

Personal Excellence

The Magazine of Personal Leadership

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February 2006

Jack
Canfield
**Recipe for
Success**

Dr.
Laura's
**Live a
Good Life**

**Take
Command
with
Apprentice
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Kelly Perdew**

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Personal Excellence

February 2006

The Magazine of Life Leadership

CHARACTER • CHOICE

The Good Life

You can move toward it daily.

by Laura Schlessinger

MANY PEOPLE BLAME THEIR DISAPPOINTMENTS in life on their parents and childhood.

Tragically, many of us are made to suffer as children: beatings, rapes, torture, neglect, abandonment, parental divorce and remarriage, siblings or stepchildren to compete with, alcoholic or drug-addicted parent(s), parental mental illness, browbeatings, parental insensitivity, psychological and emotional assaults, parental affairs, family turmoil, molestations, violence, single parent by choice or irresponsibility, and so forth. We may have been victims of self-centered, evil, ignorant, or weak adults.

Sadly, many folks stay stuck in their childhood ugliness—for decades, sometimes forever, angry, bitter, self-destructive, depressed, anxious, or out of control. They become career victims—always unhappy, demanding, a big chip on the shoulder, an attitude of entitlement, and a propensity for spreading ill cheer. I've seen family and friends sacrifice for and cater to these people, in the hope that they could heal them.

The question is, "What makes some people hold onto being a victim—and what makes others choose to improve their lives?"

The answer is control. When you are a perpetual victim, the past is in control of your present. Unfortunately, much of the popular view keeps people in self-pitying, victim-mode mentality, robbing them of optimism, confidence, hope, growth, and change.

The Good News

Here is the very good news: if your problem is what you *do* to yourself, it means that *you* are the one with the *power* and the *control* and the *choice* to make it be different.

You are not simply a product of your experiences. You are a product of what you make of and do with those experiences. Having *been* a victim as a child is involuntary. Continuing to be an adult victim is voluntary. In fact, there is a



straight-line connection between early childhood unhappiness or trauma and the self-destructive decisions you are making today. You may not realize that you are trying to repair yesterday by playing back that old home movie with today's characters, wondering, "Why does this keep happening to me?"

When you're a conqueror, the present is controlled by your choices, in spite of the pain and pull of your past. Inspiring, isn't it? Yet it is so

difficult for some people to make up their minds and follow through, to become conquerors.

A good life after a bad childhood is not easy to create, but you do have control over that. In a bad childhood, you struggle against external forces. To come to a good life, you struggle against internal forces.

Most of us have gone through some of the steps in growing from a bad childhood to the forgiveness that stimulates a good life: 1) shock and denial; 2) awareness and recognition that you have been abused, hurt, and offended; 3) appropriate expression of feelings of hurt, grief,

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and anger; 4) validation of your perspective with some form of justice; 5) a plan for minimizing opportunity to be hurt again; and 6) letting go and moving on with your life.

I believe in forgiveness that involves you renouncing anger or resentment against that person, but does not excuse or pardon them for their harmful actions, nor does it require you to stay involved with them in any concrete way. Forgiveness does not require forgetting the wrongs against you (or others); it should not absolve them from their guilt, nor from the appropriate consequences, but it does require you to move beyond certain emotions like humiliation, grief, resentment, rage, and so forth. Your forgiveness is not for their sake, it is for yours—it becomes a commitment to your own well-being. You cannot have a good life if your mind and heart are dominated by negative emotions.

There is a way out of, or improving, every situation you find yourself in; and those things that can't be fixed can be endured, learned from, improved—and never repeated. Some people may feel that they are fated to failure—or some poor condition or compromised life. Those folks who feel this way are often scared of *change, growth, challenge, and taking risks* that could lead to more disappointments or failures. Those who feel “doomed” have often been undermined early in life by poor or horrendous parenting, personal limitations, bad experiences, and little or no support from someone they admire and respect. Being a “loser” then becomes a safe, secure, comfortable *habit*—with a million excuses and emotions to justify not trying anymore because “why bother,” “who cares,” or “it won't ever happen to me.”

Other people become proactive and break out of abuse or poverty. They have amazing grit, determination, will, guts and don't take a “no” from life as an acceptable answer. Others make a connection with someone who inspires them, supports them, challenges them and gives them hope—God, a friend, or social worker.

How can you thrive in spite of an unhappy childhood or poor parents? Thriving has to do with making your life have *meaning*. And for your life to have meaning, you must be directed outward. Victimhood, self-pity, self-destructiveness are all selfish and won't lead you toward joy. You can make the decision to become the master of your emotions and fate instead of the slave to them.

You may be a late bloomer, but I believe that eventually you can *blossom* (a word that suggests something natural—grounded in *nature*, not *nurture*). I believe that every

life has purpose, and you are responsible to search that purpose and commit to it.

You will more fully see and achieve the purpose your life when you realize that happiness is not gained by getting—it is experienced by being important to someone else, even a total stranger. Think not about what life was or is supposed to give you—think more about what you could give someone else from your gut, soul, hands, heart, and mind. There are children and adults whose lives could be altered forever if you were to get out and help them.

Why care to change and grow? Why not settle for status quo? Because your life should not be wasted in waiting to die, just because you've had some bad luck or lousy experiences. Happiness and joy are an important part of life. You are hurting and damaging the lives of other people (family, friends, coworkers, neighbors and strangers you glare at). It isn't all about you, ever. Everything you do impacts the universe.

Even in a good life, bad things happen. How do you keep balance and bearing?

After a reasonable time of sour grapes, anger and hurt, you turn to loved ones, to your faith, and your own gumption to get back into the fray.

Start Today

You can have a good life no matter how bad your childhood. It may not be a perfect life. You may never have all aspects of your life filled with serenity and success. While you may never choose to have children, you might volunteer to comfort or care for children. Your fears of

intimacy may preclude you from becoming close to one person, so you might give of yourself by participating in civic programs, religious missions, and so forth.

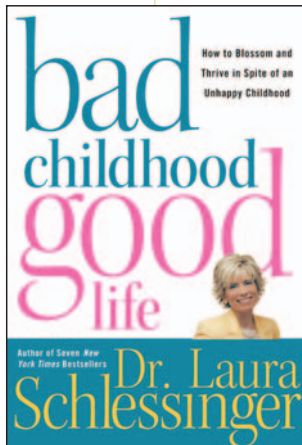
Engaging in activities and relationships that are related to but not the ultimate goal, may get you there. You *can* move away from danger and hurt and make progress.

Define for yourself what a good life means. A good life has to do with what you do, what you mean to others, how you handle life's normal challenges, and how much you appreciate your blessings and opportunities. A good life is not about feeling good all the time. A fireman rushing into a burning building to save a child is not feeling good—he's scared and worried for that child, his family, and his life. Nonetheless, he runs in because a good life comes from meaning something, not having everything. Be the fireman. **PE**



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ACTION: Seek the good life.



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Live in the Zone

Manage your emotional energy.



by Doc Childre

WE HAVE WITHIN US A place of higher consciousness where life and all kinds of experiences can be processed from another level of intelligence—*heart intelligence*. It's a state of heart-brain synchronization. Many different disciplines approach it—spiritual and yoga disciplines, breathing, visualization, and physical training. "The zone" is a state where your higher motor faculties and intuition merge.

You have likely experienced times while writing, giving talks, making music, or playing sports, when you feel an intuitive connection with what you are doing and everything flows. Or days when you move through your stresses in a liquid way with minimum resistance and energy drain. Or days that flow with positive synchronicities. These are all aspects of connecting with your heart intelligence. The zone is a progressive state of connecting with heart intelligence, not a one-shot deal.

To increase your zone awareness, you need to better manage your emotions. The high-performance zone is relaxed yet instantly supplies the appropriate energy for the situation at hand. It's a heart intelligence activation where your mental, emotional, and physical systems are working energetically in sync. If you practice creating balance and flow in your emotional interactions with yourself, other people, and your work, you can advance your performance in any endeavor.

As you connect more with your heart intelligence, you manage your emotions and enhance zone awareness. It takes mental, emotional, and physical synchronization to increase zone potential. Too much emphasis is put on mental focus and physical will power. Upgrading feelings and emotions is the key to increasing zone capacity.

When you're performing, your mind can be thinking positive thoughts, while your emotions are still processing a bad business deal or unsettled relationship. How you deal with frustrations at work, anxieties over or with family, or fears about health issues affects how you perform in other areas. Unsettled emotional currents don't just

vaporize. They create undercurrents in your heart rhythms that cause poor performance, loss of emotional rhythm, and low confidence pitch.

As your confidence pitch diminishes, increasing zone awareness becomes difficult. Your game and life improve as you learn to manage the effects of subconscious emotional processing. Clearing emotional undercurrents takes connecting more with your heart intelligence. As you connect more with your heart intelligence, you gain the energy you need to increase zone awareness. Emotional energy economy is a hallmark of great performers.

The interactions between the heart, brain and nervous system impact reaction times and performance. The physiological state that underlies optimal performance and emotional stability is called *psychophysiological coherence*—a state of synchronization between the heart, brain, and nervous system. This measurable state is an entry into increasing zone awareness.



Here's how it works. Nerve impulses from the heart are received in the brain, affecting how you feel, perceive, think, and perform. These nerve signals are sensitive to emotional states. Disordered heart signals generated by emotional disturbances send out-of-sync messages, draining energy and confidence, impairing coordination and reaction times. On the other hand, ordered heart signals generated by positive attitudes and feelings send synchronized messages which release neurotransmitters that increase mental clarity, energy, and confidence, and improve coordination and reaction times. In zone training, you learn how to draw in psychophysiological coherence right in the present moment—when you need it most.

Our HeartMath techniques help you increase effective coordinated action in the now—to get into alignment with the intuitive intelligence of your heart. The heart is not just a blood pump. The heart has its own intrinsic nervous

system or "little brain" that intuitively senses, feels, and remembers, and sends this information to the big brain. The heart is involved in "the feel of the game." Sayings like, "put more heart into your game" and "play with your heart" have a physiological basis.

Our Freeze-Framer software is an interactive learning system with a pulse sensor that monitors and provides real-time feedback of your heart rate variability (HRV) or heart rhythm pattern. HRV is an indicator of stress levels as well as mental and emotional fitness levels. Heart rhythm is different from heart rate. Your heart rhythm pattern reflects activity in your nervous system. When you feel tension, anger, anxiety, stress, your heart rhythm pattern becomes jagged and disordered. When you shift your emotional state to a positive attitude or feeling, your heart rhythm pattern becomes more ordered.

When you shift your emotional state and heart rhythm pattern into the coherence mode (flow state or first level of the zone), you amplify your clarity, intuitive flow, and performance effectiveness. With practice, you'll learn the feel of coherence and flow so you can shift back into that state when you need to at work, play, or with family and friends. This develops confidence.

You can access the power of your heart and spirit to increase intuition in decision-making, self-security, personal power, and zone awareness. You perform from a higher consciousness when you increase the alignment between your heart, mind, and emotions.

Performance involves increased sensitivity or refined feelings. Your feelings can make or break your performance. When you realize that the stressors in your personal life, workplace, and relationships make up the mental and emotional blocks between your present and desired state of performance, you will consider the management of emotions from your heart's intelligence. This is the difference that makes the difference. When you try to manage emotions from the mind, you end up with anxiety, anger, depression, and low esteem. Your heart intelligence produces intuitive resolution to clear emotions, while the mind often represses and defers emotions, creating problems in other areas.

By clearing emotional drains, you can clear your energetic system, increasing access to that "zone" state. **PE**

Doc Childre is a noted stress and performance researcher, founder of the Institute of HeartMath, Chairman of Quantum Intech, and author of Transforming Stress. www.heartmath.com

ACTION: Learn to manage your emotions.

Do You Suffer a Passion Deficit?

Return to your heart.



by Richard Chang

WHEN YOU LACK PASSION, you are at a disadvantage. You cannot focus, enjoy, or be who you really are. Without the energy and vitality passion provides, you fall into “passion deficit.”

The symptoms of passion deficit are all too common:

1. Blaming. Blaming your unhappiness on others is the first symptom. When passion is part of your life, you create your own happiness. Energy and fulfillment come from within.

2. Longing. Even if you do not feel unhappy, you may think something is missing in your life. When passion is absent or suppressed, you are left with a deep sense of yearning or longing. You might not know what you desire, but you know something is absent.

3. Discomfort. You sense that something is wrong, out of sync or uncomfortable. Maybe you work in a job you dislike. Perhaps you are in a bad relationship. Maybe you are disillusioned with your church or faith. Often you do not understand these feelings and, therefore, do not strive to correct the situation.

Rediscovering Passion

If you share any of these feelings, you may have compromised your passion. Your life might be far removed, in spirit and in practice, from what your heart craves. However, you can increase your fulfillment by incorporating passion more completely into your life.

Remember a time in your life when you were exuberant, enthralled, exhilarated, enthusiastic, and passionate? You can have that passion back. You can't conjure the identical circumstances or the exact feelings, but you can regain vitalizing energy. You can make passion a compelling force in your life and indulge in the joy that accompanies it.

I often wonder how we get so out of touch with our passion—how we get divorced from our heart. The world seems to conspire against our passion, first draining it from us and then preventing it from coming back. We simply have too much to do and too little time to do it, both at work and at home. We

worry about what's next and what we're not getting done, rather than focusing on what we could be doing now. We are so burned out that we watch TV or find other meaningless tasks instead of actively pursuing something that moves us. How can this be when we have more opportunities and outlets than ever for pursuing our interests?

What opportunity are you waiting for? You won't recognize opportunity if you are out of touch with your heart.

If you are unfulfilled in your professional or personal life, such self-limiting behavior only fuels the cycle of stagnation. Rather than challenging your abilities, you tend to limit your growth to maintain an appearance of control. You willingly exchange risk for complacency, potential for mediocrity. Often you ignore inklings of passion because you are focused on pleasing others. These decisions lead you farther away from your passion, and ultimately from your happiness. The challenge is to bring the passion

back, return to your heart for guidance and direction and reclaim the fulfilling life.

Are You Suffering?

Ask yourself: Am I less than thrilled with the state of my life? Do I blame others for my unhappiness and frustration? Do I long for something more or different? Do I feel that something is missing from my life? Do I often feel sad or angry? Do I regret many of the choices I have made? Do I feel that something is wrong or out of sync with my life? Am I often confused or frustrated? Do I doubt my ability to change my life? Am I afraid to change?

Identify your most important passion and solicit the support of your family and friends to help you incorporate this passion into your life. **PE**

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ACTION: Incorporate passion into your life.

SOCIAL • ZONE

Know Your Zone

Overcome defensiveness.



by Jim Tamm

DO YOU SPEND MOST OF your life—in the Red Zone or the Green Zone?

Haven't a clue? Then ask yourself how you typically respond to comments, suggestions, and questions. Do you think, “He's an idiot,” “He's out to get me,” or “What does she really want?”

If your answer is *yes*, welcome to the Red Zone—a defensive state of mind.

Seeing red. Some people live in the Red Zone. Guarded and distrustful, they suffer from a “it's me against the world” attitude. They feel challenged, threatened, or “dissed” by others. When things don't go their way, they get their hackles up—and keep them there. A Red Zone mind-set sabotages your relationships and leaves you feeling lonely, depressed, anxious, empty, and joyless. It seems like everyone's out to get you; all that matters is being right; every question is an accusation; and you can't seem to let go or forgive.

Greener pastures. In the Green Zone, you radiate trust, optimism, and goodwill. You value openness and honesty,

relish risk-taking, and seek common ground in relationships. You feel calm and centered, alive and alert. You deal with difficult people and situations directly, seek solutions over victory, and learn from your mistakes.

Submerged, not stuck. If you're a Red Zoner, you can choose to change. Tune in to your self-talk—and notice when it's turning negative or nasty. Learn to recognize and red-flag your most common defense mechanisms. And develop the Green Zone mind-set and skill-set:

- **Think win-win.** Care about others' interests and needs as much as you care about your own.
- **Speak the truth.** Dishonesty kills relationships. Be open and honest with your intentions, observations, and feelings—you'll receive candor in return.
- **Be accountable.** There's no room for shame or blame.

Take responsibility for your circumstances and relationships.

- **Be self-aware—and aware of others.** Understand your thoughts, feelings, emotions, intentions, and behaviors. When you don't understand someone else's words or actions, ask them.
- **Learn from conflict.** Use conflict to learn and grow. Seek solutions that feel good to each of you. If you hit a wall, take a time-out, and then start over. **PE**

Jim Tamm, a workplace expert specializing in building collaborative work environments, is VP of Business Consultants Network and co-author of Radical Collaboration. www.radicalcollaboration.com

ACTION: Develop a green mindset and skillset.



How Smart People Make Stupid Decisions

Break down reality barriers.



by Paul Childs

WE PROTECT OUR ILLUSIONS and find it difficult to change established modes of behavior even when they are self-destructive. Instead of the unfiltered experience of reality, we see the world around us as projections. We become imprisoned by the filters of language, concepts, and beliefs through which we connect to our world. These filters shade our perceptions of reality and cause us to act or react to our filter.

These filters become reality barriers—highly developed filtering systems for seeing the world. The more trained and educated you are, the more developed the reality barriers or your interpretations of the moment.

Your *interpretation* of reality is heavily filtered by your model of the world, which has been shaped and polished through your training. For example, the training that creates highly skilled doctors can also create a complex filter, sprinkled with a dose of narcissism, that creates two divergent views. These two antithetical perspectives demand a rationalization. The pressures, desires, needs, wants, and ambitions of highly trained doctors and scientists can lead them to have this split view of reality. And their brilliant minds convince them that they are *right*. They understand science, yet many of them fail to understand *people* because they don't understand themselves.

So, the more trained and smarter people are, the less they truly see and the more their training interferes with their perception of reality.

If what you don't know can kill you, then I assert that what you don't know, you don't know, can kill you even faster. Not being aware of reality, or unconscious to your filters, can be pathological. Reality can become an illusion.

Three Filters

I believe there is a pattern to the ways people view reality: the *Present*, the *Desired* and the *Expected*. These filters are what define the reality barriers.

- The *Present* is the view of what is happening right now, in the moment. There are many shades of seeing the world in the *Present*, but if you *predominantly* see the world through other filters, you experience a reality barrier.

Those who live in the *Present* are grounded in the moment, and like or dislike it, decisions are made based on what is. People who view from here are practical, pragmatic, and focused.

- Those who live in the *Desire*, view the world through what they *want*. Their needs and wants, based on internal references, is the point from which they see the world. They can be



incredibly goal-oriented and work hard to achieve their goals. They tend to justify their effort. People who make a strong effort to achieve something, generally tend to convince themselves that it was worth the effort. So, those who live in the *desire all the time* can become self-absorbed, even narcissistic—another reality barrier.

- Those who see through the filter of the *Expected* view the world through what they believe *should* happen. Their behavior is adapted or accommodated to meet an internal or external set of values, codes, or beliefs. Sometimes they are imposed by external circumstances, such as the work environment. Other times, they are internally imposed by certain core convictions.

There are overlaps and shadings to these different view: some see the world through what is *Desired and Expected*. I call this *denying reality*. There is no *Present*. When Clinton once

said that it “depends on what your definition of *is* is, he was right. Through this prism of *Desired and Expected*, there is no *is*, just *want* and *should*. This is yet another form of a reality barrier and the one that interferes the most with good decision making.

This is commonplace for narcissists. *Desired and Expected* is a place where people simply deny what is happening and instead, create their own reality.

Some people see the world through what is *Present and Desired* but not *Expected*. I call this *flying blind*. Good results may ensue, but they are not replicable. This also could be termed “living in sin.” This is what *is* happening, what you *want* to happen, but perhaps *what you should not be doing*. It could be any habit that is unhealthy or could harm you in the long run, such as smoking cigarettes, overeating, or not exercising.

It is the view that all situations look like opportunities, and soon too many opportunities become threats. It is decision making without preplanning, without forethought. Some people see the world through what is *Present and Expected* but not *Desired*. This is the place that *reluctant leaders* are formed. Often, it is the doctor who loves science, or the engineer who loves programming who is compelled to become the CEO because it was his discovery that formed the company.

They are much more comfortable with the science, than they are with the business. We could also term this as “accepting the inevitable,” since what is happening is what was expected, but simply not desired.

Change the Context

Reality barriers are encountered in many forms. Sometimes it is simply the inability to recognize that others are not like us, or the inability to recognize that there is a problem at all.

Since it is the *context* that is the problem in a reality barrier, it is nearly impossible for someone to recognize this without outside help. They keep looking at *content*—trying to change things.

The solution is to change the context, so that when the content is changed, it is sustainable. But it is not that easy.

The next time you watch an incredibly smart person hang on to their model of the world at all costs, remember: they cannot see beyond their own context or culture. PE

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ACTION: See beyond your culture.

Exercising Your Brain

Improve decisions.



by Justin Menkes

WE ARE ALL GUILTY AT times of envying the brilliance, insight, or creativity of other people. We listen to their “take” on a subject or their solution to a problem, and we wonder, “How did she think of that?” And then, “Why is she so much smarter?”

Inevitably we chalk it up to them being born with superior intelligence. We comfort (or torture) ourselves with the notion that each of us has our own innate capacity or unique intelligence.

But intelligence is not a fixed entity. Instead, it is a set of abilities that can be expanded, improved and exercised.

How do you exercise your mind? It comes down to improving your insights into situations and becoming a better thinker and decision-maker. The key is to concentrate on how you make decisions—on the processes you employ. By paying attention to four things, you can improve your decision-making:

1. Be more thoughtful. Don’t make decisions in auto-pilot mode. Carefully consider what you are doing and the effects it will have. Note when a situation you confront is different and requires unique consideration. You make mistakes when you believe that you’ve “seen this before” so you assume that you know what the outcome or right answer will be. Habit can be the enemy of opportunity. You might fail to recognize new opportunities simply because you cease to regard the situation thoughtfully.

2. Go deeper than yes or no, right or wrong. Delving into the “why and why not” of any situation often yields the deepest insight to the problem. Consider the assumptions you make regarding a particular situation. Are you considering it from multiple perspectives, or are you defining the problem in too narrow a fashion? When interacting with other people, are you recognizing their likely emotional reactions, or the difference between what they are saying out-loud and what they really mean? And when looking back on your own behaviors, are you recognizing and learning from your own mistakes? Are you willing to change direction or tactics when your

initial efforts prove ineffective?

3. Create a winning team. Find people who challenge you and who are willing to be challenged, so that you may test and improve each others’ ideas. Creative innovations come as a result. At work, seek out those who offer the best and most useful criticisms or improvements to your ideas. At home, dialogue with family members who can help you sort out complications. Reciprocate such help. Share the credit for success. Tell everyone about the role another person played in making your idea better. The people around you will then give you their best ideas.

4. Practice, practice, and practice some more. Making decisions thoughtfully requires effort. But like any exercise program, with practice, you become

more adept at decision-making, and the process becomes easier. Over time, this new approach to addressing problems supplants your old sloppy thinking habits.

Opportunities for practicing these skills exist now. When watching a film, gauge the characters’ reaction and the assumptions that cause them to act in that manner. Was there a better way for them to go about getting what they wanted?

It is easy to accept that “we are who we are” and that we can’t do much to change our intelligence level. However, you can improve your thinking and decision-making. PE

Justin Menkes is the head of the Executive Intelligence Group and the author of Executive Intelligence. jmenkes@executiveintelligence.com

ACTION: Make decisions thoughtfully.

MENTAL • WRITING

Why Write?

Be more authentic.



by Ken Shelton

AUTHORSHIP PROVIDES an immense payoff in authenticity and authority.

Authority is commonly associated with position, but even greater authority can be derived from the influence of your character and thought leadership—your moral authority.

As a leader, you need:

- **to find your own voice.**

Ironically in a day of high technology, we find it no easier to write something worthwhile. You need to finish some works; otherwise, all you leave behind are fragments.

- **to increase your ability to think and write clearly.** If you fail to express your feelings and insights regularly in speech and writing, you forfeit influence. Your ability to express yourself will fade, as will your ability to feel and think deeply. Even if you are rich in profitability, you cheat yourself and others if you are poor in philosophy.

- **to establish your identity.** Your leadership authority is linked to your identity as an author. So write your own script. Revise it, refine it, finish it, publish it, distribute it. Publishing your ideas helps you to gain identity.

- **to brand your ideas.** By writing, you gain a heightened awareness of who you are and what you believe in and

stand for. You brand your ideas.

Much of your potential for influence lies outside of your office. It must be earned through authorship.

Become an Author

To be an author, follow these tips:

- **Get rid of all the rational lies** as to why you can’t write anything. Believe in yourself. Have faith. Get to work

- **Find someone to assist you** in capturing, editing, and publishing your ideas. Leverage your time and talent.

- **Find or create a suitable medium.**

Create in the medium and format

that are most comfortable and natural to you. Learn to adapt to other formats. This often requires some coaching.

- **Schedule creative periods and submission deadlines.** Organize your work around these times and deliver!

- **Develop a schedule and system** or process for capturing your insights, organizing, writing, then publishing.

- **Keep a journal—otherwise much will slip through the cracks.** Many great ideas will be lost unless you capture them and keep them in a journal.

Be most concerned about authoring: 1) statements of your life vision, mission, values, principles, beliefs, and purposes; 2) speeches, articles, statements on significant issues; and 3) personal and family histories. By writing, you become a personality with a perspective, a more authentic leader. PE

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ACTION: Write what matters most.

Ultraprevention

Become healthy for life.



by Mark
Hyman and
Mark Liponis

ALL THOSE BOOKS PROMISING THAT your life will be golden if you do just one thing, or eat just one food, or exercise in one way, aren't worth much. Such formulas are myths that reflect our basic desire for simplicity in the face of reality. No one magic bullet that will shoot down all your health issues.

We call the approach we use at Canyon Ranch *ultraprevention*—a system of thought, evaluation, and treatment derived from the study of health and well-being, as well as illness. Illness results when one or more of five forces take hold. By addressing these forces, you can prevent, not just detect or diagnose.

1. Malnutrition or sludge. Most of us think that if our diets include ample lean meats, fruits, cereals, and vegetables, and if we avoid fatty items, we don't have to worry about malnutrition. Not so. How the body processes food (digestion and absorption) is as important as the food itself.

Digestion is what your stomach and your gastrointestinal tract do: They break down all the food you eat—the fats, carbohydrates, and proteins. When digestion isn't working well, the common culprit is a lack of stomach acid due to aging, damage to the stomach lining, or a deficit of digestive enzymes.

Absorption means getting food from the gut into the bloodstream. Even though you might digest well, you could still suffer from malabsorption. Without good absorption, your system won't profit from what you eat.

Good nutrition means delivering the necessary nutrients in the correct proportions to the cells that need them. If there are problems with digestion, absorption, or delivery of these nutrients, your cells can't function properly and malnutrition, or sludge, occurs.

2. Impaired metabolism or burnout. Burnout isn't just a loss of physical energy. Burnout means the loss of *cellular* energy. In its natural state, the body efficiently converts food into energy. But our bodies store the energy we don't need

immediately in the form of fat. Fat is a high-energy but low-weight type of fuel; it's easy to carry around because it weighs half as much as protein or starch but provides the same energy.

The raw materials for your metabolism come from your diet, or the fuel that you put into your body that makes your cells function. If you put junk in, you get junk out. Many things can go wrong when you eat poorly. Your metabolism burns food to produce energy. In doing so, it uses oxygen. There is a direct relationship between how much oxygen you breathe per minute and how many calories you



can burn in that minute. If you can't breathe in enough air, your metabolic fuel efficiency will be low.

3. Inflammation or heat. Inflammation is more than redness and swelling—it is the activation of the immune system due to the presence of some intruder, such as an infection, allergen, or toxin. When your immune system is activated, inflammation results. It's important to detect and treat inflammation before a disease occurs.

4. Impaired detoxification or waste. Detoxification is the process of breaking down and eliminating from the body anything that shouldn't be in it. It's a set of normal bodily functions that help your body stay healthy when it is exposed to harmful substances. Your body converts these toxic substances into nontoxic ones and excretes them. If detoxification isn't functioning properly, excess waste accumulates in your body, creating the potential for illness. By sup-

porting the liver and reducing its burden of detoxification, we promote its healthy function. And by promoting detoxification, we can eliminate one of the basic underlying mechanisms of many illnesses and diseases, and prevent those disorders.

5. Oxidative stress. When oxygen comes into contact with the body's tissues, oxygen steals electrons away from those tissues, changing and damaging them. They become oxidized, just as metal does when it rusts. Our bodies thrive on oxygen: We breathe it, and then use it in the process of combustion to burn fuel to make energy. But this use of oxygen for our cellular metabolism has a by-product: waste in the form of high-energy oxygen molecules that are highly flammable and tend to "burn" any tissue they come into contact with. These reactive oxygen molecules (free radicals) cause damage to cellular structures and tissues (oxidative stress).

Eating meals or snacks high in calories, but low in antioxidants, contributes to oxidative stress. Eat more fruits and vegetables—they contain a range of antioxidants. Eat foods with a high nutrient-to-calorie ratio.

Six-week Plan

In six weeks, you can take three steps to restore energy and vitality.

1. Remove. Think of your body as an empty pitcher being filled with harmful and substances such as carcinogens, anti-nutrients, allergens, oxidants, and the waste products of your own metabolism. A small spigot at the bottom drains these harmful things. But if the flow is too slow, or if the pitcher fills up faster than it empties, the pitcher will begin to overflow. Symptoms occur and disease appears. You can manage what enters and leaves that pitcher.

2. Repair. Once you remove the impediments to health, you begin to heal and repair the damage. Promoting optimal nutrition and an efficient metabolism accelerates repairs and infuses energy and life into your cells.

3. Recharge. Recharging activities include creating a regular rhythm of restful sleep, moving your body, correcting physical problems, creatively managing stress, and building a life with meaning and purpose.

The more you enjoy the ultraprevention plan, the more you improve your health and increase your energy. **PE**

Mark Hyman, M.D. and Mark Liponis, M.D. are authors of UltraPrevention, from which this article is adapted with permission. www.canyonranch.com

ACTION: Prevent illness proactively.

Savage Breasts and Growling Bellies

Soothe your appetites.



by David L. Katz

WE HAVE LONG HEARD that music “soothes the savage breast,” but in this age of epidemic obesity, our agitations more often reside in our bellies.

Is there something that can do for rumbling stomachs and appetite what music does for attitude?

Indeed there is! The answer is sensory specific satiety—the tendency to fill up on a particular flavor, or to stay hungry longer when flavors keep varying. For example, consider a large holiday meal. You likely overindulge on occasion. At some point, you cross the comfort line. You may place your hand on your belly, and groan: “I’m so stuffed, I couldn’t eat another bite! What’s for dessert?”

We tend to stop eating sooner when a limited variety of foods is available, and we tend to keep eating when a greater variety of foods is at hand. It’s also about variety within foods! Processed foods are cleverly “spiked” with hidden flavors. Most sweet foods contain added salt. Most salty items contain added sugar. Almost everything in a box, bag, or bottle harbors excessive sugar, salt, and artificial flavor enhancers.

The net result? We all stay hungry far longer than is good for us. We get fat. We crave more calories than we need. The variety in our diets has made limiting portion size difficult. But that can all change! Because sensory specific satiety is not just vulnerability, it is strength. It’s all in knowing how to use it.

Music is a thoughtful distribution of notes, which turns what would be noise into a pleasurable, satisfying melody.

The thoughtful distribution of flavors can do to the appetite center of the brain what music does to a restless spirit: subdue, assuage, and satisfy. By distributing flavors thoughtfully, and by achieving a variety of flavors over time while avoiding an excessive variety of flavors at any one time, you can and will fill up on fewer calories.

Will this reduce the pleasure you get from food? Quite the contrary! A harmonious distribution of flavors makes eating more pleasurable. Even so, you will fill up on fewer calories.

And the implications are remarkable. You can lose weight, without being hungry. You can admit that calories count, and still not have to count calories. You can “diet,” without cutting out any foods or food categories. You can lose weight while maintaining a balanced, healthful, pleasurable diet at all times. You can go on a diet of thoughtfully distributed flavors, because at no point do you need to trade off optimal nutrition for weight loss.

To start, adopt these strategies:

- Strive for variety of foods and flavors over time and avoid too much variety at any one time. Keep meals and snacks relatively simple, and avoid multiple, different sauces or spreads in any meal.
- Consider the use of a “flavor theme” to harmonize the dishes in a meal. For

example, use a citrus marinade over fish, drizzle lemon over vegetables, and use a citrus vinaigrette over salad.

- When shopping, in any category of packaged food, choose the item with the shortest ingredient list to avoid superfluous flavor additions.

By using appetite regulation to your advantage, you can enjoy food, pursue health, control weight, and avoid unwanted hunger. The thoughtful distribution of flavors soothes the savage appetite center. After so many forays into nutritional nonsense, that should be music to your ears!

PE

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ACTION: Simplify your diet.

PHYSICAL • ENERGY

Energy Management

It's key to high productivity.



by Michael Beck

ENERGY MANAGEMENT, more than time management, is the key to high productivity. Everything you do requires energy. Without the right energy, properly focused and applied, you simply can’t be highly productive.

Think about *your* day.

Do you get up feeling tired? Do you put yourself on “cruise control” with a steady flow of caffeine? Is your mental capacity diminished by mid-afternoon? Are you too tired to be active with family or outside interests? When you get tired, your creativity drops, your persistence abandons you, and you get edgy and less tolerant of people and challenges. A drop in energy impacts every area of your life.

What affects your energy levels? You already know the answer—nutrition, sleep, stress, physical fitness, attitude, emotions, and environment. How do you improve these aspects of your life so you maximize your energy?

Here are five ways to improve your energy management:

1. **Nutrition.** Eating four modest meals throughout the day is much better than two big ones. Don’t forget to

include protein with every meal.

2. **Stress.** Your reaction to events causes you to feel stress. You know what works best for you to reduce stress. Set time aside to take care of yourself during the week. If you don’t take time, soon you’ll have no choice due to health issues.

3. **Physical fitness:** Do I really need to go into this? Doing something is better than doing nothing at all.

4. **Attitude.** Your attitude colors your view of your past, present, and future. Start to take control of what you mentally and emotionally feed yourself. Cut out the negatives (like the news on TV) and start introducing positives (listen to growth tapes).

5. **Recovery and rejuvenation.** Stretch your abilities and then take time to recover and rejuvenate. Regular R&R is essential to becoming highly productive and maintaining positive energy, attitude, creativity, enthusiasm, and spirit.

You can be as productive daily as you are on the day before your vacation by managing your energy. Allow your body, mind, emotions and spirit to recover and rejuvenate regularly. When you’re tired, you tend to slow down, make mistakes, and lose creativity. You can achieve more with less effort by taking time to recharge.

By attending to your physical, mental, emotional and spiritual needs you can accomplish more with greater enthusiasm, creativity, and enjoyment.

PE

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ACTION: Manage your energy wisely.



Take Command

Start leading your career.



by Kelly Perdew

TAKE IT FROM ME: Army Rangers always lead the way. I was cast as the “military” character on Donald Trump’s popular show *The Apprentice* 2. After 15 long weeks, it came down to me and a Princeton-educated attorney. In front of millions of viewers, Donald Trump chose me as his apprentice.

Immediately, I was bombarded with variations of the same question: “Do you think your military background helped you win *The Apprentice*?” The answer: an unqualified yes. My military background and training were crucial factors—not only for winning *The Apprentice*, but for succeeding in every venture I have undertaken since that very influential time in my life.

Of course, there’s the discipline, attention to detail, showing up on time, and saying “Yes Sir!” and “No Ma’am!” But there is so much more to military leadership training than that. It is a whole mind-set. The more I thought about it, the more I realized that what I learned at West Point and in my military service centered on 10 essential principles for effective leadership. These principles apply to any venture in life.

1. Integrity. The most important principle is Integrity. It’s always about taking the hard right over the easy wrong. You’ll invariably find situations in your work life that will question your character and invite you, at the least, to cut corners to get the desired result. At these moments, you have to ask yourself, what’s the right thing to do? It’s less about knowing what’s right and more about having trouble with doing what’s right. It’s always difficult to deal with moral issues at work, especially those in which you risk personal or professional jeopardy by doing the right thing. But, maintaining your personal integrity, over time, will serve you better. Once lost, your integrity is something you can never get back.

2. Passion. Passion is a two-way street. You should be doing something you’re passionate about, and if you’re doing something, you should be passionate about it. The best times in anyone’s work life is when they can combine those two sides to the equa-

tion. A good way to find your own passion at work is to own something. There’s always going to be some politics around any program or work experience, but you have to find something that you can say, “This is mine, and I’m going to make it happen.”

3. Planning. I was accused on *The Apprentice* of being on the spreadsheet too much. When you have so many moving parts and you have to count every penny, you can’t afford to not have planned for something. Many people get the wrong impression when you say *planning*. They think *bureaucracy*, and that’s actually the process. Effective planning requires covering your most important bases: long-term and short-term goals, intermediate tasks to accomplish, and monitoring and measuring. If you can build each of those elements into your professional projects, you’ll be successful.



4. Perseverance. It’s not the size of the dog in the fight, it’s the size of the fight in the dog. Nothing worthwhile is ever easy. You need to show some intestinal fortitude to get through life. In any profession, you need to have perseverance—to keep pounding away until you find a way to win.

5. Teamwork. There is no “I” in TEAM. To take charge of your career, you have to be an asset to your organization, and becoming an asset requires learning how to effectively motivate and inspire others to work hard for a vision, whether you are the leader who espoused the vision or not. You have to help others believe in the vision by helping them understand their role in contributing to the success of the project. Your co-workers need to see the value and need for the project. People want to contribute and to create value.

6. Duty. Do what you’re supposed to do, when you’re supposed to do it. Roll up your sleeves and get your hands dirty. Get down in the trenches. Show

that you’re willing to do that, capable and willing to do that. If you show you’re willing to do whatever you ask anybody to do, it goes a long way towards earning respect because it will show first that you are technically and tactically capable enough to do the job; and second that you’re willing to do what it takes to get the job done.

7. Flexibility. In all aspects of life, the person with the most varied responses wins. Show that you’re willing to learn, that you don’t know it all.

8. Loyalty. Remain loyal—up, down, and across your organization. Many people see this as being loyal to your co-workers, but it goes deeper than that. You don’t have to be everyone’s friend all the time. T’s need to be crossed and I’s need to be dotted, and your loyalty to the team and to getting the job done will earn you respect in your colleague’s eyes far beyond what any casual socializing will give you. You can’t demand respect—you have to earn it over time. And it all starts with how you show up and operate your first day on the job.

9. Impeccability. If it is worth doing, it is worth doing right. Strive for excellence in everything you do at work. Giving half of your effort will only yield half of the result, and even less of an image for yourself.

10. Selfless service. One of the best ways to give to those around you is networking. And I’m not just talking about networking for yourself. Put your focus on connecting people up. Don’t sit in front of your computer. Get out and meet people, whether it’s in associations, organizations, networking events, or even non-networking events, if you’re always thinking about how to connect people up, it’s going to come across to people that you’re looking out for *their* best interests first, rather than your own. I call this the Karma Club. It’s *give a little to get a little*. When you’re talking to someone, instead of thinking about the next thing you’ll say, think about how you can help that person.

These principles sound simple, but it takes discipline, training, and devotion to keep them front and center in everything you do. Whether you’re seeking success in a boardroom, on the playing field, on a sales call, fundraising, leading troops in Iraq, or starting your own business, the principles of taking command and being effective are the same. **PE**

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ACTION: Increase your passion and performance.

Performance DNA

It's focus, fire, faith and fear.



by Roseanna DeMaria

YOU CAN'T SUCCEED OVER time without a strong self-awareness of your performance skills. Yogi Berra said it best: "90 percent of the game is 50 percent mental." You can accurately measure most aspects of your physical performance, and these measurements enable you to accurately chart a physical improvement plan. Measuring mental toughness is another matter entirely.

Performance DNA consists of four components: focus, fire, faith and fear. You have different levels of strength in each area. To maximize these strengths, you need to know what they are and how to balance the use of them, since overuse of any of these strengths will result in poor performance.

• **Focus** is your ability to set goals and achieve them. Your capacity to identify realistic goals that drive specific results will provide a performance roadmap for you. The key to this goal setting is your flexibility in achieving the goal as well as revising it. Performance goals change with field conditions. If you can't revise the goal needed to deliver results in real-time, you will fail. Similarly, if you set the appropriate goal but loses sight of it when you are under attack, you will fail. Inherent in the focus strength is clarity of purpose and the ability to maintain that clarity.

• **Fire** is your drive to execute goals and complete tasks. Fire encompasses both initiative and ambition. The degree of urgency you have to deliver results reflects initiative. The internal ideals and standards you have for excellence reflects ambition. Both of these components are heavily influenced by your need to achieve—your need to feel valued and successful. Initiative, ambition and the need to achieve provide a powerful engine for performance. Aiming this engine toward specific goals requires focus. Overuse of the fire strength can result in a failure in teamwork, and an excessive sense of urgency can adversely impact the ability to focus by distorting priorities.

• **Faith** is best defined as the depth of your belief systems that the best will happen in conjunction with your ability to maintain a positive perspective. These belief systems include your belief

in yourself through your inner strength, your belief in the present through self-confidence in their position, and your belief in the future through your ability to stay on track despite interference. Faith largely depends on your ability to maintain a positive attitude because you firmly believe that the best can and will happen—even during trying circumstances. The faith strength allows you to perform in clutch situations without choking. It also enhances fire strength by channeling your drive—creating electricity as opposed to random lightning from the fire strength. Overuse of the faith strength can result in blind optimism, which directly impacts goal setting and goal achievement.

Fear includes fear of disappointing

others; fear about performing to your best; fear about realizing goals, fear about fitting in; and fear about being worthy. Each of these facets will influence the focus, fire and faith strengths. Fear can be a motivator when it is balanced with the optimism and belief in yourself. Similarly it can function as a motivator when it is balanced with effective goal setting. Overuse of fear can result in performance paralysis.

Focus, fire, faith, and fear are highly interdependent and require a balanced, approach to optimize results. **PE**

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ACTION: Enhance your performance.

PROFESSIONAL • CLARITY

Clear the Chaos

Stop feeling overwhelmed.



by Emily Barnes

NEARLY TWO-THIRDS OF workers said their workload had increased in recent months, with more than 10 percent asserting they are putting in an extra 10 hours a week or more. All these hours and responsibilities add up to a lot of stress. More than half of workers say they feel "overtired and overwhelmed." And most of them expect no relief from the longer hours.

It can happen at any time: voice mail, email, ringing phone, papers strewn over the office, mental checklists, meetings, deadlines, chores, and demanding people. Suddenly, routine activities converge into one massive overwhelm. How did overwhelm invade your chaotic little world? Short answer: Life happens.

Life can get very busy. Keeping pace can quickly turn into burnout or overwhelm. Overwhelm requires a big dose of *deliberate clarity*.

1. Clear your head. Overwhelm is expanded anxiety and fear of being swallowed up by a huge work beast. Wrestle the monster to the ground with clarity, the enemy of confusion and disorder. To do this, write down everything that is on your mind about the work, chores, errands, and other tasks

that need your attention. Now keep that list handy.

2. Clear your desk. Your desk is your control center. When it is messy, your mind is too. A messy mind is a magnet for the work beast, so clear your desk! Start with the very first piece of paper that you touch. Pick it up and process it by making a *deliberate* decision about it: Throw it away; work on it now; work on it later (schedule a time); file it; or give it to someone else. Touch each piece of paper only once. The more deliberate you are, the better your chance of avoiding the scuffle. Once your desk is organized, use the same approach for your entire work space.

3. Clear your electronic devices. For each voice and electronic mail you process, apply the same procedure. Make a deliberate decision about each situation

the first time you handle it.

4. Be clear about what you can do. Return to the list you created and schedule time to work on them. Make deliberate, reality-based decisions about the work you can accomplish within a certain time. Make sure that if a 30-minute interruption occurred, it would not disrupt your plans for the day. Chisel away at overwhelm until you are clear about the work you must do now versus later.

The most effective way to deal with overwhelm is to confront it—swiftly and with deliberate clarity. **PE**

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ACTION: Take a dose of deliberate clarity.

Power of Commitment

Close the gap between present reality and future vision.



by Ari Kiev

FOR THE PAST 15 YEARS, I have helped Hedge Fund managers to determine their own method for making decisions and maximizing their performance through goal setting, performance review, and examination of their psychological stopping points.

There is definitely a psychology behind financial risk-taking. This psychology includes *mental accounting*—a tendency to overvalue what is owned over what is yet to be owned. It often leads people to overvalue trades they are holding such that they may not get out of losing trades quickly enough.

Conversely, traders often underestimate the value of stocks they have yet to buy, leading them to refuse to pay up for stocks growing in value, thereby increasing the odds that they may lose out on risks that avoid losses rather than those that lock in sure profits.

The way people “code” gains and losses often leads to poor trading decisions. Feeling more strongly about the pain that comes with a loss than the pleasure that comes from an equal gain, traders often add to or hold on to losing positions, hoping the tide will turn, even as they are reluctant to add to winning positions to maximize profitability.

These same principles apply to decision-making in other fields. By knowing how you handle choices, you can see that your decisions are not totally rational but rather a combination of your feelings, instincts, and reactions.

Once you understand your approach, you are in a better position to commit to a proactive strategy. You can shape an approach that takes into account the attitudes that influence your decisions. You can begin to handle the challenge of risk-taking and supersede those automatic patterns of behavior.

The key to this proactive approach is to commit to an expanded vision of success and then to act in terms of specific and concrete goals related to it.

Commitment is the willingness to risk yourself by promising a result without guarantee of the outcome. Promising to achieve something sets in motion a way of being in the world where you

act in terms of your vision and create the possibility of making things happen. Commitment taps enormous energy and creates extraordinary possibilities for realizing your vision by putting you at risk without certainty.

We tend to think only in terms of reasonable, certain, and achievable goals. We search the past to determine whether our goals are achievable, and thus live in a realm of prediction and certitude. Our experiences are repetitive because we rely on proven formulas as we approach the future. Then, we either fault ourselves when we don’t achieve the objective or find ourselves frustrated when we achieve the goal and it doesn’t satisfy us.

A deep dimension of yourself—one that flows effortlessly, without friction—arises when you step into the realm of uncertainty beyond what you know and commit to the fullest expression of your hidden potential by acknowledging your own vulnerability and surrendering to the unknown so that the extraordinary can happen.

Commitment is an example of what Joe Greenstein, a circus strong man, believed was necessary to overcome “impossibility thinking.” He believed in a Life Force that we all have but fail to activate because we are constantly thinking, “I can’t do that. I’ll hurt myself.” That little voice in you—that instinct for preservation—does not give you an accurate picture of your capabilities. You have mental and physical abilities beyond your own estimation, but to realize them, you must be de-conditioned from impossibility thinking.

Greenstein believed you could do almost anything if you applied your mind and body to the task with enough diligence. The critical step is to overcome the instinct for self-preservation, which inhibits action. To do this, you must focus totally on the event at hand, with no reservations and fears. You need to believe in a favorable outcome without reservations or fear. Once you break through the “impenetrable” barrier, your

belief in what is possible extends.

Commitment is the point beyond decision where you don’t ask yourself, “Can I do it?” but declare instead “I will do it.” With this phrase you live in the realm of commitment, where you put yourself at risk by taking the stand that you will do it simply because you have decided to do it. It is based on your creative vision of the future, not on your past history or self-concept. Commitment requires living in the action immediately before you. You can’t dwell on your past, nor can you project yourself into an unattainable future that looks imposing and unreachable. Rather, commitment is the action in front of you today.

“Without conviction it doesn’t matter what you do,” said one trader. “I use the word *conviction* in the sense of setting a goal and reverse-engineering it. It is your conviction that says, ‘I know it will happen, and I know what I have to do to make it happen.’”

Thomas Aquinas said faith was the highest form of knowledge. First you do

your homework, study, go through cycles of learning. Then the final step is a leap of faith. You feel that you are right. This is conviction.

Nothing is worse than saying that you have conviction—but then acting in the opposite way.

When you commit to a daily target, you promise not to give in to circumstances, obstacles, or breakdowns but to see



them as aspects of the path you are on. Commitment enables you to be fearless in the face of obstacles so that you can turn obstacles into opportunities. When you commit to a vision, you become the cause rather than the effect of your life. Your single-mindedness gives you direction and greater capacity to persist. It lets you abandon dependency on your image. It energizes you in the face of failure.

Go beyond the comforts of the planning stages and take action. Act consistently with your declaration and trade in the gap between where you are and where you wish to be. This gap is the source of creative tension that points to what you must do to realize your vision. Committing to a specific result instead of “resigning” to a fate is a powerful way of dealing with reality, because it invites you to take risks. PE

Ari Kiev is the author of The Psychology of Risk, from which this article is adapted. dnaney@reubensteinpr.com

ACTION: Take the leap of faith.

Real Investment

Put your money to work.



by Kent and
Kyle Healy

MONEY CAN
BE SLIPPERY.

It can slip away in a heartbeat. Spending money isn't the problem—it's holding on to it and making it grow.

When (at the ages of 17 and 18) we researched our first book, *Cool Stuff They Should Teach in School*, we interviewed financial planners, investment analysts, and wealthy businesspeople and learned that managing money correctly doesn't have to be complicated. People who are financially free live by five principles or money management rules:

Rule 1: Take responsibility. One myth we see today is that we all deserve a great life full of nice things. The truth is, there is only one person in charge of the quality of your life—you! The first step to becoming financially independent is to take responsibility for your own money. When, where, and how do you spend your money? Those questions may seem obvious, but most people can't answer them. Be aware of your spending habits, as they determine whether you're digging for spare change in the couch or flying first class.

Rule 2: Pay yourself first. If you don't pay yourself first, you'll never be financially set. This means take the first 10 percent of what you earn and invest it right away. Money never seen can't be missed. Our parents introduced this rule to us at a young age. We thank them because now we have money saved for emergencies and have a strong foundation for our future.

Rule 3: Give before you get. You don't get a tree unless you plant a seed. It's the same with investing. You'll never become rich unless you plant your money into a worthwhile investment. The more time that passes, the more your money will grow. Your dreams will come true only from your own sacrifices. For two summers, we sacrificed the time we could have been hanging out with friends in order to finish our book. But giving our time and effort has contributed to getting the life we want. You might have to give up some things now, to make things better later on.

Rule 4: Consider opportunity cost. Whether you buy a new stereo or an

expensive outfit, each choice you make has an opportunity cost. When you make one choice, you give up another alternative. Essentially, we all face the same situation: we must choose between the pleasures of the now or delayed gratification. What decision contributes to the life you want?

Rule 5: Get your money to work for you. We spend money in two categories: *assets* and *liabilities*. We like to call these *Money Eaters* and *Money Makers*. You don't want to spend your money on liabilities or *Money Eaters (ME)* because these things will devour your dinero. This is junk food to your bank account. It's money that you spend on yourself, hence the first letter of each word:

"ME." Money Eaters are things you buy that decrease in value once purchased. On the flip side, you want the M&M's—or the *Money Makers*. These are purchases that allow your money to grow or investments that increase in value. This is what we refer to as, "making your money work for you." It's a good thing.

If you spend too much money on "ME" you'll never have the freedom you really want. Search for M&M's and invest in things that will make you *more* money—not eat it. Don't just work for money. Have your money work for you. **PE**

Kent and Kyle Healy are the authors of "Cool Stuff" they should teach in school. www.coolstuffmedia.com

ACTION: Make M&M investments.

FINANCIAL • ENERGY

Money Is Energy

Align with your values.



by Angelica Wagner

MONEY IS ENERGY, and the best energy comes from innovative ideas and core values. Genius then lies in implementation—putting excellence in action. This puts you on course for financial breakthroughs.

Personal excellence is the result of an integration of vision and purpose, energy and effort, leading to self-directed experimentation. Creativity means dreaming up new things; innovation means implementing them. Financial power comes not only from dreaming but also from implementing—sticking to the dream through difficulties.

By envisioning a better future, you can harness your energy. Within you is the capacity for greatness. Listen to your best ideas and implement ones that are aligned with your values.

Here are 10 values that determine financial success:

1. Maintain a positive attitude—no matter what happens, no matter what the market is doing, no matter how the economy is going.

2. Encourage the maverick in you to try new things, to do the things you know by instinct to do.

3. Take control of your business and money—as opposed to letting the market or the business control you.

4. Understand what your customers

need and how you can best help them.

5. Be clear as to your vision, purpose, and goals.

6. Get in front of change, not behind it. Create trends; don't chase them.

7. Strive for balance. When your life has balance, your life will have meaning and joy. Schedule your time off as carefully as you schedule your work time.

8. Associate with nurturing people. Associate with people who make decisions, implement ideas, and advance change. Politely eliminate from your life those people or things that pull you down. Good company or bad, the choice is yours.

9. Discover your core values and organize your time to be congruent with your values. The alignment of values with heart energy is the key to powerful and personal change.

10. Revisit your goals regularly. Look

at your major goals daily. I keep my treasure map of goals on my fridge. Either I am moving toward my financial goals every day in every way, or I am moving away from them.

Are you allowing circumstances to dictate what you want out of life? Your past does not predict your future, unless you decide that it shall. Decisions about who you are, who you spend time with, how you earn a living, how you contribute to society all shape your destiny. Your choices make you.

In living with your heart, you will be financially blessed; an open heart opens the door of opportunity for you. **PE**

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ACTION: Step out of your comfort zone.



Social and Political Skill

Serve with sincerity and authenticity.



by Gerald R. Ferris, Pamela L. Perrewé, and Sherry L. Davidson

BILL CLINTON HAS IT, AL GORE AND Newt Gingrich do not. What is this quality? It is political skill, and it may be one of the most critical competencies for leaders to possess, since it will make the difference in their effectiveness.

With the high rate of leadership failures today attributed to poor interpersonal or social competency, leaders need to develop astuteness in reading and understanding people and using such knowledge to influence others in order to achieve personal and organizational goals. They need to develop political skill.

How do we recognize politically skilled leaders? They possess four competencies:

1. They have social astuteness. They are adept at reading people and situations at work in order to be well positioned to situationally adapt their behavior. Individuals possessing political skill are astute observers of others, and are keenly aware of the moods and feelings of those around them. They comprehend social interactions accurately and understand the behavior of others in social settings. They also have strong sense of discernment and high self-awareness. Socially astute individuals often are seen as clever and masterful in dealing with others. They have an accurate understanding of social situations, their own behavior, and the interactions that take place in these settings.

2. They have interpersonal influence. They use their savvy and astuteness to exercise influence over others to attain goals. They have a convincing personal style that not only influences those around them, but also elicits the desired responses from others. They adapt appropriately and calibrate their behavior to meet the situational requirements. Interpersonal influence requires the flexibility to adapt your behavior to different targets of influence in different conditions in order to achieve your goals.

3. They have networking ability. This allows them to build vast networks which they cultivate over time, amassing an amazing amount of social capital that they can draw upon to maximize

their effectiveness. Individuals with political skill develop and use diverse networks of people. Individuals in these networks tend to hold resources seen as valuable and necessary for successful performance. Using their astuteness and subtle style, politically skilled individuals easily develop friendships and build strong, beneficial alliances and coalitions. Finally, individuals high in networking ability ensure that they are well positioned to create and take advantage of opportunities. They are often highly skilled negotiators and dealmakers, and are adept at conflict management.



Politically skilled individuals enjoy a favorable impression among those in their network, resulting in tangible benefits, such as gaining a favorable reaction from others, enhancing their access to important information, and increasing cooperation and trust from others. They know when to ask others for favors, and they are willing to serve and do favors for others. In addition, they inspire others to be committed to them. They possess high social capital that enhances their reputation and their ability to be influential.

4. They reflect apparent sincerity in their interactions and intentions. They convey their efforts to influence others in ways that inspire confidence and trust, and contribute to perceptions of genuineness and authenticity. Others perceive them as having high levels of integrity, authenticity, sincerity, and genuineness. They are, or at least appear to be, honest, open, and forthright.

This dimension of political skill strikes at the heart of influence, because it hones in on the perceived intentions of the behavior. The perceived intentions or motives of others alter the interpretation of the behavior. For example, behavior is perceived as “positive” if the intentions are seen as altruistic, and “negative,” if the intentions are perceived as self-serving. Your influence attempts will be the most successful when you possess no ulterior motive.

Because their actions are not interpreted as manipulative, individuals high in sincerity inspire trust and confidence. Their motives do not appear self-serving. Indeed, others would say that they appear as “straight shooters,” who are exactly what they claim to be.

Former NYC mayor Rudolph W. Giuliani is an example of someone who is politically skilled and is perceived by others to be sincere and genuine. This perception inspires the trust and confidence needed for effective influence.

We live and operate in a world of perceptions and impressions, and the ability to convey the right impressions, and thus be influential in interpersonal interactions, is vital to your effectiveness. Furthermore, you must come across as genuine and a real, authentic person in your efforts. Indeed, the downfall of many leaders is that they appear to be insincere, disingenuous, and out to promote their own self-interest, even at the expense of others. Therefore, we’ve witnessed increased cynicism toward leaders, as many leaders have used their position and influence to promote their own cause, as they manipulate images and impressions for their own benefit.

Social astuteness and interpersonal influence allow people to orchestrate impressions, and position themselves well to create and take advantage of networking opportunities, particularly when they do so with a style that is genuine and sincere.

Politically-skilled leaders inspire trust and confidence in followers and orchestrate the efforts and contributions of followers in strategically coordinated and effective ways. They position themselves and their followers effectively in order to create and take advantage of opportunities through networks and social capital. This set of political competencies just might represent the most important set of skills one can possess in contributing to job and career effectiveness. **PE**

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ACTION: Develop social astuteness.

Teach Children to Give and Serve

It will make a difference.



by Bill Halamandaris

DURING HOLIDAYS AND other gift-giving occasions, your children's "wish list" for the hottest toys may get long. And it's exactly their joy in receiving that provides a perfect opportunity to help them experience the joy of giving—especially when the giving is fun and meaningful.

Charitable giving is valuable for children because:

- It gives parents a concrete way to share their values.
- It reinforces a child's innate sense of compassion for others.
- It boosts self-esteem when children see how their actions can make a positive impact on others.
- It helps ease children's fears. They may be powerless to stop a hurricane, or buy a house for the homeless, but they can see how their actions help.
- It helps them do better at school. Community service is found to improve reading levels and to develop leadership and problem-solving abilities.
- It's a gift that keeps giving. About 44 percent of adults volunteer, and 66 percent of them began volunteering when they were young. People who start volunteering when young are twice as likely to volunteer when they are older.

Getting started

Kids want to make a difference. Show them how they can. Here's how you can begin:

- **Think small.** Kids are never too young to be taught to share and be compassionate. The earlier you start, the better.
- **Start small.** Every act of kindness matters. No gift is too small. Little things soon take seed and become big things.
- **Walk the talk.** While parents believe caring and sharing are important, they often don't communicate those values clearly. Children report that the primary topic they hear their parents talk about is doing well in school and getting good grades. Few children report that their parents talk about caring, sharing, and serving values regularly.
- **Make it a family activity.** Establish a family budget for giving. Think in

terms of not just money, but of your time—how many hours your family may budget to share throughout the year. Assign each family member a portion of that budget and encourage them to choose a charity or cause to support.

- **Let the children lead.** Children are most successful when they follow their bliss and volunteer in areas that interest them. In a family meeting, discuss their interests and concerns. Listen and look for giving opportunities that are relevant to your children's experience and interests. For example, allowing them to donate a toy to other children or donate food or clothing to a charity drive gives them a real sense of the value their contribution has in others' lives.

It doesn't take long to make a difference. With half an hour a week, kids

can send birthday, holiday and greeting cards to service men and women, shut-ins, and the elderly. With an hour a week, kids can gather clothing for the homeless, books for children less fortunate, or take care of abandoned animals. With five hours a week, kids can tutor younger children, organize fund-raising events for a favorite cause, pick up litter, clean up the street, or walk to fight a disease. There are many opportunities. The list of things you and your children can do is limited only by your desire.

Think about it. The most valuable thing you can give your children may be the gift of giving. PE

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ACTION: Teach your children to serve.

SERVICE • CITIZENS

Citizens as Customers

It's a dangerous path.



by James G. Hutton

WE HAVE BECOME SUCH a culture of consumption that consumerism is now entrenched even in the most sacred of our institutions. The consequences are not pretty.

- In education, axioms such as "the customer is always right" have led to a lack of discipline, declining standards, cheating, social promotion, grade inflation, and a focus on self-esteem rather than character-building.

- In religion, customer-driven doctrine has undermined notions of responsibility, delayed gratification and charitable service, in favor of self-defined notions of spirituality and self-esteem.

- In media, consumer-driven journalism has shifted the focus away from truth-seeking and truth-telling to an emphasis on packaging audiences (customers) for advertisers.

- In healthcare, commercialization and customerization have not brought the benefits promised.

- In government, consumer-driven politics have led to a rebirth of propaganda—including telling people what they want to hear rather than what

they need to know.

If you wish to retain credibility—and moral authority—do four things:

1. Embrace citizenship, rather than consumerism. Citizens have rights and responsibilities, but consumers have only rights, with virtually no responsibilities. Thus, we have become a nation overrun by lawsuits and victimization, where fewer people take responsibility for their own behavior.

2. Discard the idea that the market will solve all of our problems. The purpose of a market is incompatible with the role of social institutions. Markets work fine for consumer products and services. But do we want to treat healthcare and education as scarce

resources available only to the highest bidder?

3. Abandon the misperception that treating patients, citizens, students and religious followers as customers creates greater accountability. Social institutions that cater to "customers" begin to pander to their audiences, losing sight of their basic purpose.

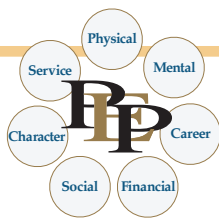
Ultimately they become less accountable to their proper mission in society.

4. Reaffirm basic principles. True happiness is based on a sense of community and civic commitment. We must see ourselves again as a nation of community and responsibility, where our institutions are regarded as centers of moral and intellectual leadership, rather than as stores that exist to serve us as customers. PE

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ACTION: As a citizen, serve your country.





GOAL GETTERS



It all started with an appetite to prove myself. Whether I was competing with my siblings or trying to get attention from my parents, I wanted to show what I could do. I wanted results, and I was driven to find out the best way to get them.

I had no passion for getting out and "earning a living." Having fun? Now that was a different story. I had a passion for getting out on the playground and being my own person. I wanted to be different, to stand out. Playing kickball and being the star because I was able to kick the ball on top of a building, hitting home runs, stealing bases, pitching, scoring 30 points, blocking a shot, dunking—all those things drove me.

Having money to buy a pair of shoes never drove me. Working the fields cropping tobacco, working at McDonald's, earning money so I could get a car and buy gas—none of that excited me. I figured if I was as good as I could be playing sports, eventually it would pay dividends. I didn't know how, but my focus was to be the best player in whatever sport I played. That was all I ever thought about.

—*Michael Jordan, Six-time World Champion NBA player.*



My ambitions evolved over time. Some kids grow up wanting to be an astronaut, or president, or the Great American Novelist, and they carry that goal forward through their lives. As I achieved one thing, I would think, "What else can I do? How much further can I advance?" So, it was to get a better newspaper job, then it was to write a book, then to write a better one. So, there's been this sort of slow progression to my career planning.

—*Bill Dietrich, Pulitzer Prize Winning Author*



In the 1970s, I was a scruffy stereo salesman. I was working at a small electronics store because I could listen to music and get paid at the same time. Seven years into

the job, I had seen little advance. One day the founder of the company came out to the store. I thought he was coming out to fire me. I did not see him much. He asked me to step outside, and then I knew for sure that I was getting canned.

Actually, he said, "You know, I'm not happy with what's going on, and I have no confidence in the leaders. I'm thinking about making a change." He said, "I'm considering three people for the job, and I want to know your opinion."

Shaking physically I blurted, "Well, I think I'm the right person for the job, not the three other people." This move was completely out of character, but I knew that my moment had arrived and I couldn't waste it.

My sudden burst of audacity took my boss aback substantially, but he thought about it—and wound up dividing the management job into two positions. He left me with the responsibility for the store, but also gave me some corporate responsibility, and did the same with another person in another store. We shared the management and turned the store around. My store was part of an eight-store electronics retailing chain that eventually became Best Buy.

—*Brad Anderson, CEO of Best Buy*



Before my father died, I had my last meeting with him, in the death cell, and he said to me, "You have suffered so much." I had been in prison myself, and he said, "You are so young. You just finished your university. You came back. You had your whole life, and look at the terror under which we have lived." So he said, "I set you free. Why don't you go and live in London or Paris where you are well taken care of, and have some happiness? You have seen too much suffering." I reached through the prison bars, grasped his hands, and said, "No, papa, I will continue the struggle that you began for democracy."

—*Benazir Bhutto, Former Prime Minister of Pakistan*

PersonalCOACH



Recipe for Success

Create healthy balance.

by Jack Canfield

IDON'T DEFINE SUCCESS JUST IN TERMS OF "THE trappings." To me, it's having enough time to do what you want to do, to serve the causes that are important to you, and to spend as much time as you can with your loved ones.

Here are several of my principles for the fast track to creating a successful balance:

- Create an "hour of power" in every day. That's 20 minutes of meditation, 20 minutes of aerobic exercise, and 20 minutes of reading.
- Become a master delegator. Train people to take over when you're away; then give them the chance to do your job for you. Learn to let go.
- Stay focused on your "core genius." Hire people who have the other types of intelligence and insight you need.
- Learn to speed-read a book a week.
- Abandon, or limit, mindless activities. If you watch TV for one hour less a day, or reduce another mind-numbing activity, you will gain two weeks a year. How will you use it?
- Make your schedule work for you. Divide your time this way: free days (R&R for 24 hours), buffer days (days to delegate, plan, learn, travel), and focus days (when you're "in the zone," working mostly on tasks that capitalize your natural abilities).
- Lose a habit. Some 90 percent of your behavior is habitual. Habits free you up (to do things without having to think), but habits can only get you what you're already getting.
- Give up blaming, whining, complaining, excuse-making, defending. Take 100 percent responsibility for your life. Being reactive does not change outcomes. Be responsive, rather than reactive; your outcomes will improve.
- Focus on what you want, not what you don't want. A focus on failure only creates more of the same. Envisioning success starts the process of making it happen.
- Practice the discomfort that comes with change. That's what it takes to learn and grow.
- Persevere. Never give up on your dreams. We received 140 rejections from publishers before finding the "yes" that would unleash the *Chicken Soup for the Soul* series.
- Start four new positive practices/success principles each year, and make them habits.

Pick the principles, plan to change, and get started. It takes only 30 days for new habits to take hold, but the benefits last a lifetime. **PE**

Jack Canfield is co-author with Mark Victor Hansen Canfield of Chicken Soup for the Soul series and is the author of Success Principles: How to Get from Where You Are to Where You Want to Be. www.thesuccessprinciples.com

ACTION: Create a successful balance.

Great Work

Do you do good work?



by Michael Bungay Stanier

YOU MAY NOT KNOW the name of Milton Glaser, but you likely know at least one of his works of art—the “I ♥ NY” logo. In his book, *Art is Work*, Glaser provides these definitions of work: “Work that goes beyond its functional intention and moves us in deep and mysterious ways we call *great work*. Work that is conceived and executed with elegance and rigor we call *good work*. Work that meets its intended need honestly and without pretense, we call simply *work*. Everything else, the sad and shoddy stuff of daily life, is *bad work*.”

I have just three categories: *Great Work*, *Good Work* and *Bad Work*. And by “work”, I’m talking about all the stuff you do, including looking after your children, watching TV, preparing meals, exercising, being with friends, being by yourself, and so on. How do you know what’s what? Here’s my litmus test:

- **Great work.** Great work brings with it both exhilaration and terror. You’re delighted when someone asks you what you do. When you are doing great work, you tap into reserves of courage to get done what needs to be done. You often have no idea how to do what needs to be done—and are only a little fazed by that, because you are certain that this is truly what needs to be done. Great work is a place where impact and effect trumps over efficiency and process. It is often a place of waste, because creativity needs waste to thrive. It is a place of inspiration, where suddenly all your past makes sense. Great work honors your skills, your passion and your experience. Great work is also a difficult place to be. The temptation to “downgrade” to the comfort of good work is constant. Your “inner critic” is rampant, whispering “Who are you to try this? Who do you think you are to be this ambitious? Don’t you know you’re doomed to failure?” To do great work, you must be ever vigilant.

- **Good work.** With good work, there is no shame attached. You’re doing work that uses your skills; it gets stuff done; it may well pay you a wage. Good work is comfortable, because you know what you’re doing. It is likely routine. So when you’re asked what you do, sometimes it

feels like you’re trying to convince yourself that this is great. Good work is often about “being efficient,” without ever asking, “Is this the right work to be efficient with?” Peter Drucker said: “Efficiency is doing things right; effectiveness is doing the right things.” In a year’s time, you won’t remember the good work you are doing.

- **Bad work.** And as for bad work, the test is simple. It’s when you have that sudden flash of realization, and you ask yourself: Why exactly am I wasting my life with this?

Take Action for Great Work

Here’s a quick exercise. Draw a circle and divide it into three segments

that represent the portion of each of type of work in your life today. How much great work are you doing? More than 80 percent? Less than 20 percent?

In my experience, many of us do a fair amount of good work, but very little great work. The goal is to remove bad work from your life, and increase the great work. What must you say “no” to in order to double the great work in your life? What would you have to say “yes” to in order to halve the amount of bad work in your life? PE

Michael Bungay Stanier is the Principal of Box of Crayons and creator of tool Get Unstuck and The Eight Irresistible Principles of Fun. www.EightPrinciples.com, www.GetUnstuckAndGetGoing.com

ACTION: Do more great work.

CHARACTER • SUCCESS

Godly Success

Measure by The Book.



by Tommy Nelson

THE TOPIC OF “SUCCESS” has attained cult status. I address it because the *Bible* teaches about what is and what is not a successful life. Many Christians, however, have taken the cultural view of success—wealth, power, appearance, and popularity. The *Bible’s* view has little to do with *whether* you succeed as much as *where* you succeed. It is possible to be a raging success in life with little or none of what passes for worldly “success.” It is also possible to fail in life because you succeed at all the wrong things.

The *Bible’s* definition of success is:

1. Does your character reflect God’s character in purity, integrity, and love?

Are you popular because you are attractive and wealthy or because you are loving, kind, humble, helpful, trustworthy, and gentle? Godly success always begins with character.

2. Do you lay up treasures on earth or treasures in heaven? Those who live for the eternal souls of men, the eternal glory of God, and the eternal message of His salvation will lose nothing at death. Rather, to them death is gain. You can fail by succeeding at the wrong thing. The *Bible* lists 12 areas of non-negotiable attainments:

1. The fear of God: God ordains life,

and He must be revered and obeyed if life is to be enjoyed.

2. The knowledge of God: The truth of how life should be lived and what should be believed.

3. Relationships: The ability to work and play well with others. We have all been repulsed by the talented yet rude.

4. Self-control: Mastering self-destructive drives and sinful passions.

5. Values: Having ambitions for the things that will last and delight, not fade and disappoint.

6. The workplace: Learning to be excellent in the mundane of Monday.

7. Integrity: Having a consistency between what you profess and do.

8. Marriage: It can be a delight. You can’t quarantine a bad marriage. It touches all of life.

9. Kids: It’s easy to be happy with good kids.

10. Money: Do you control it, or does it control (and ruin) you? Money can be a fruitful servant but a cruel master.

11. Difficult times: You must roll with the punches. These can be stumbling blocks or stepping stones. All of us will be victims, but we need never be victimized by life.

12. Peer pressure: Are you able to handle adverse pressure? “The companion of fools will suffer harm.”

We are often passionate to succeed at the wrong things. We spend more money on being medicated than on being healed. Our view of success is producing a culture of failures. PE

Tommy Nelson is the pastor of the Denton Bible Church in Texas and the best-selling author of *The 12 Essentials of Godly Success*. www.12essentials.com

ACTION: Return to tried-and-tested values.

