

BALANCE

*What you need to know, to Re-Balance yourself and
your Corporate Culture*



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*“For every story of a company saved by its culture, there are a hundred
dead companies killed by poisonous or dead corporate culture.”*

Death by Culture <http://abcnews.go.com/Business/story?id=89606&page=1>

BALANCE Table of Contents

Preface: My own journey to understanding 'balance'. *As the youngest black belt in my style in the UK, I traveled to Japan as a young man to study Karate. It was in Japan, that I had an epiphany and realized that I had lost balance inside body-heart-mind-spirit. I had become in the words of Eastern philosophy, too "yang"—hard, contracted and aggressive. I knew instinctively I had to cultivate balance or ...face the consequences.*

Chapter 1: The 4 components of Corporate Balance: Body-Heart-Mind-Spirit. *The metaphors that guide this book and are applied to personal, family, and organizational balance, were extracted from ancient and modern human experience. This wisdom was distilled and extracted by hundreds of generations of human experience, as well as from the disparate teachings of Buddhism, Taoism, Traditional Chinese Medicine, as well as modern management theory and corporate finance. Understanding Body-Heart-Mind-Spirit metaphor projected from our own human experience to understand organizational dynamics, helps us to seize the unexplored hidden opportunities within human and customer relationships for the benefit of investors. It also allows us to connect with and tailor, balanced learning and development programs for organizations that are transforming their workplace culture to one better equipped to operate in rapidly changing and highly connected social networks where everyone has a say in their future.*

Chapter 2: Take Inventory of your four Corporate Dimensions. *To begin your organization's journey into the mind, body, heart and spirit, use this assessment to understand your baseline, just like you would do at your annual physical with your doctor.*

- Body, 1st Dimension – employees and partners
- Heart, 2nd Dimension – culture
- Mind, 3rd Dimension - strategy
- Spirit, 4th Dimension – customers

Chapter 3: Body – Organization. *The corporate body is the collective tone of your employee's and partner's, nervous system and wellness. The optimum performance, creativity and decisions of the corporation are all enhanced by the vitality of its people. These cells (employees and partners) form and organize group functions, organs/departments to serve the whole body. Corporate wellness and disease management keep your people healthy to serve the whole organization. This chapter will look at the value that Google creates from its body organism and how it's motto of 'searching inside' has generated enormous value and creativity.*

Chapter 4: Heart – Culture (your people feel what you feel). *The Corporate-Heart feels, it senses, circulates and feels information from the extremities, it generates passion, intuitively meaning, encourages engagement and kindness... all to inspire us to betterment. The Heart feels and perceives and these feelings and sensed information, are passed along to the Corporate-Mind to evaluate, interpret and act on. Research clearly indicates that culture is a key dependent of organizational performance or customer results. Further, hearted leaders are proving to generate superior results. This chapter will explore how Tony Hsieh of Zappos has used heart, to build a multi-billion-dollar success.*

Chapter 5: Mind -Strategy (you become what you think, and your team experiences your thoughts). *The mind must learn to observe feelings, weigh-up information, in order to think through complex issues*

to make balanced, centered decisions. Clear strategies emerge from a balanced mind to produce accurate large-scale, long-range planning and development, ensuring security and profit in charged, and changing markets. Understanding the underpinnings of how to create a balanced and moral mind, allows for good leadership and clear strategy. An example of this is Airbnb which has created an open platform strategy that connects the excess homes, living rooms and even couches of people to create a unique and highly scalable business model that recognizes and embraces the mind of the many not just the leaders.

Chapter 6: Spirit – Customers. *The Spirit animates the body-mind, just as customers should animate corporate production. It has connotations of the ghost-in-the-machine, the corporate body-mind from past policies and past leadership patterns still cloud the corporate present. The intersection of corporate culture and customer and employee relations is often the fault-line, highlighting toxic problems, it is largely unmeasured and undervalued. Businesses are being blindsided by lack of knowledge and awareness of the value of social capital. The value of the relationships that your company has with its customers, is directly enhanced or poisoned by its interaction with your human capital. What your customer thinks about you and what your social capital thinks about you, is governed by your corporate spirit. This chapter will look at the inner working of Facebook to better understand how the connected spirit of 1.6 billion people to create a movement unsurpassed by all countries or religions to understand what they did differently.*

Chapter 7: Embrace Change, everything and every business is impermanent. *Everything is in a constant-state-of-change, therein lies the risk, but also the opportunity. Understanding impermanence in our own body helps to understand the impermanence within companies and markets. This helps us be more mindful and cognizant of risk and seizing inherent opportunities. The pace of change and impermanence in business is blindingly fast, we need to keep our eyes open to changing sands of the marketplace. Within the corporate-Body, change is costly and often unplanned for, understand how we can create changes that can slow costly ‘churn’ and slow employee changes. To support our thesis, we will examine some of the calcified attitudes and decisions made by Encyclopedia Britannica, Best Buy and Kodak to see where they went wrong. We examine how they could have rebalanced the Body-Heart-Mind and Spirit of their organizations, to seize the opportunities in change and to adapt to prosper.*

Chapter 8: Act don’t React Without biases. *Understanding the Mind-Body-Heart-Spirit reaction cycle allows us to better deal with the reality-as-it-is, without past biases. By dealing with the reality-as-it-is it, and not reacting from a place of an over-revved SNS, we are more able to make balanced and centered decisions, unfettered and unconditioned by past reactions, meeting this decision fresh and in the moment. Our research indicates that most organizations and leaders don't deal with reality-as-it-is. In this chapter we will review the body of research conducted by Open Matters in concert with Wharton and Deloitte to show why dealing with reality-as-it-is, is essential to creating healthy individual and organizational responses.*

Chapter 9, Measure to Treasure. *Metrics of the Wellness Index of the Corporate Body-Heart-Mind-Spirit are crucial for CEOs to understand the risks and rewards that may lie hidden and unmeasured. Learn how sick or how healthy your corporate Body is, and why this affects your corporate value? When we*

understand these metric tools and indices we can measure and form your 'Wellness Index' that allows you to apply resources to stem losses or increase training, and wellness. From these metrics you can target and formulate the prescriptions, to heal your weak spots and make your culture healthy, hardy and strong. There is a new paradigm for business and a new three-dimensional assessment that allows you to understand the risk and opportunity of a new age where 81% of your company's value is uncharted, unmeasured and unconscious. Bring it to consciousness with these balance metrics that we describe and define in this chapter.

Executive Summary of Balance

- Intro: **My journey to 'balance'**. *From Karate to loving kindness.*
- Chapter 1, **Body-Heart-Mind-Spirit of the Corporation.** *Understanding leadership and companies through the body-heart-mind-spirit metaphor.*
- Chapter 2, **Take Inventory of your all your Corporate Dimensions.** *Use this assessment to understand financial. human-capital and customer-social capital*
- Chapter 3, **BODY: Understand Stress for Greater Balance and Opportunity** *Do you know the point of balance between your SNS and PSNS and how it impacts yourself and your company?*
- Chapter 4, **HEART- Leadership** *Tony Shea, Zapos*
- Chapter 5, **MIND: Oxytocin the Molecule of Empathy and Trust,** *we are all biochemically hardwired to respond to kindness, and it's better for productivity.*
- Chapter 6, **SPRIT: Culture.** *Leadership Morals Create Morale, value yourself and others with your values to drive results*
- Chapter 7, **Embrace Change.** *The Impermanence of Body-Heart-Mind. Everything is a constant state of change in your life and in business.*
- Chapter 8, **Act don't React.** *Feeling and Reaction Cycle. Act don't react if you want to create resilience at home and with your team*
- Chapter 9, **Measure your Company's Wellness Index,** *Human Capital metrics enable you to measure what matters in our social and mobile world. The **Balance Toolbox.** Evaluate and scan yourself and your team to insure you know where the risks are.*

New Paradigm-New Rules

10 Rules for Success and Balance within and for Corporate America

1. **Deal with the-reality-as-it-is**, *not as you want it to be*
2. **Warm-heart cool-head**, *balance seizes the opportunity in risk.*
3. **Be firm, fair and kind**, *we are all biochemically hardwired to respond to kindness.*
4. **Everything is in a constant-state-of-change**, *therein lies the opportunity.*
5. **Act don't react**, *without biases.*
6. **Morals create morale**, *value yourself and others with your values.*
7. **Be of (selfless) service**, *cooperation, collaboration as a path to our own growth.*
8. **Evaluate and scan yourself and your team**, with awareness daily for stress or negativity.
9. **Nourish trust and empathy**, *feed-the-good habits and atrophy-the-bad.*
10. **Measure to treasure**, *Human Capital metrics change everything.*

Balance Tool Kit

1. **Awareness Scan of yourself.** Scan yourself with awareness daily for your stress points, create balance in your nervous system.
2. **Awareness Scan of your team.** Scan your team/division for stress and discomfort within the company's nervous system. Note the stress points with ideas for solutions and inclusions.
3. **"Type T" versus "Type O" Balance Test**
4. **Stress Test, Evaluate your SNS and PSNS**
5. **Wellness Index, Measure-to-Treasure.** What is your Company's Human Capital Wellness Index? Grab your HR guys and fill out the figures to measure your Company Wellness Index.

Preface

My own journey to understanding ‘balance’, both experientially and intellectually began many



years ago. From the time I was a pre-teen into my early 20's, I was completely smitten and obsessed with the full range of martial arts. From *laido* swordsmanship, to *Karate*, I studied these noble arts working with the practice of mindfulness that helped me focus on trying not to control the opponent, but to control myself. As the youngest owner of a dojo (karate club) and the youngest black belt in my style in the UK, I traveled

to Japan to further the level of my training with some master teachers. It was in Japan, that I had an epiphany and realized that I had lost a certain balance inside myself. Visualizing during practice, hundreds of punches pushing through chins into skulls was not what I wanted to cultivate. I had become in the words of Eastern philosophy, too “yang” – hard and contracted, aggressive, and “tight” in my body and mind. The martial arts training I received in Japan was “yang” to the max, and this extreme focus created a need in me to expand myself. I knew that I needed to cultivate a softer balance or reap the negative consequence of this imbalance; some



would say I may have developed a “yin” disease to force a balance of energy. This is when I changed course and began studying at a yoga dojo, learning the healing arts of nutrition, fasting, acupuncture and massage, and then on to study meditation at Zen temples. I felt myself restored to a better path and understood that it was important to be more balanced on the inside.

I came to realize that during the golden age of the Samurai, their teachers had a similar awareness, and for a brief time, they too realized that to be more effective in yang practice, you must cultivate the yin arts. If balance is restored, a more effective yang is employed, and the study of the softer arts such as *sumi-e* watercolor painting, ikebana, flower arranging, *chado* tea ceremony and *zazen* meditation were incorporated as part of a martial arts training.

I have now been in the practice of healing arts for 34 years and teach wellness in the corporate world. The same basic truths from these ancient wise traditions are as applicable to organizations as they are to individuals. Balance is essential in our body-heart-mind-spirit for both our inner and outer lives, and we can cultivate this balance by understanding some simple basic principles of yin and yang, and “balance” both sides of our nervous systems. Cultivating balance will support focused, balanced external actions that will be fundamental to success for our individual and collective (corporate) nervous systems. Just like the tone of wellness, of cells in our nervous system, as employees we plug into the “corporate nervous system” and generate the health of the decisions that come out of its corporate brain and heart.

Chapter 1.

The Four Components of Corporate Balance; Body-Heart-Mind-Spirit.

“The whole is greater than the sum of its parts.”

--Aristotle--

The metaphors that guide this book and are applied to personal and corporate balance, were extracted from ancient and modern human experience. This wisdom was distilled and extracted by hundreds of generations of human experience, from the profound insights of Buddhism, Taoism, Traditional Chinese Medicine, leading up to modern research. They are the experiential wisdoms of our human condition, that are the common truths that we can relate to best and apply to the great human struggle of right livelihood and the collective human experience that makes up the corporate entity. Understanding and using the Body-Heart-Mind-Spirit metaphor for growth inside ourselves, and then projecting it onto the corporate entity gives us a working model that we understand deeply. It is my belief, that this working metaphor, can give you a profound working insight into our corporations, all the while extracting more wisdom and growth from our working environment.

The word "corporation" derives from *corpus*, the Latin word for body, or a "body of people." The very foundation of US society was formed from such a body. On the 10th of April 1606, a pair of English joint stock companies was chartered by King James 1st to the Virginia Company, with the purposes of establishing settlements on the coast of North America. As corporations, these companies were empowered by the Crown to govern themselves, and King James the 1st ultimately granted the same privilege to their entire colony. 169 years later, freeing itself from the shackles of colonialization the Nationhood the United States of America was formed upon the same corporate foundations that were laid down by its colonial masters. They were bodies-of-people chartered to form a state.

Modern styles of leadership, management and corporate culture that were formed over the past 150 years, came from massive bodies-of-people leading and managing institutions such as the Army or the Church, or bureaucrats governing under a Monarchy, Democracy or a Communist Party. These male, hierarchical, brittle and militarist old styles still permeate the modern thinking and organizations. But the body-of-people has changed, 47% of the workplace are now women, the racial make-up has also changed (from 90% white in 1960, to 46% by 2040) and socially correct attitudes have shifted into a new paradigm, with new values, that motivates and inspires the Body-Heart-Mind-Spirit of this new corporate-body very differently.

Today, corporations have even acquired the legal rights and protections of a ‘person’. Corporations were given the legal rights of immortal persons, to be treated by society as if it were a person, with the same legal rights. But what kind of Body-Heart-Mind-Spirit does this legal entity have? How can we understand perceive and measure the health of a corporation and its functions if not through the metrics and metaphor of the human body-heart-mind-spirit? What health and wellbeing are generated out of this immortal person, or as corporate citizen to the good of society?

This book, the first of its kind, will link the research being done into body-heart-mind on our individual health and then the corporate body-mind. Taking stock of the body (employees) heart (ethics), mind (leadership), spirit (culture) of an organization, is the key determinant of success. Just like balance and alignment in our individual lives is essential to our own well-being, this book will show how balance and alignment is critical in business.

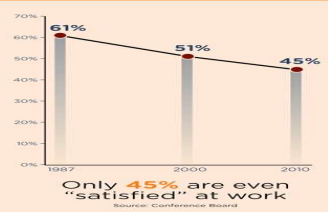
As part of this journey into the mind-heart-body-spirit of business, we are going to draw on the best of both worlds of research – individual and organizational. And we give you the experiential tools to improve your individual and team's health.

Let's begin with some relevant facts of working life.

WE
The Story of Engagement at Work

Job satisfaction is at an **ALL-TIME LOW**

Fewer than **1 in 3** are engaged at work
Source: Blessing White



Low Employee Engagement is a **CRISIS FOR BUSINESS**

Disengaged employees cost the American economy up to **\$350 billion per year** in lost productivity.
Source: Gallup



Low Employee Engagement is a **CRISIS FOR INDIVIDUALS**

Working for a bad boss **doubles your risk of heart attacks**
Source: Nyberg, et al., The Swedish WOLF Study

Dissatisfied workers have children who are more likely to **misbehave**
Source: Stewart, et al., Father's Work Experiences Effect Children's Behaviors

Your spouse is as stressed by your job as you are. Dissatisfied workers have **less sex** in their marriage.



ENGAGEMENT-SERVICE-PROFIT CHAIN



"GRéAT" Leaders focus on Growth, Recognition And Trust

Growth
5 things leaders can do to drive **growth & development**

- 1 Hold one-on-one career goal meetings with direct reports
- 2 What knowledge, skills, experience, relationships do they need in order to reach those goals?
- 3 Help them to identify ways to close the gaps
- 4 Offer meaningful learning & development doesn't always have to be formal
- 5 Offer mentorship, coaching, job rotations, lunch and learns, etc.

Recognition
5 things leaders can do to drive **recognition & appreciation**

- 1 Show appreciation readily, but make sure it is deserved
- 2 Don't just say it or use email! Written notes are a lost art—highly valued.
- 3 Offer recognition in public or to your boss (or their boss)
- 4 Use it bare "thank you!"
- 5 Express "thank you!"

Trust
5 things leaders can do to drive **trust & confidence**

- 1 Be transparent: share the bad news along with the good news
- 2 When you make a mistake, acknowledge it
- 3 Never say anything about a person you wouldn't say to their face
- 4 Constantly remind everyone of the Big Goal, and the Strategic Plan that will get there
- 5 Ask people their opinion; get them involved

in addition to the research we will be referencing, this book will deliver a 'Wellness Index' to span the health, wellness and integrity of its systems and its corporate culture and leadership personality. Read on to find how to gain the measure of this corporate Body-Heart-Mind-Spirit

Just as our nervous system governs how we feel and behave, so does the collective nervous system of the Corporate-Body. The body-heart-mind values, as well integrity and decision making are all impacted. Is the corporation operating from a tone of fight-or-flight? Are its policies and procedures ruled by signals of fear and greed? If its sympathetic and parasympathetic nervous systems (SNS & PSNS) of its cells (employees) is unbalanced and over-revved, it will feel the effects of adrenaline and noradrenaline coursing through the body, and its heart may harden and its mind's decisions will be skewed, viewing reality from survival negativity. Often this 'body of people', processes this information of fight-or-flight, with survival responses from its mind (management) and experiencing this state for a prolonged period, it will color its decisions from a negative viewpoint, overly protective, overly corrective, just the same as in our own body-minds. Studies show that without balance, without the presence of mind to sense properly from its extremities with testosterone ruling its leadership mind, this collective nervous system will react aggressively, with poor processing of information leading to reckless decisions, not listening fully to rationale.

The corporate-mind-body system may form a skewed reaction when over-stimulated by fear, anxiety or greed. Just the same as like the individual who becomes sick and depleted by prolonged fight-or-flight, it may stop responding the alarms and calls to action, becoming worn out and less efficient making poor decisions, sick days go up, employees are dis-engaged and costly employee turn-over's block continuity and greater production and poor service attitudes, from its human capital, infects the company's lifeblood, its treasured asset... its customers.

Read on to understand how you and your corporation will become more effective by understanding the truths and insights that are gained from –Mind-body Spirit wellness and are applied to greater success and health in the corporate-body and the society that surrounds it.

The Corporate BODY.

"Cure people's ills and make them healthy for a day.

Teach them to stay well and keep them healthy for a lifetime"

--Chinese Proverb--

The corporate body is the collective tone of its employee's SNS and PSNS, it's the balance of their testosterone and oxytocin. The health and wellness of its employees can measure by biometrics and Health Risk Assessments (HRA). These cells/employees form and organize group functions, organs/departments to serve the whole body. Corporate wellness and disease management keep the body healthy to serve the whole body-mind-spirit.

The Corporate HEART

“When people are financially invested, they want a return.
When people are emotionally invested, they want to contribute.”

Simon Sinek

The Corporate-Heart *feels*, it senses, circulates and feels information from the extremities, it generates passion, intuits meaning, encourages engagement and kindness that inspire us to betterment. The Heart feels, and perceives these feelings, sensed information is observed and interpreted and acted on as decisions by the Corporate-Mind.

Leadership that only leads with the mind, brain, intellect and rationale, is missing the greater part of human behavior and fails to inspire *both* the hearts and minds of their followers.

Bringing the heart into team leadership, is widely believed in our current business culture, to be weak and soft, lowering both productivity and profitability. Current leadership theory leads us to believe, that the best managers are Captain Spock-like, logical and analytical--intentionally cut-off from heart-based emotions. But research is beginning to show the opposite that organizations that will develop stamina and thrive, begin to accept new-paradigm-rules, where both feelings and emotions play an enormously inspiring role, when channeled positively into workplace behavior.

The Corporate MIND,

“Vision without action is a daydream

Action without vision is a nightmare”

--Japanese Proverb--

The Corporate-Mind *thinks*. It observes feelings and then thinks through to calm, centered decisions. The mind needs to see the reality-as-it-is, with clarity with data without pre-conditioned biases to enable a clear vision that governs efficient action and decisions. A mind that is unwavering and concentrated, not an ADHD mind, wandering absent and disengaged or disconnected from its heart sensed feelings. After feeling the sensations, the mind evaluates coming to a clear vision to guide its actions.

The corporate-Mind has different components.

- Brain, the calm, dispassionate processing of its feelings and information to form balanced heart-and-mind, based leadership decisions.
- Ego is the self-belief of its own capabilities that often does not reflect the reality-as-it-is and allows its resources to be overwhelmed. Corporate ego can overstep the market’s expectations or does not meet its customer’s needs.
- Personality, the collection of memories and accumulation of post-traumatic stress (PTSD) that color its present reactions/decisions. These corporate memories and myths often leave corporations with an unhealthy legacy that is

unable to deal with the reality-as-it-is, in the unbiased decisions of the present moment.

The Corporate SPIRIT,

“The thing I have learned at IBM is that culture is everything.”

--Louis V. Gerstner--, Jr. former CEO IBM

“The only thing of real importance that leaders do is to create and manage culture”. “If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.”

--Edgar Schein--, Professor MIT Sloan School of Management.

The Corporate Spirit or within our metaphor, the corporate culture, is produced over decades, by ingrained policies procedures and quality of its leadership personalities. Corporate spirit is the culture that is the quality of its intent-of-purpose that lives on... when all the individual employees (cells) have been replaced or recycled. The spirit of the culture can inspire the body-mind to greater things, or its toxicity will accumulate and poison the body-mind and infect its human and customer capital.

The holistic meaning of this corporate Body-Heart-Mind-Spirit metaphor is just a way to synergize together all the information into a workable context that may not have been sensed before by corporate leadership, to form a true balanced assessment and clearer corporate overview, therefore give greater clarity to its decisions and self-awareness. Producing a greater balance in all aspects of its being.

A basic definition is viewing the totality of your corporate physical mental and spiritual states to arrive at a point of balance between them. It's the essence of the word "holistic" which means to take into consideration all aspects of a corporation's being, rather than just the physical. The whole view is greater in value to the corporation and its decisions, than the sum of all its parts. The whole is greater than the sum of its parts.

I believe that metaphors based upon the realities of our own Body-heart-mind-spirit structure are much easier to relate to, extract insight and wisdom with, easier to remember and to understand, than systems of organization that are based upon intellectual constructs. We can relate to them through the most basic and experiential ways to generate our own insights and perceptions to run the modern company.

The Wikipedia definition of perception is “is the organization, identification, and interpretation of sensory information in order to represent and understand the environment. All perception involves signals in the nervous system, which in turn result from physical stimulation of the sense organs”

One individual cell or employee's perceptions can affect the progress of the entire group. A corporation that can keep moving forward by making sure that its employees have good wellness and are well educated and trained in the latest arts of leadership and management, creates better perception, insights, and vision to move the company toward greater success.

Leaders and employees that undergo the 'Balance' leadership and wellness programs, will learn the importance of teamwork, empathy and cooperation in achieving their common goals. They will learn how to monitor and manage the Body-heart-mind-spirit processes that happen in the group. They may learn techniques that will help them be more systematic in their individual and group tasks.

Great Risks and Great Rewards

The Body: There are great risks in unmeasured human resources, where the health of the human capital of an organization is left unmonitored in its physical and mental wellness, with non-existent disease management programs. The rewards are great for healthy body with happy, healthy abundant energy producing inspiring work and intellectual capital. With health care costs rising in some businesses at more than 20% per year, active wellness programs, and disease management strategies can save huge amounts of money. There is a new paradigm building where...when you look after your body—your body looks after you!

The Heart and Mind; Educational workshops for employees to cultivate and educate themselves in team bonding, cooperation and empathy makes for a more balanced work force. Workshops for the leadership are essential to have input into the moral compass of the leadership, without which there are mind-fields waiting to stumble into, both ethical and moral dilemmas that can rock a corporation and its shareholders to the core. Good morale of an organization comes from good morals of its leaders.

The Culture: Culture change can happen from the Body-Heart-Mind shifts, that are charted and engineered from campaigns in physical wellness of the body, workshops, HR practices and policies that nourish fair play and inspire mission and goals. Education and trainings for technology and date for rationale decision making.

Chapter 2

Take Inventory of your Four Corporate Dimensions.

Use this assessment to understand financial, human-capital and customer-social capital

A Holistic Context Brings More Clarity to Risks and Rewards

- Body, 1st Dimension – employees and partners
- Heart, 2nd Dimension – culture
- Mind, 3rd Dimension - strategy
- Spirit, 4th Dimension – customers

We need well performing and transparent markets and corporate accounting with virtuous values, even more as we move into the new digital age with all its technological change and challenges. The transition into this new business paradigm will require us to shift away from the focus on the tip of the iceberg, where an evaluation of a company's value accounts for 19% of physical assets and coming to grips with the new reality ... that 81% of market value of you company comes from human and customer capital. Sensing, measuring and avoiding



unchartered risks and gaining new rewards, will become clearer from developing new accounting codes that can chart these new unexplored waters.

Thousands of years of one-dimensional accounting values, are starting to evolve, seeking a more expanded and holistic metric.

New pressures exerted from social media and new technology are bringing a clearer view into focus and setting the tone for navigating away from the old paradigm and instigating a search of new thinking and accounting practices to deal with reality-as-it-is. This expanded and clearer three-dimensional views allow companies to set a more accurate, and humane course, with much greater degree of vision. When we are able to accurately measure and value the human and customer capital, we are more able to get a truer metric of the worth of a company and where it is heading.

Taking stock of your company's financial state is basic and current accounting practices do a good job of measuring a one-dimensional view of financial reality and assets. Yet these accounting practices are failing to account for a new paradigm shift. This view, in the opinion of many, is floundering on the rocks of a new reality and are not giving a complete view. For example, 84% of a company's value came from its bricks-and-mortar asset evaluation in the 1980's. Today the current accounting paradigm is only able to measure 19% of your company value! Leaving 81% unmeasured and unexplored and unprotected below the surface of metric

consciousness. Times and paradigms have shifted and understanding of the metrics of what accounts for the other 81% of your company's value need to be reconsidered.

Human Capital Body-Heart-Mind-Spirit

Most corporations fail to value the wellbeing of employees. They are stuck and restricted in the one-dimensional accounting view, relegated to expenses and “*factors of production*” as economists call them. This context sets the tone that leads to toxic corporate cultures that in turn infects its customer capital. The toll on our human capital of... ‘business-as-usual’, is steep and unmeasured and considers its employees as expendable expenses only.

The emergence of social media, changing societal norms, along with the increasing need for transparency and evolving changes in labor markets, are moving the marketplace into a more humane framework for employees. The dawning appreciation for human capital efficiency, has stimulated the cultivation of; creativity (benefiting intellectual property), employee education, reduction of *churn-over* costs, better wellness programs, all these shifts, nourish the collective corporate nervous system into a more balanced, cohesive and productive unit.

Customer/Social Capital,

The intersection of corporate culture and customer relations is often the fault-line, highlighting toxic problems. Cloud technologies have led to the decrease in many of the overhead costs of businesses. Crowd sourcing has emerged as a sought-after method to source ideation, even Liverpool Football club in the UK, recently bought by the Red Sox owners, crowd sourced their new manager Brendan Foster, asking 95,000 fans around the world. “Who would be the best manager of our club?”

Chapter 3.

Corporate-BODY-Organization: Understand Physiological Stress for Greater Balance and Opportunity

Deal with the-reality-as-it-is Not as you want it to be

Imagined Wellness versus True Corporate Wellness

We would like to imagine that those who are in charge of our corporations are fully functioning well-rounded individuals working with clear minds and clear hearts. We like to imagine that those who have been ambitious and motivated enough to rise up to the top of the corporate ladder are also relaxed, confident, enlivened and compassionate. We like to imagine that those in leadership positions are patterning exemplary behavior that is inspirational and motivating to

those they employ. We also like to imagine that those employed in the corporate world, are happy with their jobs, able to express their full potentials, able to fulfill their creative desires and actually feel exalted by their work.

Think again. As much as we like to imagine these things, studies are showing that it is more and more difficult for even the healthiest of individuals to stay healthy in the corporate world. And, as much as we would like to imagine that it is possible to work well, play well, and be able to have the energy left over to parent well and maintain friendships and participate in the community at large, studies and statistics are showing that most of us do not achieve a healthy balance between work and the rest of our lives. And not only are individuals and families suffering, but corporations at large are also suffering.

Today, 85% of executives are saying that their companies are facing a more competitive environment than they were five years ago. Job and work stress has escalated, and stress related disorders have been identified in all populations of people; medications are used by millions to help with anxiety, sleep disorders, attention deficit problems, depression, migraines, and many more illnesses that can all be directly related to too much stress.

Stress has the effect of narrowing down our bandwidth of positive behaviors, and negative behavior patterns tend to take over. Instead of cooperation, we find dog-eat-dog competition; instead of empathy, we find undermining judgment and criticism; instead of trust, we find backstabbing paranoia, and anxiety has become the mood of the day around the water cooler.

Most corporations use-up and exhaust their employees. Most people are over-stimulated, over-worked and over-tired. A typical family is working 1,000 more hours per year than their parents. With the continued influx of new technologies that help us become more efficient, we are actually becoming less effective. The new tools of technology are designed to make things easier to do, allow us to do things more quickly, do things on the go, and multi-task with the click of a button...however, the consequence of this is that we are doing too many things at once, doing them too fast, and having trouble staying on top of it all. The fast pace of today's world has left us little time for many of life's simple pleasures – a relaxed meal or even a good night's sleep. And at least half of all Americans are taking at least one prescription drug, with one-in-six taking three or more medications.

In our lives today, "stress" has become a common household word used by young and old alike to define a feeling of being pushed beyond comfortable limits. Stress related disorders are common in all age groups; in fact, they are involved in 84% of all doctor office visits. Stress can even set the stage, in the long term, for diabetes, cancer and heart disease, the scourge of the Western lifestyle. America is now the most medicated (with both illegal and legal drug use) nation on Earth, according to data released by the Department of Health and Human Services

(HHS) at least half of all Americans takes at least one prescription drug, with one in six taking three or more medications.

Among those in power in the boardrooms making the big decisions of corporate America, a Gallup's annual survey about health and healthcare in the United States finds that prescription drug use, is up to 61% among 50- to 64-year-olds, and 88% among adults aged 65 and older.

But what is corporate stress? And how does an imbalanced nervous and hormonal system affect behavioral decisions? How does it pollute the work environment and negatively affect our interactions? How does an imbalanced individual nervous system contribute to the collective decisions of the corporate culture and the very brain and heart of corporations?

We need to understand the very nature of stress in the body-mind and how to right this imbalance, and then we can extrapolate out from there, this understanding of balance of body and mind, into righting the imbalances of the corporate body and mind.

The corporate collective nervous system affects the corporate brain and heart, and all its global decision-making qualities. Just like the tone of wellness, of cells in a nervous system, employees plug into the "corporate nervous system" and generate the health of the decisions that come out of its corporate brain and heart.

What is driving stress in the workplace?

The Edelman trust barometer reports trust in others, is now at an all-time low since 1960's 58%, to today's number of 34%. They also reported that 60% of employees had to hear information from a manager three-to-five times before they believe and trust it. Shifting the tone of the workplace to better receive information, trust and empathy to increase better cooperation and service is essential to lower stress.

Another driver of stress is the current state of the economy, bringing with it all the downsizing, and uncertainty that adds up to stress, like never before in the workplace. Of course, this job stress poses a major threat, not just to the health and wellness of workers and their families, but also to the wellness of the corporate organization and all of its functions. The stress of employees being driven by greed and fear creates a toxic culture within the collective and combined nervous systems that make up the cells and organic functions of the organization's nervous systems.

The nature of work is changing at a fast paced, whirlwind, whiplash speed. Perhaps now, more than ever, accelerated by the rocket fuel of social media and technological innovation, mixed with the chaos and uncertainty of economic-climate-change, these forces are rattling the very foundations of major companies, institutions and countries. The social and mobile revolution is

bringing down entire countries (Libya, Syria, and Egypt), companies (Kodak, Borders, Blockbuster, Encyclopedia Britannica) and whole industries (Newspapers, Yellow Pages, Books)

Right now, is the birthing time, of new adaptive behaviors, new paradigms of doing business, in an environment where change is a rising faster and faster—, think...Apple, LinkedIn, Twitter and Google. And where was Facebook even 5 years ago! This changing new paradigm has redefined what corporate success looks like, and we know that adaptation and evolutionary change, causes a lot of stress.

We know that economic prosperity is connected to health and social wellbeing. Many behavioral economists link well performing markets, to more trust and greater societal health and prosperity, and, on balance prosperity like religion, contribute to human health and happiness.

“Below an income of ... \$60,000 a year, people are unhappy, and they get progressively unhappier the poorer they get. Above that, we get an absolutely flat line. ... Money does not buy you experiential happiness, but lack of money certainly buys you misery.”

--Daniel Kahneman--

We need well performing markets and corporations with virtuous values to help us shift into the new paradigm of prosperity. This is a time of shift of corporate awareness, away from a time where a majority of its corporate capital was tied up in bricks-and-mortar, to a shift that a majority of its profitability is being generated not from bricks-and-mortar but from its human capital.

And that is a game changer! a paradigm shifter: we need to adapt to this new reality, as-it-is, a reality where the emphasis must come on the wellness of employees to make healthy balanced decisions, with integrity and empathy, not the robber baron, “use-em-up” mentality, that is driven by fear and greed.

Only when we can understand the basic evolutionary development and adaptation of the *Homo sapiens*, can we then understand *Homo economicus*. Economic man, that employees and their decisions arise from ancient mechanisms hardwired within us. Read on and understand the context from which an understanding will arise which will help us all.... Employees, managers, and corporations that will skillfully understand and better navigate the shifting business tides of our time.

Problem

Greed, fear and anxiety are killing trust, empathy, generosity, appreciation and cooperation. The corporate mind and heart have become polluted, and its decisions have become clouded

with toxicity. It is stumbling with a one-dimensional view of reality induced by stress. Most corporations fail to value the wellbeing of employees (Human Capital) or for that matter its own customers (Social Capital). The toxic corporate culture in turn, infects its customer with bad service.

Evidence of stress in the today's workplace:

- 85% of executives say their companies are facing a more competitive environment than they were five years
- At least half-of-all-Americans take at least one prescription drug, with one-in-six taking three or more medications
- Trust has reduced from 68% in 1960, down to 34% today
- 84% of all doctor office visits are stress related
- 80% of workers feel stress on the job
- 14% of survey respondents had felt like striking a coworker in the past year, but didn't
- 25% have felt like screaming or shouting because of job stress
- 10% are concerned about an individual at work they fear could become violent
- 9% are aware of an assault or violent act in their workplace
- 18% had experienced some sort of threat or verbal intimidation in the past year

The Cost of Stress in Business

Based upon accepted standards, the Stress Cost Calculator estimates the cost exposures to businesses due to stress in several categories:

- Group Health 22% due to stress
- Turnover 40% due to stress
- Absenteeism 50% due to stress
- Presenteeism 50% due to stress
- Workers Compensation 33% due to stress
- Disability 50% due to stress
- Replacing an employee, costs a business one-half to five times that employee's annual salary.

<http://www.stressdirections.com/res/costcalc.cgi>

Reasons

The history of business is born of cutthroat capitalism, fed from colonial plundering, and led by hierarchical males in military-style, by captains of industry. Using-up of its expendable human capital like cannon fodder. This old 'Mad Men' style of business and management is not compatible with the new paradigm that has shifted to 81% of company value can be attributed to Human and Social Capital. New Paradigm-New Rules.... when your most valuable company asset is burned-out, your company value goes down. When employees and management are over-stressed, this creates imbalance and dis-ease, not just in the employees but within the corporate culture as a whole. This leads to toxic cultures that infects customer service and in the 'new rules' with new cultural sensitivities...that, can no longer be tolerated without bringing down the wrath and punishments of social media's instant karma feedback loops. The exhaustion of the employee and business's Sympathetic Nervous System (SNS) creates an imbalance of testosterone and oxytocin this is what wears down the behavior and decisions of employees and poisons the collective nervous system of the corporation creating toxic cultures.

Solutions

What will it take to detoxify the corporate culture? To restore balance and detoxify the culture so that it is fully functioning, and all parts are committed to the whole? Perhaps a new paradigm with new rules that will embrace a fuller understanding of human capital and organizational wellbeing.

To create that new paradigm, one with a more complete understanding of three-dimensional metrics that companies are more than their one-dimensional bottom line but are also their Human and Customer capital. This 3D view is greater than the sum of its parts; it creates a capitalism that is conscious. That develops awareness that values and measures more than just the parts of its fiscal one-dimensional reality. A company that senses and scans and nourishes these other dimensions for stress fractures and weakness's, will be robust hardy and balanced in body-mind-spirit. Better balanced and ready to respond to face the tough challenges and seize the opportunities of the rapidly, changing business terrain.

Value your human capital and it will create value for you! Human capital is the stock of competencies, knowledge, social and personality attributes, including creativity, embodied in the ability to perform labor so as to produce economic value. As long as the company culture, that complex combination of corporate myth, morale and enthusiasm, is strong and vital, a healthy company can recover from almost any setback. Yet if the corporate culture is toxic the economic value it produces is blocked. I believe that only by understanding corporations in a 3-dimensional view, can we get a more complete picture.

Barry Libert has helped companies that together manage more than 15,000 social networks with 40 million users for 350 enterprises; as well as advising organizations, such as Microsoft,

GE, Sun Life, Deloitte and ESPN on how to use social, mobile and cloud technologies to engage their customers and employees to produce growth and innovation says. “The social and mobile revolution is well underway with the IPO of Facebook and the growing success of social, mobile and cloud companies like Apple, LinkedIn, Twitter and Google. The result: new enterprise risks (and potential rewards) are emerging that few boards and their CXOs could even imagine a few years ago, let alone manage with their current skills and technology know-how. Corporate giants, and even governments, are failing, if not falling. Well-capitalized social, mobile and cloud upstarts have overtaken industries and garnered massive amounts of wealth. Employees, customers, investors and partners are connecting and gaining power. To think that it is “business as usual” or that ‘enterprise risk management’ (ERM) and corporate governance is the same as it was’, can doom a board and its leaders to mismanage risk and forgo opportunities for reward. “

Libert goes on to say “Let’s start with today’s reality. The world has changed but corporate leaders and boards have not kept pace. Today’s ‘Medium’ is social, mobile, and cloud technologies, and they are revolutionizing all industries and even countries (see Knowledge@Wharton article). This is leaving many boards, and their CXOs, unprepared to assess and manage the risks these new technologies pose, let alone capitalize on the vast opportunities they provide. Board skills, in particular, remain focused on monitoring and measuring financial results, compliance, and legal risks and are not yet balanced to include the knowledge and competencies needed to oversee the rising tide of consumer-based technologies. Many CXO’s as well remain behind the times given how rapidly these technologies have emerged and the fact that most first adopters have been young consumers.

According to recent reports, almost 60% of public company directors do not engage in social media with their organizations and 35% do not know whether this type of communication takes place at their companies or not. In addition, NACD reports that only 7% of boards have members with technology expertise, only 4.8% of boards have technology sub-committees”

Businesses are being blindsided by lack of knowledge and awareness of the value of HC and C/SC Yet when we are able to accurately measure and value the human and customer capital are, we able to get a true three-dimensional metric of the worth of a company. A healthy example might be Apple with astounding financial health and great human and customer capital. Their creative teams are healthy, their customer base has great feelings for Apple and you just know their next product will be very well received. An index of the data from all 3 dimensions would be strong, and a dollar value now and for the immediate future, would be very high. Conversely Hewlett Packard has a reputation of a toxic culture. A cursory glance at a website sound-off blog shows 73% of the employees polled showed dissatisfied to very dissatisfied. One common theme that jumped out was...” The culture here is toxic, nobody

trusts anyone” Another scathing report "HP is a company in trouble," an employee told us. It has "an utterly loathsome hierarchy constantly at war with itself. A bloated bureaucracy internally focused suffering from malignant narcissism. Customers are an afterthought and an annoyance. It has great plans, spreadsheets and PowerPoint with miserable execution and a culture of dishonesty and evasiveness” Ouch! Meg Whitman and HP certainly have its hands full turning this toxic ship around. The magic is in giving awareness to toxic cultures early. Not to have negative patterns compounded into cultural habits. Pay attention to human capital now, before the ship is too big to turn.

- Read more: <http://www.businessinsider.com/love-her-or-hate-her-heres-what-hp-employees-really-think-about-meg-whitman-2012-1?op=1#ixzz24PW0uIAE>
- <http://abcnews.go.com/Business/story?id=89606&page=1>
- <http://www.glassdoor.com/Reviews/Autonomy-Reviews-E11045.htm>

How does corporate stress with all its malfunctioning behaviors, pollute a corporate culture?

Well...first we need to understand how we are individually hardwired and the impact of stress over time. And how does an imbalanced nervous and hormonal system affect behavioral decisions? How does it pollute the work environment and negatively affect our interactions? How does an imbalanced individual nervous system contribute to the collective decisions of the corporate culture and the very brain and heart of corporations? We need to understand the ancient mechanisms of our nervous systems that are hardwired within us. From which employees and their decisions arise from.

Balance Inside: Understanding Our Own Sympathetic Nervous System (SNS)

Battle Stations! Battle Stations! The Alarms Go Off

The call to arms, comes from the brain (amygdala) to alert the body, and sounds the battle alarm. The *thalamus*- sends this arming message to the brain stem, to release stimulating norepinephrine throughout your brain, and quickly! Then the Sympathetic Nervous System (SNS) signals the body, creating ‘battle awareness’ for the fight-or-flight responses. The hypothalamus–prompts the pituitary gland to signal the adrenal glands to release the hounds the “stress hormones”

SNS Prepped for Fight or Flight



Within seconds the troops are on full alert and stress hormones are pulsing through the bloodstream, alarms are sounding calling us to greater alertness. The SNS and the *hypothalamic-pituitary-adrenal axis* (HPAA) are entwined, to prep our mind and body for action, either *fight-or-flight*. The activation is a change from the baseline of PNS, to respond to a risk, or to marshal resources, to seize an opportunity. Priming us to the fight or run like crazy from the risk. We've all felt this preparedness, some of us are addicted to it, some hate the sensations they produce, but we've all experienced it.

- **Heart rate** is increased by epinephrine so the heart can move more blood.
- **Pupils dilate** for eyes gather lighter.
- **Tight Muscles** prepped for fight or flight, often become very tight
- **Blood pushed through to large** muscles by norepinephrine, Blood thins and is directed toward the brain and major muscles for survival.
- **Increased blood pressure (BP)** –Increased BP is triggered by released stress hormones.
- **Rapid breathing** – To get more oxygen into the body and to the brain, breathing airways dilate and the breathing becomes rapid. The bronchioles of your lungs dilate for increased gas exchange.
- **Perspiring or sweating** – This is to cool the body's increased metabolism down
- **Immune system suppressed** by cortisol to reduce inflammation from wounds.
- **Salivation decreases,**
- **The Colon slows down,** you become constipated.
- **Emotions intensify,** organizing and mobilizing the whole brain for action.
- **All five senses become more sensitive, and alert,** touch, taste and smell all become more acute.
- **Mind becomes over focused on the negative.** SNS/HPAA arousal stimulates the amygdale, which is hardwired to focus on negative information and react intensely to it.
- **Stress sets us up for fear and anger, mobilizing and energizing emotions for fight and flight.**
- **Decreased perception of pain**
- **Increased central nervous system (CNS)** activity and mental activity
- **Increased circulation of free fatty acids,** increased output of blood cholesterol. Stored reserves of fats and sugars are converted and released into our blood stream to supply extra energy to fight or run away.
- **Increased brainwave activity**
- **Saliva dries up**
- **Kidneys decrease output,** Bowel and Bladder sphincter close
- **Inhibits erection/vaginal lubrication**

It's all systems go!!! And interestingly enough the brain cannot distinguish between a real or potential threat. It can only respond to both, by triggering the fight/flight response. That means if you are sleeping and awakened, you hear a madman is bashing down your front door with an axe! There is no difference in our physiological responses of fight-or-flight, then if you dreamt it, and wake from a nightmare. When the SNS triggers, the mind and thoughtful rationale, has far less control over our instinctual reactions. These reactions were formed hundreds of thousands of years ago, by our early ancestors on the ancient plains of the African Serengeti, these intense reactions helped our ancestors survive saber tooth tigers and many other life-threatening dangers, but these days.... These reactions go off in traffic... almost daily, the body reads 'battle stations' everywhere and the hyper-alert of fight-or-flight, has over-revved us. It's all systems go!!! All the time for many of us. This chronic, constant hyper-vigilance never took its toll on our ancestors, they died around forty years of age. Modern man, over the last few thousand years has developed many contemplative and restorative practices, and now, at this point in our culture, it has never been more important to employ them. Using mindfulness practices, to balance the SNS and PSN to prevent our mental perspectives from being distorted, and cloudy minds making risky decisions, all from worn down brains, has never been more important. The physical health consequences can be severe for SNS fight or flight, chronic over reactions.

After the threat alarms go off repeatedly then you may progress to the "Stage of Resistance ". This is the 2nd stage of stress. If the stressor is ongoing, the body mobilizes its internal resources in an effort to return to a state of homeostasis balance, but because the perception (even if not real) of a threat still exists, complete homeostasis is not achieved. The stress response stays activated, usually at less intensity than during the alarm stage, but still at a level to cause hyper-arousal.

The State of Exhaustion is the 3rd and final stage of stress, all the body's resources are eventually depleted and the body is unable to maintain normal function. At this point the initial autonomic nervous system symptoms may reappear (sweating, raised heart rate etc.). If stage three is extended over time, long term damage may result as the capacity of glands, especially the adrenal gland, and the immune system is exhausted and function is impaired resulting in obvious illnesses listed before, ranging from cardiovascular problems to mental illnesses.



Unmanaged Inside Frequent (SNS) Battle Stations Wears Us Down

The signs and symptoms of unmanaged stress vary among different people.

Emotional symptoms – Anxiety, Depression, Anger, Guilt, Hurt, Morbid jealousy, Shame/embarrassment, Suicidal feelings.

- We lose focus of the reality as it is. Frequent SNS/HPAA activation wears down the hippocampus, which is vital for forming *explicit memories*—clear records of what actually happened.
- Anxiety, repeated SNS/HPAA activity primes these systems into an increasingly rapid arousal of anxiety.
- Depression, Routine SNS/HPAA activation undermines the biochemical basis of an even-keeled—let alone cheerful disposition in a number of ways: Reduced norepinephrine may cause you to feel flat—with poor concentration.
- Over production of Glucocorticoids lower the production of dopamine. This leads to a loss of enjoyment of activities once found pleasurable.
- Stress reduces serotonin, probably the most important neurotransmitter for maintaining a good mood.

Behavioral symptoms – Alcohol/drug abuse, Avoidance/phobias, Sleep disturbances/insomnia, Increased nicotine/caffeine intake, Restlessness, Loss of appetite/overeating, Anorexia, bulimia, Aggression/irritability, Poor driving, Accident proneness, Impaired speech/voice tremor, work related impediments may include: Poor time management, Compulsive behavior, checking rituals, Eat/walk/talk faster, Sulking behavior, Frequent crying, Poor eye contact. Absenteeism/presenteeism, Accidents, Inability to delegate, increased sick days, Inefficiency, Persistent lateness, and Procrastination

Interpersonal symptoms – Passive/aggressive in relationships, Timid/unassertive, Loner, no friends, Competitive, put other’ needs before own, Sycophantic behavior, Withdrawn, makes friends easily/with difficulty, Suspicious/secretive, Manipulative tendencies, Gossiping.

Physical Symptoms Include:

- Gastrointestinal—ulcers, colitis, irritable bowel syndrome, diarrhea, and constipation
- Immune—more frequent colds and flu’s, slower wound healing, greater vulnerability to serious infections
- Cardiovascular hardening of the arteries, heart attacks
- Endocrine—type II diabetes, premenstrual syndrome, erectile dysfunction, lowered libido
- We dumb down: the hippocampus is one of the few regions in the human brain that can actually grow new neurons—but glucocorticoids prevent the birth of neurons, impairing its ability to produce new memories. Making our ability to deal with the reality as it is impaired. We are then more likely to *simulate* and project biased versions onto memory gaps.

SNS: The 5:1 Over-Focus on Negativity, Bad is Stronger than Good

“The greater power of bad events over good ones is found in everyday events, major life events (e.g., trauma), close relationship outcomes, social network patterns, interpersonal interactions, and learning processes. Bad emotions, bad parents, and bad feedback have more impact than good ones, and bad information is processed more thoroughly than good. The self is more motivated to avoid bad self-definitions than to pursue good ones.”

--Bad is Stronger than Good--.

Review of General Psychology 2001. Vol. 5. No. 4. 323-370

<http://www.csom.umn.edu/Assets/71516.pdf>

A few past failures outweigh many successes. People will do more to avoid losses, than to acquire a comparative gain. Fear or loss aversion drives biochemical behavior inside us, to avoid sizable gains over minor losses. *Loss aversion* or fear often overpowers gainful opportunities. Bad information about a person carries more weight than good, just look at political data of the effectiveness of negative attack-ads. In relationships it takes five positives' interactions to overpower the effects of a single negative one.

The negative fear of SNS reactions, really get more of our attention than they should. And often is not balanced against a well-toned PSN. There is a very good evolutionary reason the SNS alarm state to have an over focus on the negative. *Fear causes fleeing and thereby saves lives* this ancient protective mode is hardwired into our brains and carried in our SNS. After-all, fear outweighs, because if we are fleeing a horrible death from a saber tooth tiger, why should the brain register (dinner) a rabbit moving out the corner of our eye or a good-looking woman. The ancestors, who survived the lethal dangers, paid a lot more attention to being killed than mating or dinner. Their Brains learned to enhance and focus wholeheartedly on possible negatives, excluding possible opportunities for a safe day. Aversion is stronger in the body-Mind than craving.

Balance Inside: The Parasympathetic Nervous System (PNS)



Relax, Revive, Reset, Restore, Renew and Rejuvenate

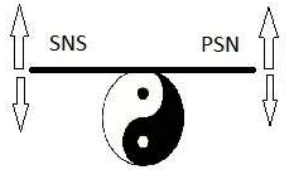
“Inner peace is not the absence of conflict. Nor the absence of challenge, but rather the capacity to be with what is, in each moment. Without prejudice or judgment.”

—Christina Feldman--

Basically, the PNS conserves energy levels. It increases bodily secretions such as tears, gastric acids (opens up the appetite), mucus and saliva which help to defend the body and help digestion. Chemically, the parasympathetic system sends its messages by acetylcholine which is



stored at nerve endings. The PNS is responsible for ongoing, steady-state activity. It produces a feeling of relaxation, often with a sense of contentment—this is why it's sometimes called the “rest-and-digest” system. This ancient response would have kicked-in after the danger of the hunt (SNS) on the Serengeti, our ancestor brings home the food, and enjoys a good meal with family and friends, and relaxes in front of the fire to ‘rest and digest’ and with a good night’s sleep. In the morning he wakes with his nervous system balanced, restored and rejuvenated, to face the dangers of a new day. This was the edge that human beings developed over competitor species, where the PNS relaxes and restore. These two wings of the



Autonomic Nervous Stem (ANS) are connected like a seesaw, when one goes up, the other one goes down, we need to make sure the seesaw is well oiled, so it does not get stuck in one direction but can appropriately move between the two.

Parasympathetic activation is the normal resting state of your body, brain, and mind. If your SNS were surgically disconnected, you’d stay alive (though you wouldn’t be very useful in an emergency). If your PNS were disconnected, however, you’d stop breathing and soon die. Sympathetic activation is a *change* to the baseline of PNS equilibrium in order to respond to a threat or an opportunity. The cooling, steadying influence of the PNS helps you think clearly and avoid hot-headed actions that would harm you or others. The PNS also quiets the mind and fosters tranquility, which supports contemplative insight.

The Parasympathetic Nervous System (PNS)

- Conserve’s energy in your body
- Produces a feeling of relaxation,
- Often with a sense of contentment—this is why it’s sometimes called the “rest-and-digest” system,
- Parasympathetic activation
- Normal resting state of your body, brain, and mind.
- Restoration and regeneration for the body mind & soul comes during “being”, not “doing”.
- Singing, laughing or meditation
- Conserves thus builds reserves for more challenging times

The benefits if PSN balance are huge:



Psychological Benefits

- Improves self esteem
- Improves self confidence
- Reduces anxiety levels
- Reduces risk of depression
- Reduces risk of panic attacks
- Less reliant on alcohol
- Improves coping skills
- Reduces anger levels
- Improves relationships
- Improves quality of life
- Greater optimism
- Greater efficiency at work
- Improves concentration
- Improves memory
- Reduces anxious thinking
- Reduces feelings of frustration
- Increases feeling of control
- Improves decision making
- Make less mistakes
- Reduction in mood swings

Physiological Benefits

- Lowers blood pressure
- Reduces heart attack risk
- Reduces stroke risk
- Reduces osteoporosis risk
- Lowers risk of developing certain cancers
- Boosts immune system
- Suffer less colds and flu
- Reduces constipation
- Lowers risk of type II diabetes
- Reduces risk of gall bladder disease
- Reduces risk of diverticulitis
- Boost's energy levels
- Improves sleep pattern
- Keeps arteries more flexible
- Improves cholesterol profile
- Blood clots less easily
- Reduces risk of impotence
- Reduces back pain
- Lowers stress hormone levels
- Reduces muscle tension

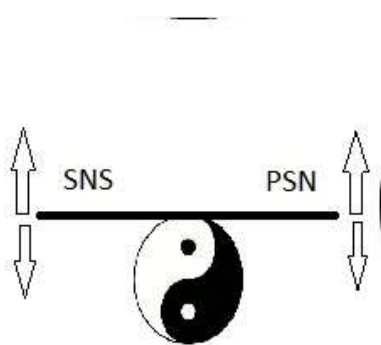
· Less sensitive to criticism

· Improves sex life

Balance of SNS and PSN

“When the mind is at peace, the brain releases dopamine and nor-epinephrine along with endorphins to enhance a person’s sense of security and comfort. When we relax, the body feels free to spend energy cleaning up free radicals created during metabolism. The white blood cells have unlimited access to energy for disposing bacteria and waste. Considering these immune functions, it becomes clear how the daily practice of relaxation exercises can restore immune resilience.”

—Michael Liebowitz, M.D. -- The Chemistry of Love



The SNS and PSN evolved hand-in-hand to keep animals and humans alive in, and alert in, very dangerous environments. We need access to both of them in dynamic balance.

That balanced combination of aliveness and centeredness is the essence of peak performance recognized by athletes, businesspeople, artists, and meditators. It’s the result of the SNS and PSN balance and dynamic harmony. Centeredness, love, and wisdom aren’t cultivated by suppressing the SNS, but rather by keeping the autonomic nervous system (SNS & PSN) as a whole, in an optimal state of balance. Where both are available to us when needed and the SNS does not over balance of lifestyle and a nervous system should have the tone of the PSN strong.

A Balanced SNS and PSN, Sees the Reality as It Is!

To see-the-reality-as-it-is, is to learn and adjust skillfully from lessons of the past, and respond, clearly, and centered to the present. The problem is.... with the alarm bells ringing in our ears, in a SNS dominant unbalanced state, our perceptions are skewed and twisted at that moment, and the memories afterwards, that are tucked away deep in the brain, are also twisted. So, becomes very difficult to respond appropriately in the moment, with a clear mind and centered decisions, and then after it is over, our mind files away a memory with holes in it, and if that is not bad enough, we can also embellish those holes in our memories and color them in from our own simulations in our brain. Much the same as the brain’s capacity, to fill in the information lacked by visual blind spots. How many times have you questioned someone’s memory of a traumatic event, to find it so different from our own? This is compounded when a group or a company trauma happens, it’s difficult to access the collective memory, and compare it to the facts of the reality, in order to study and learn from past mistakes.

If you can think in front of a tiger, you will surely succeed.



"If you know the point of balance, you can settle the details.

If you can settle the details, you can stop running around.

Your mind will become calm.

If your mind becomes calm, you can think in front of a tiger.

If you can think in front of a tiger, you will surely succeed."

--Mencius-- (Chinese Philosopher c.372 – 289 BC)

If you can't Fight or Flee... then flow. Do you know your point of balance? How can we get to it and center ourselves in the middle of a battle? We have to retrain and balance our Mind-Body, not to be overwhelmed by the SNS or overcome by an overly negative view of reality, which contorts our reactions and decisions. Even if you have unlearned or healed a negative past experience, studies show it still leaves an indelible trace in our brains. It's that residue that sets the stage for a neurological over reaction, ready to reactivate, if we are ever in the same fear-triggering circumstance.

Aversion is primed deep inside our minds and brains wiring, this 'negativity bias primes us and makes us react through the SNS responses. This projection from past experience, does not allow us to view reality-as-it-is. The white noise of anxiety is harder for us, not react in the present, uncolored from the past.

What is a parasympathetic workout?

You need to train. A weightlifter starts with 10 lbs., then 20 lbs., slowly building to 100 lbs., training hard to lift 200 lbs. You don't just walk into a gym and lift a 250 lb. weight. You will be able to handle the 250 lbs. of the stress of pain, but only by training yourself. Regular relaxation, meditation, yoga or just regular quiet time — anything that increases our ability of our PSN to bounce back. If we can simply stay present, keeping the mind-in-the-moment, with whatever is arising, whether through PSN workouts, that help us reshape our minds and brains.

For example, take ten belly breaths, inhaling and exhaling a little more fully than usual. This is both energizing and relaxing, activating first the sympathetic system and then the parasympathetic one, back and forth, in a gentle rhythm. Notice how you feel when you're done.

Try a simple breathing exercise: Relaxed abdominal breathing is a slow, calm style of breathing where we breathe mainly from our diaphragm/abdomen. If you observe a child that is relaxed and happy and you will see that their abdomen moves out when they inhale, and it deflates

when they exhale. There is very little movement in their chest. Studies have shown that practicing this style of diaphragmatic breathing reduces muscle tension and anxiety levels within 60 seconds. Abdominal, slow breathing stimulates the Parasympathetic.

We can train our minds to respond in a positive balanced way to risks. Unclouded and unfettered by SNS programmed biased to negativity, for over caution against risk to reward, but rather to see the reality-as-it-is, clearer, freer of past reactions, dulled by cloudy perceptions. Our minds and awareness can change what arises and nourish a growing sense of the peace and clarity inside.

Chapter 4

The Corporate-HEART-Culture

Warm-heart cool-head

“When people are financially invested, they want a return.
When people are emotionally invested, they want to contribute.” -*Simon Sinek*

“A good-head and a good-heart are always a formidable combination.” Nelson Mandela

“When trust, values and a purpose-driven mission exist to a statistically significant degree and guide leadership, decision-making and behavior, these “enablers” give rise to a highly inspired group of super-engaged employees.” Dov Seidman (An empirical study of observations from 36,000 employees in 18 countries conducted by the Boston Research Group,)

Full-hearted, Whole-Hearted, Brave-Heart, Heart-to-Heart, Hearts in the right place, Open-Hearted, All-Heart, Heart-Felt, Good-Hearted, Heart-of-Gold, Wisdom of the Heart, Big Hearted, Hearty, Hale and Hearty, Kind-Hearted, Courage of Heart, Lion-Hearted, Pure-Heart

Leadership that only leads with the mind, brain, intellect and rationale, is missing the greater part of human behavior and fails to inspire both the hearts and minds of their followers.

Bringing the heart into team leadership, is widely believed in our current business culture, to be weak and soft, lowering both productivity and profitability. Current leadership theory leads us to believe, that the best managers are Captain Spock-like, logical and analytical--intentionally cut-off from heart-based emotions. The *Heart feels*, it is by feeling we experience our being, the *Mind thinks*, it observes and interprets the feelings.

Research is beginning to show that, organizations that will develop stamina and thrive begin to accept new-paradigm-rules, where both feelings and emotions play an enormously inspiring role, when channeled positively into workplace behavior.

Engagement comes from the Heart, when people are emotionally invested, they want to contribute. A recent Towers Watson survey indicated that nearly two-thirds of U.S. employees are **not** fully engaged in their work and are less productive as a result. The generation of full engagement comes from the Heart. Its Heart-felt trust, values and mission that actually inspires our hearts and minds and drives daily activities and interactions. Leaders and team-building exercises do not produce higher levels of employee engagement. Employee engagement is determined by the *quality and meaningfulness* of interactions with leadership and the culture of corporation.

If you want to be a leader who attracts, inspires and retains the best people, while producing sustained performance, you must know about the power and influence of the human heart. The source of engagement has nothing to do with team exercises of team dinners and everything to do with the extent to which trust, values and mission actually inspire and drive daily activities and interactions. When people are emotionally invested, they want to contribute.

Archetype Qualities of the Heart: The Wizard Leader and Socializer/Marketer

Within Chinese medicine, the notion of the Heart is not confined to its anatomical definition, but also includes emotional and mental function. A well-balanced Heart (of body and mind) gives purpose and meaning to human life and work. This view, with a spiritual heart at the core of life is not unique to ancient China but was also observed in ancient India. Within the ancient Chinese theory of the Fire Elements, the Fire element is associated with the qualities of dynamism, strength and persistence but also its flip side of restlessness. The Heart is the main body-mind function within the fire element, and provides, warmth, enthusiasm and creativity when in balance, however an excess of it can bring aggression, impatience and impulsive behavior. Fire is the Element responsible for the passionate resonance when you are following your life's calling.

The Heart, in Ancient Chinese Medicine is considered like the Emperor, to be the leader of all other officials of the empire, the CEO of the Corporation. The overseer that would prevent chaos. The Heart stores and harbors the Spirit. When balanced and harmonious it creates harmony in the Empire. The Heart houses awareness and consciousness from which springs integrity and inspiration. The fire personality is a natural-born leader, a self-starter, decisive, intelligent, warm, confident, adventurous and innovative. A leader that is capable of empathy and intimacy with co-workers and passion in his/her work.

The Heart in TCM (Traditional Chinese Medicine and Chinese philosophy believes the center of the Hearts inner essence is the *Shen*. The *Shen* is considered to be the feeling processor which

allows us to connect to the sensations of aliveness, it is the coordinator of impressions, any significant stressor shocks and impacts this function. Any strong changes, both good and bad shocks, impede or ability of adaption and turns stress reactions into *distress*. Any feeling of stress can be transformative, and produces an intense need for readjustment, if we listen and sense these feelings, we are more able to navigate that change, and turn the stressful event into wisdom. Our relationship to our inner emperor, our inner CEO, in TCM is believed to be critical because to be able to feel fully, is to be fully alive. Feeling fully also means to have the balance of body-mind where unpleasant sensations are able to be felt. In other words, not repressing unpleasant or painful experiences. When we are balanced, we allow ourselves to feel unpleasant sensations and do not repress or hide them away from the evaluation of the mind. This, according to the TCM classics, comes from function of allowing us to feel fully, the perception and feeling of sensations. When we are squarely in the present moment, (therefore not reacting blindly from past information) this is the essential spark of life and reflects through into all our decisions, deeds and actions. Of course, an imbalance in the Heart-Mind, one where we *feel too much*, without the balance of the mind's rationale and cool headedness, can leads us to rash decisions and consequences. And of course, *thinking too much*, with the mind disconnected from feeling or sensing the reality-as-it-is, will lead to be 'all in the head' and disassociated illusions and decisions based on an imagined mind's eye reality, will end up bad decisions and negative consequences.

Modern research is also uncovering some interesting overlap with these ancient correlations.

Modern Research on Heart Entrainment

The magnetic component of the heart's field is around 5000 times stronger than that produced by the brain. The heart's strong (relative to organ function) electromagnetic field is a main generator of rhythmic patterns in the human body and possesses a far more extensive communication system with the brain than any other major organs. Also, the heart plays a particularly important role in the generation of emotion. With every beat our heart transmits complex patterns of neurological, hormonal, pressure, and electromagnetic information to the brain and throughout the body. As a critical connector point to many interacting systems--physiological, cognitive and emotional--the heart is a powerful entry point into the communication network that connects body, mind, emotions and spirit.

The Heart has millions of cells that have to be entrained to one another, like tuning forks resonating together to beat at the same time. Emitting an oscillating rhythmic beat and, as new cells emerge, they begin to oscillate in unison with them. Millions and millions of cells, oscillating in unison, send out stronger and more powerful electromagnetic pulses as they synchronize.

Our heart sends out patterns of energy and information that organize, and this has been shown to affect the functioning of other organs and organisms outside of the systems of the heart. This merging and entrainment of our heart's electromagnetic fields with others it encounters is very natural to us, not only with internal electromagnetic fields but with others it permeates too externally. This entrainment occurs right from the development of our first heart cells when we were embryos immersed within our mother's electromagnetic fields in-utero. Electroencephalogram readings have shown that the fields of the mother and child naturally entrain. The electromagnetic fields generated by the heart permeate every cell and may act as a synchronizing signal for the body-mind, for balance as well as distress.

The heart takes in this information and processes the external events encountered. In response it changes its patterns, rate of beats, pulses waves, electrical output, hormonal production and neurochemical releases. It does the work of a conductor of an orchestra coordinating and receiving information from the outside world and then communicating it to the central nervous system and brain. The Heart registers even the slightest emotional change, due either to internal or external factors, and quickly manifests as a change in the heart rate and the field it generates. **The heart is an extremely sensitive organ of perception whose domain is that of feelings.** When the electromagnetic field from our heart meets another electromagnetic field, we feel a range of emotional impressions. Our emotions are, in part, our experience of the information encoded within those electromagnetic fields in combination with the changes that have occurred in our own field as we encounter them.

Some studies have found evidence that the heart's electromagnetic field can transmit information between individuals up to 5 feet apart. Synchronization between that person's brain waves and another person's heartbeat is more likely to occur. These findings have very interesting possibilities with implications that might suggest that individuals in a psychophysiological coherent state, become more aware of the information encoded in the heart fields of those around them. Not only does the heart affect our own brain wave patterns, but it also affects and permeates to those around us as well. Different individual's fields can entrain with one another's. Is it any wonder then that we can pick-up feelings of others in a meeting, it might be anxiety, frustration, animosity but we may pick up this information non-verbally through entrainment? But it is also true that team leaders may inspire, empathize and encourage through the same mechanisms.

With this in mind it begins to make more sense to cultivate the heart to balance the brain, that in a culture where corporations are oriented to favor the brain almost exclusively over the heart, rewarding thinking over feeling, detachment over empathy and intuition, that heart-based qualities go unnourished and unremarked. Leaving a huge potential, unconscious and underutilized. To cultivate the corporate heart would ignite far greater benefits to human

capital and performance.

The Heart of a corporation is reflected by how it treats its employees. The love, care, morals and integrity it generates through its leaders, teams, policies and wellness care, reverberates throughout its employees, circulating to feed its customers. The emotional nourishment of gender, racial and fair-play policies, pulses outwards through employees to enhance its customer service. We know this is a better option to cultivate than no intervention, and that the poison of apathy (lack-of-engagement) will also course through its veins and sour customer-capital.

The integrity of the Corporate Heart beats outwards giving purpose and meaning to human work life, inspired through its team leaders, authenticity of vision and integrity of its business practices.

Nourishing the corporate heart, is an investment in promoting better performance and in the future of relationships to both employees to then outward to bond and nourish customers.

Service from the Heart

Be of (selfless) service, cooperation, collaboration as a path to our own growth.

Virtuous Service (*Omotenashi*)

The Japanese word for their concept of self-less service is *Omotenashi*. It has two meanings, which include offering a service without expectation of any returned favor, and the ability to actualize that idea into an action. 'Service' in English is a term that is more likely to suggest a hierarchy between server and customer and suggests a business relationship. This word has a negative connotation of 'Upstairs downstairs" upper-class and lower-class in the UK and in the US the connotation of is that service is paid for by tips. Yet 'Hospitality' in English means to make one happy, or to serve one. Service is its own neurochemical reward, by being of service we now know that it sets up its own rewarding ancient molecule inside us.... Oxytocin

If a leader can induce this oxytocin-rich-environment, then you have a way to drive productivity and drive individual satisfaction for being part of this organization. We have a purpose; we are here to serve others and we see this as some endeavor that we do together. When we do it, we feel good about ourselves and about the people we serve. If you lead with love, then you create an oxytocin environment that will motivate people to going beyond and exceed expectations, delighting the customer and the people around us.

Conscious Capitalism as a Moral Path with the Moral Molecule

Conscious capitalism or businesses that are seeking awareness of the effects of their actions and implementing practices that benefit both human beings and the environment. Wikipedia defines it further. "The conscious business movement, which emerged from the theory of corporate social responsibility pushes for "values-based" economic values where values represent social and environmental concerns at both global and local scales. This effort is related to not-just-for-profit business models, conscious consumerism, and socially responsible investment."

I believe the cultivation of an oxytocin-rich workplace facilitates moral values and conscious capitalism where we can strive to provide positive value in the domains of people, planet, and profit.

Oxytocin relates, facilitates release of other chemicals in the brain, including chemicals that are associated with reinforcement learning and reward. So, it literally feels good, to do good. People want to work for Whole Foods or The Container Store or Southwest, because they enjoy it. They get pleasure out of doing good for other people. Now the downside is also true. If I'm doing my job poorly, if I am not serving the needs of my clients, then they're going to be unhappy. They will leave and tell other people. That puts more stress on the organization and stress inhibits oxytocin release, a downward spiral.

A recipe from Self-Less Service (*Omotenashi*)

Some pointers to refocus and shift your corporate culture

- **What is your purpose?** Refocus your purpose and mission at its essence.
- **Recognize service orientated individuals** who are already contributing substantially to that purpose. It may even be the janitor who sweeps the floors and cleans the toilets, who does it perfectly every day. That's so important. You know, if you walk into a restaurant, retail store or even factory and there's dirt on the floors, you just feel like the job's not being done right. So, everybody from the janitor to the CEO has got to be focused on service.
- **Having an Outstanding Experience is Priority Number One**, make this an experience for our clients, for our customers that is outstanding, that is delightful, that is wonderful. Exceeding and not just meeting expectations.

When we are of service...the customer smiles, we begin to earn their trust, we begin to generate the molecule of trust in their brains that drives customer and brand loyalty and....yes, you've probably guessed it...oxytocin. They're happy, they give us positive feedback. And then in this larger brain system facilitated by oxytocin, we want to help them and do it again. So, the first way is this subtle change. The more radical approach is change from the top down.

Chapter 5

Corporate-MIND-Strategy

Can you keep your head when all about you are losing theirs?

The Corporate-Mind *thinks*. It must observe feelings and then thinks through issues to make calm, centered decisions. The mind needs to see the reality-as-it-is, with clarity with correct data without pre-conditioned biases to enable a clear vision that governs efficient action and decisions. Brain, the calm, dispassionate processing of its feelings and information to form balanced heart-and-mind, based leadership decisions.

The Corporate-Mind must deal with reality and not the overblown predictions of a bloated ego, The Mind should over-estimate the self-belief of its own capabilities, often does not reflect the reality-as-it-is and allows its resources to be overwhelmed. Corporate ego can overstep the market's expectations or does not meet its customer's needs.

The Corporate-Personality is the collection of memories and accumulation of post-traumatic stress (PTSD) that color its present reactions/decisions. These corporate memories and myths often leave corporations with an unhealthy legacy that is unable to deal with the reality-as-it-is, in the unbiased decisions of the present moment. It might be the memories of a near bankruptcy of the past that overwhelms its decision, overestimating its risk, to miss and undervalue a potential opportunity not taken.

We need to individually and collectively keep our balanced mind within crises and change and avoid over-action or under-action of reaction or overwhelm. What is balance, and how can we cultivate it on all levels?

What is Balance of Mind? Equanimity? And Equipoise?

- **Balance** – not reacting to the fleeting stream of experience.
- **Equanimity** – evenness of mind especially under stress
- **Equipoise** – even balance of weight or other forces; equilibrium
- **Steadiness** – sustained through all circumstances
- **Presence** – engaged with the world but not troubled by it; guided by values and virtues, not reactive patterns.

To cultivate equanimity is to cultivate a state of mind, being, or preparedness, where the SNS and PNS are in harmony – This 'state of being balanced' is to be prepared, for specific or

unpredictable emergency, events or situation. It's this balanced centeredness that Rudyard Kipling describes in his poem "If":

*'If you can keep your head when all about you
Are losing theirs and blaming it on you;
If you can trust yourself when all men doubt you,
But make allowance for their doubting to"*

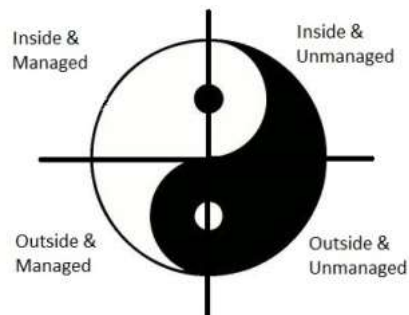
This poem has been embraced by the British, as an example of *noble suffering*, through two world wars, and to this day, kind-of defines the British evenness under pressure. Keep your head by balanced SNS/PSN response, when all around you are losing theirs (and flaring an unchecked SNS response.)

*"If you can meet with Triumph and Disaster
And treat those two impostors just the same"*

Equipoise of mind and body, of SNS and PSN, where neither craving for victory nor aversion of defeat, can shake the balance of the mind. This is hung over the entrance to Centre Court at Wimbledon. The ancient circuitry of the brain continually triggers reactions. Equanimity is the circuit breaker that prevents the craving (broadly defined) that leads to suffering. Equanimity is at the very heart of Buddhist contemplative practice.

Weighing Risk against Opportunities for Rewards

Balance Inside of SNS (Yang) and PNS (Yin)



Warm Heart and Cool Head

Balance Inside, is most often unmanaged. The PNS cools and keeps the SNS balance even, to help us think clearly, avoiding hot-headed responses that would harm us or others. The PNS also quiets and calms the mind and fostering evenness and tranquility, which supports insights for opportunity. The PNS and SNS evolved hand in hand in order to keep animals—including humans—alive in very dangerous environments. We need appropriate access to both of them.

That combination of aliveness and centeredness is the essence of the peak performance zone recognized by athletes, businesspeople, artists, lovers, and meditators. It's the result of the SNS and PNS, the gas pedal and the brakes, working in harmony together.

Happiness, love, and wisdom aren't furthered by shutting down the SNS, but rather by keeping the autonomic nervous system as a whole in an optimal state of balance: Mainly parasympathetic arousal for a baseline of ease and peacefulness. Mild SNS activation is essential for enthusiasm, vitality of purpose, and wholesome passions. Occasional SNS spikes to deal with demanding situations, occurring from a great opportunity at work, to a late-night call from a daughter crashed a car yet is unhurt, it's appropriate to energize and motivate to deal with the situation, and then to produce a relaxation response to smooth out the SNS is balance inside.

Be firm, fair and kind

We are all biochemically hardwired to respond to kindness

Oxytocin the Molecule of Empathy and Trust



Oxytocin used to be primarily known as a female reproductive hormone, it controls contractions during labor, which is where many women encounter it as Pitocin, the synthetic version that doctors inject in expectant mothers to induce delivery. Oxytocin is also responsible for the calm, focused attention that mothers lavish on their babies while breast-feeding. And it is abundant, too, on wedding nights (we hope) because it helps to create the warm glow that both women and men feel during sex, a massage or even a hug.

Oxytocin is a small molecule, or peptide, that serves as both a neurotransmitter, sending signals within the brain, and a hormone, carrying messages in the bloodstream. It is the ancient neurochemical in our mind-body that bonds us to our children, spouse, family, friends and co-workers. The evolutionary purpose of oxytocin to roaming bands of hunter gatherers of our ancient past was social bonding, trust and empathy, this molecule and its chemistry still forms an important part of our survival mechanism to this day. We are social animals and bonding as friends, spouses or tribe mates, or clans, increased our Darwinian chances of survival. Whether bands of Neanderthals noiselessly working in unison to track their prey in ancient forests, or a department working together to complete a sale and satisfy a difficult customer.... Teamwork and bonding make us more efficient. Humans are intensely social creatures. We are also entwined as biological creatures so everything we are emerges from a biological process. Biology, through natural selection, rewards and encourages behaviors that are adaptive, meaning that they contribute to health and survival – producing the greatest number of descendants going forward. Nature arrives at many of the same moral conclusions offered by religion, - that it is best to behave in a way that is cooperative and moral. Nature simply gets to the same place by following a different, and perhaps, more Darwinian path.

The human brain reacts more intensely to a human face than to any other object in the universe. That's because it's a survival mechanism. Our first years of life are entirely dependent on the goodwill of others, - namely our parents – and their willingness to invest resources in us. Even after we are old enough to provide for ourselves, we continue to depend on a web of social cooperation to stay alive and healthy.

Oxytocin combined with serotonin and dopamine (the two feel good neurochemicals) activates the Human Oxytocin Mediated Empathy circuit. Dopamine (reward for brain reward) reinforces the smile of thanks we get when we treat others well, Serotonin (reduce anxiety) gives us a mood lift. It is this circuit that keeps us coming back and behaving morally, at least most of the time.

Oxytocin generates the empathy that drives moral behavior, which inspires trust, which causes the release of more oxytocin, which creates more empathy... this loop is called the virtuous cycle. However, if our own distress is above a certain level, oxytocin release will be inhibited. Nature assumes that if we are in dire straits ourselves, we will be unable to help others, and this is where survival of the fittest steps in. The Darwinian principle of "survival of the fittest" sets the stage for what many people believe about life: To get ahead, you need to look out for No. 1. This evolutionary doctrine suggests that is what's needed to get the best mates and the most resources and then most likely to pass their genes on to the next generation. The selfish strategy of the Darwinian principle of "survival of the fittest" echoes what many people believe about their lives and their careers.

Nature offers another more skillful path (that dire stress negates) this skillful approach suggest we work together because it is an evolutionary necessity within a clan. Some research results suggest that helping, may maximize the survival odds of each member of a clan. That would mean that behaving less selfishly isn't just a way of protecting close family members; it might also be a way for individuals to improve their own prospects within the tribe, and therefore better individual survival.

Understanding and promoting this skillful principle within a company culture sets the tone of its responses. Understanding that within a split moment that trust is generated, there is a biochemical, neurological response within our brains, that shifts behavior, and these neuropeptides mold loyalty, cooperation and empathy in our actions.

In the Wall Street Journal article 'Hard-Wired for Giving' Elizabeth Svoboda reported "neuroscientists like Jordan Grafman are investigating specific regions of the human brain that give rise to altruistic behavior. In the mid-2000s, while working at the National Institutes of Health, he began to investigate where empathy and generosity originated in the brain. The advent of fMRI scanning, which highlights blood flow in different parts of the brain, made it much easier to see which parts of the brain were engaged as people carried out various tasks. To see if this tool could lend insight into the motivations behind giving behavior, Dr. Grafman and his colleagues recruited 19 study subjects, placed each of them inside the fMRI scanner, and presented them with charities from a long list. For each charity, they could choose to

donate money, refuse to donate money, or add money to a separate reward account that they could take home at the end of the study. (In some cases, it was especially costly for subjects to make a donation decision, because doing so required them to draw from their own reward accounts.)

While analyzing the study's results, Dr. Grafman's colleague Jorge Moll came up to him and said, "You're not going to believe this." The scans revealed that when people made the decision to donate to what they felt was a worthy organization, parts of the midbrain lit up—the same region that controls cravings for food and sex, and the same region that became active when the subjects added money to their personal reward accounts.

Gradually, Dr. Grafman began to realize how this finding made sense. While we often tend to think of altruism as a kind of sophisticated moral capacity, we use to squelch our urges to dominate others, this new evidence suggests that giving is actually inherently rewarding: The brain churns out a pleasurable response when we engage in it.

But the subjects' high degree of midbrain activation wasn't the study's only interesting finding. Dr. Grafman found that the subgenual area—a gumbdrop-size region near the midpoint of the brain, part of the frontal lobes—was also strongly active when his study subjects made the decision to give to charity. The area contains lots of receptors for oxytocin, a hormone that promotes social bonding. The finding suggests that altruism and social relationships are intimately connected—in part, it may be our reliance on the benefits of strong interpersonal connections that motivates us to behave unselfishly.”

High Stress Blocks Oxytocin Release.

In special circumstances, i.e., helping strangers, or tough love situations, other things get mixed in. The tendency to judge rather than help is partly the result of a spot in the prefrontal cortex called the subgenual cortex. It is full of oxy receptors, and it modulates the degree of empathy by regulating the release of dopamine in the circuit. No dopamine means no reward from engaging with the other person, which makes it less likely that we'll reach out empathically.

The oxytocin maintains the balance between self and other, trust and distrust, approach and withdrawal. When the brain releases oxytocin the balance shifts toward empathy, and we contribute resources to help others. When the oxy surge fades, we move on from the feeling of empathy, the circuit resets, and we're ready to evaluate the next interaction.

Let's look at some of the science, explains some of the epicenter of bonding, loyalty and cooperation.

Weddings, (Bonding of clans) From 200 blood samples measuring oxytocin levels of those attending a wedding. The study at the wedding demonstrated ... just the kind of graded and



contingent sensitivity that allows oxytocin to guide us between trust and wariness, generosity and self-protection, not only in response to the official nature of relationships, but in response to social cues in the moment. Show I feel safe and warm and cuddly in this crowd, or do I have to be on guard?

- The bride, oxytocin level up 28%
- The mother of the bride increases 24%.
- Father of the groom, up 19%,
- Groom, 13%. Why is the groom increasing less? ...testosterone is one of several other hormones that can interfere with the release of oxytocin. The groom's testosterone level had surged 100%.

Social Bonding,

- Voles, moles and prairie dogs...Oxytocin levels are shown to regulate all forms of attachment, including bonding to a mate, tolerance of neighbors in the cage or colony, even tolerance of one's own offspring. By inhibiting oxytocin, research had induced mothers to shun their offspring; when other scientists induced the release of oxytocin, it caused mothers to nurture offspring not their own, just as nursing dogs occasionally adopt orphaned kittens
- Male Prairie voles: are *menches*, real stand-up guys, live in peaceful social groups, remain with their mates for life, care for young and have high Oxytocin levels.
- Male Meadow voles: are loners and players don't get along well with neighbors; seduce any female they can, move on quickly, no regard for offspring. They have high testosterone levels. (inhibiting Oxytocin)
 - Male Prairie voles – living with a familiar female triggers the release of oxytocin, registers in the reward areas, and reinforces the behavior by releasing their feel-good chemicals...inducing these guys to settle down. Also occurs when they encounter their offspring, so the brain is rewarding the complete domesticity and fatherhood package. In community.... all of these attributes are rewarded and get reinforced continuously, civic virtue
- A psychiatrist named Cort Pedersen had already shown that it was the release of oxytocin that accounted for maternal behavior in lab animals. (virgin females when given estrogen and oxytocin exhibit maternal behaviors)



- Mothers under the spell of oxytocin, feel less pain, less subject to distraction, and carry on their maternal duties even when researchers try to drive them crazy with noise and lights.
- If you block oxytocin in a mother lab rat, she will neglect her pups completely, and they will die. This is the same effect seen in human mothers on crack, or women so abused that their stress hormones block the oxytocin effect.
- Band-of-Brothers. Soldiers, due to the intense bonding of their training and shared experiences, appear to use oxytocin to fight and protect their fellow soldiers. (De Dreu study reported in The Telegraph) Oxytocin helps soldiers like each other, BUT also hate the common enemy, just like the protective and intensely bonding quality of a mother to her child. Oxytocin helps soldiers form loyal "Bands of Brothers" fighting and dying for each other, because they have the same instincts that cause mothers to ferociously protect their newborns, the University of Amsterdam study suggests. The results drive a "*Tend-to-Defend*" response that promotes in-group, and cooperation yet defensive but not offensive action towards out-groups.

Rather than the simplistic explanation of Oxytocin being the 'love hormone', it appears to set the stage for bonding and loyalty, protection and empathy to the family, clan or company culture. It bonds to the family or social unit setting up protective feelings for the in-group and aggression toward the out-group. For males this protective instinct needs testosterone to fuel aggression action towards an out-group.

Selfishness Testosterone versus Selflessness Oxytocin

Oxytocin generates the empathy that drives moral behavior, which inspires trust, which causes the release of more oxytocin, which creates more empathy and selflessness... this loops we call the virtuous cycle. However, if our own distress is above a certain level, oxytocin release will be inhibited. Nature assumes that if we are in dire straits ourselves, we will be unable to help others, and this is where "survival of the fittest" steps in. The Darwinian principle of "survival of the fittest" sets the stage for what many people believe about life: To get ahead, you need to look out for No. 1 with selfish behavior. This evolutionary doctrine suggests that is what's needed to get the best mates and the most resources and then most likely to pass their genes on to the next generation. The selfish strategy of the Darwinian principle of "survival of the fittest" echoes what many people believe about life.

Nature offers another more skillful path (that dire stress negates) this skillful approach suggest we work together because it is an evolutionally necessity within a clan. Some research results suggest that helping may maximize the survival odds of each member of a clan. That would mean that behaving less selfishly isn't just a way of protecting close family members; it might also be a way for individuals to improve their own prospects within the tribe (company), and therefore better individual survival.

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Neuroeconomist Paul Zak and his colleagues have conducted a number of experiments showing that when someone’s level of oxytocin goes up, he or she responds more generously and caringly, even with complete strangers (customers). As a benchmark for measuring behavior, “we relied on the willingness of our subjects to share real money with others in real time”. To measure the increase in oxytocin, they took their blood and analyzed it. “Money comes in conveniently measurable units, which meant that we were able to quantify the increase in generosity by the amount someone was willing to share. We were then able to correlate these numbers with the increase in oxytocin found in the blood”. Later, to be certain that what they were seeing was true cause and effect, “we sprayed synthetic oxytocin into our subjects’ nasal passages—a way to get it directly into their brains. Our conclusion: We could turn the behavioral response on and off like a garden hose.” (Oxytocin inhalers aren’t available to consumers in the U.S.)

Balance of Testosterone and Oxytocin



In men, testosterone rises and falls in response to winning or losing one’s place in the social order of the clan, such as losing a game or gaining a promotion. Testosterone levels are higher for men in high-powered leadership positions. Oxytocin is made in the brain. Both women and men make it. However, the female hormone estrogen synergizes with oxytocin – the two greatly enhance each other. A man and women might have equal levels of oxytocin, but the woman experiences stronger effects. Physically, oxytocin facilitates childbirth and nursing for women.

If you are curious where your testosterone and oxytocin qualities would score? Then take our simple test at the end of this book.

Testosterone Type “T”	Oxytocin Type “O”
Competition	Cooperation
Aggression	Empathy
Male	Female
Selfish	Selfless
Miserly	Generous
Reckless &	Moral
Punishing (DHT)	Conciliatory
A sense of Separateness	A Sense of Team
Increases Fear and Anxiety	Reduces Anxiety and BP
Goal Direction	Reinforces learning
Misses’ emotional cues	Reads facial& body language

Speaks	Listens
Greed and fear driven	Virtue and service driven
I Win	Win-Win
Yang	Yin
Risk taking	Risk Adverse

What is your ‘Type T’ and ‘Type O’ score?

Score this yourself and then ask a trusted co-worker to score it for you. It is only a very cursory evaluation of those behaviors developed from, and associated with, testosterone and oxytocin. Obviously, it does not correlate to excesses or deficiencies found in your blood. Please remember, this is taking a reductionist view to work with multi-dimensional neurochemicals that are involved with balance. It’s not about either-or, but the skillful and appropriate expression of both sides of the coin. You need both in balance. There are times when we need empathy in the sales process with the customer and then aggression, to pursue and close the sale.

Make a note of which areas you need to work on. Then take the test again in a month and rate your improvement.

If you are Female score 5 and score the male side 0. (Females naturally have more Oxytocin and less Testosterone.)

If you are a Male score 5, and female 0. (Males naturally have more testosterone and less Oxytocin.)

	Testosterone Type “T” score	Oxytocin Type “O”	
	← Score to 5	Score 0 to 5 →	
	← Competition	Cooperation →	
	Aggression	Empathy	
	Male	Female	
	Selfish	Selfless	
	Miserly	Generous	
	Reckless	Moral	
	Risks	Risk Adverse	
	Punishing (DHT)	Conciliatory	
	A sense of Separateness	A Sense of Team	
	Increases Fear and Anxiety	Reduces Anxiety and Fear	
	Goal Direction	Reinforces learning	

	Misses' emotional cues	Reads facial & body language	
	Speaks too much	Listens	
	Greed and fear driven	Virtue and service driven	
	I Win	Win-Win	
	<----Testosterone Total	Oxytocin Total ----->	
	Type T,	Type O	
35+	Tone it down	Well balanced	45+
		Very Skillful	60+

Testosterone Alpha 'Type T'



When we think testosterone, we think macho and alpha males. We also may associate aggressive and loud. Men do traditionally have higher testosterone levels than do women, and higher testosterone has indeed been associated repeatedly with increased risk-taking behavior, especially in social domains (where aggression would fall). That's also one of the reasons, runs the common wisdom that on the whole, women tend to be more risk-averse than men. Surveys of organizations have shown that being on top of social order can turn behavior bad. Behaviors such as shouting profanities, flirting inappropriately, and hostile teasing come disproportionately from those at the top, success comes with moral perils.

Both too much and too little testosterone increase risk-taking and ambiguity tolerance

A recent study in *Psychological Science* examined risk preferences (as well as ambiguity preference) within the economic domain and found that the relationship between testosterone and risk preference is actually a U-shape: too much or too little, and your appetite for risk increases. And the relationship holds whether you're male or female.

In one study, participants had to choose between a certain outcome—a definite win of anywhere from \$3 to \$7—and a risky gamble, with either a 25, 50, or 75% chance of winning varying amounts of money, that could be anywhere from half the amount to three times the amount of the certain outcome. For instance, a participant could be asked to choose between getting \$5 with certainty and taking a gamble where he might win \$13 or \$0 with equal likelihood. The ambiguity preference task was identical, except that the probability of the gamble was unknown. In other words, a participant could choose between the same \$5 with

certainty or take a gamble where he might win \$13 or \$0 – but he wouldn't know how likely either outcome would be.

At first glance, the results were in line with past work: women were both more risk- and ambiguity-averse than men, and the sample on the whole was averse to both risk and ambiguity (though, typically, ambiguity was seen as worse than risk). But then came the testosterone analysis, and here, the picture suddenly shifted.

What the researchers found was that only those with intermediate testosterone levels were risk and ambiguity averse. Surprising, however, both high *and* low testosterone levels translated to increased tolerance of risk and ambiguity – in both genders. In fact, the differences in preference within each gender, when broken out by testosterone levels, were about two times greater than those between the gender, suggesting that low and high testosterone play a powerful role in determining our risk and ambiguity preferences irrespective of other factors. Balance produces balanced reactions.

Another study by a neuroscientist, Brian Knutson had a group of men watch pornography and then asked them to choose investments. The guys who had been watching pornography were found to be 19% more likely to choose high risk investments, than the group who had not.

There are certain things that are known to increase our testosterone.

- Athletes both win and lose sports matches, their testosterone changes.
- Traders win and lose trades, their testosterone changes.
- Voters' testosterone changes when their preferred candidates win or lose an election.
- Watching an action 'smash-em-bash-em' movie can affect testosterone –
- How you sit (people who sit in more expansive poses, taking up more space, have increased testosterone levels *and* feel more powerful as compared to those who sit in more contracted, closed postured).

Our testosterone can shift with environmental influences,

Our level of testosterone, whether very low or very high, can affect how we judge risk and ambiguity and how likely we are to take economic gambles, and then it seems that our risky choices are apt to change depending on these influences. This has very real implications for financial decisions specifically. A 2008 study that followed male traders in London found that morning testosterone levels actually affected a trader's daily profitability. And market volatility in turn affected testosterone levels.

So, whether you're a professional trader, a day trader, or just someone who makes risky decisions as a part of daily life, the trick is to realize just how much something you can neither see, nor feel, can influence your judgment and your action and effect your 'true-balance'.

Anthropological Testosterone

In ancient tribal clans' testosterone was used to protect the tribe, with violence if needed, and then for the warriors to be able to switch-off their conscience, to get rest and sleep. For young warriors to go out and crack skulls, had a place in our survival and the survival of the clan. The clan developed different anthropological checks and balances. For instance, in some Native American tribes, the Mothers had the right to vote out the Chief, if he was overstepping his bounds and that threatened the tribe. We can see the need to have warriors who could protect the tribe, yet what happens if he challenges the neighboring tribe who is ten times bigger to war? At that point testosterone has overstepped the mark, and the tribe will be wiped out because of reckless yang, at that time the organizational mechanism allowed the mothers step in to depose the Chief. When I was in Chile interviewing the Mapuche tribe, the only tribe ever to repel the *conquistadores*, their checks-and-balances were; all the Shamans (spiritual power) were all women and the clan leaders (political) were always men, there was a balance of power between the genders and their oxytocin testosterone balance within the clan.

Within the modern clan of corporations, where there is a toxic imbalance and little checks-and-balance between the testosterone and the oxytocin, and eastern wisdom predicts where *yin and yang* can become imbalanced, and disease will follow. This is the environment where a few men gain power and place reckless bets that will wipe the company out and sometimes even threaten entire markets. (think Lehman brothers disastrous subprime mortgage bets) This culture is driven by greed and fear and the Gordon Gekko's rule. Yet times and paradigms change, and lessons can be learned, and true balance can be restored, and cultures detoxified

Low- and High-Testosterone Individuals Exhibit Decreased Aversion to Economic Risk
<http://pss.sagepub.com/content/early/2011/03/10/0956797611401752>

Chapter 5

Corporate-SPIRIT-Customers

"For every story of a company saved by its culture, there are a hundred dead companies killed by poisonous or dead corporate culture."

Death by Culture <http://abcnews.go.com/Business/story?id=89606&page=1>

You are the new leader of an old corporation, and let's just say that you have taken over a company with great human-capital change and massive social upheaval. Anyway, let's just say that within this hypothetical Corporation, that all its leaders and employees have died, retired, been replaced, or left the organization? Let's just say the only constant is this company is their profits and their shareholders. What would be left? It's culture, its spirit, the practices and policies, the habits and patterns, the myths and memories. The generations of its past leaders have passed through this corporation and have etched their marks and patterns on attitudes that impact present behaviors and decisions, positively and negatively. But it's a new day and you have just taken over to lead. You require a culture-makeover, requiring new social morals, meeting different market opportunities, decentralization of staff and decision making, with new

technologies, and new ways of thinking with new creativities required. How do you change a culture?

Some would say this clean start would be much easier with new employees, but the task has similarities with entrenched cultures. There is a spirit-in-the-machine, haunting present decisions and attitudes and it must be exorcised.

1. True Leaders are needed, ones who are virtuous, creating and embodying the patterns of the culture you wish to create. These leaders would be able to convey the reality-as-it-is and build cognition as to why culture change is desperately needed.
2. Education of and formalization of these values through workshops and trainings.
3. The new Leadership would guide resources away – inevitably, changing an organization will require shifting resources away from some areas and towards others.
4. Leadership needs to motivate; employees have to want to make the changes. And to overcome the institutional old culture politics. “In our company, you get shot down before you stand up.”

True leaders pushing through reforms, shifting behaviors and attitudes to create “tipping point” of culture change to management. Toxic cultures entrench and protect themselves and are especially resistant to change and eventually kill themselves off.

‘Type T’s and Toxic Cultures



Recently I came into contact with an amazing example of a testosterone imbalanced business. I was buying a car for my daughter in a mid-American college town, walking into the dealership we were welcomed (pounced upon) by three eager salesmen. We were then escorted to the showroom, where music from a hip-hop radio station and blasted into the lot, from huge speakers. The eager undereducated (about his own line of cars) salesman showed us a secondhand car, that was just traded in and was filthy inside and out. That moved us to ask about the least expensive new small car in their line. We were asked to wait in the showroom, next to the speaker for 10 minutes, at each request, (that’ll teach us to answer questions I thought) while our young and new salesperson asked the manager. We noticed that all the salespeople were male twenty something’s and their manager was a caricature of a second-hand car salesman in his thirties. I escaped the blaring music and went to the showroom bathroom, avoiding messy boxes and used a dirty bathroom. When I returned with the info of their 2 new small cars models, on my iPhone I started to ask questions, which our salesman proceeded to answer incorrectly “Is the R model as safe as your F model? I asked, “Oh yes” their reckless testosterone replied. “Well according to the latest car review your R model scored badly at a 6.2 and the F did really well at a 9.2 “I replied to his embarrassment. (and his loss of credibility and trust) It had all the earmarks of a fraternity house.

Needless to say, across the road at the competitor, that appear to be enjoying considerable success, we bought a car, with soft-spoken, straight -talk from salespeople men *and* women,

who were only employed after years of experience in the service industry, the show room was soft, quiet and soothing and you could eat of their spotless floors.

I imagine the 'testosterone dealer' closes a lot of transient business from college kids (shopping without their parents) but the 'yango boys' make and lose more reckless deals and lose repeat business (I'd love to do an assessment), to the *balanced* competitor across the road, who was dripping in mid-western trust, empathy and oxytocin. I imagine that the *yango-boys* have a higher staff turnover and there is more sales pressure from the manager to meet goals set by fear and greed, than service and a genuine need to help meet our needs. Please notice I did not call the competitor the 'Oxytocin dealer', because when it was time to close... out came the testosterone and they pushed and closed, but it was a pleasant experience of balanced Oxytocin and Testosterone. As a footnote, afterwards the rep from the testosterone boys called me for my feedback (read...trying to reclaim the deal), when I gave my feedback, he was very concerned and said he would convey my concerns to the manager (head frat-boy). It struck me that the manager was a major part of the problem. This toxic environment was part of the culture, and they would have to get very committed to balance, in order to have the breakthrough to change and greater profitability.

Leading with Virtuous Conduct, Detox's Cultures

To behave well, creates loyalty and fairness in those around us. When we get it right, we feel the rewards immediately? These range from better health to a happier life, to a more prosperous economy and the vast majority of people don't have to be beaten over the head to want to treat others well.... To elicit that naturally occurring benign behavior, all we have to do is to create the circumstances in which oxytocin can exercise its influence, which means, in large part, keeping other hormonal influences like overwhelming and oxytocin inhibiting stress related hormones out of the way out of the way.

The contemplative practices of Buddhism have produced practical lists of basic common sense for conduct conducive to producing an oxytocin rich, and harmonious environment. Buddhism, having often been referred to as the religion of lists, not surprisingly specifies in detail the requirements of a leader.

Employees and especially team leaders need to lead by example to create an inclusive and happy workplace and cultivate a quality of ethical discipline; applied to overcome negative qualities.

For example, when people are excluded for a group, we must remember that its testosterone's ancient heritage is its tendency to push out potential rivals from the group. Whereas oxytocin facilitates inclusion. It seems that the brain processes social pain exactly as if it were physical pain.... exclusion hurts! And Inclusion fosters rewarding dopamine and serotonin levels

Nourish-the-Good Habits, Atrophy-the-Bad. Ask yourself, will this volition in my mind or my words, deeds or action, harm myself or others? All actions that have their roots in greed, hatred, and delusion spring from selfishness. These actions are unskillful or bad. The more you engage in negative speech, thoughts or deeds, the more that tendency grows. The good news is... the less you engage, the more these habits atrophy and fall away. All those actions which are rooted in generosity, service, love and wisdom are skillful. Cultivate the good actions of thought, word and deed because, choice of our words impacts our physical biochemical reality and the deal we may be negotiating, and the employee or family members we talk to. Nobel Prize winner Vernon Smith demonstrated that using the word *opponent* instead of *partner* was enough cut trust in half. The word *opponent* registered only 33%, while partner registered 68%.

The wise leader knows and can identify these negative qualities and applies the opposite. We need to make it known what we stand for.” Buddhist thought makes this process easy by providing a list of ten behaviors that must be avoided: three of body, four of speech, and three of mind, and their corresponding positive quality

Table 1. Positive and Negative Qualities (Source: Liberation in the Palm of Your Hand, Pabongka Rinpoche, 1991)

Quality	To be Avoided	To be Fostered
3 of Body		
Killing	To cause harming to any being	To value and cherish life
Stealing	To take what is not freely offered	Generosity
Sexual Misconduct	To engage in sex with another’s partner	Cultivating trust and honesty in one’s relationships by respecting another’s feelings
4 of Speech		
Lying	To speak with the intention to mislead	Speaking the truth
Divisive Speech	To speak with the intention to cause division	Uniting people
Insulting Words	Hurting another person with your speech	Talking in a pleasant manner
Idle Gossip	Speaking about frivolous things	Speaking about meaningful things

3 of Mind		
Covetousness	Desiring another's property or possessions	Rejoicing in another's happiness
Harmful Intent	Wishing harm on another	Having a compassionate attitude to all living beings
Wrong Views	To be ignorant of reality	Cultivating wisdom and a realistic attitude to life

Australian Journal of Management & Organizational Behavior, 5(1), 117-128 © Jeannet Weyers

<http://www.usq.edu.au/extrfiles/business/journals/HRMJJournal/AJMOArticles/WeyersLeadership.pdf>

Leadership Impacts Customers

Morals create morale

Value yourself and others with your values

Outer Leadership: Prevention Inventory

Peace is easily maintained

Trouble is easily overcome before it starts.

The brittle is easily shattered.

The small is easily scattered

Deal with it before it happens.

Set things in order before there is confusion

--Lao Tzu--Tao Te Ching

Prevention is the best cure. Leaders need to be proactive with their teams to reach out and try to cultivate harmony before problems arise. Often time, the subtle and from time-to-time gross, aversion of the problem employees, may become a self-fulfilling-promise. To observe the reality-as-it-is, team member inventory, may reveal certain aversions to members. This inventory is very valuable. To cultivate balance, is not to come from a mind frame of aversion

and craving. Off to lunch with the pleasant, attractive and bright, may only further alienate the disgruntled.

Leadership and Disgruntled Employees

“Our evidence shows that managers are giving up far too soon on their disgruntled employees, making them less productive than they could be, exposing their companies to unnecessary risks from thefts and leaks in the process, and inflating turnover costs.”

Are You Creating Disgruntled Employees, Joseph Folkman, Harvard Business Review?

http://blogs.hbr.org/cs/2012/07/are_you_creating_disgruntled_e.html

Some 6% of employees were found to have displayed the lowest levels of job satisfaction and commitment on their 360 evaluations of their bosses. This study cross referenced the managers that also oversaw the most satisfied employees. This identified a group of leaders who were managing both, the very unhappy and the very happy at the same time. The Study demonstrated that disgruntled employees do certainly play some role in their own unhappiness “— we consistently found in the analysis that their complaints were justified. Their managers were in fact treating the disgruntled employee differently than they treated their very satisfied employees. What's more, when the managers in question started to treat their disgruntled employees like everyone else, the employees' behavior quickly improved.”

EMPLOYEES WANT TO BE APPRECIATED

Appreciation and recognition are major drivers of employee job satisfaction & happiness.

EMPLOYEES ARE MOTIVATED BY



78%

of people would work harder in their jobs if they were recognized.

— Spring 2014 Global Workforce Study

65%

of working Americans say they receive **no** praise or recognition on the job.

— Gallup

STRATEGIC RECOGNITION DRIVES ENGAGEMENT

Say "thank you" to your employees and watch them thrive.

LACK OF RECOGNITION DRIVES TURNOVER

Ignore your employees and watch them walk out the door.

14%

Organizations where recognition occurs have 14% better employee engagement.

46%

more turnover in companies with ineffective recognition programs.

— Bersin & Associates

The 6% of disgruntled employees surveyed from 161,000 employees, strongly agreed on six major areas in which they felt that their leaders needed to improve:

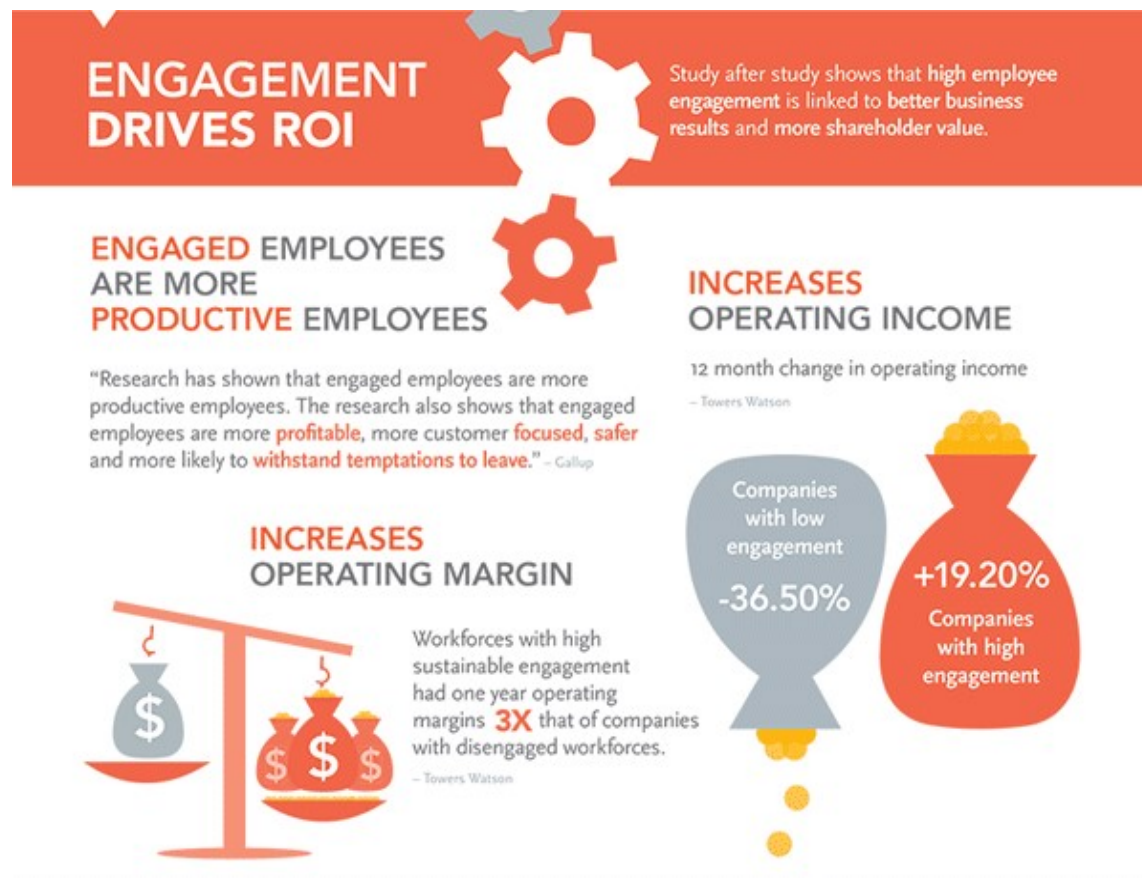
Six Rehabilitations of a Disgruntled Employee

1. **Encourage me more.** Inspire and motivate. Expect the best, not the worst.
2. **Trust me more.** The unhappy employee and boss distrust each other, so try to operate with the belief that the other party can change. The leader should make the first move and must strive to treat all employees equitably. Over time trust will grow.
3. **Take an interest in their development.** Career development should not be focused only on the high potentials, don't leave the underachievers out when distributing stretch assignments.
4. **Keep me in the loop.** Great communicators do three things well.
 - First, they share information and keep everyone well informed.
 - Second, they ask good questions, inviting the opinions and views from others — *all* others.
 - Third, they listen.
5. **Be more honest.** They want to know why they're falling short. They want a chance to improve. Too often, though, the bottom 6% felt their bosses were not giving honest feedback, glossing over. Honesty is the bedrock of good relationships.
6. **Connect more.** Anything managers can do to improve their relationship with the disgruntled employees will have a significant positive influence. Here's where favoritism takes on its most concrete form: managers go to lunch more with people they like and talk with them more socially yet the feelings of exclusion it creates among the less favored is.

The Proof is in the Stats...

A leader's most positive behavior for creating a positive change in his or her culture is.... praise and recognition, an amazing 67% are motivated by praise from their manager. That's more than the 60% who are motivated by cash bonuses. Yet 65% of workers perceive they receive no praise even when 78% of workers would in fact work harder if they receive praise. Lack of recognition costs...an astounding 46% MORE in employee turn-over.

Think about it, and let it settle in. that basic human courtesy--praise, means more than stock options (35%) more than even pay increases (52%). Praise from a manager motivates 67%! Why? /because we are hard wired to respond biochemically with neuropeptides. No dopamine means no reward from engaging with the manager. Yet when the brain releases oxytocin, the balance shifts toward empathy, and we contribute resources to help others and then reward ourselves with dopamine and serotonin. And yes, pay raises are nice, but foremost is praise.



Praise and creating a bonded environment create employee engagement. This is not a touchy-feely theory, without studies, the stats show that high sustainable engagement in a culture had one-year operating margins three times that of companies with disengaged workforces.

Cultivating Inner Leadership

"When all other factors are equal, it is the character of the leader that determines the Outcome"

--Deng Ming-Dao--

Character is defined as having the quality of ethical and mental discipline. Heart-Mind balance.

Leaders set the tone of the Corporate Culture

“The masterful leader cultivates the moral law, and strictly adheres to proper methods and discipline; thus, it is in his power to control success.”

--Sun Tzu--. The Art of War

Sun Tsu, a revered military general, strategist and tactician, wrote these words around 481 BC. It has been the most famous and influential of China's military classics, and for over two thousand years, it remained the most important military treatise in Asia and highly regarded in the West. Wise leaders from ancient times to modern have studied the Art of War, and good leaders know the importance of leading by example and patterning behaviours; they know they will be mirrored and be adapted and followed down into the ranks. *“The masterful leader cultivates the moral law”* The moral law of Sun Tsu’s day, was promoted by Confucius for personal and governmental morality, correctness of social relationships, justice and sincerity. Just as important in today’s corporate environment. Times have changed drastically, and yet Moral Codes are still the same center point of a good leader’s ethos and this permeates the culture of their organizations.

How do Leadership styles hold up in the New Paradigm shift? Just as with the rapid speed-of-light changes in recent technology and society, we need a New Paradigm Leadership change.

Racial Change

In 1960, when JFK defeated Nixon, America was a nation of 160 million, 90% white Today the US Census Bureau has estimated that the white population will drop to 48% of the total population by 2040. We are not the same society as our Grandfather or Father’s

Gender Change

In 1967 only 14.8% of women were in the work force full time, and by 2008 around 45% women were working full time. A 30.2% increase! And yet of those 45% only 15.4 % are Fortune 500 leaders and ever increasing. Yet in the entrepreneurial world the number of privately held women-owned businesses in U.S. exceeds 10 million if one counts partially women-owned businesses as well. According to a *Business Week Online* article, "between 1997 and 2004 the number of women-owned companies grew 28.1 percent—nearly three times the rate of all privately held businesses. 50.6% Percentage of women in management, professional and related occupations. 15.4 Percentage of female Fortune 500 corporate officers.

http://www.census.gov/newsroom/pdf/women_workforce_slides.pdf

<http://www.inc.com/encyclopedia/women-entrepreneurs.html>

<http://www.womenonbusiness.com/new-us-women-in-business-statistics-released-by-catalyst/>

For the last two thousand years leaders were males, with military style, promoting testosterone dominating alpha males, to lead other men. With the Paradigm shift in society and in business the new-paradigm leaders understand that racial, gender and sexual orientation sensitivity in our culture has changed. Leaders now lead a workforce of nearly half women, they lead a work force racially diverse. The patriarchal style of leadership needs to adapt to a new population. It's changing from 'Type-T' male-leading-male to a balance of 'Type T' and 'Type O' style. No longer white 'Mad-Men males, with hierarchical military style of testosterone dominating leadership. New leadership needs to adapt, to lead from not from competition, confrontation, and fear of punishment but adapt to a new population, with new sensitivities and a new paradigm-shift. Today a new-paradigm President can be African American or PepsiCo's Chairman and CEO, Indra Nooyi a woman of color. New-paradigm leaders, weatherman or woman, are leaders with a psyche and style built upon cooperation and collaboration, trust and empathy that seek consensus. This style is an inclusive balance between Oxytocin and Testosterone (not either or)

Leading by Moral Law

Oxytocin, Trust, Empathy and Team Building

I have a friend in the UK whose company pits sales teams and departments, against each other in fun competitions. Originally designed to support his love of toys, sports and fun. He has two of everything 2 yachts, 2 rally cars, 2 wave runners and all manner of fun toys, and now I understand why this kind of fun team building competition works physiologically, building trust, and character, laughing winning and losing together, is a rich oxytocin producing activity to bond teams to each other for the common good of the company.

Research into a molecule produced in the brain is leading to some remarkable insights in the workplace. Leaders now need to understand the research and how to implement and shift the corporate heart and brain. Here are some of the values needed to shift your corporate culture.

To promote the production of oxytocin, will become essential to running an effective business, says Paul Zak, a professor of economics and director of the Center for Neuroeconomics Studies at Claremont Graduate University in Claremont, California. The leadership traits he's identified include:

- **Praise**, given unexpectedly and in public.

- **Transparency in:**
 - identifying tasks
 - and setting goals.
- **Authenticity.**
- **Effective delegation** of work.
- **Empathy** to others' situations.
- **Anticipation of challenges**
- **Autonomy.**

Hard science into oxytocin is increasingly demonstrating the relationship between productivity and oxytocin. Once only associated with sex and childbirth, today the neurochemical is known to play an important role in creating feelings of trust, empathy and family-like bonds. The classic way to get people to do what you want is to produce fear, yet we have shown earlier this imbalance the SNS and produces stress hormones that lead to bad decision making and produce chronic anxiety leading often to burn-out. So, to help build and productive and happy teams we need to produce oxytocin producing environments.

The business models that produce cultures that consciously or unconsciously exploit employees and customers, basically take advantage of people, to achieve the largest possible profits the Gordon Gecko "greed is good" model, where you need fear and greed to motivate, to whip people into doing things that are not fun, not interesting.

But the Oxytocin, balanced approach shows another more effective option. Within an oxytocin rich workplace employee normally connect with each other, that's our motive being as social creatures, and if your business is about service, then your service business can become a virtue – you are engaging in a virtuous activity by serving the needs of somebody else. When you do that, when you serve the needs of your employees, of your customers, you will induce oxytocin release and they will want to reciprocate. "Customer loyalty?" This is how you do it neuro-chemically. Oxytocin surges when people are shown a sign of trust, and/or when something engages our empathy. When oxytocin surges, people behave in ways that are kinder, more generous, more cooperative, and more caring.

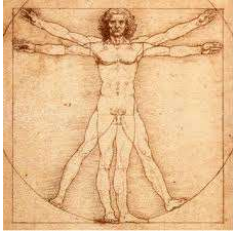
Chapter 7

Embrace Change

Everything is in a constant-state-of-change, therein lies the opportunity.

Nourish good habits, atrophy the bad, behave well, create loyalty and fairness around us.

Unmanaged Inside: Impermanence of Body and Mind



In just the last 3 weeks, quadrillion atoms, 10 to the power of 15 atoms have gone through your body that have gone through the body of every other species on this planet. And if you do radioactive isotope studies which have been done very elegantly, you can prove beyond a shadow of doubt that. Everything in our body is arising and passing at such speed, some faster than others, but nothing seems to be more permanent than our inability to get our minds around just how impermanent we are.

- **Less than 1 year** you replace 98% of all the atoms in your body.
- **5 days** new stomach lining
- **4 weeks** a new skin
- **6 weeks** a new liver
- **6 weeks** the actual raw material of DNA (holds memories of millions of years of evolutionary time, in fact hundreds of millions of years)
- **12 weeks** a new skeleton
- **52 weeks** a new brain cells that you think with, as carbon, hydrogen, nitrogen and oxygen, as those basic elements not there one year ago,
- **Two and a half years**, you replace every atom in your body, down to the last single atom.

Dealing with Impermanence and Uncertainty

On the subject of matter and body, William Hart speaks of this in his book, *The Art of Living, Vipassana Meditation*:

“Ultimately the seemingly solid body is composed of subatomic particles and empty space. What is more, even these subatomic particles have no real solidity: the existence span of one of them is much less than a trillionth of a second. Particles continuously arise and vanish, passing into and out of existence, like a flow of vibrations. This is the ultimate reality of the body, of all matter, discovered by the Buddha 2,500 years ago.”

“He found that the entire material universe was composed of particles, called in Pali, “kalapas”, or invisible units. These units exhibit in endless variation the basic qualities of matter: mass, cohesion, temperature, and movement. They combine to form structures which seem to have some permanence.... In a state of continual arising and passing away. This ultimate reality of matter: a constant stream of waves of particles.” (25:25)

We are in a constant state of change. From a scientific point of view this is true. We know cell divisions take place in each living being continuously. Old cells in our bodies die and yield place continuously to the new ones that are forming. The Mind and Brain influence each other constantly, like the waves in a sea, every moment many thoughts arise and pass. The mind and body are in constant change. Molecules arise from thoughts, thoughts from neurons. Technically speaking, no individual is ever composed of the same amount of energy, molecules, mind state or body state. The mind and body are in constant flux, constant change.

From the experience of Buddhist contemplative practice, comes the understanding that there is nothing that is fixed and permanent inside our body and mind. Everything is subject to change and alteration. "Decay is inherent in all component things," declared the Buddha, existence is a flux, and a continuous becoming. Life is comparable to a river, a series of different moments, joining together to give the impression of one continuous flow. Our body of yesterday is not exactly the same as today, or next week. The river of yesterday is not the same as the river of today. Changes occur continuously within and without us. Impermanence and change are undeniable truths of our inside and outside existence, from our "bodies" to our "corporate bodies of business" in the outside world, nothing stays the same.

The Pace of Change and Impermanence in Business

- Vast majority of executives say their companies are facing a more competitive environment than they were five years ago – 85% say "more" or "much more"
- Executives around the world see innovation and the free flow of information as the primary drivers of an accelerating pace of change in the global business environment
- An employee natural attrition rate can be between 1% and 5% depending on the size and industry of the company, without restructuring, reorganization or downsizing, a corporation change can arise and pass at a rapid rate.
- The U.S. Bureau of Labor Statistics has found that the U.S. *voluntary* turnover rate is 23.4% annually.
- One of the most important factors in the rate of change is "Greater ease of obtaining information, developing knowledge"
- Risk preparation is generally not great with only regulatory change, currency change and economic slowdown really planned for.

http://www.ebizq.net/blogs/decision_management/2006/07/the_pace_of_change_is_increasing.php

Within our nervous system and the collective nervous system of the company you work for.... Change-is-the-only-constant. We must be mindful of balance, so we can meet the challenge-of-change, with agility, meet uncertainty, with calm and balance, and build for change, build-in agility, cultivate adaption. As within...so without.

Can't buy me love. The impermanence of the corporate body and mind



If you believe our bodies do not change, you are more likely to believe that your team at the office will not change. Think again, everything changes. And there are costs inherent in too much employee turnover. The U.S. Bureau of Labor Statistics has found that the U.S. voluntary turnover rate is 23.4% annually. It's generally estimated that replacing an employee costs a business one-half to five times that employee's annual salary. So, if 25% of a business' workforce leaves and the average pay is \$35,000, it could cost a 100-person firm between \$438,000 and \$4 million a year to replace employees. You may not be able to prevent turnover, but skillful environment and healthy management of teams can minimize it.

Most of the reason's employees cited for their turnover are things that managers can influence. And managers, who can't or won't alter the factors that drive turnover, can expect to be writing help-wanted ads in the near future. According to James K. Harter, Ph.D., Gallup's chief scientist for workplace management, people leave companies because of factors that filter through the local work environment. At least 75% of the reasons for voluntary turnover can be influenced by managers. Money of course, is important, but it doesn't buy employee loyalty or love. Gallup conducted two polls in 2006 regarding turnover. Of those who quit their jobs, 82.8% left their companies, while 17.2% moved to a new position in the same company. When those who quit voluntarily were asked why they quit, "pay and benefits" was the second most common answer, but only 22.4% of respondents mentioned it. 16.5% said they were leaving, because of management or the general work environment. Creating a cooperative, oxytocin rich environment helps to bond employees and teams.

<http://businessjournal.gallup.com/content/106912/turning-around-your-turnover-problem.aspx#3>

Balance Seizes an Impermanent Opportunity



No Fear. (not SNS driven)

The Wall St Journal reported that when architects were presented with a new problem to design an impermanent stadium for the London Olympics, they stated that, "Architects aren't wired for impermanence. We're bred with this attitude that your buildings last for 50 year." Organizers of the 2012 London Games asked sports-architecture firm Populous to design a stadium that could be downsized and remade for a different future use. But it needed a whole new mind-set for the London job. "We had to embrace the temporary," Mr. Sheard says. "Not be afraid of the temporary. It wasn't a limitation on what we could do, but an opportunity."

Exercises and contemplative practice help us to understand impermanence and then teaches us to extract wisdom from it. One way to understand and prepare for impermanence more deeply is through contemplative practice, watching how thoughts, feelings and sensations, arise and pass away. The itch we feel on our nose dissolves and we no longer itch, the thought about our schedule is replaced by a thought about our friend. Thoughts come and go. Sensations come and go. We would like the pleasant thoughts and sensations to stay (attachment) and the unpleasant thoughts and sensations to pass quickly (aversion). This is natural. This is the nature of our minds and bodies, but the skillful practice is one that allows everything to be, as it is, without attachment or aversion. Understanding impermanence and gaining wisdom from this understanding can help us manage ourselves in the external world. The reality of impermanence, when not yet internalized, leads us to believe that everything lasts forever, including businesses and product lines. We tend to become brittle and resistant to change, and blind to the possibility of change in our lives. We end up viewing the world through inflexible and stale assumptions and stuck in our old ways of doing things, even when they are no longer working... Understanding the impermanence of the body-mind, gives us a greater ability to adapt to the changing environments, whether internal or external. We interact with life from the frequency of understanding change, embracing rather than resisting the possibility of change and adapting to the inevitability of change.

Negotiating and Understanding Impermanence and Uncertainty: The Domain of Agility

"Life is impermanent like the setting sun. Wealth is like dew of the morning grass. Praise is like the wind in a mountain pass. A youthful body is an autumn flower."

--Eleventh Dalai Lama--

Organizations are fluid, dynamic, living systems (Daft 1999, p. 11). Despite human nature's desire for stability, organizations are coming to understand that "the only certainty is uncertainty" (Nonaka 1996, p. 18). The changing nature of work is reflected in past and current theories of leadership. Historically, a leader's role was to maintain the status quo. "Maintaining stability was considered a cost saving and energy-efficient way of doing business, and change was perceived to disrupt operations and exhaust resources" (Daft 1999, p. 9). The new focus of

organizations is change. Accommodating change requires more than flexibility or adaptability. According to Goldrick, (1997, p. 17) the new leader is a “visionary or change agent, who always seeks new and better ways of attaining goals by challenging current paradigms... A leader must be able to cope with a dynamic environment, but more importantly, must themselves change to fit. This is the domain of elasticity.”

Chapter 8

Act don't React *Without biases.*

Inside Unmanaged: The Mind-Body, Feeling and Reaction Cycle

Bill Hart author of the *Art of Living, Vipassana Meditation* states, “Along with the physical process, there is the psychic process, the mind. Although it cannot be touched or seen, it seems more intimately connected with ourselves than our bodies... Yet how little we know about the mind, and how little we are able to control it... Our control of the conscious mind is tenuous enough, but the unconscious seems totally beyond our power of understanding, filled with forces of which we may not approve or be aware.” (25:26)

As the Buddha examined the body, he also examined the mind and found that it consisted of four processes. These processes occur in a split second in our mind-and body

1. **AWARENESS** Consciousness (*vinnana*)
2. **PERCIEVING** Perception (*sanna*)
3. **FEELING** Sensation (*vedana*)
4. **REACTION**, Fabrication, Simulation (*sankhara*)

AWARENESS, Consciousness: The cognizing part, undifferentiated cognition or awareness. It simply registers the reception of any input without labeling or judging. It registers input from the five senses and mind.

PERCIEVING, Perception: The second mental process – the act of recognition. This part labels, evaluates, and differentiates the data received by consciousness as positive, neutral or negative. The characteristic of noting and the function of recognizing what has been previously noted

FEELING, Sensation: As soon as any input is received, sensation arises on the body. It is a signal that something is happening. The SNS alarm is sounded. Every thought or idea has a sensation, producing some biochemical and bio-electromagnetic changes, of which usually we are not

aware unless it has a force such as anger, or joy, etc., then we may notice a burning sensation on the body, rising in the chest, or a pleasant tingling sensation throughout the body. As long as the input is not judged or evaluated, the sensation remains neutral. Once evaluation is made, sensation becomes pleasant or unpleasant.

REACTION, fabrication, conditioned: After the sensation/feeling occurs and an evaluation is made, then a reaction to the sensation/feeling happens. If it is an unpleasant sensation, volition forms in reaction to stop it, or to push it away. If it is a pleasant sensation, we begin to like it and craving arises. The process of reaction occurs in a split-second, each moment any of the senses comes into contact with any stimulus and repeats itself with each subsequent moment of contact. When a particular reaction has been repeated over a longer period of time, it takes a pronounced intensified form and awareness of it develops at the conscious level.

“Some reactions, the Buddha said, are like lines drawn on the surface of a pool of water, as soon as they are drawn, they are erased. Others are like lines traced on a sandy beach if drawn in the morning, they are gone by night, wiped away by the tide or the wind. Others are like lines cut deeply into rock with a chisel and hammer. They too will be obliterated as the rock erodes, but it will take ages for them to disappear.” (40:130)

When the term “mind” is used, it does not mean the brain; the Western concept equating the brain with the mind is not what is meant here. Instead, it refers to every atom on the body; wherever we feel anything, the mind is there, the whole body contains the mind. The mind meeting matter occurs on a sub-atomic level. It’s all a mind-body process, nothing is all in the mind, or all-in-the-body.

Three Examples:

1. a) Some person gestures and insults you in traffic. You have just had a wonderful relaxing weekend

Insult ->(Recognition) enters to the sense door of the eye and meets:



- **Awareness**, Consciousness > (recognition) someone is gesturing at me...
- **Perception** > (cognition into evaluation) they are insulting me unjustly...
- **Feeling**, > Sensation >A burning rising sensation in the chest...
- **Reaction** >you observe an unpleasant burning sensation on the body, but it soon passes away. Minor SNS reaction with good balance from PSN

b) Some person gestures and insults you in traffic. You have just had a terrible day at work.

Insult -> enters to the sense door of the eye and meets:



- **Awareness** > (recognition) someone is gesturing at me...
- **Perception**> (cognition into evaluation) they are insulting me incredibly unjustly...!!
- **Sensation** > A very unpleasant burning rising sensation in the chest, just like the one observed all that day at work, face becomes flushed...
- **Reaction** > this sensation is almost unbearable; you feel you must do something; you honk your horn and gesture back. Mild SNS reaction with some cool-headed balancing of the PNS

c) Some person gestures and insults you in traffic. You have just had a terrible day at work, AND your boss fired you unjustly.

Insult -> enters to the sense door of the eye and meets:



- **Awareness** > (recognition) someone is gesturing at me...
- **Perception**> (cognition into evaluation) they are insulting me, it is just too unjust to be true!
- **Feeling** > Very, very intense burning sensation in the chest, rising to the head, face flushing, blood pounding unbearably into the head,
- **Reaction** > you honk your horn and gesture back, insult follows insult, you jump out of your car, an altercation follows. Extreme SNS reaction without the cool-headed balancing of the PNS

The first example is like a line drawn on water.

The second example is like a line drawn on the sand.

The third example is like a line chiseled into rock.

Every reaction is conditioned by the processes leading up to it, and will, in turn, condition the processes that follow. "The conditioning operates by influencing the second mental function: perception. Consciousness, (the first reaction), is basically undifferentiating, non-discrimination. Its purpose is merely to register that contact has occurred in the mind or body. Perception, however, is discriminative. It draws on the store of past experiences in order to evaluate and categorize any new phenomenon.

Our past reactions become the points of reference by which we seek to understand a new experience or situation; we judge and classify it in accordance with our past reactions. It is in

this way, instead of seeing reality-as-it-is, we see through the filters of our own preferences and prejudices, our perception blurred by our past conditioning.

All of our reactions of craving and aversion influence our perception of the present. "In accordance with distorted perception, an essentially neutral sensation immediately becomes pleasant or unpleasant. To this sensation we again react creating a new conditioning which, in turn, distorts our perceptions further." (25:106) in this way, not only is each reaction clouded by past conditions, but each reaction also contributes to the cause of future reactions."

From the experience of Buddhist contemplative practice, comes the understanding and realization that there is nothing that is fixed and permanent inside us or for that matter inside our companies. Everything is subject to change and alteration. "Decay is inherent in all component things," declared the Buddha, existence is a flux, and a continuous becoming. Life is comparable to a river, a series of different moments, joining together to give the impression of one continuous flow. Our body of yesterday is not exactly the same as today, or next week. The river of yesterday is not the same as the river of today. Changes occur continuously within and without us.

By dealing with the reality-as-it-is it, and not reacting from a place of an over-revved SNS, we are able to make balanced and centered decisions, unfettered and unconditioned by past reactions, meeting this one fresh and in the moment.

Example of the Quarterly Report

1, Awareness/consciousness meets the 'form' of letters there is contact between form-the letters on the page and your eyes. Your consciousness becomes aware of the letters on the page of the quarterly report.

2. Perception/recognition identifies the words that are written there.

3. Feeling/sensation arise produced by the report, an emotional response--pleasure, displeasure, or indifference.

4. Reaction/Simulation/volition/ responds with a conditioned reaction--sitting at attention, daydreaming, or perhaps yawning. In this case of bad news.... she sits to attention, a SNS testosterone reaction kicks in. In her reaction to the report, she makes decisions that are over-reactions based on HER conditioning from her past history "I will be crucified by the board for this" I must slash and burn my way to profit ASAP. This reaction or fabrication is not based on the reality-as-it-is for the present company, but rather her post traumatic response, of being hauled over the coals, in past situations. Her fabrication comes from her association with her unprocessed sensations, formed by conditioned reactions to feeling/sensations from earlier in her career, totally unrelated to this company's present situation. She overreacts causing the suffering of unnecessary layoffs, with the collateral damage reverberating out to families, children and co-workers.

One dimensional metrics

To add insult to injury this financial quarterly report only represents only one dimension of the reality-as-it-is for this corporation, it leaves out the metric of Human Capital and Customer Capital, the measuring of which may have produced a fuller more prosperous and holistic picture of the company's wellness. And thus, avoided the overreaction of deep cuts.

A Corporation is More-Than-the-Sum of Its (Bottom-Line) Parts

Understanding that the value of the company is not just the financial bottom-line is crucial to Conscious Capitalism, where decisions are made not just from the bottom-line, but also the wellness of the Human Capital and of the Customer Capital.

Much the same as the fact that our eyes see a limited band width of light. Human beings are so used to observing the physical world visually that we equate visual observation with reality. But this is not necessarily correct. The human eye has operating characteristics that limit the accuracy of visual observations. For example, everyone knows that we can only see light over the limited range from red to blue, but we presume that there is no distortion of perception over this visual range. But this is definitely not true.

So ...to not include the Human Capital, the talent inherent in an organization, as a metric that contributes and invents future revenues is a limited spectrum of foresight. So too is the lack of metrics in the Customer Capita domain.

Capital maybe be King, but Culture is Queen

Investing in detoxifying the toxic culture of companies is a paramount, and to track a metric of Human Capital is essential. We need to shift and change the culture always towards cooperation and empathy. To take stock of three dimensions (financial, human and customer/social) allows you to deal with the business reality-as-it-is.

Human beings, in general, are hardwired to do good we have the oxytocin-serotonin and dopamine reward feedback loop, that helps us feel good when we cooperate, help someone or just plain empathize with someone else's problem. It's in our DNA. Companies and leaders need to set the context for good behavior to flourish, in order to detoxify and clean out the cultural context of business.

Cooperation is needed for evolution to construct new levels of organization. Not just in corporations but also Genomes, cells, multi-cellular organisms, and human society are all based on cooperation. All life cellular and corporate are based on simple Darwinian natural truths. Competition has long been studied in the evolutionary process, but recently studies on how nature and humans evolved are turning to the long-neglected place of cooperation as a survival mechanism. Harvard's Mathematical biologist Martin Nowak is studying the evolution of cooperation. Nourishing a culture of cooperation is evolutionary time-tested and major survival mechanism for individuals and groups.

Nowak makes the interesting point that winning strategies for cooperation require three characteristics. They are generous, hopeful and forgiving. Nowak studies and speaks of *direct reciprocity* to look briefly at indirect reciprocity, where I help you, and somebody else helps me. This is the premise of the movie *Pay It Forward*. I don't expect reciprocity necessarily from you. This kind of reciprocity depends upon reputation; where someone observes my behavior and spreads it through populations through gossip. Communication and language are critical to *indirect reciprocity*. As Harvard Professor David Haig puts it: "For *direct reciprocity* you need a face. For *indirect reciprocity* you need a name." That's because in *direct reciprocity*, all I need to do is recognize who you are. But with *indirect reciprocity*, I need some way of communicating about who you are without you necessarily present. That's where a name, or some other word to represent you, is critical.

Self-less service has countless stories of people giving their lives for the saving of others, sacrifices for the group abound, people will respond to trust, empathy and cooperation. We are hardwired for it. Oxytocin's very nature rewards us for it rewarding us with dopamine and serotonin. Toxic cultures want to shift, given the right values and leadership.

<http://www.alchemyofchange.net/deep-cooperation/>

<http://www.scientificamerican.com/article.cfm?id=why-we-help-evolution-cooperation>

Chapter 9

Measure to Treasure

Human Capital metrics change everything.

Metrics of the Wellness Index of the Corporate Body-Mind-Spirit

How sick or how healthy is your corporate Body? Extract information from the corporate body data cube to form your 'Wellness Index'

- Company employee medical history costs.
- Employee biometrics and health risk assessments aggregates.
- Claims data percentage against health insurance costs.
- Pharmacy usage percentage per employee.
- Complex imaging percentage per employee.
- Pre-certifications percentage per employee.
- Sick days, presenteeism and absenteeism.
- Turn over costs above industry average.

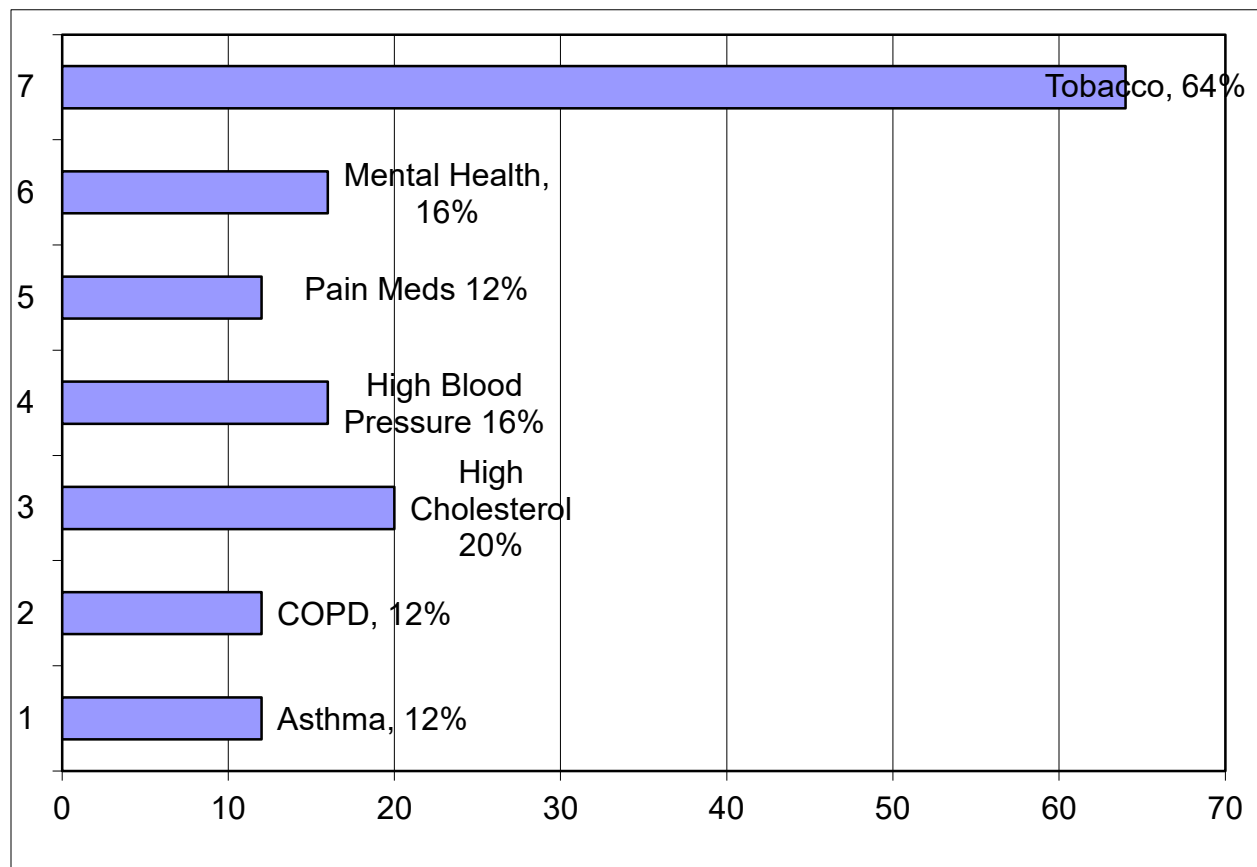
The individual cells (employees) or organ systems (departments) can be measured for their wellness. Great risks and rewards lie in the management of the wellness and disease of the cells of the corporate body.

Wellness for the Corporate Body.

I remember several years ago I was called in to a first appointment with the head of HR at a manufacturing company in rural New Hampshire, for corporate wellness. As I walked past the employee exit from the car park to the main entrance, I noticed hundreds of cigarette butts littering the door well. As I was led through the factory to the HR office, I noticed all the employees I saw were obese, with an average age of 50 years. Before I sat in the chair for my appointment it didn't take a Sherlock Holmes to conclude that a manufacturing company, with an average 50-year-old, obese, smoking employee, in the middle of a recession, was in deep trouble. Sure, enough the appointment revealed their soaring healthcare costs were increasing at 20% a year, and they were eating into meagre profits. They were looking for relief through a self-funded insurance plan, and I was called in by the insurance company to see if True-Wellness could whip them in to shape for a year before insuring them, as the insurance actuaries and declined to insure them. Unfortunately, this corporate body had gone too far, without even an ounce-of-prevention in their entire history, they could not even afford simple wellness intervention. The patient had become too toxic to turn their health round.

Yet another blue-collar company I am working with is the counter point to the above story. Slowly ramping up and appreciating their growing wellness. This process began by taking a 'health inventory.' Through HRA (health questionnaires) Biometrics (blood pressure and blood tests) also through past insurance claims, we pieced together the data to plan a Wellness Campaign.

Here is an example of a company wellness inventory



Our company True-Wellness crafted a plan for smoking cessation programs with \$500 bonuses, nutrition, pedometer, sleeping, stress relief, weight-loss, back-care online and onsite programs. Designed from Health Risk assessments and Biometrics to target the company's most pressing wellness challenges. Many programs included low-cost integrative medicine options such as acupuncture and chiropractic to increase their effectiveness. We enhanced their cafeteria menu, switched out the soda and vending machines to healthier options. Our healthcare

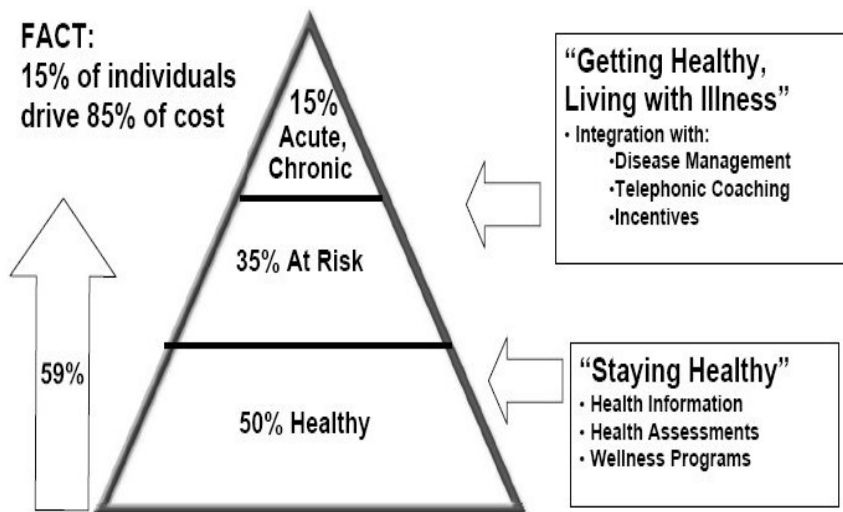
practitioners gave individual telephone consultations and set employee health goals. The company thrived!!! Lowered their healthcare costs each year.

The Cost of an unhealthy employee can be measured against healthy employees.

- Heart Disease and related problems ... 228% higher
- High Blood Sugar ... 54%
- Obesity ... 48% higher
- High Stress ... 45% higher
- Poor Exercise habits ... 28% higher
- High Blood Pressure ... 24% higher
- Smokers cost employers \$3,850 a year more than non-smokers
- Diabetes Type II (preventable) costs \$6,600 per year
- Back Surgeries (some preventable) cost up to \$60,000 per operation

Based on a study conducted by the Health Enhancement Research Organization (HERO) examined more than 46,000 employees from across the United States over a three-year period. <http://www.the-hero.org/>

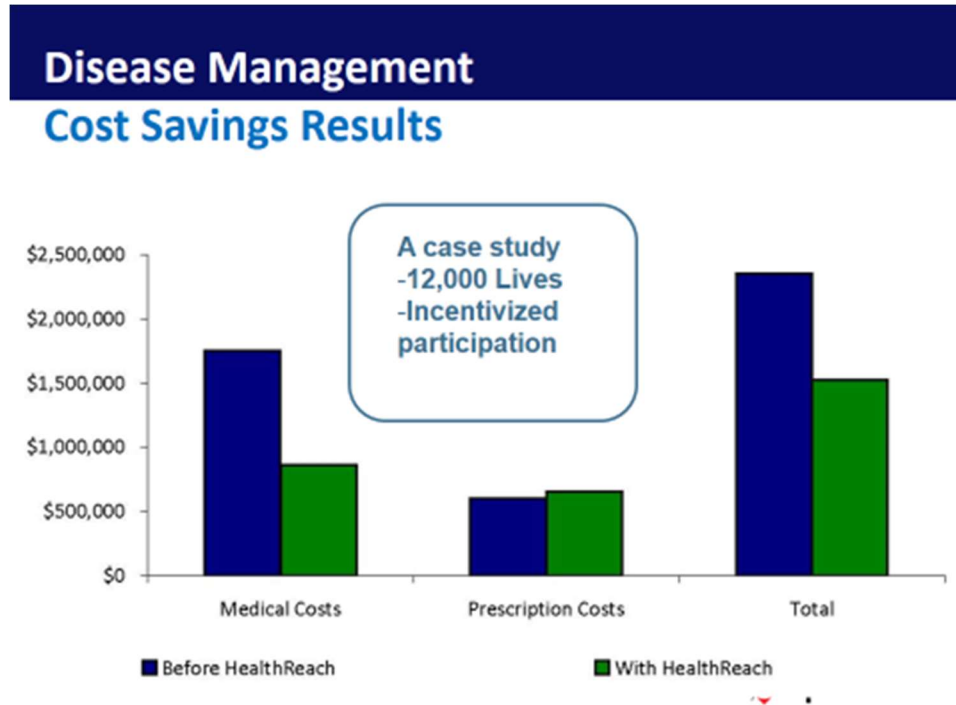
Managing Disease within the Corporate Body



FACT: 59% of next year's high-cost population comes from this year's low-cost population.

Learning to identify and prevent disease in the from this year's healthy population, has financial rewards next year.

Disease management controls costs of prescriptions, and education of employees about urgent care versus intensive care has significant rewards. Have a look at one disease management company's results. Their health out-reach from nurses led to more appropriate usage prescription drugs, and better control of hospital and ER visits.



How can we Measure the Corporate Mind?

There are some common measures for the depressed or wandering mind of the corporate body. Is it reactive in an ADHD Attention deficit hyperactive kind of way? Is there enough time-off and vacation time to rejuvenate and renew itself (PNS)? How present and engaged are the employees at work? Are they grasping at sick days to avoid work, are those days disproportionate to the industry average? How many people are leaving the company?

- Sick days,
- Vacation days not taken,
- Absenteeism
- Presenteeism
- Disability Short term,
- Workers Comp
- Turn-over (churn) costs

All of these metrics give us a fair measure of a healthy or unhealthy corporate mind.

How to Cultivate a Balanced and Healthy Corporate Heart-Mind

Watson Wyatt have constructed a survey of companies linking their key management practices to their market value concluded that four major categories of HR practice could be linked to a 30 per cent increase in shareholder value.

Directly related to a healthy corporate mind are 16% of market value, collegial workplace recruiting and retention and communication and integrity

Practice	Impact on market value
Total rewards and accountability that differentiate between high and poor performers	16.5%
Collegial, flexible workplace environment encouraging teamwork and co-operation	9.0%
Recruiting and retention excellence development of recruitment to support strategic aims	7.9%
Communication integrity where goals are clearly stated	7.1%

Engagement of the corporate mind is key....

- The application of the engagement model looked at the employee–customer–profit chain - if you keep your employees satisfied, they will help ensure that your customers remain satisfied, and your customers in turn will ensure and improve your corporate profits.
- The result of this, in measuring and managing employee performance is that the pursuit of employee satisfaction has become interlinked with the concept of HR strategy and business alignment

- Measuring and improving employee satisfaction has become an important basis of organizational improvement.
- Employee attitude or climate surveys have become a key measure of human capital.
- Surveys have shown links between employee morale and business metrics, particularly at the business unit performance level

Nourishing and inspiring the Corporate Heart

As human beings all of us are-hard wired to respond to praise and kindness (and as a martial-arts friend of mine says “do not mistake my kindness for weakness”) We want to work where we are a valued and recognized member of a team. We all want to be directed and inspired in our purpose, to work in an environment where ethics are promoted, where practices and policies are just and fair. The moral tone of the company’s Heart-Mind is reflected into these moral practices, where the basic humanity is honored. We want to know there are rules that create a level-playing field for our careers. We should not be *de-moral-ized* by unfair gender, sexual or racial practices, or ignore or marginalized. Just like a family we want create a protected and safe environment, with fair and firm leadership to make everyone more creative and productive in the world.

The Wellness of the Corporate Heart and Mind, *New Clans-New Rules*

Organizing company culture and values around kindness and new-paradigm behaviors, sets the stage for a true-balance of SNS and PSNS, where fight-or-flight psychology of survival-of-the-fittest, does not skew decision making for the negative. Rather the new-clan, new-rules sets the stage for an oxytocin rich environment flourishes, seeing the reality unclouded by the SNS survival-of-the-fittest, but with reality-as-it-is from a cooperative, collaborative clarity.

New rules need new leaders with balance, leading by example and setting the stage and tone of the corporate mind with decisions made from heart-cultivated integrity and moral values. There are studies promoting skills that train the corporate mind/management. Studies are linking empathy to business results. They include studies that correlate empathy with increased sales, with the performance of the best managers of product development teams and with enhanced performance in an increasingly diverse workforce.

In a popular Harvard Business Review article Dr Daniel Goleman (What makes a Leader) emphasizes three reasons why empathy is so important:

1. The increasing use of teams, (which he refers to as "cauldrons of bubbling emotions"),
2. The rapid pace of globalization (with cross cultural communication easily leading to misunderstandings) and

3. The growing need to retain talent. "Leaders with empathy," states Goleman, "do more than sympathize with people around them: they use their knowledge to improve their companies.

Cultivating these skills through workshop trainings and team building exercises, strengthen and reinforce the subtle empathy tools that are already present but maybe left under nourished, and without prominence in the company culture.

Workshops on cultivating empathy, gender and racial sensitivity training and communication seminars all cultivate a sense of corporate fair-play in the minds of employees and in the collective corporate mind. We have learned earlier how Oxytocin and Testosterone balance and also of the SNS and the PSNS nervous balance, create neurochemicals in our brains that cultivate loyalty and bind us to our clans. We learned how praise from managers bond us more tightly than cash bonuses and stock options can. These factors in balance, cultivate loyalty and fight off the demoralizing and costly 'turn-over'. They make us happier and more 'present' with our tasks, and when we are happier, we are absent less and take fewer 'sick-days' and disability goes down. Perhaps more importantly as our corporate mind becomes happier, more socialized and kinder... productivity and creativity go through the roof!

- Brain, the processing of its information and leadership decisions.
- Heart, sensing and circulation of information, feeling information from the extremities.
- Personality, the collection of corporate events, traumas, memories and past reactions from its corporate myths.
- Ego, the self-belief of its own capabilities, often does not reflect the reality-as-it-is and oversteps the market's expectations or does not meet its customer's needs.

The Corporate Culture/Spirit. The corporate is culture produced over decades and tenures of different leaderships produce the quality of intent-of-purpose that lives on... when all the individual cells/employees have been replaced or recycled, the culture lives on.

The Spirit of the Culture can inspire the Body-Mind to greater things, or its toxicity will poison Body-Mind infect its customer capital and kill the corporation off!

We need to nourish resilience and balance, fighting spirit and kindness, fair play and integrity, oxytocin and testosterone, SNS and PSNS, Yin and Yang however you identify and measure it. True Balance must be strived for and measured to achieve our company's full potential and profit. This is a profit of dollars, creativity, intellectual capital, kindness, empathy and happiness.

To review, to Detoxify and re-contextualize business, we need to dig out the following metrics, form their hiding places

The Human Capital Wellness Index

Once we can measure Wellness Index metrics, real change of the corporate Body-heart-mind-spirit health can be achieved. A change that can be quantified and measured, comes to be treasured for the wisdom and it holds. CEO's then start to take notice, especially when it starts to impact company value.

Let's say a group of investors is considering a purchase of a \$100 million company. They are evaluating two candidates, with roughly the same financials and market opportunities. These investors consider how these companies may project-out over the next three years, the *Wellness Index* offers a treasured glimpse into the Body-heart-mind-spirit of these prospect companies. These invaluable insights, flying below-the-radar of the traditional financials, seal-the-deal when the investors discover one company is diseased and the other is vibrantly healthy. The metrics of Body-heart-mind-spirit *Wellness Index* makes the difference and clearer decisions are made. The company with a high 'Wellness Index' obviously will have a brighter future for its human, customer, social capital and shareholders than the diseased one.

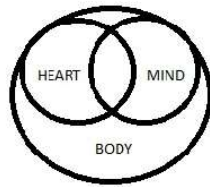
The Wellness Index of Human Capital below is one attempt. If your CEO received a bad report card from his auditors, that lower his company's stock values, all of the ideas of the new paradigm, where investors and management can measure and care for their employees with integrity, suddenly get taken very seriously indeed!!

CATEGORY	EG.	YOUR COMPANY
• Health Insurance Costs.....	25%.....	
• Underwriter's estimate.....	N/A.....	
• Sick days.....	50%.....	
• Vacation days not taken.....	75%.....	
• Absenteeism.....	50%.....	
• Presenteeism.....	50%.....	
• Disability short term.....	25%.....	
• Worker's Comp.....	20%.....	
• Turn over costs.....	30%.....	
• Wellness /disease management.....	75%.....	
• Biometrics.....	50%.....	
• HRA Health Risk Assessments.....	50%.....	
• Employee Stress Evaluation.....	30%.....	
•		

HUMAN CAPITAL WELLNESS INDEX

POOR PROGNOSIS OVER NEXT FEW YEARS.....42%.....YOUR COMPANY...

Measure to Treasure Balance Toolbox. Program Exercises



Evaluate and Scan *yourself* and your team,

With awareness daily for stress or negativity.

2 Evaluation Questionnaires and 3 Exercises

1. Are you “Type T” or “Type O”? *what’s your Balance score*
2. Stress Test, how stressed are you? (monthly)
3. Daily Awareness Scan of yourself
4. Scan your team.
5. Ten Belly Breathes

#1) ‘Type T’ versus ‘Type O’ Evaluation

Score this yourself and then ask a trusted co-worker to score it for you. It is only a very rough evaluation of those behaviors developed from, and associated with, testosterone and oxytocin, it obviously it does not correlate to excesses or deficiencies found in your blood. Please remember, this is taking a reductionist view to work with multi-dimensional neuro chemicals that are involved with balance. It’s not about either-or, but the skillful and appropriate expression of both sides of the coin. You need both in balance. There are times when we need empathy in the sales process with the customer and then aggression to pursue and close the sale. Make a note of which areas you need to work on. Then take the test again in a month rate the qualities on each side, both ‘Type T’ and ‘Type O’, from 0 to 5.

If you are Female score 5 and score the male side 0. Females have more Oxytocin and less Testosterone.

If you are a Male score 5, and female 0. Males have more testosterone and less Oxytocin.

Write your scores on the left and right and then total-up. Let’s take the test...

	Testosterone Type “T”score	Oxytocin Type “O”	
	Score to 5	Score 0 to 5	
	←Competition	Cooperation→	

Aggression	Empathy
Male	Female
Selfish	Selfless
Miserly	Generous
Reckless	Moral
Risks	Risk Adverse
Punishing (DHT)	Conciliatory
A sense of Separateness	A Sense of Team
Increases Fear and Anxiety	Reduces Anxiety and Fear
Goal Direction	Reinforces learning
Misses' emotional cues	Reads facial& body language
Speaks too much	Listens
Greed and fear driven	Virtue and service driven
I Win	Win Win
<----Testosterone total	Oxytocin total ----->

40+	Type T tone it down,	needs good Type O score
	Type O	Well balanced 45+
		Very Skillful 60+

#2) Stress Test. So how stressed am I anyway?

Maintaining your own balance can particularly help in times of stress so that the "small stuff" doesn't knock you sideways. A simple test is included to give you approximate feedback on your stress level:

Part 1. For questions 1-through-27, use the following scale:

0 Always; **1** Often; **2** Sometimes; **3** Once in a while; **4** Never

- | |
|--|
| 1) Do you eat 3 meals at regular times each day? |
| 2) Do you eat one hot balanced meal per day? |
| 3) Do you do something to nurture yourself each day? |

4) Do you spend quiet, relaxed time daily (meditation, relaxation, yoga, music)?
5) Do you give daily hugs/affection to family, friends or pets?
6) Do you receive daily hugs/affection from family, friends or pets?
7) Do you take a multi-vitamin, antioxidant, or supplement daily?
8) Do you feel calm and relaxed most days?
9) Do you get 7 to 8 hours of sleep at least 4 times per week?
10) Do you sleep at the same time 4 times per week?
11) Do you raise your heart rate through exercise 20 minutes 3 to 4 times a week?
12) Are you rejuvenated from work stress by your weekends?
13) Can you meet your basic monthly financial expenses?
14) Do you meet at least once a month in team sports/hobbies/clubs?
15) Have you developed a new acquaintance or friendship this month?
16) Do you create a fun, relaxed space with people you live with at least once a month?
17) Do you have at least one dependable, close friend or relative who lives near you?
18) Are you at the correct body weight?
19) Are you supported by your spiritual beliefs and spiritual community?
20) Do you have friends you share feelings with?
21) Are you in good physical health?
22) Can you express anger, worry or other strong feelings appropriately when upset?
23) Are you happy with your sex life?
24) Do you have a private space in your own home where you can retreat?
25) Are you happy with your job or career?
26) Do you have clear personal and career goals?
27) Do you enjoy where you live?

Total Part 1 _____

Part 2; For questions 1-through-15 use the following scale:

0 Never; **1** Once in a while; **2** Sometimes; **3** Often; **4** Always.

1) Do you smoke cigarettes? Do you drink more than?
2) 2 alcoholic drinks per day (including beer and wine)?

3) Do you watch TV more than one hour per day?
4) Do you regularly (weekly) experience conflict with a boss/spouse/in-law, etc.?
5) Do you often feel lonely?
6) Have you had any hard liquor in the past month?
7) Have you had a separation/loss/break-up recently?
8) Have you recently experienced the loss of a loved-one?
9) Have you had a recent illness/accident/injury?
10) Have you experienced a major change in your lifestyle (new baby, retirement, job change, move)?
11) Have you had a major change in your financial situation?
12) Have you or a close relative or friend recently experienced any legal conflict, (i.e., being in prison, being sued, suing, etc.)
13) Do you have accumulated vacation time due you?
14) Do you have frequent temper outbursts or arguments in the course of a week?
15) Do you feel overloaded by your daily schedule?

Total Part 2 _____

Total Part 1 _____

Total Part 2 _____

Grand Total Parts 1 & 2 _____

30 and under: Good body/mind/spirit balance, you've scored well.

30 - 50: Well, done, certain aspects still need work, do you know what they are?

50-70: Managing on the edge of balance - one major upset could topple you. Pay attention.

70 - 100: Major aspects of stress in your life which could threaten your body/mind health.

100 + and over: Close to burnout conditions, serious crash ahead. Be careful.

#3) Awareness Scan

Balance Mind-Body Program

- 1. Listening to the simple Guided Scan Audio** Technique daily takes only 20 minutes yet can be profoundly life changing. Simply click Download the Relaxation Awareness Audio: [http://true-wellness.com/twmedia/mp3/Body Scan Stress Relief.mp3](http://true-wellness.com/twmedia/mp3/Body_Scan_Stress_Relief.mp3)
You can transfer the audio files to where you can use them easily, your MP3 player, iPhone, iPod, iPad, work computer, wherever you can relax, and listen to them in peace. Do it daily for 5 weeks, and we promise you will notice the positive difference. Even if you choose to do nothing else, doing 20 minutes of the Body-Scan will get you phenomenal results
- 2. View the Stress Video:** View either the short introduction or the 30-minute video with. It provides insightful information to educate and motivate you to better understand the techniques. <http://true-wellness.com/component/content/article/70>

#4) Five Minute Team Stress Scan

Now having done your daily practice of scanning with balance awareness in your body, you have balanced your SNS and PSNS. Now we want to scan this into your workplace and those that you are responsible for, or work with on a daily basis. Scan through your team and your projects for stress points. Understand and sense those around you who may be stress or projects that are in a stress choke point. As you move through these areas that maybe be blocked or reactive to you, from within a balanced body-mind frame, that you have just created, you may gain insights from your balanced relax state. You sense from an even perspective.

#5) Ten Belly Breathes. Shallow breathing primes the pump of the flight-or-flight SNS, slow belly breathes invoke a mild relaxation response. Use this in stressful meetings, or when you start to feel stress being activated and you need a “cool head, warm heart” For example, take ten belly breathes, inhaling and exhaling a little more fully than usual. This is both energizing and relaxing, activating first the sympathetic system and then the parasympathetic one, back and forth, in a gentle rhythm. Notice how you feel when you’re done. Try a simple breathing exercise: Relaxed abdominal breathing is a slow, calm style of breathing where we breathe mainly from our diaphragm/abdomen. If you observe a child that is relaxed and happy and you will see that their abdomen moves out when they inhale, and it deflates when they exhale. There is very little movement in their chest. Studies have shown that practicing this style of diaphragmatic breathing reduces muscle tension and anxiety levels within 60 seconds. Abdominal, slow breathing stimulates the Parasympathetic.

References

SNS and PSNS Balance: Progressive Relaxation Research,

20 minutes of progressive relaxation-a-day, over 5 weeks, produced massive results.

50% Reduction in Visits to an HMO

- After a relaxation-response based intervention which resulted in estimated significant cost savings. *Behavioural Medicine, Volume 16, pages 165-173, 1990.*

80% of Hypertensive Patients have Lowered Blood Pressure and Decreased Medications - 16% are Able to discontinue all of their Medications

- Patients in the relaxation response group were more likely to successfully eliminate an antihypertensive medication. *The Journal of Complementary and Alternative Medicine, 2008.*
- These results lasted at least three years. *Journal of Cardiopulmonary Rehabilitation, Volume 9, pages 316-324, 1989.*

Relaxation Therapy Similar to Stage 1 Sleep

- RT may exert their therapeutic effects, in part, through cerebral energy conservation/restoration. *Applied Psychophysiology and Biofeedback, 2004.*

64% Decreased Stress and Anxiety

- *Lower levels of perceived stress and anxiety and increased stress management behaviours compared to scores of 44 10th graders participating in the wait list control group. Annual meeting of the Society of Behavioural Medicine, 2009.*

31% Improvement in Severe PMS

- Over a 5-month study. *Obstet Gynecol 75(4): 649-55.*

Increased Fertility

- The group was able to cope more effectively with the demands of infertility treatment. *Annual meeting of the Society of Behavioural Medicine, 2009.*

Chronic Pain Patients Reduce their Physician Visits by 36%.

- *The Clinical Journal of Pain, Volume 2, pages 305-310, 1991.*

Open Heart Surgery Patients have Fewer Post-Operative Complications.

- *Behavioural Medicine, Volume 5, pages 111-117, 1989.*

100% of Insomnia Patients Reported Improved Sleep and 91% Either Eliminated or Reduced Sleeping Medication Use.

- *The American Journal of Medicine, Volume 100, pages 212-216, 1996.*

Infertile women have a 42% conception rate, a 38% take-home baby rate, and decreased levels of depression, anxiety, and anger.

- *Journal of American Medical Women's Association. Volume 54, pages 196-8, 1999.*

57% Reduction in PMS reduction in physical and psychological symptoms.

- *Obstetrics and Gynecology, Volume 75, pages 649-655, April 1990.*

Increased Self-Esteem: High school students exposed to a relaxation response-based curriculum had significantly increased their self-esteem.

- *The Journal of Research and Development in Education, Volume 27, pages 226-231, 1994.*

More Effective at School Inner city middle school students improved grade score, work habits and cooperation and decreased absences.

- *Journal of Research and Development in Education, Volume 33, pages 156-165, Spring 2000.*

Mind-to-Body Pain Relief Research

Chronic Pain Patients Reduce their Physician Visits by 36%.

- *The Clinical Journal of Pain, Volume 2, pages 305-310, 1991.*

A study of 63 people with rheumatoid arthritis found that Mindfulness Based Stress Reduction helped to improve quality of life.

- *Mind-Body Medicine Practices, National Institutes of Health* <http://report.nih.gov/NIHfactsheets/ViewFactSheet.aspx?csid=102>

Decreased use of pain-related medications, and increased levels of self-esteem.

- *Mills, 1981; Kabat-Zinn, 1985; Harmon, 1999*

≥ 33% reduction in mean total McGill-Melzack Pain Rating Index and 50% reported a ≥ 50% pain reduction

- (1982). An outpatient program in behavioural medicine for chronic pain patients based on the practice of mindfulness meditation: Theoretical considerations and preliminary results. *General Hospital Psychiatry*, 4, 33-47.

72% of participants reported moderate to great improvements in pain status at 6 months, 1 year, and 3 years; 62% reached these levels at 2 years; and 60% reached moderate to great improvement status at 4 years.

- *Kabat-Zinn, J., Lipworth, L., Burnery, R., & Sellers, W. (1986). Four-year follow-up of a meditation-based program for the self-regulation of chronic pain: Treatment outcomes and compliance. Clinical Journal of Pain, 2, 159-173*

Reduced disability secondary to back pain, improvements on global and physical health, and improved pain levels compared to pre-intervention levels.

- *Morone, N., Weiner, D., & Greco, C. (2005). Randomized trial of mindfulness meditation in older adults for the treatment of chronic low back pain.*

- 3/4 of patients >> 33% decrease in pain- 1/2 of patients >> 50% decrease in pain - 44% of patients >> decreased analgesic use- 28% of patients >> discontinued analgesics

- *The Clinical Use of Mindfulness Meditation for the Self-Regulation of Chronic Pain, Kabat-Zinn, J. Journal of Behavioural Medicine 1985*

Many patients needed less pain medication. After fifteen months, not only did they suffer less pain, but because they suffered less pain they also suffered less from depression and anxiety

- *W.E. Mehling, K.A. Hamel, M. Acree, N. Byl, and F.M. Hecht. Randomized, controlled trial of breath therapy for patients with chronic low-back pain. Altern Ther Health Med 2005 Jul-Aug; 11(4):44-52*

Acceptance-based interventions such as mindfulness-based stress reduction program and acceptance and commitment therapy are alternative approaches to cognitive behavioural therapy for treating patients with chronic pain. In this systematic review and meta-analysis **twenty-two studies were included, totalling 1235 patients with chronic pain. The results suggest that a mindfulness-based stress reduction program and acceptance and commitment therapy can be good** alternatives to cognitive behavioural therapy. More high-quality studies

are needed. Acceptance-based therapies have small to medium effects on physical and mental health in chronic pain patients comparable to those of cognitive behavioural therapy.

- *Veehof MM, Oskam MJ, Schreurs KM, Bohlmeijer ET. Acceptance-based interventions for the treatment of chronic pain: a systematic review and meta-analysis. Pain. 152(3):533-42, 2011.*

Ten studies were included in this review. Mindfulness-based interventions showed non-specific effects for the **reduction of pain symptoms and the improvement of depressive symptoms in patients with chronic pain.** There were also some improvements in psychological measures related to chronic pain including pain coping. Further research in larger studies is warranted. Reacts from survival mode

- *Chiesa A, Serretti A. Mindfulness-based interventions for chronic pain: a systematic review of the evidence. Journal of Alternative & Complementary Medicine. 17(1): 83-93, 2011.*

Glossary of Terms

Detoxify --*To remove or transform toxic properties from a living organism*

Corporate Culture--- *A blend of the values, beliefs, taboos, symbols, rituals and myths all companies develop over time*

SNS—Sympathetic Nervous System

PNSN--Parasympathetic Nervous Systems

Type O – Personality type dominated by oxytocin type behaviors

Type T-- Personality type dominated by testosterone type behaviors