

*“If you have built castles in the air,  
your work need not be lost;  
that is where they should be.  
Now put foundations under them.”*

— **Henry David Thoreau**

## **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 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 most of the unemployed air traffic controllers facing financial and emotional catastrophe, but I had already experienced one “crash landing” in my life. My dreams of becoming a pilot had been shattered when I’d flunked out of the Army helicopter school for not being able to solo in the specified time. That had set me on the road to becoming an air controller, a role in which I felt like a fish out of water. This time I was determined to see my “misfortune” as my opportunity to soar. Being fired became the catalyst that propelled me into starting my own business—something that I had dreamed of, planned for, and put off for many years.

A few things had been holding me back from getting my business started. 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 cleaning service, had my business cards printed and started writing letters of introduction to the largest businesses in town, I remained in the runup blocks 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 freedom came over me. It was like a revelation, an awakening. There were no longer any limits to what I could attain—to the heights 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 (employees) 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. I am still flying and vision seems unlimited.

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 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 *Practices of Business Success*, which is the basis for this book. Combined with the *Principles of Upside-Down Thinking*—an enlightened approach to doing business and life itself—this simple method of renewal helps 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 get off the ground 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 into. 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 meaning and purpose to life. Using your wealth to best serve others as well as your true Self, is the key to freedom and bliss.

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?

Somewhere, deep inside me, there was a belief, a knowing that this was what I was meant to do. That still, small voice from within encouraged me for almost nine years to start my own business before events got me airborne.

Have you heard that same voice? Is it consistent and un-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!**

I am convinced that following these *Principles and Practices* will lead you to the discovery of a true 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 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 I, the Principles of Upside-Down Thinking, is a philosophy of doing business as well as living. Book II, the Practices of Business Success, offers a unique approach to organizational design and creation not taught in business schools.

### **Book I — 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 a dedication toward their daily use, the rest of the book will be diluted and lack the effect for which it was created.

### **Book II — 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 first. 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 deeper together as we demonstrate our new skills to others. Let's get started.

## **BOOK ONE**

### ***The Principles of Upside Down Thinking:***

- I. A Great Purpose Builds A Great Team
- II. Embrace The Moment
- III. Change Your mind, Change Your World
- IV. Let Spirit Drive
- V. Make More Than Money
- VI. Judge Not; Profit More
- VII. Break Out Of Victim Prison
- VIII. Your Business Is Not Of This World
- IX. Give Away The Business
- X. 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?

### **Take a 100-Day Test Drive**

Take all of these Principles for a 100-day test run yourself. Starting with the first principle, take one a day for 10 days. 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 am *having a love affair* with life and business.” 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, start over with the first Principle and see if there

isn't a marked difference in your business life. Do this for 100 days and measure the results for each phase. 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. 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 you are all about to discover Miracles at Work. In less than three months, you will detect a transformation of your business. Then take one Practice at a time, starting with what your company needs most, and incorporate it into your operational systems and business environment. This will take another ten weeks as the change continues to occur. Then get everyone onboard for a 100-day test drive to reinforce Miracles at Work into your business culture.

Begin right now by weighing your everyday decisions against the inverted principles. It will be difficult at first, because you are accustomed to the old-world 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? All right, let's go!

*“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