



Chris Walker

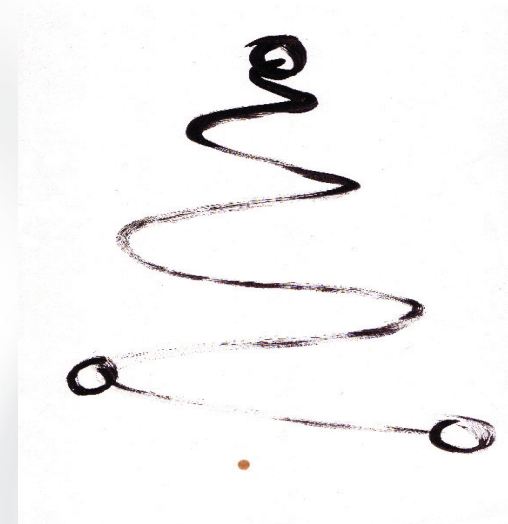
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Evolve at Work

Chris Walker

Why success? Why all this ambition for more and more and more. My dad worked himself into the ground, and for what? His health suffered, his life suffered, we his kids suffered. Why success?

Why success?



Take a look at the diagram above. This is a diagram of human evolution. Side to side means life never goes in straight lines. Going up means life never stays in one place. Success is an individual thing. Success might mean compassion and humanitarian change to one person but money to another. No matter what an individual decides as their definition of success, it means applying themselves to a mission. Instead of criticizing your father for working himself into the ground, why not be proud that you had a father who applied himself to more than his own personal gratification. He worked on bettering the world he knew in the way he knew. He died, but everybody dies. I have not doubt that a man like your Dad died proud that he gave everything and died with nothing left inside.

We all need to work ourselves into the ground instead of dreaming of some health spa or boat cruise where we become like vegetables in the sun. My advice is never let anything get in the way of the work you love, not even retirement. Don't let anything stop you from applying yourself to something you are committed to, devoted to, and believe in. Success is not about an end of living long and dying healthy. Success is a process to exhaust all that you came into the world with before you die.



How do you motivate people?

From motivation to inspiration

How you motivate someone depends on the someone. If the person is in desperation either financially, emotionally or in their relationship, the idea of motivating them with anything but rules, regulations and laws is foolhardy. You are far wiser to acknowledge where a person is at in their life before you consider how to motivate them.

Generically, you motivate people by giving them the impression that something good will happen if they do what you ask. Of course, a person in desperation might not even believe that so, you motivate them by saying something bad won't happen if they do what you ask. This is a very primal level of motivation.

More sophisticated levels of motivation can be achieved if the individuals in question believe they have some choice. In other words they are not working out of fear or desperation. These more conscious people would react badly to the lower levels of motivation and are more likely to be "turned on" by values. That means they would become highly invested in whatever they were doing as long as they thought their values were being met. Like goodness to humanity, kindness to children, ethical products, environmental legitimacy.

This is still fairly primal, and requires significant structure in a company. The individuals in this circumstance would be motivated by values.

In all this we acknowledge that we must avoid demotivating people. That means we need to satisfy their basic needs, expectations. Fair pay, equal opportunity, good company culture and more. That is the baseline for motivation, not to demotivate.

But motivation is too primal for the 21st century. It is far wiser to consider inspiration. In comparison, a desperate person has got to go to work, a values based person should go to work, but an inspired individual wants, loves to go to work.

It is not possible to inspire people. They can only inspire themselves, Inspiration is when the inner voice speaks louder than the outer voices. So, to get that inner voice working an individual can't be desperate, or motivated by values. This person, an inspired person must be motivated by a dream.

A dream or vision is something that an individual wants, (long term or short term) and if they believe that what they are doing will get that dream to come true, they are inspired by it. This is often why people vacillate in their energies around things, sometimes they believe that their dreams will come true and sometimes not.

To help a person be inspired help them know their dreams, help them see how this job with help them get their dreams fulfilled, and remind them often about this equation.



We've got this guy in the office. One week he's all friendly and the next he's meant grumpy sod. Any Ideas?

Moods

Mood swings are normal, they reflect emotions. Emotions are affected by all sorts of things including the state of the moon, perceived affront to ego, disappointment and many more.

There are two basic causes of emotion. Fear of the Future. Guilt of the Past.

The first thing you need to do is have compassion. This guy is obviously emotionally unstable, probably going through a lot of personal turmoil. It sounds like he's going from thankful and humble to unthankful and self important. We all have mood swings and they aren't pleasant. I think you could begin by having some sympathy for what it must be like to be him.

The second thing is to avoid reacting to him. People become as you treat them, so if you judge, react or reject him, it will just magnify the problem. You can simply treat him the same no matter what his mood. Certainly don't make excuses for him.

Third, is what to do. Mood swings like this reflect an emotional instability and emotional instability comes from mental instability. This person probably vacillates between high productivity and destructive affects on the team in the office. It is far better to send this person out when they are down. They are toxic to good productive culture.

Usually the moody people are the least interested in self development. They are more interested in expressing their moods than mastering them. They are also in the personality group that are most likely to be addicted to some substance, alcohol or drugs or even coffee.

I think the key here is productivity. I mean this guy is employed to do a certain job and the question must be "does he do his job?" if the answer is sometimes, then it's wise to offer him some counsel on his unacceptable disruption to the office. But if he is not doing his job, better part company.

Moods are understandable, but when people can't control their emotions and pass them into the company culture, then they are driving a cause/effect situation that will definitely affect clients.

As far as you are concerned, on the receiving end, try to recognize that you do this mood thing too, and you, like him, deserve to be loved for it. Treat him as a not grumpy person, don't react, stay open hearted and focus on what he is doing right rather than wrong. Look at the good news, and, most important make sure you do not react by judging him, criticizing him or talking about him behind his back.



What is the importance of vision in a company and should this be put on the wall?

Vision

The size of your vision determines the size of your life. So, vision is very important in business because the size of your business is determined by the size of your vision for it. However, there is a radical difference between a fantasy and a vision.

Many years ago I started a speaking career. I shifted from my engineering business, did an MBA and started speaking for a living. I wrote down my vision statement folded it up and read it every day for 10 years. At the end of ten years the paper was worn thin, My vision had not manifested as I dreamed. Why?

We'll there was nothing wrong with the vision. The problem was that there was too much air in the vision. Not enough ground. Ground means chunks. Chunks are steps that you take along the way to a vision.

Some people say that if you just have a vision and write it down it'll manifest. That's a lie. Visions are points to aim for, distant places on the horizon that help us stay on a straight course. The key after setting a vision is to turn it into steps so that you can live in the moment.

The most important thing about a vision is that it is a vision. In other words you can see it. If you can see your vision in your mind's eye, then there is a 1000% increase in the probability of it coming true. To see your vision of the future, you'll need to be able to visualize it in the most finite detail. Even the color of the carpet will be clear.

Vision really does mean see. See it in your mind. Your mind must have the picture and then you write it down. You write it down in detail. Then you create the steps. With my clients I usually have to increase the time frame they expect their vision to manifest by at least double. Take the time you expect it to happen and double it that's the rule of thumb.

There are other senses involved in vision too. You should be able to smell the scent of your vision, taste the flavor of it, feel the texture of it, hear the sound of it. Make sure that there are all five senses involved in the vision you have.

Now, the writing of the company vision on the wall is not appropriate. This is the management consulting idea from the 80's. However, the company motto, which could encompass the vision needs to be memorable, not only to clients but the employees as well. Qantas - spirit of Australia, or Apple (silent motto) or Mercedes - best - or Volvo - Safest. Each business has a vision and a company motto wrapped into a few words and every employee should, in theory be able to remember it. One or two words at most.



I hate my job. I can't get another one because I'll lose all the benefits I've accumulated. What do I do?

Do what you love and love what you do.

Loving your job is very over rated. Even a rock star who loves his or her profession spends 90% of their time preparing for that 1% which is their performance. Loving your work is not possible if you don't love your life. There is no way you can love your work while your relationship and private life is a mess.

To do what you love means to accept pain and pleasure equally. In other words not be distracted by pleasure and pain. Now you say you hate your job. Is that because there is discomfort in it? Is it because you are bored? And when you tell me you can't change, I wonder at how creative you've been in working out how to enjoy your work more?

To go to work day after day, hating it is going to kill you. And if you have no choice around shifting the job, you'd better work out how to love it.

Here's how I do it. If I am doing something boring or unrelated to what I love I find out what it is about what I am doing that helps me do what I love better. Like washing the dishes. I learn to meditate or prepare for a speech while I do the dishes. I change a diaper telling stories that I have to have on radio shows. No matter what I do, I find a way to link what I am doing to what I love doing.

It's really important to bring your spirit to work. If your attitude to what you are doing is pure resentment, then you will cause serious injury to yourself or your relationship.

There's no excuse.

Even if you are collecting poo, digging rubbish, there is a way to love your work.

Sometimes we invest too much in loving our work because the rest of our life is crap. That's very common. The person who is complaining most about the office and the politics, complaining about management and leadership is usually the person who is faking happiness at home. A lousy home life puts a lot of pressure on the job.

So, realistic expectations of support and challenge, of jobs that are pleasure without pain are the first step. Getting real. Sometimes we put too much emphasis on the quality of our work environment because our private inner world is disturbed. Corporate culture, work is not meant to overcome inner turmoil, instead it is meant to thrive on it.



I am selling my business and going to start a new career. Any advice?

In business there is evolution and there is revolution. One is slow and easier, the other is fast and tougher. They both end up, after due time, in the same place. Evolution conforms to natural law. Revolution conforms to the ego. One has mild adjustments along the way, the other has radical ones.

We each have a different constitution made up of five elements of nature. A fire element person is more likely to be attracted to your philosophy of dump and burn. A Water person would evolve. Earth people usually don't change unless they are forced, Ether people dream about the change and hope something or some one will make it happen. Air people jump two steps forward, one step back, three to the side and have so much going on that something always works.

So I can't give you personal advice. Revolution feeds the ego, makes people feel better - like moving cities, moving partners, moving business. That's the ego and the ego causes all of hype. It feels like things are different but really nothing changed just the scenery.

I can give you natural law. By following that law you will get a far more stable transition and a far more healthy financial situation. Natural law says "nature never destroys anything, she builds a new one on top of the old one, greater in consciousness less in number"

Let me translate that. Nature would keep your business until your new career was thriving. She would evolve from the old to the new in a transition that was not based on maximum short term profit but stability and wisdom.

Nature would also make sure your new career had something to do with the old career. She would take the skills and environment you currently have and evolve them into the skills and environment you choose to have.

I consult to people's ego all the time. The most common is the desire to "get out of the corporate rut" and "become a Yoga teacher" I meet all manner of people lawyers, MBA's and solicitors who have jumped from corporate to cute. Basically, they have just changed the scenery. They are angry incompetent people who couldn't evolve enough in their real life, so they jumped into spirituality to escape it.

With this jump there is often a breakdown in their relationship. Remember, relationships are based on dreams. If two people know each other because they are going to help each other live a dream, and then the tables are turned and one of them suddenly becomes a new age hippie, then the relationship will need a very deep sense of purpose (greater than making a family) to survive.

Advice, no. Natural law, it's your choice. Rough or smooth?





My boss is a drip. He's stressed all the time, rude, but worst of all, he is incompetent. Most of what he tells us to do, we change behind his back. What to do?

Consciousness at work

Understanding the problem, is 99% of the solution.

I placed a diagram on the opposite page. It's a consciousness tree. At the bottom of the tree are the roots, and at the top are the leaves. Branches join it all together. Organizations are identical, they follow Natural Law too.

So, at the bottom of an organization, and the power on which great business is built, are systems, finances, intellectual property, machinery, knowledge, experience, reputations and data bases of clients. These are like the core assets that feed the tree, the roots.

So the people who manage these assets are often the lifeblood of the business. Their job is to protect the roots, protect the intellectual property, the brand. They are very often senior executives who are highly educated and highly paid. They are very important to the organization because without the roots, the tree is dead. In business cash is king, and unless these "root protectors" do their job, there will not be a business.

The conflict often happens when organizations place these people, whose consciousness is quite low, very high in the corporate tree. Now the conflict becomes terrible. Low consciousness people with high value jobs dictating management to people of higher consciousness with different missions in life.

My metaphors are often poor, but let me try. Say you have a car, the driver is the leader of the organization. The engine, wheels, gears, road map, brakes and all are the team she needs to cause the car to go somewhere. Not one of those bits can be left behind.

Now say she puts the wheels in charge. The wheels dictate the direction of the car based on what is best for them. Less wear and tear, less heat. Eventually the car would stand still or crawl along. The wheels are doing their job. Or say she puts the engine in charge. The engine wants to rev, it needs to work to be healthy so the engine takes over and the car races to its inevitable doom. Or The fuel team, conserving petrol is their motive.

None of the parts is wrong for their leadership. But their leadership is based on a fragmented view of the car. Not an overall view. None of those bits can see that, they think, "I am most important" to the function of the car.

The opposite can happen too. The leader, driver might just drive somewhere and forget the fuel, the tires, the engine, the gears, the road signs. The driver might just go on their vision full of hope and vision and end up waiting for road service (my usual occupation) to repair the car and get it functioning again.





I don't feel heard. I don't think you answered my question so I will repeat it. My boss is a drip. He's stressed all the time, rude, but worst of all, he is incompetent. Most of what he tells us to do, we change behind his back. What to do?

Over specialization leads to extinction

Yes, I probably missed answering your question with a specific answer. Let me try to answer this differently.

The person with the broadest understanding of the fragmented parts of a business, rules. So, a leader, manager who understands the importance of the roots, the branches and the leaves of the business will be the leader. In a business, roots are the assets, branches are the process of delivery of them to the client, leaves can be called the innovation or future of the business.

Sometimes, from the perspective of a branch, responsible for good business delivery to the client, the leaves are stupid, and the roots are hindering the process. Sometimes the roots think the leaves are corrupting the assets. These specialized parts all think their watch tells the right time. A leader cannot be a part of that tree.

To lead the organization, the leader must be outside of it. The leader must respect all the elements of the tree. They are all 100% valuable. Sometimes you look at your boss and think he is incompetent because he is thinking about what you do from a broader perspective. If that is the case, your righteousness about him being wrong is understandable.

The fact that he is stressed reveals that he needs to reconsider his expectations. From your question it reveals to me that he has employed specialist like yourself to do specific tasks but not defined their scope of work tight enough. In other words he has employed you to do a fragment of the work but made you think that what you are doing is the whole of the work.

For example. If a boss employs specialists, whose skill is limited to one area of the overall process, and they wanted to make tee shirts. They'd give one person the material sourcing, one person the logo design, one person the retail and another person the marketing. Now a team exists. But who leads the team? If there is not a manager in charge of the project called Tee shirts, all those fragmented specialists would think their area is the most important. Bad management is empowering people to the extent that they no longer see their small part in the big picture. The logo designer would then function independently to the material sourcing, and they would argue at the end of the day, that the manager was wrong because he compromised their selections.

Another way of managing that project would be to employ generalists who could do all the fragments themselves. Then, the debate between which is important and not, would become internal to that person.





You are still avoiding my question. I understand all this about trees and cars and fragments and bla bla but please, get to my issue. My boss is a drip. He's stressed all the time, rude, but worst of all, he is incompetent. Most of what he tells us to do, we change behind his back. What to do?

What you judge you breed

I see your point. It seems the last part of your question is the most important. Let me repeat the question. "you think your boss is a drip, stressed allot and rude"

So, there are two options here. The first is that you take your self righteous unconsciousness to another company and let them suffer you. Or, you learn a few things about judgement and opinion.

If it's the latter, I'll try to explain in the next paragraphs but please try not to feel insulted or attacked, that's just your ego fighting for supremacy. That won't help.

WE judge in others what we hate in ourselves. That's called self righteousness. It means that we are right and they have a problem. This is the foundation of religious war and all humanitarian injustice on earth. We are right and they are not.

If you want to change this, you'll need to see that all your judgements are polluted, and more than global warming and ozone layers causing the world problems, your attitude to your boss reveals a far worse toxin. Righteousness.

Go to the consciousness tree one more time and look at the swings that go from left to right. At the bottom those swings are very large. At the top they are virtually non existent. So, opinions reveal our consciousness. The more fundamentally right we are, the lower we are on the consciousness tree, and therefore

the more judgemental we will be.

Your opinion of your boss tells me, in this area of life at least, you are down the bottom of the tree stuck in righteousness and therefore beating yourself up with the same attitude you have toward your boss. This must be tough, and the escape mechanisms you must use to cope with that self abuse must be significant and violent - at least on your health.

I'd be more inclined to look at your boss differently. He is stressed "sometimes" and not stressed "sometimes" actually he may be at total peace in his home life. He is both stressed and not. That is a more conscious awareness of him. He is a drip, yes, and he is sometimes not a drip. That means he is human, just like you.

Actually, if you really want to learn from your judgements you can take it one step further. You are also stressed. Your e-mail reveals it. So instead of criticizing your boss, and therefore by default yourself, why not appreciate stress. You can't get rid of it. Everybody has it. The only difference is some people embrace it and are thankful, some people hate it and die from it. Stress reveals a commitment, and investment a genuine passion to be enrolled. You might also look at your judgement of him being a drip. Aren't you too sometimes? Do you know you deserve to be loved for that? That part of you won't go away. Why not love it in him and you?



I run a multi million dollar organisation. I travel non stop. I am tired a lot and there is just no choice. If I don't travel the business dies. What to do because this is destroying my home life ?

True Lies

You are a liar. Multi national corporation or not, you are lying to yourself and me, probably unconsciously, but definitely not out of ignorance.

Your home life is already crappy. You really don't want to be home. You are not a victim like you pretend to be. You've created a world for yourself in order to avoid being at home. Is your relationship dead?

Maybe your question holds great truth too. Maybe you are asking how to deal with your travel and schedule in a way that doesn't exhaust you. But my first step would be to cause you to deal with the guilt about your real issue.

You don't want to be at home and you are guilty about that. I suspect your life on the road travelling is quite marvellous. You just can't, under the social paradigm you run allow yourself to admit it. Go on, admit it, you like this situation. My guess is also that you have tried being home more, and it nearly killed you.

Allot of relationship problems end up as work problems. That's why I wrote the book Sacred Love. Can you fall back in love with your partner? Have you built a home life based on escaping from intimacy with her? I see beautiful homes, prestigious homes, that are so designed to help a couple pretend they have a life together. You need to take a long hard look at this aspect of your life.

As far as the advice on business travel is concerned, I don't accept that a person who runs a multi-million dollar enterprise has graduated to that level of responsibility with such a hands on, dumbed down idea of their role. Really, I do think it is time for you to get a little more honest with yourself and with those you ask advice from.

You can consider,

- Training people
- Technology
- Educating clients
- Bringing clients to you
- Investing in more media based communication
- Delegation
- Restructure your portfolio of management support

But, really, I would be taking a long hard look at the places you call home. The office environment you are creating near your home and the circumstances you have at home. If these two can't be changed, then I really think you should focus on guilt management. If you own the truth, that being away is the only way you can cope with your domestic circumstances, then there is nothing to be guilty about, unless of course, you care about those whose lives are on hold waiting.



I am single primarily because I run a business and don't have time to do any match making or dating. Can you give me some advice?

Garbage in garbage out

Blame never served anyone, although if we are in desperation they say blame helps us cope. Blaming your business for your singledom is like blaming the dog for soiling the garden.

Of course business is going to challenge relationships. They compete for time, energy, passion, love, concentration, ambition, fun, freedom, ego and more. Office affairs happen frequently because they are convenient as to have sex without disturbing focus on work.

Of course, we'd all be single if we became obsessed with work. So, please accept your choices here.

The hard part is admitting that, although you say you want a relationship, somewhere or another you already have one that fills the space. Do you have kids to an ex, do you have a drinking problem, do you have family that you take responsibility for? I know that nothing is missing, so really, no one is single, they just fill the space with other people who don't look like a significant other, but are.

One guy had a vintage car in the garage. He was married, and his wife was bitterly jealous of his time in the garage. She burned the car in order to get him back. It didn't work, the car was no accident, he didn't like her.

Ambition can be a car in the garage too. Greed can consume a person to the extent that the adrenalin of success becomes their lover. All they want is to be married to the results of their work life, to prove something, and their partner is the mechanism to grow children and keep the house in order.

For me, I have lived all these scenarios. It didn't work for me. I find that the most spiritually confronting, personally challenging, deepest experience of life comes from a real significant other, a person who I love, and who loves me.

Because of this phobia I have about wanting to prioritize love of a lover over everything else in my life, I don't make the money I could if I was like you. And I don't live in relationships that are designed to do all the mechanical things but don't hold love sacred. But, hey, that's my choice.

Sacred Love means a significant other is a priority. You protect that love from the competing energies of time, complacency and the mundane. That significant other can be a child to a single parent, a car in a garage, a business (as in your case) or a person. Whichever way it goes, it's wise to know who or what it is in order to create a lifestyle in which you can protect what you have. What you don't appreciate - depreciates, and you lose it.



My business is facing some real challenge. We are below budget, and the market is more competitive. What to do?

Maintaining Perspective

The answer is CHANGE. The real question is what?

All these signs point to a loss of consciousness around the business you run. This can come from two sources, you and your competence have not evolved, and therefore the business is stuck in the past and has been overtaken by the market, or the market has evolved and you aren't aware of it.

Evolution means doing more in less time. So, supplying a product or service that does more for less. There is nothing really new on the planet, just smarter ways of doing something old. If you don't grow with this, the result is what you are describing here.

There are only two directions to change. Shrink to a niche master or expand to a top end player. If you fight for the middle ground, you, like the trees in the forest who can't find solid ground, go first. All profits for the middle ground player go to survival. Those players compete on price.

In a niche you'd better be good. That means employ best in field, systems that guarantee absolute quality and accept the stress that comes from the requirement to hit the nail on the head, every time perfectly. (like nailing nails into glass) If you are the top end big player, or wish to compete at that end, you'll need lowest cost, highest exposure to sustain profitability.

When a business is facing the challenges you describe I always ask the leader about their background. So often people are great at building certain business to certain sizes because this fits their dream plan. But more often than not, a failing business reveals that an individual at the top has hit their peak, their dream plan is accomplished: the house is paid off, the kids are in school, their wages exceed their wildest dreams, there's money in the bank, flying miles in the card. Everything they were driven to accomplish is done. Now, there is no other motive than competing, or maintaining, or sustaining.

The switch from visionary to ordinary comes so fast people don't recognise it. They just suddenly find their business goes from great to ordinary, competitive to mediocre. Blockage happens. It is at this time, that this individual needs to revisit their motive.

You'll see rock stars turn to AIDS charity, movie stars adopt children, ex presidents become philanthropists, astronauts become evangelists, sports stars become youth motivators. People who achieve their material dreams need emotional ones to keep the fires burning in their soul. If yours has gone out, then the business results are simply a reflection of it. Maybe it's time to get a bigger perspective on possibility.



We have a person in the office going through grief. They are unwilling to take time out and instead they come and go without warning and they are not aware of their negative impact on the the whole team. They come into the office try to have some influence, get it half done and go. What is your advice?

If you can't fire them, don't hire them

Hiring family members into a business is not an issue. Firing family members from a business is a big issue. I don't advocate firing people because they are in grief but there is a really big issue when you can't cut that person some unpaid leave until they become productive again.

If one apple in a barrel of apples is rotten, the rest of the apples go rotten. You have a company culture, a responsibility to clients, and the universe to evolve your business toward better and more effective practices. Having this person turning up with toxic shock is like the complete opposite to the the right intent.

What does it do to the culture? It demonstrates that you are a nice caring person, NOT. Those who suffer because of your willingness to tolerate this half arsed effort of this grieving person, blame you for the consequences. If they have to re do a job, or the quality suffers then you are their escape goat, your willingness to be compassionate to one person causes 20 others to suffer. Strange balance of compassion?

Compassion for your grieving person has two sides. Nature and nurture. Nurture means feel sorry for them and understand their troubles. Nature means, get over it and how can I help? There are professionals who help people through this circumstance, not you or your colleagues. Amateur psychotherapy has become so epidemic because most people went to a weekend self help seminar and found the secret to life, they think they know how to

help. They don't.

So, my advice. Do what nature does. Cut this grieving person some space from work, don't pay them otherwise they'll just wallow in self pity and be paid for it. Cause some sort of intensity for them to get through it all, even pay for therapy. But don't allow this person back into the system until they are, by independent and professional opinion, well again.

I would go so far as to strongly prevent that person re entering the work environment even on social calls. In business we suggest be friendly, not friends. A good leader, manager is always watchful for what is going on in people's personal lives and does what they can to help sustain a healthy balance. Relationships at home are not a boss's responsibility, but the impact of something at home on a long term basis must be accepted as a causal factor in work performance.

More than anyone has dared to mention. My belief is that 90% of all work related conflict and behavioral problems comes from domestic problems. People load their work with a requirement to counterbalance their home life. Love lost at home becomes self righteousness at work.



I don't know what my life purpose is, and therefore what my career choices are. How do I get clarity on this?

Life purpose at work

Disgruntled and disappointed people often turn to Life purpose in order to find answers. The promise seems to be that if you find your life purpose you will find the right job and suddenly feel self worth, worthiness and fulfillment.

This is another example of spirituality interfering in reality with false promises. Spiritual materialism promises that if you do something spiritual, your material, emotional, mental world will transform. This is rubbish. I'd like to explain.

Life purpose is important because it keeps you motivated in doing whatever you do. If your life purpose were clear, it would not be a matter of doing a different job, no, it would be a matter of doing the same job, but for a different purpose.

Say my job was washing dogs. I do this because I earn money and it's easy but the dogs bite sometimes and my hands get all covered in dog stuff. So, I say I want to find something meaningful and become job change hungry.

Now, if you did life purpose workshops with a new age guru from America, or their many imitators in Australia or Europe, they'd promise you can do anything you choose, that if you find your real purpose in life the universe would support you and you'll be happy. It's brilliant marketing and what we believe we perceive so, this is nice. But it solves nothing.

Life purpose has nothing to do with universal support. Every human attracts support and challenge whether they rob a bank, pray in church or make love all day. Nothing causes universal support and challenge to increase or decrease in a persons life. Nothing. It's unconditional like a mothers love.

The key is how much we value what we do. If a persons purpose were found to be the teaching of compassion or tough love or improving the lives of children or something, why could this not be done washing dogs. Linking the task, no matter what it is, to the purpose, no matter what it is, brings a new meaning to whatever we do. SO the answer to your question.

Whatever you are doing now is your way of expressing your life purpose. Nothing has to change in what you do, just why. No matter what your work, no matter what your situation, even in hospital being unwell, if you know your purpose in life, you know why you are where you are. No need to move. I suggest that until you find purpose in what you are currently doing you'd be best not to leave it.

Eventually, instead of leaving things, love them. When you love something you can evolve away from it, to a place of more consciousness, where you do more in less time, maybe by hiring people to delegate to.....



There are people in this office I just can't stand. They are bad at their work, lazy, and cheat. What do I do, inform on them?

Elation breeds depression

I think, that one of the most common emotional states of mind in business is depression. Depression is caused by elation. Lets think through this. Elation is an upper without a downer. So, for example you might meet someone who is all good, and you are so elated to meet them. You might eat a meal that is fantastic and get all elated over the taste. You might win the premiership cup and become elated over that. Also, you can get elated over things you want.

You can get elated over a promise of an all happiness outcome. Say you are training for a singing concert and you get it in your mind how great it's going to be to win. That's elation over a future possibility. Or, you put an add in the paper, about some gorgeous hunk of a man or woman. (I don't know if "gorgeous hunk" relates to women, but you get my point) They are all good news, and you haven't met them yet, but you can see it in your minds eye.

Then you meet the person. They are exactly as you wrote in your add. Perfect. Until some weeks pass when he starts to fart, hangs his stinky sox on the window ledge and forgets to wake you before he tries to have sex. Suddenly, oh no, there's a shadow, a dark side, a dirty, stinky other side. Elation turns to depression. Oh my God, you've done it again. Same old Same old.

Your likes and dislikes around people are based on elations and depressions. Those that elate you, you like. Those that depress you, you dislike. So, we avoid, judge, try to change (it's

called help) all those people we judge as causing us depressions because they antagonize our elations.

Many people cope with elations and the subsequent depressions through alcohol and substance abuse. Alcohol and substance, although eventually ending in depression cause temporary elation. So, alcoholics are disappointed people. They thought life was going to be one way and it turned out different. They had elations about how it should be, and it isn't.

After several marriages, people often become depressed, alcoholic or workaholic or spiritualaholic. Their elations survived while they could blame the first partner, but after two or three they start to realize the elation is not going to happen, then depression threatens them, they turn to alcohol to keep the elation, avoid the depression. Same with workaholics. It's really all about disappointment.

There is one word that defines spiritual growth more than any other, Disappointment. Disappointment is the honest confrontation of the lies that keep up separated from real love. Elations are half truths. Your elation that you can find someone in the universe who is not lazy and a cheat, might be supported by becoming an informer. But the depression you are avoiding is going to get you unless you change your mind.



I want to move to the countryside, out of the city, we hate this rush and commercial panic the world is growing toward. We turn off the news and discourage our children from watching TV. Any thoughts before we sell up?

Technology and the future

I hear what you say. Allot of our world has lost touch with reality. In nature, where you seem to be attracted, reality is whatever you choose to make it.

But before you abandon the city life. There are a few things you need to know.

Your definitions of nature are rather compartmentalized. A leaf and a computer are both part of nature. You are just stuck in a head-space that can't see it. By separating nature from anything, you make a big mistake. Even nuclear power plants and environmental pollutions are nature. Nothing is separate. Humans included. (good and bad)

So, running to the countryside to find nature is good if you can't get your head around the reality that all is one. Nature is everything. Beauty exists everywhere. If you can't get your mind to expand to see that the only difference between good things and bad things is how you choose to see it.

By isolating your children from real life, you are gong to give them a wonderful gift, but like everything in nature, there's two sides to every coin. They will be highly vulnerable to pollutants, diseases, aggression, electronics, stimulants, and insects. They will be vulnerable to deception, trickery and their intuition, which is a spiritual aspect of them, will not develop in the countryside.

Also, nothing is missing it just changes in form. Challenges in the countryside are still as ugly and violent as the city. Instead of blaming cultural groups or technology for their seemingly unexplained behavior, you'll have to blame the local school, other children, the kicking horse or the drought. Really, the real issue will be you, even if you can never admit it.

Television and technology is so important. The news, although biased toward drama and lies, brings a spin to our lives that hones our consciousness, explores our nervous system, beliefs and expectations. This city life is a beautiful life, even though the average person is struggling to keep up. That is really the future job of spiritual teachers, to help people catch up with technology.

By moving to the countryside I assume you are going to live on mung beans and potatoes. Which means the only thing on earth you have a sense of responsibility toward is yourself. (you, your children, your partner etc) - evolution will challenge this. When you are green you are growing when you are ripe you rot. Going bush does not alleviate challenge, it just makes them invisible, unpredictable and more dangerous. Try to stay connected to a greater responsibility that just yourself. You have been born with gifts and the shame would be for you to die with them still inside.



Is a business plan really necessary and what investment should I make in doing it?

Being real

In 1992, I launched a business. I'd been to a self growth seminar and found a great opportunity as a result. Sadly, the business plan I created was really a smoke screen and the cost of not preparing a proper plan was catastrophic both financially and personally.

So, I am a great advocate of highly detailed business plans. Not to predict the next five years of profits, but more to take the air out of egotistical ambitious vision statements.

I'm a creative person, I can invent many things that don't work on a practical level but are inspiring in theory. I believe in the necessity for third party involvement in the preparation of a business plan. Now, I've had mixed results with different groups of people who offer this service. It's a fast buck for a lot of small management consulting firms, looking to support a visionary leader. It's also an opportunity for marketing companies to edge clients into believing the key to success is spending a lot of money on marketing and promotion.

Truthfully, the best person to do a business plan is someone who is going to lend you money. That person is going to be skeptical right from the start. Most money lenders don't do business plans but they certainly know how to pick the flaws in them. So, someone with a financial bent is the best person to hire for business plan development.

From a business plan a cash flow can be prepared, this cash flow is the bible that runs business. When predictions falter, then a business plan can reveal where the prediction falls short.

Many people create business plans like my old one. Full of great ambitious ideas, but totally flawed in their accuracy, research and therefore sales predictions. If you plan to start a new business or have an existing business and do not have a detailed traditional business plan that has been gone over by your money lenders, your business advisors and your co leaders, then my advice is to get one.

I know many people work without business plans, and while the company is cash positive, sales are growing and cash flow is managing this is fine. But many businesses go broke, not because of lack of performance, but because of too much performance. They don't have the cash to fund the ambitious growth, nor the resources to meet demands. So, this is the function of a good business plan.

It is just too easy to blow smoke up your own pants or skirt and believe in miracles or hope.



Our business is one bun fight to the next. What can we do?

Maximum growth

Natural law predicts that any period of calm must be accompanied by a period of chaos. One bun fight to the next is another way of saying the same thing, from chaos to order, from order to chaos.

The key is getting used to it and developing a sense of realistic expectations. Unrealistic seems to be expecting a business to have everybody relaxed and calm, enjoying their work, watching the sun go down from their home verandah. Only public servants get this privilege because their organizations don't grow by evolution, they grow by election.

But we're talking here about the real world where companies are faced with challenges every day.

I have a friend who rang me and said they were most concerned because they were experiencing a period of challenge free life. I asked about their life and there were hundreds of challenges. But what had happened is that this person had softened their mind, they had learned to adapt to situations rather than trying to control them.

It meant that she had stopped the resistance to change and was enjoying even the challenges we not life shattering (my friend had gone through serious illness and survived) so she understood a certain perspective on life.

I think you could learn from my friend, and if not her, from my Nepali friends in Nepal who seem to be able to flow with life like a prayer flag, adapting and moving to enjoy every moment, even the tough ones.

Every healthy business has bun fights. What do you expect, a monastery or something? you are dealing with diverse egos, opinions and ambitions. People really get attached to what they do, which is what a leader wants, but this makes it hard for them to change when the time comes.

Are you experiencing drama at home? Do you have a non violent philosophy you follow? What is setting you up to get so bent out of shape over something that is normal? Real life is a better religion than false expectations that cause you to get upset. Upset doesn't help at all.

Try to enjoy conflict. I mean unless it becomes physical. Emotional and verbal bun fights are human and healthy.





What is my leadership?

Leadership

It depends on where a person is at. A leader can only be a few steps ahead of those that follow them. If the leader is 2 miles in front of their followers, they are not a leader, they are a pioneer or scout.

A leader is meant to know more about what is going on than those that follow them. This does not mean how to do things, more it is about why. If the why is big enough the how to's take care of themselves.

So the leadership of a large hierarchy of people is a tricky business. At one end the leader must be seen to be conscious enough to relate to similar leaders at the top of the organization, that's coach to coach, captain to captain. But if the leader is so aloof that the people at the bottom don't get some feeling of connection to them, then there is no respect.

Sometimes middle managers are used to spread the upper reaches of an organization downward, but this doesn't work very well. It doesn't take much for people to disconnect from a leader, and then hold a negative expectation of what is going to happen as a result of that person's leadership.

Personally, I've found this part of leadership quite hard. I automatically relate to a lot of people, but unlike some really great leaders, I seem to disconnect from a lot too. I tried a lot of tricks to fix this until I realized that my destiny is not that of a leader of masses of people. I'm more like the pioneer who inspires others who lead.

Leadership is also about vision and knowing where the future is going to be. Certainty of the future is the prime role of a leader. That means at least 30% of a leader's marketing needs to be spent internally selling the future to those who follow him or her. This is often overlooked.

Certainty comes at a high price. For the mechanically minded left-brained masculine inclined, certainty requires huge amounts of research and study. For the right-brained, feminine inclined individual, certainty is a very personal experience and communicating this can be confrontational. This is why most leaders in business are inclined toward left-brain leadership. Both male and female.

The evolving leader will use both.

A stressed leader is of no use to anyone.



You spoke in your innerwealth book about putting the heart and soul back into business. Can you explain where it went?

Heart and soul in the business

Warriors have always graced the planet. They raid, pillage and plunder and retreat with captured trophies. Corporations became proficient at it too. They knowingly sold products that are toxic, put things on labels that weren't exactly true, and used child labor in far away places to lower the cost of production. This is capitalism, the push for more from less.

Putting the heart and soul back into business means nothing more than authenticity. If you believe in humanitarian issues then it surely begins with the way you manage yourself and others. Under those circumstances maximum short term profit is not the motive, sustainable profit is.

I work with many companies, and for many years ran my own, and I openly confess that heart and soul in business is lost, even in my business in the past, heart and soul were non-existent. The stress of survival and ambition for growth overpowered any sense of heart and soul.

This problem does not rest in the hands of employers as much as it rests in the hands of employees. People obsessed with getting the most from doing the least are a major cause of heartless management.

If we could only see that the way we work affects nearly every aspect of our lives. Working happily, friendly, respectful, honoring diversity, creates a sustainable environment that people just love to work in.

Heart and soul in business means healthy working environments. Where the focus is on improvement and intensity. A culture where human potential is stretched and where people go home inspired by the stretch of their work.

Unlike the classic models of business consulting, my belief is that heart and soul in business comes from clarity of vision and a zero tolerance on the abuse of privilege. Moods, not conducive to healthy human interaction are not tolerated. The emphasis is placed on putting your heart into your work.



In our company culture we try to work hard on what we do, but our output does not always reflect the effort. Is there a simple reason for this?

Hard work is bad management

Of all the quotes i use this is my favorite. Hard work does not refer to time spent or the level of emotional physical or spiritual investment. Hard work means unhappy, uncomfortable, violent or emotionally disturbed. In other words stressful.

Stressful work is bad management. One client complained that they had to work so hard for the client and the client was a pain, and the client was rude and the client was unethical.

My summary was that their client was better at business than my client. To be able to wrap a supplier in knots like this reveals inexperience, high risk, high exposure on the part of my client. They went into a contract without really understanding what they were dealing with.

In business the higher consciousness does not automatically win. You have to be aware of the consciousness of the organization you are dealing with. For example, if there are a significant number of religious zealots in the organization then there is going to be allot of righteousness and therefore low consciousness arguments. If there is desperation in the contractor or contract (in a hurry to make profits) then someone is going to get taken to the cleaners. If there is allot of intellectual fundamentalism, a sort of excessive adherence to rules and laws, this also brings the consciousness of a project down.

Stress is bad management. Work that is repetitive is bad management. Boredom and excess travel are bad management. Long hours are bad management. We know that from time to time something jumps out at us and we have to rise to the occasion, it requires extra effort. This is understandable, but if this becomes the norm, if cash flow problems and stress become the norm, something is wrong.

WE call these "wrong places" frustras. In ancient Greece they understood the idea that people, like nature, evolved through realms. Those realms are arbitrary but they form a sort of resistance to growth. It's like hitting a ceiling and having to push through it. Resistance before and after is lower, but when we hit a frustra, its hell. This is where the term frustration originated. So, next time you are doing it tough you can say "I've hit a frustra" which is better than complaining about it, or being angry.



What 's inspiration and how do we get it?

Inspiration is just a higher form of intuition

When i take people to Nepal, they sit quietly on top of a mountain looking at a magnificent vista. Their hearts are palpitating, it's hard to breathe, it's cold and usually windy, but these people get an amazing taste of inspiration.

So, what is inspiration?

The environment is predictable and does not interrupt concentration
The mind takes priority over the body and the heart takes priority over the mind.
Something draws our attention with intensity and beauty.
We loose track of time
We forget where we are
We feel connected to whatever it is that inspired us.

Inspiration is vital in business. This is a state of awareness in which decisions, visions and revisions are made. Inspiration is an inner voice and that inner voice, which speaks in pictures, is the most potent insight a person can have.

All the great inventors, creators, artists and musicians have used inspiration to gain new knowledge. The only place it isn't revered, yet, is business leadership.

Good business requires creativity. So many of our leadership models are driven by male ideas of numbers, numbers and oh yes, numbers. But now, finding inspiration in creating opportunities, new products and visions is all about creativity.

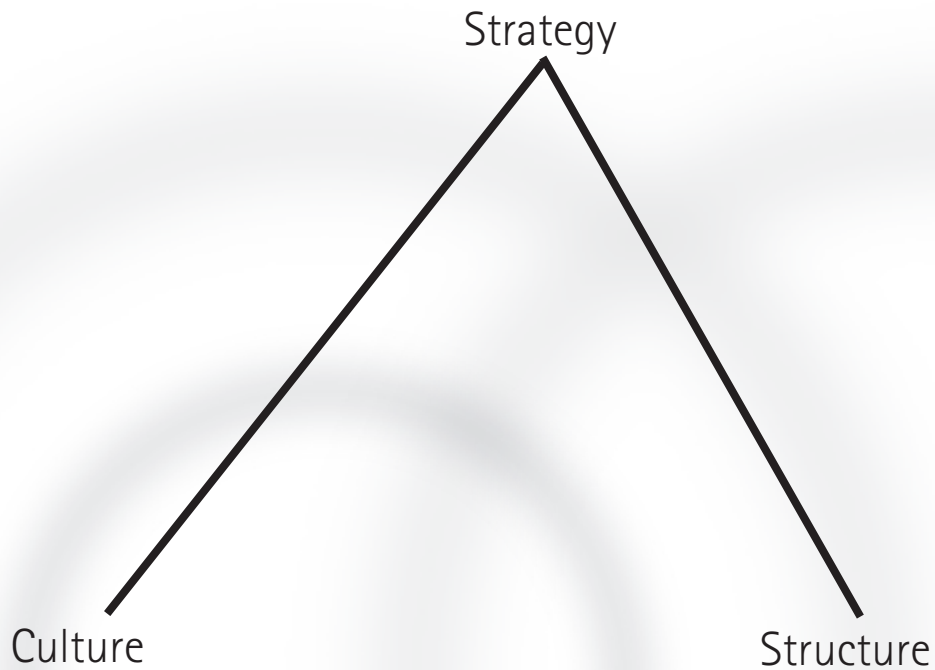
Inspiration keeps a person awake. Our spirit thrives on inspiration, it's like a surprise that never stops, a sense of bewilderment and enthusiasm.

To create an office in which inspiration can happen, here are some recommendations.

Keep the energy positive with art, music, color.
Market at least 30% of your budget internally - sell the sizzle within
Keep the Emotion in the office focussed on outcomes
Create a bottom line list of everyday must do's for everyone
Make meetings scheduled and planned
A no interruption policy on thinking people
Friendly but not friends - don't hire who you can't fire
Deadlines and due dates clearly emphasized
A zero tolerance of disrespect for leadership.

Inspiration - the key to creative business success.





Explain FIT in Business for me please?

Is your business fit?

In your personal life the merging of Body, mind and spirit is an obvious requirement for happiness. So consider, the body of your business the structure, the mind of your business the strategy and the spirit of your business, the culture.

FIT means the connection between strategy, structure and culture. So often in business the three are completely disconnected and wrongly designed. An ample emphasis is always placed on strategy, but all too often the culture is invented separately by over zealous human resources teams or idealists. Structure is usually in fit with either strategy or culture.

Structure means systems, arrangement of people, technology, production flow. Structure is where work is made easy. Structure is where people are put in the right or the wrong job. All this, affects one thing. Profitability.

Culture is the unwritten rules of the business. It either supports the strategy or argues against it. In public service organizations allot of power is given to the people in the culture, to determine the culture, therefore strategy in public service is usually an ideal rarely achieved.

If you took a human body and had to decide which of body, mind or spirit should be placed as the leader, which would you choose? Without a body you are non existent. without a mind you have no awareness of having a body, and without spirit you would have no energy. This question might confuse some people, but if we swing the question toward business the answer is easy.

In business without Strategy (mind) the rest is ridiculous. A company whose people's complaint run the culture is running toward disaster, culture cannot dictate strategy. A company whose structure dictates how it works is ruined.

Strategy is, the king or queen of business. If you don't get strategy right, the rest is very hard work,



Explain Risk and how to manage it please?

Risk

New Products Existing clients	New Products New Clients
Existing Clients Existing Products	New Clients Existing Products

Risk is a topic that could take a whole book. But I'd like to show you something very simple I use when working with clients on their business plans. This chart basically shows four ways to grow.

The highest risk is in the top right hand corner, the lowest risk is in the bottom left hand corner, the other two are medium risk.

The key to risk management is following natural law. Be grateful for what you've got and it will grow (that's the bottom left box), people become as you treat them, that's the top left box, expanding your existing customers into new products by treating them well, Nothing is missing just changes form means you can

be humble to the fact that people already have what you have to provide, and all you need to do show them why they could or should switch. That's the bottom right box.

The top right box is the highest risk because there are two unknowns in place, both clients and product. Maximum growth occurs at the border of support and challenge so be careful that you don't get into a fantasy that moving into this high risk area is going to be easy, without resistance or fast.



I have lost my energy, I am tired and to a degree unenthusiastic with my work and relationship. The only things that keep me going are my children and some social fun. What are your thoughts?

Staying Hungry

When you wake in the morning, what question do you ask? Do you ask, for example, "please God, give me less. Make my life less successful?" Not likely. So, take this awareness into your heart and wake every morning knowing that you want more. The question is, of what?

Success is a nice word. Suck-sess. If means achieve. However, as time goes on, we often start to wonder if we really need to achieve more, maybe comfort would be better, stay home, go fishing, hang out.

Be very very careful of this mental block on your life. Waking up asking how can i make my life easier, more comfortable is the first sign of a sickness that will cause you much trouble.

Nature evolves you, as she evolves everything else. So to loose your vision, or worse, give up on it, is to fall into an argument with nature, an argument you can't win.

We hear of so many people who retire, loose their vision, and die. But we don't hear much about people who become depressed, alcoholic, violent, spiritual, exhausted, self depreciating, religious fanatics, sexual predators or controlling bosses, because they lost their vision.

Most relationships that I have worked to help people repair are suffering because one or both people involved have lost their vision.

When you wake in the morning, ask "how can I take more and more responsibility for others. How can I do more, give more, help more, share more" ask how you can take more responsibility.

The expansion of your vision is vital. Your vision can grow from self interest and self satisfaction to a greater sense of global responsibility, from family to bigger family. This doesn't mean the work changes, only the reason for it.

Although we are taught to be in the moment, satisfied with what we've got, this is purely a technique for being happy by alleviating worry. However, living in the moment is only possible if you are clear on your vision of the future, and you know that what you are doing is going to make your vision manifest.

Stay hungry.



I am just about to start employing people in my business. As far as inspiration is concerned, how do I make sure that they do their job well and stay motivated?

The right person in the right job

Would you drive a tractor in a grand prix race? Or a Mack truck for a shopping car? The answer is obviously not. Certain cars are built for certain jobs. So, people are different, some are built for speed, others for comfort. They can all reach the moon if they want, it's just the journey they take would be different.

To use a Mack truck as a shopping car would be pretty hard on everyone. The truck and the shopper. So, too, putting the wrong people in the wrong jobs is cruel. Even if we are proud that we accept diversity, we can't accept too much diversity in how long, what emphasis and what outcome we expect from certain tasks in business.

This leads me to talk about the stupidity of psychological testing as any real measure of a person's capacity to do a job sustainably well. Really, this is like looking at the tires of a car to see if it is going to do the job. You need to look at the bigger picture when employing people- Their history only proves their skill in task and their ability to stay under the radar in personality. You have to decide for yourself, will this person be able to sustain this workload comfortably? The answer to this has nothing to do with what they want, what they think or what they say. It has to do with body constitution. You can download the Be in your Element book free on the web site at <http://www.sacredlovethebook.com> There is more about this topic later in this book.

The second part of your question is easy. Discipline, structure, formality, systems, routine.

The human spirit fluctuates like the wind. Human emotions are so fragile and affected by so much that is out of your control. Private lives can deplete a persons inspiration and make them a real threat to your office culture. That is what the foundations of any day must be disciplined and routine. A system that starts, maintains and finishes the day. A reporting structure that acts as a corridor for work flow. When people of low consciousness bring their emotional baggage into the office, their becomes a sub culture.

Sub cultures in business are the emotional agendas people bring with them. Moods, opinions about others, judgements. These have nothing to do with being a good or bad worker but come from domestic unhappiness and are expressed where the resistance is softest. Creating soft workplaces is a nice idea while you are making money and competition is not threatening, but this does not work in the real world. Your business must be like a tree. If a branch or a leaf or a root is not functioning, it dies off and the tree no longer depends on it. So, you must be prepared to prune the tree if needed. To set standards that can't be manipulated, to make no excuses. Otherwise you are just a learning institution and an emotional whipping board.



I have changed my company over the years. I used to work 14 hours a day, I burned out. Now I want to work smarter, not harder. Any thoughts?

Intensity is the key to inspiration

Because i don't know if you are male or female, an ether, air, water, fire, earth constitution, I can't advise you about the specifics. So, you need to read through the material later in this book about working in your element.

What I have discovered after 20 years of consulting to entrepreneurs and public servants is that there are alot of guilty people blaming their work for the misery of their lives.

Intensity in work is essential. In the public service this intensity is so low, but people are the most ill, emotionally, physically and most alarmingly overweight. They're actually relaxing themselves to death.

I have this test I do when I consult. I call it the knife test. Inside the company offices, I imagine cutting through the air with a knife. That might seem violent or aggressive but I only have to do it once to understand the culture of the business completely.

If the air is thick, the knife won't cut. A sort of thick haze is there and it can't be seen with the eye. This thick haze exists even when people are not in the office. Every failing company - every company that is experiencing alot of emotional drama, stress and unproductive work attitudes has it. Whether it is 4 or 4,000 people.

In nature everything gravitates to the lowest common denominator. So, if there are negative, moody individuals walking around they are like a toxin. People with the flu pollute the air with their sneezes, and people with ingratitude or personal darkness are the same.

Leaders are often blamed for the lack of energy in an office and think that they have to motivate everyone, do speeches and call a conference. To some extent this helps but if there is a rotten apple in the barrel, then doing all those things just makes the situation worse. Making promises that can't be kept really provokes resentment.

Setting standards in an office means the leader better recognize that they are the role model of the company. People will emulate the leader. Secondly, they emulate both the displayed behavior and the private behavior. So if a leader is depressed at home, corrupt in their privacy, uncertain about the companies future, or their own, this will be imitated within the office. It's like a giant mirror. Now most leaders will put on a brave front and think nobody knows about how they really feel, this is antique thinking. The question rests with the leader. Do I try and fake it, and therefore criticize and judge the negative people in the company, (like I do to my own inadequacies) or do I simply accept those people and love them.



Balance, Balance, Balance, Balance. How do I get more balance?

Balance in the hour

Clumsy concepts of balance cause a lot of problems in business. People claiming holidays and time out because they need a balance between work and play. But to me, this only reveals incompetence at both.

Time with the family is usually what people mean when they say balance. Or they are referring to a too much work not enough play idea. This model is fine and understandable. If people hate their work, don't know how to enjoy it, get stressed and can't find balance in it, they run to the opposite extreme to "cause balance"

The person who thinks balance all the time, is miserable. They load their work with undue attachment and then load their balance time with undue expectation of bliss.

Take for example the woman in a job she dislikes. She doesn't like her boss, she thinks she knows more than everyone so she thinks her co workers are always against her, she puts on weight and stays there because she should.

Now she leaves the office. She feels totally enthusiastic about her relationship. She hurries home to her man. He loves his work, he is probably still doing some at home. She rushes in the door busting to be cared for, looked after, approved of, accepted, loved. She wants balance.

Unfortunately for her, nature doesn't work like this. Forest Gump reminded us, "Stupid is as Stupid does" She now loads her relationship with too much "balance" and ends up single. Imbalance at work cannot be compensated by rebalance at home. That idea is the marketing ploy for products that soothe nerves, like television shows and alcohol.

The more imbalanced you are at work (meaning thinking that there is challenge without support) the more imbalanced your private life is going to be. Balance starts in the hour, not the day. Balancing yourself in the hour, a bit of stretch, a bit of food a bit of relaxation and a bit of challenge. Don't get stupid and think that all day challenge is going to be rewarded when you get home. You'll just end up with a withdrawn partner and kids you are expecting too much from.

The most ridiculous balance exercise are holidays. My goodness, 11 months grind, one month holiday. How foolish is that mind-set? Learn instead to find balance in the hour. Balance yourself in the hour with your breath, a smile, a little detachment. Make your work as good as a holiday. Intensity and investment in serious matters does not have to be done with resentment.

Your spiritual practice is not separate to work. Yoga is only done in a class to teach you how. Eventually, how you sit, breathe, think, smile, give, work, speak, eat, poo, drink, laugh, respect, lead - that is yoga - balance in the hour.



You say "what you appreciate grows" but I appreciate and my business isn't growing

Kiss it

Nature never destroys anything, she builds a new one on top of the old one.

So many people in business are focussed so intensely on the future, they forget the basics. They know that everyday they need to exercise, meditate, stretch and eat well. They also know that reminding themselves of their vision, thanking people, and counting the cash are vital for success.

But people get busy. Then they forget the basic things until one day when something isn't right. Then what?

Well they start thanking people, counting the cash, doing yoga and reminding themselves. And then those people can't work out why they keep falling into the same old problems.

When you catch the flu you might go to the pharmacy to get some drugs. Why? To fix the problem. Then, once the flu is gone, you might go back to the same old lifestyle. Then the flu comes again. and you go to the pharmacy and buy some drugs. This is the consumer society.

There's a different approach. You go to the Chinese herbalist or the Ayurvedic doctor and they predict that if you eat like this, and take these herbs, you won't catch the flu. So they are long term prevention, rather than short term cure.

My experience is that people go to herbalists when they don't feel right, they get the herbs take them and when they feel right, they stop. All my friends have a shelf in their house for all the herbs, vitamins and minerals they bought but never finished.

So, gratitude is another herb. It's on your shelf. When things start to go bad, or the business catches the flu, you bring this medicine of thankfulness out and try to cure it. But gratitude is a preventative, not a short term drug. You are better to use short term drugs for short term fixes.

The idea of appreciation is to keep you humble. To cause you to focus on the small stuff, the daily rituals that keep your self and your business healthy. It's a discipline at first but after a time, its a habit. If you go to India or Nepal, you'll see families lighting candles, filling bowls with water, touching the feet of a statue. That action is not written on a list of to do's for the day. That action is their day.

Natural law cannot be defied. If you stay humble to the fundamentals that make your business successful, and appreciate that every day, your business will grow. If you just thank the good news, and appreciate all the things you like and want, then I will suggest, you are not doing the practice, just going through the motions.



If there were four things you would place on the top of the list as the character traits of successful people you have worked with, what would they be?

The Four Pillars of Success in any walk of life

Gratitude is the first. A grateful person is like a child. Captivated by the process, thankful for every small morsel of life. Entertained by an ant. Enthusiastic about an apple. In raptures over a simple smile. In bliss with an ice cream. In touch with their local and perfect environment. Adaptable in all ways. Transportable from one place to another and able to find the joy in anything. Not selective. Easily made to laugh. Low expectation for self gratification (easily pleased). Not attached to the form. Able to let go. Gratitude doesn't mean thankful for the blessing. Gratitude means thankful. no matter what.

Presence. There are only two emotions. Fear of the future. Guilt of the past. They are the origin of all other emotions. Fear turns to anger, rage, happiness, jealousy, cruelty, kindness, gentleness, greed, possessiveness, depreciation, calm. And Guilt turns into all those too. Most so called spiritual seekers are trying to create positive emotions and therefore self obsession. Presence is the absence of emotion. It is the perfect moment. A moment of love, of wisdom, of compassion, of connection. Presence has no other experience attached to it. Presence is the art of arrival, right here and now, without expectation of the future, or the past. This is the skill of all great entrepreneurs, performers and enlightened ones. Turning up. You achieve it by practicing the art of what you love so much that it becomes automatic, your mind is released from the doing.

Certainty. The masculine model of certainty is ownership. "If it's mine and I can hold it, then I have certainty. But if I can't possess it, own it, control it, then I have no certainty about it" The feminine model of certainty is causation. "if I can affect it, cause it, create it, mould it, care for it, expand or contract it, then I have influence, and with this, I have certainty" But neither of these gets outside the boundary of the human body. The body is like the horses that draw the chariot. Those horses have the power but very little real idea where the destiny - destination is. They react and respond but this becomes a blind chase. Real certainty can only be experienced when we transcend the need to conform to either the feminine or masculine models of certainty. To know real certainty, we need to be humble to a higher definition of who we are. Until that is understood, no words will explain. When it is understood - no words are necessary.

Love. Death comes early to those who lack love. Nature destroys anything that is not fulfilling its purpose. Money, houses, business, relationships, knowledge, health - these are not the purpose of life or business. These are the means to it. I have written a whole book on this topic <http://www.sacredlovethebook.com> Sacred Love.



How important is the office environment for business?

Change a life - change the environment

If you go to the offices of a large multi national corporation, you'll find an extraordinary investment in telling any person who walks into the foyer, "THIS IS A GREAT AND SUCCESSFUL COMPANY _ INVEST IN IT"

Invest. Think about that word. Invest. To the person who has money, that means buy shares. To the person who is a client it means "Invest Trust." To the person who has knowledge, energy and time, it means invest your "Spirit" - Encouraging investment in your business is the key to success. If people withdraw their investment in your company, the shares go down (value of the asset) the productivity goes down, (investment of spirit) and the price paid for your goods and services go down (competitive position)

If your business is struggling it is because the perception of either the investors, the clients or the employees has gone down. That means they don't appreciate your company for what it does or can do, they don't appreciate, it will depreciate.

Appreciation is not natural. Depreciation is natural. That is capitalism. We look for the best in a competitive marketplace, so we are looking for fault. We don't look for what is right in order to differentiate companies, we look for what is wrong. This is perception, but in functionality, integrity, and serviceability the real root of perception is grown.

Sometimes I write articles for magazines. I write them, editors fiddle with them and by the time the article gets to the magazine it's a perfectly crafted grammatically correct document. Totally readable, completely heartless. The perception of the supply chain, me, the editor, the magazine is that this is a great article. But I can measure the investment in that article by readers, by measuring how many people hit my web site within a week of that magazine release. I always offer an online value add in my articles, to cause people who are invested in the article, to get more from the web free.

The environment in your office is the same as that article. You might love it, the architect might win an award for it. But if it doesn't say, "THIS COMPANY IS WORTHY OF YOUR INVESTMENT. HEART - MIND AND SOUL. Then it's like a great article in a magazine that no one reads. There are so many opportunities in an office to forget the good news and gravitate to the bad. That's competitive capitalism, so the answer to your question is. "The office environment is the single most important piece of marketing any company can do" and particularly in Asia.

If you are the cheapest, simplest, dirtiest player in the market, create that office. Don't create office environments that misrepresent your intent. Truth is best.



In our office, there are a lot of women. They are friends with each other outside the office. Inside they fight like cats and dogs. I'm a bloke, and I find this personalised emotional stuff obscene and offensive. But, they say this is how women work. What is your take on this?

Getting personal

In every human being there is a left and there is a right brain. Unless there's a serious error in design, each person can access both. We can easily accept that people have preferences for which side they like to use. Women often use the right brain more in business (feelings) and men often use the left (logic). But gay men and women don't have this conventional approach, and many straight people have evolved past this primal approach.

At a very primal level of awareness, and under extreme pressure we all gravitate to one side or the other, masculine or feminine mind, it's how we save our butt when we are under threat. The choice of side is based primarily on childhood experience with mum and dad, our judgements. We're not getting into that minefield here.

Both sides exhibit strengths and of course weaknesses. The strength of the feminine side, which I hope you appreciate is not limited to women, is its wisdom and creativity. The downside is that without the masculine side, there is no respect for the masculine side of business. That is hierarchy, structure and systems (budgets etc)

So, a balanced person, who has embraced both their feminine and masculine sides will be both creative when they choose, and strongly conventional, logical when they choose. But, as demonstrated in your example, like attracts like and sometimes there's a collusion amongst

people who use one side of their brain in preference to the other. If these women are very much creative, and they struggle to use their left brain as well, then there is going to be a fairly emotional process.

You do however reveal that you too are a little one sided in your brain function. Labelling this all as obscene and offensive means you are looking very much from the left brain, masculine side of business. That's a stereotype for many men to follow thinking their right, is the only right.

If your group of women fight like cats and dogs and end up with a brilliant outcome, and they don't mind the energy and stress of that process, then maybe you ought to take some responsibility for your judgement. This would come from judging the feminine side of business (and therefore people) as not strong. I would suggest you need to examine this presumption.

The biggest problem that comes from people who are right brain dominant (and therefore feminine functional) is their distaste for the masculine. It begins with a disrespect for hierarchy and leadership and ends in a struggle for power with their partner. They actually become the thing they judge (masculine) in order not to give power to a masculine person. And that is a real mixed bag.



What is the importance of ritual in a business?

Ritual at work

The true measure of integrity is not what a person does when times are good, and everything is going right, it's what a person does when times are tough and all seems lost.

The Japanese used to exercise before work as a group. All was done in regimented order. The trouble was, they forgot to let go of the regimented order when people went to their desks and it became de humanized.

Personally, ritual is not a company issue. It's a personal issue. People need to be encouraged to have rituals for good luck, happiness, overcoming challenges. Rituals are far better than what most people use. They use blame.

Ritual is a form of acknowledgement that there is something an individual can do, independently to their work and others around them, that affects their work and others around them.

Even meditation is a form of withdrawal from blame. Properly taught meditation can cause a person to accept diversity more, accept stupidity without reacting, be more productive and much, much more.

Meditation is just one ritual. Prayer, lighting candles at an altar, touching a statue, bringing flowers, eating something healthy, drinking water, touching your nose, all can be caused to become a ritual of luck and prosperity.

I have Ganesh, the Hindu Elephant God near my desk, along with statues of Buddha, Jesus and so many sacred Symbols. I have rocks and shells that remind me of the beauty of nature all around me. these are rituals. I touch my heart with my fingertips whenever I am feeling self important just to release that energy to love.

Ritual also means respect. Sometimes we think we are the most important person in the office, usual because we feel the most insignificant in our relationship. When we get self important we cause violence everywhere we go. So, no matter what the home life, I practice many daily rituals that keep me aware that I am no more or less important than everyone else in the office.

So, respect for people who are more senior in age and position is wise ritual. I also avoid eating and working at the same time. Better to eat when you eat and work when I work. I eat in places where i can see the world and make sure I feel thankful while I eat. If I can't feel thankful, I don't eat or change my space.



Chris, how do you motivate people?

Motivating People

I presented this topic in the book already but there are some things I would like to share. When you ask me how do I, Chris Walker, motivate people, this is the answer.

Give them what they want. When I am paid to do a keynote, a speech or a book signing, I am being paid to deliver what people want. The reviews at the end of a conference keynote are not based on how honest, how insightful or how good I was at confronting people, the reviews are based on whether I gave people what they wanted. Now, I am not very good at this. So, my reviews were sometimes low. So, I changed my promise. I promised to inspire people. That doesn't mean giving them what they want. It means giving people a new perspective - a different way of dealing with old problems. So, I don't motivate people in keynotes anymore.

In the office. I choose my staff carefully. Everyone I employ wants something badly, they are aspiring to be or do, or have something. I promise to help them get what they want if they do the job well. So, I put people through training that will eventually lead to them leaving. If I had a bigger company maybe I would promote them to what they wanted to do after time. The key is I don't motivate. I create situations in which people motivate themselves and if they don't they are better off elsewhere.

My children. I used to try to motivate my children to do things. I learned that I could do this if I stopped doing it. Instead of motivate them, I needed to motivate myself, and then love them for who they are. Instead of options, I created GOT TO's around the house. Those things we chores they did, no choice. The rest I just treated them as I wanted them to become. Tough sometimes, but it really gave us all of love.

Life Coaching. I have tried every trick in the book to motivate very motivated people to do things they didn't want to do. To help people change their ways. My realization is that this is not my job. Motivating someone else is like a slave master relationship. All I do now is focus on what to do, and why to do it. When the why is big enough, self motivation kicks in. So, my job in personal coaching is to know what has to be done, and then focus on the why.

Marketing. Motivating people to buy a product or service means understanding what that person wants, and providing it. You don't need to motivate people to buy your goods or services, you need to understand them. I understand the human heart really well, but when it comes to why and what people buy - that's another realm.



How does relationship and business relate?

Sex and sizzle

Most honest people will confess that men who are successful have high sex drives, and men who fail seem to lose it. Energy in the form of joy and happiness that comes from building and creating successful careers and business usually translates into sexuality in some form or another.

Great relationships build that same energy and this flows into business. Great business and success builds that same energy and flows into relationship. This is very different for masculine and feminine energy. The left brain takes success and turns it into a sense of power, personal power. The right brain takes success and turns it into nurturing.

Compartmentalization of business, personal and health areas of our lives is very important. Protecting one from the contamination of the other. This is a very important skill for all people wishing to operate at a global level of performance. But there are energies we cannot compartmentalize primarily because we are unaware of them.

Everything we do, think and say carries with it two energies. The first is the obvious and more gross levels of awareness. Hear, see, and know. But there are much more subtle forces at work. Travelling at 100 kph down the freeway travelling South, you call a friend on their cell phone in their car. 22,000 km away, travelling North in their car at 100kph. Using invisible electromagnetic forces you chat, without giving it another thought (except for the bill) and off you go.

What happened? Your mind thought something, sent an electrical impulse to your throat, lungs and vocal chords. Air passed over and through the passage, music was made, your mouth moved, sound came out. It went into a microphone which passed air waves over sensitive nodules like the ones in your throat and sound was converted back to the thought that was in your mind before you spoke. It flies through the air, gets collected by a receiver, transmitter to another one, through a pipe, and then sent out at the other end, through a transmitter, into your friend's phone, converts thought to sound by vibration some air over nodules, sends it into your ear, your ear picks up the sound takes the waves out of the air, converts it to thought and sends it to your brain. You get a reply.

Now imagine cutting out the middle man. No phone, no transmitter, no pipe between you. What is missing that could make that possible? Maybe some battery power for your brain, maybe some sense of ability of how to send it to a specific destination. Both these practices are called spirituality. Interested? Thought you would be.

Anyway, the bottom line is that the energy that ends up in sex, is the battery power that's needed, and the focus to send it is the nurturing that's wasted on emotion.



You claim that when the vision is lost, when the drea, is surrendered, people become addicted to the substitutes. Please explain?

The four substitutes are:

Every person on earth has a purpose. They have a gift, small or large to share. Nature destroys anything that does not fulfill its purpose. Substitutes are the way we avoid the self destruction that comes from lost vision, or in better language when we disconnect from that which is beautiful and divine within us, the human spirit of drive to give. Then it becomes the drive to consume. An imploding of all things magnificent.

Food as a substitute.

This obsession reveals itself in obesity, preoccupation with flavour and cooking, eating disorders, and substance abuse including alcohol, drugs, cigarettes and sugar. Food is not limited to what we consume by mouth. Infatuation and upper emotions are food as well.

Sex as a substitute.

This obsession reveals itself in so many ways. Flirting, seeking approval, appetite for physical sex, masturbation, fantasy, affairs to name a few. Sexual drive rises as a substitute for love, not always as a mirror of it. This can include the pleasure lust for spiritual enlightenment.

Greed as a substitute.

When love goes out, and therefore human spirit – energy goes out of someone's life, greed comes in as a substitute. This greed is an appetite seen in blind ambition, obsessive saving, status and power in the form of cars, success, and righteous aggression. Holding onto children, living vicariously.

Righteousness as a substitute for love.

The human ego thrives on blame. It wants to be right. The human ego is what grows to replace the human spirit when love is missing in a persons life. The human ego defends the individual from what they fear, creating a feeling of identity and self importance, energy.



How do I get more done in less time?

Slow down to go fast

Tired people do poor work. Their efforts are honest but their results are poor. And even if they do a great job, the loss of integrity during the process is counterproductive.

Different constitutions perform differently under pressure. Fire people thrive on it, ether people melt down. So, it is wise to understand constitutional analysis before you attempt a one policy fits all philosophy.

Stillness breeds wisdom. So wise work comes from the still mind. This mind is not absent or dreaming or meditating or AWOL dreaming of yesterdays chicken sandwich, the still mind is the mind that has arrived here, in the moment, oblivious to all else.

Offices that have the winds of peoples voices echoing up and down the aisles are not places of wisdom. Creativity in these environments is expensive and usually radical. Deep concentration requires deep places.

Enthusiasm is a state of mind, but enthusiasm is a trigger to great work. A person who is invested in what they do, will get more done in less time.

Deadlines help. Parkinson's law says that "work fills the time and space allotted to it" and I tend to agree. People do leave things to the last minute for good reason, they get the job done faster.

Stay physical. AS your metabolism drops so does your productivity. Many people solve this with coffee and sugar but this is more a band-aid than anything. Exercise at 70% of MHR for 20 minutes lasts 3 hours of increased metabolism, for 40 minutes its 9 hours. So, exercise at a good heart rate in the morning sets your concentration platform the whole day.

Breathe. I find myself holding my breath when i am working. I am starving my brain of oxygen. Ideally you'd have an oxygen tank pumping fresh oxygen concentrations down to your lungs every day. Oxygen aids thinking.

Slow down. Less is more. In an age where everything is going faster its nice to know that slowing something down actually makes it go faster. Thinking is one such thing. Slow down your thought process when you need good clear answers.

Pee allot. A full bladder is an empty head

Stay away from alcohol. This dumbs the brain, messes with the nervous system, neutralizes the higher centers of the brain.



How do I organize my time better?

Time

The irony of time is that, if you leave a person to their own resources, they will spend their time wrongly. We spend more time doing things we like, and less time doing things we don't like, even if doing things we don't like will earn us what we want long term. In other words what the body wants and what we need are often two different things.

Now this is a huge problem because people want to enjoy their work and therefore spend their time doing what they like, which they usually claim is the best use of their time.

The ideal is to find people who do what they want and it just happens to be also what they need to do. But ideals are just that, ideals. Reality is that the most enjoyable, lovable, fun, fulfilling task might be the last thing you need to be doing.

This is why a leader either breaks jobs down to give people tasks that suit their passion or dictates what needs to be done and when.

Sequence. I always do the worst bit first. I always do the tough jobs in the morning. I try to re arrange nasty tasks so I can do them all on one day. I reward myself for completions on tasks that I don't feel good doing. I link whatever i do, enjoy or not, to my purpose to make sure I don't self sabotage something. I remember that my purpose is bigger than my enjoy or not enjoy.

Apart from this:

A tidy mind is a tidy desk

Posture affects productivity

Breaks are important but need to be efficient (ie not spent stressing over something else)

Mornings are always more productive than evenings

Always line up meetings on one day of the week, back to back with time limits.

Invest in systems to do what can be automated

Don't watch TV for mental relaxation.



We blew it. We stuffed up on a job. What do we do when this happens?

Learn, learn, learn

Every disaster has a silver lining. As a leader your job is to find it. When the axe falls and the job is lost or some disaster happens, it falls on your fingers. Pull them away, turn it around, here's how.

Within 24 hours of any major disaster, grab the team, all of them, and prepare a speech. That speech will be one of the most important presentations you ever make.

Start with the facts. WE blew it. And why. The more facts. This happened and that happened You'll need to be very careful that your awareness of the event is real and unemotional. In the end your facts are as you see them. And that means those facts are final

Second go to the affect. What did those facts cause. How did each fact lead to be a part of the failure

Third, what will change from now. What will you do different next time, What have you learned and how is this going to make the next circumstance different

Fourth, what will happen if the same facts happen again. What will you do if this happens again?

Learning from your mistakes. This is the way. Learn from disasters. As a leader of anything, even the leader of yourself, learn from your circumstances and you can live without the anger and grief that comes if you don't learn.



I am a woman who owns a business. I try to lead with love, but they just don't get it. I am tempted to fire them all. Should I?

Hold your dream

There are those who get it and those who don't. And there are those who get it sometimes and those who get it never. But you have the right to hold your dream that you can run a company with love.

There are male chauvinists. Don't drop into their level of violence, don't negotiate with hypocrites. Simply say no. When you rationalize and justify yourself you empower them.

There are jealous women who will be friends and enemies all at once.

There will be people who take advantage of the space love gives them because they are not conscious enough to manage themselves.

Don't lose your faith in your commitment to function consciously. People become as you treat them. Try not to react, just learn. Let people grow, hold your dream at all cost. Honor yourself for this high aspiration.

Firing people who go against you is not wise. Resistance is essential and although you have the idea that running the business with love means without resistance, this is not true. Love is support and challenge. The degree of support must always balance the degree of challenge. So, a group of dissenters must be balanced by a group of "assent-ers".

The final piece of advice goes a little deeper. Nothing can exist on the outside that doesn't reflect what is going on on the inside.. In other words, if they don't get it, somewhere or another, neither do you.

Those people you want to fire because they don't like you or conform to your expectations are simply reflections of you. See if you can find a way to accept them and in doing so, you'll feel better about yourself.

Sometimes we are a bit ahead of our time. Don't give up.

believe in love

Chris



How do you keep young people in the business?

Live and learn

That is a false expectation. Young people are not intended to stay in one place, they are intended to teach you about your business. Some young people stay because they are desperate, going on an overseas trip, looking for a visa, haven't got alternatives. That means you are employing GOTTO people and if that is the case, you need to manage them completely differently to others.

GOTTO (got to) people have Got To come to work. If they don't some breakdown in the mechanics of their life will happen. They are desperate because if this week's pay isn't there, they have no money in reserve to pay the rent or the bills that are due.

Desperate people are dangerous people to employ because they need to be managed. Their mind is not on the job unless you are supervising them. Strangely the people who need the work most are usually the ones that are the most dishonest with their time.

Desperation breeds desperation. If you manage a GOTTO person with the same liberty as you manage a WANTTO person, you will end up sabotaging both the GOTTO (they need tight regulation and short string) and the WANTTO person (they have enough resource and confidence to be in a position to come to this job because they want to) will get frustrated with the GOTTO person's lack of drive and eventually gravitate into that level of business.

Self management depends on circumstances. If a person's personal life is in a desperate place either financially, emotionally, spiritually, health, relationship, this desperation infects their work. That infection spreads and eventually brings down the company culture.

GOTTO people are often young and they make the greatest impression that they really love to work with you. But find out what is really going on before you employ them. See that they are really panicking about getting the job and you will see that they have commitments outside the business that are the real drivers.

GOTTO people don't have to be young or poor. They can be an emotionally sensitive person who has lots of wealth but somewhere in their relationship or personal life, sees themselves as poor. That person comes to work emotionally desperate and will cause all manner of problems because one day they are comfortable and they work like a team player, the next, they are fighting for ego territory, or just totally slack.

Those that rescue desperation will be resented for it eventually. Be mindful of the boundaries you give a desperate GOTTO person. Young people in particular.



Our office has a lot of self righteousnes. What can we do to defuse that?

Live and learn 2

There are situations where being right might be healthy. For example if a person feels under threat or attack they will gravitate to righteousness. This usually happens when people don't trust the leadership or if the leadership is incompetent in their opinion.

Righteousness shows a commitment to being right. That translates into a certain attachment to the work a person does. That is healthy in some ways because at least they are taking ownership for what they do.

But there's two different rights. There's a collusion and iteration of work toward a good result and then there's the "I know more than you" type of righteousness. This I know more than you is dangerous to a company culture unless it's coming from a senior person leading someone who is clearly below them in the hierarchy.

When people function just above desperation, GOTTO, then they are functioning in SHOULD. That's like religious fundamentalism, "we are right, our religion, and you, who don't do what we think, are wrong, unworthy, bad"

This fundamentalism does not have to come from religion. Simply a driven person, a stressed person, a person who is emotionally damaged, and a person who is in the wrong job, will all gravitate to this level of consciousness at work.

They can be very aggressive because their favorite mode of operation is "BLAME" - how to stay righteous, blame. So, with this person an office starts to have a blame based culture. He did it, she did it, he's to fault, she's to fault. Usually that points upward, so it breeds alot of boss bashing.

Poor systems and too much freedom for work management can cause a SHOULD culture. When people feel under threat, this is the level at which they operate. If the organization is not systematized and people feel like they are mini kingdoms, satellites of power, then they will hold that power with righteousness. This is a very low consciousness.

Wars and conflicts are caused by righteousness. So people in an office who hold righteous beliefs are going to cause war and in doing so cause others to drop into that unconsciousness. The way to break righteousness in an office, or defuse it as you suggest, is stronger leadership, clearer task definitions, more accurate measures of performance, and more gratitude from leadership. Maybe there is just not enough internal marketing going on to keep the consciousness above SHOULD.

Right people die young. The stress of trying to be right, kills them. So help them.



A culture of human potential. You say this as if it is so easy. We don't find it easy. Are we doing something wrong?

Stating the Obvious

Really, there is nothing to do to bring out human potential. People want to do a good job for all manner of reasons. It's what we put in the way of it, that is the biggest problem to human potential.

Here's a few blockages to human potential.

CERTAINTY

If anyone has a sense that the business is on rocky ground and the focus is survival of the business, they are going to withdraw emotionally and mentally from an investment in it. This is like being in a relationship with someone who is having an affair, partners sense the lost confidence in the future, and withdraw. Significant amounts of time and energy have to go into securing the future for people and letting them know the vision.

ACTION

In an organization where there is challenge, like sales slump, big problems with a client, cash flow struggles reaction must be fast and clean. There is no time for protracted "wait and see" positive affirmative action needs to be taken immediately. This can mean that some of the staff are temporary but lack of action from management will distract and destroy confidence. Confidence in leadership is the key to human potential.

INSPIRED

There are days when people don't feel right. They feel down. Some people take responsibility for this. Others try to self cure by acting normal. The actor is the problem because beneath their facade, there's a raging fire and it burns people. Offices and business have a responsibility to create positive inspiring environments and when people get the liberty to bring their moods from home and spread them around, human potential withdraws.

GRATITUDE

What you appreciate grows. Sometimes we forget. We forget to appreciate the effort that went in to a failed project, we forget to say thanks for turning up. we become bogged down in the challenges and forget. Then we throw a thank you party, but gratitude is a cumulative thing. Every day ignorance and forgetfulness is not, ever, compensated by a pay check or a party year end. It's a daily thing and it can be seen on the walls, the halls, the tea room, the e-mail's. Thank you is an attitude where culture is built for Human Potential to thrive and enjoy.



Choosing staff?

Choosing staff

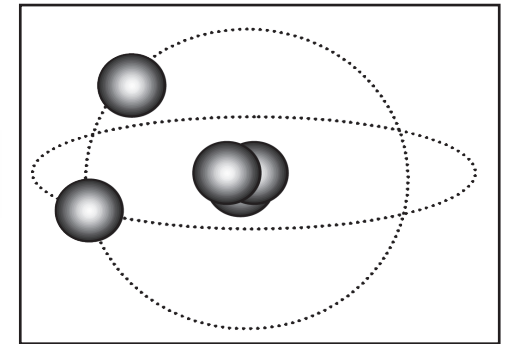
There are five elemental constitutions. Each of those constitutions handles work differently. Ultimately a persons constitution will determine how they work and what work they can do sustainably without burning out.

Now, most staff selection is based on experience, personality, and ambition of the individual. This is the measure used by most staff selection agencies. They do psychological testing and more to determine who is suitable for the job. They never take into account what the body mind connections are, the health aspect of putting a person with a certain constitution into a wrong job. My guess is 90% of corporate stress is caused by the placement of people with one elemental constitution in a job requiring a different elemental constitution. Health, disability payments, sick leave all this would diminish if we got this one area of business under some real daylight awareness.

The science is 6,000 years old, surely this must weigh in strongly against the pathetic ego measurement of psychological testing?

FINDING YOUR ELEMENT

Your Body Type on a Universal Stage



Everyone and everything is composed of these five elements which co-exist in spite of varying strengths, depending on the demand and most importantly on the constitution of the individual. The whole universe can be broken into these five groups, and therefore when we use this type of analysis we are attempting to harmonize humanity with all else that surrounds it.



Elements in brief

Ether - Tranquillity, peace, freedom, stillness, calmness, openness, wisdom and creativity.

Air - Rhythm, response, movement, cycles, flow, detachment (positive) and changeable.

Fire - Courage, analysis, solution, speed, transformation, drive, passion, intensity, heat and force.

Water - Love, compassion, connection, flexibility, attachment (positive) caring and sharing.

Earth - Stability, support, reliability, grounding, establishment, firmness and solidity

A rock may look solid but it contains all the five universal elements. If you break – even the driest rock into its component parts, it will contain Air, Water, Fire (potential Energy) and of course Earth. But what surprises many people is, that a rock also contains Ether. And therefore, so do you.

Ether is the thought that created the rock in the first place. An intangible force but an essential one since nothing could exist without some original design for its future.



Your constitutional charts

When you evaluate your constitution you will end up with a chart like the first one in the series below. It will reveal different proportions of the five elements. This, if measured at birth and death, will never show any change.

But the other charts change constantly. Our lifestyles, our minds, the food we consume, the work we do and more. Each has their own constitution. Digging a hole for example is an earthy task, thinking is an etheric task, mixing with people is Air and nursing them can be Water and anything to do with change, is Fire. So our lives rock and roll through a series of charts like the second, third, fourth and fifth ones below. There are hundreds of such lifestyle charts and they add to the Constitution of your environment.

Mismatch your natural constitution with your environmental constitution and you will develop disease, unhappiness and a serious conflict with nature – and nature never loses a fight.

Let us look at the charts in more detail.

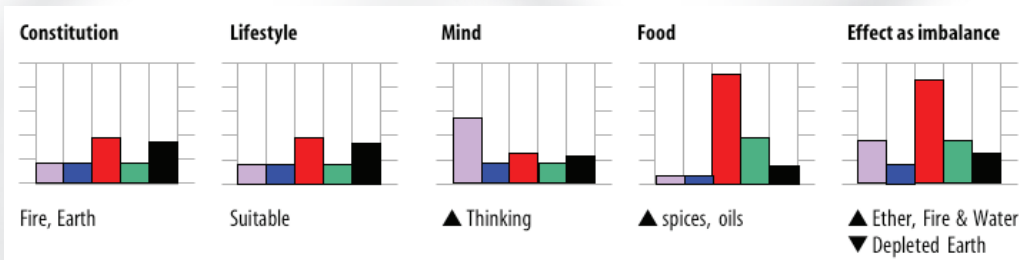
We have taken an example of a Fire Predominant person below, with Earth as his secondary element in the first chart. Ether, Air and Water are present but in less quantities. So we state that the individual is Fire Predominant. We can also say that he is Fire –Earth Predominant. I prefer Fire Predominant with Earth.

Now this is a wonderful gift because Paul, the individual in the example can see his strengths and weaknesses, know what fits him best at work and home and can find his ideal lifestyle. He can design his office to include lots of Fire and Earth based ingredients. This is called happiness and fulfilment. Use your elements to live as nature intended.

Now there are four environmental charts here on display. They represent Paul's lifestyle, state of mind, food and overall dynamics. In other words the last chart depicts Paul's life, and how much of each element he is using. You can see a huge difference between his Natural Constitution and his overall lifestyle. In the last chart you can see his Fire is way into excess, his Ether is in excess, and his water is slightly out of balance. His Earth is depleted.

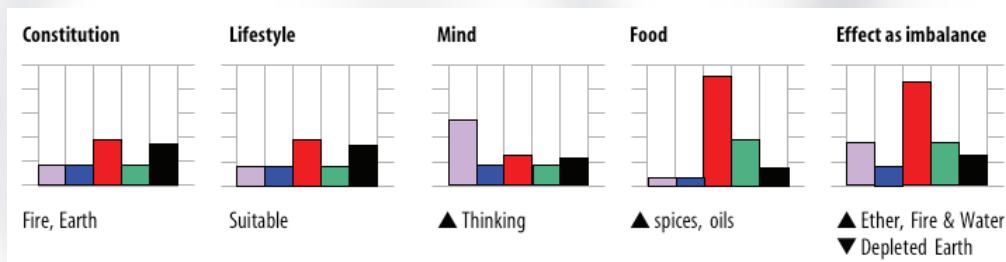
Even when we know what is good for us we sometimes don't live well. This has been made very complex by the myriads of advice given and the overwhelming number of self-help books in the global market. Add to this the easy access we have to an ever-increasing variety of choices, and living in your element is becoming a minefield. I think Paul can be excused for losing the plot.

But the cost to Paul will be deadly if he doesn't fix the excesses and depletions in his elements.



Key: Purple = Ether, Blue = Air, Red = Fire, Green = Water, Black = Earth





Paul, a 52 year old started experiencing heart-burn and irritability (excess Fire), low energy, sluggishness (excess Water), anxiety (excess Ether) insomnia and insecurity (depleted Earth) over 3 months. A Fire - Earth person, Paul runs his own successful finance firm in a country town. He has a fairly suitable lifestyle for his constitution. Good family and children, comfortable house, some long-term investments, hobbies -like hunting, with friends, buying and selling properties.

Lately he has been thinking of expanding his business, dealing with some old legal issues, talking to his lawyer and thinking about sending his son to the city for higher studies. Instead of an open discussion with his family, he is bottling up all his thoughts and anxiety and is over burdening his Ether. In this process he is eating a lot of spicy, oily food (excess Fire & Water) and drinking a lot of coffee (excess Fire).

Now if this goes on for several months, the effects can be devastating. At work, his mood has become short and snappy (excess Fire). He is less playful with the kids and his business partners are getting warning signs. His anxiety (excess Ether) is making his decisions poor, his confidence uncertain and his intuitions absent. He is tired a lot, finding himself sitting down on the lounge at night and nodding off. He is drinking a good bit of Scotch and his health is definitely going downhill.

By reading the rest of this study you will find ways to diagnose and change your lifestyle and work to suit your constitution. That's the key. You don't change you, you change what you do. When Paul put a lifestyle matrix into place, he made the following adjustments:

Inspired by an 'elemental' consultation Paul adapted the following aspects of his lifestyle:

1. Discussing his issues with all the relevant people (using Ether and Fire intelligently). Giving them sufficient time to express their views and concerns.
2. Starting an alkaline and light diet.
3. Starting eating homemade meals or eating from home to avoid acidic items.
4. Increasing his water intake (preventing excess Fire & Water).
5. Starting making a 'to do' list on paper instead of his head.
6. Prioritising his 'to do' list (using Fire & Earth intelligently).
7. Starting cardio and weight training (for long-term health and wellbeing).



Determine your natural constitution

1. Your score should be based on how you feel when you are healthy and normal.

2. Don't choose 'what you want to be'. There is no better or inferior body type. If you notice that you 'want to be', acknowledge an imbalance – you will know why.

3. If you behave and live like another body type, it brings serious imbalances.

4. Life becomes fulfilled when you behave like your inner self.

5. This questionnaire is to find your inner nature. Be yourself.

6. If you have doubts regarding your attributes, ask your friends or someone reliable, you trust.

7. The scores range from 0 = the statement does not apply to you at all, to 10 = the statement applies to you 100%

8. Answer each question as one lowest (no) up to 10 highest (yes).

9. Total the score in each element section to find your constitutional chart.

Ether

1. I am tall compared to the other members of my society
2. I have long limbs, fingers, and finger nails
3. My skin is thin and translucent
4. I am tall compared to the other member of my race

Air

1. I am small in size
2. I have a light-weight body type
3. I can be classify as petite
4. I have a slim body with small bones

Fire

1. I have well defined muscles, even without working out
2. I have a firm jaw
3. I am medium height and weight
4. My body is warm and I like colder weather

Water

1. My body is soft and smooth
2. I am heavy boned
3. My body has lots of curves and circles (large circular eyes)
4. My body is strong, my shoulders are rounded

Earth

1. My body is stocky, firm and solid
2. I have strong and heavy bones
3. My shoulders are wide and square
4. I have wide hips and a broad forehead





Your element at work

To be yourself and play to your strength in any situation is a great power. This doesn't imply that there's something you can't do, but it does imply that you are built for certain things on a long-term basis. If you have heavy bones, then marathon running may not be sustainable. One or two marathons might be ok, but after that you'll wear out. Or if you're fleshy – then the 100 meter sprint is not going to be good for you, nor is it fun.

Knowing your constitution at work means that if you are invited to do a certain task, you'll know how to do that task, your way. If you do it somebody else's way, they may be happy about it, but you won't be able to keep it up for long, it's not your way. For example a lady who was Water element was asked to manage an office of lawyers. She did a sincere job of it, but they complained daily. They sent her to training programs and all manners of training but she didn't change enough. She came to me stressed and broken. Her Water way of managing was not wrong nor could it be changed – it was just her way. Her company wanted something different. When she realized this, she left.

Understanding your constitution means sustainable practices, and authenticity. Each element, each constitution deserves its own path, its own voice. Constitutional Analysis is an attempt to hand the responsibility back to the individual to manage their uniqueness.

The net result of all this is performance is fun, personal balance, wellbeing and ultimately a less stressed and more accepting world. We are confident that if you complete the reading, your entire approach to the community, business and self-awareness will be changed forever.

Productivity through Constitutional Analysis

Inspiration in business means productivity. Unlike motivation, which comes from the outside, inspiration comes from within. The source of inspiration is therefore the individual himself. Inspiration comes when we feel right about what we do and how we work.

From time immemorial, humans had close contact with nature. This revealed the truth of their life, health and happiness. Knowing your constitution gives you a deep awareness of your unique "way of doing things". When we are in tune with our True Nature much of the stress of life falls away. We find a certain comfort in being ourselves. This is an extremely conscious approach to life and work.



The ideal presented in this book is a celebration of who we are, rather than a book about how to change. Finding your constitution can explain 99% of what is happening to you in your life and therein help you find a best path to live with integrity to who you are.

We all have all five elements so we can do any job. Stress, burnout and organizational violence come about because people of the wrong constitution are doing the job that does not suit them. The falseness of business styles causes huge stress and communication breakdowns in business. Being productive, balanced and healthy, however, means working within in our Natural Constitution, and being in our Element.

Emma's story

Emma is a 37-year-old Water Predominant person, working for a debt recovery company for the past 10 years. The job offered her a fairly good pay and a 5-minute walk to the office tempted her to take this job as she had a toddler to look after.

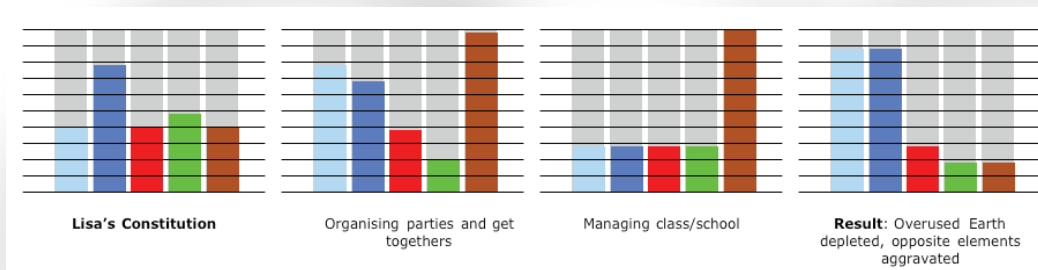
Over the past few years Emma noticed she has been eating a lot and more frequently after returning home from work. Weight is therefore a critical problem. She started experiencing low self-esteem and a kind of worthlessness along with sluggishness and need for longer sleep. She didn't have a lot of energy left to do exercise after work and home duties.

She was trying to support the staff at the office in her own way –but the "Fire-Earth" predominant colleagues believed she was the 'odd one out' in the office. Her work was devalued and she was often the subject of office gossip. Gradually she developed mild anxiety, worried about everything, and started taking Lozac for her heartburn.

In an elemental mind-body consultation she realized that her satisfaction comes from a Water environment (caring, nursing, nurturing) and Water emotions (compassion and love). The last thing she wanted to do was getting money from helpless people, which was her business.

She resigned and within two days she was offered a job that she could identify with.





Key: Light blue=Ether, Blue=Air, Red=Fire, Green = Water, Brown = Earth

Lisa's Story

Lisa presented a lot of chronic signs of stress during an elemental mind-body consultation. In a medical sense she had serious levels of depletion (lack of energy, drive, minerals, fluids, nutrition etc). Sleeplessness, constipation, shifting body pain, thinning of hair and nails, extremely low libido, memory loss and cracking and painful joints were some of her symptoms. When she started suffering greenstick fractures and nerve pains she got serious about her health. After several investigations neurologists named her disease as 'undiagnosed neurological condition'.

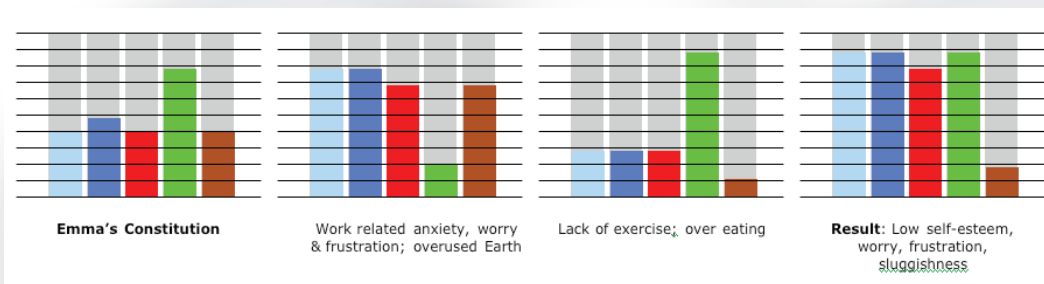
Constitutionally she was a classical Air person. Lisa always weighed between 50 and 55 kilos. She could be described as slim, light and very chatty. In her teens and twenties she devoted her life to music and dance.

However, she denied that she had any reason to be stressed. Her husband is very caring and made more than enough money. They owned houses, cars and boats. She was teaching at a school nearby because she loved teaching kids.

In a consultation some interesting things came up. A brilliant schoolteacher and a devoted wife, Lisa had lots of friends as well. There were a lot of demands and it was easy to assume, Lisa was behaving like her Water mum in 'giving'. She organized (Earth element skill) various kinds of gatherings for her friends, husband's friends and her 5-year old son's friends. At school, most of the time, she was managing (Earth element skill) rather than teaching. This was not intentional. She was an experienced teacher. Experienced teachers usually handled managerial roles as an unwritten rule. She just followed that.

Once she realized the problem, she discussed it with her husband and took a month break from the work. She rested, rejuvenated and took time to prioritize her life.





Key: Light blue=Ether, Blue=Air, Red=Fire, Green = Water, Brown = Earth

Really honouring diversity

What we want to encourage is the evaluation of the Constitutions, so a Business can manage the unique characters of each individual within it, rather than expect generic responses to generic circumstances. We are driving away from value-based leadership toward a respect for individuality. Diversity means honouring uniqueness.

We need diversity within business. Cycles are nature's law. Everything changes from chaos to order, continuously. If the culture is Water based, stability will be the catch cry. If the culture is Fire based, most others in the business will burn out from constant change. The key is to know how to adapt, manage and live in fluctuating circumstances.

Organizational cultures are spiritually corrupt unless they account for all five elements. Cultures must flex. The Fire Predominant people – needed for change management and innovation must be able to thrive. The Water Predominant people looking after the humanitarian sides need space and Earth, Air and Ether must be welcomed. Corporate culture kills this freedom of spirit. These five elements must all have their offices in one place. This is truly the challenge of business life, but it's absolutely essential to great corporate performance that it works well.

To manage in your element is not to deny it. If you are Ether, there's no use in trying to quench that part of you because the company culture says, if it doesn't add up, it isn't worth talking about. An Ether Predominant person in that environment would absolutely guarantee misery. Constitutional analysis is all about managing by constitution to bring out the best in everyone. So we create a culture of no culture. In an environment where diversity is the key, constitutions are respected and jobs, duties and tasks are allocated accordingly.

It goes further than this. Imagine a boardroom stacked with one constitutional type. Let's say, they are all Earth. Then as a board, due diligence will be extremely accurate. But then a tall, wide eyed, etheric person comes in and starts celebrating the future possibilities of the business. The Earth Predominant people would collude and have him or her thrown off the board. The shareholders would love the Ether Predominant person because he was a visionary with big promises. The Board itself would then need to invent and justify the departure of the Ether member, probably the Chairperson, because they were absolutely out of their element in his presence.



We want to change this so we all recognize the element of each person in a blink of an eye. Then, well the Etheric Chair person could speak to the future, the Earthy board could speak to reality, and everyone would see that both are essential. This scenario is a real life case study in one of Australia's largest public corporations.

Belinda is a slim, tall woman with wide shoulders. She was working as a creative director for a private company. She had a window office with simple table and a set of drawers over against the wall. When the new management and changes came, she was given a more important office in a more congested area of the building where people could see, speak and connect with her as they needed. They thought this a good idea in order for the work to flow faster and more accurately. She started contracting all the seasonal bugs and her sleep was affected.

A Constitutional Analysis revealed she was an Ether predominant person who, after the changes, got frustrated with congested space and started losing energy and vitality. She spoke with her new bosses and went back to the limitless-sky-filled large window. Now life is back to normal.

David is a strong, broad shouldered stocky guy who loves his tennis. He's the company sales programmer responsible for managing all the 200 delivery trucks, their drivers and their sales. In his office the walls are filled with charts and pins all over the place. The names of each route correspond with different areas and territories. His primary job is to manage the team, make sure they get their trucks filled with the right ice creams and that they are aware of any new point of sale deals the company is offering.

He was promoted and did such a great job at building sales that they put him in charge of Training and Development for the sales team. Immediately, David started putting on weight. His tennis suffered and he injured his knee. Twice he lost his temper in a Training Program and threatened one of the staff.



A Constitutional Analysis revealed David was an Earth predominant person who, after the changes, became extremely stressed at the unpredictability of his new job. He wrote a training manual, a monthly system was put in place, they hired a professional trainer and David went back to his old self.

Jenny was the General Manager for a public company. She was of medium height, rounded shoulders and what we call fleshy with a soft, rounded body. Her employment track record was a disaster. She had the final say in who was to be hired and nearly everyone she put on, did not make it past the trial period.

When asked, Jenny said, "I really care for these people, I really want to give them a chance. Some people are really desperate and I want this company to give people a fair go".

Constitutional Analysis revealed that Jenny was a Water Predominant person. Her primary concern other peoples' wellbeing. Unfortunately, the jobs were stressful and demanding. Her choices were made on the wrong criteria. So she hired a Personnel consulting firm to manage the interviews and make the selections. The company has not looked back since. In Constitutional Analysis: there is a simple philosophy: manage people to their constitution.

Summary

Ether – Vision, Inspiration
Air – Communication, Networking
Fire –Marketing and Sales
Water – Human Resources
Earth – Management – Finance





Sustainability is the key

Usually, in our constitution, one or two elements are stronger than the rest. For example we may be born with a lot of Fire and low Water. So we'll have sustainable capacity in Fire heavy behavior regarding lifestyles for instance and un-sustainable behavior in water heavy lifestyles (and work). This determines the elemental constitution of that individual, the range of abundant and limited elements in their constitution. Knowing someone's constitutional make up indicates that you know their natural rhythm and understand their natural essence. It goes for all of nature's creations. For example if there is a tree and it is high in the Earth element then it will be a strong tree in the face of nature's challenges. But if that tree is predominant in the air element it will blossom and flower many times over but will not be highly resistant to storms or virus that may come from time to time, it needs shelter and protection from those elements.

Each and every person is born with a certain constitution, which means a body and mind suited to sustaining performance in diverse tasks. Everything is possible but sustainability is the key. For example would you ask a person to farm a field by hand if they weighed 50kg and had thin and brittle bones? In elemental analysis instead of considering people based on what they have done, say, or would like to do, or even seem qualified to do, we identify people based on what their constitutions can sustain. In this we are suggesting that somehow, in the process of birth, a template and a soul are born and the body most often reflects its uniqueness.

Your body type – your constitution affects your capacity to perform certain functions on a sustainable basis. For example a person with a thin wiry build will not enjoy a job involving tremendous physical labour like carrying heavy boxes and loading trucks. Similarly if the person is well built, and they are asked to sit and count matches everyday, they will become stressed and ill. Their body types determine a natural disposition toward certain types of work.



Ether at work

Doing business with Ether Predominant types is a very special treat. Ether Predominant people are kind, gentle and love tranquillity, peace, freedom and stillness. They thrive when the world is calm and open. They honor wisdom and creativity in others and themselves. Cramp their style and you are sure to meet significant resistance. You have to give them lots of space to think and feel and contemplate the outcome. This may be frustrating because it feels like you are wasting your time with them. Ether Predominant people will delay making any business decision always looking for perfect and finally settling for less when they recognize that perfect is a theory and actuality has blemishes.

The strength of Ether in business is their deep thinking ideology. They are very open to new concepts and love a debate on anything theoretical. Sometimes nothing happens with Ether – it's all hypothetical but this is a vital ingredient of any business, in fact for some it's the key to success.

Ether guarantees that you are seeing the whole picture. Even to the point of distraction they will open every window, every door and every possibility until exhausted you finally understand that there were more angles to this venture than first met your eye.

Because of their big heart and this ability to think way outside the square, Ether Pre-

dominant people gravitate to careers where philosophy, charity, planning and conceptualizing are emphasized. Often we label the Ether Predominant person the entrepreneurial spirit – the free-thinking big ideas person, but of course they need a team of doers in order to actually make anything happen in reality.

Ether Predominant people thrive where the climate is warm and bright, if it's too cool or too hot they melt or freeze into their cocoon and become unproductive.

When doing business with Ether don't be in a rush, it'll turn them off and they will not make good decisions under time pressure. Be friendly and open and avoid any form of confinement, strict rules and heavy approach. Ether Predominant people respond well to diversity, new ideas and questions like, "What do you think about that?"

You'll know when Ether Predominant people are engaged in the business, because they'll say "lets talk it over" or "I have a thought" or "I think we all ought to discuss this openly" – of course what they mean is "your ideas stink and I have a better one, which I forgot to mention in our earlier debrief and I thought of yesterday after 6 months of working on the project and it's probably going to change the direction of the whole businesses, but it's a good idea and I want to find an environment to mention it where you won't shoot me down for doing so". This is Ether's great skill – never stop creating – but unfortunately there's no off button.



Strangely with such a potentially antagonistic mindset of never ending ideas – it is judgment and criticism that is Ether's Achilles heel. They shut down and run when they feel that the environment they are in is judgmental or controlling. It's a managerial nightmare. Getting the best from Ether means openness yet, from a commercial viewpoint if the project keeps changing it'll never be built and certainly not on budget. Not only this, but the people around Ether go mad trying to put their finger on exactly what they are meant to be doing and what they should do with all the work they did on the last idea which this new idea replaced.

Ether Predominant people love gifts of books, music and anything to do with the philosophy of their passion. Mind you, they already spend half their spare cash on those things so be careful not to duplicate. They love the world of magic and spiritual concepts and always love to play games that involve "what if".

Anxiety is a warning sign, when Ether hits the stress wall, anxiety builds on anxiety to almost guarantee impractical and some times disastrous discussions that looked good in the short-term but have huge long term ramifications. That's why Ether Predominant people need to manage their cool, they need lots of meditation, relaxation and things that alleviate stress (sometimes sex is the cure all). But if you are in business with an Ether person, and he is not adequately relaxed (sex) then, be warned – your life and your business are in jeopardy, the next thing they do might undo whole years

of effort. Spirituality that involves peace and compassion favour the Ether Predominant person, calming music and spacious countryside retreats – lakeside or rainforest holiday homes are the perfect antidote to the stress of business life.

If Ether Predominant people become deactivated, unmotivated and depressed then the beach with rolling waves, fresh air and lots of walks in the cool evening are the key. Make sure they understand the difference between the antidote for excess (stress) and deficiency (lost motivation). Excess needs pacification so the green and tranquillity of lakes and countryside are the destinations. Deficiency is when the world has lost its charm and the thrill of being you has vaporized, work has become a drudge which is when Ether needs environments which uplift, stimulate and these are oceans, winds and starlit skies. By the way, if they are going to the beach, sun baking or extreme exercises in the hot sun are not advised. Excess sun and Ether are a bad mix, and a guarantee for skin problems, anxiety and disease.

Negotiations with Ether Predominant people take on a wondrous almost mystical feel. They love to trust and can't get past their uncertainties unless there's a good connection to the other party. Cross them and they become tyrants. The words Ether love to hear are: easy going, new things, variety, take it easy, anything else, another way, and best of all, "what do you think – feel about that?"



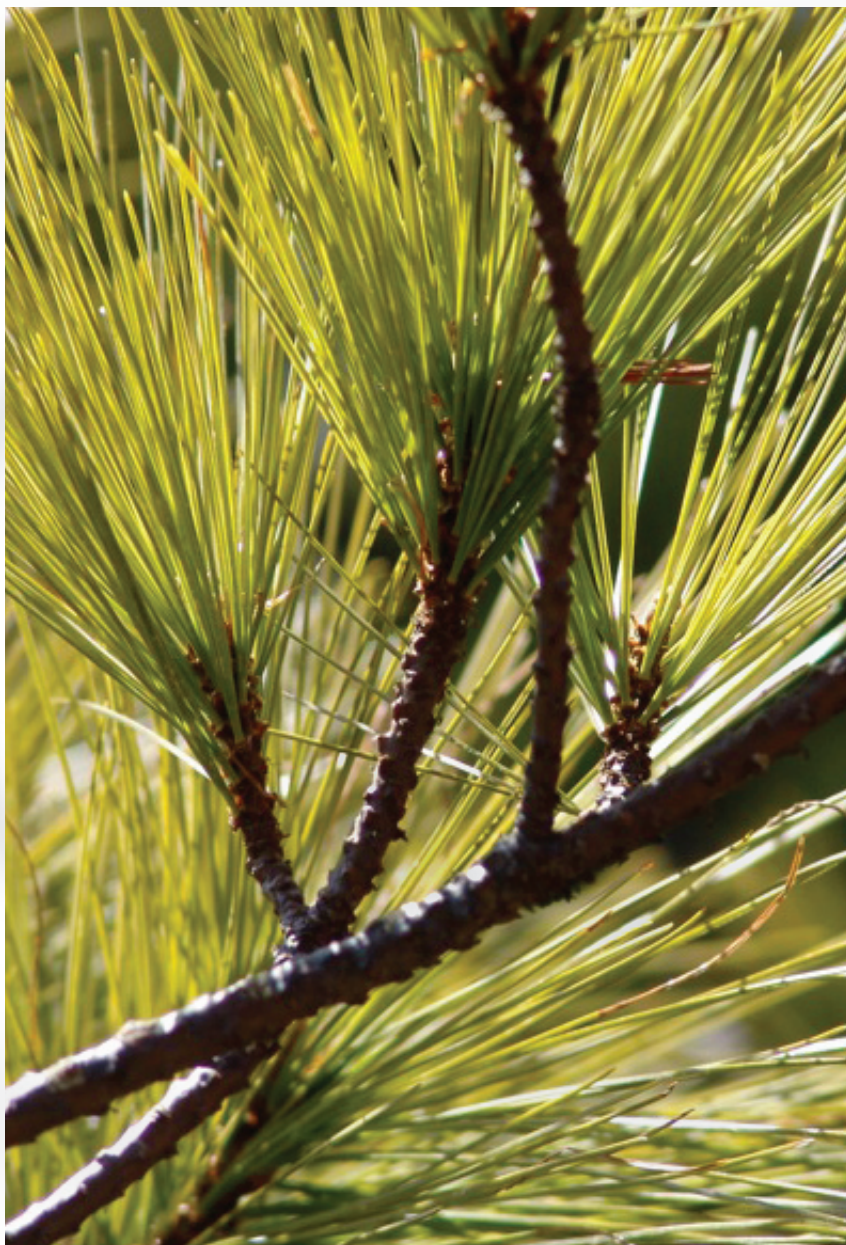
Office environments that activate Ether are spacious, plain colours, silk, simple white and pastel. Calm music and open space activates the Ether in everyone. But it is Ether Predominant people who can live and work in these environments – long term.

Environments that pacify Ether – if they have gone to excess are green, watery, gentle and cushioned. To the extreme, if Ether is in stress mode they need Earth beneath their feet, solid thick timber, deep walls, security and strength from both the space and those around them. One has to know the signs. Ether of all the elements can swing quickly from excess to deficiency. The one environment will just not do. Ether needs options – the country home to pacify their stressed out overloaded self and the city home with space and open plan in order to stimulate their natural self into action. Some architects build multi-function spaces where rooms change within a house. In an office environment, Ether will walk around looking for a calming area, when their own office space (should be activating) becomes just too much.

It can be reflected in the cars they drive. An activating car will be a large four wheel drive or something that says – “get away from it all, and I love space” but this will only do if there is not enough activation of the Ether element in the work day. Most Ether Predominant people love the warm cozy comfort of a luxury car: the warm seats, the smell of comfort and the smooth music playing in the quad speaker stereo. This is a car for the highly used Ether Predominant person – looking to pacify themselves – a meditation on the move.

Ether Predominant people are symbolized in the animal world by the human mammalian: the Ape. More evolved than the animals they co-habit with, yet, in the wild it is only their brain that can guarantee their survival. Under equipped in the speed and armor departments – the human mammal relies on sensory skill and premeditated plans to out-wit the rest of its species. Just like in the human mammalian species there are thousands of varieties – from smaller and faster to bigger and more powerful.





If Ether Predominant people are going to succeed in business, they need to embrace certain absolutes. The word itself conjures resistance in an Ether reader. But absolutes means that there are keys to success for Ether Predominant people in the business world, that make being Ether an absolute guaranteed winning edge. These keys are:

Focus on willpower – willpower is mind over matter, learning to concentrate on being in one place, mind, body and heart. Ether can drive the car, dream of next year's opportunity, talk on the mobile phone and carry on adjusting the car seat, all at the same time. It all seems to happen at once but to the observing passenger it feels like there is nobody at home, back seat drivers were invented to help Ether drivers remember when to turn left.

Goals – now for some of the other elements goals are natural. In fact as you'll see later for some elements we recommend that goals be dropped. But Ether, well – life can be lived in two ways: virtual reality and reality. It can be lived in your head or in actuality. Both are good, but if Ether has the ambition to create in the real world, not just dream and dream of how it could be, or should be, then, goals, timelines and deadlines that force their hand into decisions and conclusions are essential foods.

Discipline and schedules are foreign to Ether. Everything gets done eventually in the Ether world but the trouble is that life is ruled by other elements too. Other people need to interact with Ether, and those interactions demand some sort of predictability for both commercial and emotional comfort. So Ether needs to have sympathy for the worlds of others where time is a regular consideration, deadlines and profit are important and change is not always good.

Finally, as mentioned elsewhere in this book nutrition is the key for Ether Predominant people. Consistent meals, snacks, and a good regular diet regime with not too much variation will ground and support the beautiful free spirit and open hearted lifestyle of the Ether business person.



Air at work

Amazing – that's the expression people use when doing business with Air Predominant people. How can you have so much happening, keep hold of the reins, have so many balls in the air and be so calm? While the rest of the world struggles with one or two tasks at the same time – air thrives on hundreds. The energy can be at best frenetic, but Air Predominant people love the multi-tasking approach. They love it when there are a hundred things happening at once even though they may complain "no one takes responsibility around here" but it's really impossible to take responsibility around an Air Predominant person. They want a finger in every pie and if it's not happening fast enough they'll have it done, completed, delivered and paid for before the office arrives for work next day.

Working with air is such a creative experience, the true lateral thinker, the hands on manager Air people are those leaders who in the movies have twenty assistants running behind them with mobile phones ringing at a frenetic pace even as the star signs autographs and is cool. No matter who you are, around an Air Predominant person in business, you always feel like he is going to step in and take over – it's like being an assistant rather than a team member.

The strength of air in business is this potent hands-on style. It is ideal in creative and unpredictable environments where customer service is unique or where design and creativity require constant input. Fashion and magazine management where opinion rather than fact

determine the look and feel of the magazine requires air leadership because the leader has to be in 100 places at once, guaranteeing the look and feel is consistent.

Air Predominant people love the rhythm of life, movement of any sort is a joy for air, the challenge-response cycle is their bliss. So, Air Predominant people thrive around people especially where ideas and thoughts and concepts are being engaged and developed. Rather than philosophical in approach Air Predominant people are practical, they just love twenty ideas more than two.

The irony for air is their detachment. They may be thinking one thing one day and the complete opposite the next and they don't even blink. For air, ideas and thoughts are just variables, pawns on the chess-board and they are worthless apart from the stimulation in the quest for right answers.

What an exceptional ability! Being receptive to 100 different possibilities, no urgency to choose one, an ability to allow those ideas to co-exist and yet, productivity happens. Changeable you might ask. Air Predominant people can change on a dime. They truly embrace diversity but never really let go of control, no matter how much an Air Predominant person may say – "I want you to take responsibility for this" they never really let go. So, in the long-term, people just move to an organic style of interaction, nothing is concrete until the Air manager says so.



Another notable asset for Air – is the speed at which they learn. Talk about a sponge for information, Air can hear it one day and be teaching it the next. Their dexterity makes them ideal communicators – the elements who invented interactive leadership, the perfect teachers (can grow staff well because they are never far from the action).

Air is creative. Always innovating, holding hands and guiding people. If the staff is open to it, they'll learn so much and the result is exceptional. Air Predominant people iterate solutions by working with those people who are at the coalface. Air Predominant people really make management a people experience.

However, be mindful that it can be demotivating for highly skilled and experienced people to be "interfered with" all the time. Air sees no problem with stepping across the lines of territory of possessiveness around whose work is whose. They just love the process, the cycles of think-do-work and so can't even imagine the possessive nature of those whose work has come to reflect an element of their personality. Air says – "Just change that a bit" – worker thinks – "I designed that all day yesterday". Air learned something and thinks, "we can improve that" and the worker invested their heart and soul into it. One is attached the other is not.

Because of this wonderful skill at multi-tasking, Air Predominant people gravitate to business areas that provide variety. Rather than manage a business, Air Predominant people

manage projects – they prefer outcomes that can be seen and are variable, many projects rather than one business. Air Predominant people are also prolific in the performing arts, dancers, artists and musicians, where skill and diversity create a dynamic complex yet team orientated environment.

Since air moves gracefully between situations they make great travellers, able to move here and there in a moment. Teachers and trainers whose life is orientated around being available for many people at once, different audiences every day – Air can sustain the demands.

Adaptable, continuously changing and innovative, Air Predominant people are determined. They hold onto the result, even if the process looks complex they are always committed to the outcome. Air thrives in warm sunny climates, but easily depletes and exhausts itself in windy and cold environments. Air Predominant people struggle in places where such extremes exist, like Canada – hot summers and frozen work performance.

Air is symbolic of the bird world. They are able to fly around to make good, taking seeds from place to place, collecting the food for their young and returning faithfully to nest. Birds fly south for the winter – unlike the bear – birds know that cold frozen and windy climates are no place for them to thrive.



Sometimes people call Air Predominant people air-heads. That means they appear scattered. But Air Predominant people are not scattered in their own mind, they just explore options and more options and alternatives and more alternatives. Air is about the dance – Air Predominant people are not scattered when it comes to the outcome, their approach instead of direct is to explore and touch a million points – but the result is never in question.

If you want to be on the right side of air in any negotiation or sales situation know that they love the following language: "Hey take it easy," or "tell me about it" (they love to share their thoughts verbally). Or "which one do you love?" Or "you are so adaptable". In business they'll sign the deal and on the way out the door be talking about the next deal or even changing the last one. If they buy a home, they are looking in the paper for another new home before they move in. Always looking for the options, always creative and always inspirational, Air Predominant people are the multi-skilled multi-faceted ones amongst us.

In closing a deal with an Air Predominant person, let them choose. If you narrow the options they may feel that's there's only one choice. In your opinion there may be only one, but air loves the freedom to choose. Avoid lack in variety, my way or the highway is absolute guarantee of lost respect with Air Predominant people. They eventually talk themselves into their own right answer. Remember options and options, benefits and benefits and most important of all, learn to listen. When it comes to surprises, Air Predominant people love them. They love special treats

and when it comes to gift time, well it might be better to give them a gift voucher, what is great today may be worthless to them tomorrow. The first question Air Predominant people ask is where did you get it? What they actually mean is – "If I don't like it, which I do, but if I don't, can it be changed?" Without that information, Air Predominant people cannot embrace the moment fully.

Air Predominant people are built for speed and endurance. So if you go out at night with an Air Predominant person be careful for you may not get home till breakfast. They can dance all night but can't eat more than a mouthful before they are satisfied. So if you are planning an evening with an Air Predominant person – quality of food not quantity is the key and then entertainment and activity is their passion. If you are doing business with air – then join them in the dance, not too heavy on the facts, let them ask – give them time to talk themselves around, enjoy and keep it light until they are ready to dig in. Their questions will be so exact you'll be stunned at the accuracy. Like a bird circling above waiting for the right moment, Air will await and prepare before diving into the hard core of the days business.

The challenge in business for Air Predominant people is the impression they give the world that they are too vague, too airy and always fluctuate. It is not so really, but to the lion, the bird circling above the prey is wasting it's time. Air Predominant people need to understand this about themselves so they are not drawn into the Fire too quickly so that criticism doesn't cause them emotional upset.





When you are around an Air Predominant person and they say "I am so confused" then you are witnessing the result of stress in their lives. Confusion is air's answer to excessive stress. This confusion can eventually lead to hyperactivity, instability and over changeability (no commitment). Pushed even harder with more stress, and air begins to have panic attacks, fear can overwhelm them and their lives, mind and work environment can become cluttered and scattered. Nothing gets done.

Now, this is a big problem for Air. First they take on far more than any other element could consider in a day, and then – if they go into excess – i.e. they overdo their Air element – they turn their day into a knotted ball of string, huge amounts of activity but going around in circles. Even one such experience in an office can undermine authority of Air for the future.

Air needs lots of Earthy support and it has to be cut off where Earthy management can stop the spin and get the job done. An Air person often doesn't even know that he is stressed except for a little bit of isolation he may feel once the others withdraw. Earthy management can draw the line and air must be able to accept that at some point, ideas and options must give way to productive discipline and staff moral.

Now, if air is in excess the perfect space for air is amongst the green grass of home. A warm slowness, logs on the fire, a cozy comfy couch, strong arms and a plate of Earthy vegetables

(even meat) will bring balance. Far away from digital and electronic devices, a log cabin in the middle of nowhere. No real effort – just a time to be still and let the mind calm. Yoga classes on a daily basis are good and plenty of water can help balance a spinning Air. Long warm (not too hot) baths and spa treatments with oils can also help calm the excess of air.

The ideal office to activate Air is busy open plan, where people can see and talk and share – but there must be variety – mixed temperaments, colorful walls and active phones. Air thrives on the variety of life. But in places where the energy is intense and frenetic, Air needs calm. Unpredictability is not good for Air, threatening or unsafe spaces are detrimental. If it all gets too much, Air Predominant people end up in the gymnasium at lunchtime preferably doing aerobics, fitness dance classes or on a tread mill for half an hour.

If Air people are not active in their work (deficiency) then living near flowing water, playing music and running long distances is great (their home can become a musical nightmare for the neighbours). Diving into music, photography and the arts is an Air bliss stream. But if Air is working to excess at work then stability at home is the key. Warm, sunny, windless places with lots of still water and smooth rhythm, predictable and safe, tranquil and at peace.



Fire at work

If there's a need for a competitive culture, Fire is your element. They are ideal in these situations – they love a challenge. Even in a Yoga class, Fire Predominant people are looking around to see who they can compare themselves to. It makes for growth, fast change, transformation and drive.

Sometimes people feel that whatever the work they are doing, it could not be what God intended for them. They blame the work. The missing piece here is not what is wrong with the work they are doing, but rather understanding the work they are performing right now in the context of their destiny.
Christopher Walker

Highly motivating Fire Predominant people can burn others out with their high energy and high expectations. They push and they push the goal in mind and sometimes the human cost and the nitty gritty details get left behind. Fire Predominant people are the keys to change, to getting through the tough times and to growth in the good times. If you are negotiating with a Fire Predominant person keep the energy alive and supportive. If things become slow and gentle and soft and spacious they'll switch off.

Language that Fire loves to hear is: precise, sharp, clear, picture this, powerful, intense, holiday and retire. This is energy, yet Fire knows the gift of calm relaxed lifestyles. Appeal to Fire by agreeing with them on their ideas that the world is too slow (they will spend a lot of money to help speed up progress). Therefore technology is a Fire birthday and they love time saving devices even if, after the fiddling about, there's potentially more potential for lost time.

In the office, Fire Predominant people like strong color, vivid and sharp definitions, activated square shapes and lots of light. Energy in a Fire office is like the New York stock exchange and Fire Predominant people can do that job for a lifetime whereas most other elements would struggle in a week. When there is deficiency in Fire, in other words, there's nothing to compete with, Fire needs to activate this deficiency through exercise, action and direct application to task. Fire thrives in comparison so most biographies of inspirational people are read by Fire. It needs mentors it respects and can grow to match and then another and another. Fire needs role models and mentors they can compete with.

If there are situations that need understanding, analysis and resolution Fire can do it best. They love the sprint, the physical middle distance: rowing and gymnastics, human against the elements sporting environments and therefore thrive in the marketplace.



If it's Christmas gifts you are looking for, remember Fire loves technology, faster and better (not bigger), things with luxury appeal and tools to make life more functional.

Be cautioned though, Fire in excess leads to aggression and violence. If there's not Fire and passion at work they bring it home with lots of expectations and energy. The wonderful domestic bliss they create with their big heart can turn sour if their Fire is not being consumed in the outside world of work and sport. Fire is always asking "when will it happen?" or "when did it happen?". Time is life to Fire energy.

Stress for Fire results in illness. Acidity, joint problems kidney stones and blood pressure, Ulcers and tension can lead to many side affects even stroke and heart failure. Like in a pressure cooker, pressure can build and build while the internal components struggle with the overload.


Always prone to excess, Fire Predominant people can become ill, if there is too much of a good thing. The ideal balance for Fire during periods of excess is watery places. Places of tranquillity and calm, with soft trickling water, Zen gardens and warm baths. Fire Predominant people thrive in cool waterfront environments. They swing to excess and unhappiness in hot, damp places.

The animal of nature that best represents Fire is the lion. King of the jungle – or so it thinks, its pride and ego defend its domain. A voracious appetite, a ruthless capacity to do what must be done, stealthily and fast, the lion is in many ways the most vulnerable of animals in the jungle yet, in the right conditions – a powerful fighting machine.

If you are in business with Fire, celebrate the passion and purpose this element brings to your world, give them the lead on new development and take it back when the hard yards are crossed. Keep the details out, look at the big picture and be sure not to step in their way. Pictures paint a thousand words for Fire, they can't wait for the slow people to catch up so be sure to have plenty of first aid on hand if you are working with them. Fire remains a wonderful spirited element that can transform and change any situation in the shortest possible time.

The keys to success for Fire Predominant people are: moderation, middle path, calmness of mind, and plenty of physical exercise.





Big hearted and caring, Fire Predominant people are always ready to help, you only need a gentle challenging gesture, glance or a word of request and they'll be on to it. They are also prone to burnout. Excessive play, work, demand, relaxation well, fire people can become obsessed with anything.

Fire Predominant people are not the ideal ones to be in charge of your business. The reason is that Fire Predominant people are built for speed, for surging, challenging and continuous rigorous examination. They come with new ideas, new ways to do the same old thing. People just can't keep up with Fire management. Water, Earth, Ether and Air all struggle to sustain the pace. Not only that, the market is quite often unable to keep up with the changes. Business thrives, profit wise at least, on doing something repetitively. Fire would have no part of it, but the mantra would be to do it, change it, do it, and change it again. Like being permanently in transformation, Fire never stops innovating.

The strength of Fire is tenacity, intensity, analysis and creative application. Ideal where marketing is concerned or change analysis – where time is of the essence. Just do it, is a Fire energy slogan. Jump and see says Fire.





Water at work

In business, nature and nurture are often in conflict and the motives for profit and wellbeing are sometimes challenging each other. Water represents wellbeing in true sense of the term. When you are working with Water elements: always put people first. That way you can be assured of their involvement and probably achieve the profit you desire.

The profound gift Water Predominant people bring to business is bonding. They connect people, nurture and build amazing loyalty. They are ideal maintenance managers, slow paces, highly predictable and generous, the company and you will float along with many good employee feedback reports.

Water Predominant people want to know how what you are doing will affect people. They see performance and productivity from a human angle and love the ideals of compassion and humanity. Water Predominant people build flat company structures – trying to empower even the most challenged employees to happiness and reward.

If you are selling or negotiating with Water Predominant people, use the words: feel calm, peaceful, bathe, waves, and business ethics. In an office, Water Predominant people are activated by cooling colours, fluid designs, flexible objects (plants and lamp stands) circles ovals and smooth, soft fabrics.

If Water is being highly active at work, then the home may become almost slothful. Water can really let go when it needs to, creating a lifestyle akin to the couch potato. Books, television and fluids take the Water Predominant person to paradise and back but like all the elements too much can be detrimental. If the Water element is not activated at work then we find a very caring partner at home. Some would say smothering if done to excess. The Water Predominant person likes to be right and rarely stops before things happen the way they want.

Stress for Water means withdrawal. Now on the couch add a bowl of ice cream and some chips and Water people feel like they are on the inside and the world is on the outside. Its an easy existence for Water under stress, but this is incompatible with business success and achievement. Possessiveness, attachment and holding on are signs of a Water person gone into excess. Balance is required. Water Predominant people can become self-righteous, which means they are in serious overload, because Water people's last stand against collapse is to become self-righteous. Be careful with this indication of stress.



The perception many people have of this caring constitution is one of deeply attached and a worrier. This may, from time to time be the truth, but what is true caring other than attachment and concern. It is a matter of balance, anything done to excess can be smothering.

If you want to get on the good side of a Water Predominant person, speak these words, slowly: "Are you ok?" "Is this safe?" "It helps if"


When its time for a birthday gift, Water people love clothing, food and anything that makes life and the world for that matter – a safer place. Rarely do Water Predominant people enjoy being alone, with no one to care for it can be a nightmare for them. If it's a one person office, Water may find it hard, and if there are numbers and numbers then definitely Water Predominant people will find it a long-term struggle to stay healthy (not impossible – just not natural).

When Water Predominant people go to an extreme they put on weight. That in turn makes it hard for them to be active which means they put on more weight. That makes it harder to be active and the cycle goes on.

Water people are very proud. First it is a willingness to let go. When something isn't working, rescue just breeds desperation. When it's time to let go, it takes a lot of energy and courage (Fire) and Water people do have that within them. Further, they must acknowledge that a lot of the world cannot understand the feminine side to success and achievement. As a strong representative of compassion and peace Water people will often be accused of being too gentle or too kind or easily manipulated. That is the truth for Water, they are kind and vulnerable to manipulation but that is something they know and understand and their compassion guarantees that the world will get over it. Water Predominant people of all the elements must understand the process as being different and special, human and powerful. Water takes a long time to wear down rock, but because it stays consistent it does wear down and it always achieves its end.

Water easily suffers depression in cold and damp environments. You find that in Northern climates where the winters are long and dark, there are many Water Predominant people who suffer enormously. Once they would have migrated south because the environment dictated it, now they defy nature. Water Predominant people need to be compassionate with themselves first Water. Warm and dry is heaven for Water.





If work is not stimulating a Water person, they don't feel that they have enough opportunity to give care to people, then, it's vital they activate their Water element in their personal life. Taking a massage, stretching in a gentle yoga class, keeping the fluids up and joining people who have their hearts in the right place are typical Water. Being in nurturing environments with their partner, so they can both celebrate the beauty of the Water being.

Water people thrive in sporting environments involving swimming and steadiness like archery. Keeping the mind active through study and maintaining a healthy physical emphasis without emphasis on weight but more on healthy food, good air, cardiovascular exercise and lots and lots of love.

In a world where numbers and facts often dominate the business environment, Water Predominant people are like a breath of fresh air. Not always in alignment with maximum profit goals, they need to be mindful of the sort of culture they work in. And for those who employ Water people, they too need to be conscious that if they listen to Water – in the end they'll surrender profit for feeling good. It's the challenge the world has right now to find just this balance.

Water is always there to care, even if it costs them the job. Water elements believe people and their wellbeing come first. The Buddha was a Water guy.





Earth at work

When the ancient gods built the Earth Predominant people, they did so because it was time to get something done, to actually make it happen. When it's loyalty, trust and reliability at stake in the material world, Earth has it all.

The Earth Predominant person is the manager, the one who, given a formula for success will ensure it will happen at any cost. They are the builders, the ones who manage the ideas thoughts and visions of the world and bring them to form. Yes, Earth is behind the Great Wall of China, the pyramids of Egypt, the great human made monuments to the powers of human will, Earth is the builder of dreams.

Beneath every great enterprise is Earth energy. The owners or entrepreneurs don't have to be Earth but they cannot live or survive or grow without Earth Predominant people. These are the people that ask how – rarely why.

In the business world stability, support reliability, grounding, establishment, firmness and solidarity are the call of the Earth energy. Earth Predominant people stick to a plan, and guarantee completion of any project or endeavour. On sports teams, they are the unflappable, the anchor, the link in the chain. You can always rely and put your trust in the hands of an Earth Predominant person.

So when negotiating with Earth keep in mind they love methodical, firm and on time commitments. They rely almost 100% on experience to prove anything and thrive when strategy is clear, a plan is set in concrete and integrity is made a strong core value.

In the office, Earth Predominant people love those brown leather lounges with the buttons stuck in, the fabrics are always rough and durable and the coffee table is 6 inches thick wood. Steel and metal beams can be exposed because it's a feeling of strength and reality and rectangular shapes for Earth are pleasing to the eye. Strong shoes, long lasting materials, and many antiques reveal the essence of Earth in an office.

Earth Predominant people love facts. "Cut to the chase now what are you trying to say?" may as well be their favourite line. Earth Predominant people often spark off Ether and Air who might very well lament the opportunities that aren't being pursued, rather than focus on the ones that are. While other elements worry about why and who, Earth people concentrate on when and where.



If Earth indulges in excesses, it can, like the other elements, turn strengths to weaknesses. Commitment can turn to absolute stubbornness, loyalty can turn to blindness, attention to detail can turn to time wasting retentiveness, and reliabilities can turn into stiff and frozen mindsets. Earth Predominant people are strict at the best of times – discipline is easy for them, but when stress takes Earth into excess, strict can become downright mean and stick to the knitting can become stubborn and obstructive.

Earth is the element of control. Ether may be the element of imagination, Air the element of possibilities, Fire the element of transition and Water the element of humanity. Earth is the element of control. What use would imagination, possibilities, transformation and humanity be, if there was no food on the table, if the electricity didn't flow to our homes or the water we drink was contaminated. What use would a business plan be without Earth to follow through with the details and implementation.

In the eyes of others, Earth can appear dominating and stubborn but this is a negative twist to a wonderful gift. However, Earth can, in spite of outer appearances take a lot to heart and when under extreme pressure or when out of control, develop very deep levels of low self-esteem. If this happens, Earth must seek support, otherwise their decisions in testing situations may lean toward an ego gratification rather than a healthy business logic.

For the Earth Predominant person who is not fully stimulated in their work, it is vital to activate the Earth element in their private life. Weight training is ideal, balanced with affirmations, investments, real estate development and stability in family matters.

When it's time to buy your Earth Predominant person a gift, consider that Earth Predominant people are essential people. Cosmetic life is no value to them. The gift must be real but functional. Useless paper-weights will not survive the day they were presented.

If you need a bold, responsible, can-do-anything type of a leader you need not look beyond Earth. But if creative, variable, uncertain, no planning and totally unpredictable environments are essential for your success, then, those Earth Predominant people you work with should be kept well away from that ruckus. It will just not make for productive dynamics.



When it comes time to negotiate or sell to an Earth Predominant person, well it's very reasonable to use these words: Lets do it, lets manage that and let's stick to a plan. Earth loves anything that has solid routine, well-documented rules, provides a systematic plan, and is factual, methodical and repetitive.

The animal that most represents the Earth element are those that build. The elephant, strong and stable, the beaver focused and determined, the bull, strong and unstoppable, the hippopotamus – safe and guarded, the bear – storing things for winter and the dog, reliable, faithful and a friend for life.

By the way, if you are working with Earth Predominant people, never throw things out. Earth Predominant people store and store and store and store things. Just in case they are ever needed. They put things away, they file things they organize even the rubbish is well organized. Earth Predominant people hold on tight to the past, they value it, it provides security for them so be careful – those of you who are obsessed with letting go the past, Earth Predominant people have good cause to hang onto it, this is the Earth beneath their feet.

When it comes to climate – Earth Predominant people thrive in hot places. They can also cope extremely well in cold climates. So there are few places on the planet where this element cannot thrive, which is just as well, because they are the foundations beneath the building of cities and offices and businesses and forests. Without Earth Predominant people, we would all be living nomadic existences.





Summary - elements at work

Business of elements

Ether Philosophy Entrepreneur

Plans, creativity ideas, openness

Air - Communication, Inspiration, Adaptability, variety, co-ordination, rhythm

Fire - Marketing, Motivation, Analysis, negotiation, power, intensity

Water - Safety measures, Connection Care, gifts, complements, responsibility

Earth - Management, Supporting, Routine, methodical, reliable, support

Actions to impress your boss

Ether - Always go back to your philosophy. Be open. Accept.

Air - Bring variety. Go with the flow. Show your adaptability.

Fire - Be precise, clear, forceful and sharp, and use illustrative phrases. Be warm.

Water - Stress on how you care about things, how you feel, the ability to share. Be gentle.

Earth - Perform the things you are supposed to. Follow the routine. Be on time.

Words to impress your boss

Ether - Open, the whole picture, philosophy, charity, meditation, humanitarian

Air - Easy going, new things, variety, take it easy, anything else, another way

Fire - Precise, sharp, clear, picture, powerful, intense, holiday, retire, relax

Water - Feel, calm, peaceful, bath, sweet, waves, massage, business

Earth - Methodical, firm, on time, experience, strategy, integrity, routine

Fung Shui to inspire your employees

Ether - Open spaces, large windows and doors, skylight, calming music

Air - Curious things, surprises, rhythmic patterns, variety

Fire - Strong colors, Sharp corners, speed, lighting and colors

Water - Water themes, round corners, soft cushions, crystals

Earth - Solid timber, metal frames, brick walls, natural fibres, dry plant parts



Hooks for elements

Ether - What do you think?
Air - Do you want to tell me?
Fire - Can you see it?
Water - How do you feel?
Earth - Could you do it?

Upgrading office software

Ether - The new thing is here!
Identifying the need for upgrading
Air - What do you think?
Discussion, information gathering
Fire - What after upgrading?
Analysing the pros and cons
Water - Did you back it up?
Safety measures / precautions.
Earth - Where is the manual?
Systematic upgrading.

The office that supports your element

Ether - Spacious, lots of gentle sunlight, subtle colors, soft surfaces
Air - Curious things, colour patterns on walls and floor, different colors
Fire - Strong colors, latest technology, and possibility for promotion
Water - Soft cushions, water features, food and drinks, a big customer care department
Earth - Hierarchy, structured and systematic, solid timber furniture, earthy shades

The feedback that inspires your element

Ether - It was deep and subtle
Air - It was a brand new style
Fire - It was efficient and precise
Water - It was extremely touching
Earth - It was a solid work

News or behaviour that stifles your element

Ether - Stiff structure, extreme emotions, heavy pressure, changeability
Air - Stiff structure, extreme emotions, heavy pressure, insecurity
Fire - Stiff structure, extreme emotions, changeability, insecurity
Water - Stiff structure, heavy pressure, changeability, insecurity
Earth - Extreme emotions, heavy pressure, changeability, insecurity

Your most challenging work colleague

Ether - Overpowering Earth, sentimental Water, over-demanding Fire, shifty Air
Air - Overpowering Earth, sentimental Water, over-demanding Fire, vague Ether
Fire - Overpowering Earth, sentimental Water, shifty Air, vague Ether
Water - Overpowering Earth, over-demanding Fire, shifty Air, vague Ether
Earth - Sentimental Water, Over-demanding Fire, shifty Air, vague Ether



Things that the business should use you to do

Ether - Planning, advisory
Air - Multimedia, communication
Fire - Marketing, strategy making
Water - Customer care, support for employees
Earth - Management, training

Things that your business might find someone else to do

Ether - Managing people, cleaning up after, forceful marketing, answering to millions of questions
Air - Managing people, cleaning up after, forceful marketing, getting deeper into a subject
Fire - Managing people, cleaning up after, answering to millions of questions, getting deeper into a subject
Water - Managing people, forceful marketing, answering to millions of questions, getting deeper into a subject
Earth - Cleaning up after, forceful marketing, answering to millions of questions, getting deeper into a subject

Music that you will thrive on

Ether - Subliminal, low volume, classical instrumental
Air - Pop, fast rhythms
Fire - Romantic, war songs
Water - Sentimental, love
Earth - Traditional, historical

Colors that will inspire you

Ether - Sky, subtle, pastels
Air - Stripes, patterns
Fire - Bright and strong shades
Water - Watery shades, blue and greens
Earth - Woody, rocky colors

People that are like you

Ether - David Duchovny, Pearce Brosnan
Air - Gwyneth Paltrov, Kylie Minogue
Fire - Russell Crowe, Mel Gibson
Water - Estella Warren, Oprah Winfrey
Earth - Arnold Schwarzenegger, Paul Newman

Your mind always asks

Ether - Why? Why did it happen – the big picture
Air - What? What happened – Looking for solutions
Fire - When? When did it or will it happen? Relevant or not.
Water - Who? How did it affect people? Are they ok?
Earth - Where? Give me the facts. Cut to the chase.





Benefits of your element

Ether - wisdom, creativity, openness, emptiness

Air - Movement, options, circulation, action, adaptation

Fire - Heat, change, transformation, judgment, passion, analysis

Water - Magnetism, bond, coordination, connection, nurture, love, attachment

Earth - Gravity, integrity, stability, firmness, density, real, truth, fact, grounded

Challenges of your element

Ether - Depletion, absence, memory loss, vague, confusion, anxiety, fear, delusion

Air - Stuck, fluctuating, unstable, worry, hypersensitive, depression, unstable, wrong movement, aches

Fire - Acidity, joint problems, stones, frustrated, anger, reactive ulcers

Water - Sluggish, weight gain, procrastinate, slow, greed, clingy, attached, retention, clogged

Earth - Stiff, frozen joints, inflexible, strict, stubborn, resistance, obstructive.

Building personal energy

Ether - Walking, moving, space, passes, neck and scalp massage, nerve exercises, absorption and nature

Air - Mind control, nerves control, power breathing, face exercises, silence, stillness

Fire - Associations, moderation, stillness, listening, Tai chi, transference

Water - Health program, exercise, posture, magnetic walking, tension exercise, memory skills.

Earth - Passes, massage, vision, arts, breath, gratitude, muscle stretch.

Leakage of energy comes in the following

Ether - Confusion, anxiety, delusion,

Air - Overwhelm, change, lack of nurturing, giving it away (seeking approval)

Fire - Frustration, anger, acidic, over exertion, trying too hard

Water - Hopelessness, unmotivated, laziness, low metabolic lifestyle

Earth - Fixed routine, mundane, conformity



Holding personal power

Ether - Environment, calm, self-confidence

Air - Food (protein), nervous control, confidence in Karma

Fire - No ego, stillness, core values

Water - Focus on result, association, clear motive

Earth - Thoughts, metabolism, beliefs, gentleness

Keys to Success

Ether - Goal-setting focus, routine and schedule, nutrition, peace of mind

Air - Nurturing, recovery, stillness, kindness to self, not too many changes

Fire - Moderation, active, not reactive, open heart, love

Water - Vision, chunk it down, healthy food, personal trainer

Earth - Adaptability, compassion, big picture, teamwork.

How to activate your elements through activities

Ether - Meditation Dark room, choosing things thoughtfully.

Air - Communication Enquiring, relaxation, requesting, asking, searching, walks.

Fire - Exercise Action, application, interaction, analysis, comparison.

Water - Massage Stretching, fluids, relationship, connections, sharing, caring.

Earth - Weights Firming, affirmations, building, investment, deposits, stability.

How to activate your elements through colors and design

Ether - White Simplicity Plain colors, silk, white or pastel colors

Air - Yellow Pattern Rhythm, waves

Fire - Bright colors, Sharp edges, Warmth, digestives

Water - Cooling colors, circles, ovals, fluid, flexible things, smooth/soft fabric

Earth - dark, brown, rectangle, rough, heavy fabric, shoes, timber, metal, cotton



How to activate your elements through nutrition and cooking

Ether - fasting, spinach, flowers, raw salads.

Air - eating on time, cabbage, broccoli, bitters, drying.

Fire - chewing well, spices, herbs, vitamins, enzymes Pickling, fermenting.

Water - eating more frequently, oils, sugars, carbohydrates, boiling, steaming.

Earth - protein rich diet, proteins, saturated fats, baking, grilling, roasting, frying.

How to activate your elements 4 herbs, therapies

Ether - Brahmi, Gotu Kola

Air - Aloe, Citrullus

Fire - Peppers, garlic

Water - EPA, fish oil

Earth - Minerals, metals

Increasing elements

Ether - Opening Inspiration, Vow of silence

Air - Mobilizing, Motivation, Deep breathing

Fire - Warming, Encouragement, Sweating

Water - Moistening, Care, Lubrication

Earth - Stabilizing, Support, Toning

Decreasing elements

Ether - Mobilizing, moistening, stabilizing

Warming Grounding

Air - Opening, moistening, stabilizing Warming

Moistening

Fire - Opening, mobilizing, stabilizing, Cooling

Drying

Water - Opening, mobilizing, stabilizing

Warming Drying

Earth - Opening, mobilizing, moistening

Warming Softening

Work extracted from Chris Walker and Rama Prasad's book Be in Your Element available online at <http://www.sacredlovethebook.com>

