

Spirituality: The Discipline for Doing Business with the Unknown

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CENTRAL PROPOSITION

Explore the unknown.
Deepen understanding.

The K-model connects knowledge, experience, belief and faith in management.



Read the research

01 Background and question

Managers and entrepreneurs act in situations that cannot be fully specified in advance. This lecture proposes a place for spirituality as an academic and practical discipline, examining how people relate to what they know and do not know [1].

RESEARCH QUESTION

How can spirituality become a discipline for exploring the unknown in business and organisational life?

02 Conceptual framework

Practical spirituality

Exploring experience and possibilities

Deep spirituality

Openness beyond what can be fully known

The K-model distinguishes the known, the knowable unknown, the experienceable but unknowable, and the unexperienceable unknown. It relates these distinctions to reason, belief and faith [1].

03 Evidence and method

A philosophical inaugural lecture combines conceptual analysis, management literature and reflection on organisational practice. The Buurtzorg example illustrates the framework. The lecture proposes research questions rather than reporting a controlled test of the K-model [1-4].

CONCLUSION

A disciplined engagement with the unknown can broaden the questions asked about knowledge, purpose and organisational life [1].

SELECTED REFERENCES

[1] Nandram, S. S. (2022). Spirituality: The Discipline for Doing Business with the Unknown. Inaugural lecture, Nyenrode Business Universiteit. ISBN 978-90-8980-156-2.

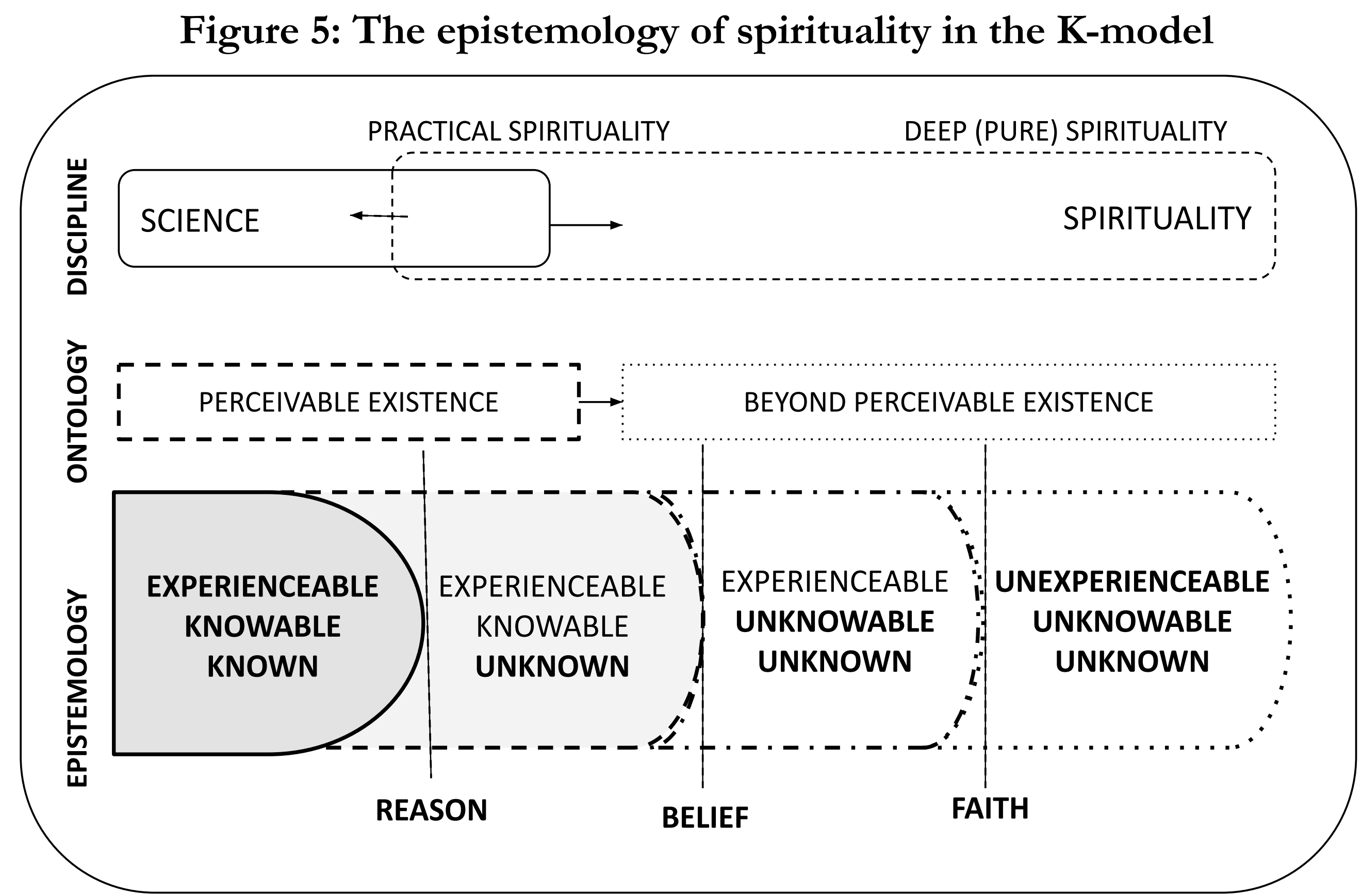
[2] Nandram, S. S. (2019). Integrative Spirituality in the Fourth Industrial Revolution: From How We Do Things to Why We Exist. Inaugural lecture, Vrije Universiteit Amsterdam.

[3] Karakas, F. (2010). Spirituality and performance in organizations: A literature review. Journal of Business Ethics, 94(1), 89-106.

[4] Benefiel, M., Fry, L. W., & Geigle, D. (2014). Spirituality and religion in the workplace: History, theory, and research. Psychology of Religion and Spirituality, 6(3), 175-187.

04 The original K-model

The lecture's original diagram connects its view of existence with different ways of knowing and experiencing [1].



Original Figure 5, "The epistemology of spirituality in the K-model", reproduced from [1], p. 31.

Reason	Belief	Faith
Investigating the known and what can become known	Interpreting possibilities beyond present knowledge	Relating to what remains beyond full explanation

05 Findings and contributions

A Differentiate forms of not-knowing

The model separates what could become known from what is experienced without full conceptual explanation [1].

B Connect inquiry with practice

Reflection, introspection and lived experience are presented as resources for developing spirituality as a discipline [1].

C Create organisational room

The Buurtzorg discussion links self-management, trust and attention to people with space to explore context-specific possibilities [1].

06 Discussion

The lecture positions spirituality alongside established academic inquiry and practical management concerns. It asks when and how employees, entrepreneurs and leaders become aware of the unknown and its possible relevance to their work [1,3,4].

07 Limitations and next steps

The K-model is a philosophical proposal. Its categories and organisational applications require further conceptual scrutiny and empirical study; the illustrative case does not establish causal effects [1].