An Introduction to Seeing (things) Whole

Who We Are
Seeing (things) Whole is a community of business leaders and scholars dedicated to exploring the intersection of spirituality, values and organizational life and performance. We are drawn by a vision of a world in which the performance of organizations is measured no longer on the basis of a single bottom line, but rather on multiple bottom lines which together more fully reflect the health and impact of the organization on the world around it. Check Out Our New Website!

The History of Seeing (things) Whole
Our work began in the 1950’s when an IBM executive engaged a church pastor about the question of whether God loved the work he did and the place where he worked.

To see an historical timeline of our work including the people/institutions involved over the past five decades go to STW Living History.

For a moving history of the work written by that church pastor (Dick Broholm), please visit Trustees of the Universe.

Bob Greenleaf’s Call for a Theology of Institutions
Late in his life at the urging of Robert Lynn of the Lilly Endowment Bob Greenleaf began to think about the crucial role which churches and seminaries might play in improving institutional performance and growing servant-leaders. He came to the conclusion that to do so they must in engage in the creation of a theology of institutions. Here is Bob’s articulation of that compelling need. RKG Theology of Institutions For a brief video reflection by Bob on a theology of institutions and the role of seminaries, see RKG Reflections.

Our Elders in the Work
While many have contributed to the work of over the last 55 years, Bob Greenleaf, Jitsuo Morikawa and Dick Broholm are central. Dick worked for Dr. Morikawa for 10 years in an action research project in Philadelphia testing early formulations of the theology of institutions. He also was the first executive director of the Greenleaf Center. Attached is a helpful word from each STW Elders.
Our Engagement With Theology
For an overview of the core theological convictions of our work and their application please see a monograph jointly published by The Greenleaf Center and Seeing (things)Whole, Toward A Theology. For the last three decades, STW has been exploring the intersection of faith and organizational life, an effort that has come to be known as the theology of institutions project. This effort has produced a growing body of writing with contributions both from within and outside of STW. To see some of these resources please go to Theology of Institutions.

For an application of those convictions in a model we use with institutions, both for-profit and not-for-profit, please see a Three Fold Model of Organizational Life.

Landry’s Bicycles - A Case Study
Landry’s Bicycles is a best in class chain of bicycle shops in the Boston area. This case shows how Landry’s has used the Seeing (things)Whole model and process to articulate a set of core values Read the case study here.

Personal Reflection Tools
Seeing (things)Whole is currently developing a suite of personal reflection tools. Current versions of four of those tools are provided. As they are in development, we would appreciate any feedback you might have as we continue to refine them.
Individual Three-Fold Model
Your STW Profile
Exploring Your STW Profile
WholeLife Aspirations and Goals

The Strategic Focus of Seeing (Things) Whole
As we move into the 20th century we have developed a strategic focus for Seeing (things)Whole which involves active partnerships with schools of business and theology to further develop the work and with consultants and congregations in order to deliver the work to a broader audience. STW Strategic Focus