



By Dawna Jones

*In the 1940's a young inventor named Chester Carlson took his idea to 20 corporations, including some of the biggest in the country. They all turned him down. In 1947, after **seven long years** of rejections he finally got a tiny company in Rochester, New York, the Haloid Company to purchase the rights to his invention, an electrostatic paper-copying process. Xerox began. – Chicken Soup for the Soul. Jack Canfield and Mark Victor Hansen, Health Communications Inc. 1995.*

1. Belief – The Roots of Your Outlook on the World.

All thought is routed through your own personal belief box which filters and screens ideas in or out based on what you believe. Stored in your subconscious memory, beliefs drive your thought, actions and results. To see the tapes that are running you subconsciously you need to open the box, dismantle the sides and look at what you believe from every angle to see clearly which ones serve and which ones limit.



Collective beliefs form the subconscious brain of the company driving thought, action and results. When you are aware you can choose which ones to release and let go.

- ❖ *All that can be invented has been invented - Charles Duell. Director U.S. Patent Office, 1899 (recommended closing the patent office)*
- ❖ *There is a world market for about five computers. Thomas Watson, IBM chairman, 1943*
- ❖ *There is no reason for anyone to have a computer at home. Ken Olsen, Digital, 1977*

When you clarify beliefs about what you can or can't think, say or do -
you free expression...



2. Expression – Intellectual, Creative Freedom

The quality and effectiveness of working relationships how you use conflict or embrace different world views are grounded in awareness of your authentic and unique source of expression. The effect of what you communicate is informed by your emotional state, which is conveyed non-verbally with or without your awareness. Healthy expression creates health, for you and for those whose lives you touch.

"You could just tell her presence when she walked in the room. She's not shy. She was outgoing. Those are the people we want." says Doctor Brad Byce. For non-technical positions hiring for personality rather than experience is something 1st Choice Dental started four years agothe right outlook and the desire to learn are attributes you simply can't teach.' *The Best Places to Work* by Pat Dillon & Joe Starr. www.madisonmagazine.com

Michelle Hoefst smiles each time she thinks about how the company's (1st Choice Dental) annual recruiting budget dropped from an average of \$25, 000 to zero in four years. *Ibid.* www.madisonmagazine.com

When the foundation of belief is clear, expression is released and you are in a new place to examine who you are...

3. Self Identity – How You See, Feel About and Define Yourself



When individuals rely on external structures for their security, any change in the environment provokes an immediate need for people to know how it will impact their lives. When security is grounded in a strong and healthy definition of your identity, personal security is sourced from the inside and not from the illusion of power, achievement, or temptations. Rather than relying on external structures for comfort, you trust in your talents and capabilities. This releases untapped creativity and lets you apply much more of your talent to everything you do. It's a great stress buster!

With a secure self-identity, you can not be led into temptation. Integrity is innate.

Leaders grow; they are not made. - Peter Drucker.

Security in oneself is the seed and source for allowing you to look deeper and see places hidden behind masks and under other labels...

4. Fear – Understanding the many guises fear takes and seeing who you are when you are in charge.

When human beings or companies rely on fear they rely on their mental/intellectual process ignoring their intuitive or gut feel guidance. In uncertain times, relying on the mental process effectively means being blind to the emotional response of the company/individual and what lies at the heart of the matter. You miss all the cues. Understanding what your relationship is with fear holds the key to how you use it



to expand your capacity to follow the trail of what has meaning and matters most to you and those you lead.

"Fear does not motivate people ...It is just poor management." – Bill Greehey, CEO Valero

When you see and understand fear for what it is, you can then release and explore who you are. It changes how you are in the world...

5. Presence – How You Move Through the World.



Have you ever walked into a room and felt the presence of someone immediately? Someone with presence is in command of all of their intelligences. People are naturally drawn to them. On the flip side, you can probably recall times when you have been physically present but your attention was somewhere else. Becoming completely aware of your state of being informs and directs your capacity to focus your attention on what has meaning in each moment.

Pay attention to what has heart and meaning...universal principle from The Four Fold Way by Angeles Arrien

Presence begets trust and trust opens receptive space...

6. Energy/Core – What Lies at the Source of Your Expression

All of your expression comes from your core source. It is energy behind your words that creates the force of your presence. Can you recall a time when an angry person entered the room? Or when someone at peace was nearby?



Energy is what makes teams function; people produce. Core energy is where your unique style is housed. Musically this translates into each person having their own unique note. Performance is the combination of many notes into a harmonized, coherent expression - creating a powerful symphony.

"This is the right thing to do," she recalls thinking. 'I hope my bosses aren't going to have a problem with that.' – When a Wal-Mart employee took independent action to assist community recovery from Katrina (Fortune, October 3, 2006)

Our mental and emotional diets determine our overall energy levels, health, and well-being to a far greater extent than most people realize. Every thought and feeling, no matter how big or small, impacts our inner energy reserves. – Doc Childre and Howard Martin, the HeartMath Solution

Energy is a synergistic reality when it comes to human activity. Releasing energy opens a conduit, a bigger pipe for bigger ideas to flow into collective efforts. When you touch what lies at your center you access deeper levels of knowledge...

7. Inner Knowing – Your Relationship with Trust Engages Your Intuitive Muscle.

Mental or logical processes are only as good as the quality of the information. With the speed of information and degree of overwhelm, relying solely on the mental injects a huge amount of hesitation and uncertainty into the decision making process. Allan Huang invented the optical computer using images from a recurring dream for insight. When the Getty Museum was considering buying an ancient Greek statue two art historians 'knew' immediately it was fake because the work 'lacked spirit'.



Higher level managers rely on intuitive approaches when data is uncertain, conflicting or incomplete. Decisions, innovation, and breakthroughs are informed by insight, gut feel, inner knowing.

Expanded knowledge is stored at deeper levels. Self-trust holds the key to the door.

*The intellect has little to do on the road to discovery. There comes a leap in consciousness, call it intuition or what you will, and the solution comes to you and you don't know how or why...
I never came upon any of my discoveries through the process of rational thinking
- Albert Einstein*

80% of executives whose companies' profits had more than doubled in the past five years had above average precognitive powers. Douglas Dean, New Jersey Institute of Technology (www.sideroad.com/management/business-success-intuition.html)

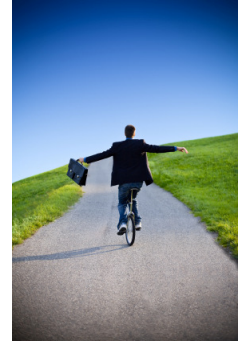
Peter Vegso's publishing house was struggling. In 1992 at a convention he reconnected with Jack Canfield whose manuscript of inspirational stories had been turned down by 140 publishers. When Canfield asked Peter Vegso to look at it he responded with "Jack, I'll publish it." Chicken Soup for the Soul turned Health Communications Inc. into a publishing powerhouse.

When you don't listen to your intuition, it will speak through your body to get your attention. Your health is the sum total of everything you think, feel and do....

8. Health – Expresses What you Believe, Feel and Experience


Health is the vital expression of your emotional, physical, mental state. If the structure (your body) is weak then energy goes into maintaining the breakdowns rather than firing on all cylinders. Personal productivity and quality of life suffers. When people are healthy; the company is healthy. The quality of life individually and corporately shows to the outer world.

When health is absent, wisdom cannot reveal itself, art cannot manifest, strength cannot fight, wealth becomes useless, and intelligence cannot be applied. - Herophilus



So who do you want to be now? Supported by solid health, you can take action to put your deeper talent into place. Taking action means using discipline to replace old patterns and install new ones.....

9. Habits –Establishing the Structure for Flexibility

 Habits can either support or trap you. Sometimes habits become the structure you attach security to or what you unknowingly trust when you are not sure what else to do. Habits are powerful contributors to shaping our lives and impacting our ability to be flexible. When you are reconstructing or reshaping your relationship with the outer world, consciously employing new habits helps to establish your existence. It requires stepping outside your comfort zone.



"We could see how organizational habits and protocol held us back. 'So I am not crazy after all,' people were thinking. 'The way this place works makes it impossible to succeed. Short of a thorough reinvention of ourselves, we're stuck.' "

– Quoted from Surfing the Edge of Chaos: R. Pascale, M. Millemann, L. Gioja.

Once you have established flexibility and structure around your energetic talents, you free all barriers to the heart. Compassion is expanded...

10. Connection – Love: The Freedom to Extend Compassion and Understanding

Recognition, acknowledgement, validation and gratitude are all expressions of love. Many valued employees leave the workplace without knowing that they were valued. The flip side of love is addiction. Every addictive pattern of behavior is a coping strategy to deal with the absence of self-love and self-acceptance. Patterns like the need to be right, the need to know, the addiction to perfection, and a rigid focus on



what is not working are all narrow lenses reflecting a small part of reality where there is an absence of love and recognition of the impact we have on others.

Self-esteem is all about self-love. Conflict of a destructive nature is a fearful reaction to seeing some part of you in another person that you can not love or accept. Connection is all about recognizing that what you do to others you do to yourself.

Love is also about the heart you bring to what you do. If you are half-heartedly serving clients, or if your heart is no longer in your work your clients are the first to know it, ahead of you ... unless you know what to pay attention to.

To work in the world lovingly means that we are defining what we will be for, rather than reacting to what we are against. – Christina Baldwin

With compassion for yourself and others embraced you can employ uncertainty and diversity and have access to your own passion and purpose; the ultimate fuel for life...

11. Purpose – The Inner Driver for Achievement and Contribution

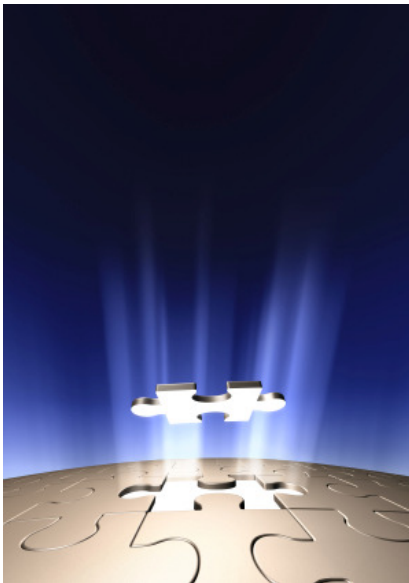


People have an inner drive to achieve, make meaningful contributions fueled by their sense of purpose and passion. Inspired contribution is the juice that takes individuals and companies to the next level. For companies, timeless purpose serves as the compass to guide decisions in the midst of dynamic change. Rather than being twisted or turned by whim or fad, purpose becomes the fulcrum for foresighted horizon based decisions that merge insight with an inner trust and confidence.

My mother said to me, "If you become a soldier, you'll be a general; if you become a monk, you'll end up as the Pope." Instead, I became a painter and wound up as Picasso. – Pablo Picasso

Inspired by a sense of purpose, the conduit for fulfilment relies upon a solid structure not swayed by thoughts or temptations of a lower mind or kind...

12. Integrity/Unity – The Receptacle of Knowledge



At the source of both individuals and companies is a wholeness not swayed or divided by greed, by self serving action, by apparent differences in gender, thought or culture. Individuals are guided by their uniqueness; companies are guided by their strengths, grounded in self-knowledge of their place and purpose in the global mind. This marks the intersection where a company's contribution to its employees, customers, society and the environment it leans on for results shifts to quantum levels of profitability far beyond restrictive notions of return on investment.

Companies, who currently view business as a struggle, a war, or a battle to survive, can engage more powerful choices to thrive, adapt, create and engage talent. Increasing clarity on what makes a person and a company wholly integral ensures that a company's existence is an act of conscious intent rather than a

happy accident.

Whatever is at the center of our life will be the source of our security, guidance, wisdom, and power. - Stephen Covey

Unity is the foundation from which you relate to the world. Self-doubt, worry and fear have no strength. Standing on the foundation of unity you can fully enter ...

13. Power – Fully Expressing Who You Are.



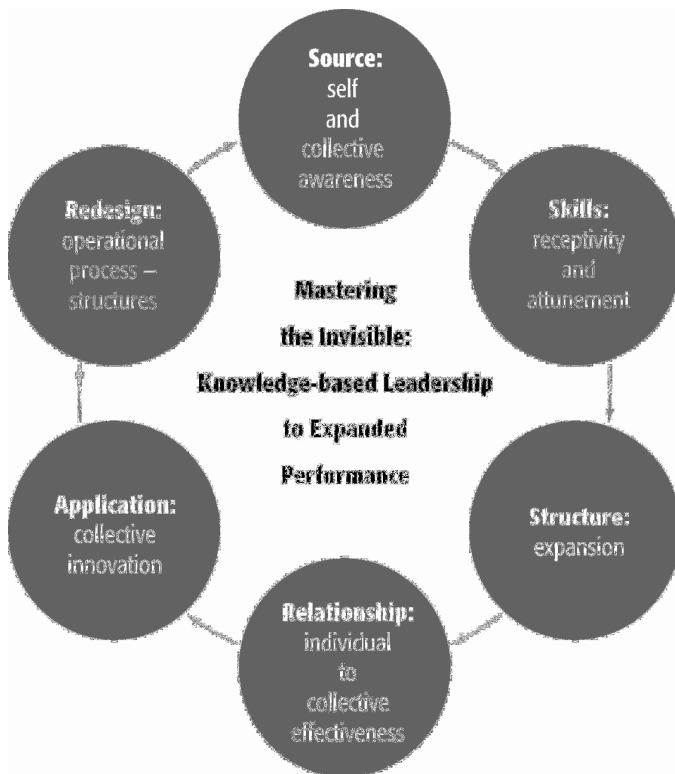
True power is about fully expressing who you are, empowerment of yourself and others and fully engaging use of your energy. It is sourced from who you are at your 'source', rather than who you are in relationship to others. Security with your own sense of personal power frees you from limitation and from the need to put others

down in order to feel more 'up'. Minimizing others, use of sarcasm to avoid directly expressing yourself, sabotaging others to ensure your own security or ambitions are no longer the means to establish your place in relation to your outer world. Hierarchy is replaced with respect and a natural order.

*Man's mind once stretched by a new idea, never regains its original dimension.-
Oliver Wendell Holmes*

“Today you are You, that is truer than true. There is no other who is
Youer than You.” Dr. Seuss

Companies



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