not only became an "enlightening" book, but also a valuable promotional gift as "good management literature", which I certainly gave to over 1,000 customers during my business hours and later distributed further. Last but not least, "Die Kunst des Liebens" is - apart from the BIBEL - with over 30 million copies one of the best-selling non-fiction books in the world and has been translated into almost all languages.

But you have to work on the content. Because almost everyone you ask has read "The Art of Loving" sometime earlier, but of course did not understand it in his youth, and it usually ended up as a closet body.

### **Understanding starts over and over again..**

...as the philosopher Hans-Georg Gadamer said. And that's how it works when you pick up a good book later and read selected pages again. This new reading can have the effect of an uplifting encounter with good friends or winning personalities.

Life then taught me even more, especially when I got to know in 1982 the four-question test of Rotarians as an everyday ethic. Internalizing it for good entrepreneurship I added "am I honest" as the second question. Is the proven highest leadership feature and prefix contents for all our contracts.

**Ist dies die *Wahrheit*?** Bin ich wahrhaftig, integer?  
**Bin ich *ehrlich*** - aufrichtig - offen?  
**Ist es *fair* für alle Beteiligten?**  
**Wird es *Freundschaft* und Goodwill fördern?**  
**Wird es dem *Wohl* aller Beteiligten dienen?**

With this I learned to listen with a different kind of openness, to internalize and "digest" what came across consciously or unconsciously interpersonal. Often you already know most of what you read or hear. But in a good book or in a good personal encounter, it becomes conscious again, kept in front of one's eyes with new images and associatively afflicted.

## What do we mean with ETHICS ?

This also happened to me when I read in Erich Fromms book "Psychoanalysis and Ethics" (The Man for Himself) There he defined for our Views as "ethics" for active people who consciously work on themselves, i.e. who are not spiritually or mentally lazy (= root sin in Worldethos):

*"Ethics is the teaching of a humanistic-biophilic lifestyle based on good values and virtues. They are norms that should help the individual to realize his or her SELF and his or her possibilities for a successful life".*

There is so much talk about ethics, and everyone means something different. It is always the norms and rules for the individual in the biophilic (4) sense - a word that Erich Fromm coined and Rupert Lay continued. Ethics applies to man himself, is individual, i.e. to the individual as an obligatory task for his God given life.

This awareness of the individual, that is, his consciousness, as Michael Bordt SJ explained in the book "The Power of Love" above, coincides with the fact that the founders of religion, including Confucius, more than 2,500 years ago, always addressed the "You" in the Golden Rule and the religious commandments: "You shall not...". Above all, to understand literally the "golden rule":

**"You shall not do to others what you do not want them to do to you."**

The Jews adopted this effective form of negation. Christians, on the other hand, transformed it into a positive format, an affirmation that can also be interpreted as a guide to corruption:

**"Treat others the way you want them to treat you".** (*in my eyes this might lead to corruption*)

Today, ethics is often confused with morality, usual in US. I have tried, as I always practiced as a leader, to clarify it for our friends in a short document out of my understanding. (5) SM 140210)

## You and them...we form our °World" (not the "Globe")

Ethics has its roots in old religious commandments, created for each individuals life. Living together it then leads to an ethos, to a general complex attitude which specific a group or society in general has internalized in its area. This UR-ethos of comandments also appears in secular wording as the Worldethos idea. Its Essence actually can be found in all religions - researched and formulated 1992 in secular language by Prof. Hans Küng under this trust building Worldethos- canon. There the UR-ethos created by our ancestors – referring to GOD - is condensed as Worldethos Idea in a few words- we call it principles of life starting with the the Golden Rule ...

"Do not do to others what you do not want to be done to you".

"Do not kill, do not lie, do not steal, do not misuse sexuality, respect parents, love children."

Avoid root sins (global): "Pride - envy - anger - greed - voluptuousness - gluttony - inertia (religious, moral)".

These are well known elements from the 10 commandments of Jews and Christians for basic trust in life among persons. The wordings "Do not...." Documents that Ethics must be understood as **individual obligations**. Therefore it is misleading to speak of "**BusinessEthics**" (**Wirtschafts-Ethik**). It speak and write of ethics of or for the leaders – not ethics of the company or economy....

Even Leo Tolstoy also writes – that every religious founder has proclaimed these for the benefit of each member of the his society. Religious commandments are practically the operating instructions for our individual lives - same as we get it for each complex machine.

What people made of it is however too often the opposite. This becomes dramatically obvious in our todeays digitalized fast and universal communicating world.

***WORLD** is defined as mankinds envelope of all material, psychical, social living - real and thinkable matters of our populating our nature covered earth, which else would be a dead cosmic globe.*

*World means the horizon in which our people find their understanding and trust forming identity.*

*They live in this world but also in their own. With each human a world is born; with each a world goes down.*

*A good ethical value based human entity should **unite its memebers as their home** and form **trust based societies or nations or teams** \* (one for all - all for one) in following **joint missions**, chances and visions in the **same uniting spirit and culture**, continuously formed and emerging from it. Focusing on process and performance orientated optimal problem solving and open minded **learning culture** will further our open minded learning culture and develop natural personal competence and authority, respecting each other. Nobody should give up when some do not yet comply. Everyone needs time to learn the exercise. Life may be too short!*

## Trust is deep concern for live and love

This is what Mr. Küng motivatied and "lived" personally, what moved him inwardly and what gave him strength for his work. His Worldehtos mesaer " Peace among religions...." Needs TRUST first. For this only the early commandments were created and documented in writing in Babylon 2500 years ago. Similar in China by Kung futse and other wise ancestors what was documented shortly llater. Certainly also created in earlier times – but not written and therefore lost.

The word TRUST can hardly be found in the commandments and the Worlethos canon. It is hidden in

I mean here the highest (not only) Christian virtue of "love", love in the sense of AGAPE, divine love, was missing there. Because we at the Karl Schlecht Foundation (KSG) promote the Ethic idea on a long-term basis and with great commitment, this is particularly important to me as a founder with regard to business. There I learned all this and earned the financial means from which the Global Ethic Promotion lives, especially the business-oriented Ethic Institute.

As Erich Fromm writes in the last paragraph of "The Art of Loving", love in the life given to us by God is designed as a basic need in every human being, which everyone should awaken, even to experience, at least for themselves, an element of the "Kingdom of God", as originally proclaimed by the Christian Church, but generally never achieved.

Here again, all these well-known findings and values are not generally taken to heart in this world. They can only be recognized by individuals in themselves. Everyone should internalize this also in the occupation.

In the sense of the Worldethic idea, it would be a root sin to be sluggish in such questions. Especially in the winnng minded business of good companies experience has shown that people are entrusted not only by clear economic interests but in addition with jointly developed trust building company

values. These interests and values unite and are integrated in the firms mission and vision statement (Good Governance) - see PM 04022 (PM Statement) and SM 170901 (KSG Statement).

## **To Have and To BE**

My second, for me large entrepreneurial "company" today is my non-profit foundation KSG. It focuses on such questions for others. We are interested in the factor "love" with regard to its winning effect in business - as described above from my personal history. We also change "Liebe", the german word to the more contemporary term "iLove" depending on the personal situation. Not only for because we heard and learned this from Steve Jobs. And we support projects where love can be felt and proven personally - without using the word.

Nevertheless, we at the Karl Schlecht Foundation do not want to imagine changing the world, but can only set an example by personal awakening the previously uncommon term "love" in our company members entrusted to us in the real values creating business world.

It is astonishing that people who have a positive charisma answer "Yes" enthusiastically when asked if they love their job. Here this connection seems to live latently but is still visible. These are usually the people in whom you unconsciously recognize how they actively and joyfully do what we serve each other and what brings us all together or holds us together.

My initial question (Why? Why? Why me? Why actually?) found answers in old chinese wisdoms thousands of years ago. Laotse said: "Who loves what he did has never worked." Basically all people of good worldview realize their intrinsic secret tendency for loving as a quasi "cosmic force" - as Pierre Teilhard de Chardin wrote 100 years ago. This is what was behind my "VITA Activa". He wrote, "Love is the most universal, the most tremendous and the most mysterious of the cosmic forces inside humans." And personal Trust is what is needs first besides selflove.

## **Physics and Love - Divine Cosmic Appearances**

This means a cosmic primordial appearance, which is of equal importance to the other physico-chemical forces such as gravity, electromagnetics, radiation etc.. Analogously, wise people interpret love as a cosmic, divine force for our small human world, which is actually always present - and is wasted through inertia in life. In our business world, too, love is much more than just a beautiful feeling. Deeper thought, it is actually a divine primal element in the origin of our life.

Love is usually viewed - also by Erich Fromm and in literature - from a personal perspective. Love is understood as an element of connection or strength between two lovers, which it is, and is rather excluded in business. In reality, love first arises in the innate being of a person. It shapes - not only with a second lover - his being, but also his handling of all factors surrounding him and what comes out of him - his own, his actions arising out of him. This is also part of his ME. Real "loving" behaviour is part of his character or arises from it. Love shapes the whole being in man, actually makes it human. This was and is what Prof. Küng assumes to be his Worldethic idea: It should make living together in society "human". "Love is the fulfilment of the Worldethic Idea" – he wrote later. That is why I set up the Erich Fromm Institute in Tübingen wall to wall with the Worldethos Institute. The "art of loving" should "diffuse" through the walls with its cosmic forces and enrich the neighbor institute.

## **What is LOVE? What does it have to do with leadership?**

The essence of active, genuine love anchored in our hearts lives according to Fromm through the following human characteristics or emotional elements:

Trust, knowledge, sense of responsibility, respect for others, care, faith, activity, concentration, discipline, humility from inner strength

In the sense of constructivism, these are also the embodiments of leadership competence.

Anyone who has understood this and is thus noticeable to others, automatically comes to realize how important awareness is with the philosophical question "Why actually? As Paracelsus meant it and Fromm took over as preface.

Above all, it is important to realize that the same love-characteristics also enable good humanistic leadership.

Man understands that the concepts of love to be understood as activity apply equally and above all to love for one's own actions born in oneself. What is meant is a pro-active action that grows out of the self, as Erich Fromm quoted by early Karl Marx:

*"According to Karl Marx, free and conscious activity is what constitutes the essence of man. For us, activity means that something is born in us that comes from ourselves, that is not forced upon us, that comes from our creative power that is inherent in us all "(6) - like the god given yearning for loving as implanted from mothers breast.*

And Hermann Hesse adds: *"Happiness is love, nothing else. He who can love is happy."*

I was happy to have gained the trust of our worldwide customers with or from my DOING and with my value-oriented Putzmeister team. We became number one.

Do you know a world champion in sports who doesn't love what he does?

Sometimes, however, in the work-life balance, this results in a competitive relationship between love in private and business life, love for one's partner and love for one's work.

When Erich Fromm is internalized, Erich Fromm declares love as art. So it is true that as a result you shouldn't love your work because you need it, but that you need your work because you love it - just like your wife or husband.

This wonderful or fundamental insight for entrepreneurial practice recently led me to ask Dr. Nicola Leibinger-Kammüller, successful Chairwoman of the Management Board of Trumpf GmbH and publicly highly honored entrepreneur. At a meeting of the Board of Trustees of the Global Ethic Foundation, I asked her what role LOVE plays in her "business". After a little thought, the answer came:

**"I succeed because I love people."**

That actually says it all. Or is more needed?

Is there another dimension of love besides individual and elementary love to your partner, love as a so-called agape to others or your team as stated above?

My THIRD Loving Dimension may be called "iLove...what I do"- (see SM 180202)

Love for one's own ideas, one's own vision, one's own actions is intrinsically seen, coming out of oneself like one's own child, which enlivens one and helps one to "move mountains". Willingness to make sacrifices creates growth beyond oneself, creates creativity, creates masterpieces, strengthens self-confidence, encourages, suppresses pain, gains, trust and recognition from others, makes you free and consciously able to do more, awakens your own reserves and imagination, activity as the misunderstood Humanist Karl Marx wrote.

Everyone has the chance and also the implanted life obligation to create such living aids out of himself and for himself. Why and how?

**Steve Jobs** is the shining example here...You must learn what you love" he said in his famous Stanford speech (SM 121130). What came out of it is the global success of the smartphone, our iPhone.

I myself understand today the world championship of my Putzmeister company, which I founded in 1958. With my decision to donate all PM-shares in the non profit foundation KSG, created in 1998, I want to help others to achieve this better. Therefore I gave away to business friends and visitors more than 3000 copies of Erich Fromm's world famous book "The Art of Loving".

In reality you enrich yourself when you can say from the bottom of your heart "I love you...". Same when its your idea born in yourselves – and then love what you decided to do out of yourself- your baby. Indeed I love every Putzmeister machine found worldwide or discover in the WEB; - and today I also love the iPhone of Steve Jobs. Steve Jobs´ A masterpiece of love that changed the world.

This is then the **FOURTH** dimension of love, the "iLove..."(see the Sexy Six of Love in SM 160101).

iLove means loving his successful work, his own child. But it needs before personal enrichment as the source for trust and love, always born in long hard and worrying efforts. Else it would be a hollow dream.

The way to find this is serious active learning, seeing, listening, "work like hell", learning, self enriched knowledge, ability, wanting, loving, deciding, acting - and enjoying one's own successful work if it succeeds....This is how true entrepreneurship emerges... total dedication, growing beyond oneself, mastership with active loving on the way to one's vision, pulling others along - so that everyone wins.

Brain researchers discovered that this must be highly genetic, originating in the mother's womb in the brain and in the first years (Prof, Roth, Birnbaumer etc).

Awakening this in young hearts or entrusted employees with good values based guidance is our higher KSG goal for leadership excellence.

But how?

As mentioned at the beginning, "art" comes from "ability". Skill expertise and competence come first.

Only then the love for the proven own achievement dedicated to the customer, his won confidence based on performance and the love for the current doing then even has an extended chance.

You will not only love your product but also **your customers**. And they feel it. They will then be partners and friends (in the sense of our 5 questions probe) This enhances all this, let you grow beyond yourself in a sort of "FLOW"..

## **Right decision making is crucial**

From a business perspective, however, the essential taxable profit and personal gain are always based on the art of "making the right decisions". This important leadership quality is based on good values based human character. Can this be learned? Is Loving involved?

Decisive for decisionmaking are these Character questions: Interests, Emotions, values consciousness. That's research and teaching task of our LEIZ- Leadership excellence Institute at UN Zeppelin ).



The book "The Power of Love - Wegweiser für nachhaltigen Erfolg" (Better: The Power of Loving – a guide to Sustainable Success), dedicated to me and the KSG by Prof. Klaus Leisinger, serves to learn and practice this socially significant art of making the right decisions. (FD 161028 - [www.karl-schlecht.de/download/fd](http://www.karl-schlecht.de/download/fd)) See this SM as shortened afterword there.

## World champion how? Winning Business Spirit as meaning for life

There is no world champion, whether an athlete or an entrepreneur, who would have grown beyond himself again and again without the motivator love. I'm speaking from my own experience. In 2002 I developed the following guiding principle for our Endowed Chair of Entrepreneurship at the University of Hohenheim:\*\*7

"Entrepreneur is one who on the way to his vision keeps growing beyond himself, dragging others along, so that everyone wins. Its fuel is belief and active loving.

From this point of view Hans Küng was also an entrepreneur. His basic motivation and empowerment was TRUST. Peace among religions to gain peace needs trust first. This was written between the lines and is not truly cultivated among religions.

To use his Worldethos Ides for Trust in business is what has led me to Küng since 1998. In reality it is essential for personal winning, can help to make even hard "business" human with trust.

Equally enlightening as an insight for life is the credo of the business tycoon Rockefeller. This can be found on a large black marble panel in Manhattan close to the Rockefeller Center:

*"I believe that love is the greatest thing in the world; that it alone can overcome hate; that it can and will triumph over might. "(8)*

Without such loving and trust based winning Putzmeister business, there would be neither a Karl Schlecht Foundation nor a Worldethos Institute.

In 2013, KSG has donated €10 million over 10 years to the Zeppelin University Friedrichshafen for the Leadership Excellence Institute Zeppelin LEIZ hoping that good character for right decisions can be seeded in hearts and minds of students for future leadership roles.

## Closer to Heaven - Customer Trust

Putzmeister in 2007 achieved with 600 meterd vertical concrete pumping the still existing world record in high rise concrete pumping. Like the historic Tower of Babel the Dubai Tower – now called Burj Khalifa wants to bring humans closer to heaven. Our resulting record enriches my former company Putzmeister to this day and above all still myself. The cosmic power of love was the catalyst in all elements which made it possible over many years for creating trust – also in customer's mind. And this achievement brought us closer to heaven, as I describe in our 50 years anniversary brochure in page 4.

(see German version

[http://www.karl-schlecht.de/fileadmin/daten/karl\\_schlecht/Publikationen/Publikationen/PM\\_4062\\_D\\_Post\\_74\\_web.pdf](http://www.karl-schlecht.de/fileadmin/daten/karl_schlecht/Publikationen/Publikationen/PM_4062_D_Post_74_web.pdf))

To create this still today with love based on own ideas and own strength is also an essential part of our KSG mission\*\*10, to actively and productively awaken or strengthen the "power of loving", experienced by people in business in order to build trust for coming closer to heaven. At KSG today, it is no longer concrete but the source of strength "trust in people". This is how we at KSG "come closer to heaven's harmony and happiness" with our motto "Searching and furthering the GOODNESS itself.

**Karl Schlecht**

## Endnotes

1. Please find the foundation announcements (SM) below at <http://www.karl-schlecht.de/download/sm-stift-mitteilungen/?F=12121121121151>
2. see Putzmeister Post - "How we at Putzmeister came closer to heaven": in Website [http://www.karl-schlecht.de/fileadmin/daten/karl\\_schlecht/Publikationen/Publikationen/PM\\_4062\\_D\\_Post\\_74\\_web.pdf](http://www.karl-schlecht.de/fileadmin/daten/karl_schlecht/Publikationen/Publikationen/PM_4062_D_Post_74_web.pdf)
3. The true sentence can be found in the appendix to "The Art of Loving: "This distinguishes man from other forms of life in that he can create change in the light of rational experience with conscious purpose."
4. 3rd excerpt from "Management by Love" (Gerken, Gerd 1990: p. 14):  
"Where does the mental power for progress in the company come from?  
Where does this power come from? My student had no answer to that. And when I used to provoke her with the question of energy, she said it was basically a superfluous question. The employees in the companies would have to work; that's where the energy comes from. After all, there is the obligation to earn a living, it is something like the basic energy. In business administration, which she has heard and studied for years, there is no other source for this energy.  
I wouldn't let up. Again and again I provoked them with the question where the mental energy for the progress process in the companies comes from. Where the spiritual power for the transformation of the organization comes from. Again she thought for a long time. And then she referred to plans, strategies, goals and classic project management. In short: "Plans generate this energy!"  
Then she looked at me for a long time, smiling a little incredulously, as if her eyes wanted to express how much she herself doubted it at heart. I replied: "No, the energies for progress ability come from faith and love."  
She laughed and said that with such vocabulary and so much poetic ballast, the problem of business management could neither be grasped nor operationalised. Faith and love... this has nothing to do with business management and the ability of companies to progress. "No," I said, "but it has something to do with spirituality and new management. Because if you ask the question of where the central energy for the various changes in companies comes from, then you must also have the courage to look at where the energy always flows from. Energy comes from the cosmos. And the question arises: How can a company or a manager tap into this cosmic energy to make it usable for his work and for the company?"
5. BIOPHILIE  
Excerpt from "Anatomy of Human Destructivity" (Fromm, Erich 1973, Volume II, p. 185):  
"Biophilia is the passionate love of life and all living things; it is the desire to promote growth, whether it is a human being, a plant, an idea or a social group. Biophiles would rather build something new than preserve the old. He wants to be more instead of having more. He has the ability to wonder, and he would rather experience something new than find confirmation of the old. He prefers living the adventure to safety. He has more in mind than just the parts, more structures than summations. He wants to shape and exert his influence through love, reason and example."
6. For more information see the KSG book by R Lay 2017 "Ethics and Biophilia – a constructivist critique of Enlightenment" as FD 180606e [http://www.karl-schlecht.de/fileadmin/daten/Download/FD/Rupert\\_Lay\\_Ethics\\_and\\_Biophilia\\_180822.pdf](http://www.karl-schlecht.de/fileadmin/daten/Download/FD/Rupert_Lay_Ethics_and_Biophilia_180822.pdf)

7. See Ethics, Ethos, Morality SM 140210 [http://www.karl-schlecht.de/fileadmin/daten/Download/SM/2017/SM\\_140210-Ethik-Ethos-Moral\\_Def-171212stk-S1.pdf](http://www.karl-schlecht.de/fileadmin/daten/Download/SM/2017/SM_140210-Ethik-Ethos-Moral_Def-171212stk-S1.pdf)
8. See Erich Fromm, in: Hans-Jürgen Schultz 1977, Was der Mensch braucht, p. 10.
9. See SEH Endowed Chair Entrepreneurship, founded at the UNI Hohenheim in 2002: [www.karl-schlecht.de/ksg-stiftung/stiftungsprojekte-bis-140306/seh-entrepreneurship](http://www.karl-schlecht.de/ksg-stiftung/stiftungsprojekte-bis-140306/seh-entrepreneurship)
10. See Rockefeller Credo SM 141001 [http://www.karl-schlecht.de/fileadmin/daten/Download/SM/SM\\_141001\\_Credo-141023stk.pdf](http://www.karl-schlecht.de/fileadmin/daten/Download/SM/SM_141001_Credo-141023stk.pdf)
11. See LEIZ: [www.karl-schlecht.de/ksg-stiftung/bildung/leiz-zppelin-uni](http://www.karl-schlecht.de/ksg-stiftung/bildung/leiz-zppelin-uni)
12. See KSG Model SM-170901 [http://www.karl-schlecht.de/fileadmin/daten/Download/SM/2017/SM-170901\\_KSG-Leitbild-180820\\_HP.pdf](http://www.karl-schlecht.de/fileadmin/daten/Download/SM/2017/SM-170901_KSG-Leitbild-180820_HP.pdf)
13. See SM-180202 The sexy six of love [http://www.karl-schlecht.de/fileadmin/daten/Download/SM/2018/SM\\_180202-Sexy\\_Six\\_of\\_Love\\_180607skt.pdf](http://www.karl-schlecht.de/fileadmin/daten/Download/SM/2018/SM_180202-Sexy_Six_of_Love_180607skt.pdf)