

# Ancient Wisdom and Modern Strategy: A Comparative Analysis of the Eightfold Path and the 7-S Framework

Arvind Gudi, Professor of Decision Sciences, Huizenga College of Business and Entrepreneurship,  
Nova Southeastern University, Fort Lauderdale, Florida. USA

Ravi Chinta, Associate Dean and Professor of Management, School of Business and Public  
Administration, University of the District of Columbia, Washington, DC. USA

Bahaudin G. Mujtaba, Professor of HR Management, Huizenga College of Business and  
Entrepreneurship, Nova Southeastern University, Fort Lauderdale, Florida. USA

## Abstract:

This conceptual paper explores the parallels between the ancient Buddhist Eightfold Path and the modern McKinsey 7-S Framework. Despite originating in different contexts, one as a spiritual guide to enlightenment and the other as a strategic management tool, both frameworks offer comprehensive approaches to achieving their respective goals. By mapping the elements of the Eightfold Path onto the components of the 7-S Framework, this paper highlights the underlying similarities in their approaches to ethical conduct, mental discipline, and organizational effectiveness. The analysis reveals that both frameworks emphasize the importance of alignment and coherence among their elements to achieve desired outcomes. This comparative study not only provides a deeper understanding of each framework but also offers insights into how ancient wisdom can inform contemporary management practices.

This article offers meaningful guidance for modern managers and organizational leaders by demonstrating how integrating spiritual principles with structured management approaches can foster a more ethical, productive, and sustainable workplace culture. By drawing on ancient wisdom, leaders are encouraged to adopt a holistic management style that balances ethical decision-making, continuous improvement, and mindful leadership. This integration helps organizations move beyond purely performance-driven models toward environments that prioritize integrity, employee well-being, and long-term impact. As a result, managers can strengthen trust with stakeholders, enhance collaboration, and cultivate a workforce that is both motivated and aligned with shared values. Ultimately, the article shows that bridging philosophical insight with modern management theory equips leaders with innovative tools to create cohesive organizations where ethical conduct and high performance reinforce one another, leading to lasting success for both the organization and the broader community.

Keywords: Buddhist Eightfold Path; McKinsey 7-S Framework; Ancient wisdom; Modern Strategy.

## Introduction

The pursuit of effective frameworks for personal, entrepreneurial, and organizational development has been constant throughout human history (Seyoum et al., (2021). Two such frameworks, though developed in vastly different eras and for different purposes, share remarkable similarities in their underlying principles. The Eightfold Path, a cornerstone of Buddhist philosophy, provides a guide for ethical living and mental discipline aimed at achieving enlightenment (Snellgrove, 2024). In contrast, the McKinsey 7-S Framework, developed in the late 20<sup>th</sup> century, offers a strategic tool for organizational analysis and improvement (McKinsey & Company, 2024).

The Eightfold Path and 7-S Framework share intriguing parallels in their holistic approaches to personal and professional transformation. The Eightfold Path (Right Understanding, Right Intention, Right Speech, Right Action, Right Livelihood, Right Effort, Right Mindfulness, and Right Concentration) offers a spiritual roadmap for individual growth, while the 7-S Framework (Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff) provides a business-oriented model for organizational success. Both frameworks emphasize interconnectedness, encouraging a balance between internal (Shared Values, Skills, Style, and Staff/Mindfulness) and external (Strategy, Structure, Systems, and Speech/Action) elements. "Seeing the connectedness of various concepts can be a source of moral development and ethical maturity" (Mujtaba, 1996, p. 171). By integrating principles from both, managers and leaders can cultivate creativity in solving complex problems in mindful organizations that harmonize purpose, process, and people, driving sustainable growth and collective well-being (Mujtaba and Aiken, 1996).

Despite careful planning and execution, modern organizations fail to provide an effective environment for personal development and organizational sustainability. We view this “crisis of ethics and holistic thinking” as a gap in current management theories and practices that we seek to address in this paper. As organizations evolve and adapt to change, they have not been able to foster trust, credibility, social responsibility, and buy-in from stakeholders (Kanaris and Mujtaba, 2024; Ly and Mujtaba, 2025). Oftentimes they are faced with unintended consequences such as reputational damage and legal issues. During adverse circumstances, leaders must adhere to shared values based on ethical principles and convey clarity and focus to ensure that the organization remains aligned with its strategic objectives (Senge, 1990).

This paper aims to compare these two frameworks, demonstrating how the principles of the Eightfold Path can be mapped onto the components of the 7-S Framework. By doing so, it seeks to uncover the timeless nature of certain principles of effective living and management. The comparison is structured with an overview of each framework, a summary representation table mapping the elements of the Eightfold Path to the 7-S Framework, and detailed sections exploring each mapped pair. The paper concludes with a discussion on the implications of these connections for both personal development and organizational management. Through this comparative analysis, we hope to provide a unique perspective that bridges ancient spiritual wisdom and modern management theory, offering valuable insights for both fields.

## The Eightfold Path from Buddhism

The Eightfold Path, also known as the Noble Eightfold Path (Bodhi, 2000), is a central teaching in Buddhism that outlines the path to enlightenment and liberation from the cycle of rebirth (samsara). It is one of the principal teachings of the Buddha, encapsulated in the Fourth Noble Truth, which describes the way to end suffering (dukkha). The Eightfold Path consists of eight interconnected practices that guide ethical conduct, mental discipline, and wisdom (Snellgrove, 2024). These practices are designed to be developed simultaneously, supporting each other to help individuals progress on their spiritual journey (Lopez, 2024; Hanh, 1998).

1. *Right View (Samma Ditthi)*: This involves understanding the nature of reality and the path of transformation, including the Four Noble Truths (the reality of suffering, the cause of suffering, the end of suffering, and the path to ending suffering). It is the cognitive aspect of wisdom, emphasizing the importance of seeing things as they truly are.
2. *Right Intention (Samma Sankappa)*: This refers to the cultivation of thoughts of renunciation, goodwill, and harmlessness. It involves commitment to ethical and mental self-improvement.
3. *Right Speech (Samma Vaca)*: This practice emphasizes speaking truthfully, avoiding slander, gossip, and harmful speech. It encourages communication that is kind, honest, and beneficial.
4. *Right Action (Samma Kammanta)*: This involves engaging in ethical conduct and avoiding actions that harm others, such as killing, stealing, and sexual misconduct. It promotes actions that are peaceful, honest, and respectful.
5. *Right Livelihood (Samma Ajiva)*: This principle advises earning a living in a way that does not cause harm and is ethically positive. It encourages professions that promote well-being and avoid exploitation or harm to others.
6. *Right Effort (Samma Vayama)*: This involves cultivating positive states of mind, preventing negative states, and striving for improvement. It is the energetic will to prevent unwholesome states and to develop wholesome states.
7. *Right Mindfulness (Samma Sati)*: This practice involves developing awareness of the body, feelings, mind, and phenomena, leading to a clear and focused mind. It is about being fully present and attentive to the present moment.
8. *Right Concentration (Samma Samadhi)*: This refers to practicing meditation to achieve a state of mental focus and tranquility. It involves developing deep states of mental absorption or jhana.

The Eightfold Path is often divided into three categories (Figure 1): wisdom (Right View and Right Intention), ethical conduct (Right Speech, Right Action, and Right Livelihood), and mental discipline (Right Effort, Right Mindfulness, and Right Concentration). Of course, wisdom often leads to ethical maturity and mental discipline to being mindful (Mujtaba et al., 2011). Ethical conduct “is about the intrinsic aspiration of doing something because it is the right action regardless of any results,” since “inspiring others to commitment, effort, and right action is the basic characteristic of a moral leader”

(Mujtaba et al., 1999). Together, these practices provide a comprehensive guide for living a life that leads to the cessation of suffering and the attainment of enlightenment both in one's personal and professional settings. In the business sector, professional role models along with organizational guidelines and expectations are major determinants of how employees will behave (Mujtaba, 1996, p. 171).



Figure 1 – The Threefold Categories of the Eightfold Path

## McKinsey's 7-S Framework

The McKinsey 7-S Framework is a management model developed in the early 1980s by consultants at McKinsey & Company (McKinsey & Company, 2024; Peters & Waterman, 1982). It is designed to help organizations achieve effectiveness by examining seven key internal elements that need to be aligned and mutually reinforcing. These elements are divided into "hard" and "soft" categories, reflecting their tangibility and ease of change. The McKinsey hard elements include strategy, structure, and systems.

1. *Strategy:* This refers to the plan devised by an organization to maintain and build competitive advantage over its competitors. It involves setting goals, determining actions to achieve those goals, and mobilizing resources to execute the actions.
2. *Structure:* This element describes the way the organization is structured and who reports to whom. It includes the organizational hierarchy, departmentalization, and the distribution of responsibilities and authority.
3. *Systems:* These are the daily activities and procedures that staff use to get the job done. Systems include processes, workflows, and the formal and informal procedures that govern everyday operations.

The McKinsey soft elements include shared values, style, staff, and skills.

4. *Shared Values:* At the core of the 7-S model, shared values are the fundamental ideas and guiding principles that are deeply ingrained in the corporate culture. They influence the behavior and decision-making processes within the organization.
5. *Style:* This refers to the style of leadership adopted by the organization. It encompasses the management style, the way leaders interact with employees, and the overall organizational culture.
6. *Staff:* This element focuses on the employees and their general capabilities. It includes recruitment, development, and retention of talent, as well as the overall workforce composition.
7. *Skills:* These are the actual skills and competencies of the employees within the organization. It involves identifying the key capabilities and expertise that the organization needs to achieve its strategic objectives.

The 7-S Framework emphasizes that these elements are interconnected and that a change in one area will likely affect the others (Waterman et al., 1980). For an organization to perform well, all seven elements must be aligned and mutually reinforcing. This holistic approach helps organizations to diagnose problems, implement new strategies, and improve overall performance (Jeffers et al., 2025). The framework is particularly useful during times of change, such as mergers, acquisitions, or strategic shifts, as it provides a comprehensive view of the organization and highlights areas that need attention to ensure successful implementation of changes (Kaminski, 2022).

## Mapping the Two Frameworks

To facilitate a clear comparison between the Eightfold Path and the McKinsey 7-S Framework, we can map the elements of each framework onto each other. This mapping highlights the parallels and potential areas of alignment between the two, despite their different origins and applications (Robbins & Judge, 2019; Senge, 1990). Figure 2 provides a summary representation of the two frameworks.

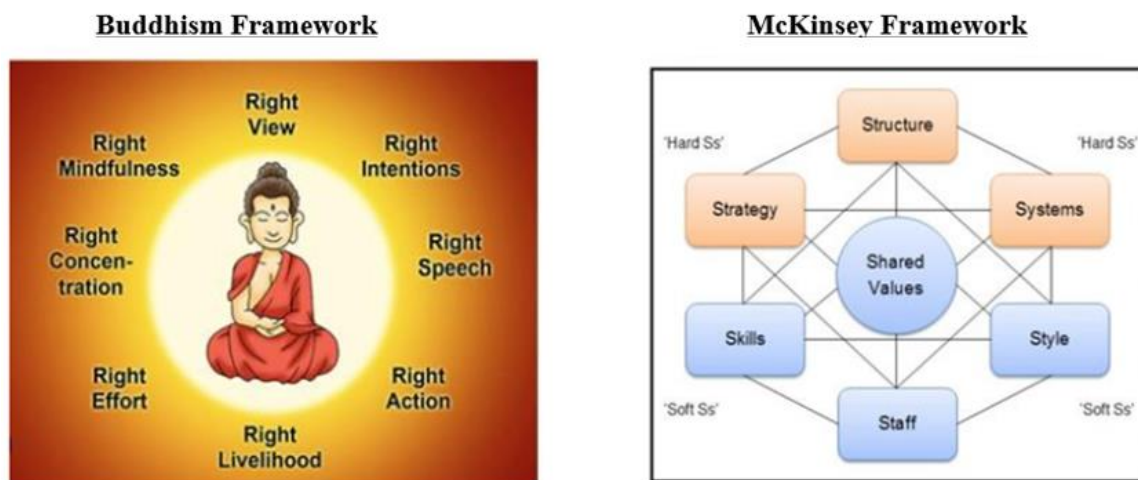


Figure 2 – Representation of the two Frameworks

We developed the mapping criteria based on the shared underlying principles related to ethical conduct, mental discipline, and wisdom, rooted in conceptual similarities. Furthermore, we observed that these principles manifest differently in both individual and organizational contexts. For example, at the individual level, the desired outcomes are to promote overall well-being and fulfillment, whereas the organization seeks to improve productivity and sustainability. We demonstrate through the analysis that the mapping leads us to discern functional alignment.

While the Buddhist Eightfold Path emerges from a spiritual tradition aimed at the cessation of suffering, the McKinsey framework is a strategic management tool designed to optimize organizational performance. Table 1 shows a one-on-one mapping of the elements within the two frameworks in Figure 2, and explained as follows:

1. *Right Speech and Strategy*: Right Speech emphasizes truthful and beneficial communication, which is essential for developing and executing a successful strategy. Clear and honest communication is a cornerstone of effective strategic planning and implementation.
2. *Right Action and Strategy*: Right Action involves ethical conduct and avoiding harm, which parallels the ethical considerations and actions required in strategic decision-making. A sound strategy must consider the ethical implications of actions to ensure long-term success.
3. *Right Effort and Systems*: Right Effort involves cultivating positive states of mind and striving for improvement, which can be related to the systems and processes within an organization that support continuous improvement and efficiency.
4. *Right View and Structure*: Right View involves understanding the nature of reality and the path of transformation, which can be related to the capabilities and understanding of the staff within an organization. Just as Right View is foundational for personal enlightenment, having

the right staff with the appropriate skills and understanding is crucial for organizational success.

5. *Right Intention and Shared Values*: Right Intention focuses on cultivating thoughts of renunciation, goodwill, and harmlessness, which aligns with the core values and guiding principles of an organization. Shared values influence behavior and decision-making, much like Right Intention guides ethical and mental self-improvement.
6. *Right Mindfulness and Shared Values*: Right Mindfulness involves developing awareness and being fully present, which aligns with the shared values that permeate an organization's culture and influence its overall mindfulness and attentiveness to its goals and practices.
7. *Right Concentration and Style*: Right Concentration focuses on achieving mental focus and tranquility, which can be related to the leadership style within an organization. Effective leadership requires focus, clarity, and the ability to guide the organization towards its objectives.
8. *Right Livelihood and Skills*: Right Livelihood advises earning a living in a way that does not cause harm, like how the Skills element focuses on the competencies and capabilities needed to achieve organizational goals. Both emphasize the importance of ethical and effective practices.
9. *Right View and Staff*: Right View involves understanding the nature of reality and the path of transformation, which can be related to the capabilities and understanding of the staff within an organization. Just as Right View is foundational for personal enlightenment, having the right staff with the appropriate skills and understanding is crucial for organizational success.

**Table 1** – Mapping of the Elements for the two Frameworks

Buddhism Eightfold Path	McKinsey 7-S Framework
Right Speech	Strategy
Right Action	Strategy
Right Effort	Systems
Right View	Structure, Staff
Right Intention	Shared Values
Right Mindfulness	Shared Values
Right Concentration	Style
Right Livelihood (Profession)	Skills

## Transition: From Mapping to Detailed Analysis

Besides having an overall mapping of the Eightfold Path to the McKinsey 7-S Framework, it is instructive to delve deeper into the individual connections enumerated in the summary table. By expatiating on these specific bridges, we can offer a more nuanced understanding of how Buddhist philosophy aligns with McKinsey's management thinking. This detailed exploration will illuminate the intricate ways in which ancient wisdom and modern strategic frameworks intersect, providing richer insights into their practical applications. In the next sections, we provide a critical analysis for each bridge between the two frameworks. Such an in-depth analysis not only enhances our comprehension of these frameworks but also underscores the importance of building new knowledge on the foundation of existing wisdom. By rooting our understanding in well-established principles, we make new concepts more accessible and pragmatic for a broader audience. This approach ensures that the insights derived from this comparative study are not only theoretically sound but also practically relevant, bridging the gap between philosophical teachings and contemporary management practices.

### Right Speech and Strategy

Right Speech in the Eightfold Path emphasizes the importance of truthful, beneficial, and harmonious communication. It involves abstaining from lying, divisive speech, harsh words, and idle chatter. The goal is to foster trust, understanding, and positive relationships through mindful and ethical communication (Kanaris and Mujtaba, 2024; Lawrence et al., 2023). In the context of the McKinsey 7-S Framework, Strategy refers to the plan an organization devises to achieve competitive advantage and meet its goals. A successful strategy requires clear, honest, and effective communication to

ensure that all stakeholders understand the objectives, the means to achieve them, and their roles in the process (Kotter, 1996; Lawrence et al., 2022). We can map Right Speech to Strategy as follows:

1. *Truthfulness and Transparency*: Just as Right Speech advocates for truthfulness, an effective strategy relies on transparent communication. Leaders must convey the strategic vision and goals honestly to build trust and ensure alignment across the organization.
2. *Beneficial Communication*: Right Speech encourages communication that is beneficial and constructive. Similarly, a well-crafted strategy should be communicated in a way that motivates and engages employees, highlighting the benefits and positive outcomes of the strategic plan.
3. *Avoiding Harmful Speech*: Right Speech involves avoiding speech that can cause harm or division. In strategic planning, this translates to avoiding misinformation, rumors, and negative communication that can undermine the strategy and create discord within the organization.
4. *Clarity and Precision*: Effective strategy requires clear and precise communication, much like Right Speech emphasizes clarity to avoid misunderstandings. Clear strategic communication ensures that everyone understands their roles and responsibilities, reducing confusion and enhancing execution.

The alignment between Right Speech and Strategy underscores the importance of ethical and effective communication in both personal and organizational contexts. In Buddhism, Right Speech is a means to cultivate harmony and understanding, which are essential for personal growth and social cohesion. Similarly, in the McKinsey 7-S Framework, clear and honest communication is crucial for developing and implementing a successful strategy. Both frameworks recognize that communication is not just about conveying information but also about building relationships and fostering a positive environment. In the corporate world, strategic communication can make the difference between a well-executed plan and one that fails due to misunderstandings and lack of buy-in from stakeholders (Weick, 1995). By integrating the principles of Right Speech into strategic communication, organizations can enhance their strategic effectiveness, build stronger relationships with stakeholders, and create a more cohesive and motivated workforce. This alignment highlights the timeless relevance of ethical communication practices, whether in ancient spiritual teachings or modern management theories.

## Right Action and Strategy

Right Action in the Eightfold Path emphasizes ethical conduct and the avoidance of actions that cause harm. It involves adhering to moral principles such as not killing, not stealing, and not engaging in sexual misconduct. The aim is to promote actions that are peaceful, honest, and respectful, thereby fostering a harmonious and ethical way of living. In the context of the McKinsey 7-S Framework, Strategy refers to the plan an organization devises to achieve competitive advantage and meet its goals. A successful strategy must consider ethical implications and ensure that the actions taken to achieve strategic objectives do not cause harm to stakeholders or the environment (Stacey, 2011). We can map Right Action to Strategy as follows:

1. *Ethical Decision-Making*: Right Action emphasizes making ethical choices, which is crucial for strategic planning. Organizations must consider the ethical implications of their strategies, ensuring that their actions align with moral principles and do not harm stakeholders.
2. *Sustainable Practices*: Right Action promotes actions that are sustainable and beneficial in the long term. Similarly, a sound strategy should incorporate sustainable practices that ensure the organization's longevity and positive impact on society and the environment (Whetten & Cameron, 2016).
3. *Corporate Social Responsibility (CSR)*: Right Action aligns with the concept of CSR, where organizations take responsibility for the social and environmental impacts of their actions. Integrating CSR into strategic planning ensures that the organization contributes positively to society while achieving its goals.
4. *Compliance and Governance*: Right Action involves adhering to ethical standards and laws. In strategic planning, this translates to ensuring compliance with legal and regulatory requirements, as well as implementing good governance practices to maintain integrity and accountability.

The alignment between Right Action and Strategy highlights the importance of ethical considerations in both personal conduct and organizational planning. In Buddhism, Right Action is a means to cultivate a life of integrity and harmony, which is essential for personal growth and social cohesion. Similarly, in the McKinsey 7-S Framework, incorporating ethical considerations into strategic planning is crucial for achieving sustainable success and maintaining a positive reputation. Both frameworks recognize that actions have consequences and that ethical conduct is fundamental to achieving long-term goals. In the corporate world, a strategy that neglects ethical considerations can lead to reputational damage, legal issues, and loss of stakeholder trust. By integrating the principles of Right Action into strategic planning, organizations can ensure that their strategies are not only effective but also ethical and sustainable (Ly and Mujtaba, 2025). This alignment underscores the timeless relevance of ethical principles, whether in ancient spiritual teachings or modern management theories. By fostering a culture of ethical decision-making and responsible actions, organizations can build trust, enhance their reputation, and achieve sustainable success.

## Right Effort and Systems

Right Effort in the Eightfold Path involves the cultivation of positive states of mind and the prevention of negative states. It is about making a persistent and determined effort to improve oneself, fostering wholesome qualities, and eliminating unwholesome ones. This practice is essential for maintaining mental discipline and achieving spiritual progress. In the context of the McKinsey 7-S Framework, Systems refer to the daily activities and procedures that staff use to get the job done. These include processes, workflows, and the formal and informal procedures that govern everyday operations. Effective systems are crucial for ensuring efficiency, consistency, and continuous improvement within an organization (Pidd, 2001). We can map Right Effort to Systems as follows:

1. *Continuous Improvement*: Right Effort emphasizes the ongoing effort to cultivate positive qualities and eliminate negative ones. Similarly, effective systems in an organization are designed to support continuous improvement, ensuring that processes are regularly reviewed and optimized for better performance.
2. *Preventing Negative Outcomes*: Just as Right Effort involves preventing the arising of unwholesome states, robust systems are put in place to prevent errors, inefficiencies, and negative outcomes. This includes implementing quality control measures, risk management processes, and corrective actions.
3. *Fostering Positive Practices*: Right Effort encourages the development of positive mental states. In an organizational context, systems are designed to foster positive practices such as innovation, collaboration, and customer satisfaction. These systems create an environment that supports and encourages desirable behaviors and outcomes.
4. *Consistency and Discipline*: Right Effort requires consistent and disciplined practice to achieve spiritual goals. Similarly, effective systems ensure that organizational processes are consistently followed, promoting discipline and reliability in operations.

The alignment between Right Effort and Systems highlights the importance of persistent effort and structured processes in both personal development and organizational effectiveness. In Buddhism, Right Effort is a means to cultivate a disciplined and focused mind, which is essential for spiritual growth. Similarly, in the McKinsey 7-S Framework, well-designed systems are crucial for maintaining operational efficiency and achieving strategic objectives (Yukl, 2013). Both frameworks recognize that continuous effort and improvement are fundamental to achieving long-term success. In the corporate world, systems that support continuous improvement and prevent negative outcomes are essential for maintaining competitiveness and achieving organizational goals. By integrating the principles of Right Effort into organizational systems, companies can create a culture of continuous improvement, innovation, and excellence. This alignment underscores the timeless relevance of disciplined effort and structured processes, whether in ancient spiritual teaching or modern management theories. By fostering a culture of continuous improvement and disciplined practice, organizations can enhance their efficiency, effectiveness, and overall performance (Mujtaba, Lawrence and Gibens, 2025).

## Right View and Structure

Right View in the Eightfold Path involves understanding the nature of reality and the path of transformation. It encompasses the comprehension of the Four Noble Truths and the impermanent, unsatisfactory, and non-self-nature of all phenomena. Right View is the cognitive aspect of wisdom, providing the foundation for ethical conduct and mental discipline (Gethin, 1998). In the context of the McKinsey 7-S Framework, Structure refers to the way an organization is arranged, including its hierarchy, departmentalization, and the distribution of responsibilities and authority. A well-defined structure ensures that the organization operates efficiently and that roles and responsibilities are clear (Zohar & Marshall, 2004). We can map Right View to Structure as follows:

1. *Foundational Understanding*: Right View provides the foundational understanding necessary for spiritual progress. Similarly, a clear organizational structure provides the foundation for efficient operations and effective decision-making. Both emphasize the importance of a solid base for further development.
2. *Clarity and Alignment*: Right View involves seeing things as they truly are, which aligns with the need for clarity in organizational structure. A well-defined structure ensures that everyone understands their roles and how they fit into the larger organizational framework, promoting alignment and coherence.
3. *Guiding Principles*: Right View includes understanding the guiding principles of Buddhism, such as the Four Noble Truths. In an organization, the structure reflects its guiding principles and values, shaping how it operates and makes decisions.
4. *Adaptability and Flexibility*: Right View acknowledges the impermanent nature of reality, which can be related to the need for adaptability in organizational structure. An effective structure is flexible enough to adapt to changes in the environment and the organization's needs.

The alignment between Right View and Structure highlights the importance of a clear and foundational understanding in both personal and organizational contexts. In Buddhism, Right View is essential for guiding ethical conduct and mental discipline, providing the basis for spiritual growth. Similarly, in the McKinsey 7-S Framework, a well-defined structure is crucial for efficient operations and effective decision-making. Both frameworks recognize that clarity and alignment are fundamental to achieving long-term goals. In the corporate world, a clear organizational structure ensures that roles and responsibilities are well-defined, promoting efficiency and coherence. By integrating the principles of Right View into organizational structure, companies can create a solid foundation for growth and adaptability. This alignment underscores the timeless relevance of foundational understanding and clarity, whether in ancient spiritual teachings or modern management theories. By fostering a clear and adaptable structure, organizations can enhance their efficiency, effectiveness, and ability to respond to changes in the environment.

## Right Intention and Shared Values

Right Intention in the Eightfold Path involves cultivating thoughts of renunciation, goodwill, and harmlessness. It is about committing to ethical and mental self-improvement, fostering intentions that lead to positive actions and outcomes. Right Intention serves as the motivational aspect of wisdom, guiding individuals towards ethical behavior and mental clarity.

In the context of the McKinsey 7-S Framework, Shared Values are the core values and fundamental ideas that are deeply ingrained in the corporate culture. These values influence behavior, decision-making, and the overall direction of the organization. Shared values are central to the organization's identity and play a crucial role in aligning the other elements of the framework (Zander & Zander, 2000). We can map Right Intention to Shared Values as follows:

1. *Ethical Commitment*: Right Intention emphasizes the commitment to ethical principles, which aligns with the role of shared values in an organization. Shared values reflect the ethical standards and principles that guide the organization's actions and decisions.
2. *Guiding Behavior*: Right Intention guides individuals towards positive actions and mental states. Similarly, shared values guide the behavior of employees, shaping the organizational culture and influencing how decisions are made.

3. *Alignment and Coherence*: Right Intention ensures that thoughts and actions are aligned with ethical principles. In an organization, shared values ensure that all elements of the 7-S Framework are aligned and coherent, promoting a unified direction and purpose.
4. *Fostering Positive Outcomes*: Right Intention aims to cultivate goodwill and harmlessness, leading to positive outcomes. Shared values in an organization foster a positive culture, encouraging behaviors that contribute to the well-being of employees, customers, and the broader community (Mujtaba, 2025; Tran et al., 2020).

The alignment between Right Intention and Shared Values highlights the importance of ethical commitment and guiding principles in both personal and organizational contexts. In Buddhism, Right Intention is essential for guiding ethical behavior and mental clarity, providing the motivation for positive actions. Similarly, in the McKinsey 7-S Framework, shared values are central to the organization's identity, guiding behavior and decision-making. Both frameworks recognize that intentions and values are fundamental to achieving long-term goals. In the corporate world, shared values play a crucial role in shaping the organizational culture and ensuring that all actions and decisions are aligned with the organization's ethical standards (Mujtaba, 2024). By integrating the principles of Right Intention into shared values, organizations can create a culture of ethical commitment and positive behavior for all employees regardless of their age, gender, disability, etc. (Uru et al., 2024; Zeeshan et al., 2024). This alignment underscores the timeless relevance of ethical intentions and guiding principles, whether in ancient spiritual teachings or modern management theories. By fostering a culture of shared values and ethical commitment, modern organizations can enhance their integrity, coherence, and overall effectiveness while attracting and retaining top talent (Gradwohl and Mujtaba, 2025; Mujtaba, 2022).

## Right Mindfulness and Shared Values

Right Mindfulness in the Eightfold Path involves developing awareness of the body, feelings, mind, and phenomena. It is about being fully present and attentive to the present moment, cultivating a clear and focused mind. Right Mindfulness is essential for maintaining mental discipline and achieving insight into the true nature of reality. In the context of the McKinsey 7-S Framework, Shared Values are the core values and fundamental ideas that are deeply ingrained in the corporate culture. These values influence behavior, decision-making, and the overall direction of the organization. Shared values are central to the organization's identity and play a crucial role in aligning the other elements of the framework (Senge, 1990). We can map Right Mindfulness to Shared Values as follows:

1. *Awareness and Presence*: Right Mindfulness emphasizes being fully present and aware, which aligns with the role of shared values in maintaining a conscious and deliberate organizational culture. Shared values help ensure that the organization remains aware of its core principles and operates in alignment with them.
2. *Guiding Behavior*: Right Mindfulness involves observing and understanding one's thoughts and actions. Similarly, shared values guide the behavior of employees, shaping the organizational culture and influencing how decisions are made.
3. *Alignment and Coherence*: Right Mindfulness ensures that thoughts and actions are aligned with awareness and understanding. In an organization, shared values ensure that all elements of the 7-S Framework are aligned and coherent, promoting a unified direction and purpose.
4. *Fostering Positive Outcomes*: Right Mindfulness aims to cultivate a clear and focused mind, leading to positive outcomes. Shared values in an organization foster a positive culture, encouraging behaviors that contribute to the well-being of employees, customers, and the broader community.

The alignment between Right Mindfulness and Shared Values highlights the importance of awareness and guiding principles in both personal and organizational contexts. In Buddhism, Right Mindfulness is essential for maintaining mental discipline and achieving insight, providing the foundation for ethical behavior and mental clarity. Similarly, in the McKinsey 7-S Framework, shared values are central to the organization's identity, guiding behavior and decision-making. Both frameworks recognize that mindfulness and values are fundamental to achieving long-term goals (Mujtaba, 2026; Mujtaba et al., 2025). In the corporate world, shared values play a crucial role in

shaping the organizational culture and ensuring that all actions and decisions are aligned with the organization's ethical standards. By integrating the principles of Right Mindfulness into shared values, organizations can create a culture of awareness, ethical commitment, and positive behavior. This alignment underscores the timeless relevance of mindfulness and guiding principles, whether in ancient spiritual teachings or modern management theories. By fostering a culture of shared values and mindfulness, organizations can enhance their integrity, coherence, and overall effectiveness.

## Right Concentration and Style

Right Concentration in the Eightfold Path involves practicing meditation to achieve a state of mental focus and tranquility. It is about developing deep states of mental absorption (jhana) that lead to clarity, calmness, and insight. Right Concentration is essential for maintaining mental discipline and achieving spiritual progress. In the context of the McKinsey 7-S Framework, Style refers to the leadership style adopted by the organization. It encompasses the way leaders interact with employees, the overall organizational culture, and the methods used to motivate and guide the workforce. Leadership style significantly influences the organization's effectiveness and employee satisfaction. We can map Right Concentration to Style as follows:

1. *Focus and Clarity*: Right Concentration emphasizes achieving mental focus and clarity, which aligns with the need for a clear and focused leadership style. Effective leaders provide clear directions and maintain focus on the organization's goals, ensuring that everyone is aligned and working towards the same objectives (Yukl, 2013).
2. *Calmness and Tranquility*: Right Concentration involves cultivating a state of calmness and tranquility. Similarly, a positive leadership style fosters a calm and supportive work environment, reducing stress and promoting well-being among employees.
3. *Insight and Vision*: Right Concentration leads to deep insight and understanding. In an organizational context, a visionary leadership style provides insight and foresight, guiding the organization towards long-term success and innovation.
4. *Consistency and Discipline*: Right Concentration requires consistent and disciplined practice. Effective leadership style also requires consistency and discipline, ensuring that leaders act as role models and maintain high standards of behavior and performance.

The alignment between Right Concentration and Style highlights the importance of focus, clarity, and calmness in both personal and organizational contexts. In Buddhism, Right Concentration is essential for achieving mental discipline and spiritual insight, providing the foundation for ethical behavior and mental clarity. Similarly, in the McKinsey 7-S Framework, leadership style plays a crucial role in shaping the organizational culture and guiding the organization towards its goals. Both frameworks recognize that concentration and leadership style are fundamental to achieving long-term success. In the corporate world, a clear and focused leadership style ensures that the organization remains aligned with its strategic objectives and maintains a positive work environment. By integrating the principles of Right Concentration into leadership style, organizations can enhance their effectiveness, employee satisfaction, and overall performance. This alignment underscores the timeless relevance of focus, clarity, and calmness, whether in ancient spiritual teachings or modern management theories. By fostering a leadership style that emphasizes these qualities, organizations can create a supportive and productive work environment, driving long-term success and innovation.

## Right Livelihood (Profession) and Skills

Right Livelihood in the Eightfold Path emphasizes ethical and fulfilling professional practices. It involves choosing a profession that does not harm others and contributes positively to society. This principle is essential for maintaining moral integrity and achieving spiritual progress. In the context of the McKinsey 7-S Framework, Skills refer to the capabilities and competencies of the organization's employees. It encompasses the knowledge, expertise, and abilities that enable the organization to achieve its goals. Developing the right skills is crucial for organizational effectiveness and success. We can map Right Livelihood to Skills as follows:

1. *Ethical Professions and Competencies*: Right Livelihood encourages pursuing ethical professions, which aligns with the need for developing skills that support ethical practices. Employees with the right skills can contribute to a positive and ethical work environment, ensuring that the organization operates with integrity (Smith, 2020).

2. *Positive Contribution and Expertise*: Right Livelihood involves making a positive contribution to society. Similarly, developing expertise in relevant fields allows employees to contribute effectively to the organization's mission and goals, enhancing overall performance (Brown, 2019).
3. *Moral Integrity and Skill Development*: Right Livelihood requires maintaining moral integrity in one's profession. Skill development programs that emphasize ethical behavior and professional integrity can help employees align their actions with the organization's values.
4. *Sustainable Practices and Continuous Learning*: Right Livelihood promotes sustainable and responsible practices. Continuous learning and skill development ensures that employees stay updated with best practices and contribute to the organization's sustainability efforts.

The alignment between Right Livelihood and Skills highlights the importance of ethical behavior and professional competence in both personal and organizational contexts. In Buddhism, Right Livelihood is essential for maintaining moral integrity and achieving spiritual progress. Similarly, in the McKinsey 7-S Framework, developing the right skills is crucial for organizational effectiveness and success. Both frameworks recognize that ethical behavior and skill development are fundamental to achieving long-term success. In the corporate world, developing the right skills ensures that employees can contribute effectively to the organization's goals and maintain a positive work environment. By integrating the principles of Right Livelihood into skill development programs, organizations can enhance their effectiveness, employee satisfaction, and overall performance. This alignment underscores the timeless relevance of ethical behavior and professional competence, whether in ancient spiritual teachings or modern management theories. By fostering a culture that emphasizes these qualities, organizations can create a supportive and productive work environment, driving long-term success and innovation.

## Right View and Staff

Right View, the first step of the Noble Eightfold Path, involves understanding the nature of reality and the path to ethical living. It is about developing a clear and accurate understanding of the world, which is essential for making ethical decisions and achieving spiritual progress. In the context of the McKinsey 7-S Framework, Staff refers to the people within the organization. It encompasses the recruitment, development, and management of employees. Ensuring that staff members align with the organization's values and goals is crucial for organizational success. We can map Right View to Staff as follows:

1. *Understanding and Alignment*: Right View emphasizes understanding the nature of reality, which aligns with the need for staff to understand and align with the organization's values and goals. Employees who share a common understanding of the organization's mission are more likely to work cohesively towards achieving it (Johnson, 2021; Mujtaba et al., 2011).
2. *Ethical Decision-Making and Training*: Right View involves making ethical decisions based on a clear understanding of reality. Training programs that emphasize ethical decision-making can help staff members align their actions with the organization's values, promoting a culture of integrity (Gradwohl and Mujtaba, 2025; Lee, 2018).
3. *Clarity and Communication*: Right View requires clarity of thought and understanding. Effective communication within the organization ensures that staff members are well-informed and can contribute effectively to the organization's goals.
4. *Shared Vision and Cohesion*: Right View promotes a shared vision of ethical living. Similarly, fostering a shared vision among staff members enhances cohesion and teamwork, driving the organization towards long-term success.

The alignment between Right View and Staff highlights the importance of understanding, alignment, and ethical decision-making in both personal and organizational contexts. In Buddhism, Right View is essential for achieving ethical behavior and spiritual progress. Similarly, in the McKinsey 7-S Framework, ensuring that staff members align with the organization's values and goals is crucial for organizational success. Both frameworks recognize that understanding and alignment are fundamental to achieving long-term success. In the corporate world, ensuring that staff members share a common understanding of the organization's mission and values promotes a cohesive and productive work environment. By integrating the principles of Right View into staff development

programs, organizations can enhance their effectiveness, employee satisfaction, and overall performance. This alignment underscores the timeless relevance of understanding, alignment, and ethical decision-making, whether in ancient spiritual teachings or modern management theories. By fostering a culture that emphasizes these qualities, organizations can create a supportive and productive work environment, driving long-term success and innovation.

### Implications of the Connections

The comparative analysis of the Eightfold Path and the McKinsey 7-S Framework reveals profound insights into the intersection of ancient wisdom and modern management practices. As shown in Figure 3, recognizing the connections between these two frameworks has important implications for both personal development and organizational management (Cox et al., 2019). Bridging ancient wisdom with modern organizational practices reveals a powerful and holistic framework for growth and success. The alignment between the Noble Eightfold Path and the McKinsey 7-S Framework highlights the importance of addressing both personal and organizational development in an integrated way. By combining elements such as ethical conduct, mental discipline, and wisdom, individuals and organizations alike can pursue a balanced and sustainable path forward. This holistic approach ensures that progress is not one-dimensional but instead rooted in a comprehensive understanding of behavior, values, and purpose.

A strong emphasis on ethical foundations is central to both frameworks, underscoring the critical role of integrity and moral responsibility. Organizations that embed ethical principles into their strategies and day-to-day operations are more likely to cultivate trust among stakeholders, strengthen their reputation, and achieve long-term sustainability. In parallel, the focus on continuous improvement, reflected in concepts like Right Effort, reinforces the need for ongoing learning, adaptation, and refinement. By fostering a culture that values growth and responsiveness, organizations can remain competitive and resilient in the face of constant change (Aaman et al., 2024; Bui and Mujtaba, 2025).

Additionally, the connection between mindfulness and leadership highlights the importance of presence, focus, and emotional balance in guiding others effectively. Leaders who embody clarity and calmness are better equipped to create supportive, productive environments that enhance both employee well-being and organizational performance. Finally, the alignment between shared values and mindful intention illustrates how deeply held principles shape organizational culture. When core values are clearly defined and consistently practiced, they guide decision-making, influence behavior, and ensure that the organization moves forward with coherence, unity, and purpose.



Figure 3 – Implications of Bridging Ancient Wisdom and Modern Practices

Applying timeless insights from the Noble Eightfold Path to modern organizational contexts offers practical strategies for improving effectiveness and sustainability. In strategic planning, principles such as Right Speech and Right Action can guide organizations to communicate their goals with clarity, honesty, and responsibility, while also considering the broader, long-term impact of their decisions on stakeholders and the environment. This approach not only strengthens transparency but also ensures that strategies are grounded in ethical awareness rather than short-term gains.

At the operational level, integrating the concept of Right Effort into systems and processes encourages a culture centered on continuous improvement, efficiency, and innovation. Organizations that consistently refine their workflows and embrace learning are better positioned to adapt to change and enhance overall performance. Similarly, leadership development programs can benefit from incorporating principles like Right Concentration, which emphasize focus, composure, and mental

clarity. Leaders who practice mindfulness are more capable of making thoughtful decisions, managing stress effectively, and fostering a stable and productive work environment.

Cultural alignment is another key area where these principles can be applied. By drawing on Right Intention and Right Mindfulness, organizations can ensure that their shared values are meaningfully connected to their strategic objectives. This alignment helps create a cohesive organizational culture in which employees feel guided by a clear sense of purpose and ethical direction. As a result, behaviors across the organization become more consistent, collaboration improves, and positive, sustainable outcomes are more likely to be achieved (Demir et al., 2025).

Exploring the broader implications of connecting the Noble Eightfold Path with the McKinsey 7-S Framework reveals the powerful benefits of interdisciplinary thinking. This comparative perspective demonstrates how ancient philosophical traditions can meaningfully inform and enrich modern management practices, offering fresh insights that go beyond conventional business strategies. By drawing from both domains, organizations and individuals can develop more innovative, adaptable, and human-centered approaches to growth and problem-solving. Such cross-disciplinary integration encourages deeper reflection, more thoughtful decision-making, and a greater appreciation for the interconnected nature of personal and professional development. In addition, the integration of ethical principles alongside a commitment to continuous improvement provides a strong foundation for achieving sustainable success. Organizations that prioritize integrity, accountability, and long-term impact—rather than short-term performance alone—are better positioned to build lasting relationships with stakeholders and contribute positively to society. This approach not only enhances organizational resilience but also fosters trust, credibility, and social responsibility, all of which are essential in today's complex and rapidly evolving environment. Sustainable success, in this sense, becomes a shared outcome that benefits employees, customers, communities, and the organization itself.

Furthermore, the alignment between these frameworks highlights significant opportunities for both personal and organizational growth. By embracing the combined principles of ethical conduct, mental discipline, and wisdom, individuals can cultivate greater self-awareness, purpose, and effectiveness in their roles. At the same time, organizations can create environments that support learning, reflection, and value-driven action. This holistic approach promotes not only improved performance but also a deeper sense of fulfillment and meaning, ultimately leading to success that is both impactful and enduring.

## Conclusion

This comparative analysis of the Eightfold Path and the McKinsey 7-S Framework has revealed significant parallels between these two seemingly disparate frameworks. Despite their different origins, one rooted in ancient Buddhist philosophy and the other in modern management theory, both offer comprehensive approaches to achieving their respective goals. The Eightfold Path provides a guide for ethical living and mental discipline aimed at personal enlightenment, while the McKinsey 7-S Framework offers a strategic tool for organizational analysis and improvement.

By mapping the elements of the Eightfold Path onto the components of the 7-S Framework, we have highlighted the underlying similarities in their approaches to ethical conduct, mental discipline, and organizational effectiveness. This detailed exploration has shown that both frameworks emphasize the importance of alignment and coherence among their elements to achieve desired outcomes.

The implications of these connections are profound. They suggest that ancient wisdom can inform contemporary management practices, providing a holistic approach that integrates ethical principles, continuous improvement, and mindful leadership. Organizations that adopt these principles can enhance their strategic effectiveness, build stronger relationships with stakeholders, and create a more cohesive and motivated workforce.

Furthermore, this interdisciplinary insight underscores the value of bridging ancient philosophical teachings with modern management theories. By doing so, we can develop more innovative and effective approaches to both personal and organizational development, leading to sustainable success that benefits individuals, organizations, and the broader community.

In summary, the integration of the Eightfold Path and the McKinsey 7-S Framework offers a unique perspective that enriches our understanding of both frameworks. It highlights the timeless relevance of ethical conduct, mental discipline, and wisdom, whether in the pursuit of personal enlightenment

or organizational excellence. By fostering a culture of ethical commitment, continuous improvement, and mindful leadership, we can achieve meaningful and sustainable success in all areas of life.

### ***Acknowledgement***

AI was used to improve the language content, after which the author(s) checked the text and took full responsibility for its content.

## **REFERENCE**

- Aaman, N., Ali, J., Mujtaba, B. G. & Ahadi, N. (2024). Organizational Agility within the Context of Environmental Challenges: Assessing the Mediating Effect of Sustainable Prices Procurement. *SocioEconomic Challenges*, 8(4), 50-69. [https://doi.org/10.61093/sec.8\(4\).50-69.2024](https://doi.org/10.61093/sec.8(4).50-69.2024)
- Bodhi, B. (2000). *The noble eightfold path: Way to the end of suffering*. Pariyatti Publishing.
- Brown, L. (2019). The Role of Skills in Ethical Livelihoods. *Professional Development Quarterly*, 22(2), 98-110.
- Bui, B. T. N., and Mujtaba, B. G. (2025). Learning Opportunities, Motivation, Leadership, Workplace Culture, and Communication: Determinants of Organizational Culture in the Fashion Industry. *Knowledge Economy and Lifelong Learning*, 1(2), 11-23. [https://doi.org/10.61093/kell.1\(2\).11-23.2025](https://doi.org/10.61093/kell.1(2).11-23.2025)
- Cox, A. M., Pinfield, S. & Rutter, S. (2019). Extending McKinsey's 7S model to understand strategic alignment in academic libraries. *Library Management*, 40(5), 313-326. <https://doi.org/10.1108/LM-06-2018-0052>
- Demir, M., Mujtaba, B. G. and Vardarlier, P. (2025). Strategic Governance for Sustainable Performance: ESG Impacts of Board and Financial Structures in International Logistics. *Organization Development Journal*, 43(3), 148-166. <https://doi.org/10.5281/zenodo.18480990>
- Gethin, R. (1998). *The foundations of Buddhism*. Oxford University Press.
- Gradwohl, C. and Mujtaba, B. G. (2025). Training and Development at Deloitte: Best Practices in Retaining Top Talent in a Volatile Job Market. *International Journal of Human Resource Studies*, 15(1), 133-151. <https://doi.org/10.5296/ijhrs.v15i1.22698>
- Hanh, T. N. (1998). *The heart of the Buddha's teaching: Transforming suffering into peace, joy & liberation*. Parallax Press.
- Javed, S. and Mujtaba, B.G. (2026). Assessing the Nexus Between AI Literacy, AI Anxiety, and Digital Leadership in Higher Education: a Configurational Analysis for Public Sector Institutions. *Public Organization Review*, 26, 71-91. <https://doi.org/10.1007/s11115-025-00952-8>
- Jeffers, C. N., Romulo, M. D., Duncan, S., & Mujtaba, B. G. (2025). Talent Management and Monetary Benefits' Impact on Netflix and Stock Performance: A Case Study of Innovative HR Practices. *Financial Markets, Institutions and Risks*, 9(3), 1-16. [https://doi.org/10.61093/fmir.9\(3\).1-16.2025](https://doi.org/10.61093/fmir.9(3).1-16.2025)
- Johnson, K. (2021). Integrating Ethical Views in Organizational Culture. *Journal of Business Ethics*, 30(4), 456-470.
- Kaminski, J. (2022). Theory applied to informatics – The McKinsey 7-S Framework. *Canadian Journal of Nursing Informatics*, 17(1). <https://cjni.net/journal/?p=9751>
- Kanaris, M. E. and Mujtaba, B. G. (2024). Trust shaping the social relationship of diverse learners in the online education environment. *Environment and Social Psychology*, 9(2), 1-21 (2197). <https://doi.org/10.54517/esp.v9i2.2197>
- Kotter, J. P. (1996). *Leading change*. Harvard Business Review Press: USA.
- Lawrence, E., Tworoger, L., Jones, J.P., Mujtaba, B.G., and Carter, S. L (2023). A Coaching Co-Design: Fostering Change, Innovation, and Collaboration. *Organization Development Journal*, 41(1), 38-53. <https://odjournal.org/archives/>
- Lawrence, E., Tworoger, L.C., Ruppel, C.P., and Mujtaba, B.G. (2022). A Team-Based Roadmap for Healthcare Change in a Turbulent Environment: A Longitudinal Study of a Not-for-Profit Hospital

- Transitioning into a for-Profit Organization. *Public Organization Review*, 22, 967-985. <https://doi.org/10.1007/s11115-021-00544-2>
- Lee, M. (2018). The Impact of Ethical Training on Staff Alignment. *Organizational Behavior Review*, 12(1), 67-82.
- Lopez, D. S. (2024). Eightfold Path. In *Encyclopaedia Britannica*. <https://www.britannica.com/topic/Eightfold-Path>
- Ly, H. Q., and Mujtaba, B. G. (2025). From Sustainable HR Policies to Sustainable Development: Building a Culture of Inclusion and Meritocracy. *Green Transition and Sustainable Development*, 1(1), 24-36. [https://doi.org/10.61093/gtsd.1\(1\).24-36.2025](https://doi.org/10.61093/gtsd.1(1).24-36.2025)
- McKinsey & Company. (2024). Enduring ideas: The 7-S framework. <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework>
- Mujtaba, B. G. (2026). Mindfulness Practices and Artificial Intelligence Convergence Implications: Insights from Dr. Arvind Gudi on Transforming Learning and the Workplace. *European Journal of Education and Pedagogy*, 7(1), 24-34. <https://doi.org/10.24018/ejedu.2026.7.1.31028>
- Mujtaba, B. G. (2025). Workplace well-being and health in a fast-paced era: How education, experience, and mindfulness shape stress management. *Health Economics and Management Review*, 6(2), 182-192. <https://armgpublishing.com/journals/hem/>
- Mujtaba, B. G. (2024). Clarifying Ethical Dilemmas in Sharpening Students' Artificial Intelligence Proficiency: Dispelling Myths About Using AI Tools in Higher Education. *Business Ethics and Leadership*, 8(2), 107-127. <https://armgpublishing.com/journals/bel/volume-8-issue-2/article-8/>
- Mujtaba, B.G. (2022). Workplace Management Lessons on Employee Recruitment Challenges, Furloughs, and Layoffs during the Covid-19 Pandemic. *Journal of Human Resource and Sustainability Studies*, 10(1), 13-29. 10.4236/jhrss.2022.101002
- Mujtaba, B. G. (1996). Moral Development and Business Ethics. *Proceedings of the Fifth Annual Bayer International Conference*, 5, 169-171. [https://www.researchgate.net/publication/402687808\\_Moral\\_Development\\_and\\_Business\\_Ethics](https://www.researchgate.net/publication/402687808_Moral_Development_and_Business_Ethics)
- Mujtaba, B. G., Gudi, A., and Chinta, R. (2025). Mindfulness Benefits and Practices for a Healthy Workforce: Learning from the Design and Management of the Mindfulness Society in South Florida. *Organization Development Journal*, 43(1), 57-78. <https://doi.org/10.5281/zenodo.15835172>
- Mujtaba, B. G., Lawrence, E. T. and Gibens, G. (2025). Benefits of Humor in Mitigating Workplace Typecasts and Stress: Practical and Contextual Applications for Organizations across Cultures. *Theory and Event*, 28(4), 29-59. <https://doi.org/10.5281/zenodo.17471737>
- Mujtaba, B. G., Tajaddini, R. and Chen, L. Y. (2011). Business Ethics Perceptions of Public and Private Sector Iranians. *Journal of Business Ethics*, 104(3), 433-447. <https://doi.org/10.1007/s10551-011-0920-z>
- Mujtaba, B. G.; McCartney, Cavico, F.; and DiPaolo, P. (1999). Business Ethics Survey of Managers and Their Associates in the Retail Industry. *Journal of Global Competitiveness*, 7(1), 427- 440.
- Mujtaba, B. G. and Aiken, G., (1996). Culture / Ethnicity and Problem-Solving Ability. *Proceedings of the Fifth Annual Bayer International Conference*, 5, 48-51.
- Peters, T. J. & Waterman, R. H. (1982). In search of excellence: Lessons from America's best-run companies. Harper & Row.
- Pidd, M. (2001). Tools for thinking: Modeling in management science. John Wiley & Sons.
- Robbins, S. P. & Judge, T. A. (2019). Organizational behavior (18th ed.). Pearson.
- Senge, P. M. (1990). The fifth discipline: The art and practice of the learning organization. Doubleday.
- Seyoum, B., Chinta, R. and Mujtaba, B. G., (2021). Social support as a driver of social entrepreneurial intentions: the moderating roles of entrepreneurial education and proximity to the SBA. *Journal of*

*Small Business and Enterprise Development*, 28(3), 337-359. <https://doi.org/10.1108/JSBED-08-2020-0306>

Smith, J. (2020). Ethical Professions and Skill Development. *Journal of Professional Ethics*, 15(3), 123-135.

Snellgrove, D. L. (2024). Eightfold Path in early Buddhism. In Encyclopaedia Britannica. <https://www.britannica.com/topic/Eightfold-Path>

Stacey, R. D. (2011). Strategic management and organizational dynamics: The challenge of complexity to ways of thinking about organizations. Pearson Education.

Tran, C. T. H., Tran, H. T. M., Nguyen, H. T. N., Mach, D. N., Phan, H. S. P., and Mujtaba, B. G. (2020). Stress Management in the Modern Workplace and the Role of Human Resource Professionals. *Business Ethics and Leadership*, 4(2), 26-40. [http://doi.org/10.21272/bel.4\(2\).26-40.2020](http://doi.org/10.21272/bel.4(2).26-40.2020)

Uru, F.O., Vardarlier, P., Mujtaba, B. G., and Yozgat, U. (2024). Breaking the Lock through Gender Responsive Workplace Practices in e-Commerce at GittiGidiyor. *International Journal of Human Resource Studies*, 14(2), 156-181. <https://doi.org/10.5296/ijhrs.v14i2.22363>

Waterman, R. H., Peters, T. J., & Phillips, J. R. (1980). Structure is not organization. *Business Horizons*, 23(3), 14-26. [https://doi.org/10.1016/0007-6813\(80\)90027-0](https://doi.org/10.1016/0007-6813(80)90027-0)

Weick, K. E. (1995). Sensemaking in organizations. Sage Publications.

Whetten, D. A. & Cameron, K. S. (2016). Developing management skills (9th ed.). Pearson.

Yukl, G. (2013). Leadership in organizations (8th ed.). Pearson.

Zander, R. S. & Zander, B. (2000). The art of possibility: Transforming professional and personal life. Harvard Business School Press.

Zeeshan, M., Batool, N., Raza, M.A., and Mujtaba, B.G. (2024). Workplace Ostracism and Instigated Workplace Incivility: A Moderated Mediation Model of Narcissism and Negative Emotions. *Public Organization Review*, 24, 53–73. <https://doi.org/10.1007/s11115-023-00754-w>

Zohar, D. & Marshall, I. (2004). Spiritual capital: Wealth we can live by. Berrett-Koehler Publishers.

## Biographies

*Arvind Gudi*, Ph.D., is a Professor of Decision Sciences in the Huizenga College of Business and Entrepreneurship at Nova Southeastern University. He holds a Ph.D. in Business Administration, a Master of Science degree in Management Information Systems, and a bachelor's degree in Electronics and Telecommunications engineering. His research interests are digital entrepreneurship, information systems, knowledge management, and mindfulness. Prior to academe, he had extensive industry background in systems strategy and development and project management. He has founded the Mindfulness Society at NSU and serves as Faculty Coach and Advisor.



*Ravi Chinta*, Ph.D., is Associate Dean and Professor, Strategic Management at School of Business and Public Administration, University of the District of Columbia in Washington DC. Ravi has a B.S. in Chemical Engineering, MBA in Finance and Ph.D. in Strategic Management. Ravi has 42 years of work experience (20 in academia and 22 in industry). Ravi worked in the venture-capital industry (7 years) in the healthcare industry, and in large multi-billion-dollar global firms such as IBM; Reed-Elsevier; LexisNexis; and Hillenbrand Industries (15 years). Ravi has 119 peer-reviewed publications and 90 conference presentations.



*Bahaudin G. Mujtaba*, D.B.A., is Professor of management, human resources, and international management. Dr. Mujtaba has served as a professor, director, and department chair at the Huizenga College of Business and Entrepreneurship at Nova Southeastern University since 2002. Bahaudin was given the prestigious annual “Faculty of the Year Award” twice at NSU. Bahaudin is a certified trainer on topics such as “Situational Leadership” and “Cultural Competency”. Bahaudin worked with Publix Super Markets, Inc. in retail management and as a senior management development specialist in their human resources department for sixteen years.

