

*“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 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 like 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 questions, 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: *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 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	Meredith Corporation
Anthony Robbins International	Southwest Airlines
Berkshire Hathaway	The Body Shop
Charles Schwab	The Motley Fool
Disney	Tom's of Maine
Google.com	Vanguard
Irving Oil of Canada	Whole Foods
Lego Systems	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 dis-empowers us.

The most powerful things about 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 EMOTIONS**

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Dismissed	Scared	Withdrawn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

**ADD YOUR OWN:**

**SOME LOVE-BASED EMOTIONS**

Accepting  
Alive  
Alive  
Carefree  
Comfortable  
Compassionate  
Confident  
Connected  
Consoling  
Contentment  
Encouraged  
Exhilarated  
Expansive  
Exuberant

Free  
Fulfilled  
Generous  
Grateful  
Happy  
Harmonious  
Healed  
In Control  
Inspired  
Invincible  
Joined  
Joy  
Loving  
Peaceful

Potent  
Powerful  
Relaxed  
Replenished  
Satisfied  
Secure  
Self-Assured  
Self-Fulfilled  
Soaring  
Strong  
Successful,  
Triumphant  
United  
Warm

**ADD YOUR OWN:**

## The Choice

At any given time, we can choose between thoughts based on either love or fear. Our mind quickly shifts 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 high 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, dark 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