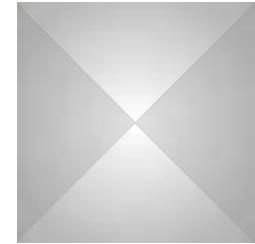


Miracles at Work

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BUILDING YOUR BUSINESS
FROM THE SOUL UP

John A. Adams



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To

My Mother
For teaching me how to make a good living
and

The Members of Adams and Adams Building Services
For believing in my dream and helping it become a reality

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I wish to express my gratitude to:

Jo Ann English, our first company member, for her trust, love, and devotion. **Rob Therien** for helping us build Adams and Adams Building Services. **Carol Ann Woods** for igniting my spirituality. **Professor Peter Brite** for pushing me to write and rewrite. **Dr. Gerald Jampolsky** for introducing me to *A Course in Miracles®*. **Professor J. W. Clark** for teaching me his brainstorming process. **Christina Maria Uhart** for rebuilding my confidence in front of an audience. **Allison Smith** for her continued encouragement and love. **Larry and Gimone Hall** for re-igniting my faith to finish this book. **Kathy Swope** for her editing skills and care. **Marie Carija** of MAC Integral Design for bringing *Miracles at Work* to print. My spiritual family all over the world whose love and support is everlasting. **Deirdre Miller**, who supports the dream, encourages me, and loves my stories. And all those not mentioned here who contributed their encouragement and support.

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Introduction

Discovering Life Without Limits

In the summer of 1981, I was fired by the President of the United States. President Ronald Reagan discharged me, along with over eleven thousand other air traffic controllers, for illegally striking against the United States government. It could have been a crash landing for me, as it was for many of the other unemployed air traffic controllers facing financial and emotional catastrophe. But I had a dream that had begun 11 years before when I was introduced to a quiet, rather round man who cleaned the small New Haven Air Traffic Control Tower where I had been recently assigned. When he was finished, he loaded his Kirby vacuum cleaner into his brand new Cadillac and drove off. Without knowing it, Dick Houston opened the door for me to the possibilities and freedom of self-employment. Now being fired became the catalyst that propelled me into starting my own cleaning business—something that had been incubating all those years.

A few things had been holding me back from getting my business going. One was that I was already employed in a very secure, well-paying job. Another was fear of the unknown, of the mystery of becoming a business owner and of entering a world that I was raised to believe was reserved for only the elite, those with superior intellect, those with business degrees or those born

into a lineage of corporate professionals. Even though I dreamed of starting my own business, had my business cards printed, and started writing letters of introduction to the largest businesses in town, I remained in the holding area still afraid to take the runway and risk learning how to fly. When I got my pink slip from the Federal Aviation Administration (FAA), I heard a voice announce, "John, you're cleared for takeoff."

Being flat broke was an experience I had known twice before in my life. I was not about to let it happen again. The day after the strike began, I drove around, knocking on doors and looking for that first customer. I felt as if I were flying blind, facing my fears, stumbling and stammering through introducing our yet-to-be-company and myself, just begging for a break. Once I landed my first job, a new sense of liberation came over me. It was like a revelation, an awakening. There were no longer any limits to what I could attain—the heights to which I could soar. A ceiling no longer confined me to the career dictates of an employer. I did not have to wait for a job opening or position to become available to move up to the next level. Now, career progression was up to me, and, before I knew it, my job description was constantly changing to keep pace with our fast-growing company. It was magnificent.

The day I got fired I discovered how to live a *life without limits*, working out of my 1975 brown and gold Dodge Dart with a mop, bucket and vacuum cleaner crammed into the trunk. Fifteen years later, I sold the company of 350 members (we never called them employees and they never worked for us, but with us) so that I could move on to my next dream of sharing what I had learned with others. I founded a new company called *Life Without Limits* to spread the word. Writing this book and speaking to others about discovering miracles through *Spirit at Work* is my new passion.

When I started Adams and Adams Building Services, I had no real business training or experience. What I did possess were some very good leadership and management skills, developed through my career in the FAA and civic activities such as the Jaycees. After seven years of night school, thanks to the GI Bill, I had graduated from the University of Hartford with a Bachelor of Arts in political science, but I had never taken a class in accounting, sales and marketing, or any course related to building a business. My liberal arts college background had little to do with the practical skills I needed to start a company. I was 32 years old and the only real qualifications I had for starting this business were the fantastic cleaning skills my wonderful mother had passed on to me.

Launching Adams and Adams Building Services was truly venturing into the mysterious unknown. It required a great deal of trust and belief in what often seemed to be the impossible dream. I had no customers, no business plan, no real equipment, no experience and very little money. It truly was a miracle that our venture succeeded as wonderfully as it did, but, then again, I have come to expect miracles.

I had discovered the *Principles of Upside-Down Thinking* which is the foundation of this work. Combined with the *Practices of Business Success* they form an enlightened approach to doing business and living life. This simple method of renewal will help you shift from doing business from a place of anxiety, fear and frustration to a place in the heart where self-trust and belief will lead to greater satisfaction and peace of mind.

Why did my dream take off when those of so many other new business owners failed? The reason is as simple as the concepts I am about to share with you. These are insights and disciplines we can all tap in to. It is knowledge we all share. By combining

these *Principles of Upside-Down Thinking* and *Practices of Business Success* with an ongoing study of business skills, you will truly be on your way to a *Life Without Limits*.

We are constantly being tempted by claims that promise us a quick, easy way to “get rich.” I have taken that bait myself, but now realize there is no easy or fast way to financial independence and freedom. Even if you were to win millions of dollars in the lottery, your life would still not be truly rich. Well-educated people of fame and fortune end their lives every day because they have failed to find inner peace. Are you a would-be business owner or a leader within a business unit? Do you subscribe to the philosophy, as I do, that we all are our own business, that unless we run our life like a well-planned company, we will never achieve our full potential? Then this book is for you.

Miracles At Work is not a reflection of any specific religious or spiritual path. Although reflecting no specific doctrine, it does relate to them all by combining all the inside answers that I have discovered while building a business. It is an explanation of *Spirit at Work* and the miracles that Spirit enables. It relies on the major beliefs common to all religions, yet specific to none. These truths are what binds all people together, not what tears them apart. Christianity, Buddhism, Judaism, Islam, Hinduism and the other religious faiths are all represented here—not the dogma, but the universality of thought—the common threads that hold us together as a spiritual species and create a fabric of different colors and textures—all with an underlying theme.

Have you heard a voice urging you on to follow your dream? Is it consistent and non-relenting even though you avoid its call? Are you ready to listen, accept the risk, trust in your *Inner Guide* and learn to fly? To achieve your desires takes self-determination, persistence, discipline and, above all, hard work. You can expect

to work long hours, shed many tears, go without sleep and be ridiculed by others for foolish notions of building your dream, but do not give up. Never give up. Keep returning to these *Principles* and *Practices* and life will become easier, the burden lighter, and the solutions to problems will be more immediate and clear. I am so certain that this book will have a positive effect on your business that I will buy it back from you, if you don't benefit from its ideas! The immense power of our beliefs is the major message of *Miracles at Work*. Our beliefs will imprison us or set us free. We have possibilities beyond what we imagine locked inside us by our doubts and lack of faith. The good news is that we all possess the keys to unlock that prison—the keys to the Kingdom. I am convinced that following these *Principles* and *Practices* will lead you to the discovery of a new meaning and purpose to life and business that was there all along, hidden within your very soul. Then, you will bask in the light of your achievements along with all those who helped you get there. Are you ready for take-off?

“There are people who have money and people who are rich.”

— Coco Chanel

Ways To Use This Book In Discovering Miracles at Work

Miracles at Work is composed of two main parts. Book One, *The Principles of Upside-Down Thinking*, is a philosophy of doing business as well as living. Book Two, *The Practices of Business Success*, offers a unique approach to organizational design and creation not taught in business schools.

Book One: The Principles

The Principles of Upside-Down Thinking are the foundation of *Miracles at Work*. They come from ageless wisdom adapted for creating an illuminated business. These concepts come from the wisest of the wise passed down through generations by our great thinkers, philosophers and guides. The *Principles* form a path, a program and a discipline for doing business in an enlightened manner. By “enlightened” we mean from a place within where we unite with our Source. These are truths and natural laws common to all cultures, all religions, of all nations. Because the *Principles* are not of the physical world, they turn the methodologies of most businesses upside down. So does this book.

Many of the *Practices* also invert standard business practices. This entire book does. The *Principles* are the foundation of *Miracles at Work*. Without dedication to their daily use, the rest

of the book will be diluted and lack the effect for which it was created.

Book Two: The Practices

The Practices of Business Success are not to be found in the curriculum of our business schools either. At least, not yet. One reason is their intrinsic nature. I discovered them as Adams & Adams grew from a start-up company to a major contract-cleaning competitor in the Hartford/Springfield area. If I had received a business degree, I may have never realized them. They are inward ways of building your business. They are subjective concepts of knowing that introduces superior, new methods of the business process. These ten *Practices* will help you build your company on a higher level, by joining with your *Inner Business Guide*.

How to Get Started

Study the *Principles* followed by the *Practices*. *Miracles at Work* is organized with the *Principles* as the foundation or soul of the work. Without a solid spiritual base, a business will lack consciousness. The beginning is the philosophical basis for doing business, the *alpha* and *omega* of an enlightened company. Finish the *Principles*, then use them as a daily practice to create a company and a lifestyle that is rooted in the Divine. Use the *Principles* along with your own spiritual or religious traditions and beliefs to form a daily practice of devotion bringing *Spirit to Work*.

Next, study the *Practices* by utilizing them. Don’t expect blind cooperation from others for your new path. You will likely get

blank stares, distant looks, resistance or even ridicule. Being a corporate pioneer is not easy. Being on the leading edge of change is lonely and risky. But aren't you in business because you are willing to take big risks in the face of adversity and determined not to give up? Persistence is one of the greatest attributes of a business leader. Expect resistance to your new path; handle it with patience, confidence and persistent faith.

I first began to write this book to help others build their businesses in an enlightened manner. As time passed, I realized that this book is as much for me as it is for you. I struggle every day with my fears—judgment, self-consciousness, lack of trust and belief. The answers to overcoming my self-proclaimed limits are right here in the precepts of *Miracles at Work*. We are taking this journey together and every story, concept, and upside-down *Principle and Practice* is a lesson for us to learn more deeply together as we demonstrate our new skills to others. Let's get started.

BOOK ONE



The Principles of Upside-Down Thinking:

1. Great Purpose Builds A Great Team
2. Embrace The Moment
3. Change Your Mind, Change Your World
4. Let Spirit Drive
5. Make More Than Money
6. Judge Less, Profit More
7. Break Out Of Victim Prison
8. Your Business Is Not Of This World
9. Give Away The Business
10. Project Your Inner Business

The Principles of Upside-Down Thinking

Once again, *The Ten Principles of Upside-Down Thinking* are the foundation of this work—a foundation of the spirit rather than of brick and mortar. The Principles are a spiritual philosophy to build your business upon. I believe, as Dr. Wayne Dyer said in his book, *You'll See It When You Believe It* that, “you are not a human being having a spiritual experience. You are a spiritual being having a human experience.” That is, we are spiritual beings having a physical experience, not physical beings having an occasional spiritual experience.

I consider myself a business philosopher and a Corporate Messenger for a higher order of business beliefs, ideals, and practices. Yes, a Corporate Messenger of God. Could it be that the spiritual world is reality and the physical world an illusion? If that is the case, the world of spirit is the antithesis of this earth plane. Being the opposite, it turns many traditional business principles around, so don't expect the same old ideas in *The Principles of Upside-Down Thinking*. If you have any expectations, be open to the jolt of learning to work by some of the same laws of consciousness and humanity that form the basis of the greatest philosophical thought. That basis is founded on what brings us together as people giving life to our company, not as adversaries that would tear our creation apart. *The Principles of Upside-Down Thinking* are there to guide us to greatness through a common connection to our Source. They speak of a higher purpose, living

in the moment, recreating our world, letting go, accepting responsibility, corporate wellness, abundance, and that we are a reflection of one another. The Principles are based on the deepest, most profound knowledge that the wisest men and women of history have given us.

These are not religious values and beliefs, although they are common to all faiths. They are a spiritual approach to the world of business, powerful beyond belief because they flow from the Divine Power that we all share. The Principles are based on a common denominator—Love. It is time to take love out of the corporate closet and expose it for what it is—the source of unlimited possibilities in a world of limited resources. Using this power of the Universe opens unimaginable prospects for us as business leaders. It not only spells success for our business, but for our company members (employees) because it changes the environment in which we work from the negative to the positive, the limited to the unlimited. These are a collection of truths so simple that they often slip by us as we embrace the illusionary world. That world is based on fear, where there is a scarcity of resources and attack becomes the order of the day. A mighty business can be built on either principles of virtue or ones of vice. However, one dedicated approach will result in peace of mind and the other in chaos. Which will you choose?

*“Never doubt that a small group
of thoughtful, committed citizens
can change the world;
indeed it’s the only thing that ever has.”*



Margaret Mead

"Concerning all acts of initiative and creation, there is one elementary truth—that the moment one definitely commits oneself, Providence moves too."

— Johann Wolfgang Van Goethe

The First Principle Great Purpose Builds A Great Team

Common Purpose

Whatever your business, if you effectively communicate to your workforce the ways your company is helping to create a better world, your inspirational power and competitive advantage are strengthened. Nothing stronger brings people together than a higher common purpose. This is real soul work because it involves helping others and being of service.

Commonality and community are exactly what we are looking for in the place where we spend most of our waking hours. We do not check our beliefs and faith at the front door when we go to work. We bring them with us. Good leaders know this. They know that our collective spirit can create a great team, and that power and unity come from the values and beliefs we share—our common ground. Those are the things that guide us to magnificence within our company.

We have all seen and read about the miracles that happen when a group of individuals are challenged to do the impossible. These stories of bravery, tenacity, and determination are accounts that create our history and culture, and help to establish our heroes and traditions. Think of the great human events in our Holy Books like Moses leading the Israelites to the Promised Land or Saint Francis founding an order of devotion and teaching that lives on today. In history there are events such as our own American Revolution and stories such as Washington crossing the Delaware to defeat the British mercenaries at Trenton. The great firsts in innovation, science, and technology all required a team that was inspired. Henry Ford, Steven Jobs of Apple Computer, and Herb Kelleher, Co-Founder of Southwest Airlines all shared a vision of greatness that activated their team. Remember the courage of the Apollo 13 astronauts and the heroism of the mission control team that saved them? In sports, we can witness daily the success of one team after another that is lifted to do the impossible by the winning purpose they share. Remember the “Amazing New York Mets” when they first got started? How about the football teams that made it to the Super Bowl against all odds?

During the 2002 Super Bowl, the heavily favored Los Angeles Rams were tied with the New England Patriots, but during the

last 33 seconds of the game, a 48 yard field goal kicked by the Patriots’ Adam Vinatieri won the championship.

The Patriots’ owner, Robert Kraft, during his acceptance of the Vince Lombardi Trophy said, “Spirituality and faith are the cornerstone of our country. Tonight, we are all Patriots.”

The Patriots’ coach and team members all spoke of their mutual bond and belief in one another. Their belief was as much responsible for winning that game as anything else.

Our Common Values

Spirituality joins people based on commonly accepted universal principles such as:

The right of people to be free;
That justice is blind to race, color, religion or national origin;
That it is wrong to kill, steal or commit adultery;
That laws are of humankind rather than nations;

All religions believe in The Golden Rule, charity, veracity, grace and forgiveness, prayer, Divine authority, and love—especially love.

Most people can agree upon common spiritual values, whereas many of our religious beliefs often create a wall of disagreement. Religion does not belong in the workplace because it promotes disagreement and separation. Spirit does belong where it can become the instrument of our oneness.

I think of some other great experiences I have had with groups such as the Jaycees, which regularly took on insurmountable tasks like putting together a haunted house for charity in a few short weeks, or organizing a mammoth Special Olympics event. Deep within each and every one of us is a sense that we can

achieve the impossible. That *knowing* is put there by our Creator who reminds us that this is our destiny.

Our Mission

At Adams and Adams, we would regularly accomplish extraordinary things such as covering all our accounts with half our members on a snowy winter night, putting together a team at a moment's notice to clean up a customer's flooded office building, or outperforming the big guys for a hotly contested contract. Dedicated members often worked above and beyond the call of duty because they believed in the fabric, superiority, and greatness of our struggling company.

At Adams and Adams, our mission statement of *building trusting, caring relationships through excellence in cleaning* spoke of the sincerity of our commitment to the people that made our company possible. We cannot accomplish our business mission without our members and our members would be without a duty to fulfill if the mission were to be neglected. Yes, it is a balancing act, but one that we learn to achieve by doing our Inner Work—the work that is reflected in our ten principles.

An agreement on a common higher purpose or goal can enable a once fragmented business group to do unbelievable things. Hard times often do bring out the best in us. So does helping others. During the September 11th terrorist attack, our whole country came together like one great team. We announced our solidarity by the flags that we displayed everywhere. Millions upon millions of dollars were raised for the victims of the attack.

When companies decide to raise money for a cause that their members champion, nothing will stop them from making their goal. And nothing will stop you if your team is on the same

page, enlisted by a trust and belief that what they are doing will somehow make the world a better place.

Exemplary Businesses

This book is not written as a research project of businesses that reflect the values, culture and spirit of which I write. However, I will occasionally give examples of businesses that I consider *Miracles At Work*.

Working Assets, a local and long-distance telephone provider out of San Francisco, CA is one of those companies. I have experienced the results of their teamwork and their socially conscious approach to doing business. Before obtaining Working Assets as our provider, I had MCI, a division of World Com. I had switched to MCI because the rates were really low. But in the long run, it cost me much more than dollars by compromising my values and not maintaining my commitment to do business with "honorable" companies. The first indication I got that MCI lacked honor was that they began calling me shortly after I received my monthly phone bills to remind me that my payment was due on receipt. When I told them that the bill had been paid, they insisted that it took two weeks for a payment to reach them and get credited even though it only took three or four days for the same process to occur at other companies. I finally got fed up getting the calls and did start paying the bills upon receipt, just to quiet this "monster." It occurred to me that they were trying to increase their cash flow to assist in their failed merger with Sprint. In hindsight, it appears they were also doing it to stay afloat. Then I was charged for two one-minute phone calls made to Afghanistan. I don't even know anyone in Afghanistan. Even though their customer service representative

said they would credit me for the calls, they never did. And when I made a twenty-three minute call to New Zealand, the bill was \$63.00. When I complained they informed me that I had to have a “special program” for reduced rates on international dialing. I was furious and dropped them after my brief but painful relationship.

I signed up with Working Assets, which I had heard about from Interfaith Fellowship in Manhattan. Their rates were a little bit higher but the difference in the customer service, integrity and spirit of the company was immense. Working Assets gives a percentage of my monthly charges to my designated charity, Amnesty International. On the monthly bill they keep me updated about prisoners of conscience whom I can aid in receiving justice by writing a letter or, for a small fee, have Working Assets do it for me. Monthly, they also give me a list of new socially conscious or environmentally important books that have been written. Their bills and envelopes are all printed on recycled paper with soy-based ink and when I talk to a member of their customer service team, the essence of their corporate culture comes bubbling through. Even though my relationship with Working Assets is from the bottom up, the experience I have with them comes from the top down.

That same philosophy enables our team to work as one and to save the day when competition is looming over us. The strength of spirituality might seem like a contradiction when we are on the offensive. But it is not if we avoid attacking or blaming others and focus on the reasons for our vulnerability and the methods for strengthening our company. Attack not your competitors personally but, rather, lead the charge that will propel your company to greater performance through integrity, and the competition will copy you, becoming envious followers. Our single-minded aggressiveness conflicts with our desire to be part of a

team. Individuality and team spirit are both important to our business. Spirituality incorporates and encourages both.

Spirit At Work

When we perceive in our soul—our Spirit—that what we are doing will somehow create a better life for others, make this a better world over all, lead to a cure for cancer, break down barriers to the creation of a worldwide community, or help to build a franchise of companies that will give greater opportunities to those who have little hope, then a higher common purpose overshadows our individual ego-based needs.

These and other principles that embrace universal truths—your company values and ethics belong here too—are the very reasons we are working together. They form the basis for success that encourages growth, profitability and lasting value.

Never underestimate the power of our spirit to create a workplace that is wonderful to be in, exciting to share, and filled with meaningful purpose. Our desire for sharing the gifts we inherited and to achieve a higher common purpose through service to others is the guiding force behind a successful enlightened business.

In summary, *The First Principle: Great Purpose Builds A Great Team*, emphasizes the synergy of your collective being in the form of your work unit. It is upside down in relation to the notion that money, power and glamour builds a great team. *The Second Principle* will introduce you to the most powerful tool you can use to take your company on to the next level of achievement—living in the moment.

“A universal theology is impossible, but a universal experience is not only possible but necessary.”

—*A Course in Miracles®*

“The important thing is not to stop questioning. Curiosity has its own reason for existing. One cannot help but be in awe when he contemplates the mysteries of eternity, of life, of the marvelous structure of reality. It is enough if one tries merely to comprehend a little of this mystery every day. Never lose a holy curiosity.”



Albert Einstein

"We are what we think. All that we are arises with our thoughts. We make our World."

— Buddha

The Second Principle Embrace The Moment

"My Crown For A Moment Of Time!"

If you are centered in the moment, no matter what business pressures surround you, your focus will be on the most important matter at hand.

"My crown for a moment of time!" an ancient queen cried out when faced with her own mortality. At first the queen's plea seemed silly to me. But as my search for life's meaning and purpose progressed, the gravity of her appeal became clear. All of her

power and wealth could not buy a single moment of time. How much would you give for a moment of time—not in our sense of everyday time, but in timelessness?

Is time the most valuable treasure to possess? If we were to possess a single instant of time, if it were ours to dwell within, then we would be eternal. Death would vanish. We would be ageless in the moment. I expect that we would disappear into blissfulness with no thought of the past or future. Timelessness is a place of pure contentment, trust and awareness. It is enlightenment. Here we find the extension of our Creator. By accepting our true boundless potential, we return to our Source. Living in the now, with no thoughts of the past or future, is to exist in a state of all things and no things. It is a transition to another dimension. In the moment, we experience true reality. In that realm there is no separation of souls, and no guilt, worry, doubt, or fear.

Mindfulness is the discipline of living in the present with deep concentration on centering the mind on the task at hand—we are mindful when we are just “being” with a customer, a friend, or our Selves.

The Painter

I had a mindful experience some time ago as I was painting. No, not portraits or landscapes, but painting the antique house shutters that made up my outdoor shower stall in Mystic, Connecticut. I used to hate painting, but, during this job, I decided to take my time and enjoy every stroke—to realize that I was creating something new, bright, and beautiful. I felt the history of the shutters that I was painting—they came from my farmhouse in Enfield, which was built in 1845. The shutters are

not nailed, but pegged together with wooden dowels. I thought of the people who originally made these beautiful objects, felt their presence, and admired the artistry of their work. For the first time, I thoroughly enjoyed painting, not because the job had changed, but because my way of experiencing it had transformed the task.

To be fully present, we must test our actions with our hearts and ask for guidance from within. This is a path toward bliss and greater happiness, as well as success within our company and in our lives.

Should Haves, Could Haves, Would Haves

Our ego mind wants us to live our lives listening to the old tapes of the past where we replay, over and over, events that no longer exist. This is where the *what ifs, could haves, should haves* and *if onlys* dwell. These are thoughts that have no real purpose except to drag us back to a place that no longer exists. In the past, our guilt, shame, and limits tainted our pure potential. When we are able to push away thoughts of the past, our minds will often shift to the future, where the *what ifs, could bes* and *maybe ifs* dwell.

The past is gone and there is nothing we can do to change it. Guilt or regret over our mistakes does no good. This is fear disguised as remorse. It prevents us from experiencing the present moment. The future is in the next moment. It has not yet arrived. Like the past, it does not exist, and to dwell upon it keeps us from the only time there is—NOW. In the NOW is the profound experience of simply “being,” and in that “being” our true divinity is found.

The monastic tradition attempts to bring the devoted follower

to this place by simple living, prayer and silence. A Buddhist sitting *zazen* is training his mind to dwell in the uncomplicated moment.

You do not need to join a monastery and become a monk to experience long periods of silent, centered mindfulness. Simple, regular, disciplined practice can maintain a sense of serene focus.

Flying In My Dodge Dart

Have you ever experienced a moment of pure bliss, an instant when there was no regret of the past or concern for the future? *A Course in Miracles®* calls this experience a “Holy Instant.” It is the place we long to be but resist because of our attachment to this world.

I have come upon this presence often in my life. However, I recall only certain instances in detail. I remember one warm, early morning in August when Adams and Adams Building Services first got started. It was a few days before I received official notice of my termination from the FAA for participating in the Professional Air Traffic Controllers Organization (PATCO) strike. I had landed my first cleaning contract with an Oldsmobile dealership. The spare bedroom in my little brown ranch house became my new office. An old door and a pair of two-drawer filing cabinets made a makeshift desk. On the desk blotter, I created my business plan by simply drawing seven columns, one for each day of the week, and writing in my only job on Monday, Wednesday and Friday. My plan now was to fill in the rest of the columns with customers. When I reached my saturation point, I would hire someone to be my first company member. That was the extent of my first written business plan. The rest was in my mind and heart.

My friend, Leo, had re-introduced me to the Amway Corporation as his way of helping me to make a living. Amway was not my calling, but the audiotapes they shared became my inspiration. On one of them, Earl Nightingale spoke about the magic of a positive attitude, the Reverend Robert Schuller introduced me to “possibility thinking,” and Napoleon Hill told me the story of *Acres of Diamonds*. These sample tapes that Amway used to “pump you up” eventually lead me to the Nightingale-Conant catalog of audiotapes.

The messages on these tapes became my inspiration and guidance. One of the first full tape sets I ordered was by Brian Tracy, who shared his practices of business success. I played those tapes over and over until I knew what Brian was going to say next.

As I climbed into my Dodge Dart on this warm August day, a cassette was ready to go in the tape deck. I sped down Play Road, in search of my next customer as one of my famous mentors was convincing me that today would be filled with achievement, if I would only believe in myself. The windows were wide open and Robert Schuller was reminding me of my greatness and the unlimited opportunities for success. Then I heard him say, “There’s never a money problem only an idea problem.”

The fragrance of flowers and freshly mowed grass filled the air. A feeling of freedom and infinite power came over me. All of a sudden, I was gone—transcended to another place where time stood still. When I returned, I found myself shouting with joy. I was free! The FAA tether that had been holding me down had been cut, allowing me to soar to endless heights.

Lost In One Another's Eyes

Another time I found myself in the instant, was somewhere in a

gift shop. It could have been in Maine, Connecticut, or anywhere. I do not recall the location—only the surroundings and the experience. I know it was cold because the new love of my life and I were in heavy winter coats.

I fondly referred to her as my Polish Princess. She wore a long, dark-brown suede coat. Her strawberry-blond ponytail fell softly over the fur collar. We were deeply in love. My second wife, fifteen years my junior, was beautiful, charming, exotic, and refined. Shoppers packed the little store as we found ourselves in one another's eyes. Suddenly, we disappeared into the moment. Nothing else existed. People, conversations, racks of clothing and retail displays faded into the background, became a blur, then were gone. We were breathing in unison. Our hearts beat to the same rhythm. We held each other's hands and transcended into the moment. If only we could have remained there.

The Consultants

As we were building Adams and Adams Building Services, it became clear to me that if we were to reach the heights that we envisioned, we needed to hire a full-time sales representative. I was doing most of the sales myself, although my vice president was helping. This was a huge job, particularly when we began to submit proposals for large buildings.

During our eighth year in business, we moved to a “real” office in the Enfield Industrial Park, and hired a Director of Communications to help us market the business, both internally and externally. Internally, because we needed to tell our story to our members as well as to our customers. That was a big part of building our culture—a culture with a foundation based upon these principles. Our new director helped us tremendously not

only in getting our brochure, newsletter, and other marketing material out to potential customers, but also in putting together proposals—some of which could take eighty or more person-hours to complete.

In the late eighties, the competition became fiercer. Before that, we averaged one sale for every three proposals we submitted. Now we were lucky to get one in twelve. I felt we needed a permanent outside sales representative to help us continue to grow, and I had the right person in mind. He worked with us as a part-time supervisor, although he was selling full-time for another company.

We were working with several consultants at the time. One of them helped us focus on our business planning. He brought in a friend who helped us clarify our financial planning. Financially, we were skating on thin ice. My way to correct that was a simple double-barreled approach—cut expenses and increase revenue. I wanted to acquire more customers and increase the sale of special services—our more profitable extra jobs like carpet cleaning and tile floor care.

This financial consultant had a background in the retail industry in Manhattan. I can still hear him bellowing over and over again, “You have to stop the bleeding! You have to stop the bleeding!” He prepared a spreadsheet that showed us how we could not possibly afford to hire a sales representative. He said that we would need to increase our business by half-a-million dollars a year to pay for this new position.

No matter what he said, no matter what anybody said, I knew deep down inside that hiring a sales representative was the way for us to rise to our next level in the business. I stuck to my guns. We promoted our part-time supervisor to outside sales. He was fantastic, not only as a salesman but also as a hands-on

member of our community. We did not take in anywhere near half-a-million dollars more each year, but we grew and regained profitability. The new position paid for itself. As a matter of fact, it is still paying because, as I write this book, money is flowing from the accounts that both he and our communications specialist acquired for Adams and Adams. Additionally, the accounts that he acquired led to other jobs, some that grew from small ones to immense ones.

My financial consultant was looking only at the black and white. I was able to look past that, to that knowing within, which told me the direction to take. I did not know a thing about building a sales team, but I did know I was doing the right thing. Whenever I asked my Inner Guide which way to go, the answer always came up the same. That still, small voice said, “Hire him before you lose him.” Had I not been able to *embrace the moment*, I would not have been able to hear that Inner Voice.

This second chapter was a reminder to us that the present is the only true reality. It is the opposite of dwelling in the past and distrusting the future. It reminds us that by using mindfulness, every task can become a spiritual experience, that purging ourselves of the should haves, could haves and if onlys, brings us back into the moment, that a Holy place exists within the present, that the *Miracles at Work* paradigm is a universal philosophy on which to build your business, and, finally, that your intuition is as valid as any financial formula.

In the next chapter, get ready to experience a New World. It is a world of business created from your own thoughts—thoughts you can change in an instant.

*“There is a place in you where there is perfect peace.
There is a place in you where nothing is impossible. There
is a place in you where the strength of God abides.”*
— *A Course in Miracles*®

*“Compassionate capitalists do their best to
love God, to love themselves, and to love
each other. Love is the foundation value
upon which all the rest is built.”*



Rich DeVos of the Amway Corporation

"It is the mind that maketh good of ill, that maketh wretched or happy, rich or poor."

— Edmund Spenser

The Third Principle Change Your Mind, Change Your World

Picture yourself seated at a twenty-foot long mahogany conference table surrounded by potential customers seated in plush, leather conference chairs. As you look around the room, consider the fact that each and every person is experiencing a different view of the scene. An art dealer might be focused on the painting on the wall or the print of the wallpaper. The financial analyst may be intent on the figures and graphs on the flip charts you brought. A young mother is preoccupied with thoughts of her sick child. A recently separated husband is experiencing the fear and grief of losing his first and only love.

Would you believe it if I told you what you see is an illusion, that there is nothing out there? Look up. What do you see outside of yourself? What if I told you that there is nothing out there, that we have invented the world we see; that everything we see out there is created within our own minds?

What we see is created by our life experience: how we started our day, the last encounter at this meeting, our relationship with others, our fears, hopes, dreams, and desires. It is all an inside job.

Our mind is like a movie projector and the world we see is projected on the big screen of our consciousness. We project on that screen what has been previously programmed into our audio/video system and that determines our view of the world and ourselves. Since we create our world and our conscious being, we have a choice of what we see. We can change our minds; therefore, we can change our world including the script, emotions, actors, our reactions, and the result.

Mind Alteration

There are many different ways of changing our minds and our reactions. Pavlov's dogs were programmed using operant conditioning. Neural Linguistic Programming (NLP) is used to reframe our experience and create a different, preferably more positive, reaction to a similar situation.

I once read about a young man who lost his mother when he was a young boy. At the funeral, one mourner after another placed their hand on his shoulder and told him how sorry they were for his loss. When the boy grew to adulthood, he began to suffer grief and anxiety whenever he was touched in a similar fashion. Without realizing it, the touch replayed the tape of the

feelings he had experienced when his mother died. With help, he finally discovered the source of his anxiety and was able to re-anchor that negative feeling and emotion by visualizing a pleasantly exhilarating experience while, at the same time, touching himself on his shoulder.

Try This

Here is an experiment that proves we do create the world we see:

Think of your eyes being closed. Now, picture a big, bright, juicy yellow lemon. Visualize a long, sharp knife in your hand. Put the big, plump, juicy lemon onto a wooden cutting board. Slice it into four wedges. The lemon juice squirts out onto your hands. Now, take one of the fat, juicy wedges and place it in your mouth between your teeth and chomp down on it.

What is happening? Is your mouth puckered and watering? It is, isn't it? Where is the lemon? It is not there. You have created it. Just like we create the world we see. What happens to your thoughts when you get the mail and you see a letter from the Internal Revenue Service, or a police car pulls into your driveway? How about if the letter from the IRS turns out to be an unexpected refund and the police officer is an old friend you have not seen in years? See how the mind shifts back and forth between anxious and pleasant thoughts.

One more experiment:

You are a supervisor at a nighttime cleaning operation. The company cleans large office buildings such as Adams and Adams does. You are training a new member whose name is Julie. Julie shows up ten minutes late for her first day on the job. As you show her the step-by-step procedures for her duties, she seems preoccupied and her eyes never meet yours. Julie has no ques-

tions, but tells you several times that she does not think the job can be done in the allotted time. She also looks at her watch a lot and asks whether she can make a personal phone call. All night long Julie is slow to comprehend the aspects of the job. At the end of the evening, she asks if she can have Wednesday night off due to a personal matter.

What are your feelings about this individual? Are they peaceful, hopeful thoughts? Now, what if I told you that Julie's grandmother died this morning at Julie's home? Grandmom, who raised her and helped take care of Julie's two children for the past ten years, will be buried Wednesday. How do you feel about Julie's performance now? Did the reality of the situation change, or just your perception of it?

Re-inventing The World

We can see things differently when we realize we have invented the world we see. Another way of looking at the world is through the eyes of love. You can see peace instead of chaos. To do so takes intense practice and devotion to a program of attitudinal change. Enlightenment is a journey that we will never fully realize until we rejoin our Maker. Even so, we can make small advances that create magnificent changes in our lives. Simply start by asking yourself every time that you experience a feeling of fear, attack, or uneasiness, "Can I see this differently?" "What would love do now?" Then, allow the shift to occur. If you are open to loving thoughts for an instant, you can change a battlefield into hallowed ground.

Here is a poem I heard from Dr. Wayne Dyer—one of my favorite teachers. Source: *A Third Serving of Chicken Soup for the Soul*/by Jack Canfield and Mark Victor Hansen, Publisher: Hci; 10th edition (August 2003).

THE COOKIE THIEF

By Valerie Cox

A woman was waiting at an airport one night
With several long hours before her flight.
She hunted for a book in the airport shop,
Bought a bag of cookies and found a place to drop.

She was engrossed in her book but happened to see
That the man beside her, as bold as could be,
Grabbed a cookie or two from the bag between
Which she tried to ignore to avoid a scene.

She munched the cookies and watched the clock
As the gutsy cookie thief diminished her stock.
She was getting more irritated as the minutes ticked by
Thinking, "If I wasn't so nice, I'd blacken his eye."

With each cookie she took, he took one too.
When only one was left, she wondered what he'd do.
With a smile on his face and a nervous laugh
He took the last cookie and broke it in half.

He offered her half as he ate the other.
She snatched it from him and thought, "Oh Brother!
This guy has some nerve and he's also rude.
Why he didn't even show any gratitude."

She had never known when she had been so galled
And sighed with relief when her flight was called.
She gathered her belongings and headed for the gate
Refusing to look back at the thieving ingrate.

She boarded the plane and sank in her seat
 Then sought her book, which was almost complete.
 As she reached in her baggage, she gasped with surprise
 There was her bag of cookies in front of her eyes.

If mine are here she whined with despair
 Then the others were his and he tried to share.
 Too late to apologize she realized with grief
 That she was the rude one, the ingrate, the thief.

Exposing Corporate Love

I often get the feeling the “L” word is as much resisted in business as other forbidden words such as spirit, caring, hugs, charity, play, rest, and God. I think it is time to bring love out of the corporate closet. Many successful companies already have in many different ways. For instance Publix®, who describe themselves as “the largest and fastest growing employee-owned supermarket chain in the United States,” supports a mission that is:

- Dedicated to the **Dignity, Value, and Employment Security** of our Associates,
- Devoted to the highest standards of **Stewardship** for our **Stockholders**, and
- Involved as Responsible Citizens in our Communities.

I've shopped at Publix and it is truly a refreshing experience performing a task I dislike. Dignity, value, security and stewardship are all concepts based on love rather than fear.

Marriott International® was started as an A&W Root Beer stand in 1927 by J. Willard and Alice S. Marriott. It now

employs approximately 128,000 people and was ranked as one of the best places to work by Fortune Magazine in 2002. The “Marriott Way” of fundamental ideals of service includes:

- The unshakable conviction that our people are the most important asset.
- An environment that supports associates' growth and personal development.
- A reputation for employing caring, dependable associates who are ethical and trustworthy.
- A home-like atmosphere and friendly workplace relationship.

I was at a Marriott Hotel for a Toastmaster's Conference recently. It was an all-day event that went into the evening and I needed to buy some toothpaste. I asked at the front desk where I could buy some and the receptionist handed me three squeeze packs of Colgate. I should have known that they would go a little further than other hotels to meet my needs.

Verizon Wireless® is my cell phone company and I love them. Any concern I've ever had has been handled by their associates with courtesy and professional care. Verizon encourages its associates to “Celebrate the Love of Volunteerism with Us” through the Verizon Foundation. When I was in the Dominican Republic in the winter of 2004, Verizon was installing their communications system there and at the same time establishing help centers for the poor.

MBNA®, another of my favorite companies and one in which I own stock, have a credit card, and a home equity loan, is the world's largest independent credit card issuer. They stand on their “Precepts” introduced in 1986 by their CEO Charlie Cawley. The precepts express the company's belief that:

- The people are the company
- All are welcome...for all the right reasons
- Support for the communities, in which we live and work, is the right thing to do.

JetBlue® Airlines embraces five values that establish their unique culture:

- Safety
- Caring
- Integrity
- Fun
- Passion

Flying with them makes me want to apply for a job there. ServiceMaster®, whose roots were established on a spiritual plane, provides service to 10.5 million homes and businesses. Their philosophy begins with this objective:

To Honor God In All We Do

We believe that every person—regardless of personal beliefs or differences—has been created in the image and likeness of God. We seek to recognize the dignity, worth and potential of each individual and believe that everyone has intrinsic worth and value. This objective challenges us to have commitment to truth and to deliver what we promise. It provides the basis for our belief in servant leadership. It is not an expression of a particular religious belief, or basis for exclusion. Rather, it is a mandate for inclusion, and a constant reminder for us to do the right thing in the right way.

There are many more large companies I would put in the league of those that have taken love out of the corporate closet. Others that exemplify a *Soul-Up* attitude to building their business are:

Amway
Anthony Robbins International
Berkshire Hathaway
Charles Schwab
Disney
Google.com
Irving Oil of Canada
Lego Systems
Meredith Corporation
Southwest Airlines
The Body Shop
The Motley Fool
Tom's of Maine
Vanguard
Whole Foods
Yahoo

The list could go on and on. These are the same companies that you will find included by business magazines among most admired and best companies to work for. Taking an enlightened approach to doing business is very profitable. And the Big Guys started out as little ones growing from the care and compassion their founders gave to their work force, customers, and community. Think of some of the companies you admire most, the ones you buy from or whose stock you would buy. Chelsea Groton Bank is where my daughter works and even though I haven't started to bank there yet (I'm in the process of doing so). I am impressed by the way this small Connecticut mutual bank treats its associates. Its "love" of banking relationships has kept it independent since it began in 1854. While other banks have been swallowed up by bigger competitors, Chelsea Groton has continued to reinvent itself to serve the community. Hair Unique

where I get my hair cut, INET that provides high-speed internet service to our office, and BlissWorks where I practice yoga, are others that come immediately to mind for the Divinity they share with their customers and staff. They all have a way of doing more than just providing a service. They exude a passion for what they do, and create a community atmosphere that beckons customers and staff to love being there. All of these companies, and tens of thousands more, have taken love out of the closet and are calling it many things: caring, passion, fun, stewardship, Spirit, support, God, or simply love of the work they do and the people with whom they interact. If you start with love as the driving force behind your company, it will grow in the light of unlimited possibilities and an attitude of great gratitude toward one another and our Creator.

From corporate love we derive compassion, kindness, charity, understanding, patience, and those positive feelings that underlie peace and harmony in the workplace.

Love is the lubricant that makes our company run smoothly. It bathes us in a sunshine of bliss. It is the sweet smell of success that bonds us as a team. It is the music and dance by which we naturally flow. Unconditional love is all-powerful. Fear is the antithesis of love. It results in jealousy, contempt, anger, pain, judgment, division, and ultimately defeat. It is the friction within the corporate mechanism. It sheds doom, gloom and rain upon our days. It clouds our minds, creates disharmony, and disempowers us.

Some of the most powerful aspects of love are that it brings clarity to our lives, depth and understanding to our relationships, and energy, creativity and unlimited possibilities to our careers.

A Definition Of Love

I will explain the concept of love by explaining how love and fear are used in *Miracles at Work*.

Fear comes from the ego, which is the thought system that believes we are separate from our Creator. Fear gives birth to other feelings, such as envy, jealousy, anxiety, and longing. Can you name some more?

Our addictions are caused by our need to repress fear. Fear is the dark side of us. It is our littleness; it is associated with our illusionary world, rather than our spirituality.

Love, on the other hand, is a source of peace and eternal bliss. It is the opposite side of our split mind that gently reminds us that we are not separate from our Source or one another. Love gives birth to sharing, compassion, kindness, creation, and serenity. Think of some more things that are associated with your feelings of love.

Love does not happen between two bodies, although the body can enjoy the spiritual experience of love. It is associated with our spirit, our soul, our connection with the Almighty, and our true reality. Love is the timeless experience of the now, or this precious instant. Love is the birthplace of our greatness, of our true light.

Some Fear-Based Emotional States:

Aggressive	Jealous
Alone	Longing
Angry	Out-of-control
Anxious	Powerless
Belittled	Resentful
Buried	Scarce
Closed	Scared
Cold	Selfish
Conflicted	Separated
Confused	Stagnant
Defeated	Stressed
Defensive	Tense
Defiant	Trapped
Depressed	Unappreciated
Discouraged	Uncomfortable
Dismissed	Unfulfilled
Distressed	Unimaginative
Endangered	Uninspired
Frustrated	Unloved
Grave	Unsatisfied
Heavy	Unsuccessful
Hurt	Unwilling
Ignored	Weak
Impotent	Withdrawn
Insecure	Worried
Insensitive	

Add Your Own:

Some Love-Based Emotional States:

Accepting	Inspired
Affectionate	Invincible
Alive	Joined
Carefree	Joyous
Comfortable	Kindly
Compassionate	Light
Confident	Loving
Connected	Passionate
Consoling	Peaceful
Contented	Potent
Creative	Powerful
Encouraged	Receptive
Exhilarated	Relaxed
Expansive	Replenished
Exuberant	Satisfied
Free	Secure
Fulfilled	Self-Assured
Generous	Self-Fulfilled
Gentle	Soaring
Grateful	Strong
Happy	Successful
Harmonious	Triumphant
Healed	United
Imaginative	Warm
In-control	

Add Your Own:

The Choice

At any given time, we can choose between thoughts based on either love or fear. Our minds quickly shift back and forth between limitless loving thoughts and limiting fearful thoughts. Allow me to demonstrate what I mean.

Visualize walking down the street in a large city like New York. Looking up at a forty-story skyscraper that cuts into a deep blue spring sky you experience a feeling of lightness, a connection to the wonders of this architectural marvel that soars toward the endless universe. Then, a big, robust, shaggy-looking, man bumps into you. His eyes shout out, "Why don't you look where you're going!" Your experience changes from love to fear, from amazing grace to judgment, aggravation, or possibly self-condemnation.

Several more paces down the crowded street, you see a man who has no legs sitting on a cushion on the sidewalk. He is playing a beautiful rendition of your favorite piece of music on a clarinet. Your thoughts turn to compassion and gratitude as you drop a dollar bill into his tambourine. His bright blue eyes flash a *Bless you*. Your heart is filled with gratitude for having a whole body and a full, rich life.

As you approach your destination, the theatre, you see the lines that stretch out the front door and around the block. "It'll take me forever to get tickets," you grumble to yourself. Aggravation and impatience set in, as you get in line behind a mother and her small daughter in a princess dress. The little girl turns to you with loving eyes and says, "What's your name? My name is Sally Ann Wilson."

You get the picture. We are continually shifting back and forth between greatness and littleness. At any given time, we have a

choice between thoughts of love or fear. Would you like to be able to continually choose love and the peace of mind that goes with it? Whenever a dark thought crosses your mind, repeat to yourself, "What would love do now?" What would choosing a loving thought over your fearful response do to change your reality?"

Next time you are in a jam, try applying the *Principles of Upside-Down Thinking* rather than the rules of the herd. If we want to get ahead of the pack, we must learn to see and do things differently, for history is made by those who dare to do things differently.

In this section, we were reminded that we create our world, the world does not create our reality; that we have a choice of thoughts based on our world of business and that letting go of our judgment of others, frees us to enjoy a place of peace.

In the next Principle, we will see how we can discover a life without limits by letting go of our preconceived ideas about the eventual outcome of our business.

"If you knew who walked beside you on the way that you have chosen, fear would be impossible."

— *A Course in Miracles*®

*“Intention combined with
detachment leads to life-centered,
present moment awareness.”*



Deepak Chopra

"At the very point of the vulnerability is where surrender takes place – that is where the God enters. The God comes through the wound."

— Marion Woodman

The Fourth Principle Let Spirit Drive

Intention And Desire

From the very beginning, I knew that Adams and Adams Building Services would be very successful. I never doubted for one minute that it would occur. I visualized hundreds of our members in sky-blue uniforms, cleaning huge office complexes and skyscrapers. My big oval office would overlook the cityscape. I also saw us as a national organization with myself and other

leaders flying in our corporate jet to different parts of the country to build our business. I pictured myself with a beautiful, intelligent woman, the love of my life, in a heavenly relationship. I would have great freedom to use my creativity and ideas to build my dream. I became very attached to some parts of this vision, particularly the heavenly relationship with the woman of my dreams. That caused a lot of pain because I wanted it my way and would not listen to my Inner Guide when it warned me I was making a mistake. Letting go of that relationship was both emotionally and financially devastating, and yet I still allowed my ego to choose my partners in romance. Fulfillment of our good intentions and desires will result when we let go of our attachment to the outcome.

Letting Go

Real freedom is found in letting go, not holding on. Our office did not overlook a cityscape. It was a suburban contract cleaning company. It was not national and I did not fly around to our different headquarters. I did have a beautiful office, team, and staff to work with however. We were tremendously successful, and I did receive everything I had envisioned including the money that provided three homes and fancy cars, and I married the beautiful, youthful, exotic love of my life.

As Deepak Chopra says in his powerful little book, *The Seven Spiritual Laws of Success*, "Accept the present and intend the future. Both past and future are born in the imagination. Only the present, which is awareness, is real and eternal." When we accept the present, even though it is not what we originally expected it to be, we release ourselves from unwanted fear of the future and regret of what is.

When we look back at our scars, very often we discover that they have miraculously been transformed into stars—an analogy I have borrowed from the Rev. Robert Schuller. Such was the story of my divorce from my second wife.

Marriage And Divorce

I met my second wife on a whale watch in Provincetown, Massachusetts. She was there with two local community college teachers. I was there with my daughter. While everyone else was watching for whales, I was watching Magdalena. She was young, beautiful and exotic. Educated in Warsaw, Poland, the authorities arrested her for putting up posters supporting the Solidarity Movement on the streets of the city. They gave her a choice, go to jail or leave Poland. She left for Paris where she attended the Sorbonne University. Magda spoke five languages and had an M.S. in chemical engineering. A pharmaceutical company in Groton, Connecticut scooped her up. That is how I was introduced to Mystic and where we fell in love. You will read more about my second marriage later in the book, and how it relates to the *Principles of Upside-Down Thinking*. Love and heartbreak in marriage come from the soul. They do, however, relate to and reflect our business performance and philosophy. Our marriage began in trust and love and ended in fear and contempt. I did learn some difficult lessons from my second divorce. I am still working to discover ways that I can be a better partner and friend in romance.

During his summation, the Judge presiding over the case described it as one of the most protracted divorce cases in the history of the Hartford courts. It consumed nine full days with two of Hartford's most expensive and flamboyant divorce sharks

pitted against one another. One of the main reasons we were not able to reach an agreement out of court was our different perception of the worth of the company.

When we were married in 1985, my net worth was somewhere in the neighborhood of \$30,000. The economy was just taking off (remember “Reaganomics” and the accelerated depreciation on commercial real estate that created a building boom and later led to the savings and loan bust, and a glut of “see-through” vacant office buildings?). Adams and Adams Building Services also took off. But, by the time we reached the divorce courtroom in the summer of 1991, the economy was spiraling down, real estate ventures were going bankrupt and recession was setting in. It was at the trial that I discovered that not only could attorneys redefine the meaning of the truth, but so can accountants. An outside observer viewing the accounts of the prosecution (my wife) and the defense (me) would be seeing two entirely different stories. It was a very painful lesson on how we create the world we see. The accounting methods used to analyze the worth of our company were from two different planets. As witnessed most recently in the Enron debacle, accountants can create billions of dollars where there are none and make them disappear just as easily.

The arguments became intense, theatrical and, at times, comical. One morning, I arrived early with six small bud vases of flowers. I put one on the judge’s bench, one on the prosecution’s table, one at the defense table, one at the bailiff’s place, and one at the stenographer’s desk. The final one I gave to the lady at the concession stand in the lobby who rewarded me with a bottle of fruit juice. I did this in secret as a way to cut through the insanity of the whole affair—to put some focus on the true meaning of our collective being. After all, Magda and I were joined in mar-

riage through a sacred sacrament based on love, not money.

The sanest participant in the trial was undoubtedly the judge, who was a wise, fatherly man and could see through all the theatrics to the core of the disagreement. At the final judgment, he stated he wished Magdalena and I could resolve our differences and stay together. He was a man of great wisdom and compassion. That does not mean that I agreed with his financial decision. As the judge warned, no one would be happy with the outcome. That is, no one except the two attorneys who lined their pockets from the case.

Our accountant valued our company at around \$380,000. The double-digit profit that we had realized when my wife and I were living together had evaporated. Her lawyer and staff valued the company at \$2.5M. The truth, of course, was somewhere in between—as was the truth presented by the lengthy arguments from both sides. When the final judgment was rendered, the gravity of it was so immense I considered letting go of the company, declaring bankruptcy and starting all over again. The entire settlement was somewhere in the neighborhood of half-a-million dollars, and I had no money in the bank. The company lived on its cash flow. A five-year payment to my new former wife was to be paid on a quarterly basis. It would have paid the salary and benefits of a top-notch, highly qualified operations manager that we needed so desperately in the company. In addition, the attorney’s fees were astronomical. Magda’s attorney flew off to Paris after the trial to stay in his apartment there and gloat over the amount of money he had extracted from “performing” in this nine-day show.

My dream of being able to retire at forty-six (the age I would have retired if I had not been discharged from the FAA) was shattered. A three-year marriage had been extended to seven

years by a four-year divorce process. Fortunately for me, Rob, my company vice president was not as devastated as I was by the outcome. In his typically frugal way, he developed a plan to pay my former wife off and grow the company, without hiring another key person. His courage, commitment, and tenacity encouraged me to go forward and strive to, as he said, "Put this all behind us." I looked forward to an extremely retracted lifestyle over the five-year obligation. Travel and any sense of luxury were certainly out of the question. But a miraculous surprise was in store for me.

The Silver Lining

During the divorce, I had become involved in *A Course in Miracles*®. Through that path, I was able to turn over my feelings of resentment, powerlessness and attack, in exchange for the belief that something wonderful was about to happen. And it did. Because of the course, I was able to travel extensively and meet some of the most wonderful people in the most exciting places. A new journey had begun. I became involved in the Miracles Community Network, which held conferences and seminars all over the United States, in fantastic lodges and retreat centers, like Omega in Rhinebeck, New York, Estes Park, in Colorado and Lake Arrowhead, in California. I had the most marvelous time. I was introduced to a new lifestyle through a fellowship that I would not have experienced if the divorce had not occurred. I moved to our Mystic house, made that my residence, and discovered for the first time in my life a place that I could truly call home. And, finally, I was able to buy my sailboat *Miracles* and sail her to Florida, the Bahamas, and Cuba—a dream come true.

In the spring of 1996, because we ran the company without hiring another key manager, and I had shared the equity of Adams and Adams with my vice president, he was able to buy me out. We paid off my former wife. A large part of the cash flow that had been used to pay her now reverted to buying me out, so that I could transition into a new career. Now, that money is actually going toward building *Life Without Limits* and to write this book. There truly can be a silver lining in every cloud if we trust, give up blaming others for our misery, and let go of the outcome and *Let Spirit Drive*.

The Victim

I have a friend who was going through a similar divorce situation at the same time I was. The judgment left him a bitter and angry man. He was a professional, and an entrepreneur who owned a group of office and apartment buildings. He refused to pay the court judgment. He fought it tooth and nail. At about the same time that we were paying my former wife her last installment, and when I was signing the agreement to sell the company to Rob, the IRS was re-possessing everything my angry, resistant friend owned. He lost it all. Now he is working a job for someone else. He is still angry, still resentful—a continual victim of the world he sees.

Lasting Miracles

Adams and Adams is now strong and growing. Rob was able to pay me off three years earlier than agreed upon. When I truly listen to my Inner Guide, I can let go of my expectations, embrace true freedom and allow magnificent things to happen in my life.

Make a list of your intentions and desires; then release yourself from the outcome, by surrendering to your Higher Self and accepting responsibility for your current state of affairs. Doing so will take you to a place of infinite possibilities. Prosperity and abundance are a natural state when we are present, centered, and coming from unlimited potential. That means continually choosing love over fear.

Letting Spirit Drive reminds us that we are not in charge of our destiny. We are more powerful in business when we trust our Source and expect miracles to happen.

Next, we will see how our Higher Consciousness can enable us to build a lasting, soul-based business with depth and integrity.

"Your soul alone has a map of your future."

— Anam Cara

"For what will it profit them if they gain the whole but forfeit their life?"



Matthew 16:26

"Ethics refers to the basic human values of integrity, love, and meaning."

— Peter Koestenbaum

The Fifth Principle Make More Than Money

Real Profit

To experience true fulfillment, we need a bottom line that leads to our own peace of mind. That way, business success and achievement will follow naturally. The ultimate goal of any business organization is to make a profit—and when I say business organization, I include churches, synagogues, schools, colleges, hospitals, and other non-profits. In a business sense—I dare say in a spiritual sense also—all organizations function essentially the

same, whether they are for profit or not-for-profit. Non-profits that do not adhere to good business practices eventually perish.

Money, or compensation in some form, is the lifeblood of every organization. Paradoxically, if making money becomes the driving force behind the health, well being, and growth of our organization, it could also lead to its demise. The extrinsic value of the money does not feed the intrinsic spirit and passion of a business organization.

The Meaning Of Money

Even if money is initially the driving factor, once an organization or its owners reach a certain level of material wealth, wealth in itself ceases to become the goal. A higher universal consciousness and responsibility transcend the profit motive. Some people try to satisfy their greed by amassing more and more money, but it will never mollify their hunger. The soul does not crave money. The soul recognizes only the everlasting, of which money represents a possible means rather than an end. Money is not the real juice that fuels the success of our enterprise; the passion and excitement come from a longing to experience the joy and mystery of our inner being.

Money Makes The World Go 'Round

My original motivation for going into the contract cleaning business was money—money that would buy things that I never seemed able to afford while working as an air traffic controller, such as a new luxury car, a second home, and financial security. Although I earned good money my entire life, I never seemed to get ahead. That is, until I started my own business. When I start-

ed Adams and Adams Building Services, my goal was to grow the company to gross sales of \$1 million within the first three years. Considering my resources and lack of business experience, that really proved to be an illusive aspiration. I had no idea what constituted a million dollars worth of cleaning business or how many people I would need to service that volume of contracts. The other objective that I set for myself was that I wanted to be able to retire from the business within ten years, at the age of forty-six.

Julia Cameron introduced the concept of the elusive “there” to me in *The Artist’s Way* and, as time went on, success took on different forms.

My *theres* kept changing and being replaced by new *theres*. Once I got *there*, a new *there* appeared. At first, the goal was to get enough accounts to survive, to make a living, pay the mortgage, and put food on the table. Similar to Abraham Maslow’s hierarchy of needs, I was reduced to struggling to maintain my primary needs. Once I got enough jobs to fill my schedule, I began to hire others to help me. As our company grew, I eventually advanced to the place where I wanted that new fancy car that I could never afford before. To me, that was the 1986 metallic gray Oldsmobile Cutlass Supreme on Fiore Oldsmobile’s showroom floor (my first customer, and the car I dusted off three days a week). I got the car and my *there* changed to a bigger and better one—a house at the Mystic shore and, eventually, to a farm house in Enfield, Connecticut.

The Disappearing “There”

When I dated my second wife, she had an apartment on Poquonnock Road in Groton. She moved in with practically

nothing. I helped her gather up some used furniture—an old couch, end table, and a lamp with an ugly shade that she covered with a beautiful scarf. We threw a mattress from the back of my Ford Econoline van onto the bedroom floor covered with green, shag carpeting and made beautiful love. We had hardly more than two knives, two forks, two spoons, two cups, and two plates as eating utensils. Life was often chaotic, but we were happy. We married in 1985. We were making great profit at that time, which enabled us to buy the house in Mystic, the farm in Enfield, and a new, 1987 Oldsmobile '98 for Magdalena. I worked like a madman. We traveled extensively to places like Greece, Paris, and throughout the U.S. Magda quit her job and went back to school to get her MBA. Even though it looked as though we had it all, and had reached our *there*, we had hit a road block short of self-fulfillment, because we were looking outward rather than inward for the answers.

The reason *there* disappears is that it is not out there in some form. *There* is inside, deep in our soul. *There* is the yearning to transcend the impermanence of this world, and return to our creative nature, where we connect with the Source of our being. We are continually searching for the tangible to satisfy ourselves, when the only real satisfaction comes from our spirit.

Natural Miracles

In the beginning, I ran the company more for growth than profitability. Intuitively, I believed in many of the things that I discovered later along my spiritual path. For instance, I knew profits would follow if I did three things: first, focus on the development of the people in our company and give them the best we could afford in salary, benefits and recognition of all kinds; sec-

ond, pay attention to values and ethics without succumbing to the temptations of greed, realizing that doing the right thing always outweighed doing the profitable thing; and third, take a sharing approach towards our members and our customers. It worked. I did not know why at the time. It just worked. Only later did I discover I had been doing something naturally that became one of our *Principles of Upside-Down Thinking*. Universal law says that if you take care of others, strive for truth, accountability, ethics, fairness and justice, and the conscious spiritual aspects of building a business organization, profit will naturally follow. This does not refer to avoiding hard decisions needed to maintain the health of an organization. That includes saying goodbye to people who are not pulling their weight, cutting a customer off who has not met a payment agreement, or refusing to be a caretaker to those who have refused to take responsibility for their own actions.

Tenderly Tough

Tough decisions go along with tenderness. Being kind does not mean to neglect good business and people practices. It does mean establishing boundaries, guidelines and clarity of purpose, process, and procedure. For instance, although I did not agree with everything that President Ronald Reagan did during his administration or the decisions that he made, I did appreciate the clarity of his leadership style. Everyone knew where Reagan stood. Even before he fired the Air Traffic Controllers, he gave us forty-eight hours to return to work. When we refused, he did exactly what he had said he would do. Later, during his administration, when he was being attacked and criticized for his policies and decisions, I wrote him a letter of support. A thank-you letter

and an autographed photo of the President now hang in my office. It is there not because I agreed with him, but because I respected him as our President and as an admirable leader.

Profit From Within

When my second marriage ended in separation, I was down on my knees in tearful surrender. It was then that I discovered the true profit motive—that no amount of money or business success would bring me to a place of inner peace and happiness, and that the key to salvation was within.

The Fifth Principle reminds us that loving our customers for who they are, rather than how much they spend, will pay big dividends. It is about the good we can accomplish through our dedication and hard work, not our worship of money. In our next chapter, you may discover some of the things you have been hiding from as you discover the real power of forgiveness.

“Try not to become a man of success, but a man of value.”

— Albert Einstein

“One who seeks truth does not escape

and if he does he does not beat himself for that

and if he beats himself he does not feel guilty about that

and if he does he accepts that he does so

and if he can’t accept that

he accepts that he doesn’t accept it.

One who seeks truth has to catch hold of himself somewhere

and if he can’t he may accept that he can’t

and if he cannot accept that

he is in a funny position but that is where

his maker wants him to be.”

Words of an Ancient Sufi

"It is impossible to share opposing thoughts."

— *A Course In Miracles*®

The Sixth Principle Judge Less, Profit More

The Forgiveness Illusion

Think of the benefits to your business of being free of the inner critic that tells us, *"It's your fault, you could have done better, your company will never make it, you're not good enough,"* bla bla bla, ad nausium. What if I told you there is nothing to forgive, that sin is but error, that innocence is our natural state? What target does our condemnation have, if forgiveness is not even necessary? Consider the words from an ancient Sufi poet at the beginning of this Principle: the verse is a continuum of self-for-

givenness. Our greatest need to forgive lies in our own lack of self-worth.

If I am not listening to that inner voice of gloom, which comes from my ego, then I can hear the still, small voice beneath which reminds me, "We are God's creation, whose essence is love and whose destiny is fashioned by Divine design." This is the power of unconditional love, which is so hard for us to grant ourselves. We cannot have peace if we hold on to guilt. Sin and guilt originate from beliefs taught to us by others. They are a condition of the mind. So is our acceptance of our innocence. Guilt debilitates; forgiveness will set us free.

If we do not fully accept our own innocence, we will never be able to look upon another and see the light in them. We are constantly judging one another as being either right or wrong, good or bad, beautiful or ugly—all are within the perception of the beholder. I would often judge our competitors as being "the bad guys," who were doing business in unfair, unethical, and dishonorable ways. When I looked at myself, I realized that the things I judged them about the most were the very things that I could be accused of doing myself, to some extent. It is always like that. We are a mirror of that which we condemn.

Our Greatest Teachers

We often learn the most from our adversaries. I have been in many new group situations throughout my life in which the people I first mentally criticized became good friends and the ones from whom I learned the most.

Our greatest detractors are often those for whom we should be the most thankful. I have been married and divorced twice. I experienced one business partnership break-up that ended in the

courts. I was angry and resentful toward those former partners of marriage and business, until I realized how much they had actually contributed to who I am. Now I bless them, knowing how much they remain a part of me.

You may never want to see those thorns that left you sore again. You do not have to. Just bring them to mind. For example, consider my business partner, with whom I cleaned my first major building complex. If I never see or hear from him again, that will be just wonderful. He's a real, "Crazymaker." That is a term Julia Cameron coined in *The Artist's Way*. Here is her definition of a Crazymaker:

"Crazymakers are those personalities that create storm centers. They are often charismatic, frequently charming, highly inventive, and powerfully persuasive.

Crazymakers break deals and destroy schedules.

Crazymakers expect special treatment.

Crazymakers discount your reality.

Crazymakers spend your time and money.

Crazymakers triangulate those they deal with.

Crazymakers are expert blamers.

Crazymakers create dramas – but seldom where they belong.

Crazymakers hate schedules – except their own.

Crazymakers hate order."

My marriage partners and a business associate fall into this category. My first wife, Mary, and I had a tumultuous ten-year marriage, which was a love/hate affair. Even so, I never cherished another relationship as deeply. Although we divorced over half-a-century ago and she passed away when she was 46, our time together continues to have an immense impact on my life. She lives on through my daughter Sandy who inherited all her

humor, charm, and beauty. Mary as a lover, great cook, and devoted companion had no equal. We came together when I was twenty-one years old. She had two small children whom I helped to raise. This was a tremendous responsibility at such a young age, but it helped fashion who I am today. Even though Mary's body is no longer alive, she comes to me in my dreams often and there, we make love again.

I have not seen my second wife since 1996. Although our relationship is not something that I want to re-experience, she was a great teacher for me. The animation, charisma, and charm she possessed remain for me a constant reminder of the power of the word and personality, especially when I am preparing to speak. She was a dedicated scientist, a woman of great humor, a wonderful storyteller, and contemplator of the things that matter. She introduced me to Al Anon, which was a stepping stone to my current spiritual path. I often remember the advice she gave to me to "act charming" when I look like an idiot. I remembered that advice at my stepdaughter's wedding as I wore a rented tuxedo several sizes too small for me.

A business acquaintance, whom I met before starting Adams and Adams, showed me the flip side of good business practices. She had been in the cleaning business for over twenty-five years, building a multi-million dollar enterprise. She was a "do-it-now" type of person whose perseverance and persistence were both a boon to and a blemish on our relationship. She exemplified the saying, "When the going gets tough, the tough get going." The tougher things got, the harder she worked. She would never ever give up, which made her an adversary to avoid. The flip side of good business technique came from her nickname as "One Rag Annie." She had a habit of using the same cleaning rag for everything. She would dust off the desk then clean the ashtrays with it

(we still had smoke-filled offices back then). After that, she would wipe down the sinks in the bathroom and the toilets then go into the next section of offices using the same dirty rag. Yuck! When I think of values, ethics and quality of performance, I often wonder how many people really know the type of cleaning their janitorial company is providing. I was determined that Adams and Adams Building Services would be the antitheses of such carelessness.

Although these three people are no longer in my life and the relationship we had together is not one that I would want to relive, I am still grateful for the lessons I have learned from them. They were my "Crazymakers" but the real truth is that we are all that crazy and self-destructive. We are someone else's "Crazymaker." Just ask your son or daughter if that is not so.

Ask yourself whether your "Crazymakers" have not helped you, in some way, to become a better individual. Mine have. Think about those in your life against whom you hold a grudge. Then release yourself from the burden of resentment and anger you carry by forgiving them. Then begin a process of self-forgiveness and start to enjoy a feeling of liberation. "Not so easy?" Okay, don't forgive them—bless them, as Pope John Paul did, as he faced his would-be assassin in his prison cell. The Pontiff knows that the power of forgiveness lies in releasing your heart to God by seeing the goodness in every human being.

The Power Of Defenselessness

To grant forgiveness or deny its reality starts with our own defenselessness, which is another principle contrary to the way of the world. This world dictates that attack begets attack, that we take an eye for an eye, a tooth for a tooth, and that we mirror

the actions and attitude of others.

In the world of Spirit, there is great power in defenselessness. Being defenseless does not mean that we are incapable of protecting ourselves. When Teddy Roosevelt said, "Speak softly and carry a big stick," that meant, to me, that we should act with courtesy, kindness and firm resolve, while remaining strong and prepared for battle. Defenselessness means that we choose to see other people as either giving love or crying out for it, and to realize that we are not the real targets of their attack. Their target is within themselves. It seems the easiest thing to do is to react, to retaliate, which by implication is the path of least resistance. For most people it is harder to be more defenseless, which in actuality is the true path to least resistance because if we stay in the moment, free of fear, then we can break the cycle of attack.

Loving The SEIU

In 1994, the labor organization, Service Employees International Union (SEIU) 531 had been mercilessly attacking us, accusing Adams and Adams of things with no basis in truth. Often their claims were utterly ridiculous. We never counter-attacked because that would have started the attack-attack cycle and taken us away from our focus of attending to the needs of our customers and members. We decided not to play by the rules of the world. Rather we chose "The Law of Least Effort," as Deepak Chopra would call it, remaining defenseless and true to our values and ethics, as we relinquished the need to defend our point of view. This does not mean we did not take legal action against the union, when necessary, but we did avoid daily confrontation.

Key West Window Washer

Doug, the SEIU organizer called me one day to remind me of "the growth opportunities" we could have by signing the union Master Agreement. This was an agreement whereby our company consented to turn over building complexes cleaned by four or more janitorial workers to the representation of the union. According to the agreement, we were to take a "positive" approach to the unionization of these buildings. It would not have mattered if members wanted to join or not. By standing up to intimidation, we were the only janitorial contractors in Hartford County that refused to sign. Doug then indicated that if we did not sign, our business would perish. I told him this story:

I had taken my first six-week sabbatical from the business during the winter of 1994. I was so stressed out that I just wanted to get away and recharge my batteries. First stop was to Key West, Florida where I met a window washer on a pink bicycle. This well-built fellow was originally from Salem, New Jersey near my hometown of Pitman. We had graduated the same year from high school and shared stories about growing up in South Jersey and going to football games where our schools competed. Fred was thoroughly tanned and sported a trimmed, white beard and had silver hair to match. His working uniform was pink shorts, a white tank-top shirt and black sandals. He carried his entire window cleaning equipment on his bike and lived on a sailboat moored in the harbor. He looked relaxed and happy as he explained to me that he worked about thirty hours a week in paradise, cleaning mostly store windows. Fred said he had tired of the cold up north and left the rat race to work down in the Keys where he made \$35,000 a-year *cash*.

"Now Doug," I said, "Picture me, the owner of a large contract cleaning company, down in Key West to de-stress, talking to a man who is under no pressure, has no union problems, and probably no bills to worry about. Doug, if you destroy this company, I know exactly where I'm headed, so I don't consider your remarks as a threat, but rather as an opportunity for a change of lifestyle."

Doug hung up, realizing that his strategy of attacking our company—my finest creation—in this fashion, was not going to work. His stimulus did not elicit the response he had expected. I did not meet his attack with attack, fear, or submission, but rather from a place of serenity and defenselessness.

Setting Yourself Free

I vividly remember a picture in the Winter 1999 issue of *Spirituality & Health Magazine*. It showed the backs of three Vietnam Veterans standing together with their arms around one another. Their faces were reflected in the black marble of the Vietnam War Memorial in Washington, D.C. One of them, an ex-prisoner of war, asked another, "Have you forgiven your captors yet?" The second one replied, "No, never!" And the other turned and said, "Then it seems like they still have us in prison, don't they?"

Don't walk around with your guard up. Let go, trust and live in the moment free of judgment and old grudges. Refuse to see yourself as a victim. Meet attack with non-judgment and love. These are three mighty ways in which you can seize the moment and become a stronger leader, guide and competitor. By adopting a philosophy of forgiveness, businesses can realize more spirit, truth, and peace of mind in a world longing for a new corporate paradigm.

Next, you will discover that by accepting responsibility for your life, you can resolve the shame and blame issues that are imprisoning your spirit.

"Forgiveness is not an occasional act. It is a permanent attitude."

— Martin Luther King, Jr.

I am responsible for what I see.

*I choose the feelings I experience, and I
decide upon the goal I would achieve.
And everything that seems to happen to
me I ask for, and receive as I have asked.*


A Course in Miracles®

"You and I can change how we feel in an instant, just by changing our focus."

— Anthony Robbins

The Seventh Principle Break Out Of Victim Prison

The Perpetrator

By accepting responsibility for our lives, we free ourselves to rise to our true unlimited potential. In business, the competition, the banks, company members, a spouse, a rotten economic market, or any number of other things often become the perpetrator. In the early 1990s, the economy went into recession and many contract cleaning companies, particularly the small ones, went bankrupt. Many of the contracts we held went out to bid and we

were forced to cut some of our prices in half. To do this, we had to revert to more part-timers, better ideas on increasing productivity and efficiency, lower starting salaries, and razor thin profit margins.

It definitely was a time to complain that the economy and the world of business were killing us. I found out then what true competition and the free market was really all about. We learned how to become more competitive, while maintaining our values, ethics and integrity. We continued to take care of our company members as valiantly as we had before, while discovering new ways to clean better, faster, and cheaper.

Soon after this, the SEIU started to organize janitorial workers within Hartford County. We began to lose contracts and bidding opportunities because we were non-union. If anyone could have felt like a victim, we could have. We had not created the situation. I was a striking air traffic controller, a union member. Why was this happening to me? But we looked for opportunity, not for justification or blame, as a target for our miseries. Because we accepted responsibility for the position we found ourselves in, we eventually came out on top.

Pain Claim

I received a call from a lady who wanted to attend our Thursday night study group. Her husband had been killed a year before when a car hit him while he was jogging in the early morning hours. This lady felt that the man who had struck her husband was literally getting away with murder. He had been charged in the accident but not brought to justice. She felt that the perpetrator was enjoying privileges from the police department as well as the courts. The tragic affair had ruined her life. She was not

able to talk or think about anything else. She called because she had hoped that our group would help her with her pain.

I tried to explain some of the *Principles of Upside-Down Thinking* to her, but it soon became clear that she was not open to anything more than blame, determined to remain a victim of the catastrophe. I told her I would send her Gerry Jampolsky's book, *Love is Letting Go of Fear*. This simple little book introduced me to a new way of experiencing the world. She thanked me and said she would try to attend one of our meetings.

She never showed up but several months later, called back. She was still deep in her blame of the man who had killed her husband and the authorities who failed to bring him to justice. She could see no relief until the man was behind bars.

I asked her about Gerry's book and the other information I had sent her. She said, "It's sitting right here. One of these days, I'll pick it up and read it."

Then she went on to tell me how dreadful her life had been, how the most perfect man in her life was taken from her, that she would never be the same again, and how her life had been destroyed. I soon realized that she was not looking for someone who could help her overcome her grief. She simply wanted someone to sympathize with her so that she could continue her hopeless cycle. I tried to tell her that holding on to her anger and hate would never give her any peace, that the turmoil within her was not being created by her husband's killer, the police department or the justice system, and that forgiveness was meant to set her free, not her husband's killer.

I found myself unable to help her because she was unable to surrender her pain and hate long enough so that she could take the first step toward getting some help. Her family and friends were all trying to get her to start the process of letting go, but

she chose to remain stuck. She felt she was the victim and the world was the perpetrator. She might have been totally justified in all of her accusations, but her constant preoccupation with being a victim kept her imprisoned in her own pain.

To this day, I have never met her face-to-face, but long after my last phone conversation with her, I was in a doctor's office for an exam when I heard a woman in the next treatment room telling the nurse about the untimely death of her husband. You guessed it. It was the same woman, still unable to surrender her grief to the One who could release her.

Shedding Blame

Once we start blaming others for the sad shape we are in, our situation truly begins to be hopeless. We even render others helpless to assist us by blaming our dilemma on a cause outside of ourselves. Forces beyond our control are not causing us to fail at building our business or improving our life. Once we take the focus off ourselves as the source of our weakness, there is no solution. Go ahead and point the finger of blame at someone else and watch what happens to your thumb. It points right back at you.

Everything—yes, absolutely everything—which happens to us, is of our own doing. I want to repeat that. Even a horrible, terrible atrocity occurs because of our own decisions. Now, before you start to believe that you should blame yourself for everything, we must realize that nobody is to blame. Remember when we spoke of forgiveness? We started by forgiving ourselves. Then, we went even beyond that by realizing that there is nothing to forgive, that nothing truly happened. If we look at this world of form as a world of illusion, then reality is not here but beyond this world.

The Victim

If we continually take the position that we are victims of the world, then we can never truly transcend from that place where we are stuck. This malady is called "Victimitis." I first heard this effective description from Gerald Jampolsky. Our egos create this as a defense mechanism, for the ego encourages us to seek outside of ourselves where the answer can never be found. Our Higher Self does not ask us to seek what cannot be found. It knows we are not lost and that we are already whole and complete.

Our Beliefs Create Our Limits

Beliefs of greatness, or what is referred to as right-mindedness, propel us toward reaching our true potential. Belief in our smallness or wrong-mindedness robs us of our potential. At any given moment, we have a choice between our greatness (love) and our littleness (fear). There are no neutral thoughts. We are thinking thoughts of either magnificence or of worthlessness. Like a switch or a computer binary system, our mindset is either turned off to love and on to fear, or on to love and off to fear.

In a spiritual sense, the universe detects no difference between levels of greatness or smallness. Our egos project a perception of different intensities, but in reality we are either thinking thoughts of truth or illusion. Thoughts of truth are unlimited and include love, compassion, unity and pure spirit. These thoughts coincide with laws of abundance. The more we give love, compassion and pure spirit—the more is returned. Illusionary thoughts such as hate, jealousy, and revenge all follow the laws of scarcity. Hate replicates itself and, in doing so,

destroys rather than builds relationships. Vengeance or revenge continues the cycle into more of the same. Attack is like a disease that feeds on itself, hiding the soul. Darkness promotes hopelessness. Jealousy and mistrust bring about the same.

The Can't

Our limiting beliefs are learned. We have all seen or experienced the results of growing up in an environment where *can't* becomes a family mantra. We *can't* afford to send you to college; we *can't* get away for a vacation—we're not rich; we *can't* expect happiness in a world of pain and misery; we *can't* expect a miracle every time we need one.

In a limitless, nurturing environment, the *can'ts* are replaced with *Yes, You Cans!* *Yes, you can* go to college—even if we cannot afford it, there are ways. *Yes, you can* do anything you want, whenever you want. If you truly believe, then money is not a factor. Miracles occur naturally when we expect them.

Blocks Vs. Boundaries

Our nurturing teaches us to put up self-boundaries. I am not speaking about the healthy boundaries that protect us from emotional, mental or physical damage, but boundaries of the mind that encapsulate us in a box of our own making. I have heard of people who have spent their entire lives in the same few square blocks of a large city, such as Manhattan. I was watching a Public Broadcasting Service (PBS) documentary the other night, about the closed community that surrounds and protects one of the huge nuclear arsenals in Russia. The reporter from *Nova* was interviewing the commander, who had never met or spoken to

anyone from another country, yet he controls the nuclear power to destroy a world he has never seen.

We all have these physical boundaries—some larger than others do. Many have not ventured outside their state or region, or even the United States, because of the fear, mystery or *can'ts* that lie “out there.”

As a child, were you ever shamed or embarrassed by a parent or teacher? Did that experience create a block for you into adulthood? Think of yourself as a little child. Now visualize a board such as the one on the game show *Concentration*. During that show, contestants who successfully matched two blocks on the game board, got a chance to solve a word puzzle. If they could not, they picked another block trying to match it. If they got a match, another part of the puzzle was exposed and they had a chance to win the game.

When you are born, all your blocks are already turned to create a picture that reads. *You are without limits.* Then someone tells you that you cannot carry a tune and that you do not know how to sing a note; a block is flipped closed and darkness descends. Your possibilities begin to become limited. Then when you stand before an audience as a child or young adult, to give a speech, your hands quiver and so does your voice. You are so frightened that you cannot remember what you practiced to say. You leave the podium humiliated. Another block shuts off your possibilities due to that experience. You are twice married. A picture of your pain, the divorce, the condemning words of your ex-spouse haunt you. Because of that sense of failure, you see no possibility of a permanent relationship. You know that you will never be a good partner. Yet another block has closed and your self-belief becomes even more limited.

But none of these instances are real. They are all learned. And

they can be unlearned. The voice of the child who could not carry a note changes; with a little bit of practice he could become a fabulous singer. A painful experience speaking before an audience can be overcome by joining Toastmasters International and learning the techniques of a polished orator. In the process, perhaps you will begin to enjoy standing in front of an audience for the first time. The person who was twice married and twice divorced did not realize that he kept falling into the same relationship pattern with a needy, emotionally unavailable partner. Once he realized what he was doing, he changed the script, and his relationships changed. Later in our Action Steps, we will demonstrate ways to change our minds and remove the blocks to self-acceptance. Look for our upcoming separate companion book, *Cleaning Up: The Action Book for Miracles at Work*.

Our potential is not ruled by the business environment, but rather by our own beliefs. We are not victims of circumstance. Now is the time to claim the power of our infinite potential, by accepting no limits, getting out of the blame game, and accepting responsibility for our lives.

The Universal Source of our “being,” which is referred to by many names, is the power that builds a business from the soul up. Our creator is the subject of our *Eighth Principle*.

“As he thinketh in his heart, so is he.”

— Proverbs 23:7

“Thinking we are separate from God, our Source, is our only problem; while experience of oneness with the universe and with our Creator is the answer.”

Rev. Howard I. Westin

"Nature is the direct expression of the Divine imagination."
— Anam Cara

The Eighth Principle Your Business Is Not Of This World

The Voice

The path to enlightenment is a divinely guided journey beyond words and this material world. Even though most of us will not become enlightened in this lifetime, our lives and businesses can become easier, lighter and more enjoyable as we progress along the way. Many of us who are entrepreneurial sorts are often more driven than guided. Even when we know the answers to the most profound questions, we often do not live by them. Listening to that still, small voice within, which is our connection to our Source, takes us slowly and methodically away from a place in

our ego (the place where we need to be in control) to a place of acceptance, approval and love. Thoughts of fear (e.g., panic, terror, uneasiness, vulnerability, anger, impatience, jealousy, and rage) become less predominant as we accept thoughts of courageousness (e.g., cheerfulness, happiness, optimism, peace, oneness, serenity, and fulfillment). The more we practice these or similar principles, the more our thoughts will turn toward greatness, where our Source provides for our every need, and away from littleness, where the ego would have you seek but not find.

Here are three personal examples of discovering the Power within. The first one, which comes from my booklet, "Insights for Applying Deepak Chopra's *The Seven Spiritual Laws of Success* to the World of Business[©]," speaks of the collective consciousness we all share.

1. Miracles Among Strangers

I used to belong to *Al-Anon*, which is a derivative of the AA (Alcoholics Anonymous) 12-Step program and is a "fellowship of relatives and friends of alcoholics." Its principles are a means of surrender to a Power greater than ourselves, enabling millions to overcome their addictions. Its purpose is "to help families of alcoholics" by, among other things, teaching detachment with love from the alcoholic personality and behavior of a spouse or loved one. Although the 12-Step program was created to help alcoholics and their families, it is now applied by a variety of different groups seeking to eliminate dependence upon specific people, places, or things rather than alcohol, such as Overeaters, Narcotics, and Gamblers Anonymous. *AA*, as the origin for *Al-Anon*, is an immense, worldwide organization that has no hierarchical organization, dues, budget or marketing program. It has

grown strictly through the desire of people to help others. (See Appendix)

One evening, I stopped at an unfamiliar *Al Anon* meeting in Middletown, Connecticut, a large group of twenty to twenty-five members. I tried to get to know some of the people before we started. Most of the members I talked to seemed a bit rough around the edges, giving me the impression they had experienced a "hard-knock life." I found it difficult to connect with anyone and thought we had nothing in common to share. I expected this meeting to be a total waste of time for me.

The process began with everyone sitting in a large circle. The facilitator of the group turned out to be the man I had judged to be the least qualified to lead the group. After an opening prayer and recital of the Principles of *Al-Anon*, the leader introduced the step we would be discussing that evening. As he began to talk about this step, a shift occurred: great wisdom came from the lips of this person whom I had previously thought to be unqualified. As group members spoke, they shared a knowing higher than their worldly knowledge. I was shocked and amazed. When it was my turn to speak, I told them how judgmental I had been and how completely overwhelmed I was with the power of our group consciousness and the shared wisdom. Of course, in twelve-step programs, feedback is not permitted. There is only loving acceptance of what you share; yet I had a knowing that others were also aware of the shift.

2. Matrimonial Grace

Early one fall, I attended an outside wedding at the Connecticut College Arboretum in New London. The ceremony was performed in front of a beautiful lily pond on a clear, warm day.

The trees that surrounded the pond had begun to take on their autumn gowns of burnt orange, deep gold and fire red.

I was among the many guests waiting for the bride and groom to arrive. There was lots of chatter and noise. One of my friends, who is a bit hard of hearing, could be heard laughing a laugh so boisterous that it filled the glen. A harpist played next to the temporary altar, but most people were not paying attention to her melodic music.

Then the wedding march began. Heads turned to see the beautiful bride as she walked down the grassy aisle escorted by her proud father. Her smile and eyes sparkled as her happiness met our glances. At that very instant, a quiet solemnity filled the air. As the bride and groom joined hands in matrimony, a sacred presence surrounded our previously loud and irreverent group. A very special moment had arrived. Everyone seemed to have turned within to re-experience their marriage or the one they dreamed about.

At that moment we were not many, separate people, we were one. Sacred times of birth, marriage, ordination, graduation, or death bring us closer to that spirit within. We give these ceremonies special meaning for their ability to take us to a Holy place to meet our Maker. This passage by Peggy Tabor Millin in *Mary's Way* explains the phenomenon of our oneness even more:

I was on a train on a rainy day. The train was slowing down to pull into a station. For some reason I became intent on watching the raindrops on the window. Two separate drops pushed by the wind, merged into one for a moment and then divided again – each carrying with it a part of the other. Simply by that momentary touching, neither was what it had been before. And as each one went on to touch other raindrops, it shared not only itself, but also what it had gleaned from the other. I realized then that we never touch people so

lightly that we do not leave a trace. Our state of being matters to those around us, so we need to become conscious of what we unintentionally share so we can learn to share with intention.

3. A Weekend of Bliss

In the spring of 1992 I was at a conference in Massanetta, Virginia. We spent four days at a Presbyterian Retreat Center that had recently opened after being closed for many years. We were the first group to gather there since it had reopened. Although the forecast called for sunshine and warm temperatures, it was raining and cold. The rooms were spartan. In my shared room, the plaster was falling off the walls, tattered shades hung from the windows and some of the bathroom fixtures did not work.

Everybody gathered each day in the dining hall for three rather mismanaged meals. I recall there were tables of six as well as tables of twelve. The tables of six received enough food for twelve, and the tables of twelve would receive enough food for six. One table would be finishing dessert while another was still waiting for the main course. Our young servers were really behind the eight ball because of many more participants than they had expected. I remember that we went around to the different tables on food hunts to bring back nourishment to our group.

As I mentioned before, the rooms were spartan, the meals were disorganized and the warm spring weather we expected never came. As a matter of fact, it was cold and rainy every day we were at Massanetta, except for the day we left—the sun finally came out to greet us for our trip home. Most of us spent the four days in ski jackets and gloves, yet a miraculous transforma-

tion occurred to everyone who attended that event. Spirit was with us and everyone had a phenomenal time.

After the last meal, the organizer asked the staff of Massenetta to come forward for some recognition. We gave them a standing ovation. They probably wondered what that was all about, but I knew. We did not find fault with them or the facilities. All we could see was the Light in them and all around us.

These examples are meant to cast light on our eternal spiritual power and how we can honor that within our business. The Hindu Sanskrit word “Namaste” as described by Deepak Chopra, means “I honor in you the divinity that I honor within myself and I know we are one.” It is a greeting and a farewell said in a prayer position, with the fingers pointed toward the one being honored. Acknowledging and honoring the Divine in each other and the light that we share enables us to take the focus away from our egotistical traits and redirects us to our spiritual truth. We all display the light and darkness; we have a choice of which we want to see in one another.

Finding God

The more I learn about the spiritual realm, the more I understand the simplicity of our natural being. We work so very hard to find the things that are right in front of us. We are searching for our Source, for our creation is where we will find life’s meaning and purpose. We attempt to define God in so many complexities, yet our Creator can be described only in the most uncomplicated terms. It is in this way that every individual can best define his or her Creator on a very personal level. Each of us does have the ability to recognize this miraculous *Presence*. We just need to stop looking so hard.

“In a certain suburban neighborhood, there were two brothers, eight and ten years old, who were exceedingly mischievous. Whenever something went wrong in the neighborhood, it turned out they had a hand in it. Their parents were at their wits’ end trying to control them. Hearing about a minister nearby, who worked with delinquent boys, the mother suggested to the father that they ask the minister to talk with the boys. The father agreed.

The mother went to the minister and made her request. He agreed, but said he wanted to see the younger boy first and alone. So the mother sent him to the minister. The minister sat the boy down on the other side of his huge, impressive desk. For about five minutes they just sat and stared at each other.

Finally, the minister pointed his forefinger at the boy and asked, “Where is God?”

The boy looked under the desk, in the corners of the room, all around, but said nothing.

Again, louder, the minister pointed at the boy and asked, “Where is God?”

Again, the boy looked all around but said nothing.

A third time, in a louder, firmer voice, the minister leaned far across the desk and put his forefinger almost to the boy’s nose and asked, “Where is God?”

The boy panicked and ran all the way home. Finding his older brother, he dragged him upstairs to their room and into the closet, where they usually plotted their mischief. He finally said, “We are in B-I-I-G trouble now!”

The older boy asked, “What do you mean, B-I-I-G trouble?”

His brother replied, “God is missing and they think we did it.”

To find God, we must first define what God is. Defining God is not as foolish as it might seem. The definition of that Source

in its simplest, yet most mystifying form, is that God Is. God is the birth of a child and the love that the newborn's parents share at the first sight of their co-creation. God is the transformation of the caterpillar into a beautiful butterfly and the flap of its wings in the still, moist morning air. God is the trillions of wings that move the air at any given moment throughout the universe and in our very thought of such a thing. We could go on like this forever and never run out of expressions that define our Creator, but we know our Mother/Father/God is there.

We search for the spirit that surrounds us in so many places. We think we have found God in the eyes of a lover, in the passion of a moment of ecstasy, or in the activities that we enjoy the most. I often feel that Presence when I am sailing my boat, *Miracles*, with the wind off her beam, the warm sun shining, and all three sails filled. The sun, the blue sky, the wind and the waves fill me with the song of the Universe.

Why am I talking so much about finding God in our workplace? Simply because God is the best business partner we could have. God provides the answers, the path, and the reason for our being. And our Mother/Father God doesn't work for a share of the profits, equity, or even a chair on the board of directors. God simply wants to share unconditional love and acceptance.

Lessons Of The Masters

I have become a student of comparative religion. The volumes and volumes of scripture, testament and prose that have been written on theology are all dedicated to the search for our essence. I have begun to understand that our meaning, our Source, cannot be found "out there." What is out there is a projection of the ego. Our connection to the eternal is within our very soul.

There is a dark part of us that would have us seek happiness within the world, where it will never be found. We need not search the earth for our meaning, purpose, and source. The wisest teachers remind us that God is within. It is here that God urges His/Her children, to accept their inheritance of unlimited potential. As we become more and more in touch with our internal Source, we become more at one with each other.

We Are One

I often think that our great prophets, saints, and wise men and women were able to detect the light—the oneness of everyone they met—because they had connected with their own internal source. They saw a reflection of their own souls. They saw that light in others and not their darkness, and miraculous things occurred.

We have a choice in what we see within our own selves, our company, and our workforce. We can run our business with a ruthless dog-eat-dog attitude. We can see the scars and judge, criticize, or complain. Or we can see the stars and accept, appreciate, and encourage. We are all unique individuals while, at the same time, we are one. We are a droplet of seawater and we are the waves of the great ocean. We are a grain of sand and we are the endless beaches of the world. We are a white cloud floating in the summer sky and we are the Universe.

In our next chapter, we will share one of the most powerful secrets for creating financial abundance in your business.

Namasté.

"It is possible to climb life's mountain from any side, but when the top is reached, the trails converge."

— Huston Smith

*“Man becomes great exactly in the
degree to which he works for the
welfare of his fellow man.”*



Mahatma Gandhi

"What helps people, helps business."

— Leo Burnett

The Ninth Principle Give Away The Business

Corporate Charity

Charity is in the spirit of business, starting with those within our organization. While writing these principles, I contemplated where our company stood on these different concepts and realized that, just like individuals, we strive to be good corporate citizens and witnesses to a higher order of values and ideals. Even though we usually fall short, the divine is something our spirit longs to re-claim. One way to demonstrate that greatness is through service to others through giving.

The New Webster's Dictionary defines charity as, "Love for one's fellow men; leniency in judging others or their actions; the private or public relief of the poor; a charitable act or work." To me, charity is not a handout. It is not giving people fish to feed them, but rather showing them *how* to fish. In business, that might include providing opportunity for good part-time jobs, as well as full-time career positions that include advancement opportunities through a system of evaluation, training and development, and recognition and awards. Giving help to others less fortunate than ourselves is one of life's fulfilling achievements.

By Helping Others We Help Ourselves

When Admiral Hyman Rickover was asked about his climb from obscurity to Chief Naval Officer in charge of nuclear operations, he simply pointed to those in great need, the imprisoned, the homeless, the poor, and said, "There, but for the grace of God, go I." We are blessed to be in a place where we are building our own business. That is Grace. Grace also comes into our lives by helping others.

Helping one another starts at home, in our own family, as well as with our family of employment. Are you a benevolent company with caring people doing good deeds to help others?

It was October 4, 2003. I normally do my annual giving in June and December. But this year was different. I had moved. I sold my house in Mystic, moved onto my boat and rented an office in New London. Although I got the biggest single check in my entire life when I sold the house, I knew that I had to live on that money and my savings because at the end of May, the buy-out funds from Adams and Adams had ended. I had already invested over \$120,000 in Life Without Limits without seeing a

return on my investment. The move to new quarters had cost \$2,000 and a new roof at the Farm was going to cost \$9,000. Attorney's bills for corporate reorganization would cost in the neighborhood of \$3,000. I got hit with a back tax bill on my sailboat *Miracles* for \$3,900 and I was scheduling surgery for a possible malignant tumor in my nasal passage that would cost over \$8,000 out-of-pocket, because my medical insurance had attached a pre-existing condition rider. On top of that, I knew that printing costs for the first run of *Miracles at Work*, which I was self-publishing, would run in the neighborhood of \$15,000 by the end of the year. As I watched my savings dwindle, I kept postponing my avowed donations for mid-year because of a deep fear of not having enough. Then I redrafted this chapter on giving and abundance. The stack of charitable requests had been sitting on my credenza since we moved at the end of July. I knew my money drain had to do with my giving and its connection to abundance. I started digging into the donations, beginning with the ones I felt strongest about. They were also the most expensive. I wrote a check for \$500 to buy a "Happy House" for a Haitian Family through the Haitian Healthcare Foundation—a local grassroots charity. Then I wrote a check to the LionHeart Foundation, which is run by my good and dedicated friend, Robin Casarjian, who teaches prisoners how to handle their emotions and free themselves from within. This money came from my savings and I saw the balance shrink below what it was when I sold my house. Yet, there was a feeling of release and trust.

Even though I faced all these huge bills, within the next six weeks, my account balance started to grow. My stocks and investments in mutual funds took off. I stopped losing ground and realized once again, that the miracle of giving had taken

hold. Again, I was reminded of the power and validity of the *Principles of Upside-Down Thinking* and the *Practices of Business Success*.

The 10% Rule

Throughout my life, I have heard that by contributing ten-percent of your income to charity and ten-percent to savings, you would never want for anything. I scoffed at that concept until in 1994 it came up again in a book I was reading called *The Greatest Salesman in the World*, by Og Mandino. That ancient tale repeated this idea, once again, so I decided to try it.

Soon after I started, I found that for the first time in my life, I had a surplus of money. Then, due to a turn of events during the last half of that year, I felt that I was not able to put aside ten-percent. Almost immediately, my cash reserves evaporated. I resolved to return to that ten-percent devotion. Since then, financial abundance has returned to my life, even through hard times.

Believe me, this works. Try it for a year. Even if you think you are living on the absolute minimum possible, find a way to take what is left after withholding taxes and dedicate ten percent of that net income to giving and ten percent to savings. If you don't cheat and you do put that money aside, you will experience abundance.

The Concept Of Abundance

This is not a selfless approach to giving, but a self-centered way to enjoy grace in your life. The most important ingredient in the concept of abundance is the intent of your gifts to others and to

yourself. By taking care of others, you take care of yourself and *vice versa*. It is another paradox of the paradigm of *Miracles at Work*. There is no sacrifice. If the intent comes from your heart, the result will be divinely manifested. Deepak Chopra writes, "When your actions are motivated by love, your energy multiplies and accumulates – and the surplus energy you gather and enjoy can be channeled to create anything you want including unlimited wealth."

If we are pursuing a goal because of its intrinsic spiritual value rather than its extrinsic worldly value, the pursuit can be effortless and blissful because we will come from a place of abundance rather than scarcity. The non-spiritual world has created increased demand without equal increases of supply. This results in depletion of goods or products and the increase of their perceived value and price. In the world of Spirit, there is always plenty to go around. As a matter of fact, the more you give, the more you get. The more love you give, the more you get back. Kindness brings forth more kindness, and service to members and customers brings true loyalty and devotion. *A Course in Miracles®* states that, nothing real can be increased except by sharing. In other words, the everlasting expands by giving.

Stories Of Abundance

Two biblical stories remind me of this concept of abundance. The first is the story of Hanukkah. A group of Maccabees, meaning "hammers," led by the Jewish priest Mattathias and his sons, attacked the immense army of Antiochus, the King of Syria. Mattathias and his small group succeeded in reclaiming their temple from the Syrians (165 BC), but when they went to light the altar lamp, they discovered that they had only enough

oil for one day. Miraculously, the lamp burned for eight days and nights, reaffirming the trust and faith they had in their covenant with God.

The other biblical story is that of the loaves and fishes. Jesus had his disciples distribute five loaves of bread and two fish to feed a crowd of more than five thousand gathered in the desert. "Taking the five loaves and the two fish and looking up to heaven, He gave thanks and ...they all ate and were satisfied." (Matthew 14:19, 20). They were filled not with food alone but with the spirit of God.

Islam is based on the five principles or pillars that guide the life of a Muslim. The third pillar is charity. A tax representing one fortieth of the value of an individual's total possessions is levied and then distributed to the poor. That tax represents two-and-one-half percent of an annual net worth. I was in Egypt during the winter of 2000, at the time of the Feast of Ramadan. All the children, no matter what their economic status, were wearing new clothes—gifts from their parents or if they could not afford it, from the community. It was a powerful example for me of the power of giving.

In The Spirit Of Giving

In a company, the more you give to your members, the grander your enterprise will grow. Once again, it is the intent of your gifts that matters. It is similar to the spirit of our giving at Christmas, Hanukkah, or Ramadan. The intent of the gift transforms it from an item of limited, worldly value to a priceless present. The gift takes on the spirit of your giving.

Once we accept this principle, we realize that sharing the profits of our company can lead to even greater wealth for ourselves.

Isn't that the way the stock market is supposed to function? Investors place money and trust in a company. In return, the company owners give up a portion of their equity. Even though the owners now possess less ownership in the business, sharing ownership enables them to grow. The violation of stockholder trust by Enron, the Arthur Anderson & Company, World Com, and others makes it even more important for public companies to regain the faith of their investors. Investing in a stock is based upon the faith and trust we have in the vision and ideals of the company.

Sharing Our Company

Sharing our company with others also involves risk, trust, and faith. Our members must be willing to invest resources of time, money, or labor in return for a share of the business. If there is not a willingness to put more into their jobs than labor for pay, members cannot expect to realize more than a market-driven salary and benefits. If an equity-sharing program is devised, company members must be willing to accept times of profit and loss, success and failure. These are the members who have joined in your vision and have faith in your company, and the ones who will create the greatest returns.

Our company vice president, and now owner, came to work with Adams and Adams five years after we began. He risked everything to take a chance in this fledgling cleaning company. He had a belief not only in our vision, but also in himself. He did not put in a typical eight-hour day, five days a week. He gave more than one hundred percent, often working beyond my own physical and mental capabilities to keep up. At new jobs he often outlasted me at the initial cleanings that took us into the wee

hours. He invested more and took a risk. When I saw the value of his contribution, I set up a plan to share twenty-five percent of the equity of the company with him. Rob eventually was able to convert that twenty-five percent into one hundred percent—total ownership—which set me free to take on my next career of sharing *Miracles at Work*.

There are few people who have Rob's energy and drive. Even so, each member of our team has the capability to do great things for our company. It is up to us to discover their passions and what will lead them to fulfill their greatness.

The "gifts" we give to our members are tributes to ourselves that will come back to us many times over. They are tributes of eternal value, not necessarily material wealth. The intent of our gift from the soul of our company creates the meaning that will result in lasting value.

In this chapter we have been reminded that to give and receive are one and the same. We saw how abundance is a matter of belief and attitude, and that the intent of our giving is what determines its result. "The more your business gives to others, the more it gives to itself," is the antithesis of the "greed is good" attitude we have seen in many businesses.

In the next chapter, we see how we mirror one another and perform the role of teacher and student at the same time.

"Doing well is the result of doing good. That's what capitalism is all about."

— Adnan Kashoggi

"How well do you know when you are completely enlightened?

When you look out and see that everyone else is enlightened."



James Twyman

"Man's mind is a mirror of a universe that mirrors men's minds."

— Source Unknown

The Tenth Principle Project Your Inner Business

Mirror Mirror

If you have lots of angry, unreasonable customers and members, take a look at yourself. Are they mirroring you? An aspect of all our Principles that will surface again and again is that we are mirrors of each other. What we believe creates an image of ourselves that is reflected back to us. This is of great importance because of the impact that it has on our lives and work.

If there were two things I would ask you to remember after reading this book, one would be to always choose a loving

thought and response over a fear-based thought, and the other would be to always recognize that we are mirrors of each other. Choosing love takes us to a place of greatness and into embracing our own true essence by connecting with our eternal Source. In that place, we mirror the Divine in others as well as ourselves. Our light is real. Our darkness is only an illusion.

If we possess the tendency to blame other people, places, or things for a dilemma, that seed of contemptuous judgment pulls us down deeper and deeper into dark feelings about ourselves. If we are feeling another's anger, criticism, or coldness toward us, it merely means these are issues we need to resolve within our own selves. Whenever I have a problem dealing with someone else, I know that this person could be my greatest teacher. We have a lot of great teachers in our lives. We always will.

The Miracle Partner

For several years I partnered my sailboat *Miracles* with another sailor. I owned the boat and my partner helped pay for the expenses and upkeep. He also invested his labor in preparing the boat for launching in the spring and in maintaining it through the season. In return, I shared the boat for the sailing season.

Before our partnership, I was ready to sell my boat. I already had a "For Sale" sign printed to put up on the transom and an ad to go into *Soundings* boating magazine. The amount of time, effort and money it took to maintain *Miracles* was dragging me down, becoming an anchor, and keeping me from building our business and being free to travel. In the early spring, right after returning from a trip around the world, I sat down with friends for dinner at the Fisherman Restaurant, our Friday night meeting place. A fellow I had known through my other sailing friends

asked me whether I would be interested in sharing *Miracles* for the season. It seemed the universe was telling me that it was not yet time for me to let go of my boat. This friend was known to be a highly experienced sailor. We put together an agreement and began our partnership.

From the outset, I found my new boat partner to be extremely compulsive and demanding. He was bound and determined to get the boat ready and in the water before Memorial Day to take it to the Mystic Seaport for a rendezvous. I was not interested in sailing until the beginning of June because I had yard work to finish first.

I found myself under pressure and experiencing feelings of anger and guilt over trying to meet his demands. A lot of old tapes began playing.

Being extremely fastidious, he found new places to stow everything on the boat. He announced that he wanted the quarter berth cleared of all the gear that I had been stowing there since I had bought *Miracles* in the spring of 1995. That had become my junk room. Every time I came on the boat, I found gear rearranged and put away in a different place. Although he wanted the boat ready by his deadline, he had himself so overbooked with other commitments that it was hard for us to coordinate time to work on the boat together. It was so hard to plan, that by the time the boat was launched and ready for him to take her for the first weekend, we had not even sailed together. I ended up giving him a visual dockside checkout on *Miracles* and turning him loose with her, which was in clear violation of my good sense. All of these things created a great deal of upheaval and aggravation on my part.

As I discussed these issues with my romantic partner Sue—his compulsiveness, demanding persona, fastidiousness, and tenen-

cy to overbook himself—she cast a glance back at me that exclaimed, “Now who does that sound like?”

Right. Me! The very things that were aggravating me about him and our partnership, were the patterns I had developed in my own life.

Anybody who has ever worked with me knows how demanding I can be. Compulsive? I can be the definition of compulsiveness. I have driven more than one girlfriend crazy with my mania. If anyone is a neatnik, I take the cake. Everything has to be in its place or I feel out of place.

I extend myself more than anyone else I know.

For the past four or five years my New Year’s Resolution has been to take my *To Do* list and cut it in half. The chapter on *Focusing for Success* is for me. Actually, every Principle and Practice in this book is for me as much as for anyone else.

Does this sound like a relationship that you are in right now? Is it causing you stress? Is your nemesis a mirror of yourself? And by seeing this, can you reframe the situation and your reactions to it in a more meaningful way?

Although my boating partner and I continued to disagree, I finally realized that he was right to want to get the boat ready and in the water early in the season. All the hard work, changes, and innovations he made on the boat created a vessel that was more shipshape than ever before. As a matter of fact, at the end of the season *Miracles* looked better inside and out than she normally did at the beginning. He found nooks and crannies to store gear that I had never even considered. Even my toolbox that had been sitting on the floor inside the cabin for years had a place in the hanging locker. The quarter berth was clean and neat. So much of the junk that was on the boat was neatly stowed in my basement. Now, I am even stowing things away at

home that would have been left about.

Because he took expert care of *Miracles*, I never had to worry about the boat being returned to me in disarray. Even though I never sailed with him, I learned from his sailing knowledge and techniques.

I thank my boat partner for being a mirror of myself and helping me to see things differently.

Revelation At Interfaith Fellowship

I am continually reminded that my actions, attitude, and state of mind determine how and what I see. The people who are the closest to me are clearly a reflection of myself.

Years ago, I was estranged from my twenty-one-year-old daughter Sandy. One Sunday, I attended a service at Interfaith Fellowship in New York City. This particular morning, I came in early to listen to the choir practice and mingle with my friends. A woman friend asked me if I had seen my daughter. With remorse, I said, “No,” and added, “Sandy is probably not in a very good place right now.” I related some of the hardships she had been through. My words were empathetic, but my tone was obviously critical, because she said, “When are you going to stop judging your daughter?” Those words came at me like a bolt of lightning. I actually felt myself recoil as if I had been struck. Struck by the truth.

During Diane Berke’s (one of the two ministers) beautiful meditation and all through the service, I thought about my feelings toward my daughter and our relationship. At the end of the service, the congregation stood hand-in-hand forming two healing circles—one inside the other. I faced a partner and sang a beautiful chant by Donna Marie Cary that is so familiar to me.

"I am willing to open my eyes, to see your innocence, to see the child you are, a mirror of myself."

When Diane asked us to put those we needed to heal within the circle to be blessed, I heard my voice utter softly, "Sandy." At that moment, that marvelous instant, a feeling overcame me that I will never forget. It was as if someone had pulled a plug and all the judgment I had, concerning my daughter and our relationship, emptied out of me. It went down the drain. I felt light and gave a sigh of relief. Within two weeks, my daughter and I were together. I am not sure whether she called me or I called her, but it happened and for years, I relinquished all judgment of her.

Then, I had a relapse and allowed my ego to take charge of my thoughts about Sandy once again. Our relationship went sour and only near tragedy brought me back to my senses.

Since then, we have grown closer and closer. Now we have a relationship that is not just father and daughter but truly loving friends. Sandy is really herself in my presence and her beauty and essence just shine. I am so proud of her and I try to tell her that often. I only wish I could have the same experience with other loved ones in my life who mirror the condemnation I harbor toward them.

We project our inner business. What we see is not what we get, but what we project. Change the movie and we create a different picture and result. That result begins with the video you loaded into your mind. So, if it is not a happy one, choose again.

In Conclusion

This concludes the first section of *Miracles at Work*. Now you have the firm foundation of the *Principles of Upside-Down Thinking* to support your entrepreneurial vision as we move on to the *Practices of Business Success*. Be prepared to learn some very

different ways to grow your business from the inside out. First though, let's take a drive.

Take a 100-Day Test Drive

Starting with the very first *Principle*, take all of them for a 100-day test run yourself. Recite the *Principle* of the day first thing in the morning and last thing at night. Write it out on the top of your appointment book or on a post-it note and stick it on the top of your daily calendar. Use it as a mantra in your morning meditation or prayer, or chant it in the shower. "I will embrace each moment." Remind yourself at the beginning of each hour of the *Principle* of the day. "I am here to make more than money." At the end of ten days, move on to the *Practices of Business Success* that are coming up next. Then start over with the *Principles* and see if there isn't a marked difference in your business life. Do this for five cycles or 100 days and measure the results in each phase of your career. The proof is in the results and results are what we are looking for.

Once you are convinced of the positive effects of *Miracles at Work*, formally introduce it to your team. They already will have detected a shift in the way you handle business. Start a 100-day test drive with them. Share one *Principle* a week, over ten weeks, then one *Practice*. Post a different *Principle* or *Practice* at your front office or in the cafeteria as a reminder to everyone that they are all about to discover *Miracles at Work*. In less than six months, you will detect a transformation of your business. But don't stop there. There is no graduation in this process, just a continual program leading to an advanced way of doing business.

As you go on to the *Practices of Business Success*, begin right now by weighing your everyday decisions against the *Principles of*

Upside-Down Thinking. It will be difficult at first, because you are accustomed to the old, worldly methods. But once you try this new approach, you will not want to go back to the old way. Embrace the moment. *Have A Love Affair. Make More Than Money. Open Doors the Easy Way, and Let Spirit Drive.*

All I ask is that you give the process a complete test drive, let go of your expectations and try a little *Spirit at Work*. The day you start, you will be on your way to transforming your business from the soul up. Are you ready to begin the *Practices of Business Success*? All right, let's go!

"The evidence is in, and you are the verdict."

— Anne Lamott

BOOK TWO



The Practices of Business Success

1. Have A Love Affair
2. Focus For Success
3. Manifest Your Destiny
4. Love Your Way To Wealth
5. Take The High Road To Profit
6. Conquer Your Fear Of Success
7. Open Doors The Easy Way
8. Senses Mean Business
9. Unify Through “We Power”
10. Vitalize Your Workforce

The Practices of Business Success

Your company may be much different than our cleaning business, yet all organizations have certain things in common. With few exceptions, people who get together and form an entity of common purpose will face similar organizational, financial, human, technical and administrative challenges. So will we as individuals as we seek ways to build our life toward meeting our grandest potential.

Much of the success of business deals with human nature, our wants, needs and our view of the world. Thus these *Practices* are more psychological in nature than systems-based. They reflect *Spirit at Work*. They deal with the substance of our being. What you will discover is certainly not what you would learn in business school, but it is as important as the theory and practices learned in any MBA program. Most MBA graduates are not entrepreneurs but more often are administrators and managers. If you seek to administer the creation of others, *Miracles at Work* may not capture your interest. This approach is for the open-minded adventurer who is willing to look at the world of business in an entirely different way.

These *Practices* often invert traditional business concepts. Like the *Fire, Ready, Aim* approach Tom Peters attributed to top business leaders in *In Search of Excellence*, our approach is vastly different from the standard business model. These *Practices* speak of passion, visualization, abundance, truth and ethics, and the

power of love over fear in the corporate world. This method is for those who are able to get out of their heads and into their hearts. It is, however, not a soft approach to tackling the hard questions we face in our business. This is tough stuff shared by a strong, dedicated and passionate leader.

The *Practices* are simple, but certainly not easy because they go against the grain of most organizational techniques and the way of the world. So does any new, innovative, or radical way of looking at problem solving. No one goes out on a limb with new ideas without getting shaky. My friend, Judi Neal, might call us *Edge Walkers* which is referenced in her upcoming book of the same name. Once successful using these methods, don't expect the credit you deserve. By then everyone will have assimilated the process and be comfortable with the change.

Test them out if you are having trouble keeping it all together, getting your business started or just coping with your job. They worked for me, saved my sanity, and I was able to sell the business so that I could share the *Principles* and *Practices* with you.

If you are a reader with a passionate dream of building your own business and you have not started yet, I encourage you to take the first step in claiming your destiny by declaring to yourself and others your rightful intentions. Then follow the *Action Steps* in our upcoming companion book to *Miracles at Work* entitled, *Cleaning-Up*. This will keep you on the path to the realization of your intentions and desires. Congratulations...you are on your way.

"No trumpets will sound when the important decisions of our life are made. Destiny is made known silently."

— Agnes DeMille

*“Intention, surrounded in detached
freedom of the present, serves as the
catalyst for the right mix of matter, energy,
and space-time events to create
whatever it is that you desire.”*



Deepak Chopra

"If you live the life you love, you will receive the blessings from above."

— Van Morrison

The First Practice Have A Love Affair

We are meant to do what we do best. When your business is in sync with your passion, people will pay you to do what you love. What is your passion, your dream? What do you do that you can get so lost in that time does not matter? Do you see your passion in your daydreams? Do you dream in great detail—in living color—repeating and embellishing the vision over and over again? Have many of your dreams come true, even if not exactly as you had expected? Mine have.

The Little Boy Who Stopped A Train

Once there was a little five-year-old boy who was very sick with scarlet fever and nearly died. It was 1950. With the house under quarantine, a doctor named Wandell came every day to care for him. The good country doctor would sit on a chair by the boy's bed and open his worn, black doctor's bag. The top compartments spread apart from the middle, exposing skinny jars of different colored pills along both sides. He would open a jar and carefully pour some of its precious contents into a tiny, white envelope and close the flap at the top. Then he would write the dosage and frequency it was to be taken on the outside of the envelope and pass it on to the little boy's mom, who was dutifully standing by. Next, out came the stethoscope, which felt so cold as the doctor pressed it against the boy's fevered body. Then out came a vial of penicillin from the case, along with a big glass and stainless steel syringe and needle. The boy watched horrified as the doctor looked toward the ceiling and sucked the life-saving drug into the syringe. Soon, the command came, "Turn over son, be a good soldier now; this will only sting for a moment."

Sure, only for a moment, but my butt is still sore from the last shots, the boy thought.

Even though these visits from the good Doctor Wandell were painful for the boy, somehow he knew deep down inside that the doctor was there to help him get better. To this day, he remembers this rural family doctor with fondness and gratitude.

After months of confinement to his darkened, sick-smelling room, the little boy began to get well. One day, he was strong enough to take a walk outside in the warm, spring sunshine. He walked down the sidewalk and under the immense maple trees with his mom, who was holding his small hand. The skin was

peeling from the boy's hands and feet as a result of the high fever. His mom wore a print dress with tiny blue flowers on it. Her jet-black hair was pulled back with bobby pins. She wore tan sandals and white bobby socks. The skinny, frail little boy had fine, blonde hair and light-blue eyes. He wore light-yellow seersucker pajamas, a plaid robe and soft slippers as they walked down to the front yard.

Then they heard the unmistakable whistle of a great steam engine. The train was coming! Thick, black billows of smoke appeared as the boy looked out over the tall hedges and down the railroad tracks. The familiar *chug, chug* of the two enormous locomotives stirred excitement in him. The train! The train he had dreamed of when he was delirious with fever and later, as he lay in bed confined to his room. He had dreamed that the train had stopped and his engineer friends that he waved to every day scooped him up and whisked him away into the cab of the big locomotive.

Before he became sick, the little boy would run out and wave to every train that he could. The engineers of those powerful black monsters would always wave back to him as they sounded their steam whistle. Most were freight trains, often with a hundred cars or more, headed northwest to Camden or southeast toward the shore. That is how the boy learned to count to one hundred.

One a boxcar, two a gondola, three a flatcar, four a Southern freight boxcar, five a Great Western gondola...and, finally, the caboose would come by. The man in charge would come out to wave to him. But the boy had not been out to wave to these friends in a very long time. Now, the train approaching from the northwest was the long freight train he had always waved to every day.

The little boy and his mother stood on the sidewalk next to the front hedge as the train approached the railroad crossing. The boy waved and the engineers waved back enthusiastically.

"Gee," he thought, "They were surprised and glad to see me. They did miss me."

As the cars rumbled by, little chunks of coal pellets were propelled into the sky, finally bouncing onto the white sidewalk. His mom would soon sweep them off as she did after every train passed. The boy counted fifty, seventy-five cars and, as the caboose approached, the train started to slow down. The old red caboose slowly crossed Iona Road and came to a halt on the other side of the crossing. The engineer in the caboose turned and climbed backwards down the small iron ladder attached to the rear of the car. He wore typical railroad gear: black work boots, blue-gray coveralls with thin stripes, a dark-blue plaid flannel shirt, a red neckerchief, and a railroad man's cap pulled down over his forehead. He held a pipe between his teeth and took it out as he approached. A puff of fragrant hickory smoke circled his head as he bent down and said, "We missed ya young 'fella. Where've ya ben?"

The little boy stood there wide-eyed and speechless as his Mom explained how sick he had been and that they had almost lost him.

The caboose man put his big, rough, right hand on the little boy's shoulder and said, "We're so glad to see you back; we look forward to you waving to us every day." He took the big red 'kerchief from around his neck and tied it around the boy's. It was so big it covered his shoulders. Then the caboose man waved a big kerosene lantern to signal the engineers up ahead to continue the journey.

The couplings of over a hundred freight cars banged and

groaned as they said, "Goodbye, we'll see you tomorrow."

As the boy watched, his young mind suddenly realized that what he imagined had come true. He stopped the train. He had stopped this long, long freight train pulled by two giant steam locomotives. It occurred to him then that if his devotion, friendship, and belief could stop this big, speeding freight train, why, even a little boy could change the world.

Yes, I was that little boy. I still live by the railroad tracks. Every time I hear that familiar whistle now, I am reminded of the day that I stopped the train. When I turned fifty, I recalled the impact of this event. As I wrote down the story, I realized how passionate I had been about trains when I was a small boy and how that passion had led me to believe that anything was possible.

Have you ever stopped a train? Are there moments in your life which have reminded you that you are without limits? Events such as a love that came into your life, a business proposal that you won against all odds, a turning point that put you in touch with your Source of Greatness, the birth of a child, or the death of an old grudge?

What is your passion? What takes you from your doubt and fear to that place of knowing where your yearning has the capability to stop a train or even change your world?

I Can Fly

Later on, I dreamed of being a pilot. I loved to build those steel-gray plastic model airplanes. A P51 Mustang and a B-24 StratoFortress hung from my bedroom ceiling by clear plastic fishing filament. I had a picture cut out of the Sunday *Philadelphia Enquirer* of the first commercial jet airliner—a

Boeing 707. When I was in eighth grade my cousin Donald and I went to an air show at the Philadelphia International Airport. The first Boeing 707 was on display there. As young as I was, I paid for us to take our first airplane ride in a four-seater Piper TriPacer. My cousin was almost airsick. Now he works for Honeywell on their flight simulators.

When we were on final approach coming in for a landing in that little TriPacer, the Boeing 707 signaled it was ready for take-off. The air traffic controller in the tower instructed him to *Hold short* (of the runway), that the TriPacer was landing. The big, new jet was forced to wait until our little plane landed. What an exciting day that turned out to be.

The spring of my high school graduation, I began months of rigorous mental and physical tests to qualify for the U.S. Army Warrant Officer Rotary Wing Flight Training Program. I had passed every phase of pre-induction examinations and had taken my final flight physical at Governor's Island in New York Harbor. Now came the agonizing wait to see if I was accepted.

It was summer and my dad had landed a job for me near Philadelphia International Airport as a floor sweeper at Westinghouse Electrical Corporation, where he was employed most of his working life as a machinist. Every day, when we came home from work, I would run in the side door of our yellow, ranch-style house and ask my mom, excitedly, if there was any mail for me.

Then one Saturday morning, the postman came with a certified letter for John Alexander Adams.

"Jackie, there's a certified letter here for you," Mom said.

"Sign here," said Jim, our faithful postman. Jim knew I was waiting to hear from the army. The whole neighborhood knew. He stood there with my mom as I studied the letter.

"Aren't you going to open it?" Mom said.

I was scared to death – frightened that I would be told that I had not made the grade. My eyes came up to meet my mom's and Jim's. Then I slowly opened the very official-looking envelope. Part of me was ready to read the words, *We regret to inform you...* Another part of me believed my destiny was to become an Army Aviator.

"Dear Mr. Adams," it said. "Your application for enlistment in the Regular Army for the purpose of entering the Warrant Officer Flight Training Program has been ...**Approved**. Your class begins...."

I had done it! I was going to become a pilot – an officer. My dream of entering flight school had just come true. It was one of those magic moments in life when my intention and desire had been realized. It was a moment when I was lifted from the earth and began to fly.

At Rotary Wing Flight School at Fort Walters, Texas, we received a month of preflight leadership training to weed out those who did not have the leadership qualities of a good officer. Then flight school began in the Hiller-OH-23 helicopter, coined the *Hiller Killer* because of the number of lives it had claimed in accidents.

Because this was just before the escalation of the war in Vietnam, each warrant officer candidate was allotted only seventeen hours to solo. I was a skinny, eighteen-year-old, away from home for the first time. I was so uncoordinated that I could not even perfect the latest dances like the *Bristol Stomp* or the *Mashed Potato* in high school.

Hindsight

The helicopter is a complicated machine in which the pilot maneuvers the tail rotor with foot controls, and the collective pitch main rotor (altitude control), and throttle with his left hand. The cyclet (attitude) and radio are controlled with his right hand. Everything must be coordinated simultaneously while maintaining the exact engine RPM and visual concentration. As hard as I tried and as much as I prayed for help, I could not master it. I “washed out” of flight school before my nineteen birthday.

I was devastated. I felt like such a failure, even though over fifty-per-cent of my class also failed to get their wings. To this very day, I still dream of soloing an airplane and taking off in a helicopter on my own. Someday I will.

After that disappointment however, fate was at work for I was given my choice of schools to attend. I chose Air Traffic Control School. My career in aviation had taken an unexpected turn. I became that voice of authority pilots hear in the control tower guiding not one, but many airplanes safely to their destinations.

My life was being guided toward my passion for aviation but not as I had originally anticipated. I was not meant to be a combat pilot in the Vietnam War but, rather, a leader and manager in the FAA. Later, I worked side-by-side with Vietnam veteran pilots who came to work with the FAA after being unable to find a job flying.

Recognizing Your Passion

Not until I was fired from the FAA did I discover my real calling as an entrepreneur and business leader rather than as an air traf-

fic controller. I was a good controller, but in the fifteen years I spent in the FAA, I only felt that I was performing at my peak during my two years as an assistant chief at New Haven Tower.

You know when you are doing what you are meant to do when you feel an unstoppable, deep, compelling drive to do your *work* and a great satisfaction comes from the results. My mantra at Adams and Adams Building Services could have been, “I love to clean and it shows,” because I had a passion for making things bright and shiny. You might not be doing your *work* at this moment in time but you can make what you are doing the route to finding your “right work.” Doing whatever we do well is laying the groundwork for future success. Until we get to where we have wanted to be all along—that place where contentment, peace of mind, and personal satisfaction is the norm—we are destined to experience only an occasional flash of what our calling is supposed to be.

If your work sucks, search for a new relationship. Start a *love affair* doing what you love and loving why you do it. This is contagious. It spreads throughout your company and, before long, you are creating inspirational challenges for one another based on a joint vision. The results will benefit the whole organization.

Once we know our right work, our passion, the next step is to claim it and concentrate on its achievement. That takes us to the power of the next *Practice of Business Success—Focus*.

“Deliver us to our brilliance.”

— Marianne Williamson

“We don’t invent our mission.

We detect it.

It is within us waiting to be realized.”



Viktor E. Frankl

"In order to survive, the organization must develop policies about what not to do, rather than on what else to do."

— Ichak Adizes

The Second Practice Focus For Success

Maintaining focus is the single most important Practice of Business Success. If you are clear on what you want to do, the next step is to narrow your concentration until you pinpoint your exact target. Businesses do not fail because of lack of money or lack of customers. They fail because their leaders have not learned to center on their primary mission and purpose.

As an example of the power of a focused thought, think of the sun being your mind and a magnifying glass representing your mission and purpose. Now hold the magnifying glass between

the sun and a sheet of white copy paper. With the light of the sun (mind) diffused, it has little effect on the paper (results), except to brighten it. When you move the glass (mission and purpose) away from the paper to create a finer and finer point of convergence, you direct the sun's energy to a small point.

Eventually, a hole begins to burn in the paper, setting it on fire. Such can be the power of focus in your company. Dedicated attention to your true function will result in success beyond what you ever could have imagined.

Small Size, Small Focus

The smaller our team, the more dedicated our focus must be. Here is an example of what I mean.

Years ago, I pulled into the Super Stop and Shop parking lot in Enfield, next to a white Dodge Ram van with black lettering that announced, "Expert Cleaning Services." Beneath that was a list of jobs the contractor offered:

Industrial and Residential Cleaning

- Tile Floor Care
 - Home Repair
 - Water & Fire Damage
 - Carpet Cleaning
 - Ceiling Tile Cleaning
 - Window Cleaning
 - Construction Clean-up
 - Painting
- And More...**

I was impressed. Our company had grown in gross sales to

over two million dollars a year. I called it "our" company even though I was the sole owner. That is part of the *We Attitudes* of shared ownership by word association. It was not "my" company but "ours." I did not hire "employees," rather "we" trained "members." We had almost two hundred members by this time, yet we did not provide nearly as many services as this "cleaning expert," even though we had a full-time staff of half-a-dozen managers, two office assistants, an office manager, director of human resources, and a sales department.

The lanky, dark-haired owner of the van emerged from the store, opened the driver's door of his van and was about to climb in when I introduced myself as the owner of Adams & Adams Building Services.

"Is this your company?" I asked.

"Yes," he said proudly.

I told him that I was impressed with the number of services he offered. "You must have a very big team," I commented.

"Oh, no," he said. "It's just me, the wife and her brother."

I shared with him that I had a much larger company.

"Oh yes, I know about Adams and Adams," he responded.

"You're the big guys."

I asked him how he was able to handle all these tasks with just three people.

"Oh, it's next to impossible," he groaned. "Sometimes I feel like a one-armed paper hanger and, you know, you just can't get good help."

I wished him well, but, as I said goodbye, I knew deep inside that he was heading for disaster. He had failed to focus on a niche within the huge cleaning market in our area. There was no way he could do all of the services he offered well.

Our company's focus was on cleaning offices, factories, and

warehouses in the Greater Hartford/Springfield area. We also provided carpet cleaning, window cleaning, and floor care. To diversify into additional areas such as residential cleaning, painting, repairs, or fire damage would have required us to dedicate a manager to each of these specialized areas. By focusing on our niche, we were able to concentrate our efforts in a market that was wide open to us, especially in the "Eighties" when new office buildings were popping up all over. We learned to say no when people asked if we did painting, repairs, or house cleaning. Eventually, we let go of most of our smaller one, two and three-night-a-week accounts, and other businesses that did not fit into our market strategy. We were on a fast track to growth, not wanting to be sidetracked or have our attention diverted by accounts that did not fit. Letting go of products or services that do not belong in your business design will someday save you from drowning.

So that I am clear on what I mean, let us look at another way to visualize focus. Picture yourself in a space station, orbiting high above planet Earth. You have an advanced telescopic system onboard, directed at the region in which you live. With the turn of a knob you zoom in on your home state. Then, once again, zoom in on the town in which you live, then on your house, and even a room in the house. We could go on indefinitely, focusing even beyond our mind's capacity to grasp the infiniteness of the tiny. How minute does your focus need to be?

Help Me!

Once again, I am not writing about focus or any of these ten Principles or Practices because I have them mastered—far from it. Sharing these tools helps me overcome my own barriers as we

struggle to build our new business, *Life Without Limits*. Teachers are the lessons they teach, for they teach what they must master. The vision for *Life Without Limits* began at a conference retreat in the spring of 1992. Four years later, I sold Adams & Adams Building Services so that I could devote myself to writing and speaking about *Miracles at Work*.

It has been over ten years since a voice directed me to become a Corporate Messenger of God and take this message on the road. I have often become so frustrated that I thought I would explode. Not long ago, I was ready to throw in the towel and give up. I was in a place of darkness. I could not write. When I tried to speak to an audience, I had to force the words out. My confidence in my mission and life's passion was at a new low. There seemed no way out. I began to pray and meditate more deeply, and I decided to face my fears. As a result, during a speech at the Springfield Rotary I felt a renewal—a Presence was helping me to connect with my audience. I began to dream again. I realized that we are not truly living unless we continue to dream and create. Only now, in the fall of 2004, is the dream becoming a reality.

I was able to focus enough again to finish this book. I was directed back to where I belonged. This was not in my comfort zone, but I knew I had to overcome my fears and the blocks to my own self-belief where love begins.

If we are stuck or in a dark place, having faith and surrendering to that Power within can lead us to the light that naturally shines in our souls.

We do not discover the things of which we are already aware, we just remember them. That *Aha!*/experience comes from learning a way to overcome our handicaps. I am so seriously scattered that I have made it a study to develop ways for me to concen-

rate on one thing at a time. For a while, I thought I had Attention Deficit Disorder. What I really have is the wandering, inquisitive mind of an entrepreneur and dreamer. Throughout this book, I am rediscovering these concepts with you as we struggle to create, nurture, and continually embrace a *Life Without Limits*.

Small Market, Broad Focus Big Market, Small Focus

If you are small or just getting started and your market is huge, you could become an expert on a *segment* of that business. For example, a specialist in window cleaning, a master of residential window cleaning, or of computer graphics for online marketers in the photographic industry, or a coach for computer software businesses located within forty-five minutes of your home office. In contrast, the smaller your market the more diversified you need to be.

In the sparsely populated western part of the United States, small janitorial companies do a full range of services because of the wide-open spaces between towns and fewer commercial buildings. Think of the general stores in the small towns of Vermont or Idaho. They carry everything in order to sell enough to survive. The more potential customers you have, the more minute your focus must be. The fewer customers in a specific customer base, the more diverse you must become.

The Top Six

If we have discovered our mission and purpose, how do we determine what the most important projects are to work on

every minute of the workday? I have used the following method for years to determine my top priorities.

Begin the process by sitting quietly with a clean sheet of paper in front of you. Now, write down all the activities that you are involved in to build your company. Write spontaneously, without hesitation or judgment. Do not stop until you have identified at least twenty tasks. Now, circle the ten most important ones that will fulfill your company's purpose. Out of this group of ten, select the top six priorities that will take you to the next step in the advancement of your vision. These are the *Top Six*.

The next task is to place the *Top Six* in order of priority and work on the most important one first each day. Of course, the *Top Six* can be further broken down into the major actions needed to advance each project, and those into more, and so on. In each case, we select the top priority to work on first. This enables us to always be focused on the most important thing we need to be doing. Naturally, we find all sorts of contradictions as there are in all business practice such as, "I've gotta put out fires first," or "But the taxes are due," and "The boiler just broke," and "My service manager is out sick and I must fill in for him." Continually returning to our *Top Six* will take us where we want to go.

The Big Rocks

I first read of the *Big Rocks* idea on the Internet. This story is credited as having been written by Steve Duncan of the Montana State University Extension Service. Then, I modified the tale to reflect a *Life Without Limits* approach to doing business. I demonstrated the *Big Rocks* method of focusing on priorities first at Many Doors Wellness Center in Westerly, RI, in July of 2001.

I prepared for that evening's workshop by taking an empty, clear vase and filling it with six, walnut-sized, dark granite rocks from my backyard. In the basement, I found a bucket of sand we use in the winter, on the icy driveway. I filled a 32-oz. empty, Stonyfield Farms organic vanilla yogurt container with the sand. It was too coarse at first, so I strained it through a kitchen sieve. Then, I needed some pebbles.

Pulling my red backpack on, I rode my old twelve-speed bike down School Street to the Mystic Shipyard, where my sailboat *Miracles* was docked. The shipyard had resurfaced the whole yard with small, uniform, pebble-sized driveway stones. I checked around as if I was making off with something precious, then scooped up a container full and biked home. Now I had the rocks, the pebbles and the sand. The final ingredient was a can of Busch Beer that had been sitting on a shelf in my basement for years. With all the ingredients, I practiced a dry run of the demonstration before I left for the workshop.

During our workshop, I pulled the vase of rocks out of hiding from my blue and white thermos cooler, and asked the class, "Is the jar full?"

Surprise! Everyone answered, "Yes."

Next, I pulled out the pebbles, poured them over the rocks, and shook the vase until they filled all the empty spaces. "Now is it full?" I asked.

"Yes," they replied, again.

Good! Got them twice, I thought. Then I revealed the sand, and poured it in. I watched the students' faces as it cascaded between the pebbles and rocks. It was full now, right? Wrong!

I pulled out that blue and white can of Busch, popped the cap and poured it over the rocks, pebbles and sand. A stale beer smell filled the air, reminding me of the taprooms my father took me

to when I was a small boy.

Now the jar was full. I wanted the beer to serve as a representation of the addictions, compulsions, or bad habits that take up space in our sphere of potentiality—procrastination, excessive alcohol, overeating, the telephone, compulsions, or toxic relationships. We all have some undesirable traits to overcome.

The demonstration was completed, but everyone had a hard time identifying the rocks, pebbles and sand in their businesses. I needed to have a clearer example to define the *Big Rocks*.

It was not until the next day, when I shared the concept with Dee, my office manager, that I was able to clearly define the *Big Rocks* using our own company priorities. Dee set up a three-fold-in/out system for me to organize our tasks in order of priority. She returned each folder to me after tasks were accomplished marked Urgent, As Soon As Possible (ASAP) and For Your Information (FYI).

We simply re-named the files *Rocks* (red folder—Urgent), *Pebbles* (blue folder—ASAP), and *Sand* (green folder—FYI).

The *Rocks* became the top priority or critical tasks (gotta get it done now). The folder included things such as drafts of *Miracles at Work: Building Your Business from the Soul Up*, a list of editors for the final draft, magazine query letters, and checks that needed to be sent out right away.

The *Pebbles* were next in line. This folder included drafts of other writings to review, letters that needed to be sent out during the current week or two, and a timeline for the winter promotion of *Miracles at Work*.

Finally, the green *Sand* folder contained addresses to put into the database, and papers to review.

Later, I discovered that I had been using this system for years without really knowing it. I had already developed a process of

lining up my urgent tasks on the right hand side of my desk next to me (the rocks). Behind me, on the left side of my credenza, the pebbles were lined up, and to the right of that, the sand. I am a visual and feeling person, so this method of organizing my tasks enables me to scan and review. Since I can be scattered and have a problem focusing, I take one or several duties at a time out of the line-up and finish the task(s) in a place where I won't be distracted, such as in the back yard, onboard *Miracles*, or on my dining room table.

Getting Started

What are your rocks? Can you identify them now? Make a list of all the "stuff" in your "To Do" pile. Now, start to identify the urgent tasks and file them in a red folder, or make a staggered row on a side table with *Rocks* as a heading. Do the same for your *Pebbles*, and for *Sand*. As time goes by, you may shift the tasks up or down in priority. If they sit long enough, some will disappear. That is the rule of the vanishing "To Do" file. At any given time, eighty percent of your tasks will vanish, become obsolete, be reassigned to someone else, or take care of themselves. The other twenty-percent will eventually end up as the *Big Rocks* that propel you to success.

Congratulations! You are focused for success rather than scattered about with too many irons in the fire. Your priorities are now in order. You have identified or redefined your mission, purpose and priorities. You have established your focus and the most important tasks to accomplish. But, how do you solve the problem of interruptions, fires that erupt and need to be put out, and your wandering entrepreneurial mind? You learned to stay focused and centered by practicing mindfulness in this *Second*

Practice of Miracles at Work. To be centered, concentrated and living in the moment requires "listening" techniques. That is what you will learn in our next chapter.

"What's true in the morning is a lie in the afternoon."

— Carl Jung

*“Within each of us there is a silence—
a silence as vast as the universe.
We are afraid of it...and we long for it.”*



Gunilla Norris

“Nothing happens unless first a dream.”

— Carl Sandburg

The Third Practice Manifest Your Destiny

The Day Dreamer

In most companies, there is a need to recreate the daydreamer, innovator, and visionary. We desperately need to renew the creativity we once experienced as children. Our educational and socialization systems have taught us to adjust to the somberness of adulthood. Some of us still daydream in warm sunbeams on a cold day, or while driving in the car or jogging. Have you ever lost track of time and place while driving on a peaceful, familiar, scenic highway on a beautiful sunny day? The radio is off, and

the only sounds you can hear are the wind whistling around the car and the wheels singing on the roadway. Then you are stopped at the end of your exit ramp, and you do not know how you got there.

Outside my fifth-grade classroom window, fields of gladioli stretched their tall arms of blossoms up from the fertile South Jersey soil. Before summer vacation, flowers of white, yellow, fuchsia, and pink would cover the fields. Then, migrant farm laborers would begin to slice the stems with razor knives and pack the flowers in wooden crates for shipping to florists all over the country.

I remember looking out across the fields that surrounded the brick schoolhouse. It was springtime with the sun shining and new life beginning wherever I looked. I was lost in a dream of being outside with classmates, playing "cars and trucks" on the orange gravel of the playground. Then I heard, "Jackie, would you like to answer the next question for us?"

"Huh?" I said, as I turned toward my teacher, Miss Macintosh, whose short brown hair surrounded a round, Italian-Irish face. Her low-cut argyle sweater showed the cleft in her breasts, which was an attraction that gave me a funny feeling inside. I was years away from knowing what that desire really was.

"Jackie, are you paying attention or are you daydreaming again?" She scolded.

Miss Macintosh had caught me at my favorite pastime—lost in a daydream, visualizing, fantasizing, and creating anything I pleased.

Were you captured by daydreaming as a child? Where have those dreams gone now that you are grown, mature with family responsibilities and possibly a business to nurture? Our behavior has been modified to conform to the requirements of our seri-

ous, adult world, but we long to be child-like again. Do you know that more adults visit the *Magic Kingdom* at Disney World than children do? Walt Disney, one of our greatest visionaries and dreamers, knew that his audience consisted not only of children who wanted to visit his park, but also their parents who had lost their way to Fantasyland.

Visualization Techniques

To recapture your unlimited world within, return to the innocence of your inner child. Start with meditative practices, sitting in silence. Begin by sitting for five minutes in the morning and again at night. Eventually, extend it to twenty minutes. I have learned that it takes that long to make a shift from the distracting chatter of our inner critics to the quiet mind. The next step is extending it to half an hour. Thirty minutes may seem like an eternity to sit quietly, but eventually you will begin to crave it. Clear the mind. Concentrate on your breathing, and rise to an "Alpha" state where you are one with the Universe.

There are many, many ways to meditate, but I found this one by E.F. Golinski to be one of the easiest ways of beginning a meditation practice. I was given his pamphlet years ago, entitled "Applied Universal Meditation."

1. For the first few weeks of meditation, try to find a quiet place where you will be able to relax and not be disturbed. After the first few weeks, you will gain enough proficiency to be able to meditate in any surroundings. Take the phone off the hook or shut off the bell, make sure that if anyone is around you they understand that you are not to be disturbed for at least twenty minutes.

2. Now, you are alone in your quiet place, find yourself a comfortable position—one that you will be able to maintain for fifteen minutes, with a minimum of effort and discomfort. Close your eyes and relax your body as much as possible. Now, take in a deep breath, and, while exhaling, mentally repeat the syllable ‘ah’ for the entire exhalation. While you are doing this, imagine that you are flopping down into the most comfortable bed you’ve ever seen and saying ‘ahhh’ as you totally relax.

3. Then check your body to make sure you are as relaxed as possible. If you find any tension, release that tension from your body. If you have found that you still are not relaxed enough at this point, go through a fractional relaxation. That is, beginning at your head relax one part of your body at a time (your scalp, your forehead, your face, and so on down to your toes) until your body is entirely relaxed. Then go over the “ah” sound again and associate it with your new-found level of relaxation. Each time you do it thereafter, you will relax as much or more so.

4. The next step, now that you have your body relaxed, is to relax your mind. Take in another deep breath, and while exhaling mentally repeat the syllable “ooo,” and as you do this, imagine that you are in deepest space watching little white zeros disappear into the blackness. Continue this until your breath is expelled and there is nothing left but the blackness. This will stop the parade of unnecessary thoughts and allow your mind to relax.

5. The final step for entering a meditative state is to take a third deep breath, and while exhaling mentally repeat the syllable “mmm,” and associate that with a state of complete satisfaction. You are now in a state of meditation, provide that you followed these instructions to the letter.

6. Now that you are meditating, what do you do? Well, that is up to your discretion, there are many things that can be done. Possibly the most beneficial thing you can do, is to stop your thoughts completely. This will allow better communication between your inner and outer selves. This may be difficult to do the first few times, but will become easier with practice, and will truly help you to get to “know yourself.”

Seeing Is Believing

Regular, planned meditation, visualization, or prayer—it is really all the same—has been proven to reduce stress, improve relationships, and foster serenity, thus enabling greater focus and innovation. Even bodily functions, such as heart rate and blood pressure, can be controlled through our thoughts.

Once we start to visualize, we can picture beforehand the detailed outcome of an event—a job interview, an important meeting, a date with that special someone, or a big, new contract. It is one of the first steps to what is called “Fake it ‘til you make it,” which is not a lie, but rather a “pretend” that leads to the real thing. After all, we are what we think about. I often construct and reconstruct a scenario in my mind until the desired outcome becomes second nature to my subconscious. Then, when it all comes true—as it often does—there is a feeling of *déjà vu*.

Some of these imaging concepts are used regularly in sports. Ken Wiseman, a double *Iron Man Triathlon* champion, explained how he used visualization to overcome his competitors and even bring his heart rate down to a rest mode when he was running. Many an underdog athlete or team has overcome tremendous odds to win because a coach was able to ignite their spirit through visualizing triumph.

When I first started Adams and Adams Building Services, my friend Dorothy said to me, "John, you are going to be a millionaire." Another friend Barbara typed professional proposals for me and told me how great our company would become. Marie Mattison, purchasing agent at Lego Systems, encouraged me to greatness before our company even had its first job. These three women, and many other friends like them, did as much to bring about the success of my vision, as did anything else. They validated and legitimized my dreams.

Dare to see your greatness and share your dreams with those who believe in you. Learn to change your world from thoughts of fear to thoughts of love by visualizing your company in surroundings of abundance and safety.

We can choose between love and fear by re-framing our experience or visualizing a different result. Loving thoughts are synonymous with mindfulness, resulting in peace of mind. Fearful thoughts are born in our experience of the past or mistrust in the future, which create anxiety and influence us to attack others. The first step in changing our world is to identify the source of our ego-based fearful thoughts, then walk through the fear to expose it as only an illusion. On the other side are safety, confidence, and the world of reality.

A program of dedicated meditation, prayer, or visualization is critical to the creation of your business dream. Believing-to-see is more powerful than seeing-to-believe. Your dreams are not an illusion; they are your potential. In the next chapter, I will share how the power of love and positive thinking will create the abundant life you so richly deserve. Our *Fourth Practice* will enable you to transform your dreams into a reality much greater than you would imagine.

"Can death be sleep when life is but a dream!"

— John Keats

*“It is only with heart
that one can see rightly;
what is essential
is invisible to the eye.”*

Antoine de Saint Exupery

"Work is love made visible."

— Kahlil Gibran

The Fourth Practice Love Your Way To Wealth

Love Is The Answer

The business world has been in denial about the most powerful team-building, inspirational, entrepreneurial tool in the universe. It is disguised in many ways such as recognition and awards programs, bonding techniques, and the team building process. But there is no doubt about it; the greatest leadership gift is love—corporate love. Team spirit, nurturing leadership, and the enlightened corporation are all derived from a place in the heart. No matter what we call the positive forces in our business and

personal life, they all have the same origin, and that source is love.

Love is the most powerful energy in the universe—much greater than all the destructive force our egos could hope to muster. All these Principles and Practices depend upon love. It is the starting point, the meaning and purpose for being and the solution to our most pressing problems.

An amazing thing occurs when you give love. Because it follows the spiritual laws of the universe rather than the dictates of this finite world, it increases. The more you give away, the more you have to give.

You can build a money-making business without love and compassion, but do not expect to find true peace of mind or self-fulfillment. Our true nature is to love. Transcending the obstacles to our love is the way to remove the blocks to personal and financial achievement. It is really quite simple, but not easy. It is so hard to capture this hidden power because it is concealed so closely—within our very soul.

Meeting Attack With Love

According to the law of cause and effect, what we give (cause) determines what we get (effect) in return. A smile begets a smile, compassion reflects itself, and kindness is returned many times over. If you attack someone, you are likely to be attacked back. But what if you changed the rules and met someone's attack with compassion and kindness rather than retaliation? Meeting attack with love is disarming. It violates the laws of the world, and that is exactly what we need to do to discover *Miracles at Work*. If we realize the attacker is actually making a call for love, turning the other cheek in forgiveness, rather than indignation, becomes eas-

ier for us. A shift in energy from the negative to the positive happens as a potentially explosive situation is defused and the perpetrator automatically responds to your tolerance.

Meeting an attack with defenselessness is contrary to the laws of this world, which might profess, "An eye for an eye and a tooth for a tooth." Jesus helped us to see things differently by teaching us to "love thine enemies."

Jesus, the Buddha, Gandhi, and, more recently, Martin Luther King and former South African President, Nelson Mandella, demonstrated the power of this axiom. Meeting attack with loving detachment transforms a battlefield into a meadow of peace.

Disarming A Labor Union

As I mentioned in previous chapters, when I was president of Adams and Adams Building Services, the Service Employees International Union (SEIU) attacked us with full force in an attempt to organize our members under a so-called "master agreement." This agreement would have stripped freedom of choice from our members and forced them to join the SEIU.

Now remember, I was a former air traffic controller who, as a striking PATCO union member, was fired in 1981. I grew up in a blue collar, union family. My father, a machinist at Westinghouse Electrical Corporation in Lester, Pa., was a member of the International Union of Electrical Workers (IUE) for his entire working career.

Fortunately, we organized our company from the very start as if there were a labor organization looking over our shoulder. We put in place all the mechanisms that would protect member rights, including a three-step grievance system, a company-wide evaluation and promotion program, comprehensive recognition

and awards, and pay rates exceeding market levels—the things that demonstrated our corporate caring.

We were the only major janitorial company in Hartford County that did not sign the master agreement. The union and our competitors desperately wanted us in the fold. The union viciously attacked us with what they called “informational picketing” at our job sites and even at our company headquarters. Their flyers of false information said things such as, “When janitors knock over Lego block displays at Lego Systems, they are forced to stay on their own time to put them back together again.” They got into my divorce file and took statements out of context. Then, I started receiving threatening phone calls at home saying, “We know where you live. The boys are coming down tonight to give you a visit. We know where your daughter lives; she just might get a visit tonight too.” At the same time, pictures of mutilated bodies started arriving in the mail. That was when it became clear to me that the “Mob” was involved in this union. The SEIU acted without ethics or honor, but we did not attack back. The union’s whole strategy in attacking us was to divert our attention from doing our everyday business and have us fight back. Instead, we kept our focus and did not respond with defense or attack. The situation was eventually diffused. The SEIU was unable to get us to play by their rules. We stuck by our values and ethics and maintained a position of detachment. Our company, whose founder was fired as a striking PATCO union member, remained non-union.

Corporate Hugs

I coined the term “Corporate Hugs” in our company, and when I first started using it, there were some snickers and looks of dis-

belief. However, it was not long before other people picked up on the idea, and it became part of our language. Literally, grabbing someone and giving them a hug is not recommended unless the receiver approves, but there are many other ways of demonstrating to the members of your team that you care for them. For instance, a recognition and awards program does not have to cost a bundle to do a lot. The intent and symbol of appreciation is the most important thing. That intent, that attitude of gratitude, can be demonstrated every day through courtesy, kindness, and by saying to your staff, “Thanks for a job well done.” This is saying I love you, without having actually verbalized it.

Corporate hugs can include listening to others, meeting them at their level, showing interest in the individual and their family, giving the people on the front lines the power to make decisions and the responsibility for their outcome, asking for their feedback in a regular, systematic way, and sending birthday and employment anniversary cards. People need to be surrounded by this type of corporate affection and intimacy. Yes, intimacy ...when you look at other persons in the eyes, be willing to see to the depths of their soul and, in turn, expose yourself to them with affection and feeling. Intimacy, spoken phonetically, sounds like in-to-me-see. To deepen our relationships, we must be willing to allow others to see into our experience of the world. Growing a business is an intensely intimate affair. A caring, trusting, safe place to work is critical to building corporate community.

Another thing we started in our company was to ask a simple question when we were making decisions that affected our workforce. “Is this a loving, caring thing to do?” Sometimes, “Tough Love” was required, but we tried to clearly focus on the problem and not the individual. Decisions can be made with compassion

and kindness, without condemnation. This is one example of releasing the practice of being solely “bottom-line, profit-oriented,” and shifting the concentration to our most important asset, the people who make our business possible. The way you treat a person influences your corporate culture and can strengthen the heart of your company. Mix in lots of love and compassion, and success will be sweet. Contaminate it with condemnation, contempt and greed, and your company will grow bittersweet and eventually, even financial prosperity will taste sour.

By practicing defenselessness, we claim our natural power, which is anchored in the foundation of love—the ultimate force. In that place, we are open to the miracles the universe has waiting for us. If our vision comes from right intentions and desires—those that are supported by high principles and ethics—and we let go of our attachment to the outcome, the result will be even more magnificent than we expect (Principle Four). Releasing the outcome means patiently trusting that the Universe will support our intentions and desires not in our time, of which Universe knows not, but when the stage is set and the moment is right.

Loving your way to wealth is the inverse to a survival of the fittest—*you win, I lose*—approach to building your business. If you seek to build a lasting business with a heart, love is the only answer.

Written guidelines to transforming your company from the soul up are based on your acceptance of universal truth and ethics, which is the subject of our next Practice.

“If you could only love enough, you could be the most powerful person in the world.”

— Emmet Fox

“Conducting your business in a socially responsible way is good business.

It means that you can attract better employees and that customers will know what you stand for and like you for it.”



M. Anthony Burns

“Those things that are most important are the intangible things and they cannot be measured.”

— Ben Cohen

The Fifth Practice Take The High Road To Profit

Our First Real Job

I certainly do not have the first dollar that I made at Adams and Adams Building Services, but I do have the first cancelled check that I issued to the two men who performed our first real job. It was issued to Rich and his brother Tony, who were also striking air traffic controllers. I gave them the title of *Spidermen* because their job was to remove spider webs from under the eves of a large apartment building complex.

The complex manager was interested in what else we could do for him. He also seemed particularly interested in my fledgling company and me. I put Rich and his brother to work on ladders underneath the eaves, while the manager showed me around to see several other jobs. The manager was a little bit shorter than my six-foot stature, shaped like a bowling pin and at least ten years older than I. He escorted me into a vacant unit. He wanted a price to clean apartments after they were vacated. With clipboard in hand, I figured the time it would take. Dollar signs appeared in the place of each task that needed to be done. I envisioned a long relationship with a customer who appreciated our professionalism and good work. That is, until the manager bent closer to me and grabbed me between the legs.

"You must have gotten me wrong. I'm strictly heterosexual and I'm just interested in your cleaning needs and nothing else." I said.

It would not be the last time that a customer, male or female propositioned me. It was one of the many trials of my values and ethics. Soon afterwards, I began making notes of what I felt were the highest standards of a business.

What Do We Stand For?

The Fifth Practice concerns our ethics, values, and principles. These virtues embrace all of the Principles and Practices because this is the method by which you weigh your decisions. All-important choices must withstand the test of your principles and values, which include universal concepts such as truth, justice, fairness, equality, and social consciousness. Your statement of principles, along with your mission and purpose, is the foundation upon which you build your enterprise. Clarity of vision and

purpose and strong ethics will put your company on solid ground. But if you fail here, what you build, no matter how creative and well conceived it is, will never achieve the depth of accomplishment, self-satisfaction, and peace of mind that comes when you are dedicated to the highest standards.

We have witnessed the disgrace of a whole roster of companies in the past several years. Even the money these company officers made from their despicable practices will not set them free. They are now prisoners of their greed and dishonesty. The millions of dollars the company owners embezzled will never buy back their integrity. What value has any person who has sold his or her soul?

As with any other endeavor, our right intentions are most important here. A mistake in judgment, a slip as some might call it, or wandering off-course, requires a correction, a re-dedication to our ideals. This is not a perfect world. We cannot expect ourselves to be flawless in everything we do and every decision we make. As "works in progress" with "right intentions" we will get better and better at not only doing the right thing, but also doing what is right. Our statement of beliefs and principles, just like a government constitution, needs review, updating, and modification with the best intentions of speaking from a higher consciousness.

A declaration of our principles can be long and complex or it can be short and concise such as the Rotary International four-way test, which Rotarian Herbert J. Taylor discovered in a dream. The test simply asks:

- Is it the truth?
- Is it fair to all concerned?
- Will it build good will and better friendships?

- Will it be beneficial to all concerned?

Consider the Jaycee creed, which states:

- We believe that economic justice can best be won by free men through free enterprise;
- That government should be of laws rather than of men;
- That the brotherhood of man transcends the sovereignty of nations;
- That Earth's great treasure lies in human personality;
- And that service to humanity is the best work of life.

A Statement Of Principles And Beliefs

What are your core beliefs? What teachings, discoveries or schools of thought have introduced you to a consciousness that speaks of a joining of all humankind for the eternal good of all nations, including our entrepreneurial world?

Commonly held beliefs are part of our lives. They are found in the Bible, Torah (Judaism), Bhagavada-Gita (Hinduism), Koran (Islam), and the constitutions of modern democracies. Writings of the great philosophers and thinkers, words of the poets, and music of the composers speak of the truths that reside in the depths of our being. They sing out with phrases that begin with statements such as, "We believe that all people are created equal...."

The statement of principles and beliefs for *Life Without Limits* states, "We respect one another as individuals and God's creation possessing unique talents and unlimited potential." Each of us holds a key position in our company. Honoring the value and importance of every member of our organization creates an attitude of respect, trust, and caring.

tude of respect, trust, and caring.

The principles of *Life Without Limits*, established by a colleague and me several years ago, are included below. This document will continue to evolve as our company does, but the concepts will remain the same.

Life Without Limits

STATEMENT OF MISSION, PURPOSE, BELIEFS VALUES AND PRINCIPLES

MISSION: *Life Without Limits* is dedicated to advancing corporate leadership, wellness and integrity through a business model and philosophy based on *The Principles of Upside-Down Thinking, Practices of Business Success, and Action Steps to Business Creation or Transformation*.

PURPOSE: To engage, promote, entertain and guide organizations through values-based, results-oriented design systems, that align the power of business with the spirit and talent of its members.

RESULTS EXPECTED: Greater harmony and individual self-fulfillment leading to increased quality, performance and profit.

AUDIENCE: Business owners, managers and leaders seeking meaningful, effective, transformational systems for building or managing their company, organization, team or their inner business.

BELIEFS, VALUES, AND OPERATING PRINCIPLES

Our Beliefs

The four main concepts are:

1. Personal expression
2. Service to God and others
3. Personal reward
4. World peace

We believe:

- That one's work is a divine expression of one's being and when people are free to express themselves through their work they feel whole, fulfilled and successful.
- That Service is a path to spiritual, personal, and professional growth leading to financial prosperity and corporate health.
- That fulfillment in your work has a powerful, positive impact on inner peace.
- That inner peace will result in world peace.

Our Values

The three main concepts are:

1. World Community
2. Integrity in relationships
3. New paradigm/heart-centered leadership

Actions:

- We exist for the common good and consistently strive to benefit the world.
- We foster relationships based on open communication,

integrity, honesty, trust, and love. We respect one another as individuals and God's creation possessing unique talents and unlimited potential.

- Our organization serves as a continually evolving model for a paradigm of business based on spiritual self-expression and sound business practices.
- We support others who share our philosophy by returning a percentage of all pre-tax profits to selected charitable endeavors.

Our Operating Principles

The 6 main concepts are:

1. Organizational Health
2. Individual Human potential
3. Leadership
4. Team Spirit
5. Profit sharing
6. Development of world wide network

- Organizational health, flexibility, and profit are a result of the development and expression of the individual team members.
- Major emphasis is placed on inner spirit, greater self-awareness, and realization of human potential. We foster a corporate culture of open communication, respect, honesty, and the recognition of the spirit within us all.
- Heart-centered, quality-focused leadership creates a team environment, which supports individual and corporate growth.
- Within our team exists the soul of the company through which

our essence, presence, and power flourishes. It is through that soul that we work together, grow and prosper in mind, body, and spirit.

- Compensation and financial rewards for our associates are based on fair compensation for the position they hold, the work they do, the results they achieve, and their investment of time and energy in the organization. We share our success and failures through partnering, profit sharing, and other expressions of corporate gratitude.
- Partnering through a development network creates great opportunities for the growth and evolution of our program. The network is a powerful tool that we utilize to build relationships and grow our company.

Consider the following credo, written by R.W. Johnson, Jr. of Johnson & Johnson in 1943, that has only been slightly revised since its conception. Johnson put his customers, company members, and community first, which resulted in the right results for his stockholders.

The Johnson & Johnson CREDO

“We believe that our first responsibility is to the doctors, nurses, hospitals
mothers, and all others who use our products.

Our products must always be of the highest quality.

We must constantly strive to reduce the cost of these products.

Our orders must be promptly and accurately filled.

Our dealers must make a fair profit.

Our second responsibility is to those who work with us—
the men and women in our plants and offices.
They must have a sense of security in their jobs.

Wages must be fair and adequate,

Management just, reasonable, and working conditions clean and orderly.
Employees should have an organized system for suggestions and complaints.
Supervisors and department heads must be qualified and fair-minded.

There must be opportunity for advancement—for those qualified
and each person must be considered an individual
standing on his own dignity and merit.

Our third responsibility is to the communities in which we live.
We must be a good citizen—support good works and charity,
and bear our fair share of taxes.

We must maintain in good order the property we are privileged to use.
We must participate in promotion of civic improvement,
health, education and good government,
and acquaint the community with our activities.

Our fifth and last responsibility is to our stockholders.

Business must make a sound profit.

Reserves must be created, research must be carried on, adventurous programs developed, and mistakes paid for. Adverse times must be provided for, adequate taxes paid,

new machines purchased ,new plants built,

new products launched, and new sales plans developed.

We must experiment with new ideas.

When these things have been done

the stockholders should receive a fair return.

We are determined with the help of God's grace, to fulfill these obligations to the best of our ability."

You do not need to seek divine intervention to discover your business principles and beliefs. When you look to the institutions you honor, you find a reflection of your company's founding principles. If you weigh your decisions with universal truth, wisdom, and ethics as your guide, you will never lose your way.

The rewards of business come in many different forms. For many people money, power, and notoriety are attached to their drive to succeed. But these are never the real rewards because they never satisfy the longing to be fulfilled, to be complete. They are of no value spiritually and cannot be part of a valid statement of ethics because they separate rather than join us.

"Let the buyer beware" is not on the high road to profit. It is being in the gutter. Achievement of self-centered financial wealth, power or fame violates our customers and company members. We cannot witness true fulfillment without others. We cannot teach good values and ethics either by ignoring universally held standards of truth, justice and fairness.

Universal truths and ethics are put to the test where the real work gets done on the production floor, with the crew that is cleaning a building, the technicians developing new computer solutions, or an assembly line team. Getting out there in those trenches is the subject of our next chapter.

"With a good conscience our only sure reward, with history the final judge of our deeds, let us go forth to lead the land we love, asking His blessing and His help, but knowing that here on earth God's work must truly be our own."

— President John F. Kennedy

*“The best leaders operate
in four dimensions:
vision, reality, ethics and courage.”*



Peter Koestenbaum

“Faith is the opposite of Fear.”

— Jon Mundy

The Sixth Practice Conquer Your Fear Of Success

Monday Mourning

I do not want you to think I was never afraid as we built Adams and Adams. Often, I was downright numb with fear. Fortunately, it did not debilitate me. Mondays were very difficult days for me, especially when the company became large.

When I arrived at our office after a weekend in Mystic, I felt burdened by the immensity of responsibility for hundreds of people cleaning millions of square feet of office space. I walked past the front office, saying hello to our two administrative assis-

tants who were working feverishly. I passed our human resources director's office, our office manager's space, company vice president and a line of managers' desks. Only then would I reach my large office with its oversized cherry desk. The Small Business Leader of the Year Award from The Hartford Chamber of Commerce was perched on the corner like a miniature of a cemetery monument. The tall, cherry bookcase held volumes of books on business, philosophy and literature. Next to the books were audio tape programs of book titles such as *The New Lead the Field* by Earl Nightingale, *Organizational Life Cycles* by Ichak Adizes, and *Love is Letting Go of Fear* by Gerry Jampolsky. Projects were lined up on the right side of my desk in two rows, one overlapping the other. Behind my desk, on the credenza, was another row of tasks that would never get completed unless they were moved up to a higher priority in the first two rows.

The most important document sat in the middle of my desk on the blotter. It was the weekly cash flow report. By now, our company needed more in a week just to meet payroll and expenses than I had made in a whole year as an Air Traffic Controller. I felt a deep emptiness in the pit of my stomach and wondered how I could ever stay on the back of this wild, furious business animal. I knew if I fell off, it would devour me.

My mind would search in amazement for the answers to how it all worked, all these people working in so many different locations—many without direct supervision. At some of the big jobs like Lego Systems and Lockheed Martin, I needed the site manager to show me around. Believe me, at moments like that I felt very alone, scared, and powerless.

That is actually the point. I realized I was not in charge—that a Higher Power was really calling the shots for me. To find peace of mind in all that was now so much larger than me, I surren-

dered. I turned all power, control, and the outcomes over to the Universe. I began to trust that my destiny and the future of the corporation were out of my hands. A calm self-assurance came over me as I turned it all over to God.

Success does not come from behind a desk—it comes on the front lines. As a peacemaker, I am not certain why I use a military term to describe working with one's team. As an Army veteran, I am very familiar with the use of the term "front lines" and the organization and staffing of fighting troops, but the concept originally came from a speech given by Ross Perot at an *Inc Magazine* "Growing the Company" conference in New Orleans. His speech emphasized that to become a successful business leader, you must get "down in the trenches with your troops."

Getting Out

As a business owner or manager, you may discover that there is a tendency to hide in the comfort zone of your office with your head buried behind reports, status sheets and other paperwork, or your eyes glued to the computer. I have seen that happen in our company, both by our managers and myself.

Staying back in headquarters may feel safe, but when we are behind the lines, we get a false sense of being in control. There, you are not exposed to the daily bombardment of issues and problems that you encounter if you go out with the members of the company where the real work gets done. Those front lines, for me, were the office buildings we cleaned. There was nothing like stripping a tile floor or cleaning a bunch of bathrooms to get me back to the basic challenges that our members faced nightly.

For you, the front lines may be on the flight line, production floor, or locations where you meet with clients. It is here that you

find out how you are doing by joining your team down where the dirty, messy and essential work gets done.

Time Killers

I have seen businesses fail because their owners were not able to get out from behind their desks and from beneath the paperwork. I watched a Chief Air Traffic Controller in the FAA who scuttled his career because he was not able to get off the telephone. The receiver seemed surgically attached to him. To avoid unnecessarily long telephone conversations, I have learned to take calls using a cordless phone, standing up or moving around the office or backyard. It creates a sense of urgency about the call. It also allows you to use your body movements and gestures to emphasize your main points. Even though the caller cannot see you, they can feel your physical energy.

Long-winded telephone conversations can be a symptom of low self-esteem. We often do not know when or how to say “goodbye.” If standing or moving around is done in the right way, it courteously conveys a message to the person on the other end of the line that the conversation is meant to move along.

Multi-tasking while on the phone is not the right way to converse. It is rude and the caller will know that you are not paying attention. Focus on the spirit of oneness with the caller. Be present for them and real conversation will occur.

The higher our position and the more freedom we have in determining how our workday is spent, the more discipline it takes to manage our time. As a business owner, the majority of our time should be spent analyzing the growth and development of our organization, planning the next step, strategizing (thinking and contemplating), and being out in the field doing internal

(cheerleading) as well as external sales, marketing, and quality control. Hewlett Packard coined the term “management by wandering around.” I called it “cleaning toilets.” It is where the real money is made, where the rubber meets the road, or, should I say, the Johnnie brush meets the porcelain.

Experience Under Fire

At this juncture some of you might be saying, “All I do is work with our crew. There are only a handful of us and I am part of the operational workforce.” Of course, the owner of a start-up company or small enterprise is going to be hands-on most of the time. As our companies grow, we learn the art of delegating our operational duties until we do not have any more. Then, there comes the tendency to distance ourselves from our workers.

For the first ten years of Adams and Adams Building Services, I was involved in the start-up of every new job. I worked alongside the members of the company, emptying trash, doing the initial cleaning and detailed vacuuming at a new account, getting to know the ins and outs of the job. That way, I knew the account and the people who worked there. I could not be deceived when told that a task could not be done, when I had done it. A former business associate of mine was trained as an accountant, then owned a salvage business and, eventually, bought an existing janitorial company. He was forever trying to duplicate our efficiency to figure out how we achieved our high production rates. Since he never went out with his crews to clean or work on the line, he had to rely on the beliefs and misperceptions of his staff. Since Rob (my VP and now owner of Adams and Adams) and I started small and grew with the company, we knew all the aspects of the job and could demonstrate to new workers how the work was to get done.

Tribute To The Master Cleaner

One of the first jobs we undertook was cleaning a restaurant and pub in the morning. My seventy-three-year-old mother helped me clean that place. We did it together in an hour-and-a-half, even on a Tuesday morning after they had served Monday night nickel beers. Hundreds of swizzle sticks had been thrown all over the floor and disgusting things dripped off the men's room walls. Now I wonder why we did it, but, back then, it was a good paying job and we needed the business. Then I hired two young men to do the same job; it took them twice as long. It was not hard to justify that it could be done in an hour-and-a-half, when I pointed to my dear little mother and informed those two eighteen-year-olds that she was the pacesetter. This was not a "slave-driving" pace, either. Much of it was based upon "working smarter, not harder," as Rob would say.

My mother deserves so much credit for enabling Adams and Adams to become a reality. It was Mom who taught me how to clean. With a BA in Political Science, certification as an air traffic controller, management training and enough courses and workshops to qualify for an advanced degree, I learned from Mom about how to really make a good living. During those first years she lived with my daughter Sandy and me. Mom was always ready to pull on her sneakers whenever I needed her help. I can still hear her saying, "I'll help you Jackie." Even though, at age ninety-four, she has passed on to her true home, her earlier response to my need still brings constant gratitude as it echoes in my heart.

30-Minute Quality Control

Being out in the trenches, working with our teams, also enables us to see, first-hand, the problems, difficulties and challenges they face. It is a place where our "still, small voice" tells us whether things are going right or not. Often the members of our company tell us what we want to hear. It is up to us to read between the lines, ask the right questions, and listen for the answers that are drowned out by false pride. In half an hour, I could make a sweep through a 100,000 square foot, four-story office building and discover where the problem areas were. Such a building took seven, part-time cleaning specialists four hours each to clean. In that thirty minutes, I could also find out where we shined and gain a picture of how we were doing at that location. Then I could spend some time helping people empty trash, clean bathrooms, or dust mop floors to see what their impression was of the company and our leadership.

This is not to say we did quality control on a wing and a prayer. We had a unique "Pride in Performance" system to "Inspect What We Expected," that was associated with our Recognition and Awards Program, which is explained in detail in our upcoming separate companion book, *Cleaning Up: The Action Book for Miracles at Work*.

Walking Through Our Fears

Inevitably, getting out of our comfort zones, from behind the desk and out of the office, enables us to see things more clearly and alleviates many of our fears. What we fear is the unknown. We need to walk through the unknown, discover it with all its pain, mystery and pleasure. Once we have done that, we can

sleep better knowing that we are on top of things. When the company grew to over three hundred members, with a dozen managers and twenty or more building supervisors, these men and women were now responsible for keeping on top of things. My responsibility was to meet them on the front lines and observe their leadership. It was tempting for me to stay in the office, but I knew that was not where I belonged.

Fresh Mind

Leading from a “front line” perspective helps prevent unfair judgment and criticism. If the experience feels uncomfortable, it is working. It stretches us past the confines of our current routine. When I practice yoga, I know a position that results in comfort is not being done correctly – that is, with the possible exception of the “corpse” or “child” pose, my favorite resting positions. Our bodies, as well as our minds, need flexing which opens us up to more understanding of each others’ experiences. For me, travel creates a fresh mind. When I see things for the first time, all my senses are open to the experience. They are so open that I cannot help but take mental and written notes to recapture the experience to share with others. The more I see of the world, the more I realize that my perception of its people and its cultures is flawed. When we venture into the world of our company members and work with them, we too begin to see differently and are not so quick to judge.

The judgment process always begins with our own self-condemnation. After a recent *Artist’s Way*® weekend with Julia Cameron, I began to name my voices of doom and gloom. One, in particular, I call *Chester the Critic*, who is there to tell me what a failure I am. Nothing I do is good enough for Chester. Then

there is *George the Judge*, who sees all the faults in others starting with their body. “Look how fat she’s gotten!” “He looks so old and sloppy.” “Nice butt, awful face.” And one just called, *Oh, Shit. Oh, Shit!* “I followed the wrong channel marker and almost went aground.” *Oh Shit!* “I’m late again.” *Oh Shit!* “Now I’ve done it!”

Finally, I said, “Shut up, all of you! You are not the truth.” If we were to silence those voices—or put a gag in their mouths by refusing to take them seriously—we would set ourselves free. Don’t take a low profile. Get big and stand up to that fear of success. That fear is as debilitating as fear of failure.

Our next Practice is also about getting out from behind the desk. It is the best sales method I know and what enabled our company to beat the competition. Are you ready to *Open Doors the Easy Way*?

“Judge not, and ye shall not be judged: condemn not, and ye shall not be condemned: forgive, and ye shall be forgiven”

— Luke 6:37

*“One can win the attention and time
and cooperation of even the most
sought after people by becoming
genuinely interested in them.”*



Dale Carnegie

"A mighty flame followeth a tiny spark."

— Dante

The Seventh Practice Open Doors The Easy Way

The Business Of Selling

Knocking on doors is the best selling method. I knocked on at least forty doors before I walked into the office of Ralph Fiore at his Oldsmobile dealership in Enfield. His daughter, who had been cleaning their facilities, was now off to her first year of college.

Ralph asked, "How much will you charge to clean my showroom and offices, three times a week?"

I wandered around with a clipboard and pad of paper, pre-

tending I knew how to price the job. I visualized each step of cleaning the showroom, offices and bathrooms and came up with an estimated time to do the job. Then, I multiplied the time by \$13.00 per hour and sat down in front of Ralph's big mahogany desk. His brother, Chick, stood by his side looking down at me as I nervously gave them a price.

Ralph, looked up at Chick and said, "Can you start this afternoon?"

"Sure," I replied, hiding my surprise.

Without a sale there is no business. Our capability to sell our product or service is what will make or break us. Even if we do have a sales department, the company creator must always be its top promoter. It is very strange that business schools teach the principles of marketing, management, leadership, accounting, and every other facet of business development, but not the art of selling.

The sales and marketing courses taught in business schools are generally focused on the marketing end, which is vastly different from selling. Marketing is sales theory, management, and strategy. To me, making a sale requires face-to-face, eye-to-eye contact with customers for the purpose of establishing a relationship and getting an order for your product or service. The first and last step in getting the sale is to establish a trust or common bond with your customers.

Selling From The Heart

Some sales strategists call this relationship selling. What are relationships except intrinsic, heartfelt connections between people? Sounds a bit like a form of love doesn't it? Competitive price is very important, but cost alone often is not the foundation on

which a purchase decision is made.

People like to buy from someone they like, trust, and can depend upon to maintain high values and standards. They look forward to dealing with pleasant, genuine people who leave them looking forward to the next visit.

Buyers also prefer to purchase from a person who walks through the door intent upon finding ways to meet their needs. This often means saving them money, even at the risk of recommending a competitive product or procedure. Creating a sales focus based on "How can I help?" rather than "What can I sell?" will build long-term customer relations. An attitude dedicated to helping others will bring in piles of sales and happy customers. This is a very selfless way of selling and very different from the hard sell or selling with the "close" as the goal.

This strategy is just the opposite of what your ego and the sales world would command. You are establishing a bond with your customer, a friendship that is based upon performance, value, price, quality, and trust. This method may take longer to accomplish, but you will gain a customer for life.

Old Tapes

I confess to having never sold anything of significance until I started our business. In high school we had magazine drives to help raise funds for school programs. The students would meet in the auditorium and listen to our Principal, Mr. Javits, introduce the marketing representative for the magazine distributing company. Mr. Javits was of Greek descent with a round, pudgy face and black hair. He always wore a white shirt and conservative tie, and drove a beige Volkswagen Beetle that my gang of friends would take pleasure in lifting up and depositing on his sidewalk.

Wonderful prizes were awarded for selling lots of magazines, such as 45 RPM record players, radios, cameras, shiny new bicycles, and even trips to Disneyland. Most of my classmates seemed to have a lot of relatives who would buy from them, or just a knack for sales. They would come to class every day and show off their long list of customers, and their prizes would grow.

When I went through the neighborhood to sell, I would get one rejection after another: "Oh, I buy from my granddaughter." "The boy next door takes my subscription." "I don't have time to read magazines." Usually my mother and the next door neighbors ended up being my only customers. I felt defeated.

Recording Over Old Tapes

Initial failures such as this, whether in sales, sports, or the creative arts, can severely damage our confidence before we even have a chance to experience our real potential. After that first experience, I avoided sales. Then, in my twenties, I joined the Jaycees in Clinton, Connecticut. With much fear and apprehension I went from door-to-door with my fellow Jaycees, selling packages of heavy-duty paper plates and bowls.

Somehow, a shift occurred when I took a different approach to selling. I did not knock on the door and announce I had plates and bowls to sell for the Clinton Jaycees. I knocked on the door, introduced myself, and got to know my neighbor and customer. Before I knew it, they were pointing down to the package of plates and bowls enshrined in a clear plastic bag dangling from my right-hand saying, "What do you have there?" "Oh, we're selling these paper plates and bowls to help raise money to build a gazebo in the Town Park. It's really a great buy...would you

like to see them?" A relationship was established and a sale made. But, first, I had to have the courage to knock on their door. Yes, courage, because rejection always loomed on the other side.

Knocking On Doors

I would like to define exactly what I mean by "knocking on doors." I had a very detailed concept of our company in place by spring of 1981. One of the first steps in starting the company was to have a business card designed and printed. Then I started to write letters of introduction to some of the major companies in our area. Following is the very first sales letter I wrote. In hindsight, it seems naïve and quite unprofessional with its misspelling, doesn't it? However, the letter came from my heart, and, despite being hand-written, it did the trick—it opened the door for a meeting with the purchasing manager. Seven years later, we got the job!

July 1, 1981

Manger Purchasing and Office Services

Lego Corp.

Dear Miss Matteson,

When I spoke to you last Thursday, I was just waking up to get ready to leave for a week's vacation at the Cape. That is where I am writing this letter from, and I hope you can appreciate its informality. I thought I knew where Lego was located, but I was wrong and ended up in East Longmeadow. When I did arrive at Lego, you were tied up in a meeting. I will call Monday, July 6th and make an appointment to see you.

I have been very active in community affairs for the last five years, often spending 30 to 40 hours a week with the Enfield Jaycees as President of Friendship House and active at Asnuntuck Community College. Many of my friends have been equally active, and although we plan to continue our support in the community, we want to make some money for ourselves. These are housewives who do not want to work nine to five and other hard working, reliable men and women who want to beat inflation and get ahead financially. Right now I have eight good people who are ready to go to work.

I decided to start Sandra Lee Cleaning Service because of the flexibility of the hours, the obvious need for such services and frankly because I like to clean and I am very good at it.

We are prepared to handle any challenging job. The equipment and hard working people are available, and I hope you will give us the opportunity to serve you.

Sincerely,

John A. Adams

Although our cleaning service, initially called Sandra Lee after my daughter, was ready to be launched in the spring, I did not really get it started until after I was fired from the FAA in August. The reason I did not get started was simple. I failed to face my fear of rejection, to knock on that door to ask for the job. The Air Traffic Controller's strike was the impetus that started my take-off roll. The company actually took flight when I got my first real customer. I walked from door to door, through

industrial parks and business centers, handing out my business card and stammering through an introduction of my no-customer enterprise. It was as yet an idea—a seed waiting to germinate.

When my first real proposal (not counting the spider web-cleaning job) was accepted, our company was born. All I needed to do was simply show up and ask for the business.

By landing that first job, we became legitimate. Although I had never really sold anything meaningful before, and approached selling with the same fear that I now often feel about speaking engagements and sharing my writing, I sold many millions of dollars in cleaning services. When I left Adams and Adams almost fifteen years later, my original price to clean Fiore Oldsmobile had remained unchanged. It had been a fair price and I wanted to do everything I could to keep our first customer.

Toppling Giants

Often we landed a job by competing with international firms that relied on their vast, professional sales departments. We started with jobs worth several hundred dollars a month and, eventually, sold contracts that paid more in one month than we made our first year in business. The last contract I negotiated for the company was as exciting as the first; it grossed over half a million dollars a year.

I obtained the majority of these jobs by walking from one business to another, entering the office, introducing myself to the receptionist at the front desk, often with a flower in hand or some other small gift, and making that initial contact. The follow-up process often went on for years, but persistence paid off. For some of my largest customers, it took six years or more from

my first contact until we got the job. However, we would never have landed the contract if I had not made that initial physical contact and maintained a regular system of follow-up. Determination and persistence pays off.

The Romance Of Sales

To me, a sale was like courting a beautiful, desirable princess who, initially, wanted nothing to do with me. I made a game of it, loving the way it went, from rejection to a spark of interest and then a first kiss, which was an invitation to submit a proposal for cleaning. Often, after many rejections, we would get the job and make love. It was like a fantastic sexual encounter, simply orgasmic. After that, came the honeymoon, and then, a time for deepening our relationship, going through the ups, downs, and challenges—always being there to meet the needs of my princess. I knew that if I did not take good care of her, she would cast me out, turn me back into a frog, and find another prince.

To this day, I still feel that knocking on doors is the best way to build a business—whether that means literally going from door-to-door in industrial parks, or meeting customers at the Rotary Club, Chamber of Commerce, or Lion's Club. There is something about showing up at a potential customer's place of business that often elevates you to the top of their priority list. Voice mail messages, letters of introduction, brochures, and other methods of getting a customer's attention are never as effective as showing up on their doorstep. But never arrive empty-handed. Always take a gift along. More about that later.

Sales By Wandering Around

We might coin this method, "sales by wandering around," because not only do you introduce your product to potential customers, but also you see what is going on out there in the field and at their business. When you walk through a new customer's door, you immediately feel the karma, spirit, intensity, or apathy of that business. You also get to see, first-hand, the potential of your relationship and whether this feels like a good match.

As our company grew, we hired a communications specialist, who also handled the task of telephone sales and marketing. He would take a sales list, developed by others and myself, and send out letters of introduction. Then he would make follow-up telephone calls. More often than not, his calls would not be accepted and he would have to leave a voice mail message. Although this method of selling is very passive, it often enabled us to get our foot in the door, such as that last big contract we sold while I was at Adams and Adams.

Often it was not enough. In one example, a business on our list of top 100 potential customers located in the Glastonbury Industrial Park, never responded to our calls or mailings. According to the specifications we had on paper, the large building looked like it had great potential, so I decided to stop by to check that business. Dozens of calls and mailings, which all cost money, had gone out to this contact. When I drove up to the location, I immediately discovered why our calls had never been returned. Three lonely cars were parked on the huge, cracked and crumbling asphalt parking lot of this large factory and office complex. I drove away, realizing that the first step in developing a sales list of any value is to go to the location and knock on the door. That is when I started to develop a master marketing plan

which is a systematic program of identifying each location in an industrial park or business area and determining which businesses had the greatest possibilities as future customers.

The Gift Behind Each Door

It is not easy taking on the corporate world “cold turkey,” especially when you have no track record. But, believe me, you will eventually succeed if you bang on enough doors, with the right intention in mind: “How can our product or service help this business grow and prosper? What can we do together that will bring about a better world?” Remember, every time there is a NO behind that closed door, it just means you are one step closer to a YES!

Your Gift

What makes a customer happy to see us coming?

As I was making sales by wandering around and knocking on doors, I often found the door blocked because I could not get past the receptionist or “gatekeeper” at the front desk. When I did get my business card to the business owner or the right decision-maker, they were often too busy to see yet another salesperson. As our business grew, I began to understand why they did not want to be bothered. They never had enough time for everyday operational and administrative tasks and interruptions by unexpected vendors were not always welcome. That is, unless that interruption came with a gift.

That gift does not have to be big or expensive; it only needs to be meaningful and useful. I would start with a present for the most important first contact I encountered in that new company,

the one at the front desk. Often, I would stop at a florist or the local Super Stop & Shop and pick up several dozen carnations or roses, some baby’s breath or fern, and a case of little bud vases. The vases cost about fifty cents wholesale and with a flower and decoration each gift totaled about seventy-five cents to a dollar. When I walked through the door, I held a lovely arrangement in one hand and my brochure in the other. With few exceptions, the door leading to the inner office, or at least to the information I needed, was flung wide open to me.

The Reaction

The most common response I received to my gift was a wide-eyed, happy smile from a receptionist who had not received flowers or recognition in ages. Many sales people would come through the door, but I was remembered for the little flower bouquet that sat on her desk all week. I got all the information I needed on the company, including whom I should contact regarding janitorial services, whether they currently have in-house or contracted services, who was currently doing their cleaning, and anything else I need to know. I would also put the receptionist or secretary’s name in my electronic database so that I could remember her name when I called again to fill her new flower vase.

Instead of the flower arrangement, I often gave a little Oberlite® squeeze-on flashlight to “light up your life,” or at Christmas, a tiny stocking filled with goodies—my favorite oatmeal or chocolate-chip cookies from the local deli—or any variety of little gifts. My gift said that, “You are the most important person in this company and I honor you and your position, and bring this offering so I might ask you some questions in the hope of someday serving you and your company.”

The Sales Approach

Once I got an audience with the decision-maker, I used this approach: "How can I help you with your cleaning needs? What can I do to make your job easier, to save you time, to make you shine in the eyes of your superiors or company members? This is my gift to you and there is more. Show me some cleaning problems that have been haunting you and I will do my best to solve them. I am not a time waster; I am a problem solver here to serve you. How may I help?" In other words, I showed my deep interest in them, their concerns and what is most important to them.

The Follow-Up

Any subsequent sales contact I make with that potential customer also comes with a gift, something I can offer them to make their job easier or their life more fulfilled. Possibly an introduction to a process, procedure, or person who can assist them, a story that I have written to help them do their job better or relieve that ever-present corporate stress. Sometimes, I connect them to a network of other people who hold a similar position.

As I do all this, I am aware of the personality type of the individual I am dealing with and respond to them with that in mind. If they are a "Let's get to the bottom line" type, I get right to the point and get on my way. If they want someone to listen to them, I patiently listen. And if it is a detail-oriented customer, I outline every aspect of our proposal and embellish it with charts, graphs, and facts and figures. During our entire meeting I maintain eye contact and breathe with them. Soon, we begin to con-

nect like old friends. I do not do this in a manipulative or patronizing way, but rather with a genuinely focused regard for my customers and their needs.

Expectations

If you try this, your contact expects a pleasant experience—that is, you—with each of your meetings or calls. Doors will open and your business will grow because you have thought about your client rather than yourself. This is not like baiting customers and then reeling them in. The buyer gets wise to that method very quickly and remembers the violation of their trust. You are there to build trust, not destroy it. If you steal a kiss from an unsuspecting maiden, you will get rejected with a slap across the face. If you treat her with respect and genuine loving kindness, you will get another date. Then, one day, you will have the opportunity to make beautiful love together.

One of our first good-sized jobs and one that grew larger and larger was a hand tool production company. I would stop in regularly to say "hello" to Don, my contact there. He was in charge of human resources and building maintenance. Before they built him an office, Don worked out of the conference room, making one end of the long, mahogany conference table his chamber. As I recall, he knew little about cleaning, but he had been designated "janitorial master" as part of his associated duties. Each time I visited him, I found another cleaning problem to help him solve. Don was such a good man, reserved, kind, a good listener and a formidable negotiator when it came to pricing. He was more than that; he became a friend, as many of my customers did.

The café and restrooms were disgracefully dirty. A cutback resulted in layoffs and a senior production line member had

“bumped” the janitor into unemployment rather than himself. This little old fellow knew nothing about cleaning and was just biding his time until retirement. All day long, he nursed a bottle of blackberry brandy that was hidden in the janitor’s closet. Finally, we got the job of stripping out the cafeteria floors. Everyone thought they were black tiles. However, when our crew started scrubbing with our new Advance floor machine, they exposed bright white tiles. That success led to us being awarded the cleaning of the cafeteria, restrooms and front offices. The cafeteria had to be finished before the first staff member arrived at seven in the morning. At first, my mom helped me clean there as we arrived before the sun came up. The toilets in the bathroom were also black. Mom and I cleaned them up with bleach and an SOS pad.

That turned out to be one of our most profitable accounts and one that resulted from courteous persistence and gifts that helped this manager do his job.

Some of the major contracts we eventually won took ages to acquire. I stopped at Women’s Specialty Retail in Enfield for years, wrote to the CEO regularly, and sent our newsletter *Notes and Quotes*. In seven years of correspondence, I did not receive one reply nor was I granted an audience with a decision-maker. Then they broke ground for a three-story corporate headquarters building—one of the largest in the area. We were on the top of their list of cleaning contractors considered for the new building. We did the construction clean up and got the job, which led to cleaning the warehouse offices too. Even though it seemed they were not receiving the gifts I had sent—gifts of cleaning knowledge—they, apparently, had been paying attention and that opened the door.

Always remember to bring gifts and you will be forever wel-

come. You won’t have to beat the door down if you practice how to open doors the easy way.

The gifts that we share with others are a reflection of our good sense to nurture that relationship. All of our senses are important in growing a *Business from the Soul Up*. That is the subject of our next chapter.

“Follow your heart and doors will open where there were no doors before.”

— Joseph Campbell

*“The most beautiful things in the world
cannot be seen or touched.*

They must be felt.”



Helen Keller

"Beautiful things make money."

— Geoffrey Beene, Fashion Designer

The Eighth Practice Senses Mean Business

Honoring The Senses

Why do we neglect some of the most important aspects of living when we think of growing our business or organization?

Enjoying life involves the use of all of our senses: sight, hearing, touch, smell, and taste, but especially the sixth sense—"knowing."

As you build your team and create your offices, keep all of your senses in mind. If you live in the colder climates, what a difference it can make if your windows face south and drench

your office in bright sunlight. Contrast that with a dark, windowless office where the sun never shines. How about the sounds within your work environment? Have you thought about music that quiets the turmoil within or lights a fire of inspiration?

Music

Have you noticed the music and videos playing on the airlines these days as you board the plane? The hurried, stressed, business passenger or tired vacation traveler staggers onto the airplane and immediately hears the soothing sounds of music composed by artists such as Carlos Nakai, Enya, or David Lanz. On the video monitor are gentle scenes of nature, vast mountain ranges, babbling brooks, and meadows filled with wildflowers dancing in the breeze. The airline companies know the calming power of music and the effect of peaceful, visual scenes.

Décor

Consider how your offices are decorated. Are the colors bright and vibrant, soft and soothing, or dull and lifeless? Do you have fine art reproductions hanging on the walls, or are the walls stark and naked? How about plants...lots of them? Will you take the extra effort to purchase and maintain beautiful plants and flowers that bring natural energy into your office and help purify the air?

What is the first thing you see when you go into a luxury hotel? I always notice the big bouquet of fresh flowers in the front lobby, lush plants, and the richness and beauty of the carpet and wall coverings. My jaw drops when I walk into my favorites: The Plaza in Manhattan, the Hotel Del Coronado across the bay from San Diego, The Breakers in Palm Beach, and

the Hotel Meurice in Paris. I can't afford to stay in any of them, but I love to visit their lobbies, dine there and enjoy their ambiance.

Taste

We can have the same feeling of culture and luxury in our own workspace without spending a lot of money. I often notice the candy treats on a receptionist's desk or at a customer's workstation. One of our managers at Adams and Adams Building Services kept little candies in her desk drawer (Kit Kat and tiny Milky Way bars). On her desk was a big, red plastic M&M dispenser man. When you pulled the arm down, it rewarded you with half-a-dozen chocolate-covered candies. People always stopped to say hello to her. It was such a treat. At one point, she took away the candy for a couple of months, but I noticed it came back again. I bet I know why. It became part of the culture of her little cubicle. Company members missed that treat and begged for it to return.

Development Pride

When I owned Adams and Adams, one of the last big jobs we landed was taken over from a large, international competitor. We inherited their janitorial office and many of their cleaning specialists. The office was dark, dank and dingy. The first thing we did was paint it a bright white and then I bought a huge, framed poster from the Successories® company depicting the Statue of Liberty. It read: "Pride is a personal commitment."

That big, two by two-and-a-half foot framed poster was hung right next to our account manager's desk. With the poster, new

paint job and our new organization came a sense of renewal within that tiny space. This is what *Spirit at Work* is all about. Our attitude, belief, enthusiasm, intent, and all the big and little things we do to create an atmosphere of bliss and unlimited possibilities, enable us to see the miracles in our everyday life—ordinary miracles I call them—gifts that we fail to see unless we are attuned to them.

The Art of Feng Shui

Feng Shui, which means “the way of wind and water,” is an ancient Chinese art, science, and philosophy. It is the practice of arranging one’s physical environment to best capture the natural energy (Chi) that surrounds us. I might not go so far as arranging my office furniture according to the points of the compass, as Feng Shui suggests, but the discipline is a very valid way to bring out the importance of how we set up and appoint our work-space. Leading companies such as The Wall Street Journal, British Airways, the Body Shop, and even Donald Trump have put the art of Feng Shui to work for them.

Nurturing our internal working or home living environment contributes to honoring our soul. As Candace Czarny of Wind & Water, Inc. states:

It is the internal environment we live in that plays an integral part in creating the external aspects of our lives. If your internal environment is one of balance and harmony, a space that is nurturing, where you feel safe, secure and at peace, you can let go of the day’s challenges and come back to your source of power. Then you can start each new day refreshed and rejuvenated.

Our Office

One of the first things that many new visitors to our offices in Enfield would say to us is, “It feels so peaceful here. I wasn’t expecting this from a cleaning company.” We put periwinkle and deep-blue silk flowers in the waiting room (given as a gift by my insurance agent and friend of twenty-five years, Art Loschiavo, who has now passed on). On the walls hung beautiful works of art and posters displaying positive affirmations. The thought for the day was posted at the receptionist’s window. Pictures of members and the awards they have received hung everywhere. Our members and guests were greeted by lots of plants, bright colors, sunlight, coffee and tea brewing in the cafeteria, always something to eat, open doors, and an open work area.

Universal Traditions

All cultures of the world share similar universal traditions. They include the love of music, dance, song, art, and ritual. These ingredients are essential for building a company culture reflective of the inner spirit. They are critical to releasing the potential of our organization and allowing a culture to develop where people can feel a sense of belonging. Our longing for community could find no better place to encounter fellowship than where we spend the majority of our waking life—in our workplace. In some of the most successful companies in the world today, you find this sense of belonging. Hewlett Packard created such a bond that, at one time, they had to lock people out on Sundays to force them to stay at home.

The people in these organizations might demonstrate a sense of commonality in a variety of ways. They have a synergy, a com-

mon purpose, shared goals, a belief in the organization, and a feeling of identity. After-hours softball games, bowling, or socializing with the gang on Friday night all contribute to building a corporate family. The struggle against great competitive odds and the journey from being the underdog to a champion create a lasting bond. These all establish a sense of community, an esprit de corps, that involves all the senses, especially that sixth sense that tells you, "I know I can make a difference here; I feel I belong, I'm at home, and I love my job." A feeling of hope is occurring in the enlightened business as of today. This is another "ordinary miracle" we all deserve to experience.

Finding The Answers From The Still, Small Voice Within

An awareness of knowing is a vital part of our senses that is most often attributed to our sixth sense. Finding the answer to the recurring critical question, "What path will I take?" is continually at the forefront. How do we discover our path? Who will show us the way? What do we do when we see so many different directions to choose from?

The answers lie within—within us. There is a knowing, deep within us, that can tell us the next step to take and the pitfalls to avoid. By staying connected to that knowing, that inner voice or intuition, we will always be able to trust that we are heading in the right direction, even though our critics may try to convince us otherwise. One of our chief critics is also within. It is that voice that says, *You can't. You are not good enough. You are never enough. What makes you think you can pull this off?* It is that loud, ceaseless, chattering that seeks to disable us. Quieting our inner critic allows us to hear the still, small voice that holds the true answers.

We can connect with this voice in many different ways. Many people find meditation reveals that knowing, or Yoga, which is a physical form of meditation seeking to integrate the human spirit with the Spirit within us. Walking alone silently for twenty minutes or more can open our awareness. I discover many of my "answers" while running or working out at the gym – in a state where the endorphins kick in and I am on a natural high. When I have a problem to solve or an answer to find, physical exercise leads me to the solution.

Use the method that quiets your inner critic and lifts the veil from that still, small voice. Try different methods such as deep breathing, walking or dancing free-style, maybe an especially comforting musical rendition, or just sitting and allowing your body to soak up the sun.

Mary Beth

A young mother named Mary Beth wanted to learn how to meditate, so she started to attend transcendental meditation classes with her best friend. As hard as she tried, she was never able to get into that alpha state—a euphoric state of transcending this world, letting go and returning to bliss, which feels like floating on clouds in a heaven on earth. One day, her girlfriend, who was taking meditation classes with her, watched as Mary Beth washed dishes at the kitchen sink in the bright sunshine.

"Mary Beth," her friend called out. Mary Beth did not answer. "Mary Beth," her friend called out, once again, more loudly, as she grabbed and shook her friend's shoulder lightly.

"What?" Mary Beth said, as if awakened from a trance.

Her friend said, "Where were you just then?"

Mary Beth said, "Well, when I'm washing dishes in the sun-

shine, it's very relaxing and sometimes I just lose track of things."

Her friend laughed and said, "Do you realize you are meditating? You've found your bliss in the sunbeams of your own kitchen."

Bliss is not really hard to find. It is so accessible that many tend to overlook it. Discovering it may be different for you than for others. It may also involve a variety of techniques. Just remember that once you hear the right answer, you will feel certainty and peace as you exclaim confidently, "Yes, of course, how simple." Afterwards, your internal critic and the "naysayers" out there may try to change your mind. Don't listen to them.

Endeavor to trust your Inner Guide. Even though other critics may warn you that you are going to make a fool of yourself, go forth with deep trust, and an unyielding belief in the truth you have found.

Mastering this principle is critical to the success of any business. As an immense amount of data is directed at you, your first step is to separate the big rocks from the pebbles and the grains of sand as demonstrated in the *Second Practice*. When you get to the big decisions, your Inner Guide – sometimes called your heart or conscience—will tell you which direction to take. As you become more attuned to this powerful decision-making process—one that requires a clarity of your values and ethics—decisions on the little things as well as the big ones become easier.

I have a spiritual practice that I am dedicated to daily. In the morning, I read *A Course in Miracles®*. Then I meditate and pray. During that time of silence, meditation and prayer, I dedicate the day to God and ask for continual guidance from what I call the Holy Spirit. It does not matter what you call this decision-maker, or how you meditate or pray (our prayers are all dif-

ferent, yet all directed to the same Source). What does matter is that we have a program to connect with our Inner Guide, to become centered, and to become aware. When we are in that place, the questions, the problems and the demands can be lined up from our door, down the hall to the parking lot. They can all be screaming for attention, but you will know which ones to listen to, which ones to tell to "have a seat," and what actions to take.

Around The World Without A Plan

I love to travel. I used to plan my trips in great detail. That is, until I realized that doing this ruined the whole adventure. If I had a traveling companion, the scheduling and planning put unnecessary pressure on both of us. Once I started to let go of my need for complex, advance planning, the trips went so well that I began to let go more and more.

In the winter of 2001, I took a trip around the world. Before I left, I did make some contacts in several countries that I planned to visit. I purchased an airline ticket from Providence, Rhode Island to Los Angeles, California, to New Zealand, and then on to Sydney, Australia. However, I purchased no tickets within Australia or to my departure point, Perth, on the West Coast.

My ticket resumed from Perth to Johannesburg, South Africa, then down to Cape Town, back to Johannesburg and then home via Kennedy Airport. The only firm commitment I had was to visit family members, whom I had never met in Christ Church, on the southern island of New Zealand.

Just before I left Connecticut, I decided I would de-plane in Auckland (on the north island) to see my cousins. At the arrival waiting area, I looked at the people sitting and standing about. I

walked right over to my cousin and namesake, John Adams, who looks nothing like me and whom I had never seen before. I knew him from being connected to my intuition. We spent some time in Rotorua, a magnificent volcanic area, before I went on to Christ Church.

Once in Australia, I discovered a price war was going on between domestic airlines. Several of them had recently begun service after the government had de-regulated air travel within the country. I ended up flying very cheaply.

In Johannesburg, I stayed at a backpacker's hostel for a couple of days to become acclimated to the culture and traditions. From talking to other travelers, I discovered some of the best places to go and how to get there. Due to the great exchange rate—eight Ran for a dollar – I was able to afford a little red rental car and traveled around the country. I never knew from one day to the next exactly where I would sleep. The trip was fantastic. What made it so easy was constantly listening to my intuition. My inner feeling of where to stop and what to see led me to marvelous little towns, lodges and hostels, where I met people from all over the world.

This is just another example of how your life can change when you begin to listen to that still, small voice within. Throughout this book there have been suggestions and exercises to get you started or advance your listening skills. You can start your day out right by dedicating yourself to listening for guidance. Then relax and enjoy the trip.

Balance of the mind, body and soul is the result of attention to corporate mental, physical and spiritual health. A healthy work environment is not limited to our physical surroundings. It encompasses the whole human experience, which includes our senses. Music is still music if played only on a violin, but incor-

porating all the instruments of the orchestra creates a symphony. Put your business ensemble together by combining this Practice with the *Eighth Principle*, “*Your Business Is Not Of This World*,” and you will be partnered with the Divine.

A cold, spartan work place is no place to bring out the senses that mean business. Start redecorating now with the little things that matter to our senses.

Now that we are sensitized and open to our Inner Guide, it is a good time to talk of our oneness as a company of members. That comes in our next chapter, “*Unify Through “We” Power*. ”

“The senses are the guides that can take you to the inner world of your heart.”

— Anam Cara

*“In the workplace,
words are our most frequent tool,
and the leader’s words can work magic,
can create the environment
and the work and the morale,
and can create a whole new
way of thinking.”*



James A. Autry

“Treat employees like partners, and they act like partners.”

— Fred A. Allen

The Ninth Practice Unify Through “We” Power

The Meaning of Words

Words, and how we interpret their meaning, have a powerful effect on how we feel about our association with a business. From the very beginning, I started to refer to Adams and Adams Building Services as *our* company. Even though I had no other partners in this venture, I felt that the people who worked *with*, not *for*, our company were as much responsible for its success or failure as I was. The idea for our company became a reality due to the belief of our customers, members, suppliers, and friends.

Our Team

When we were a startup company with ten members, I knew that if one member did not show up the rest of us would have to work ten percent harder. If two were out, we cleaned until the wee hours of the morning. Three people missing meant an all-nighter for me. That is when I began to see the *we* not *me* approach. I learned to worship our workforce and treat them like family with courtesy, love, and respect.

This approach started my development of what I call the “We Attitudes,” which is an inclusive feeling and disposition toward business. It embraces the whole team within our vision. It is not focused on the exclusive *I* or *me*, but it includes the whole organization.

I have been using this approach to writing this book. I hope you don’t mind. When I started the final draft, I realized that I sounded like I was lecturing rather than sharing the Principles and Practices that I also desperately needed to grow our new business. We definitely are going through this together and I hope my *We Attitude* of writing demonstrates that.

As the *We Attitudes* become part of our business culture, other people will start thinking and acting like part of our corporate family. With a change of attitude comes a change of language. It is not *my* job to do it right, but *our* job to do it right. It is not the *company’s* equipment, it is *our* equipment. We are not *employees* subordinated to management and supervisors, but *members* of a team. We celebrate together when we get a new customer and share our grief when we lose one.



Adopt A New Language

Why not change the subservient sounding term “employees” to “members” or “associates?” Those who serve our administrative needs are “creative assistants,” rather than “secretaries,” and “janitors” and “cleaners” are truly “cleaning specialists.” Walt Disney Productions calls its staff “cast members,” which continually reminds them they are there to perform for their customers. A positive change of perception occurs when we have a job title of which we are proud. It validates us and puts a positive spin on what we are doing. To some, this might be embellishment, but there is nothing wrong with getting dressed up a little before we go out. More formal is more prestigious. Although we did not have money to spare, we provided uniforms for our cleaning specialists from the very start. They sported sky-blue shirts with the company logo above one pocket, their name above the other, and the American flag on their right shoulder. In our field, a clean, well-designed uniform was a symbol. It gave each individual a sense of identity and pride in what he or she was doing.

Here are some other examples of words and terms that redefine the corporate culture and replace that tired old business paradigm with an enlightened one:

Job	<i>becomes</i>	Function or Work
Subordinate	<i>becomes</i>	Co-worker or Co-creator
Janitor	<i>becomes</i>	Cleaning Specialist
Human Resources	<i>becomes</i>	Member or Associate Services
Business Meeting	<i>becomes</i>	A Vision Quest
Employee Appraisal	<i>becomes</i>	Joint Company/Member Growth and Development Meeting

Problem	<i>becomes</i>	Challenge or AFGO (Another Fine Growth Opportunity)
Shouldn't, Couldn't,	<i>becomes</i>	ABOLISH THEM
Maybe and But	<i>becomes</i>	GET RID OF THEM TOO

Look at the statements on the left and then the ones on the right. Which ones create a positive mental attitude and which one is symptomatic of defeat and shallowness?

They are temps (temporary)	<i>or</i>	They are guest members
Let's get rid of the deadwood	<i>or</i>	Maybe this isn't the right job for them
This project is doomed	<i>or</i>	Let's give this idea a chance
This is hopeless	<i>or</i>	The sun will come out tomorrow
They are a waste	<i>or</i>	How can I help them?
This place is torturing me	<i>or</i>	How can I look at this differently?
I feel trapped	<i>or</i>	This too will pass
I dread going to work	<i>or</i>	I need to change my attitude or my job
Back to the old grind	<i>or</i>	Charge!

Some Examples

See how changing our vocabulary alters the way we feel about a term or function? It is critically important to eliminate the feeling of threat from our communications, while remaining within the legal confines of good business practices. For instance, compare the welcome to new members of Adams and Adams with the greeting from Kash Is King as if this was your first night on the job.

WELCOME TO KASH IS KING FINANCIAL SERVICES

Welcome to Kash is King. You have joined one of the fastest growing organizations in the field of financial services. As a new employee, you will be trained according to time-proven methods of wealth accumulation. Your rewards will be great by following our formula for achieving financial power and success.

Please keep in mind that the opportunities available at Kash is King are limited only by your own efforts. Follow the Standards of Performance provided by your supervisor. These are your "marching orders" for excellence.

You are an important part of the continuing growth and profit of this company. You will be rewarded for a job well done based on standards of performance, profit, and Continuous Quality Improvement. We invite you to adopt these norms as your objectives.

Remember, at Kash is King, you are playing an important role in one of the most successful financial management companies in America. Together we will realize our mission of Performance, Profit and Service.

Sincerely,
Marvin Shallowheart
President

WELCOME TO ADAMS AND ADAMS BUILDING SERVICES

Congratulations on your decision to join the best commercial cleaning company in New England. What makes us the best? YOU, our Company Members.

You are now a very important part of a First Class organization. We take pride in our reputation for providing spotless cleaning, excellent service, quality and reliability to our valuable Customers. That reputation was established and is maintained by you, our fine Company Members. Our success, both now and in the future, is in your hands.

We hope you can see the important part you will be playing as a Member of our company. At the same time, we sincerely hope you realize many benefits from your association with Adams & Adams. We want to take part in your dreams and visions and join you in your journey to success. We offer many opportunities for self-development here. If we can assist you in any way, please don't hesitate to ask.

Remember, at Adams & Adams, YOU are the company, YOU make it happen. Please join us in "Providing the highest quality professional service through excellence in cleaning."

Sincerely,
Robert K. Therien
President

(Source: Adams and Adams Building Services Member Policy Handbook. 1999 Edition)

Now, which one gives you the feeling inside that you are about to join a company with a soul? Which one encourages your spirit more?

Old habits are hard to change. Although we create a new language in our company, the old terms and phrases will continue to bleed through. To reinforce the use of our corporate cultural dialect at Adams and Adams Building Services, we developed signs and symbols like the ones you just saw. Transformation of our company language is an evolutionary process just as the steps to realizing *Miracles at Work* will be. Take it one step at a time and enjoy the trip.

Work Safety

The workplace provides a unique opportunity to build fellowship where we are acknowledged and respected for our common beliefs as well as our diversity of ideas and individual genius. This should be a safe place for us to be ourselves, where an attitude of *Oneness* reminds us that our real home is in the heart of God, and leadership comes from a place that gently, but enthusiastically, captures our loyalty and devotion.

Although I am not a television watcher, lately I have become hooked on C-Span and public television in the evening. The documentaries on the Public Broadcasting Service and the great speakers on C-Span provide a terrific learning experience.

One night, General Electric CEO, Jack Walsh, was answering questions for an audience of aspiring entrepreneurs at Fairfield University. His philosophy of getting rid of the lowest performing ten percent of the staff at GE has given him the reputation of being a hard-hearted leader. Even so, throughout the series, he emphasized that the power and strength of a company are held within the potential of its people. Transforming GE into the

most powerful company in the world was done, he says, by programs of continual personal improvement, including the intellectual, physical, and ethical advancement of the workforce.

Getting Started

Why not start using the *We Attitudes* as soon as you can? Why not start today by eliminate the *my* or *I* from your organization? Replace them with *we* and *our*. Start right now by including everyone in your organization, and do not forget your vendors and independent contractors in the *We Team*. Next, create a whole new vocabulary to change your corporate cultural language one word, term, or phrase at a time. As you do that, keep in mind that the intent of your inclusiveness is most important. That intention must be genuine not manipulative. To be authentic requires the openness of sharing company plans, data, decisions and profits. Never underestimate the power of a group of appreciated, dedicated, inspired individuals working together. They hold the key to success.

"Employee Know Your Place," is not part of *We Power*. The *We Attitudes* lead to the sharing of our abundance, which creates more for us to share. When we think in terms of oneness, rather than separation, our vision is joined and supported by the rest of the business team.

Now it is time to visit our final Practice, which will vitalize your company and clarify meaning and purpose for your members. Join me in Practice Ten for the beginning, rather than the end of *Miracles at Work*.

"Each of us needs to believe the organization is ours to create if any shift is to take place in how customers are served, students are taught, patients are healed."

— Peter Block

*“What lies behind us
and what lies before us
are tiny matters compared to
what lies within us.”*



Ralph Waldo Emerson

"You are not a human doing but rather a human being"

— Wayne Dyer

The Tenth Practice Vitalize Your Workforce

R & R

Not long after I started our contract cleaning business, I had a backyard chat with my next door neighbor over the chain link fence between our yards. My neighbor was a broad, strong, healthy retired construction worker probably thirty years my senior. As a supervisor of many construction crews, he had some sound advice for me. One of his last jobs, according to him, was with a company that had been passed on to the son by his father. The father had made it a habit of being on the job every day to

check each site, to make certain that everything was going according to plans and to ensure nobody in his crew was loafing. The son was not as conscientious, however. Before long, the business had begun to fail.

"Take my advice," my neighbor warned. "Don't trust anybody to watch out for your business. Check each of your jobs every day or the same thing will happen to you." I took my neighbor seriously, but had a different approach to building a business. Here is what led to my method of growing our company.

Guilt Or Sacrifice

After spending fifteen years in federal government service as an air traffic controller, I became accustomed to enjoying lots of time off. I received five weeks of vacation each year, along with thirteen paid days of sick leave and nine holidays. Additionally, by taking advantage of The Flight Familiarization Program, which allowed me to fly on duty status in the cockpit jump seat, I could enjoy eight more days away from the control room.

To me, a big part of the joy of work was getting away from it and returning with fresh eyes. One cold, winter day, I flew early in the morning non-stop on Delta Airlines from Hartford, Connecticut to Fort Lauderdale, Florida. By eleven in the morning, I was sunning myself on the beach. I caught the early evening flight back to Bradley International Airport, arriving home before midnight. My fellow controllers thought I was foolish to travel all that way for just a day, but while I was sitting on the beach they were working in a dark radar room in the cold of Connecticut.

Suffering To Success

I had read stories of business owners who devoted their whole lives to baby-sitting their creation. In particular, one story I remember was about two hardware store owners who had not taken a day off, except Sunday, in forty years. In their seventies they decided to sell out but wondered what they would do with themselves. Can you imagine? Forty years without a vacation! Do you think they experienced a full life before or after they retired? How could they, when their life was their hardware store?

All the stories and warnings about watching the business closely concerned me. After all, these were people with great business experience. Surely they knew more about managing their time and running their business than did a novice like me. Or did they?

Balancing Act

I love to travel and experience new people, places and adventures. I did not feel that I had to sacrifice all that when I became a business owner. Although other business people warned me that I could not trust the company in the hands of others, I felt I could maintain a balance. Business owners who do not take time off are just as out-of-balance as the ones who are not taking care of business. They fail to learn the secret of getting away from the office to promote the health and soul of their company. They see themselves as the presence to oversee and control everything. With this approach, they neglect to take time to recharge their batteries.

Real Teams

Under this premise, a real team will never be created because others are not empowered to take the helm. Such business owners never take time to get out of their caves to see what the competition and the rest of the world is up to. Finally, they may never discover my axiom that states, "In the week prior to our vacation we will focus on our top priorities and accomplish more than we would in a month." Thus we take a week off and gain two or three more, which puts us ahead of schedule. Then we return rested and refreshed. It never fails that the closer I get to my day of departure for a week in the Virgin Islands or an extended sail on my sloop *Miracles*, the more I get done. Getting away creates an automatic deadline for us. Before we leave, we concentrate on the most critical and important matters that must get accomplished or delegated.

Leave And Receive

Getting away for even a morning or day also enables you to build a responsible team. Even if you run a one-person operation, you can develop a system to leave clients in good hands or methods to maintain communication with them while you are gone. Then if you become ill or are called away for an unforeseen emergency, you will have a method in place to care for your customers' needs.

Over and over again the maxim, "You get what you expect," comes back to me as a cornerstone for building our vision. In the Old Testament it says, "As you think so shall you be." (Proverbs 23:7) I was accustomed to time away from work so I was programmed to expect it when I started our business. It was one of

the most beneficial mindsets I brought with me, because it helped build a dynamic team. As a result, our company eventually evolved as a place of self-dependency and continual renewal.

My Uncle Alex lived in Saskatchewan, Canada near the tiny town of Arcola where he took over the family farm. The farm was over 1,200 acres. The frontage was prairie land where my uncle and his family raised grain. The back of the property was rolling hills that led up to the Moose Mountains where he raised hundreds of heads of cattle.

He leased out and then sold the farm when he was in his early 50s but I thought he was in his late 40s. That was partly because my Aunt Grace suffered from asthma so acutely that they had to move to Phoenix, Arizona for her health. I was right out of high school and had just entered the service when this happened. It had a profound effect on my life because when I saw him in early retirement, it planted a seed in my mind that I could do likewise. So when I thought of a career, I thought of retiring early to follow in Uncle Alex's footsteps.

That probably wasn't the primary reason I joined the Federal Aviation Administration (FAA), but it was in my intention and I could have retired from the FAA at 46 as I said before. That's why, when I started my company Adams & Adams, I had a 10-year retirement plan. I am sure most businessmen and entrepreneurs would consider this utter fantasy. But I didn't ask them and I didn't share this with them. It's something that I held within my own belief system. If it had not have been for my second divorce, I would have been able to retire at 46. The month I made my last payment to my second wife, I sold the company.

The day I realized the company did not need me anymore was when I was ready to say goodbye. Now, I watch from the sidelines as it grows and prospers. I receive dividends while I am free

to write, speak and build a *Life Without Limits*. We create shackles for ourselves rather than wings if we build a company that is totally dependent upon us.

Contemplative Business

Even before you get to your place of business, you need time to contemplate and reflect. Often, I get up early to plan my day, read, meditate and write. Then I am centered and ready to take on the frenzy of the business day. As a business owner or manager, our job is to think, plan, create, and innovate. We are leaders and guides. People expect us to know the next step, have the big picture and a vision. To do that, we need quiet time to go within and discover the answers.

At Adams and Adams, unless I had an early morning appointment, I would not get to the office until late morning. However, when I did arrive I was clear about what my plan was for the day. Our business was primarily a night-time cleaning operation. Because the real action happened after the end of normal business hours, I rarely got home for dinner, often staying in the office or out in the field until late at night.

Later, as the company grew, I began to take off on Fridays and worked at my Mystic house. There, I could sit in the backyard next to the woods, surrounded by nature and warmed by the sun, to write proposals, develop systems, and call customers. I must admit that Friday's work often spilled over into the weekend, but it was pleasurable and productive doing it in a different venue with a minimum of interruptions, at a more relaxing pace.

Now I am taking myself away to *Miracles* or another peaceful place to write because the distractions at my office are too great. Cemeteries are great places to find solitude. Yes! Graveyards.

There I find nature, history and spirits galore in perfect peace. All of us need to do whatever works for us to find a place to concentrate and enjoy unencumbered creativity.

Retreats

One winter, I took a week away to read and study Peter Drucker's *Managing for Results* on the beach at Lauderdale by the Sea. I returned filled with new ideas and answers to many questions. Another time, at a friend's condo in Pompano Beach, I worked all week by the pool on a big cleaning proposal. I have disappeared to the library or the boat dock to write or work on a new business system. One spring, I rented a room for five days at the Willows Motel in Charleston, Rhode Island to write a training manual. If I had not gone away, I would have given in to distractions.

Diversions

The opposite of using our time away from the office wisely is to waste that precious time on activities that do not benefit our mission and purpose. I recall a consultant who was helping me with a business plan whom I noticed expended an enormous amount of effort at Chamber of Commerce functions and teaching at business seminars. It became clear to me that he was not taking care of his real business. Or was he? Now, he teaches business courses at the local community college, getting paid for his real passion.

Recently, I found myself devoting more time to helping create an association devoted to promoting spirit at work, and assisting a friend put together yoga retreats on St John in the U.S. Virgin

Islands. Dee, my office manager, did not say much about this at our weekly VisionQuest meetings, but she knew I was diverting my attention to another spiritual journey to avoid facing my fear of failure as a writer and speaker. Once I refocused on my calling, we began to get back on course. Again, I was reminded that these Principles and Practices are as much for me as anyone.

An associate of mine in a carpet cleaning business partnership, Ray spent considerable time promoting the business at trade shows and other gatherings. Their small company was marketed with a big enterprise scope complete with billboard advertising and radio commercials. Ray was responsible for that end of the business. Eventually the partnership ended and Ray went into broadcasting to fulfill his passion.

Another story is told by Brian Tracy, a great business teacher and one of my first corporate mentors. At one of his seminars, he met a woman who owned a real estate agency. She complained about having trouble meeting her sales goals. When Brian asked her what she wanted most in life, she replied that she just wanted to make lots of money and get out of this “damn business.” Without a change of attitude or a change of heart she would never meet her objectives.

Escape Or Renewal

If you start to take time away from your business to escape it, if it starts to cause you nightmares or feels like it is imprisoning you, you may be in the wrong profession. Occasionally we need to put some space between what we love and ourselves. Building a business can be fearful, but after mounting each new hurdle we experience a feeling of exhilaration and renewed confidence. Then we are ready for the next challenge. The next hurdle, the

next day or month, may seem like torture. Then it is time to re-evaluate your intentions and desires; revisit the Principles and Practices and you will find new direction.

Symptoms of overload, burnout, and imbalance begin to disappear when we surrender to that Power greater than ourselves, whether we call it the Christ, Buddha, Allah, or the Higher Self. We need to know when to quit and go home or take time off. Often I did not, and now I regret that. We all know that a full life is a matter of proper equilibrium. Balance begins by staying in touch with our needs, as well as the needs of others. Our health and wellness enables us to nourish the soul of our company.

Rest, relaxation and contemplation are essential to the health and wellness of the corporate Soul.

Meeting Humor

Practice Ten reminds me that starting a meeting with lightness and humor lays the foundation for its effectiveness. Truly, laughter in the workplace is the first sign of health and well being. It breaks the tension as it creates a relaxing chemical reaction in the body. I have had the privilege of visiting thousands of companies since I started in business. I am always intrigued to see that, just like an individual, each company has its own personality. The most successful ones are often those with a lighthearted approach to working. They have cartoons and numerous sayings on the bulletin boards. Each person's work area is individualized with his or her own favorite humorous sayings. The atmosphere can often be chaotic and loud with a lot of puns and laughter. These companies take their business and customers seriously, yet they do not hesitate to poke fun at one another and this crazy world in which we live.

I could always measure the amount of healthy free spirit in our own company by the humor that occurred outside my office door. My office was at the end of a hall that acted like a funnel for conversation, noise, and laughter from the cluster of cubicles that made up our operations area. The noise could sometimes be a distraction and irritation. Yet, I always reminded myself, as I gently closed the door, that all the commotion was a symptom of our corporate well being. A quiet, somber workplace is a sure sign of faltering morale and corporate illness.

Good humor is evidence of not only a healthy company, but also a healthy person. Many examples have proved that laughter emits healing chemicals into our system. A good one is the story of Norman Cousins, who was Editor-in-Chief of the *Saturday Evening Post*. Cousins was hospitalized with a terminal illness. He decided that if he was going to die, he might as well die happy, so he invited his friends to bring funny movies to his hospital room and laugh it up. They carried on so much that Cousins and his friends were asked to leave. They continued their laugh therapy at Cousins' home. He eventually recovered fully from his illness. He wrote a book about it called *Anatomy of an Illness*.

Years ago, I attended a workshop at Asnuntuck Community Technical College given by Joyce Saltman, a laugh therapist. The whole day was devoted to humor and laughter as well as recognition of our individual uniqueness. During the day, anyone could request a standing ovation from the entire audience at any time. When was the last time you had a standing ovation? Picture yourself successfully telling your favorite joke or story and getting that recognition. Doesn't it feel wonderful?

Speaking of humor, remember the wise judge who decided my divorce settlement? I got a call not long ago asking me if I would speak to the East Hartford Rotary Club on *Miracles at Work*. The

voice of the man on the line sounded familiar. When he said his last name I responded, "are you the judge in the Hartford Superior Court?" "Well, yes I am," he answered, "but I'm semi-retired." It was our divorce trial judge, and I had a good time telling the story of that trial to the Rotary Club while keeping the judge's name a secret until the end of the meeting. Then I motioned to the good judge sitting next to me and said, "and the judge who sat on the bench during that divorce trial is here today!"

Dance As If No One Is Watching

Music and dance also release our spirit to play, create and innovate. This art form is recognized and appreciated universally for putting our words, feeling and energy, our very being, into a harmonious flow. It transcends language, as well as cultural, national and religious boundaries. I sense that something is missing when music and movement are left out of an event that I am attending. Music and dance are basic forms of expression that belong with us in school, church, social activities, business, and leisure. The most famous and infamous leaders in history have used music to instill team spirit, a sense of oneness, and inspiration. Marching cadence has been used to rally the spirits of soldiers for centuries. Hitler's Third Reich employed the music of Wagner in propaganda films and gatherings. The hymns and chants used in religious ceremonies are repeated to bring the worshippers to a place of ecstasy, and every country has a patriotic anthem to arouse the audience to a place where they are willing to die for the good of their homeland.

Music sets the mood. Studies have proved that the use of different types of music will bring about different intrinsic and

extrinsic results from the listeners. Just consider an audience's reaction to a favorite rock group. What is your favorite love song? How about your favorite hymn or chant? And doesn't our National Anthem bring tears to your eyes?

I attended an Anthony Robbins Personal Power weekend several years ago. As strangers waiting in the hotel lobby to get into the conference area, we could hear music vibrating behind the big brown, padded, leather doors. When the doors swung open, we poured in to the sounds of rock 'n roll. Within a half an hour, Robbins had us standing on our chairs dancing to the music and giving one another back and neck massages. It was the best icebreaker I have ever witnessed. Periodic music breaks kept our spirit and energy high all weekend. The forces of music and dance, when used appropriately and effectively, can inspire action toward the mission of your organization by facilitating team creativity, innovation and energy.

Rock On

This does not mean your company needs to be rocking in the aisles to be healthy, but it does remind us of the value and richness of the underlying traits of your company. Encouraging humor, music, and movement in your company sets the mood for a lasting romance within your team. These are cultural mores that connect the members of your "tribe." Other forms of movement can encourage team spirit, healthy competition, and sportsmanship, such as after-hours sports, a walk for charity, or yoga classes offered at lunch hour. Anything that promotes or enhances the physical and mental health of individual company members strengthens its competitive advantage.

Balance

A company is only as healthy as its members are. Promote programs of physical, intellectual and spiritual health and well being in your organization. Begin by serving as an example to your team. Bring in a Yoga master or a dance or laugh therapist. Your competition may laugh at you, but you'll have the last laugh.

Don't keep their noses to the "grindstone." Vitalize your work force through essential wellness programs of mind, body, and spirit. Rest, relaxation and contemplation are also important as are the other examples we have discussed to vitalize our workforce. By practicing them you will be on your way to becoming an enlightened business leader.

"Necessity may be the mother of invention, but play is certainly the father."

— Roger VonOech

Summary

Thank you for joining me on this journey of business transformation. Writing *Miracles at Work*, my first book, has been one of my greatest challenges. Enormous effort often breeds monumental results. Before I discovered *A Course in Miracles*® (ACIM), I had never met an author. Now I am one.

Although this book is not solely based on *A Course In Miracles*®, that has been my personal spiritual path and salvation. There are many paths that reach the same summit. They all progress toward Divine Unity through the triumph of love over fear.

Writing *Miracles at Work* has reminded me once again that we understand more inherently what we teach. We all share the role of teachers and students. So, along the way, I rediscovered over and over again the meaning and purpose of these Principles and Practices. They have transformed our business, *Life Without Limits*, from a “doing” company to a “being” company—being in the sense that now I am ready to let go and allow my Inner Guide to lead the way.

Trust, surrender and forgiveness are not easy for the ego to accept, but the result of this continual spiritual practice will be a revelation in your whole experience of work. The change could be so dramatic that you will begin to accept your true greatness and that of others. Then we will meet together on that path that leads to a *Life Without Limits*.

Remember...

Always expect Miracles
because...

Something Wonderful Is About To Happen!

Appendix

The AA (Alcoholics Anonymous) and Al-Anon 12 Step Program

The following description is taken, in part, from the Al-Anon handbook, *One Day at a Time*:

"The Al-Anon Family Groups are a fellowship of relatives and friends of alcoholics who share their experience, strength and hope in order to solve their common problems. We believe alcoholism is a family illness and that changed attitudes can aid recovery. Al-Anon has but one purpose: to help families of alcoholics. We do this by practicing the Twelve Steps, by welcoming and giving comfort to families of alcoholics, and by giving understanding and encouragement to the alcoholic.

The principles [that these Steps] embody are universal, applicable to everyone, whatever his[her] personal creed. In Al-Anon, we strive for an ever-deeper understanding of these Steps, and pray for the wisdom to apply them to our lives.

1. We admitted we were powerless over alcohol—that our lives had become unmanageable.
2. Came to believe that a Power greater than ourselves could restore us to sanity.
3. Made a decision to turn our will and our lives over to the care of God as we understood Him[Her].
4. Made a searching and fearless oral inventory of ourselves.

5. Admitted to God, to ourselves and to another human being the exact nature of our wrongs.
6. Were entirely ready to have God remove all these defects of character.
7. Humbly asked Him[Her] to remove our shortcomings.
8. Made a list of all persons we had harmed, and became willing to make amends to them all.
9. Made direct amends to such people wherever possible, except when to do so would injure them or others.
10. Continued to take personal inventory and when we were wrong promptly admitted it.
11. Sought through prayer and meditation to improve our conscious contact with God as we understood Him[Her], praying only for knowledge of His[Her] will for us and the power to carry that out.
12. Having had a spiritual awakening as the result of these Steps, we tried to carry this message to others, and to practice these principles in all our affairs."

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