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When I was young and free and my imagination had no limits, I dreamed of changing the world: as I grew older and wiser I discovered the world would not change, so I shortened my sights somewhat and decided to change my country, but it too seemed immovable. As I grew into my twilight years in one last desperate attempt I settled for changing only my family, those closest to me.

But alas they would have none of it!

And now I realize as I lie on my deathbed, if I had only changed myself first, then by example I might have changed my family. From then, by example, I might have changed my friends. From their aspirations and encouragement I would have then been able to better my country, and who knows, I might have even changed the world.

Inscribed on the tomb of an Anglican Bishop
at Westminster Abbey

Acknowledgements

This work is not my own. It belongs to everyone.

I wish to acknowledge every single person who has attempted to make a difference in the world. I wish to acknowledge those courageous individuals who have stepped out of political correctness and confronted the world. I dedicate this book to those of you who have had the courage to step out as individuals.

I welcome the presidents, prime ministers and leaders of the world – as well as individuals who are looking for more integrity in the way they live – to explore the pages of this book like detectives. Use the website to look deeper and ask questions where necessary. This is an opportunity for a global and personal change of massive proportion and I hope this is what is achieved.

Further, I would like to acknowledge friends, partners, family and work colleagues who have listened over these last ten years while I have gone through my own hell exploring the possibilities. You have picked me up when I fell and held me down when I became over-zealous. And finally I wish to thank the Creator and its teacher – Mother Nature.

Preface

We live in revolutionary times and our lives are being altered in ways we cannot predict. Every major institution is being transformed. Our most deeply held values are in dispute and the nature of personal relationships is changing drastically. Our capacity to feed and house ourselves, to live healthy and useful lives, to work productively with one another, and to pass on a decent world to our children, is in doubt. As a result, anyone who wants to generate meaningful responses to the events of the times must become an evolutionary.

An evolutionary is the unique individual who has a deep commitment to living consciously. An evolutionary has broken with convention – he or she is a leader, or potential leader, in any field of life, whose spirituality is life itself.

The lifeforce of global change is personal change, and the people who are changing in order to live productively in this new age can create extraordinary results. We all want to make changes – to see the world as a better place, to change our health, family, business and relationships. We want change and we want change to happen sooner rather than later.

This book has been written to offer a process for those changes. My intent has been to cross boundaries that are usually held well apart. I try to integrate spirituality, business development, global change and life mastery into one philosophy. I think it is time we challenged the conventional way of managing our lives and this book presents an insight into that potential.

We have a golden opportunity to change the way we work and relate. We need a more sophisticated understanding of the dynamics of life in order to bridge the gap between current reality and future possibility. We need to harness the gifts of mind development and gain a deeper understanding of the human spirit.

We need a non-denominational spirituality, one that Christians, Moslems, Buddhists, Hindu and Jews can all embrace. It must be transparent and free. It must

be deep yet simple, and most of all it must be REAL. More than amassed capital or technology or knowledge or connections, it is this flexible and inventive approach to life that will determine who recognises new resources, creates global brands, builds humanitarian business and keeps their mind body and spirit alive to enjoy the results.

For many years I have consulted with people who are keen to work as effectively as possible. The most successful evolutionaries I have encountered are moved by an expansive vision. They are fascinated by life and driven to experience it fully. They respond well to change although they do not necessarily like it. They think clearly when information is uncertain and belief structures are impaired. They see connections between a fast moving world and their vision, and they have open and receptive state of mind that is not paralysed by information they had not expected. They have mastered the art of working with people and are able to communicate honestly, pursue compelling vision and engage with integrity.

Inspiration, radical curiosity and wisdom from the heart need to be valued more. Putting the heart and soul back into business life is totally aligned with the outcomes of wealth, success and power. The primary difference is the opportunity to be more fulfilled and more motivated by our inner resources than the outer ones, to create a global consciousness instead of a local one, to look at the consequences of our actions in the long-term as well as the short-term.

Inspiration is a state available to us all. Inspiration gives us the motivation to be free to experience the majesty of our lives and to do what we love in our life. Inspiration is a science and the objective of this book is purely and simply the communication of that science.

I believe that global change is individual change, that the inner world is reflected in the outer world. I believe that changing the outer world without the inner or visa versa is fruitless. This work creates the opportunity to do both.

Those unique and courageous leaders throughout the world who step forward to accept this challenge are the leaders who will take their nations, businesses and

families into the future, prepared and equipped to sustain the evolution of the human spirit and reach a higher potential. Only those who invest time and effort in personal alignment with these changes will do this well. Those who assume they can cause other people and organisations to change while they themselves stand still will not be effective. Their understanding of new forces will be inadequate. Their decisions will be unrealistic.

The opportunities to make a difference in the world exist within the boundaries of our own lives, professional and personal. Those changes are fundamental to the success of individuals and their business. Access is available to step beyond the academic, to put people in touch with their true and heartfelt inspirations and provide opportunity for the expression of that vision, even within the workplace.

To become more conscious in the real world is to have access to the diversity of tools and processes that can turn a major stress disaster into an inspirational experience.

Beginning with the difference between motivation and inspiration, my aim is to address everyday life management issues with a fresh perspective and use my own consulting and personal business experience to mirror the possibilities. The human spirit can fly when the conditions are right, and in this book we put the power to awaken the human spirit squarely back in the hands of the individual. This is the essence of the evolutionary spirit – an independent, socially aware, conscious and inspired individual who recognises their role in a global revolution. Every person on earth has the right to that experience.

This book is about global change through personal change. It is a rebuke at so much of what is being done at present in the name of good business, religion and cultural development. My aim has been to find a spirituality which is REAL, non-denominational, solves world problems instead of making them and is free for all to see. I hope that somewhere within this book it finds its way into your life.

Live with Spirit!

Christopher Walker May 2002

Introduction – Being Real

In 1986 I was standing joyfully at the kitchen sink washing the dishes in my wonderful five bedroom beachside home in Sydney. I was nearing the end of my first year of the two-year MBA. My wife, Judy and I had gone through some pretty rough times which had motivated me to sell the business, go back to university, dedicate my life to the family and find a better way to live and work in the world. It was tough going, there was a lot of personal baggage flowing from the relationship. I was guilty about the past and my perceived excessive focus on work, and that combined with the usual challenge of anything academic, it was a tough year.

Later, I was sitting on the beach, lamenting my circumstances. The kids were on a yacht with their mother and her new partner. They set sail around the world, I had no idea where they were and I sat there with tears streaming down my face, in serious pain. I missed my kids.

Then I looked up and saw the moon. It was out at midday and that was a beautiful sight. Then I realized it was the same moon that was shining on my kids and then I started to feel different. I started to feel love for them instead of pain. I started to feel them close to me, around me and I knew at that moment they could feel it. I knew it in my bones and the penny dropped: this is what the Aboriginal people call spirituality. It is love.

I had never separated my expectations from my love. I had never sat down and thought, 'I love my kids,' I was too busy trying to prove it. I was too busy trying to inflict it and get their approval. I was too busy helping them become better people to stop and just love them. Suddenly the gifts all came home. My grief was an illusion. Nature doesn't destroy things she just changes their form. Nothing is missing. They were with me in spirit and love. I had manifested exactly what I wanted, the answers to the laws of spirit. Nature was going to be my guide.

Spirituality in Reality has been a journey. I am a small town guy from outback Australia and that doesn't seem like the sort of place the next messiah is going to come from. So I'm not that. I simply needed a nuts and bolts, real world, roll your sleeves

up, in your bones, spirituality that could be applied everywhere – in personal life mastery as well as global economics and leadership.

By using Mother Nature as my teacher I have unravelled the secrets that are so hidden in complexity. Simplicity is at the heart of spirituality and nature gives us her guidance in very simple terms. The laws of nature must be the same as the laws of creation – universal principles separated from any denominational attachment, immune from human desires and manipulations, just raw and natural, honest, simple and awesomely powerful.

If you turn to nature as your guide then there is an all-pervasive spirituality. Then instead of praying in a temple, you can use the sky as your roof and the earth as your floor and life itself as your altar. You will find nature's laws and the laws of most religions parallel but the former don't display any dogma.

The one great thing about nature is that everyone on earth can access it without accepting a middle-man as your guide. Access to spirituality without the middle man is a direct line to your spirit. No robes, no threats, no suspicious characters in strange hats dispensing passionate speeches that threaten us if we don't conform. What the world needs, and each and every one of us will benefit from is an unconditional spirituality. No conditions, no ifs, buts or maybes, no chosen ones, no boundaries, no better or worse – simply you being loved for who you are.

LET NATURE BE YOUR GUIDE

In Canada, during one of my sessions with the Mic Mac Nation, an elder sat through a three-day session, hardly speaking or moving. At the end of the session he stood up with tears in his eyes and said, 'This is what is in the hearts of our people, we just lacked a language to express it. This is it, thank you.'

If it is possible for one great leader to find a common language then maybe, by applying these laws into your own life you too can find a new language to express the love and inspiration that is in your own heart, and through this, the world will change, one person at a time.

**A Master in the art of Living
Draws no sharp distinction
Between their work and their play
Their labour and their leisure
Their minds and their bodies
Their education or their recreation.
They hardly know which is which.
They simply pursue their vision
Of excellence
Through whatever
They are doing and leave
Others to determine
Whether they are working or playing.
To themselves, it always seems
As if they are doing both.**

Christopher Walker

Being Real

DEVELOP SELF AWARENESS

The most self-indulgent thing you can do is to try to change the world. The most altruistic thing you can do is to change yourself. With a focus on self-awareness you will find greater peace of mind and certainty. It will reveal your hidden potential. You will discover deep inside yourself the powers of potential that are only available through balancing the unconscious and the conscious minds.

With increased self-awareness you also benefit because you become less and less bothered by events that previously affected you. Your attitude will remain strong and clear. Your need for righteousness will diminish in favour of longer-term horizons. Your actions will be based on certainties, energy will be conserved, actions more efficient and less exhausting. And the world around you will change.

Under these circumstances a certain confidence emerges that can only be found in the awareness of deeper realities. The chaos will turn to order. The concept of life purpose and service will emerge and your responsibility as a global citizen will escalate.

Using the universal laws of nature we can seek to transform every emotion, every illusion, every belief into a loving awareness of divine perfection. Nature reveals the creation and, through using these transparent laws, your mind. Therefore your life will be motivated by wisdom and inspiration rather than humanly-created myth.

Prayer is talking to the universe

So tell the universe, 'thank you'

Meditation is listening to the universe

So listen to the universe and be thankful.

Patanjali Sutra

When you are inspired by some greater purpose, some extraordinary project, all your thoughts break their bonds, your mind transcends limitations, your consciousness expands in every direction, and you find yourself in a new great, and wonderful world. Dormant forces, faculties and talents become alive and you discover yourself to be a greater person by far than you ever dreamed yourself to be.

Patanjali the Great Sage

On Becoming an Evolutionary

SPIRITUALITY IN REALITY

An evolutionary is an individual whose respect for the inner world equals their respect for the outer world. They are considerate, but not bound by consideration. They are compassionate, but know the masculine and feminine sides of compassion. An evolutionary's core value is growth, evolution and inspiration. They see that every event has an order and they search and find the order in every situation. They have learned to laugh at what many people take seriously. An evolutionary is committed – committed to their life purpose, their creator, their global role and their truth. Living their truth is what differentiates an evolutionary from ordinary folk, because to live their truth evolutionaries have to break the mould.

REAL LIFE – BREAK THE MOULD

Conformity is the mould an evolutionary has to break. It is the mould of 'should dos' and 'shouldn't dos'. It is the mould of fear and the mould of impossibilities. People who break this mould have been called all manner of things – they have been crucified, burned, rejected and called crazy. They have been shot, imprisoned and denounced as heretics. Sometimes evolutionaries have lived as hermits, but this no longer works. Evolutionaries are leaders now. The world needs them to lead. Whatever the issue, evolutionaries must be unconventional at any cost.

REAL SELF – TAKE 100% RESPONSIBILITY FOR YOUR LIFE.

Cause and effect. Every decision, every thought and every action has a reaction, a consequence. Evolutionaries apply nature's laws to their thoughts, words and deeds, so that the consequences of their actions are the outcomes they want to achieve.

Evolutionaries are people who have taken 100% responsibility. They know the world is what they perceive it to be, and if they want to change the world they just need to change the prescription of their glasses. Evolutionaries ban blame, ban victimhood, ban pity-parties, ban negativity and help people find love in every moment of life. Evolutionaries know that the way you fall asleep determines the way you wake up.

REAL THINKING – A NEW IDENTITY

Conventional thought is compliant thinking – it is based on right and wrong and promotes the idea that there are victims who have no control of their lives. Conventional thinking holds that blame is necessary to fix a problem, and one religion has it right. For example, conventional thinking accepts that holidays make a difference and that Parkinson's disease and other mental health problems, are not related to consciousness. Conventional thinking says that others can cause more harm to you than you can yourself.

This disempowered thinking is the enemy of the evolutionary. Don't buy into it. You need to fight it. Evolutionaries know the illusions of ego, emotion and expectations and they work ceaselessly to master such thinking in their own being. They are guided by something far greater than conventional thought. They search for the answers to life in the hand of the creator, nature.

REAL SPIRIT – TAKE BACK THE POWER

Evolutionary people are amazing people. They are always leaders in their field or at least striving to get there. However, evolutionaries know that nothing comes from them; it only comes through them. Evolutionaries are humble. The most wonderful aspect of an evolutionary is that they don't take things personally. They are self-assured and know that if you have a problem that's your problem. Evolutionaries know that your stress is not their stress. They don't get attached to things, they focus on loving what they do. Evolutionaries are, first and foremost, honest with

themselves – this is being REAL. Ego asks, ‘What did I do wrong and what did I do right?’ Evolutionaries don’t bother with this thinking.

Evolutionaries are REAL. They don’t take everything personally. They know that maximum evolution occurs at the border of chaos and order, support and challenge. Evolutionaries welcome challenge, not for the fight, but to open to new levels of truth and consciousness. Being real for an evolutionary is being who they are and knowing everything will change tomorrow.

REAL LIFE MASTERY – DEFINING THE FUTURE

Evolutionaries are conscious. They are aware of life force, vitality and energy. Evolutionaries know the four cornerstones of personal mastery: gratitude – a way to think, presence – a place to be, certainty – a direction to go, love – a reason to exist.

Evolutionaries know that the only certainty in life is an inner certainty and they are obsessed with self-mastery, or the knowing of the self. Evolutionaries ask big questions, ‘Who am I? Why am I here? Where am I going? And where did I come from?’ They ask these questions in an ever-expanding realm of exploration. Evolutionaries know that the deeper they know self, the deeper they know creator. Evolutionaries know that discipline in the lower realms of life gives freedom in the higher realms. Evolutionaries know that every person is free – free to choose, free to decide – but that every choice has a consequence.

REAL CONSCIOUSNESS – LET NATURE BE YOUR GUIDE – LOVE IS FREEDOM

Evolutionaries have overcome reaction to masculine force. They have harnessed that force for the direction of their purpose. They have no need to beat drums or apologize for their individuality; it is their uniqueness. Evolutionaries know the difference between action and reaction and strive at all times to act, rather than react. They ask one dominant question about everything they see and they don’t stop

till they get an answer, 'How can I do more, give more, be more?' Evolutionaries know they are no better or worse than anyone else on earth. The difference between people is simply mastery of the gift of life.

The wealth within, (InnerWealth), becomes wealth without, (spirit), in all areas of life.

Self-worth, financial, spiritual, social, career, health, relationship and mental wealth are all the same wealth. Spirit without matter has no form. Matter without spirit has no motion. The more gratitude and the more consciousness an evolutionary has the more abundance they create in all areas of life. Evolutionaries are not hoarders because they know that energy must circulate to grow. They know that they need to give to themselves and then give to another. Evolutionaries don't give to get. They simply become what they most want. They do what they love and love what they do. They take no credit and they take no blame.

SPIRITUALITY IN REALITY – BREAKING THE MOULD

One day, thousands and thousands of years ago a great truth was known. That knowledge shattered into fragments like a mirror and people took a piece of it, saying, 'I have the truth.' They formed groups and often raided other groups in order to destroy other's fragments or collect them. Many groups in the world obtained a fragment, no one had the lot.

There is still one unbroken mirror for you to look into, but you cannot find it from a book, a teacher, a building or an institution. No penance or sacrifice is big enough, no prayers deep enough, no meditation wise enough. The mirror is beyond the reach of your desire and your humanity. And yet it is always there waiting. In this mirror there is certainty, love, presence and gratitude. A world where the boundaries between people are no longer physical and emotions are treated with candour. The mirror is before our very eyes yet, until we are ready, are all blind to it.

Each fragment of this mirror is separated from the next by a belief. Your beliefs. The boundaries you reinforce in order to strengthen your confidence and security

– even those that reinforce your spirituality – are the separations that keep the mirror fragmented.

You find a teacher who says, ‘I know it,’ and you listen. And they say, ‘This is right and this is wrong, and this is better and this is worse.’ And you say, ‘Oh shit, I am just holding a fragment.’ So you let your fragment go and pick up another fragment, but the new fragment is as dissatisfying as the old one

So you attend a seminar and you copy the latest fragment, but the mirror is still just shards of glass. You look hard and you massage the surface to make the piece shine and people gather round you and they are impressed because they have never seen glass before. But it is just another fragment, and like all emotions it will come and go, because a part without the whole will always be incomplete. But we are wise with words. We can lecture on the universe and the stars and we can create dictionaries and speak languages. We can recite facts over and over but again it is a floorshow – a flaw show. It is not real, just a well-polished fragment.

In another scenario we take issue with our parents, reject their shard of glass to become a Jew or a Hindu ... Then we look in the books of our new religion and say, ‘See, the old testament says this,’ or ‘the Hindu Slokas say that,’ and we feel so right – we don’t change the beliefs, just find a new faith.

Eventually some truth comes to us through our body because the human body is nature’s bible, it cannot lie. Look at the lines on your face – these are truth. Your face reveals your inner world. Even if you ask for plastic surgery to remove the lines, they may be hidden from view but we don’t only see truth with our eyes.

Righteousness breeds wrongteousness and that means every step you take to make something more right you breed its opposite. There is a great value in fixing the cosmetic – if that’s what makes you feel better, but it is foolish to think that you can fool the world with a mask. The broken shard of glass is still in your hand and the

INSPIRED LEADERS

Inspired leaders build on a foundation of vision; they are a true reflection of the heart of the leadership. This intent permeates the whole structure. A great vision passes through walls where no thinking can pass.

INSPIRED LEADERS

An inspired vision reflects in a company's words, actions, papers, products and income. Feelings of inspiration permeate the furthest for they are the most powerful and integrated feelings of all. Feelings of inspiration are the synthesis of all others – they drive and motivate, they free and inspire others to rise above the depths of survival and despair.

desire for the whole mirror is still in your heart, and the journey between them is the journey of love.

The mirror is hidden in nature. She is the reflection, not interpreted by human minds, not corrupted by fear or power, not changeable in intent. Nature is your mirror – a non-denominational, inspirational mirror of the mind of creation. I dream of the day when people throughout the world can understand the laws of nature. When people embrace those laws there will be a transformation, a change. Religions will once again become servants of people. Conflicts will ease, boundaries will be removed, and the only passport any human will require is an open heart.

The desire to fully experience our spirit is natural. It is the desire to experience the deepest part of ourselves.

The wonderful outcome of all this is the simplicity and ease with which we can change. It is our mind that judges and rejects and manipulates. It is our mind that creates expectations and suffering. And the greatest, some people say, the only, freedom we have in life is to choose what goes on in our minds. Our deluded expectations block spirit, our inspired awakenings welcome it.

You can choose to see love, to feel love, at any time. Love is neither anxious, greedy nor needy. Love does not desire, feel sorry for itself, grieve, hope or judge. Love is an unconditional appreciation of everything as it is. And this love is yours through a science of awakening, everyday, everywhere – even at work.

Expand and grow

Many gurus and priests throughout the world sell their philosophies and processes to make you feel peaceful and calm, but the result is often that you withdraw from the real world. How can you withdraw from the real world and be spiritual. Surely you are looking for 'spirituality in reality'.

Pass the torch.

The greatest way to learn is to pass the torch. When you pass the torch you awaken in others the opportunity to follow in your footsteps, to learn what you have learnt. Our life then becomes an experience on which others can reflect. Be cautious not to oversimplify or over-exaggerate your achievements in life. Be honest and have integrity about your knowledge – if you distort your truth you can magnify the problems of another person.

INSPIRED LEADERS

Inspired leaders value what they have. They value and appreciate the gifts they are given and focus on the gratitude for what they have, and the benefits in what they don't have.

There are many people who believe that the wisest thing to do is to exaggerate and motivate others by extravagant claims of the results of their efforts. This technique is masterful when trying to convince somebody to make a decision, but its implementation is dramatically flawed because it is narrow and short-term. It breeds suspicion. Ultimately the truth is found in the experience of the student.

Just be real, and the results that are meant to flow from your efforts will manifest themselves in a right way.

REAL SELF – TAKE 100% RESPONSIBILITY FOR YOUR LIFE – STEPPING OUT OF CONVENTIONAL THOUGHT

You may not have much of a say in the events that create your life experience but you certainly have a lot of say in what you can do about it. We all need to get real, to take responsibility for every step of our journey, draw back the veil on human interaction and search for the keys to magnificent order in our lives.

We are standing in the rain, standing in the rain with our umbrellas open looking for water. We look for love in the same way. Where is God not? How can there be any event in which the Creator is not manifest? The LAW is God's law, then there are human laws. God's law is the forest, human laws are thickets of fear. Your immortality has no law. Your love has no bounds.

The old truck splashed and bumped down the grooved dirt track toward the farm gate. Sheep watched amazed from their fenced safety. The three creators of this turbulence, in an otherwise harmonious outback farm, were Mum, myself and a farmhand.

Nearing the gate our laughter became uncontrollable. The truck lurched from side to side, we lifted off the hard torn seat at every bump and, like a fun park from hell, we had absolutely no control over how we landed.

‘Hold on!’ he cried, as we shot across the metal cattle grid and the familiar machine gun purr of tires hungry for safety wrestled against the metal corrugations. Our driver Dougie was the seventeen year-old son of the family who were our hosts for the holidays. I was there with Mum, I was just three, my six-month-old baby brother was back in Tasmania with Dad and my nine-year-old sister.

‘Hold on!’ he yelled with the familiar intensity of outback people injecting a moment of sobriety in an otherwise carefree life. Our intent was to fly through the front gate at speed, bursting onto the open area where trucks stopped to deliver supplies and swing the truck around, stopping right at the letterbox.

It just all went wrong. As the truck swerved right our hold on the safety rail on the dashboard was severed. A small groove or a rock on this apron of dirt at the front gate of a remote outback farm changed the lives of thousands of people forever. Mum fell out and the back wheel of the truck crushed her, right in front of my eyes. I knew at that moment she was gone.

Pain. A family in grief. A town in mourning. Parents and siblings unable to speak. Children bewildered.

As they lowered her simple polished coffin into the deep grave on a special hill outside of town in Tasmania, I spoke to her. I promised to love her forever and I promised to carry her work to the world. From that moment on I didn’t grieve. No heaven could swallow her presence, her body was gone, but her love remains to this day.

We moved from the support of that Tasmanian village to the outback – dusty, dry place in the central deserts of Victoria. Aboriginal people became my mates. We had something in common. They were outcasts too. Sitting around in the dirt, their clothes barely rags, voices

raised in screaming laughter or violent cussing. Alcohol always nearby, flies a relentless feature of this world, and in their eyes was soul. In their heart was a rhythm, and in their simplicity lay the power of a spirituality that was to become my lifework. They saw. Nothing much said. Nothing to say. But they saw.

My relationship with the Aboriginals gradually changed. Physically I was no longer allowed in their shacks or to sit on corners and play with them. But, we would stare. And we would know and we would laugh and we would be in each other's hearts, and the sun would shine, Rainbow Serpent would speak, lizard would guide and the kangaroo would oversee us. We were brothers and sisters in the spirit world and our destiny was foretold.

By the age of five I began to manifest strange behaviours. I threw rocks at passing cars, swore at customers in my father's shop, pulled the wings off flies; I once burned down the garden shed.

As a way out of my self-imposed hell, I experimented with imitation. I nearly died while trying to be superman. I tried hero-worship. My heroes were sports champions – when they won, I won – but it didn't last, reality always shattered my escape routes. I tried love. But Bronwyn left me. I was eight years old when she gave me back my ring and moved to another town. I was heart-broken.

At twelve I turned to street crime and gained the dubious reputation of being the most skilled car thief in town. My reputation grew as I expanded the range of things that I stole. By the age of fifteen, ten of my closest friends were either dead or in jail. Change was imminent.

I got older and I tried sport – rowing in national championships or competing in life-saving carnivals – but victory always seemed hollow.

None of this was coincidence, there is none. I ended up at university studying environmental science. I married, built up a business, found a job, had three children and eventually got divorced. But I never stopped searching. I searched under rocks, in ashrams, in retreats, in universities and in nearly twenty countries throughout the world. I received wonderful gifts, special teachings and met extraordinary people.

There have been a lot of ups and downs – from standing on podiums, to shivering in a cold bath to get the courage to face the world for another day. But it has been worth it. I found

something. I found a piece of magic, a piece of a puzzle, a gift that I am called to share. Simply put, it can change your life. Potentially it could change the world. I prefer just to share it and let you be the judge.

This is my work: I help people hear, refine and follow their inner voice. It's tremendously rewarding. I love it. I help people find the courage to do what they want to do. I see them finding the ability to love and maintain the harmony of balance. I see people beginning to live with open hearts, peace of mind and healthy bodies. Amazing things happen when a person finds his or her personal inspiration, inner voice or personal vision – all theories and practices converge and create a new reality.

My work is my calling and I really love it but that doesn't mean it is easy because it is not. Many people don't want the challenge – they may pay a lot of money and travel long distances to find it – but they really don't want to find the truth. They end up shooting the messenger, that's me.

I work across the whole spectrum of humanity. I work with movie stars, musicians, poets, business entrepreneurs, Native Americans, Aboriginal people, young and old. It is beyond my wildest dreams that a boy from the back blocks of Australia can be so blessed to have met the people I have met and to be gifted with what I now have. It's amazing.

Spirit is everywhere; it is we who are blind. Our expectations and perceptions create our reality. Each of us sees the same event differently. Yet we argue who is right and wrong. What we see is twisted and distorted by our illusions, emotions and desires; we have learned to see this way because we needed to survive.

But what we see or feel is neither accurate nor true. It is purely our perception – a transient, inaccurate, environmentally changeable, temporary perception. We are drawn to illusions like moths are drawn to a burning candle. While we desperately argue about who is right and who is wrong we miss out on the wonder and ecstasy of life and the gifts that are already ours.

Sacred Law – Let Nature be Your Guide

SACRED LAW – LET NATURE BE YOUR GUIDE

Nature is the keeper of sacred law. Witness her life and compare it. She is the guardian of reality. Our expectations of nature are for her to be her best. To be strong, to change, to be calm and to surrender. To be born and to die. And in her very existence, to evolve.

Since the forest is the keeper of sacred law it is a worthy beginning to ask her to share principles of reality. The forest, the ocean, the sky, species, plants, animals, insects have a voice. It requires the deepest silence to hear it. It is here that you are invited to observe sacred moments.

There is a pattern for everything, a divine order. It repeats itself over and over and over again. Nature is the mirror of that divine order and no label we put on the creator is going to change this. There is a divine order. People have tried to change that divine order by writing about it and chanting about it. They have used black magic to try to make it rain, or herbs to stop people from death. But you know, all the people Jesus healed in the Bible, well, they died ...

The divine order of things is magnificent and the key to that divine order is available. Knowing it doesn't make you any better than the next guy and it doesn't give you a free ride out of the pains of life but it can give you back your power.

Your body and your work are the culmination of what is in your heart. The love in your heart flows through your body's veins, and the life force is expanded when you see the magnificence of divine order. The greater the divine order, the more beauty you see. The more you see of this beauty, the more empowered, inspired and motivated you become. With this expansion you write more songs, dance with more

INSPIRED LEADERS

Inspired leaders know that growth is a choice. They understand that an employee may choose not to change with the company and therefore be holding everyone back. The total energy of any business is the sum of the parts – individuals build the total. Leadership is lifting people to their best, but that's only possible if they choose.

vitality, paint better paintings, sell more cars, feed more children, make more bread, give more to others.

It's the eternal equation: the more of the divine order you can see the more you can give. A great leader in the world in any field is generally someone who can see great things, envision great things. Some people are born with that seeing, some people are born with none. But everyone has access to it. Everyone can reach out and pick the apples of inspiration off the tree of life. But it won't come from books or workshops or coaching or money or success. It comes from you. You must take back the power you give away by blaming people, by victimization, by crying poor, by staying stuck in your intellect and denying the divine order. You must reconnect with yourself.

Nature is the mirror of the divine order. Nature is the unbroken mirror of truth. Nature holds the key to the magnificent story of life. She is ready for you when you are ready for her. It doesn't mean you have to go out in nature. Nature is life. Your life and work can become the forest or the bowl of fresh flowers on the table. All life is nature and you can study her with the deepest of reverence.

LET NATURE BE YOUR GUIDE

Nature is the revelation. Science can explore her and prove man existed 200,000 years ago. Nature can offer a hand, a loving gentle and guiding hand to those who are ready to stop and examine her. Nature reveals all. She reveals emotions, feelings, harsh masculinity and nurturing femininity. If you are looking for a teacher, take nature's hand. Innerwealth Technologies is the guide book to nature's wisdom. Evolutionary people bow to a greater power. They respect human laws but they have evolved past what is humanly transferable. Nature is the evolutionary's guide. Nature reveals all – from the lowest consciousness to the highest of highs.

THE SPIRIT OF NATURE

You have the capacity to act in such abundance, yet like the forest, you must be at one with natural law to know it.

One energy permeates all matter – life force – and that force is all-pervasive.

A high-pressure zone builds over New York, a low-pressure zone builds over Nova Scotia, Canada. Nature seeks the balance. Wind and storms blow as nature recreates a balance she calls harmony. In the human mind, high pressure would be excitement, happiness or attraction, and a low-pressure zone would be resentment, unhappiness or depression. One cannot exist without the other. Rebalancing is nature's way of creating harmony.

Pressure builds on the surface of the earth, her crust pushes from one direction and resists from another. The plates push and finally seek the harmony of balance in the expression of an earthquake. That moment changes lives forever. This is nature's law. The law of balance.

One person claiming a right breeds another claiming a wrong. It is the source of conflict. The balance of those opposites is nature's way of creating harmony.

A tree grows tall reaching for the sun. She draws her breath from the earth's atmosphere and gives back through her role in nature's plan. Her roots dig and churn, she draws water for growth and that is returned as leaves, which are then composted for food. A tree has a purpose. If the tree elects to stop drawing water, to stop growing leaves, she commits to a life of ease and lost vision which signals her own demise. Nature destroys anything that is not fulfilling its purpose, including humans. That's why a vision is so important. A vision is nature's self-management system.

INSPIRED LEADERS

Inspired leaders are governed by the highest order. The universal laws of business are the laws that truly build inspired leaders. They are laws of nature, unlimited in application, unchangeable in application.

You have a purpose, a purpose greater than you. You are a tree in the world of nature. You have a mission, a calling, a soul-purpose in life. Each individual has his or her own unique expression of purpose. The spirit seeks growth; the emotional body seeks pleasure. They are in conflict. The resolution of this dilemma is your life work. Listen to your emotional body or listen to your spirit – it is your choice. Both have benefits and drawbacks. Inner fulfilment comes from spirit, outer fulfilment comes from emotion, both are possible.

Each upper you have will be balanced by a downer. Each attraction you experience will be balanced by a repulsion. Each infatuation is balanced by a resentment. The first law of nature is balance.

TRUE MIRRORS

Every day, right in front of us mother nature is teaching us about life. Her language is often foreign. Her message is not discriminatory and cannot be humanly manipulated. She stands as a testament to truth.

If we stand in reverence to nature we see that human action and nature's action are not disconnected. The fact that nature evolves, grows, adapts and changes may be a great metaphor for our own lives. Nature, all-powerful, is in truth the hand of creation.

The laws of nature are universal – they neither change from place to place nor conform to human expectations. They are equal-opportunity. They don't care about your race, age, gender or education. They ask for nothing and receive nothing. Like *sadhus*, (holy men) in Indian culture, nature's laws need nothing and therefore have no cause to distort anything.

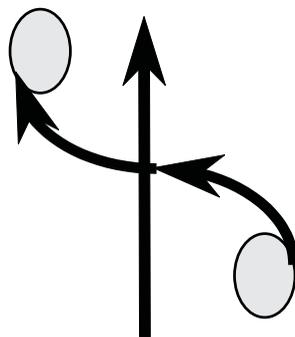
If you want the keys to life's mastery, emulate nature. She doesn't invest in unproductive blame. She adapts, develops, evolves and transforms herself. Her beauty shines unconditionally and her being is not stamped with 'must be this' and 'must be that'. She is not territorial, although she is predatory. She takes as she needs and knows no motive or boundary other than that which feeds her spirit.

The 5 Laws of Nature

- Balance
- Evolution
- Interconnectedness
- Appreciation
- One and the many

LAW 1 THE LAW OF BALANCE

Nature abhors imbalance, seek the balance in all things. There cannot be an up without a down, a good without a bad. Don't get elated, don't get depressed. The law of balance honours diversity – there will always be two sides to everything.



All emotion is one-sided. Making inspired decisions means collecting enough information on a topic until there is an even balance of positive and negative outcomes. When you can do this you are really a leader. When there is real balance in your mind the gate of the heart opens and you make inspired conclusions. Dump decisions, make conclusions. Look everywhere for the balance. Watch imbalance, search for balance. Excess will always be balanced by deficiency, you can bank on it!

Nature seeks the balance in all things – wind, rain, storm, tides, seasons, fire, draught, birth and destruction are all a part of nature's balancing act. Nature operates this law in both macro and micro environments. For example, if the barometric pressure in Los Angeles and Sydney is out of balance, the earth's currents and tides move to compensate. If one leaf on a tree has completed its journey it falls to earth to create food for the next cycle. Nothing in nature escapes the law of balance.

Seek the balance in all things and you will become the Master. You will witness ever deeper appreciation for beauty in nature. You will witness the magnificence in this universe and you will hold in your heart the appreciation for yourself as a reflection of that creation.

Christopher Walker

The human condition seeks to deny this balance. An emotion is an out-of-balance thought. Rather than balance thoughts the self-righteous tell only half the truth, this is in defiance of natural law. The law of balance seeks to find the other side to every argument before acting. Nature is not in reaction. She acts. She moves to find the balance in all things before action. Nature seeks two sides and is not righteous. Only humans are righteous. We say, 'I am right and you are wrong.' Such is the pitiful cause of all this fruitless war – righteousness – the denial of the first and most obvious law of nature.

A balanced mind is a conscious mind. A mind at peace with itself. So the balanced mind is a peaceful mind, free of stress and suffering. A balanced mind cannot feel pain, or guilt, or fear, or anger, or resentment or bitterness. All emotion comes from an imbalanced mind. Emotions are thoughts out of balance. Emotion is reaction and reaction is the motivation for an equal and opposite reaction. Reaction breeds reaction. Victories won through reaction, (righteousness), are short-lived. You may achieve something through being righteous but this is short term, only until those on the other side regroup their forces. Nature will not allow forces to be held out of balance. Decisions made in reaction are forces held out of balance.

All mental health problems are related to imbalance: depression, suicide, chronic fatigue, acute attention deficit disorder and on and on. All conflict can be related to imbalanced thinking: emotions, murder, deceit.

An imbalanced mind is both the creator and the destroyer of mankind. Extreme imbalance in the mind results in the persecution of races, religions and individuals. Ironically, imbalance in the mind is the aim of much so-called spiritual practice.

Balanced mind is the harmony of lasting relationship, the equilibrium felt absorbing a tranquil sunset, the loving release of someone's passing, and the gateway to access the powers of telepathy. Balanced mind states awaken genius and breed a feeling of health and freedom. Ultimately, a balanced mind is the natural state of humanity.

If you translate this concept to business, it means the opportunity to manage and lead with integrity. What we are attracted to or repelled by manages us – attraction and repulsion are lopsided thoughts. So to live and lead from your heart you must be able to differentiate between an emotional state and a balanced state. The first law of nature gives you the freedom to lead from your truth rather than emotional illusion.

INSPIRED LEADERS

Inspired leaders balance relations, they don't take the credit; they acknowledge a presence greater than themselves. Inspired leaders know that what you appreciate grows, what you don't appreciate depreciates.

INSPIRED LEADERS

The universal laws are laws that apply independently or in synchronicity with human thought. The choice is to listen or argue. To argue with universal laws is stress.

If you can't manage your emotions you can't manage your life. Understanding the natural dynamic that there are two sides to everything translates to personal harmony. It is the law of balance that gives you the true sense of inspiration and compassion.

It's good and it's bad. It's attractive and it's repulsive. It's fantastic and it's ridiculous. It's a good thing and a bad thing. There are two sides to a coin, and when we

incorporate that seemingly obvious perspective into our thoughts, our mind opens the gates to inspiration and all the answers we are searching for jump out.

The moment we balance our mind the inner voice speaks. When the inner voice speaks louder than the outer voices you are inspired. You need diligence to open the gates to the inner voice in the first place. You need to go beyond righteousness, beyond emotion and denial.

In the palace of awareness is the golden jewel of balance, and in the golden jewel of balance love, the secret of all spiritual quests, sits waiting.

Nature reveals that there are always two sides to everything. She reveals that harmony in nature is not just the calm beautiful sunlit day, tranquil and gentle moments of spring warmth, or the gentle patter of raindrops on tin roofs. Nature's harmony is the balance of all extremes; her beauty is the contrasts, her power is in diversity. Nature's quest is not to make grey out of black and white but to preserve uniqueness, to express individuality and honour the separation – unity through honouring diversity.

We should not underestimate the complexity of this vital principle. All morals and ethics are created from imbalanced concepts of right and wrong. All laws and their consequences are created from the correct and incorrect.

In a business people say, 'We need to get rid of that person, they are always making trouble, or they are lazy'. And maybe this is true. But as long as you see this as an imbalanced event, this reactive condition has now disturbed your peace of mind.

NO COMPROMISE

The meeting had gone on too long. My fingernails tapped and searched for stray wood fibres under the tabletop. My legs bounced up and down like a kangaroo on heat. I didn't realize that these physical reactions were intended by nature to help me cool down, dissipate my energy, (fidgeting is the release of undirected life force).

I had done my exercise that morning and was feeling inspired. *Prana*, as the teacher had explained, should be flowing through me all day. Yet in this meeting I felt totally blocked. I had made such an investment in arriving at this meeting in a holy state of mind – meditation, exercise, diet – I'd read my life purpose and visions and had made a special effort to smell the roses on the way to work. But here I was, stuck in a boardroom with this group of negative individuals, frustrated and confused, all dressed up with nowhere to go.

Everyone had their own agendas. They hadn't come to create new inspirations, they had come to solidify their fortresses. I tried my usual tricks to lead the group to greener pastures. I provoked issues, I teased, I supported, I challenged and focused on the outcomes. But nothing worked. It seemed that compromise was the only avenue left open to maintain my sense of dignity. Just give in and remind myself that one can only do so much.

But I just can't live with that. Have you ever noticed when you compromise how your heart withdraws from the outcome? And when your heart is not in it everything becomes a grind and things go wrong. Have you ever noticed how tired and frustrated you are at home when you compromise? I think many families and relationships suffer enormous strain because of frustrations like this at work.

During this meeting I knew that if I left the room, taking my kangaroo hops and unbridled frustration with me, I would forever disassociate myself from the result. Or alternatively, after the meeting I would begin the long and tedious process of modifying the meeting's conclusion through one-on-one meetings.

I had to find a way of handling this situation that was not a compromise. I searched through my expectations of the meeting to see where my perceptions were causing me trouble. These were the rules I was operating under:

CONVENTIONAL MYTHS OF MEETINGS

- 1 Everyone must own the outcome.
- 2 Everyone must be heard.
- 3 My idea is really fantastic.
- 4 Others' ideas are – in the most part – frustratingly wrong.
- 5 Creative results require creative ideas.
- 6 A good idea speaks for itself.
- 7 Anyone in the room who is not excited about fresh new ideas is holding the team back.

Fundamentalism is the search for one answer. Fundamental thinking is black and white, very righteous and extremely unconscious. To find inspiration in a meeting I realized, I must transcend this fundamental way of thinking.

In natural law all things seeks balance, hence every stance you take breeds an opposite stance. If I am in a meeting and I stand to the left with my opinion, someone must automatically stand to the right, (even if they stay quiet and don't speak up). The more attached I become to an outcome, the more I breed someone who is attached to the diagonal opposite. Ouch!

I sat up and began to differentiate between infatuation and balance. Natural law is in the balance, but one-sided, all for one and one for all, is infatuation. This is a very unconscious and ultimately unproductive human emotion. I started to look at every idea the group put forward with more respect and less attachment to my own. It was easy. All of a sudden the room became a temple. I saw that for every idea someone had I could list twenty negative reasons not to agree, and then I could list twenty more to agree. I channelled the kangaroo hops in my legs into calm and began to scribble the positive sides to those negatives.

Suddenly the room transformed from right or wrong people to a powerhouse of ideas. Everyone's idea was a balance of support and challenge, my own included. I wrote down thirty reasons why my ideas were good and then began to find thirty reasons why they were not so good.

The meeting shifted gear. Suddenly the goal was inspiration. As I changed my attachment to my own ideas so I became less attached to rejecting other people's ideas. The energy changed from being heavy and confrontational to an enjoyable, open-hearted exploration. I just had to change my perception and find balance in things. There was both right and wrong to everything. Even the best ideas were balanced.

Nature seeks the balance in anything, and as you will see it is a true miracle to witness this law repeat and repeat and eventually resolve most of life's challenges.

Our leadership models rarely account for this. My experience with great leaders is that they are great listeners. They draw conclusions and make the hard decisions only when everyone is heard. So they take the many polarized viewpoints and balance them until there is no decision, simply a conclusion.

We are often presented with leadership models based on crazy ideals. Leaders are presented to us a people who know more than everyone about everything. People who make decisions, and everyone follows because they lead. Such a construction of leadership defies the laws of nature.

We might see our life differently. If a person is being lazy we might see that they are balancing someone who is overdoing it. Because if you fire the lazy one and keep the over-active one, you may notice another person becomes lazy in their place. Natural laws can help us see past first impressions and judgements to a deeper truth.

INSPIRED LEADERS

Inspired leaders know that growth is a choice. They understand that an employee may choose not to change with the company and therefore be holding everyone back. The total energy of any business is the sum of the parts – individuals build the total. Leadership is lifting people to their best, but that's only possible if they choose.

CONSCIOUS MANAGEMENT

You can't manage anything you can't see the balance in. If you are attracted then it is managing you, and if you are repelled by it, it is again managing you. Nothing can be managed at the level of its duality. In other words, if two people are having an argument, neither of them can solve the argument because they are part of the problem. If a leader is able to see both opinions in perfect balance then that leader can arbitrate the situation.

There are natural laws of life and there are human laws of life. In the hierarchy of consciousness, the people at the lower levels are polarized into one side or the other, like in war. But higher leaders, conscious leaders, avoid polarity. They try to see both sides, stand in the middle and lead by accepting the merits of both points of view. This understanding makes a very inspired leader.

But nature's law and human law rarely co-exist. Nature's law of balance implies that there cannot be a victim. There can only be a person who has experienced a good/bad situation. There cannot be a moment in your life that is negative without a corresponding positive at the exact same moment. From a purely universal, spiritual perspective there cannot be a sin without a good deed. There is not an event, person, place or action that is not both good and bad, right and wrong, healthy and unhealthy.

INSPIRED LEADERS

Inspired leaders value their employees and recognize their individuality. Inspired leaders acknowledge the journey of each employee and give them the space to find their own reality.

Forget decisions from the head, draw conclusions in your heart

It's one of those rainy mornings, you don't feel like being at work. There is nothing pressing on the agenda, so why are you there? You relax back into the chair, coffee in hand, and think of those tasks sitting on the computer 'To Do' list that have turned into cement they have been there for so long. It's a grey day and, well frankly, you deserve the time to organize.

The phone rings. Some equipment you delivered last month is faulty. The client's production has stopped. It's a red alert. Your disposition swings to resentment. You are not in the mood. You phone someone and ask them to look after it but they are not interested. Another call to the client's production manager, management is really pissed off, they want you there.

It is a one-hour flight, you could be at the airport in two hours and arrive on site by early afternoon, but it is your daughter's birthday party tonight and ... well you promised.

'What should I do?' you ponder. 'What's right?' Your mind wants to think left or right, right or wrong. It polarizes and divides everything. The more polarized, the more righteous. In righteousness there is an absolute conviction that there is only one way to sort this out.

So what to do? Right now you feel that the information you have would cause you to go. But you still don't feel right, deep inside. Something tells you, something uneasy within your gut, tells you there is more to it.

Back on the phone, you find out exactly what the symptoms are and what is being done about them. You call a friend, get their feedback. Is there equipment on site? Can the problem be solved with those spares? Does anything have to be shipped? Call the CEO of the company and find out firsthand the whole scenario.

List the benefits and drawbacks of going and the benefits and drawbacks of staying. Gather information until there is no decision only a conclusion. This is only possible when there is a perfect balance in all the four lists: benefit stay, benefit go, drawback stay, drawback go. With about thirty items in each list your decision is guaranteed to be an inspired one.

INSPIRED LEADERS

Inspired leaders endorse emotional maturity amongst their people. They know that individuals work best when they accept responsibility for their emotional wellbeing. They know that blame, being a victim, reaction and judgement are counterproductive to business performance. Those mind states also sabotage individual wellbeing.

Finally, you relax. Your inner smile returns, (it's a signal that your heart is open), and you do what you do with certainty. You are relaxed, calm and feeling confident. It is not an emotive reaction; it is a heartfelt conclusion.

Certainty comes from the heart and the heart cannot stay open with lopsided information – lopsided perception, emotional thinking, cannot breed certainty. Confusion is simply lower-minded thinking: Should I leave my husband? Should I leave my wife? Should I have children? Should I start my business? Should I travel to India? Should I go to that seminar? This kind of thinking is the result of inadequate or imbalanced perception. It creates emotional answers and emotional answers don't stick.

INSPIRED LEADERS

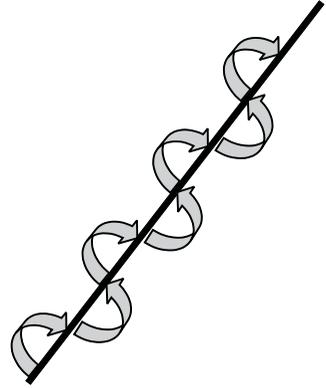
Inspired leaders know that the business grows at it's best at the border of order and chaos. The border of order chaos is the most powerful state of achievement available. Gravitating to one side or the other is to seek polarity and that is in contradiction to nature's law. Seeking one side or the other will attract boredom or burn-out. Maximum performance occurs at the border of order and chaos and if the company doesn't create this, then the economy, competition, market or employees will.

You stayed back. The client was predictably pissed off. You leave the next morning. There is an upside and a downside to every situation. If, in reading this you have been expecting an outcome where no one was pissed off, then you have just become aware of a huge piece of conditioning, conditioning that may actually be holding you back.

There will be support and challenge in every decision, every situation, every outcome you create. There is no such thing as win-win; something always costs someone. When you can embrace both sides you begin to operate from your heart. If you are expecting to follow your life decisions and please people all the time, you are in for a big surprise. It's the law of lesser pissers – you are going to piss someone off no matter what you do. You can please them and piss yourself off or you can please yourself and piss them off. 50–50, that's the law of balance.

LAW 2 THE LAW OF EVOLUTION

Maximum evolution occurs at the border of chaos and order. There is no escape, all things must evolve in nature and this is evident everywhere. A season of relative stability followed by another of abundant growth is a mirror of chaos and order. Long periods of relative calm in nature are followed by the powerful, destructive force of an earthquake or a hurricane. Where growth has slowed for a protracted period of time, the cycle of growth will be more violent.



The law of evolution applies to every forest, every species, animal and insect: evolve or die. There is nothing that humans create with technology that nature does not create naturally. We are not learning to harness nature, we are learning to model her – her use of solar power, nuclear power, recycling, adaptation and creation, her use of clones and gene modification. All these are nature's tools for evolution and humans are not separate from the laws of nature. We are modelling her.

The more calm you become, the more challenged you will be. The more active you become the more a part of you becomes passive. Extreme behaviour finds its balance in attracting extreme opposition. For sure. Greenpeace is often radical and boom! It breeds its counterpart. That's the difference.

If you can focus on the outcome, then the tic-toc backwards and forwards, right and wrong, doesn't need to be so violent – more energy becomes available to focus on your direction. One guy told me, 'In our men's group when we all decided to own our feminine sides, we didn't see that we were also

INSPIRED LEADERS

Inspired leaders continually challenge themselves to improve but are grateful for what they have. Inspired leaders know the value of gratitude to motivate, inspire, create loyalty and build self-worth. Yet they also know that 'When you are green you are growing and when you are ripe you rot.' They keep innovating for continual improvement.

discarding our masculine sides, but at the same time we did this, our wives started taking up things like karate and kick-boxing.’ Evolution is at the border of order and chaos. Welcome them both. Two inseparable friends.

Develop a new approach. Work differently, relate differently and live differently. In a world where nature demands evolution you must tap into your innate gifts and use them and then you will be the one who leads the world into the future.

Maximum growth occurs at the border of chaos and order. Have you noticed in your own life that once you get on top of things, stuff happens? Maximum growth is at the border of chaos and order and because we are never still, life is the tic-toc either side of this median. Highly emotional people sway hugely back and forward (drama is the footnote of their lives), and stoic people sit on the line, or thereabout, with huge falls every now and then. Healthy living involves fluctuations either side, (acknowledge the emotions), but no overreaction, (following the emotions). The more often you are in balance, the more moments of presence you have.

The evolution of the species depends on this pattern of chaos and order, challenge and support. In the ancient mysteries challenge and support were definition of love. Creation and destruction are not opposites but two sides of nature, parts of the cycle of evolution. Birth and death are the two parts of the same evolutionary cycle. Although humans argue that enlightenment is possible – power on, power off – evolution would argue that enlightenment is death.

INSPIRED LEADERS

Inspired leaders create creative space. They develop environments that support creativity. They develop an attitude that supports creative thinking. That means space, colour, time out, community gatherings, entertainment, laughter and spontaneity. They support the unusual and diverse.

Our personal evolution constitutes a significant proportion of the dilemmas we face in life. What works one day doesn't work the next. We clamber to hold onto old ways, old ideals and thoughts that we have outgrown. It becomes harder to be real and a widening rift appears between who we are, who we want to be, and what we do.

Nature doesn't grow continuously. She grows in surges. Your business and life will also grow in surges. It means there will be times of quiet and some semblance of calm and then there will be enormous periods of turmoil and chaos. The conscious individual does not seek a life of peace; conscious individuals seek harmony between chaos and order, support and challenge, in their lives.

In business, maximum profit occurs at the borderline between chaos and order, and maximum growth is maximum profit, long term. So making a business all harmonious isn't always the most inspirational, spiritual and evolved decision. Nature seeks growth. She seeks it through a combination of two extremes: chaos and order, storm and calm. For those who define great business days as calm days or victorious days then growth must come in a forceful way. No matter how hard you try, maximum growth of your business will occur at the border of chaos and order.

A company infatuated with calm will do one of two things: attract chaos from outside the business or from within. All things evolve; nature destroys those things that don't grow. So calm breeds destruction. If you seek the extreme, the so-called spiritual condition in your business, of peace, tranquillity and calm, then the chaos is really going to frustrate you. It will come. And inevitably it comes in random and confronting ways that attack you at your core.

What goes up must come down. If a business or a person becomes complacent in the good times, if they forget to be humble and face the basics and challenge themselves and their staff, then chaos will humble them to bring them back to balance.

Self-actualize through your work

You are born to grow, materially and spiritually. If you are not growing materially then you are out of balance. If you are not growing spiritually then you are also out of balance. Balance exists in all things, spirit and matter.

The evolution of your consciousness is important. It is nature's intent. You are born for abundance in all areas and therefore in accordance with nature, you should have it.

So maybe that day, that crappy day, is only bad because you think, ‘Crappy is bad.’ Maybe a crappy day marks the time for change and growth and movement and creativity and innovation. It is comical that even the largest consulting firm in the world considers creativity and consciousness to be a peace-loving environment.

Back in the late 70s and early 80s I was in the air pollution control business and my mission was to change the environment in which we lived – I was an environmental engineer.

I used to travel extensively, visiting people who ran engineering companies like cement plants, brick plants, aluminium smelters and steel companies. I met great people in cities across Europe and they often invited me into their homes for dinner.

For the most part these were good people whose company I really enjoyed. But when it came to telling them it would cost an extra \$50,000 on a million dollar contract to be more environmentally conscious – which was good for their family and society – they would inevitably say, ‘No.’ I couldn’t believe my ears.

INSPIRED LEADERS

Inspired leaders understand the value of intensity. They know that the greatest stress-free zone for personal performance is when there is a clear outcome and a powerful intent. Intensity × purpose builds satisfaction. Without intensity Parkinson’s Law applies: ‘Work expands to fill the time available.’

It wasn’t just the insignificance of the amount on a major contract, I was angry because I couldn’t believe how a loving, caring person could go to work and make such unloving, uncaring decisions.

Once I was at a cement company in Australia and I was sitting opposite a guy who I really liked – I had met his wife and kids. I said to this guy, ‘You are building a new cement plant, let’s go the extra yard and make the environment inside the cement plant even better. It will cost you one percent more.’ The air pollution part of it was miniscule.

He said no, and I sat there trying to comprehend this guy’s headspace. It was the turning point in my life. I

suddenly said, ‘No I will not smirk and smile in the face of this thing any more.’ I walked outside and burst into tears and realized I could not do that any longer – for the purpose of winning a job and running a business I could no longer compromise what was in my heart. I needed to grow and it would inevitably require some chaos.

I went back inside and told the guy I was withdrawing my whole proposal. I told him I would not supply any of the equipment and he would be better to go to a cheaper supplier and I walked away. I walked away from something that would have made us more wealthy but it was time for growth, no compromise anymore on this one.

I’ll never forget that story and the fear I felt by being truthful to myself. I could easily have said to this guy, ‘Okay, we’ll discount and we’ll put more pollution into the air.’

Evolve or die!

Uncertainty and chaos are not bad; they are an essential part of leadership and in contradiction to all the macho theories, admitting uncertainty is not bad. It is a sign of growth. You don’t need to dwell on it for years. If there is uncertainty about your vision and purpose, which ultimately determines the direction of your life, then you had better go and do a vision quest somewhere and sort it out. It is just another opportunity to look within.

We sometimes forget that life is a journey and we go about trying to fix everything, and when chaos comes we think we screwed up. Uncertainty is about change. When events are uncertain then it is a great time to unravel the mystery that is creating it as fast as possible, and grow, evolve. But nothing changes until something changes. People sometimes come to me for consultations and tell me how they are ready to grow or change, then proceed to tell me how right they are in what they believe. If nothing changes, nothing changes. Instead of changing everything on

INSPIRED LEADERS

Inspired leaders know that nature never destroys old mechanisms she builds new ones on top. Companies can build on their strengths and grow. Revolution is too fast, evolution is too slow. Maximum company growth occurs at the border of the two.

the outside, we can simply evolve by changing the way we perceive things. That's where certainty comes from – from deep in your truth, your heart.

I was speaking to public servants at a conference in Canada, a three-day workshop on personal mastery and leadership. The majority of private conversations during the tea breaks were about retirement. These were intelligent people in their thirties and forties who had entered their jobs thinking about the retirement benefits. The majority of these people were at work to hide until retirement day. What motivated them to stay was the opportunity to leave with a golden handshake.

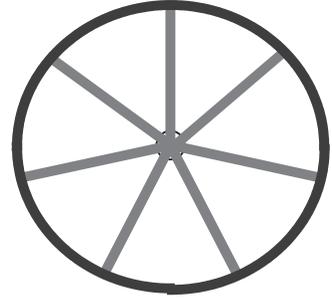
INSPIRED LEADERS

Inspired leaders do not focus on the competition. They focus on their inspirations and the value they add to people's lives. Inspired leaders really know what they do best and feel a calling to do it better. Inspired leaders attract people who want to be challenged.

And while those people think about retirement all day, most everybody else is thinking about Friday. It's a big loss when you are not inspired at work, when you work for five days thinking about how good it will have two days off. And it's no use blaming the job. If you can't be inspired in the bad times then there is no way you will hold it in the good times. It is no use changing jobs until you find inspiration in what you are doing. No use changing relationships until you love the person you are with. What you run away from follows you. There is no place on earth without the chaos, no place without the growth.

Everyone has a dream, a vision or a goal. What you can link to your purpose, dreams and visions inspires you. What you cannot link to your purpose, dreams and visions, you sabotage. I have consulted over thirty-five hundred relationships and this is the reason for ninety-nine percent of separations – when you can't link your relationship with your visions, dreams and hopes, you sabotage the relationship. This is deep spiritual awareness. To be inspired from the inside out you must link visions to process. This is spirituality in reality.

LAW 3 THE LAW OF INTERCONNECTEDNESS



Interconnectedness in nature means that no matter how you look at it, nothing is ever missing. In nature, the form may change but the content does not. If a leaf is gone from the tree, it goes as a leaf, but its energy and matter simply transform into another form. When you apply this law to human and emotional beliefs it confronts the notion of grief, loss, heartbreak, attraction, rejection, health, death and suffering. It is a challenge to confront these socially indoctrinated concepts because our total existence and the codes of law we operate under are based on the existence of these issues.

What you see in others is a reflection of yourself. Your separations are created by identities; things you think make you different from other people. These are perceptions and perceptions are lopsided beliefs. The more unique someone thinks they are the more unconscious they are.

Think of someone you know who has passed to the other side. Now think of everything you miss, liked, didn't like, or learned from that person, then ask this question: When that person passed, who or what stepped in at the moment of death to replace them. Focus on those elements you listed above. Who hugged you more? Who cared for you? Who argued with you? Who was closer than before? Who stepped in to fill their shoes? Nature abhors a vacuum. Whatever you perceive is missing is filled immediately.

Seen this way loss becomes questionable. Can you really lose something, or does it just change in form? Consider the power of the mind to make fantasy real. Consider the power of the law which makes all things possible – wealth can exist without money, health without a body, genius without an idea – this whole concept can transform your world into a place of beauty, gratitude and love.

INSPIRED LEADERS

Inspired leaders are vital, humble, grateful, caring and challenging people. They exude the creativity of inspiration to people connected to their dreams. They are people doing what they do with intensity, drive, urgency and inspiration.

I was introduced to the director of a large public service utility that had undertaken a major revamp of its culture for the explicit purpose of reducing stress and creating harmony. The CEO's statistics were exceptional, proving the unmitigated success of the project.

After our inspirational lunch I asked her, 'Well, if nothing is ever missing and it just changes in form, where did all the conflict and challenge go?' She stared at me bewildered, 'What do you mean? We got rid of it!'

I explained the law of interconnectedness: nothing is ever missing it just changes in form. Challenge cannot go away it is an essential part of life. We can remove it from certain environments but not from existence. If you turn the workplace into a stress-free, conflict-free zone then the challenge and conflict must go somewhere else. Nature evolves with challenge.

She left me with a commitment to explore the possibility that stress had ended up in her employee's homes. A month later she emailed. Yes, surveys showed an increase in domestic turbulence and dissatisfaction not expressed on the job. Her conclusions were right. The stress at work had gone down, but it had not vanished, it had simply changed in form.

Next time you are feeling a little forlorn that something is not the way you want it to be, remind yourself that nothing is ever missing. Ask yourself where you have gained from this loss. If I am being rejected where am I being accepted? If I lost something what did I gain?

Sometimes people spend so much time fantasizing about what they want, (in relationships especially), that it needn't appear in reality.

Reality rarely lives up to your fantasies. This is why I spend an enormous amount of time during my consultations taking the air out of false balloons. Leaders and entrepreneurs have a consistent habit of becoming legends in their own minds. The difference between a vision and a fantasy is not clear and many people who teach visioning and vision quests do not comprehend this. For this reason, creative visualization can sometimes be very, very damaging.

A very depressed woman came to me asking how she could find her truth and open her heart. Her depression was the result of a divorce, she felt totally alone. It had been some years since the divorce and she had not had sex since. So I applied the law of interconnectedness, which says that nothing is ever missing. I said, 'If you are not having sex in reality perhaps you are having sex in virtual reality.' She blushed and revealed that she was fantasizing every night about whips and spurs and black leather and she was gratifying herself each night. Nothing was missing. But of course she wanted to change the form from fantasy to reality. Simple, 'You have to pray,' I told her.

She was really confused. I think she wanted to whip me. I said 'If you are not thankful for the way that you have it, (or in this case the way you are getting it), then you won't get it the way that you want it. In other words she had to say thank you for the existing form before she could create it in another form. Well, the long and the short of it, (excuse the pun), was that as soon as she dropped her virtual fantasy it manifested in reality. Six months later she returned to see me wanting to reverse the situation. The fantasy is always better than the reality. She learned a great lesson.

A fantasy is a picture of the future or a future with pleasure and emotion attached (all positives), whereas a vision is a picture of the future with no emotion attached. A vision is an inspirational perspective on future possibilities. Turn a fantasy into a reality; create a business or a life-plan. God is in the details.

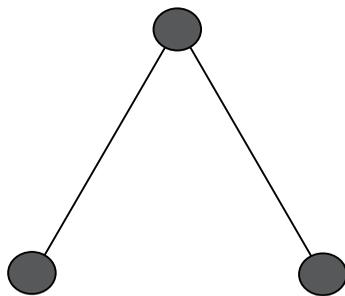
All business is needs-fulfilment. If you have no compassion you can only operate with fantasies and short-term promises. I see a lot of that. A lot of incompetent people run businesses, or create artistry for short periods of time very successfully but very few of those incompetent people manage that successfully in the long-term. Long-term is vision, short-term is fantasy.

INSPIRED LEADERS

Inspired leaders know of the universal laws. Inspired leaders look for the order in the chaos and know that maximum evolution occurs at the border of order and chaos.

LAW 4 THE LAW OF HARMONY

Don't try to change what people are, rather, develop what they have. According to Kahlil Gibran, 'Our worst fault is our preoccupation with the faults of others.' If you want to get the best out of someone, you must look for what is best in them. People can only use their strengths to excel, not their limitations.



What you appreciate grows. What you don't appreciate, depreciates. If you are not thankful for what you have in the universe, you lose it. That's bankruptcy. People grow from appreciation. If you appreciate people they grow. You don't need to

reprimand people; they do it to themselves. Appreciate people. Thankfulness brings everything back to reality. I say to people, 'Instead of living in the future with a vision of the moment, live in the moment with a vision of the future.' Gratitude brings you home.

In nature, what appreciates grows what depreciates shrinks. Consider the possibility that in your life those things you appreciate grow and those things you don't appreciate shrink, include your health, your relationships, your friends and your associates – your entire life. In other words, the more you judge something (not appreciate it), the worse your life becomes, (your life shrinks).

Appreciation is gratitude and ironically this is the key to personal health as well. The more appreciation and gratitude you have the more you grow and the more you grow the more you are challenged to appreciate.

INSPIRED LEADERS

Inspired leaders respect the fact that emotions are distractions from the true inspired path of gratitude and working from the heart. Inspired leaders know that to be inspired they need to collapse the emotions that take people away on tangents and bring them back through synthesis to a centre point. At the centre point we work from the heart. Inspired leaders know that if you cannot manage your emotions you cannot manage your business.

Bankruptcies always occur when people don't appreciate what they have.

The immune system in your body responds to gratitude. The more grateful you are for life, the more your immune system is strengthened. The more immunity you have, the bigger the life you can lead, and the bigger the life, the more you are challenged to be grateful.

Life is about bigger, not smaller, levels of responsibility.

What determines the personal harmony of any one individual is the level of gratitude in their heart. All thoughts are electric; they send electrical charges to the nerves which in turn stimulate action. Our brain is an electrical receiving and broadcasting system that is responsible for action. Although the science of non-local communication, (cell phone), is still primitive, we are evolving to a time when thought can and will activate response.

This law creates the opportunity for you to create a culture of growth and appreciation in your life. What you appreciate grows and therefore a life based on the law of harmony will evolve rapidly along the border of chaos and order. This provides an opportunity for you to be centred and focused and in harmony with your vision and purpose. Ingratitude destroys, not only businesses but individuals as well. To understand the law of harmony is to understand human relationship. It is a way of thinking that inspires incredible human potential.

Really thank people for their efforts. Make it clear what you want and agree on how it is to be done and then trust that if you appreciate what they do, they'll get there.

INSPIRED LEADERS

Inspired leaders know that a business has a soul. Inspired leaders know that the soul of the business is the core, the eternal, the heart and the very driving force of long-term sustainable inspiration. Inspired leaders know that gratitude is the way to build long-term stability.

INSPIRED LEADERS

Inspired leaders know that when the leader is inspired the employees are inspired.

When a leader follows their dreams and visions, is committed to what they are doing then the employees really enjoy working with the company.

Instead of always focusing on next month's budget be thankful for last month's budget. If you don't think this works you just look at a company that is all vision, all motivation or all hype, it will eventually be humbled and forced to be thankful for the small things.

You can't pretend, gratitude must come from the heart. If you pretend, people see through you and your authenticity is challenged. But you can't be grateful one hundred percent of the time either, sometimes you have to fall. So you can fall, stay there, get all twisted and start some stinkin' thinkin', or you can work through it, grow, and get back on track.

Someday Isle – a nice place to visit

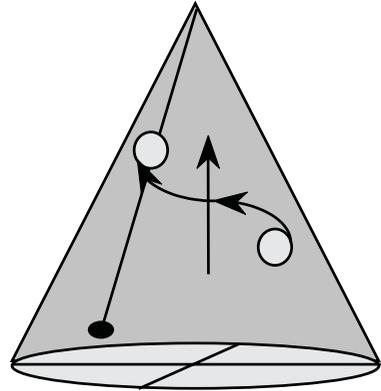
People look to the future and say, 'Someday I'll do this and some day I'll do that.' We must all have visions and dreams, they give hope, but when the moment we live in is perpetually complicated by the belief that we are not in the right place, or that it will be better tomorrow, we are denying ourselves the joy and spontaneity of life, right here, right now.

Setting goals and having a vision for the future is critical, but if the obsession for tomorrow replaces gratitude for today, you are putting life on hold. Tomorrow never comes and even when we do get there, there is always another tomorrow and another idea.

I have found with corporate people that the obsession with tomorrow is the greatest distraction from fulfilment – it causes mental health problems, conflicts and wasted time. When work is inspiring, we are automatically drawn to the moment. People who are doing what they love are inspired and present.

LAW 5 THE LAW OF THE ONE AND THE MANY

There is a hierarchy to everything – the universe, the earth, nature and humanity. Can't you see it? From one God to the many gods, from one idea to the many personas, from one brain cell to the many nerve cells, from one trunk to the many branches, from one dominant species to the many subordinates, from one life purpose to the many goals, from one day to the many hours, from one city to the many suburbs, from one dominant supplier to the many others, from one leader to the many followers. The one and the many.



The one and the many is the core relationship of all things in the universe. From the one and the many arise the arrangement of stars, planets and molecules. It is the same law, the same pattern, and the same hierarchy repeated over and over.

Everything in nature is hierarchical, so any sustainably successful organization must have a purpose bigger than itself, and any successful person must have a purpose bigger than him or herself. People – employees, shareholders and clients – invest in an inspired vision. Every human being has a dominant value and a dominant dream and consciously or unconsciously they have a purpose in life.

Your life force is expressed in the commitment to a dream, a vision or an inspiration. This is at the heart of every great success. People can smell it and taste it, they are magnetized by it.

Do what you love and love what you do. By doing what you love and loving what you do, you become present. And when you are present you are intense, and that means that whatever you are doing has an immortal impact, a long-term strategic focus. In sport it is called being in 'the zone'. A golfer becomes one with the ball, well, to become one with your work, you need to be intense.

There was no question, the business was dead. Profit had taken a major dive, staff were leaving in droves, stress levels had gone through the roof and significant union unrest was disrupting production. To make matters worse, for the first time in the fifty-year history of this family-owned business, serious product quality problems were contaminating the company's reputation.

I was called in at the last minute as a change agent and turnaround consultant. They'd done the vision and values thing – changed the staff, shifted the positions and motivated people – but the downward trend continued unabated.

Greg had taken over the business from his grandfather fifty years ago. An uneducated eighteen-year-old boy, Greg built the business from fifteen employees and microscopic profits to a company of two thousand employees, with a market position as solid as Gibraltar, turning over two hundred million dollars a year.

What pushed this proud and profitable company towards the brink of collapse was a loss of vision. The man at the top, the one, was no longer inspired. He was burned out and bored. His inspiration had died.

Greg's personal life did not mirror his business success. He had married and divorced several times two of his children had serious drug problems. His past had cost him dearly yet his focus had never diminished – business was his icon, his god, his religion.

After a third marriage and the birth of his first son Greg's home life seemed to be coming up roses at last. But it was not to be. Doctors discovered that his son's heartbeat was irregular and an operation was performed immediately. Greg changed over the next eighteen months as his son teetered between life and death. He also discovered that his wife was having an affair.

My brief was to fix the business. I interviewed and measured and audited and nothing seemed wrong enough to ruin the company. Under the circumstances you can imagine that Greg did not want to add any more stress to his life. He talked about retiring, his desire was honest and practical, and of course understandable, but no business can survive without the inspiration and love of its leader. The choice for Greg was sell and get out or re-vision.

Greg wanted to stay. I asked him to tell me his dream, 'What is larger than you that you would love to dedicate your life to?' His immediate and spontaneous answer was, 'My son.' With tears streaming down his face he acknowledged that through his illness his son had opened his heart.

'I had never felt love, not for one day, until the moment he was born and I watched him being wheeled off for that operation. I saw him return tangled with tubes and blood and his life so fragile. He has taught me how to love and now I want to live this and dedicate my business to it. I want him to live.'

We created a foundation to fund medical expenses for needy families needing heart operations. We changed the business marketing to include his son on its brochures and advertising. We created a trust for his son and we dedicated the business to the gift of love this child had given. Greg's life changed and so did his business.

Everything in nature is built in a hierarchy – from the one to the many.

In any field there is one leader, one leader's vision, one inspiration. Those at the top are motivated from within. Certainty and inspiration can only arise from the human heart. The person at the top has the greatest certainty and the largest vision. They also have the biggest questions.

An inspirational vision that comes from the depth of your heart will be far more powerful than any structure. Structures break down when the person at the top loses their inspiration. If the person at the top is not expanding their vision and inspiring themselves constantly, they will fall.

Remember, vision must come from within. Feelings of inspiration travel through walls where no words can pass. You cannot inspire people, people inspire themselves. The consciousness of any organization evolves in a hierarchy of inspiration that moves from the lowest to the highest.

The 'got tos' don't get it

You have to look inside your own heart and ask yourself what do you love doing. What are you inspired about? You have to get to the point that what you are inspired

- Love to
- Choose to
- Desire to
- Want to
- Need to
- Ought to
- Got to

about is incorporated into the whole of your life. Linking what you love to what you do is an art. You inspire people by being inspired.

Live in the moment. Manage for the long-term. Align with nature.

Who is your boss?

All of nature is hierarchical – top to bottom, and this is also true in business and creative environments. There are bosses and there are people who report to them. Some people think they made changes to universal laws when they re-named employees groups, ‘teams’, and then ‘workgroups’ and ‘committees’, and they said, ‘Let’s empower people and create equal opportunity.’

Human beings have a golden opportunity to grow, to evolve to become more conscious, to reach higher, to dig deeper, to expand and develop, to discover unthought of capacity for work, life and play. But we are stuck in circles of time by measures that no longer bear any resemblance to our needs. The organizations and nations that lead are stuck in dogma. We need to get back in step with evolution and learn to adapt and move with nature.

Let's look: first and foremost, hierarchy is a natural phenomenon. What is written on paper, based on performance, tenure, sex, law, company cultural policy or any other stigmatised analysis process bears little resemblance to the true hierarchy and structure of a company or group.

Hierarchy is natural phenomenon based on consciousness. The person with the highest consciousness leads. The person who leads determines the available space beneath them for the consciousness of others. In other words a low consciousness person leading a company or a rock band or a football team has predetermined that all people working for them are of even lower consciousness. If you put people of higher consciousness below people of lower consciousness in an organization or group structure, you bring on mental health problems.

Where else do you see structures that are doomed to turmoil before they begin? Aboriginal communities often appoint the elders to leadership, or the family who has always led the community. Unconscious people can be appointed to power through lineage and they end up leading people of higher consciousness. If a leader of a rock band has a vision, they attract people who want to be a part of that, but if they achieve it, or the leader loses that vision, the other band members will go off and start their own band or join another. It is the same in communities and in business.

By now you will be asking, 'Well, how do we know who has higher and who has lower consciousness in our community, business, band or sports team?' And the answer is, 'You already know.' It is the person with the greatest vision, the one people turn to for inspiration and practical hands-on advice at the same time, (very different from compassion and sympathy which play a different role).

Consciousness can be measured, but more importantly the human condition has a built in 'conscious-da', (as in ra-da,) a radar for consciousness and unconsciousness. Those people who are stressed, or always wanting to be right, those who are critical

INSPIRED LEADERS

Inspired leaders know that to solve a problem the company must rise above the level of the problem. Inspired leaders know that while they are caught in the paradox they cannot solve the problem.

'Passion is powerful ... Nothing was ever achieved without it, and nothing can take its place. No matter what you face in life, if your passion is great enough, you will find the strength to succeed. Without passion, life has no meaning. So put your heart, mind and soul into even your smallest acts . This is the essence of passion. This is the secret to life.'

Anonymous

and want things to go their way, those people preaching righteousness in the workplace, the hippies wanting peace and harmony, the protestors condemning world economics, the greenies wanting to save everything, those who want to change everyone except themselves, and those who get dogmatic and stuck on their ideas – they are the unconscious ones.

Everything in the universe is hierarchical; it is pointless to argue this. You will just create duality – one group being all righteous and another group being all wrong. The truth is that nature finds its balance through consciousness. There will always be higher and lower consciousness in any group, but what we should be more aware of is the basis on which we promote and structure our companies and groups and communities, and how we can grow as individuals.

Rather than modify the environment to suit our stuckness, how can we grow to suit our environment?

The person at the bottom is not always the lowest consciousness. The one who speaks the loudest is not always the best person for the top. The one who makes the most profit is not always the right leader – these people are often temporary, motivated by fear or motivated by passion, and passion causes burnout. Consciousness comes from within and is based on the degree of balance a person can perceive in their world.

These are signs of unconsciousness:

Excessive emotional expression, fundamentalism, changing people, rescuing people, chronic fatigue, depression, righteousness, attachment, rigidity, greed, sexual hunger, excess food appetite, stimulant addiction, legal disputes, stress, tiredness and gossip.

These are signs of consciousness:

Open-minded, grateful, a powerful vision without the fantasy, not attached to dogma, a focus on purpose, presence, commitment to something greater than yourself, persistence, understanding, patience, and love.

It is time to ask yourself, 'What can I do to come to peace with the world as it is?' The answer to this is simple, 'Drop the labels, and come to peace with yourself.' Stop labelling yourself, stop defining yourself as right and wrong but rather define yourself as a growing being who deserves to be loved for who you are. You want equal opportunity? Step off the soap-box and be humble. As my son said after completing my Real Spirit workshop at the ripe old age of sixteen, 'Dad, my life affirmation is: "To be no better or worse than anyone else in the world."' The truth is in the minds and hearts of the innocent.

It is time to come out of the dark, to discard the hippie notions of right and wrong, peacey peacey – focus on consciousness and discard the religious righteousness. Come to understand what nature has been teaching you since birth: the way to live in tune with universal and natural law is to honour and appreciate diversity, seek the balance in all things, be grateful for what you have, commit your life to a purpose greater than yourself and acknowledge that everything, absolutely everything, is interconnected, hierarchically, from highest to lowest consciousness.

Corporate Consciousness

Corporations can be inspired places, filled with intelligent and inspirational leaders, but there is an epidemic of stupidity. The corporate world is now filled with unconsciousness. In business, like every other walk of life, there are ignorant out of balance people who have little empathy for the world around them. When people seek answers outside of themselves they are trusting in faith, but faith is for the weak at heart, the newborn and fragile, it is not the long-term view of nature's intent.

You can be assured that everything in nature has its purpose – those things that do not fulfil their purpose die, are recycled and reborn in healthier forms. Do you think humans are any different? To view the divergence of our world from this law just observe the city streets at 5.00pm, the crush of people who just can't wait to get away. For those people that journey to and from work is the final undoing of their existence on earth. They die from old age – not at one hundred, eighty or even seventy; they die from old age at thirty. When the spirit is not fed its truth, it shrivels and dies.

BUSINESS BASED ON NATURE'S LAW

This chapter sets out to answer and solve some of the increasingly difficult problems faced by workers throughout the world – stress, motivation, leadership, ambition and health. How do you stimulate people to want to jump out of bed in the morning and rush off to work, as well as meet the challenges of creating a healthy family life, a healthy environment for their children? Mental health has become the single highest compensation cost for the corporate compensation industry. We have problems and we need solutions.

The infrastructure cost of running a company when people are not motivated from inside is horrendous. There is no room for this any longer. The demand on human performance is exacting – less time, more production, less errors, more accuracy. Technology has placed demands on people to do their best and now, more than

ever, there is a need for more clarity, better decisions, more self-awareness and greater global consciousness.

There has been great confusion about harmony and productivity in business – confusion about how we operate the business for optimum profit and humanitarian demands. There is a nightmare debate, between what shareholders demand, (performance), and what employees demand, (humanitarianism).

Success is not a get rich quick scheme. It is a day by day process. Short term personal profits are not synonymous with long term prosperity. Like the farmer, who killed the goose that laid the golden egg, we too can ruin our chances for getting long term results by becoming impatient and unwilling to pay the daily price.

We throw curses at the foreigners who attack us, we throw righteousness at the nations who disagree with us, while our own system and way of life can be a slaughterhouse of humanity. Drug companies keep the body alive, alcohol makes life tolerable and television makes it hopeful, but no pill can give the heart the dreams and visions it hungers for. You can stand on a street in the city and watch – watch the faces and the bodies of the average city worker. The bent shoulders, the ashen faces, the cigarettes and the panic to catch the train to safety, and a night of TV. People not doing what they love, just working to survive, is a great dishonesty. It is a carry over from the 17th century, and frankly, little has changed.

Can you claim to be an honest person if you are not honest with yourself first? It is not the abdication of responsibility in pursuit of self-gratification. It is the alignment of your inner and outer truths. When the heart wants to go left, the mind wants to go right, and the body is stuck in the middle, we get the whole dilemma of corporate stress, mental health problems and dissatisfaction in business.

IT BEGINS WITH PERSONAL HONESTY – COURAGE

Einstein said a great person knows their destiny long before anyone else does. Do you? You were born with a unique heritage, you have unique gifts and powers and

you can change the course of your heritage and hand it to your children or their children vastly improved. Work means giving, and we cannot give what we have not got. Giving is the key.

You are born with a circumstance, a mission in your life, a calling, a vision, a dream. Excess and deficiency are the clues to your destiny. Imagine for one moment a bath, or even a swimming pool; your life is about filling that pool with experience, richness and love but the plug has been left out. You are searching, doing a great job, reprogramming your mind and doing your best you can, but the bath or the pool never stays full. This leakage leads to obsessional behaviour. Some addicts excuse themselves and say, 'Hey, I'm an obsessive-compulsive personality type.' I say, 'Rubbish. That is just another excuse. You are no more than its opposite. You are simply a person with deep missing-ness, an insatiable hunger that is not being filled with a vision.'

But while the plug is out, while you think something is missing, and you continue to fill the bath or the pool, what you fill it with will never be enough. We all need to plug the leak; this is the key to life-fulfilment. Instead of searching everywhere on earth for fulfilment, we need to wake up to the fact that nothing is or ever was missing. Mother nature would never allow it. She just changes the form.

Until you can round out this aspect of your life you will continue to find theories and materials and ideas and anti-depressants and meditations to fill the vacuum. It is a prison. You can search for what you miss by getting married but it will be uncovered eventually – even if you are one hundred and ten – on your death bed you will realize, 'Hey, it's still missing.' And if you have waited that long, well, it's a real pisser!

Behind the beliefs and hunger is you in your most powerful self. It is a miracle. The minute you stop searching, the minute you become thankful for who you are, then, without all the stress, you really start to perform at your best.

INSPIRED LEADERS

Inspired leaders know that individuals have personal lives and that the issues at home at play or at work overlap. Inspired leaders create systems and space that help individuals cope and grow from their experience. Inspired leaders develop systems for individual support so that issues and blockages to growth and presence are transcended.

INSPIRED LEADERS

Inspired leaders know that success breeds success and inspiration breeds inspiration. Inspired leaders know that when an individual loses inspiration and gratitude that person needs support and processes. Inspired leaders know that some individuals are best served in other jobs and free them to move to other companies.

Our quest is the honey to the bee. It is crazy, out of control and has bought many great individuals to their knees. I know many high-profile performers who are so dependent on the next hit that they live a life in hell. It isn't necessary to search for a drug when life itself is the best drug around.

People seek answers outside of themselves. The world abounds with theories on how to work easier, live easier, do less and get paid more. Yet while this happens the mental health of the average worker declines. Unconsciousness reigns in the corporate world, and it is primarily a result of ignorance.

Corporate people, especially in the public service are highly dependent people. They spend much of their time learning how to cover their butts. They often lack vision and blame the organization for this. They learn to blame and be victims very early and this creates a culture that breeds dependent people, disempowered people.

The mastery and skill of self-dependence is one of nature's most important principles. She encourages all the species to learn to self-sustain and live in communities as contributors instead of takers. People in the business world are currently stuck with tools for self-management that do not work. Many turn to spirituality and meditation which, in the vast majority of cases, is poorly taught and only serves to weaken them. Others decide to turn back the clock and try to create a working environment devoid of stress and challenge. Either path is doomed to failure in the long-term.

We don't need tools to change the working environment, we don't need to make it less stressful, we need to be tougher, stronger, more empowered in our own self-management. We need to be closer to our own truth, our own spirit. We need to be in control of our destiny, not through righteousness, but through love for and self-awareness of, ourselves. We best serve others by rejecting their victim or blame

stories. Unions throughout the world need to see that the best thing they can do for their members is to cause them to take personal responsibility, not by changing the company but by embracing new skills for higher performance with less reaction to stress. Changing the environment or the job is such a small contribution to the welfare of people, people need to change themselves and then the effect can be incredible.

Who said it could not be done? And what great victories has he to his credit which qualify him to judge others accurately?
Napoleon Hill

In nature ease creates disease. Just look in the slums of the world. Do you find hard-working people busy about their lives or do you find lazy, untidy people, with so much time on their hands living in dirty, unkempt environments? Does the slum create the laziness or does the laziness create the slum? Are these people victims or do they cause their own effect? If they do cause their own effect then they are immediately empowered to change it. If they do not have responsibility for the cause then they are victims and must wait for the gods, or governments to rescue them. Teach these people how to grow, and when they are ready to take responsibility, there will be no slums. Teach yourself to be honest with yourself. Forget other people's values and beliefs, dump faith and find your destiny with certainty. Drop the theories and experience the realities.

We naturally admire the individual who has mastered their existence and become a self-mastered person. We call them stars. Why, because stars give off light – enlightenment, grace, god, spirit and many other terms mean light from the sun. Even those who defy convention are immortalized. They are the few who stepped out and created something new, something raw and fresh, and they had to dig into the great and infinite oceans of thought to get it. So your most spiritual, most empowered, most awakened self is not the one who sits cross-legged in idol worship, or bends their body in all manner of shapes, or sings the loudest in church. No, your most spiritual self is the one you are honest with, the one you get to know and trust and believe in. It is the you who masters some earthly talent and expresses that talent with childish exuberance and marries it with commitment and discipline. It is a whole experience – spirituality is you at work doing what you love and loving what you do as well.

NATURE, EVOLUTION AND CONSCIOUSNESS

Nature destroys those things that are not on purpose

Nature destroys those things that are not fulfilling their purpose, so humans who work on low priorities in their lives attract calamities, disasters and humbling circumstances. Their role in the evolution of all things is minimized and they are a burden on resources. You can count on nature to manage the growth of all things towards the future, her destiny is bound in this. Nature takes the weaklings and dispenses with them. Nature is not weak, nor does she pity the weak – she evolves all things. Strength in the human species is not the macho stamina of the hunter but the mind and life force of the master. He or she may be a priest, a monk, a gardener, an electrician, a lawyer, a train driver or a healer – the master is one whose energy is simply not wasted in righteousness or attack and defence.

INSPIRED LEADERS

Inspired leaders ask each individual to write a personal plan for themselves. They ask each individual to define their dreams, their goals, their fears and their infatuations. Inspired leaders ask and support each and every individual to get to know and understand themselves better.

In contrast to this, we build hospitals for the unconscious. Today there is an exponential demand for new hospital beds which reveals that we are breeding weakness into lives. Is it the will of nature that we should, as a global society, become more vulnerable to the elements of nature, more susceptible to disease and more dependent on pills to sustain our existence? Three billion years ago, when nature embarked on her crusade, did she intend that we reach outside the magnificence of the human condition to blame the cigarette company or the drug company for our own weakness? Or become dependant on substances for our life force? Or have no idea of the spirit within and therefore become spiritual seekers, greedy to get more of what is already given but grossly abused?

Weakness in nature is intolerable. Those who lack the courage and the strength to find a useful purpose in life will fail; they will not survive the future. Nature wills it so. Since time immemorial she has been strict in the development of an evolved species. She has taken that which no longer serves its purpose and recycled it. There has never been any need for human intervention in this, yet humans have played a vital role.

PEACE

Nature has never and will never aspire to peace. The concept of a human peace presumes equality amongst all people and it is just not so. There are people of lower and people of higher consciousness. There will always be war and the lower consciousness people of this earth, the fundamentalists with their righteous religions, will be in physical war until they evolve. It is destiny. The higher consciousness people will choose to live out wars in different ways to what we now know. Perhaps this is not as we would like it, but this is also essential for us. We cannot lay down our arms when unconscious people exist; they are like predators. The current peace on earth exists because nations arm themselves for spontaneous war and create a stalemate. This is peace, but it is really just a vulnerable stand off.

Yet the small-minded protest against the globalization; they protest about the forests and whale killing and they believe they can change the course of nature. It would be wiser for these great souls to align themselves with the course of nature and learn to appreciate her guidance – strong-minded, hard-headed fundamentalists will end up falling by the wayside, intellectually undeveloped, spiritually useless and unevolved.

Many New Age seekers define their spirituality as the purification of their humanity. They embrace only the feminine principles of kindness and softness and peacefulness and try, through all manner of processes, to excommunicate their masculine sides. This is not the search for spirituality but a greed for confirmation that their own childhood beliefs about male and female role models in their lives hold true in the universe.

This type of thinking often results in emaciated bodies, justified by the practice of some religion with pious beliefs about corporate bad and alternative good. Or there is the spirituality of the transcendent type – the ‘let’s get out of this horrible

INSPIRED LEADERS

Inspired leaders know the importance of a clear, peaceful mind. They know that a mind full of worries is a distracted mind, that a short pencil is better than a long memory. A focussed and clear mind frees people to concentrate on the task at hand. This is the highest efficiency mind state. It is the state of maximum production.

INSPIRED LEADERS

Inspired leaders recognize and acknowledge that all forms of spirituality can serve to support the well-being of employees. Anything that helps to connect their employees with their soul serves.

earthly mess and escape to enlightenment' type – what phoney humanity this encourages! And there are others who claim that death in the name of God gives them some privilege in the afterlife – this message is about as believable as an infomercial and holds about as much substance. Can you really conceive a god, a creator, who would send down a message to someone saying, 'If you kill all those guys I created, and if you die doing it, I will give you special treatment.' What crap!

The world is magnificent, no part of it is separate from another part; only in the eyes of the lowest religions are humans separated from each other. In the highest, such as the ancient beliefs of Native American Indians, everything is connected and interconnected. Corporations are not separate from the laws of nature either. Flowers and trees are made of the same stuff as buildings and people – the tiniest fragment is the common pulse of all matter.

Business is more separate from nature than the volcanoes and oceans of Hawaii. Some proclaim the city to be dirty or the corporation to be an unspiritual place. But where is God not? Becoming emaciated is no great testimony to spirituality; it is separation from God, not union with. And the opposite is equally true – obesity is also a separation of self and God.

The destiny of the world was set in the first breath that created her. Fear not her destruction, worry not about her destiny. A far wiser hand than yours is guiding her. What is of major importance to you is merely a pimple in the whole scheme. Your fears about the extinctions of species, or the evolution of DNA and cloning, are trivialities. Maybe you think you are separate from nature. Maybe you think all the factories and food chains are separate from nature and so you fight for this and fight for that, this is your journey but it is not the real problem of existence. Nature's destiny is inevitable.

If you take the rainforest from the earth she will not die or mourn. Humans mourn things, nature adapts. It is a ridiculous concept to fight with nature's laws. It is wiser to align with her laws and appreciate her path than be righteous and think you know best. We are human but not separate from nature, rather, we are a part of her. Our factories, pollution and wars are all part of her plan. We are unable to avoid her laws yet we argue through our religions to do just that.

You are not separate – your conformity to the laws of nature is inevitable.

Religions marry their counterpart. There are low religions and high religions. It is simple to differentiate them. Religions that support the most fundamental beliefs, those that support reaction, are the lowest. Fundamentalism, radicalism, righteous religions that advocate extremism are operating on the bottom of the human consciousness chain. They serve their members well at that level. Some religions even have hierarchies within them. Those lower religions are the ones to secure against. But even your own fundamental beliefs, devoid of any religious source, are a still fundamental religion with one member, you. Anywhere in the world war is birthed by fundamentalism. No one religion is responsible; every religion that has a fundamentalist level is responsible. All things on earth act as a mirror of your own thoughts.

When you polarize yourself into extremes of right and wrong you are operating at the lowest level of your own consciousness. It is the most stressful and polarized mindset possible; internally you become your own terrorist. Whenever you think, 'I am right and you are wrong,' you create the emotion that is the harbinger of all war. It is this war you inevitably breed in your own heart.

**Wisdom is the
acknowledgment of
balance and order in oneself
and others**

Fundamentalism attracts its opposite. You attract your opposite. Greenies balance the capitalists. Peacey-peacey people attract the warmongers. A weak animal in nature attracts the strong animal to destroy it. The righteous lion attracts another lion to fight for supremacy. Nature has a natural hierarchy and you get to choose

INSPIRED LEADERS

Inspired leaders appreciate the fact that to create change the individual must have a personal motive and it is the strength of that motive that determines the success of change. Individuals and companies have different values. Linking personal ambition with the company ambition is the mark of good leadership.

your place in this hierarchy based on your consciousness, your state of mind, and the integration of your life.

Do you love what you do? Do you wake up each morning say, 'Yes, I just can't wait to get to work today.' Are you thriving on the challenge or some enterprise or experience that is drawing the best out of you? If not then you may benefit from this chapter.

Are you a leader who is frustrated with the cost of conflict, downtime and effort needed to get people motivated? Are you uncertain where you are going and where your inspiration will lead in the future? If the answer is yes, then you may benefit from this chapter.

Are you feeling tired, exhausted, burned out or just bummed off? Are you thinking of quitting your job or even your life? Are you blaming everything around you and trying to get compensation so you can quit your job and semi-retire? Are you playing the victim for the lack of any logical alternative in your working life?

All or any of these circumstances are signs of poor self-management. You must take responsibility for your state of being. No drug, hospital or herb can replace the lifeforce once it is lost to careless self-management. Love yourself first. You cannot give what you haven't got.

UNITY THROUGH DIVERSITY

People collude best as a group by honouring each other's diversity. The more polarized a group is, the more differentiated it is and therefore, the more unique it is. The more conscious people are, the more likely there will be unity, because they respect each other's differences.

Diversity means what it says: diverse opinions and diverse ideas, but in unconscious environments people take differences in opinion very personally – they attach their identity to their ideas and then the environment becomes competitive, a type of war. If their ideas are not accepted they see it a personal rejection. This is extremely unconscious behaviour.

Ultimately it is this unconsciousness that is driving the cost of human resource management through the roof. If people can't manage themselves consciously they end up developing self-destructive behaviours – blame, being a victim, food disorders, drugs addictions, arguments, stress are all barometers of unconsciousness.

If you contradict the natural rules of the game when you run a business, your life, anything, you are always going to be up against pressure. You can't relax because you want to be in control or manipulate the outcomes all the time. How can you be in your spirit or reach your potential while trying to manipulate and control natural laws? You need to be yourself, to get into the flow, to relax with trust. But it's hard when you don't know how, because then you are gripped with fears and worries.

We need to align with natural laws. Most of the time we try to run our lives based on unnatural expectations, and these are always in conflict with natural law. The laws of nature give us something more honest to line up with – integrity and honouring the diversity of who we are.

BEING REAL AT WORK

We know from the laws of nature that real estate is going to go up and down. If you can catch the trend you can make arbitrage and if you don't catch the trend you lose your shirt. But if you maintain some perspective – real estate grows at an evolutionary rate of about ten to fifteen percent – you will become wealthy.

INSPIRED LEADERS

Inspired leaders listen to their inner whispers. They have learned to obey these inner-knowings and take the time to be still enough to listen. It takes personal awareness and centredness to connect to these deeper awarenesses.

I hear business people say, 'I had this much but I lost it.' I say to them, 'If you lost it, you never really had it, it was never really yours.' It is short-term gratification versus long-term stability. That's why I talk about people having a big purpose, an inspirational reason to get out of bed, rather than an emotional one, such as, 'What am I going to do today?' That lack of motivation just breeds personal problems of a destructive kind.

Learn the difference between reaction and action

Reactive behaviour is destructive behaviour. A tree doesn't get all upset if it is blowing to the left because it knows tomorrow it will blow to the right. People react this month, and then next month and the next month ... The issue is people are putting in short-term fixes, which is expensive management. People are spending a lot of energy stressing and worrying about the business, stressing about things that don't need to be worried about. It's not about being boring or inflexible – reaction is neither inspired nor motivating – it is stress and that is back-end behaviour. If you follow the herd you walk in what the herd leaves behind.

Reactive behaviour is unproductive in relationships or business. In my work I call functioning at the bottom of the barrel the 'got to' level of operation. React, react, react – you 'got to' do this and you 'got to' do that. This is the complete and absolute opposite of an inspired business life. If you have employees who have 'got to' do their job then there is no passion, there is slavery. They are slaving themselves. You owe it to people to help them get out of the 'got to' level of life – it is awful and stressful and catastrophic to their spirit. If you are in 'got to', you are in short-term, reactive mode. Instead of focusing on anything else you should manage yourself and others so you never ever get into 'got to' again, it is the lowest consciousness on earth.

**Wisdom is the
instantaneous recognition
that crisis is a blessing**

In 'got to' you are a fundamentalist, your mind is operating at its most primitive. You only have two choices, kick butt or run. In 'got to' your whole system burns out. It is the kamikaze strategy. There is no perspective. This is a person, business, nation or world in complete disarray. 'Got to' is hell on earth. And the only person who can change this is you.

Now popular culture might suggest, ‘Hey take more time off,’ or it might tell you to make a rule so that you don’t get provoked, but these are external changes, they are the lazy person’s way of fixing problems, ‘Ooh I am in “got to” here so I will go there – I’ll change jobs, change wives, change cars, change clothes and change my management style,’ but this is simply unconsciousness with a new overcoat. Nothing evolved; you are still in a prison.

Prisons are made from all the things you run from. You make a law in a business that says, ‘Don’t do this and don’t do that,’ but all you are doing is constructing a wall to hide all the unconscious people who can’t face the pace. If you have a ‘got to’, a big emotional issue, you need to find its source – you. Refer to the chapter on ‘Taking Responsibility.’

Nobody wants to invest in reactive behaviour – people lose their money in reactive mode, there is a huge amount of waste in reactive mode, companies go up and down, short-term profit, short-term loss, in reactive mode – the whole thing is totally inappropriate.

And reactive mode is out of alignment with nature’s laws. Nature’s laws are many but I have distilled them down into the five laws of Nature as they apply to business (see page 21).

THE SPIRITUAL ASPECT OF BUSINESS – VISION, INSPIRATION AND LIFE PURPOSE

Your life is a pressure-cooker. The flame beneath it is your emotions and judgements. The cooker itself is filled with self-knowledge and self-awareness, goals dreams, visions and hopes. The little spout at the top, the pressure relief valve, is your life purpose.

INSPIRED LEADERS

Inspired leaders know that the magnitude of the innermost dominant thought within a persons mind determines the size of their life and therefore the magnitude of the innermost dominant thought of a company determines the size of the company.

INSPIRED LEADERS

Inspired leaders have a greater motive, something beyond the day, the week the year, beyond the ten years and beyond that. Inspired leaders have motive beyond the product, beyond the customer and beyond the task. Inspired leaders have a vision.

If the flame beneath the cooker is not high the relief valve will not open. The more empty the cooker, the quicker the contents heat up. The less the flame – emotions, judgements, feelings and passions – the less fuel for the heating system. The more focused the purpose the further the steam can shoot.

Some people suggest putting out the flame beneath the cooker, I say no, don't stop feeling and emoting and experiencing and enjoying the flavours of life. If you stopped feeling the beauty and the pain of your existence, it would be a crime against humanity. No, turn up the awareness, become more sensitized, smell flowers, touch skin, roll in the clover, laugh, cry, cheer, shout, sing and dance.

But if you let emoting become your life, it is also a sad compromise of your potential, because the fire is not the end, it is the awakening. If you keep shoving fuel into the fire you eventually burn out like the people who have been into the heavy parties and wild lifestyles and look one hundred years old when they turn thirty. The emotions and passions for life are the fire beneath the force of your spiritual existence and they must be felt, but they are not the end itself.

If you physically go out and try to indulge every passion and emotion you feel you become one of a crowd – a life lived for and of itself lacks fulfilment – like eating ice cream from an infinite bucket, eventually the flavour goes bad.

Turn the flame of your passions inside. Feel the emotions without expressing them, feel the force of feelings and wonder and love and desire but beware of acting on these because they are only fuel. They are like the rocket fuel powering a rocket to the moon; if you don't control the flow of this fuel it is explosive and self-destructs. The power of judgement and passion is the fuel for the *kundalini* of life, the rocket to propel you to the destiny that is yours: life force.

Then you can focus on the pressure-cooker. People become obsessed with self-analysis, they look into the pressure-cooker and compare who they are and what they see to a model, a paradigm of what they think will attract people and what they think will repel people. And they try to throw out all the bad bits and become totally obsessed with cleaning and purifying their act. They become guilty because they are not who they think they should be and they start to modify things and adjust the dials and fish out bits of themselves.

They join victim groups and buy books on how to be a gentle man because they think that their masculinity is bad. Or they try to become strong so they can't get hurt and this becomes an obsession. The more they analyse themselves the thicker the soup becomes and the thicker the soup, the harder it is to boil.

**Wisdom is the
instantaneous recognition
of balance**

No, you deserve to be loved for who you are and who you are is a mirror of what you see in others – you are everything, so what is there to modify? If you can find a way to love yourself for who you are you can begin to thin the soup and then you can begin to think of more productive pastimes than self-analysis. It is like putting your head up your own backside – an infinite journey that leads nowhere.

Learning to love yourself is not easy. Everyone advises you to change. Those who don't love themselves yet will rush to help you modify this behaviour and modify that way of thinking, but this is just stirring the soup. Sure it feels like a productive pastime but, really, do you honestly think that self-analysis will ever end?

How many times have you read, 'Life is a journey.' We all see the ambition we have relative to the concept of possibility we have, so if you think getting rid of your vulnerability will be good you do that. But when you do that you suddenly get a new perspective and then you say, 'Gee I have to get rid of my selfishness,' and away you go. And then you get rid of that and you say, 'Gee, now I need to be more motivated.' And you do that and then ...

I can tell you after thirty years of absolutely intense personal development I have just as many things I could judge to change in myself as I had at the start, only now I choose to love them rather than eradicate them. Big shift, simple shift – thirty years' work.

So what is the focus of your spiritual practice? The answer is 'perspective'. Firstly you need to learn how to direct the passions and emotions and feelings you have toward the pressure cooker rather than out the sides. And then you need to work out how to love yourself the way you are. No change. Knowing that, commit yourself to the practice of loving yourself as you are every day because it is a journey, not an end.

Once you understand this you need to ask, with all your energy, with all this love you feel, with all your gratitude, 'What am I going to do now?' Because you can't just sit and cook in the pressure-cooker. Now you have developed a real habit of directing the fire, loving the self, and the pressure in the cooker really starts to feel great, now you ask, 'If the world is operating under divine perfection, and therefore anything I do is a waste of time, what am I going to do?'

Most people at this point undertake more self-analysis. But that is crazy because if the pressure valve of the cooker is blocked you are actually making a bomb. More self-analysis, more self change, build me up baby, and BOOM! The whole thing starts to self-destruct.

No, this is not the cycle nature intended. Everything and everybody has a birth, growth, maintenance and decay cycle. At this point you are ready to grow, to give and do and be. Many people say, 'Oooh, I want to be spiritual,' but they are only thinking of the 'be' part. They try to 'be' spiritual. But this misses the whole story.

You are here to be, do and have. As above so below. You need to carry the process to the end. Don't get stuck with these crazy people whose obsession is self-analysis, introspection. They are usually very depressed people and they are looking for ways to escape the world by imploding into some sense of 'I am'. No, you can cut through this.

You cut through it by starting to set yourself some ambitions, then missions, then visions, and then a purpose. The Indian yoga master, Patanjali said that until you get a purpose greater than you, you have your head up your own arse. Self-analysis is not a means to an end; it is a way of releasing the energy that is within you and channelling it into a purpose. When this happens you burst into tears and say, ‘Oh my God, I never thought life could be like this.’

INSPIRED LEADERS

When the mind is focussed on one subject it is acute meditation. The company can help people be in ‘the Zone’ by creating intensity, purpose and tools for mind clarity for the individual.

And you feel different. You feel passion, you feel human and you laugh but life is not trivial, it is an awesome experience you never imagined. Every great text on life has advocated the concept of service, but service is still inside the pressure cooker because it still advocates that there is something that needs to be done.

In the divine perfection of life there is nothing that needs to be done. When you evolve to a place where you can say, ‘Nothing needs to be done in the world,’ then you are able to ask, ‘What would I love to give the world? Why am I here?’

This is the most wonderful point in your life because all the tension goes away, and provided you set the fire in the right direction and don’t waste energy there, and provided you have set your house in order with structure and discipline to keep you healthy and wealthy, then you are free to do as you were born to do.

You can spend every waking moment focused on the inspiration of your life and there is no need to say, ‘I am a good guy or a bad guy.’ You can say, ‘Yes, my life has meaning and focus and spirit.’ You forget about retirement, forget about losing anything, forget about rejection, and forget about all those things that are the focus of your life right now, and open your heart to love – love of self, love of other, love of life.

Seek the possible, release the impossible, transcend the judgements, channel the love.

TWO CHOICES IN LIFE – LIVE YOUR VISION OR SOMEBODY ELSE’S

On my fortieth birthday I decided to climb a mountain. Never done it before, and frankly, never do it again. I had a famous mountain-climbing friend, and for want of any better motivation for the trip, fame seemed fair. I bought a ticket, flew to New Zealand, gathered the equipment and hired a guide. Twenty-four hours later, on a mountain, puking in my new sleeping bag, fame was about the furthest thing from my mind.

INSPIRED LEADERS

Inspired leaders are inspired to follow their inner calling. They are without competition, because nothing compares to an inspiration from the heart. Bringing out inspiration through the heart is simply knowing the vision, chunking it down into smaller steps and then focussing on the moment.

Of course being a red-blooded Australian male, I took matters squarely on the chin and blamed the mountain guide for my lack of success. I dry-cleaned my sleeping bag and set out again with a modified plan. Fame was just around the corner. This time, I hired a helicopter, flew most of the way up, past all the lower scree, and arrived famous.

As the chopper left, I realized there were one or two major problems. First, it was cold, but I guess this was to be expected on a snow-capped mountain. And second, well it was bloody high. There were holes in the snow – crevices – that you could fall through, and slopes and slippery bits. Well it was my Irish luck that a storm blew in and we were marooned in a hut for three days. Perfect. It saved me a lot of embarrassment.

So what does all this have to do with life’s purpose? For me, everything. Firstly, like many ambitious people, I had become a legend in my own head – so motivated about my potential, so convinced of my fantasies about emulating my mountain-climbing friend, that I forgot to do a reality check. I forgot to prepare, forgot to focus on details, forgot to check information and resources. I forgot about my natural ability and its limits. I forgot

**Wisdom is not
optimism or pessimism,
it is love.**

to crawl before I walked and forgot what turns dreams to reality – details, details, details, practice, practice, practice.

Life purpose is about the truthful development of dreams from conception to actuality, from inspiration right through to manifestation. It was on that mountain, after the helicopter left, that I also began to fully comprehend what it takes to live a truthful life purpose – it is not just dreams and fantasies, it is commitment, commitment and oh yes, commitment.

Of course the story didn't end there. I came home, packed a bag, and went to Nepal, a country I have since fallen in love with. My plan was to trek this remote mountain area and then come back and write a story for the National Geographic, just as my famous friend had done. Of course the idea for the story was rejected before we left but I 'knew' it would be accepted once it was finished. The 'Geo' is a wonderful companion through stupid experiences.

I hired a Sherpa in Katmandu with great fanfare, packed a month's hiking supplies and flew to a remote part of the country. I spent around AU\$50,000 in fees and costs and preparation and equipment. We acclimatized for three days and set out at 4 am on this uncharted expedition across the Himalayas. Two hours later, in the warmth of the Nepalese sunrise, I stopped, sat on my pack, looked at the mountains we were about to cross, and burst into tears.

I was living someone else's dream. Ralf Waldo Emerson once said, 'Envy is ignorance and imitation is suicide,' he must have gone trekking too. I decided at that moment that I had two choices: live my dreams or somebody else's. And so began one of the great challenges of being true to my self, finding my purpose.

INSPIRED LEADERS

Inspired leaders understand the cost of emotional management which deprives the mind of focus. To balance an emotional judgement is to birth spontaneous potentials. Brain and growth potentials are competing for brain space. Emotion is competing for space on the magnetic tape of consciousness. Stream of consciousness can be distracted by emotions. Anything you have an emotion about you cannot manage.

VIP – Vision, Inspiration and Purpose

Where the spirit does not work with the hand there is no art.

Leonardo da Vinci

- Vision – Knowing where you are going.
- Inspiration – Knowing why you are going.
- Purpose – Knowing what you are doing and for whom.

Your life purpose is your path, your awareness of the divine and innate calling within you. It is a major step in achieving harmony. Your evolution is maximized when you are on this path. This is a place of true destiny and clarity. When you follow your heart you are following this path. It is the straight path – straight through the heart of opinion. You are on track, on purpose, when you follow this destiny, this challenge. When you do what you love and love what you do, you are on track.

THE VISION – REFLECTIONS ON THE WAY OF THE SOUL

‘In the quiet of the night wisdom came and stood beside my bed, gazing at me like a doting mother. She wiped away my tears and said, “I heard the cry of your soul and came to solace you. Open your heart to me, that I might fill it with light. Ask me, and I shall show you the path of truth.”’

Kahlil Gibran

‘Every one has been made for some particular work and the desire for that work has been put in every heart.’

Rumi

The clearer your primary purpose the more you will live and fulfil it. Like the whole, which is greater than the sum of the parts, your statement of purpose represents the whole or primary fundamental decision in your present life. Once this master purpose is acknowledged or set, all other choices and objectives can be made more effectively. All subsequent choices stem from your primary choice. If your primary choice is based on your loves, then all other choices will follow suit. Without a clear fundamental choice all other derivative choices become more illusive and difficult. The result is uncertainty.

A LIFETIME COMMITMENT

Your purpose without a commitment will be but a mere flash of your imagination and will be void of clarity and inspiration. So have commitment to and constancy of purpose. Be unwavering. Stay on purpose. Perceptions of being on purpose lead to actions, which lead to rewards. Purpose leads to procedures, which lead to results. Grab hold and stay with your life's big picture. Discipline yourself. The pain of regret outweighs the pain of discipline. The secret of fulfilment and success is constancy of purpose.

STAND ON SOLID GROUND

Before we begin the journey to vision, it is important to stand on solid ground. You can no more build a house on quicksand than you can build a vision on a fluffy lifestyle. Vision is the aspiration and it is essential for passion and motivation, but if there is no foundation there is no hope for a vision.

Primarily, the foundation for a vision is discipline and routine – two words that most New Age people resent. If you are in continual turmoil and personal conflict, the energy of a vision will be sucked away as quickly as it is created. You must solidify the basis for your life. It requires clear thinking, managing your mind, a healthy body and solid financial structures. It is not about wealth, it is about security – solid, real disciplines that build solid, real, sustainable growth.

You need a routine – the same routine every day – not an unchangeable routine, a planned routine. You need a routine that is unquestionable, a daily schedule that locks up time for critical activities that support you. Some people say to me, 'I found a life purpose and nothing happened.' But they confess that they didn't stick to their routine; they chopped and changed their lives based on who they were sleeping with or how many parties they were going to. This drains energy.

INSPIRED LEADERS

Inspired leaders know that health of the body for the individual is very important for efficiency and productivity.

Such routines involve diet, consistent waking time, thoughts and affirmations, daily prayer, service, gratitude exercises, physical exercise – both anaerobic and aerobic – stretches, cleansing, mind development, spiritual quiet, recovery, life force development and bed time.

Those routines are daily habits. At first they are exercises and disciplines, but as the body adapts over only a six-week period, those routines and exercises become habits. These routines are the foundations of success. Healthy habits build healthy lives. I know it sounds old fashioned but it works.

INSPIRATION IS WHERE THE INNER VOICE IS LOUDER THAN THE OUTER VOICES

You must learn to separate the inner voice of certainty from the outer voices of confusion. Outer voices are perceptions, emotions, fears, infatuations and resentments. Inner voices are loves, the voice of your true self, which has no judgement. The inner voice is the voice of knowing; it has no words.

People who listen to the outer voices play the blame and victim game: ‘She made me do it!’ or ‘They gave me no choice!’ It is nice to blame others or say you have no choice, but we do. We choose to listen and we choose to seek approval, and we choose to do what others say and we choose to be drunk or give ourselves over easily.

To play the victim doesn’t work either – it is a great way to gain support of other victims. Victim mentality comes running to help other victims. The most stressed people are often playing victim games. They say, ‘He did this to me,’ or ‘She did that.’ You hear it all the time: my company stresses me, or that person hurt me. We all need to take responsibility for creating our own reality.

The outer voices are society's pressures. Reaction is a very low level of thought. Lower evolved animals react, these reactions are stress and a stressed person is operating at a very low outer voice level. These people are playing victim, they are not listening for the signs for their own growth; they have disorganized minds and most importantly, they are not listening to their own true inner voice. The opposite of inspiration is desperation and desperation comes when a person listens to the outer voices, the emotional body, and hears the words of twenty other people louder than they hear their own voice.

To deny your own inner voice a great suffering. Nature destroys things that are not fulfilling their purpose. The inner voice is the call of spirit. When we deny the call of the inner voice we create so much pain in our lives it becomes unbearable. In Canada, where I work with the youth of Native communities, the child suicide is ten times that of non-Native kids. The pain they suffer emotionally is enormous, and they have the multiplier effect of shame. Shame is voices from outside, outer voices, determining what people should expect of themselves.

HOW TO HEAR THE INNER VOICE

Simply sitting cross-legged on the floor won't do it. Doing yoga won't do it. Neither will Pilates, or Zen, or going to the church or the synagogue, *'You won't find your heart in a temple until you find the temple in your heart.'*

Seeking answers from the outside, from yoga or meditation, is not the way to hear the inner voice. The inner voice is always there but it cannot be heard unless the conditions are right. Until those conditions are satisfied, the ideas and feelings one has are simply outer voices, lower-minded thoughts. They are the substitutes for inspiration and can prove very costly when mistaken for truth.

The inner voice actually has no voice. There is no language to the inner voice; it doesn't speak in French, English or Spanish. The inner voice speaks in knowing and certainties. There is no language of the inner voice. The inner voice is not the voice

HEARING THE INNER VOICE

These are the conditions for the hearing the inner voice:

- extreme gratitude;
- balanced mind;
- silence;
- stillness;
- focus;
- surrender;
- straight spine;
- balanced breath; and
- no expectations.

of God; God never does anything for humanity that it can already do for itself. God has already spoken; the creator is already within you. All you need to do is listen.

Nobody can do this or hear this for you. It is the individual pearl within us all. Love is the process and inspiration is the result.

PURPOSE – A PRAYER OF THANKS

Your mastery and talent in your chosen field of endeavour is your prayer of gratitude to creation. Using your gifts for life is honouring creation itself. Build a city, a

family, write a poem, kick a football, care for another, design a bridge, but whatever you do, do it with all your heart and soul. If you have a job and you are bored, just dribbling the basketball, then you are dying a slow death. You need to have a really clear idea of what you want and why, and how and when you will do it.

Many people sit on their bum, legs crossed and recite mantras: ‘I am a genius, I am a genius,’ but nothing happens. They forget to act. They say, ‘I am waiting for God to speak,’ but God has already spoken. Some people even have the idea that they fear success, but this is mumbo jumbo. Nothing happens until something happens. Nothing changes until something changes.

If you take the God-given talent you were born with and sit down and watch TV for the rest of your life, you will become very good at nothing. Your bum will have calluses, and you may end up knowing the difference between all the beers in the world because you tried them after watching the advertisements.

If you want to do something that awakens your spirit, find it and do it. Do it with all your heart and forget impressing people. Do it with love and passion and inspiration. Do it because this is the spiritual path. Live, love, life. Results are reality. The measure of a person’s hard work internally will always be reflected externally. Don’t be afraid that the inner work won’t manifest, if you have a dream, a vision and a purpose, and you do the inner work, the dream will manifest.

Inner work always builds the outer world. The inner glow is an outer glow. The inner truth is an outer security. The inner love is an outer loving presence. So if you are meditating all day and the world around you is crumbling, change the beads, the prayer, the place or the priest – inner work is always reflected in outer reality.

Do what you do with passion and persistence, focus on the details. This is the meditation. This is the calling. This is the greatest growth. This is divine design. When

INSPIRED LEADERS

Inspired leaders know that a truly great and inspiring idea requires the individual to get outside the self. Inspired leaders know that to get outside the self, individuals must acknowledge the presence of an entity greater than the individual. Inspired leaders support individuals in having a vision that is greater than the self.

the why is big enough the how's take care of themselves. Attention to detail is the patience of the Buddha, the faith of creation and the master plan of the universe.

LIVING YOUR TRUTH

Being you and finding your own truth is one of the single greatest challenges of life. Are you living your own life? How much of what you do is pre-conditioned behaviour? How much of your decision-making is clouded by subliminal conditioning?

In my hand I have a fresh juicy lemon, the yellow skin feels firm in my hand, the smell delicious and sour. I take the fruit knife with the wooden handle and gently but firmly cut the lemon into quarters. Juice runs onto the table and over my hand.

I pick up a quarter of the lemon, juice running down my arm, and tentatively bring it to my mouth. It takes courage but I place all but the peel in my mouth and suck the juice. My eyes narrow, my tongue curls, my lips want to purse, my head withdraws – it's impossible to swallow.

What reaction are you having as you read this? Is there excess saliva in your mouth, are your eyes squinting at the thought, lips slightly tense? There is no lemon in your mouth, there's not even one in mine, it is all imagination, yet the physical body doesn't know that. It is the power of suggestion, conditioned response.

The truth requires no forgiveness

So whose lemon are you sucking???? Whose conditioning are you reacting to?

Finding your path is an inner journey. If you lead people your inner path becomes their path. It is wise to be aligned to your life's purpose. With your heart open, your body composed, healthy and flexible, you are at your maximum potential and you are inspired. In this state your energy is directed, your powers of perception heightened, and you have a clarity and commitment to a task that is bigger than you.

FROM MOTIVATION TO INSPIRATION

Motivation is what you do to people – you dangle carrots, you create incentive, you manage others to achieve your results. But inspiration is what people do to themselves, it comes from the inside – you empower people by being inspired because inspiration is infectious.

To inspire someone you need to remove the carrot, remove the incentive, pay them honestly and then ask them what their dreams are. If you know those dreams and you can help people achieve them, you are an inspired leader. People come to work to be inspired, they don't want jobs; unless they are really unconscious, people want to fulfil their dreams and be inspired and have lots of spirit in their life. And the best way you can help them is to be that yourself. I say the most important thing a parent can do for their children is to live their dreams and no matter what happens – stick to them. People are alive to grow. Instead of managing people, inspire them by helping them achieve their dreams.

Inspired work sticks, managed work is temporary and expensive. Inspire people by linking what they do at work to what they dream in life. Work isn't the motivator, dreams are. People do amazing things to fulfil a dream.

THE SIZE OF YOUR VISION DETERMINES THE SIZE OF YOUR LIFE

A business cannot grow larger than the vision of the leader. Some leaders try the bonsai approach; they keep cutting the branches to keep control. Others let branches grow anywhere, and the tree grows out of control. Nature intended all things to grow. To gravitate to order stunts growth because it is excess control, to gravitate to chaos stunts growth because burn-out will catch up.

INSPIRED LEADERS

Inspired leaders know that to expand the company the individual must have a cause greater than itself.

CONCENTRATION ON YOUR PURPOSE SUSTAINS AND CREATES UNIVERSAL HARMONY

Everyone is different; your individual life purpose is the highest attunement of your whole life. Purpose centres and determines your etheric field and therefore your attunement to the Great Spirit of life. Your conduct depends largely on your purpose – when you are dedicated to your purpose you give yourself, when you are not on purpose you attract problems to bring you back on purpose. One is long-term the other short-term. One is a calling the other is gratification. One respects a power greater than the self, the other worships the ego as the highest state of attunement. Occupation changes your nature. Purpose stays constant. Vocation, profession or trade is important but it is not life purpose.

Anything you do that links to your life purpose is inspired action. Anything you do that is not linked to life purpose is reaction. Reaction results in burnout. Don't resent this, it is a gift, it is spirit's guidance to bring you back to life purpose. Be grateful for burnout; it is a signal for change. Chronic fatigue is this same signal in a more extreme form.

LIFEWORk – A DIVINE PLAN

If you have not reached a clear state of realizing exactly what you love to do and what you are good at, take heart, most people are in the same place. But there is a path from this confusion – if you become aware that there is a divine plan for your life that is waiting to unfold in the course of life itself, you will begin to be consciously in tune with every incident that comes into your professional and personal life. Treat each incident with the eye of a good detective and try to unveil the mystery of your life.

The universe provides in some way for every soul who is sincerely endeavouring to fulfil its obligation according to nature. The multitudes desire success from nature without conforming to its laws. They are unwilling to take on the culture of success.

REAL RESPONSIBILITY

- Matters never take care of themselves.
- The mind is the engineer of the body.
- The power to affect the moment is born from within.
- God never does things for you that you can do for yourself.
- You have the power to impact your destiny.
- This is REAL Spirit, it is your personal responsibility.

Beyond elation and emotional reaction there is an investment, a dedication, and those who are prepared to invest and commit to their vision will find their purpose. Commit to your life purpose. Surrender and you will find it.

To manifest dreams and visions requires a commitment. When you are ready to make the commitment, to say the words, 'I will do whatever it takes, travel anywhere and pay any price, to fulfil my purpose,' then you are ready to embark on the path to REAL Spirit and life purpose.

Have courage. There are many contradictions between living life purpose and living other people's expectations. Your purpose may call you to travel, to work late at night, to leave the comfort of a home, to live in another country; such are the challenges of a life purpose commitment.

It is wise to be grateful for both support and challenge. You are one hundred percent responsible for your destiny. There is nothing so attractive as an individual who is committed to a dream, especially when that dream includes caring for others. Your motives must come from your heart, your true self.

They are unwilling to flow in the direction of their lifework. They fail to devote intelligent and persistent labour to their goals. They are simply not ready.

Lifework is the strenuous devotion towards a single cause with a blend of both will-power and personal spirit. These are inseparable. An individual can attract or repel support. A magnetic person attracts universal support – and the resources required to fulfil their lifework, and maintain their path of success recognition – without conscious effort

The following five questions will lead you to deep wisdom and certainty. Ask yourself these questions over and over in silence, ask through observation, and ask through awareness of your current values.

- What is it that I love to do?
- How much would I love to get paid for it?
- What prevents me achieving this?
- How do I overcome these obstacles?
- What top four priority action steps are needed to help me achieve these loves?

REAL SPIRIT – REJECTION

Your purpose is not to seek approval; this is a fruitless, hopeless venture. Your purpose is to do what you love and love what you do, to serve a purpose greater than you. You will be rejected and accepted for whatever you do. You'll be liked and disliked for who you are. The journey of trying to please people ends with you not knowing what or who you are. We grow up thinking that if we do what others like we will be loved, and if we do what people don't like we will not be loved. The truth is: we are loved no matter what we do. Rejection and acceptance are love. You are loved no matter what you do.

Do what you love and love what you do and you are on purpose. You cannot find your life purpose in another person. You cannot find peace of mind by allowing other people to live your life for you. You have the unchallengeable right to make your own decisions.

As you treat yourself so you will be treated. Nobody does more to you than you do to yourself, so begin here: love yourself, care and support yourself, be what you dream and life will be new. Depending on others to bring you the lifeforce and spirit is a prison. Break free and become your true self. Give to yourself what you most desire from others, because you cannot give what you haven't got

Be aware of the divine and innate calling within you to align with spirit, to be at one with your source and your creator. Your evolution is maximized when you are on this path. This is a place of true destiny. When you follow your heart you are following this path. It is a straight path. You are on track, on purpose, when you follow your dreams.

The senses never satisfy the soul. Your innate drive is soul deep. Follow your heart and you will face your challenges. Allow your emotions and reactions to others to be guides to your journey.

Doing what you love as an act of love is the key to fulfilment; it is the spiritual path.

On purpose we don't acknowledge rejection.

INSPIRED LEADERS

Inspired leaders listen to their dialogue. The highest motivation and inspiration comes from the level of 'I love to do it', followed by 'choose to', 'desire to', 'want to', 'need to' and 'ought to'. And the lowest level of motivation is 'got to/have to'.

VISION INSPIRATION AND PURPOSE – SUCCESS IS A UNIVERSAL RIGHT

It is your universal right to make the best of your life. If you miss this you are excused from the wonder of daily adventure. Human existence is a part of the general fund of energy that exists throughout the universe. It is free to all, every class and race. Understanding this brings great power.

Success is a right, not a privilege. It is your right to live to your potential, and with guidance it is easily achieved. Remember that the process of achievement is ongoing. Success is a process, not a place. Success is a journey, not an end. Success is not a privilege; success is REAL. To achieve the success you desire you need to clear out what is blocking your path.

You bring about what you think about

PRINCIPLES OF LIFE PURPOSE

- Find and fill that place in life for which you are best suited.
- Demonstrate full and persistent determination to make the best of your present circumstances.
- Attune to the workings of the universe.
- Overcome obstacles which are, by design, a part of the process of achievement.
- Always work to improve your position, even with minimal endowment improvement is possible.
- Make the best of every moment from which we create magic for the future.
- Intensity of action is a reflection of purpose.

Focus on your purpose. Live for purpose and spend a lot of your time thinking about it. Be guided by an inner knowing, a vision, a calling or life purpose. Take every opportunity to grow. Successful people do not spend time talking about the misery of their failures they talk about the blessings, they talk about the future, and they talk about the vision.

The more clear your vision the more motivated you are to fulfil it. By converting your stumbling blocks to stepping stones you will awaken the genius within you to fulfil whatever mission you set out to accomplish. Nothing is too big or too small for the inspired individual.

A mind focused on emotions swings to and fro like a pendulum – pleasure and pain, right and wrong, self-righteous and self-wrongeous. Love is the balance between the two extremes of mind. When we seek purpose we are inspired by the voice of spirit. The degree to which you can balance your emotions is the degree to which you will fulfil your calling in life.

REAL SPIRIT – REAL LIFE

Turn the disagreeable into humour. Keep a smile in the radiant centre of your soul. Develop a feeling of gratitude and hold a personal commitment to a greater end. Be committed to your long-term goals. Acknowledge conflict as a privilege on the way to fulfilment.

'I give back to every disturbance a serene smile and joyous laugh.'

Begin to focus on your dream. Write it down. Give it colour. Define and clarify what you want. Shoot for the sky – if you miss you may end up amongst the stars and that's not bad company to live in.

INSPIRED LEADERS

Inspired leaders know how to laugh, laugh at themselves, laugh at others, laugh at the issues and use the laughter to be humbled to the true order.

THE SPIRITUAL AUDIT

The spiritual audit offers a barometer of the sustainability, long-term stability, and current health of the business. It is also critical for individuals within a company – a low ranking on the chart would automatically point to high stress, poor health and potential executive burnout which ultimately leads to poor client relationships and in most cases a drop in client satisfaction.

There are five key ingredients to the spiritual audit.

Attitude

We know from all the work done on the human condition that certain mindsets help individuals work well in a sustainable and relaxed fashion. In some cultures, stress seems to be a badge of honour, worn to acknowledge effort. However, in a productive, spiritually balanced organization a certain attitude of specific and measurable nature pervades every event, conversation and meeting. People think in a certain way.

Bottom-line

Evolution is constant and steady, moderation is the key, continuous improvement is the process. In the spiritual audit a matrix of ten key variables combine to evaluate the performance of a business. These include, return-on-investment, net profit, revenue, cost of sales, employee health costs (a blend of compensation, sick leave and absenteeism), client turn, and competitive position. The merging of qualitative and quantitative information creates a ratio that is plotted over time to create trend-maps, and from these maps you can evaluate.

INSPIRED LEADERS

Inspired leaders know that to eat an elephant you do it one bite at a time. So to fulfil a big vision or dream it is wise to chunk it down into smaller bite-size pieces.

Vision

In contrast to the classical 1980s model of vision and values driving an organization, a spiritual audit hunts for a deeper level of motive. In a fully developed, mature business, company vision plays such a small role in performance and teamwork it is almost secondary. We have all spent many hours over the last years pondering a single word in a vision statement – our

attachment to vision is intense. But the company vision lacks the one key ingredient needed to move from motivation, (high-cost people management), to inspiration, (low-cost people management). A spiritual audit probes for a deeper, more individualized form of personal congruity.

Environment

There are seven key variables we utilize in the evaluation of environments – they are quantitative measures but totally comparative from company to company. They take only minutes to complete in any one particular work area but, of all the above, are the most telling. In the process of manifestation these are key criteria for any successful team, organization or business.

Leadership

Over the past five years this has become the most developed area in business, but it is still the most misunderstood. First, no leader can lead people who refuse to be lead. So much literature focuses on an individual at the top but this completely misses the point. Great leadership only happens with great people. And great people take responsibility for every breath they breathe.

Organizations cannot outgrow the mindset of their clients, but they can change them. Great leadership involves great people across a three hundred and sixty degree spectrum – suppliers, families, colleagues, clients and end-users. The mindset and awareness of this total wholistic group are the critical keys to leadership. And leadership is the one ingredient a success story cannot live without.

INSPIRED LEADERS

Inspired leaders know the importance of job descriptions and performance appraisal systems. Inspired leaders know that the best person to write a job description is the employee. They also know that performance appraisal systems allow companies to develop their people on a continual basis. Inspired leaders offer performance development programs for their people – an objective self-evaluation process.

INSPIRED LEADERS

Inspired leaders welcome the uncomfortable, the unknown, the questioning. Inspired leaders acknowledge that in confronting the known there is discomfort and confrontation and this is all part of the change process.

SPIRITUAL AUDIT – HOW DOES YOUR COMPANY RATE?

What are people saying?

What are people doing?

What is the dominant thought?

Where is the vision?

What pictures adorn the walls?

What do people look like?

What pace are people working at?

What are the dreams and visions of the people?

Real Spirit – Personal Change

Without beliefs you would have no identity. ‘Ooooh,’ you say, ‘I am Zen and I have no beliefs. I am consciousness personified, no-mind.’ Well, I say, either you have gone insane – many meditators have gone out of their minds – or you are actually telling me a comedy routine because only a belief can make you assume you have no identity, and consider this to be a good thing.

I remember after three weeks in Zen meditation I thought was enlightened. I sat there amazed at how detached I was from everything. I was so keen and enthusiastic. I had really reached a high place.

At the end of the retreat, when we were allowed to speak, I said to the head monk, ‘Excuse me sir, hey look at me! I am sooooo detached from everything.’ He didn’t lift his head from the rice bowl when he said, ‘Chris, now you have a new problem, because now your biggest attachment has become your detachment,’ he continued eating. I had waded through twenty-one days sitting in freezing conditions, with a numb backside, eating rice gruel once a day, staring at a blank wall where the most exciting event was a fly landing, to be told that instead of three-week meditation, it was a three-week masturbation. Was I kidding myself?

Beliefs are essential otherwise who you are and how you define yourself would be impossible. Even having no beliefs is a belief. Mind must work always forward and back, future and past, it is even working in your sleep. You can control the quality of the thoughts in your mind and the quantity, but the idea that you can have ‘no mind’ is like the idea of breatharian living on air – give me a break!

INSPIRED LEADERS

Inspired leaders know that spirit without matter has no form, and matter without spirit has no motion. There is nothing on the planet that is not a spiritual entity and there is no part of a business that is not magnificent, and there is no part of the company that is not part of a grander plan. Inspired leaders know to ask, ‘Where is God not?’

INSPIRED LEADERS

Inspired leaders know that reality is beyond emotion.

Inspired leaders know that people can be held back from being present by two main elements: fear of the future and guilt from the past. Both of these are mind states and therefore can easily be changed.

So you need to control the quality and quantity of the thoughts. Garbage in is garbage out. Freedom to think is the great gift of humanity, and of course, in the greatest gift is the greatest danger.

Your beliefs are the prison of your spirit. One day you say, 'I am hopeless. It is hopeless. I have lost my way.' In that identity crisis you are almost lost in the whole soup. In that moment when there is no attachment to what you think – no ego, or hope, or vision or idea – the identity falls away and underneath it is a hand holding you. You don't fall to the fire, you get to see that you are you without beliefs too. And the love was there all the time but you thought you needed to believe something

was right and wrong to be accepted. You understand that the more you know, the more you know you don't know, and confessing that births a very inspired state of mind.

I saw a dog get hit by a car. Its leg was broken and it started running away. It should have stayed still so that the broken bone could not dig into its flesh and cut the nerves. But the dog was not thinking; it reacted in fear, and its whole being mounted a flight reflex to escape the scene of the accident. Away it yelped, eventually bleeding to death because the more it ran, the more it hurt, and the more it hurt the more it ran. This could be you.

The more you try to create an identity, and the more you invest in that identity, the more uncertainty you have. The more pain, the bigger your attachment to your identity until it functions like a drug. You say, 'See, look how much better I am getting.' And the bone cuts deeper and there is almost no way out.

But if you are lucky you will have an awakening. You may have an inspiration, a disaster, a depression, the failure of a marriage – an attachment may be wrenched

away and all those false identifications will be wrenched from your hands and you will live naked for a while, and if you don't commit suicide you will come out the other side and boom! The world looks different. If you are ready you will stay there, on the other side, and the whole play will become obvious. But if you are not ready you will go back and typically become the victim and blame somebody. It's okay, you are just not ready.

Your consciousness is measured by your reaction. Righteousness and wrongteousness is the addiction of the world now, and it is reflected in the world's problems – the moral high ground, killing in the name of God, churches with too much power, vocal minorities, war ...

Our beliefs are a great collusion that can create community and like-minded groups, but they can also create separation between us.

The only place in the universe that can be out of balance is in the human mind. Such imbalance is called emotion. In fact there is no imbalance; there is simply perception.

Perception drives emotion. Emotion drives reaction and reaction drives behaviours. So in the world of self-determination emotion is not an accurate guide of the path to follow, on the contrary, it is an accurate guide of the path not to follow.

Many people say, 'Trust your intuition,' but your intuition is not really very accurate. Intuition, gut feeling and second sense are all emotions – although they are not as highly imbalanced and therefore not as inaccurate as extreme emotion. Intuition is a better guess than a wild reaction but it is still loaded with perception. Perceptions in the metaphysi-

One step further and beyond passion lies an infinite journey, a journey of the soul. A journey where the energy of passion is conserved and used with respect, love and care. This is the journey of inspiration.

INSPIRED LEADERS

Inspired leaders see the balance. They know there are two sides to every coin. There cannot be peace without war, growth without decay, life without death.

INSPIRED LEADERS

Inspired leaders know an individual moves in the direction of their dominant thought.

cal world are your illusions. You can control them. It is said that your mind, and therefore your perceptions, are the only thing in the entire universe you are able to control. In this context they are heralded as the key to human freedom.

If you smell a flower and at some point in your past there was a bad event involving that smell, you will attach the memory of that bad experience to the scent and you will perceive the scent as bad. At a deep level such things as rotten meat and bad sewage are common perceptions and these are called memes. As genes determine your body-type and make-up, so memes determine common perceptions. Rotten meat is just rotten meat until your mind tells you it is good or bad – an imbalanced thought – and that creates a perception, a subsequent emotion and consequent reaction.

So the idea of everyone in the world perceiving the same event with the same perception is really wild. In parts of Asia butchers shops are open to the street, with the killing area in full view and raw, fly-covered meat hanging on hooks. Our perception is that this is revolting; to the Asian our unhung red meat is tasteless and toxic. It is nearly impossible to consider even two people perceiving an event in

the same way, because each has different memories and experiences across a wide range of senses. For all of us to perceive something the same there must be a meme, and memes are very tricky to align person to person.

INSPIRED LEADERS

Inspired leaders know that for an individual to solve a problem they must see both sides before they make a decision. There are always two sides to a coin. Duality is mind. Spirituality is unity. To arrive at a decision we must first see the duality and then the spirituality will arise.

Memes, common perceptions, vary with religion, financial wealth, health status, country of birth, genes, social status, career, family relationships and knowledge. A university professor, working with academics and being paid medium to high income, will have a very different set of memes to an Indian lower cast person who is struggling to stay alive.

ACT INSTEAD OF REACT

When you react, others are running your life. Is this what you want?

When we are attracted to somebody we are in reaction. To be attracted means we have found more things we like about that person than we dislike. When we are repelled from somebody it means that we have found more things that we dislike than we like. The truth is: there is an equal balance of both in every person, nature's first law, the law of balance, reveals it.

To honour somebody is to see all their sides. To inspire and be close to somebody is to know them fully, to appreciate all of them, their light and dark sides. Infatuations are half-truths that are extremely unhealthy and draw us away from balance, harmony and ultimately suck our juice, our lifeforce.

In order to act rather than react it is essential to balance your mind. A balanced mind is a mind that sees both sides of every situation. A balanced mind says, 'and' instead of 'or'. A balanced mind includes all diversity and therefore respects and owns both sides of every situation. To act rather than react means that although we feel the pull of emotion, we never act on it – emotions are contradictions to nature's law.

Freedom to choose your action and reaction is a deep personal attachment. Most people base their identity on their memes, on what they think and their beliefs. To understand yourself is a very challenging process because you have to get through those memes and that causes an identity crisis. That's why many people come to their spiritual search through pain. Pain is a great motivator, and when it won't go away, people are prepared to have an identity crisis because the pain of the crisis is less than the pain they are feeling. But until you begin to question your memes and your beliefs, and your way of thinking, you will be subject to the conditioning of your past, your family, your religion, your society and your family. Some of this

conditioning may serve you, some may not, but it is all sub-conscious conditioning and it is determining your life experience.

An imbalanced mind creates an imbalanced body. In my community work with indigenous people we agree that the true freedom of human spirit only comes when you understand that every meme, every thought, every emotion or perception, is a blockage to the awareness of that spirit.

LOOK FOR THE THREAD THAT IS YOUR LIFE PURPOSE

I was always restless in my youth. There was always something drawing me along; a silk thread running through my life, leading me through supposedly random events. Like everyone on earth that silk thread is my life purpose – a powerful, magnetic and inspirational reason to work, live and love. Of course I didn't realize that until eight years ago, when, in desperation, I began asking better questions. When the student is ready the teacher appears. When I was ready to focus on taking responsibility in my life, to give the world a gift, then the world opened up to show me how.

Patterns – what you judge you create, attract or become

Reactive lifestyles are full of fear. The motivation is short-term and unsustainable (more about this later). Fear permeates homes, actions, thoughts and work. It hangs on walls and in corridors. Most of these fears are passed from parent to child, from society to society. All fears are based in reaction. Fears and worries build reactive beliefs.

We are often sub-consciously setting ourselves up for failure because we follow inherited reactive judgements. You should question your beliefs. Ask what made you believe that? What we fear comes near. By questioning your judgements you find where you are out of line with natural law. Seek the truth not perceptions. If you look at all the things you like and dislike you will find enough spiritual work to last a lifetime.

To change the world change your perceptions

List all the things you don't like about the following: you, your partner, your business; your world. Now ask this question, 'If I changed all those things would I be happy?' The perception is yes, the facts prove otherwise. What looks to be a pot of gold at the end of the rainbow is just an instruction book for another rainbow. We re-invent our miseries. When we solve one problem we invent the next.

But if you can challenge your identity, your beliefs, you can create the world you love simply by changing your mind. The way you see the world can be based on perceptions or emotions, or it can be based on truth. Jesus said, 'Be in the world but not of the world.' It means that you should acknowledge your perceptions and emotions – but don't trust them. Nature's law, the divine law, is devoid of perception and emotion. Perception and emotion defy nature's law.

Don't base your life on perceptions and emotions, they are very frustrating and lead to all sorts of sadness. Find the balance in all things. There is always an equal balance of positive and negative in every event. Consciousness determines which events you see it in.

Real spirit – taking back the power

Change, real change means taking back your power. It means getting past blame and being a victim and rising to your spirit, rising to a place of personal power in which events – experiences that trigger your reaction – become non-events.

Let's say you were beaten as a kid. Are you going to join the angry throng and hang on to that crap for the rest of your life or are you going to go back and make peace with the person who did that? Deep down inside your heart you really want to love people, and holding that love back negatively affects your life more than anyone else's. You have to get past the blame game and move to a more powerful place. If there is any event in your life you cannot be grateful for – where blame, victimhood and anger still sit – deal with it. It is killing you.

It may feel good to be disempowered. You can join victim's support groups, you can stay in therapy for ten years, you can use drugs to fix psychological problems, you

DON'T BLAME ANYBODY – EMPOWER YOURSELF INSTEAD

It's so funny. Some people say, 'My mother made me do it,' Or, 'I got that from my parents.' And I ask them, 'Do you do everything your parents told you? Why did you select this part to believe in? Are you sure your blame is justified?' We choose our thoughts. What made you believe that?

Blame never fixed anything. When you say, 'He or she did this or that,' or, 'I feel this or I feel that about someone,' you are actually wasting your energy. You are actually talking about yourself. When somebody says to me, 'He beat me.' I ask, 'So why were you beating you?' It's an incredible turn of events to know that you attract the people, places, things and ideas you need to bring you out of your illusions. If you are beating yourself up then you attract someone to beat you up. If you are judging yourself then you attract someone to judge you. If you are feeling guilty then you attract someone to pour guilt on you. Getting them to stop is a fruitless exercise, because you will simply continue to do it yourself.

Similarly you cannot be built up more than you build yourself up. Praise offered to a person who does not value themselves, or is not prepared to see their magnificence, is unheard. Nobody can give you more love than you give to yourself. Nobody can care for you more than you care for yourself. Nobody can cheat on you more than you cheat on yourself.

can stay in a job you are not good at, you can watch a lot of TV, you can get hooked on substances, you can become really spiritual, you can meditate to excess, you can become obsessed with your body, you can think to excess, you can over-indulge in sex, overeat, argue for your righteousness – the list goes on. Unconsciousness is a personal choice, and if you choose the above you are choosing unconsciousness. It is not wrong, just a waste.

All of above behaviours disempower you and drain your lifeforce. We are trying to harness and focus this lifeforce into our work life in order to achieve all the great dreams we have. Instead of pouring the energy down the toilet in victim roles, you need to make sure there are no leaks in your system. You need to check through

STRESS IS THE EXAGGERATION AND MINIMIZATION OF TRUTH

Stress is a part of our everyday life and there is no way of escaping it. Minimizing stress is like minimizing life. Some people run away from stress, but this is not real life. To do what you love and love what you do you can't run away from stressful situations. Mastery of your path includes dealing with stress. If you work at the cause, instead of the outcome of stress, you will grow and become more conscious and expand in awareness. Simply find the imbalance and learn from it. Imbalance is a judgement.

Changing our belief system is the usually the last thing we think of doing in stressful circumstances. We would prefer to change the environment, the people, their attitudes, our partner, our house, the television station, the country we live in, the books we read, the religion we practice. But the consequences of dealing with stress poorly are devastating.

Life can shrink to a state of avoidance, (have you ever seen a fearful parent injecting their child with the same fear?). People do crazy things under stress – nervous breakdowns, disasters and spiritual tangents. It's unbelievable but even war and murders are committed because of stress.

Stress is a signal and an opportunity to change. At the core of every stress is a belief. That belief has been inherited from parents, environment or experience. If you are committed to living the best life then all stress must be traced to its cause. This is not so difficult, but it is very confronting.

To honour natural law at the core is a commitment beyond comparison. To take one hundred percent responsibility for all our perceptions is a spiritual challenge that few people can realistically integrate into their daily lives.

and make sure you are taking full responsibility for the life force of your life. This is the divine gift. Really, what better definition of your spirituality do you need? Life force is given to each and every person on earth in equal quantity and it is up to us to decide how we use it.

I have worked all over the world with people who have mastered the art of pissing their life force against the wall – bitter people, angry people, victims, blame-game people, religious people, uninspired people who are stuck in their jobs through fear, business people who blame the boss or the economy, and men who dance around fires chanting apologies.

If you are serious about taking back the powers of life force and feeling the depth of your own spirit, the first thing you need to do is get REAL. Own your life. Take responsibility for every little morsel of your life and then create a vision for it. I think this book may help you work out how to do that. I hope so.

INDEPENDENCE

True independence is the result of right living and wisdom. Self-reliance is necessary to achieve success. Learning to think for yourself, to look after yourself, to wait on yourself, and to act on your own judgements is a crucial part of the development of the freedom of spirit. It is essential to rise above measuring your worth against conventional moralities.

All humans are inter-dependent, socially, commercially, nationally, and emotionally. Therefore independence is not isolation or withdrawal but the ability to follow your own convictions amidst the questions and turbulence of life.

Base your actions upon your own consciousness. Know that you cannot be right without being wrong. Move beyond reacting, trickery and manipulation. Be real and honest with yourself and others. You are free to be and there is no need to pretend. Get past malice, emotion and anger. Get past retribution and condemnation – these are all signs of stupidity, ignorance and unconsciousness. If your mission is to reach for your deeper truth, these things are the blockages. If you are poor and ignorant, or deficient in any important area of education, use your time for study; pursue a line of study that will better your circumstances. If you are poor, uneducated and in fair health, it is your fault if you remain poor. Financial independence

is within reach of every human being who is not in poor health. Self-effort is the first law of success. Poverty is usually the result of a lack of discipline and self-effort.

Arrange your life so that mental health does not become a hindrance. Adhere to the laws of balance in all your mental activity. Understand that elation will breed depression. Acknowledge that righteousness – the idea that you are right – is the cause of all mental diseases. Break through your expectations. Expectations are the root of all breakdowns. Expectations are the contamination that breeds suffering. If you can be a person whose expectations are the most flexible part of your world, you can become a monk, a rabbi or a priest of the highest order.

Use the fuel of emotions to build your life rather than destroy it. Emotions are natural and wonderful, but using them as a guide in your life is the poorest of all religions. Emotions are there to awaken you, to enlighten you, to absorb you in life, but they are not the outcome of your life. Emotions connect you to life and earth, but they are the Joker. They lead you, they provoke you, but in the interests of life-mastery and the spirit of your dreams, they must ultimately be seen for their fallacy. Emotions are not life; they are your reaction to it.

INSPIRED LEADERS

Inspired leaders know that there is a time for all things and their opposite. Inspired leaders know that it is the synthesis in the two extremes that creates the order. Inspired leaders do not get emotionally caught up in either side of the duality.

Finally, devote your being to some cause greater than your self. A business is an art, a talent and gift. Devote your life to giving that gift to the world. Don't measure your life by the size of the gift or the way it is received; measure your life by the enjoyment you experience in its simplest expressions.

Measure your life in thankfulness for the ability to move a finger, to open you heart, to see with your eyes. Measure life by the gift of being. By doing what you love and loving what you do you are spiritual – how well and how much are the tools of refinement, not a measurement of worthiness.

POLITICAL INDEPENDENCE

The media is imbalanced. Its task is not truth but a version of the truth. Newspapers don't sell facts, newspapers sell emotion. Emotion is half the truth. By definition, emotion is lopsided perception. Perception is the mind out of balance. A balanced mind is an open heart. An imbalanced mind perceives, judges and has emotion. The media serves. It brings the opportunity to evolve. Can you find the truth? Can you see the balance in life's equations? Can you find the balance in a media report of a highly-emotional event. If you can find the balance you will be in action rather than media-driven reaction.

Political independence is crucial because by and large political groups cater to the lower consciousness for votes. Politics is no base for philosophies of consciousness or spiritual awareness. It is mass emotion or mass unconsciousness. Only a person who lacks independence will follow the teachings of the mass political parties without question.

WILLPOWER

Willpower must be present in the nervous system of the body before you can discriminate between obstinacy and persistence. The obstinate person may say that they have a great level of willpower but in fact they lack it entirely.

Muscles perform the body's activity. The nerves carry impulses to the muscles through nerve fluid. Willpower directs the flow of nerve fluid. Like storage batteries, cells accumulate an electrical force using magnetism. If we do not have willpower, the magnetic force generated within the body can become restless and force its own discharge.

Our existence is restless. Electricity, produced by the body as a result of nerve function, creates restlessness. Restlessness produces activity. This activity becomes life. Life flows forward in channels established by our nature or habit. It may escape without control, in which case it is automatic. Weak-willed people experience the

automatic discharge of energy. If however, the flow of nerve power is directed by conscious control, the person possesses a perfect level of willpower. Attaining this supreme control over that spirit of restlessness, known as life, is the grandest accomplishment of humankind and should be our chief ambition.

The accumulation of this magnetism – lifeforce – may be remarkably increased by exercise. It requires a powerful man or woman to direct that energy into the proper channels of life. The demand creates the supply. When a large amount of magnetic force is present the willpower grows to equal it, however, without willpower, energy will escape automatically, leading to exhaustion and loss.

You must, therefore, have a plan for your life, a grand plan and a vision for yourself and others. Left untethered the lifeforce – magnetism – will evaporate, leaving a person in the most disastrous condition, ambivalent.

DIGNITY

Dignity is the escape from many of our childish and foolish ways. When dignity is real it is not emotion, it makes no automatic action. It is not jerky; it has grace of mind, strength of heart, and straightforwardness in action. It does not decrease good-natured fun, nor does it make flippant irrelevant comments.

A good test of dignity is your ability to stand up as the central figure of a group. Dignity gains respect. Before reacting or performing any unusual act think it over carefully to see how it fits with your vision. Before speaking aloud in the presence of another person try to hear the remark mentally to determine how it will sound. If this practice is followed you will soon form a habit of sifting your own actions and words and throwing away the waste.

INSPIRED LEADERS

Inspired leaders set realistic goals. By being in the moment they eliminate self-righteousness, which builds excess or self-wrongteous, which builds deficiency.

When a company is inspired it builds powerful real goals in realtime frames, there is a sense of presence, an inspirational vision, and goals become the stepping-stones to that vision.

GO SLOWLY FAST

INSPIRED LEADERS

Inspired leaders focus.

They are present and in the moment. They are absorbed in what they do. They have mastered the behaviours

that build their business and created supportive habits.

In the moment there is the strength and humility to build any vision.

A steady purpose in life, combined with unceasing effort, will accomplish all, or nearly all, that you desire. There should be no rush, no intemperate energy, no haste. To hurry is to lose time. Hurry creates confusion. Hurry leads to haphazard and unconscious action. Hurry typically means that everything is done twice. It is wise to go slowly fast.

But this does not excuse lack of intensity, intensity is vital. Intensity means focus on the action that is being done with deliberation and conscious effort, and a sense that time is precious. Time is spirit. But if this hurry turns to poor management then there is huge waste.

SELF-CONTROL

The key to life is placed in your hands. The person who masters themselves deserves a kingdom. They can and will rule others. Carry yourself calmly, solidly, with self-control and you will soon have a magnetic presence that draws people to you. A powerful bearing exists when you are free from affliction, and have perfect self-mastery. Excitement and hysterical reaction result from the lack of self-mastery.

KINDNESS

Kindness will unlock any gate and find its way to any heart. It is the key to progress. It implies generosity and requires sacrifice sometimes. It costs effort. Many people believe that kindness is a form of rescue and therefore don't do it. But kindness that arises from non-judgement and goodness is not dangerous. Many people lack

NO EXCUSES

Make a life of no excuses – for there are none big enough to dissuade you from your dreams and inspirations. Imagine looking back from your last breath and listening to the excuses you gave yourself for not living your dream. Are there any excuses that really feel right? I think not. You are an empowered, gifted person, your fears and uncertainties are your illusions. With the gift of time comes the pain of regret; it will far outweigh the pain of discipline and application.

kindness and become one-sided in their growth and never achieve the success in life that might otherwise be reachable. All the great people have been kind, and as simple-hearted as children.

Kindness begins at home in relationships then expands and maintains its natural growth with people in work and social environments. There are many people who act kindly in public but at home are cruel and mean. That means that kindness has not formed part of their real nature – forced kindness is not kindness at all.

OPTIMISM

Optimism is that habit of looking on the bright side of life. It leads to happiness, for it sees the other side of every cloud. It introduces hope into every enterprise and brings a zest to life. Optimists are cheerful and therefore attractive. Cheerfulness encourages good health, while despondency diminishes the immune system and results in ill health.

An optimist is glad to see everybody and everybody is glad to see an optimist. Success comes to optimists because they don't stop in the wake of discouragement but stick to their vision. Optimism accounts for a great many achievements. Optimism is one of the greatest traits of the human spirit and should be always encouraged in young people. Optimists have the ability to overcome many of the troubles and

EMBRACE CONFLICT

Do not consider conflict or incompetence a negative barometer of your progress on a spiritual path. Quite the contrary, if there is no conflict then you are off the path. Know that you are not born for ambivalence. You were born to grow and be inspired by life. To rise above ambivalence requires the acknowledgement of a power greater than you. Conflict and incompetence are signs that you are growing. They are either triggers or reflections of growth. The spiritual path is a growth path.

If you avoid conflict you are hiding in self-righteousness that comes from insecurity. You are virtually fighting for survival. But you will eventually run out of ammunition and nature will help you to wake up. Arguments, failures and emotional breakdowns are all opportunities to achieve spiritual growth. If you don't take the little bites, you must take the big mouthful. Understood this way, you can thank the person who brings conflict into your life.

Instead of arguing with someone, try appreciating their point of view. See their side of the argument. Try to see that there is no right or wrong. So much life force, energy and vitality is lost, wasted, on arguments and opinions. You never know, maybe by being humble, you will receive better answers to your questions.

downsides of life. Troubles are never heavy for the optimist, and uncrossed bridges never cause an optimist anxiety.

There is no ignorance in optimism. In accordance with the laws of nature we know that for every up there is a down and every down there is an up. In other words we are both optimistic and pessimistic. The optimist is conscious of both sides of any situation and chooses through self-mastery to focus on the positive. This is not a naive belief that there is only positive, the optimist is always aware of the balance of chaos and order, and chooses to focus on the positive.

BUILD YOUR FEELINGS OF SELF WORTH FROM WITHIN

I think this is very hard for us to understand. It is certainly culturally antagonistic. Because we have ethics and values, morals, rules and laws, churches and synagogues, temples and ashrams, altars and books, all telling us what is right and what is wrong, it is hard not to translate these into cues for worthy and unworthy behaviour.

Make three lists. The first is a list details how you have helped people and supported them, what a good citizen you are. The second list is the material list of what you have gathered and in many cases redistributed among people. Finally the third list should be why, in the complete absence of any living proof, you are a gifted expression of the creation itself.

Look at the workings of your body and the magic of the your life and see if you can write this list as if you have just been born and the list does not include any acknowledgement of your doings in life, just your being. This third list may turn out to be a precious gift.

DISCIPLINE

There is no need for procrastination when you have the inner technologies for growth. The pain of regret outweighs the pain of discipline. The greater the inspiration, the greater the discipline. The power of discipline gives results. There is no substitute for discipline. At the end of the day it is the daily practice which culminates in a lifetime of spiritual development.

MEASURE YOUR JOURNEY WELL

The feedback systems we use in our life are the critical ingredients to success. If the outcome of your business is profit combined with inspirational human resource policy, then you should be measuring both of these commodities.

INSPIRED LEADERS

Inspired leaders embrace conflict as the impetus for change.

INSPIRED LEADERS

Inspired leaders master the art of visualization. They hone their innermost dominant thought into a dream vision. They spend time focussed on this vision each day and affirm it constantly.

Are you measuring your journey in the true context of your human spirit, or are you measuring your life spiritually, against some old standard developed in ancient antiquity and disconnected with reality? Much of the moral code we use to measure goodness and right behaviour is developed to control the masses. Such laws although essential are a poor measure of your journey. Jesus said, 'Be in the world but not of the world.' What is implied is that you should respect the laws created for mass consciousness but not measure your spiritual or personal worth by such lesser standards.

REAL LIFE MASTERY – DEFINING THE FUTURE

The world you live in, the people and things you are involved with, are all real and important. So are you. We may know a great deal about the world, but for many reasons we are not aware of the person who is involved with the world. We pay almost no attention to the nature of our own existence. In the ordinary way of being, we are so preoccupied with the world around us that we hardly pay any attention to our own being. We seem to think that this awareness has no affect on us, but it certainly has a strong determining affect on us and it manifests in a number of ways.

One of the most important objectives of personal mastery is to develop awareness without denying the reality and importance of the world. To develop an experiential knowledge of our own being. To see the person who is involved as well as the world we are involved with.

Provided you can learn to focus your attention within your body and mind, provided you can also experience detachment from what see, you gain a mighty insight. The more your attention remains within, the more you will see your own being, body, mind and spirit. Your mind will become clearer and calmer, and as the awareness and clarity of your being develops, your perception of the world will become clearer.

YOUR LIVING CAPACITY IS EQUAL TO YOUR LUNG CAPACITY

Use the gifts and resources of your body-temple to achieve your true life potential. Take a holiday every breath. Exhale away stress; inhale the forces of life. You are one with the source. To wait for the end of the day for breathing practice is sluggish and clumsy – breath is the opportunity to maintain yourself in the most dynamic state possible in the simplest way that you can imagine.

Vitality comes from breath not food. Eastern arts focus extraordinary amounts of energy on breathing practice. The yogis claim that the length of your breath determines the length of your life. Ancient texts suggest that each person is born with a certain number of breaths and when these are completed their life expires.

This awakening of awareness of your own being frees the mind from its tendency to become obsessed with things and people. It brings the being who was lost in the world into focus. You begin to see not only the world you are in but also the being, you, who is involved in it, as you really are.

With this awareness you experience your existence as a gift, a blessing, a joyous continuum. The pain and suffering we go through in life is a result of our obsession with the world, while not seeing the true nature of the world or ourselves. We are simply unaware that our true nature is the source of all the pain in life.

This experiential knowledge is the focus of personal mastery and the technologies of Innerwealth. It doesn't fix your life, it teaches a new process for life, a new way to see, to think and experience the world.

This is the key to a global change. Personal mastery is the acceptance that a global evolution in the way we think and act begins with a change in what happens within ourselves. By learning to focus within, on your true being, your true nature, you will experience less pain and suffering and more inspiration and love.

INSPIRED LEADERS

Inspired leaders honour simplicity. They organize their day, the office, their time and money.

GIVE ADVICE WHEN ASKED – RECEIVE ADVICE ONLY IF YOU ASK

Advice is the cheapest commodity on earth – everybody has advice to offer and they are happy to give it without charge or request. But advice given without request is no advice at all. It is disempowering – it steals energy and corrupts relationships. To support and observe a friend without judgement breeds the questions that offer advice. Be warned that rescue breeds resentment. Hold your advice. Resist uninvited advice.

I say, ‘If you don’t ask for it, or wouldn’t pay for it, don’t listen to it.’ Hold your power. Know when you are ready for advice and from whom. Be polite to those who tender unsolicited advice, but know if you turn the glass holding their words of advice upside down when they leave, what is yours will stay.

CONSERVE VITAL MAGNETISM

When your emotions override your inspirations, when your body-mind becomes over stimulated or depressed, when you are not doing what you love, you dissipate and waste your lifeforce, your magnetism. Every human is gifted by nature with an identical amount of this magnetism, and the first step in taking responsibility in life is to stop the loss of personal magnetism. Tiredness, chronic fatigue, mental health, illness and stress are all symptoms of the loss of personal magnetism.

Right thinking is the first step towards building and develop personal magnetism. The ideal thought process is a balanced mind with gratitude. Grateful, thankful thought inspires the mind, builds the immune system, develops energy and attracts support and resources. Long-living people are magnetic and grateful people.

Emotions suck lifeforce. Your mind can go to and fro, thinking this and that, ticking and tocking, thinking and thinking. This is your energy burnt usually on nothing. It’s like putting a short circuit across a battery. When your mind is out of balance your heart cannot open, exhaustion results.

Focus your mind and eliminate worry by finding the balance – there is two sides to everything.

Build a life with gratitude and appreciation

Until you appreciate life the way that you have it you can't have it the way you want it. Gratitude is magnetic. Appreciation grows what you have, lack of appreciation depreciates what you have. A company that does not appreciate what it has will lose it, until it becomes humble and appreciative again. In exercise classes people often curse their body because they can't reach the next level. It is more productive to say thank you for what you have. Movement happens from this mind state. Gratitude for what you have births the magnetism to attract what you want. This is wisdom.

If you had twenty-four hours to live what would you do? Often the answer is that you would thank as many people as possible. But why do we wait to do that until this last twenty-four hours? Ego – it blocks the greatest gift of life, thankfulness.

Health of the body

Where does the mind finish and the body begin. Every thought is an electrical impulse and every impulse sends signals to the muscles and nerves. Imbalanced thoughts activate imbalance in the body. Eastern, and more recently Western medicine, now acknowledges what Plato said in his great works. I paraphrase, 'Never treat the body without also treating the mind.'

Respect the path

The deeper the roots the taller the tree. The further you are pushed into the mud the higher you can grow. The courage to follow your path is often generated by the pain that comes from stepping off it.

YOU CANNOT GIVE WHAT YOU HAVEN'T GOT

You have the gift. You were born with this gift. In an aeroplane when the oxygen mask drops and you have a child next to you, who do you give the oxygen to first?

Create affirmative self-talk

Your mind has the power to integrate or disintegrate its thoughts. Be mindful of your self-talk. Create mind thoughts that support your dreams. Affirm your direction to yourself.

Suffering is attachment. Your ideas are where you are stuck

The tighter you hold on to your beliefs the more pain you experience. Movement and flow is essential for life and there is nothing on earth that doesn't move. Except of course some ideas we hold onto. This holding on goes against the flow, and that takes energy.

Value your time

To value time is to acknowledge your own mortality. It need not take the sudden jolt of a life-threatening experience to remind you of the frailty of life. When you kiss a child, mean it. When you meet a friend stop and feel it. When you say that you care, care. Tomorrow may never come. Time is your greatest gift, use it wisely and your life will take a whole new meaning.

It seems unwise to wait for time to pass, to miss the opportunity to hug a child, to stop and share a moment, to express the creative spirit you have within you. When you value your time you increase your value. You don't waste time in idleness. When you value your time others will value you. When you value your time you discern what fills your mind, stomach and heart.

Moderate and monitor what you eat

Every six months your body is completely replaced by new cells constructed from what you put into your body. Food is not only the matter that passes your lips – the air you breath, the thoughts you consume, the books you read, the emotions you express, the care you give, and the way you sit and stand are all types of food. The way you pray, the way you look at the stars and the way you swim are all food. Your body is replaced by the inputs you give it each six months.

SEE THE ORDER IN ALL EVENTS

Six trillion stars make up one galaxy. Our sun is one star and we orbit it the rate of one million miles a day. Our earth rotates every twenty-four hours and that means, we on the surface are rotating with it at one thousand miles per hour, (plus the speed of your car on the freeway). No human can reproduce the function of a cell; no human has ever seen magnetism, electricity, an electron or love. Trees grow, oceans roll and rockets return to earth, it seems wise to presume there is an order somewhere beyond, somewhere within, somewhere above and somewhere without.

THINK GLOBAL

When you personalize life, saying, ‘I did this and I did that,’ you go crazy. If you operate on ego, you burn out, fry, and you can’t sustain your inspiration. When you personalize something you destroy it. Therefore it is a great inspiration to have a globe on your desk, on your screen saver, or on the wall. Find photographs of stars and galaxies being born and the amazing structure of the human body.

Astronauts claim that the ‘overview effect’ – looking back at the earth from space – has a profound psychological effect on their lives. They describe the perspective of peering down from a spacecraft onto our tiny ball of humanity is an experience unlike any other. They are permanently changed, emotionally and spiritually, from that one experience.

Edgar Mitchell, Apollo 14, 1971: ‘On a deep level I experienced the intelligent, loving and harmonious nature of the universe.’

Russell Schweickart, Apollo 9, 1969: ‘Somehow you recognize that you are a piece of this total life ... You’re out there on the forefront and you have to bring that back somehow. That becomes a rather special responsibility and it tells you something about your relationship with this thing we call life. And when you come back there’s

a difference in the world now. There's a difference in that relationship between you and that planet and you and all those other forms of life on that planet.

You look down there and you cannot imagine how many borders and boundaries you cross, again and again and again, and you don't even see them. There you are hundreds of people in the Middle East killing each other over some imaginary line that you're not even aware of, and you can't see. From where you see it, the thing is a whole, and it's so beautiful. You wish you could take one in each hand, one from either side in the various conflicts, and say, "Look. Look at it from this perspective. Look at that. What's important now?"' (Schweickart, R., 1977, *Earths Answer*. New York: Harper and Row.)

You can get the same overview effect by maintaining a perspective that is universal and not just global. Use globes and pictures, and all manner of visual arts, to remind you of the magnificent picture that is life on earth. This is subconscious validation of your immortal impact on earth.

REAL CONSCIOUSNESS – LET NATURE BE YOUR GUIDE – LOVE IS FREEDOM

Love celebrates in the present. Love has a vision of the future.

Spirit has no boundaries. It knows no division of race, wealth, skin or health. Spirit is common to all and yet absolutely individual. The only variable is perception. In our most natural state, we know the power of spirit. But when we are busy, distracted, angry or turbulent, we are blind to the presence of spirit. If the noise generated by our turbulent minds becomes too loud, we become deaf. If our eyes are too stimulated by action, we become blind. If we become overwhelmed with anger and ingratitude, we lose our clarity of speech. If we eat too much, we lose our power to discriminate between tastes. If we become overloaded with emotion, our circuits trip and we lose the power to feel. Our gift as human beings is that we can choose to change. Anything that blocks spirit can be moved. Once the blockages have been moved, we are free.

There are numerous ways of tuning in to our inner voice and really expressing the power of spirit. We can release the power of spirit by respecting the laws of nature, by living a healthy lifestyle, by managing our stress and by cultivating our personal vision. Periods of silence and mindfulness are indispensable if we want to maintain our connection with REAL Spirit. Ultimately the choice is ours.

Will you do it? Nothing in the universe will ever force you.

The desire to experience spirit fully is both natural and instinctive.

How does God think? Why is there so much pain?

Terrible things sometimes happen in life. Sometimes they seem to happen for no earthly reason. Understanding the reason why things happen can be important because if we understand why things happen, we understand the inner work. Beyond blame and self-imposed victimhood, there is a beautiful world that is sometimes hard to comprehend. This is the realm of Real Spirit – a world where you are more in touch with your spirit. This world is not a place where we escape reality to wallow in so-called spiritual teachings. It is a world where true communion takes place through real life itself.

We need to have the capacity to link cause and effect before we can express spirit in life

Some people blame the devil. But blame never works; it only creates more pain. Crying victim does not work, it leads nowhere. It is an echo chamber. It is no use

She was taken from her parents at the age of five and incested almost daily until she ran away from the government institution that held her. She took her younger brother with her; he also suffered the same fate with the priests. They lived on the street for eight years, surviving on scraps and drugs and selling favours. She was twenty-three when I met her. Rope burns ran red across her throat from a suicide attempt the night before. The most beautiful woman I had ever seen sat there in front of me in self-condemnation, all she could see were her failings.

INSPIRED LEADERS

Inspired leaders know the value of silence because in the silence there is true listening.

saying, ‘God punishes us.’ Why blame God? We punish ourselves far more brutally than anything God could ever do. Such pseudo-explanations are futile. Spirit is the mystery behind all things. It is the very air that we breathe. Can you trace its trajectory in your life? It would be wise to try. Here is a clue: gratitude is the very bedrock of the human lifeforce.

To finish the story above, we worked on her perceptions. We saw where she was condemning herself, found the script; we found her life purpose and she found nothing but love and gratitude for her life. Her peers went crazy. She broke the mould. They beat her up because she was stepping out of the ordinary. They preferred her being the victim. She fought for her truth, opened her heart and found the love beneath the pain. I think if she can do it, we can all do it – find the spirituality of our reality and become thankful rather than arguing about who is right and wrong. If you cannot find gratitude and appreciation for anyone in your life, stop now and work out how.

THE POWERS OF LOVE

No 1 The Love of inanimate objects

No 2 The love of creatures

No 3 The love of friends and family

No 4 The love of relations

No 5 The love of lovers

No 6 The love of partners

These loves broaden and expand our hearts and minds. The callous soul shuts itself against these mellowing influences, but the human spirit requires them to ripen. Love of creatures and inanimate objects frees us to experience this heart opening expression at any time. There are many people on this earth who have achieved great success but lacked love and therefore lacked the fulfillment and the magic that links all things together.

When the inner voice speaks louder than the outer voices you are inspired. Live your vision. Dare to dream. For in such a life is a success beyond the measure of mortal man.

Christopher Walker

The love of creatures awakens the spirit – the communication is unconditional and natural. In the love of creatures there are few expectations or issues to block the depth of feeling, and so many people find loving creatures more rewarding or easier than to love humans. This awakening is rich.

The love of friends and family can be modelled on the love of creatures but this magnificent expression of love is challenged by expectations. People can reject your expectations but they cannot reject your love. No person can live without love but it is so easily corrupted. Expectations in the form of judgements, self-righteousness and unconsciousness distort reality. Every child loves their parent and every parent loves their child, but most spend their time consumed in activity and expectation. Few stop to say or feel, 'I love you without condition.' Death and loss can bring this awareness.

Relations, lovers and partners are those people we have hand-picked to enter our personal garden. They are the result of pre-ordained collisions in life where through circumstances outside of our will, we meet people and bond. The physical bond of sex and exchanged energy can never be undone. The one-minute back street prostitute or an entire married life, both leave a permanent imprint, a tattoo, on the spirit. The result can often be underestimated.

Pledge love but not structure. Pledge love to others but acknowledge the change in form. Pledge yourself to learn to love others through the circumstances of your life but hold away from the life-long definition of form. The form is changeable, people come and go – circumstances, health and conditions change – but the pledge to love should stay.

Make this your dominant aim: to learn to love all people your life brings to you. You can love thousands and thousands of people in the deepest possible way. Your soulmate is yourself, and the search for the perfect partner is the search for yourself. Allow those you meet in your life to help you find that awakening.

Love is the most used and the most misunderstood word in the human language. The metaphysical definition of love is the 'synthesis of emotion'. In other words loving someone is different from infatuation. In infatuation you say, 'I see all your positive and good aspects and therefore I love you.' Or the classic, 'I am attracted to you because I see all the things I like in you.' But this is an unconscious and limited form of love that is rife with emotion and crisis. Love, in the metaphysic sense, states, 'I see your good and I see your bad and I am grateful for both.'

Whatever your situation in life, love must enter into the formation of your spiritual world. This love should be as fresh, free, and as far-reaching as the morning breeze. It must be warmed by the sunshine so your life can be warmed by the celebration of love.

Love, is the great central light of the soul about which all of the virtues revolve.

LOVE IS EVERYWHERE

It is all love. Even the bad times are love. Love is what you decide to call it. Some people say that love is when they feel that gush of warmth. But nature reveals that all is love. She doesn't build walls and say, 'This is love and this is not.' Love exists in all things.

If you can, try to see the difference between the warm fuzzy feelings that you define as love and the truth of love, which is inspiration, gratitude and total presence. This is a powerful state to be in. Present, fully in your truth, you are able to lead people into the future. This love is the most powerful state of human consciousness.

SEEK THE DIVINE ORDER IN ALL EVENTS

Every thought we have is a vibration. Some of those thoughts are higher vibration, (gratitude), and some are lower vibration, (ingratitude). But all are vibration. Wherever vibration exists the laws of the universe are at play. Seek and find the tools to manage your thoughts. Self-awareness is a toll to master the mind and mastery of the mind is the mastery of the life. Think and act in the highest vibration possible. The higher the vibration of thought the greater the abundance.

If you are a sporty person, consider the guidelines for great performance and you know that with presence, certainty, gratitude and love in your heart you are at your peak, in the zone, at the level of sustainable peak performance. This is love too. Sport and love. Hmmm!

We desire to love and be loved not for what we can do but for who we already are.

LOVE IS THE SYNTHESIS OF ALL EMOTION

A process that balances perception is a process that moves emotion to love. When the mind is balanced perceptions turn from emotion to certainty. Certainty for a leader comes from within, everything else is a substitute, and requires strong authority.

People carry imbalanced thoughts from their childhood into their relationships and try to create a fantasy world. They try to find partners who, in their perception, do not exhibit unwelcome traits. But this is not possible. Instead of loving their partner these people spend much time in reaction, trying to modify their partner to fit their expectations. Trying to live up to expectations will eventually sabotage the relationship.

BE EMOTIONALLY WISE

I joined a group for dinner. I was new to the group but everybody else knew each other, and with respect I enjoyed their company. It was a great opportunity to reflect on the human dynamic. They were family and loved each other deeply but two of the group were in bad moods – they bit, barked and challenged each other. They were sisters. Some of the group reacted, jumping in to stop the quarrel, others just brushed it off. The night was not pleasant. Raised voices became less and less logical as alcohol mingled with pride and rebuttal. In a two-hour dinner there was no more than a moment of calm. The topic of the argument was world peace.

All global wars are the result of perception, imbalanced thought, which is ultimately righteousness. Governments who impose doctrines are attempting to capture the very hearts and minds of individuals by the introduction of memes. But the human spirit has never been captured, and the freedom of the spirit and the development of perception, have been at war within every person since time began.

Suicide, depression, shame, guilt, victimhood, blame, chronic fatigue, cancer, relationship breakdown, heart attacks, rape, suffering and grief are just the tip of the iceberg when it comes to the result of imbalanced thinking and unquestioned perception. No drug can contain the human spirit.

Inspiration is when the inner voice speaks louder than the outer voices.

EMOTIONAL MATURITY IS FREEDOM

Emotional maturity means taking responsibility to keep your heart open. Blame, being a victim and judgement are the three enemies of personal power, enemies of your spirit. No one can live without taking responsibility because it takes too much dishonesty to sustain it. We need to own our truth. There cannot be a diversion from nature's law. She is everywhere, just like the air we breathe, life cannot go on without truth.

HEART SPEAK – LET YOUR MIND BE FREE.

- 1 Everything you judge in me is true.
- 2 Unless I ask for advice I don't listen to it.
- 3 What I judge in you is really in me.
- 4 I have a right to my emotions; they reveal my ignorance.
- 5 My ignorance reveals my path.
- 6 When I live with nature as my guide my heart stays open.
- 7 I am responsible for all that happens to me.
- 8 Any relationship cannot make me happier than it makes me sad.
- 9 Expectations block love but create my world.
- 10 Short-term gratification is not love.
- 11 Nobody can do more to you than you do to yourself.
- 12 Everything that happens outside of you reflects everything that's inside of you.
- 13 There are no victims.
- 14 Love is unconditional and this is the ultimate outcome.

Keys to Success – Manifestation Formula

*Spirit and fulfilment are synonymous; they must be measured progressively
– to stand still over time is to die.*

- The individual who doesn't go to sleep at night unless he or she has added to their self-improvement during the day, is moving onward to deeper levels of fulfilment. At the end of the year, the person who has accumulated self-improvement, set new goals and laid aside some of their earnings or gains, is moving onward to growth. All others are stagnating and treading the road to failure.
- Why then waste time and opportunity in idle reading, idle gossip, idle companionship, loafing and the multitude of aimless pleasures that only leave regret after they have passed on. Be alone from time to time to plan the betterment of yourself and others. That is the foundation of all fulfilment.
- What you have accomplished you should turn around and share with your fellow beings. This will bring you pleasure in life, enjoyment of existence, and will ultimately be your only real triumph in this world. As far as the Earth is concerned there is no greater goal, but in order to do this you must participate in the intermingling of humanity.
- Fill the place in life for which you are best suited.
- Every human has an inalienable right to fulfilment. The universe has a great interest in your success because your success maintains it.
- Alignment with the laws of nature brings the individual into harmony, guaranteeing success.

- Lifeforce grows with the fulfilment of a dream. Everything and everyone around you reflects your commitment to that dream.
- People invest in inspiration not desperation. Just try asking a bank to lend you money when you are in need. When you have a strong belief in yourself you are believing in the powers that created you and/or others.
- When you are doing what you love and loving what you do you are in your highest state awareness.
- By committing yourself to a goal you are committing yourself to be thankful for the gifts you have been given and the natural talent you are born with.
- Whatever the mind of mankind can conceive and believe, the mind of mankind can achieve.
- The person determined to attain spirit starts where he or she stands.
- Excuses never built anything.
- Count your blessings
- There is integrity when your heart, mind and body are aligned. When your focus and your mind are committed to what you are doing, when your actions, your words and your results are synchronous, you attract support.
- The food you eat, your body posture, the words you speak, the care you give yourself and others, the way you focus your mind, the look in your eye and the feeling in your heart, are all the elements that add up to synchronicity for success.
- Nothing comes from you; it only comes through you. When you take credit for what you do you say, 'I did this.' When you are humble you say, 'Thank you for guiding me to do this.'

- When you are humble you focus. We remember how important it is to maintain the habits of lifeorce – eat well to maintain health, keep your bookwork in order, show appreciation for what we have, and care for others.
- When we become righteous we forget the basics and begin to think of the ‘have nots’. Many bankruptcies are caused by righteousness and lack of humility as people forget the basics.
- When we are humble we are thankful for what our partner offers us. We appreciate the time we spend, we appreciate the small things in life, we appreciate what we have – from this place success can grow and become permanent.
- When you think you are better than who you are you attract people to put you down. Stay humble to a power greater than you. Then you are free to be in a balanced, self-responsible, relationship.

**The truth makes you
speechless**

YOU CAN'T FAIL

There is no such concept as failure if our mission is to be thankful. Thankfulness turns rejection and failure into opportunity. Rejection shows where we are rejecting ourselves, (nobody does anything to you more than you). Failure can simply be an opportunity to love yourself right where you are without the camouflage. The one common characteristic amongst fulfilled people is a willingness to fail. You can easily tell a person's destiny by the clarity of their vision. Because when we have a vision strong enough we have a powerful motivation that's willing to suffer the discomforts along the path.

If you watch our own earth with its earthquakes, volcanoes, tidal waves, forest fires and tornadoes, you will see that even in the development of our own planet there are times of destruction. Count the blessings on your path to fulfilment.

ENTREPRENEURIAL SPIRIT

To be a successful entrepreneur you must know yourself really well. It is one thing to know how to make money but to do it with your humanity and self-respect intact, well, that's another game.

An entrepreneur needs to be able to withstand abuse, criticism and condemnation as well as handle praise, infatuation and hype. Both are equally dangerous. One puts you on a pedestal, from which there is a guaranteed fall, the other leaves you in a pit, from which it is hard, as an individual, to crawl out of and remain focused on your life.

There are a number of characteristics that differentiate those who do it, those who talk about it and those who do it and survive to tell the story. I have made some attempt to list those traits.

Your peace of mind is sustained by gratitude for the opportunities you are given to learn.

A powerful call to action

There are an infinite number of reasons a person may want to build a dream, when the why is big enough, the hows take care of themselves. What drove Ghandi to do what he did is inconsequential compared with what he did. The critical thing is that you need a powerful all-inclusive outcome. You need a vision, a dream, a goal, an ambition to do it. If the motive is weak, the result will be weak. If the motive is righteousness then the resistance will be high, if the motive is emotional the journey will be emotional. So the deeper and clearer the motive the more sustainable it is and the less energy it sucks.

The ability to manage your emotion

The number of entrepreneurs who build their dreams, become famous for their music or screenplays, and go down in a screaming heap in the process, is uncountable. You cannot imagine the number of successful people who dive-bomb in emo-

tional drama. And when they go down they take others with them, including family and employees. Millions of people go bankrupt each year primarily because they have been unable to manage their emotions. What is an emotion? Read the book.

The talent

There's a key that is hard to communicate to young people with high hopes – the key is that you do need to be good at what you do to succeed. There are many one-hit wonders who through sheer balls jump into the charts or find the magic formula, but those people can't sustain the performance simply because they don't have the skills – business skills, personal skills, financial skills, real estate skills. If you don't know how to cook stay out of the kitchen!

I think this is the least communicated information in the world. You need to be good at what you do, I mean really good, to succeed. That takes practice, practice and practice, commitment and commitment – that involves dedication with a mentor and a plan.

The wisdom

We don't like our friends stepping out of the box. Just tell your best friends your next great idea and see what they say. You need to be able to separate other people's ideas and emotions from your ideas and emotions. You need to know how to say, 'Thank you, but your opinion just doesn't matter.'

The more you are in the public view, the harder it is to stand behind your decisions. Even if journalists or writers go after you and try to sabotage your journey, you need to know how to love and respect yourself so that the opinions of others don't push you up or pull you down. Your guide becomes the inner voice not the outer one. This means you need to have access to the inner resources of inspiration and be able to separate them from the outer resources.

Finally, you need to be a juggler

The ability to juggle things means you are able to honour all your life obligations. In setting your goals make sure you include spiritual, mental, social, career, financial, relationship and health goals. Be sure that time is available for each and that

INSPIRED LEADERS

Inspired leaders know that any time you don't plan high priorities, time gets filled by low priorities, weeds. When we focus our energy on what we are inspired about we grow in self-worth. When we are not focussed the work fills the time, then low priorities fill the space.

you don't fall into the trap of choosing the priorities of these based on other people's say so. You need to be honest with yourself. Time is not quality and quality is not time.

I see so many business people who come home to be with the family but they are mentally still at work. I hear people say, 'I work so hard I have nothing left to give.' This is stupid talk because it implies that there is no way of making more energy. But the universe is full of energy and it's free, and the more you use it, the younger you get.

This means balance but balance is not time. Balance is in the moment. Balance your posture, your breath, your mind and your emotions and then you are really there for people.

People don't want time, they want focus.

FOLLOW THE CREATION FORMULA

One of the great promises of spirituality and personal development is the ability to change something. Ultimately this requires the development of something to replace what is changed. A pain may be replaced by actions that support a new lifestyle. An old relationship may be replaced by a more productive way of connecting with people. A business stress may be replaced by a management style that is different, yet for many, the reduction of problems has become a reduction in life.

Use the creation formula below to help translate your inspired dreams into tangible realities.

An obvious cure for discomfort is to stay away from its cause, but this leaves an individual disempowered and ultimately reduced in life. A prison has no more bars

THE CREATION FORMULA

- Know your purpose – a direction to go in
- Define your vision – know how and where and when
- Set Goals – they are the stepping stones to your vision
- Affirm it – plant the seeds in your mind daily
- Write it down – make a commitment
- Feel it – make the future real in your bones
- Act on it – get it out of your head. Results are reality
- Gratitude builds – what you appreciate grows
- Build a path of the heart with discipline and routine

than a spirituality that confines a person behind avoidance and protection. Those who surround themselves with light to protect themselves usually lock out those elements that help as well as hurt. They also lock in most of the cause of their problems. It's a fine recipe for self-destruction.

There is general business discomfort with New Age spiritual people. I worked in a corporate office for a while and when someone started to get all spiritual everyone began taking bets on how long they'd last. Business people who took the spiritual path often dropped out. That's quite sad really. Spirituality doesn't have to be righteous or isolating; it was never intended to be that way.

I suspect that for the vast majority of people, spirituality is a way out, or an excuse to whip an old horse. I receive hundreds of emails from people telling me that so and so is not spiritual. It is quite funny really. They tell me that what I said was sexist and sexist is not spiritual. Or, 'You earn money from what you do and spirituality should be free.' Who said? Who in the world made up all these farcical rules? Where is God not?

We are all spiritual, even left and right-handed people. The further left someone goes, the further right their balance partner will be, somewhere on earth. The radical person creates a conservative one. And so it goes. People get up in the morning, they stretch and go to work, make something useless, get stressed about it, take a holiday and then die. Is this life? I don't think so. No. No. No.

**To speak is to distort
the truth**

I think life is about creation, building, giving, growing and developing. It is not about becoming immortal, but creating immortality. I find those books that talk about 'being present' a joke. The present is already taken care of. Yesterday determined the present. You want to know what the future holds. You want mastery of tomorrow, because tomorrow will become the present. But how do you do it? How do you mastermind tomorrow right now?

That brings us to the topic of this chapter, which offers you the ability to master the art of manifestation. Don't play down the role of the present moment – that is what you are building with. What you create today becomes tomorrow's reality.

But before we get stuck into that I want to emphasize something really obvious that many people miss. Discipline. 'Hmmm,' you say, 'I heard all that when I was a kid.' Discipline. Really folks, it is a core. Everyone I meet with depression, Chronic Fatigue Syndrome, tiredness, loss and broken-down spirits, lacks discipline. 'That's crazy,' you say. 'How can that be so obvious?' In my humble opinion, many, many people turn to spirituality in order to avoid discipline.

When you go to communities in poverty or communities of young so-called spiritual people, you find the same thing – lack of discipline. And let's be fair, when your

self-worth plummets discipline is a tough call. But until discipline comes back, self-worth will remain illusive.

There are groups of people who lack discipline who hang out together, and that seems to be okay because there is a group consciousness, but deep in everyone's heart is the desire to be themselves, and to do that, you have to have discipline. Shakespeare never wrote about discipline because it is not romantic, but he sure had lots of it.

Manifestation.

Before you create something you need to know what you want to create. So it needs an idea. For the reasons that become obvious, the integrity of that idea is vital. It is going to take hard work – the bigger the idea, the greater the challenges. The idea you have can be a baby one, and you get baby returns (speaking in terms of fulfilment), or it can be a huge idea with huge returns.

That doesn't mean that big dreams are always hard work. Sometimes people follow their bliss and big dreams come easily – you remember the saying that every idea has its time? But the bigger the idea the more challenge there is on some level – either your health suffers because of your success, your family suffers because of your dedication or your bank account suffers because of start up issues – but ultimately the bigger the idea the bigger the challenge.

All of those challenges can be dealt with very easily. They can. But the key is to stay on track. Einstein said that most people give up when they are ninety-nine percent of the way to success, and this is understandable. People give up because they lose hope, or they become insecure, or because they interpret some feedback as a knockback. So it takes a lot of deep, spiritual commitment to make an idea come to reality. I call this inspiration.

Inspiration is an inner voice. It has no real desire to apologize or compromise, it is not even a voice that expresses itself in words; it is simply a knowing. When you

INSPIRED LEADERS

Inspired leaders work on time management. They value the importance of what they have to do in life and relatively short time they have available for it. They have huge visions and through goal-setting, chunk that vision into smaller ones.

INSPIRED LEADERS

Inspired leaders are trend-setters not trend-followers. They focus on their inspirations and are in continuous pursuit of improvement. They balance their long-term inspiration and have the discipline to focus on the now.

know what you are doing is your path, then you have an inspiration. It is around this inspiration that your whole spiritual practice and life energy can revolve.

Take this inspiration and write it down. If you don't have one yet, you need to find one. You can have an inspiration in the shower, on the beach, in the bath, at work, making love. You can get an inspiration at any time and from that moment on you have a gift. The only time you cannot find an inspiration is when you are trying to get one; that's forcing it and your mind will simply shut it out. Inspirations don't come *from* you so

you have to be really mindful of the need to be relaxed and at peace for some time each day so the inspiration can come *to* you.

Write it down in the best words you can find. Write down the inspiration in as much detail as possible, in every way. Write down the inspiration in poetry, in songs, in text. It is not a list of what you think about your inspiration, that's what you did in therapy, no, it is just an inspiration.

This written-down inspiration should travel with you everywhere so that when you have doubts you can read it and try to be with the inspirations.

You can have more than one inspiration, you can have hundreds of inspirations, so writing them down will be important to avoid going crazy. But the next step is action.

You know your purpose – an inspiration

You have a purpose, a chief aim for life, when you perceive yourself fulfilling this purpose you grow in self-worth. Your purpose without a commitment will be a mere flash of your imagination, void of clarity and inspiration. So have commitment to and constancy of purpose. Be unwavering. Stay on purpose. Perceptions of being on purpose lead to actions which lead to rewards. Purpose leads to procedures leads to results. Grab hold and stay with your life's big picture. Discipline yourself.

The pain of regret outweighs the pain of discipline. The secret of fulfilment and success is constancy of purpose.

After an inspiration comes visioning

To communicate your inspiration you vision. The visioning is still inside you, like an inspiration, it is still an idea, a thought, not yet tangible. So the visioning process is about taking the inspiration and putting it in the real world context. When will it happen? Why will it happen? Who will be involved when it happens? Who will benefit and why? And will it be a creation that stands the test of time?

You now begin the wonderful process of describing the inspiration to another person in a cascade of words which begins with a short sentence of five to ten words that describes what and why and who. Then, in the next sentence, begin the process of describing more about what and where and when.

In the following sentence you can open the flood gates and describe the colour of the carpet, the size of the stage, the number of tickets sold, the revenue, and the look in people's eyes as they watch you perform. Whatever it is describe it in detail.

The truth stands on its own

When I do a vision quest – the search for vision – I use a meditation where I ask you to close your eyes. When I instruct you to look at something, I want you to do it in your mind's eye. Keep your eyes closed and try very hard not to think, just see. You are standing on a stage in front of a large audience. That audience has gathered to receive the gift you would love to give the world and they are waiting for you to give it. It's now ten years from today, the vision is manifested and you can see their expectation. Each audience member holds a ticket and on the ticket are all the details of your gift – the price, the colour, the shape, the name, the date. It is all there on the ticket.

The audience are dressed in a certain way and this tells you about the people who will receive your gift. The theatre is indoor or outdoor, the location of the theatre in the world is important. In your mind's eye step skyward and see the venue from the moon, where is it?

INSPIRED LEADERS

Inspired leaders prioritize. They know their strengths and weaknesses. They spend their time focussed on the actions that will create the maximum result.

Now look at your shoes and the floor you are standing on, and take note of the shoes and the floor and the pants, socks or dress you are wearing. Now look in your hand where a piece of paper sits folded. On this paper is your personal net worth ten years from now, as well as the name of anything you choose to seek.

Close it in your mind's eye and put it back in your pocket. Now look behind you, and see all those people who have come into the world to help you get where you are right now – the people who made the roads, the electricity, the aeroplanes, the fuel, the technology, the governments, the insurance, the hospitals, the music you listen to, the TV you watch, the computer you type on.

Look at the food makers and the families who make it possible for those people to go to work, and then the children who provide the motive. See this group, as you think of more things, such as the newspaper you read or the pen you use, the inventor, the designer, the manufacturer, the accountant, the deliverer, the sales person, the box it came in; the designer of the box and the manufacturer of the box all came together to bring you to where you are. Thank them because gratitude is the energy of manifestation.

When you are done. Open your eyes and try to recall everything you witnessed and write it down. Write every last detail, every finite point leaving out the adjectives, like wonderful or fantastic. Just write what you saw without any emotion.

Goals

Chronic fatigue is caused by 'overwhelm'. And overwhelm is a very common problem for people who have vivid visions and lousy application skills. The next part of the process is called 'application' and it involves taking the fluff out of the inspiration and the vision and putting it into action steps that make it doable.

There is no substitute for goal-setting – it is a profound and yet, for some of us, extremely mundane process. I think however, it is a great key to self-mastery. Set-

WHAT ARE GOALS?

- Goals are to be subsets of a major outcome.
- Goals are to be realistic, possible or obtainable.
- Goals are to be believable and achievable.
- Goals are to be measurable.
- Goals are to be specific.
- Goals are to be harmonious with your values.
- Goals are to be focused on and not to be distracted from.
- Goals are to be prioritized.
- Goals are to be given completion, achievement or accomplishment dates.
- Goals are to be on what you would love, not on what you wouldn't.
- Goals are to be written in the present tense.
- Goals are to have an action plan for their achievement.
- Goals are not to defy natural laws.

ting goals allows you to give yourself feedback, it gives you can have a sense of progress, and it allows you to be really honest with yourself. I mean, it is easy to start becoming a legend in your own lifetime, to begin to believe our own stories. Staying humble to all this requires goal-setting, using a form and format that's honest.

Thought

You go in the direction of your dominant thought. When my father taught me to drive he told me that the car goes where your nose goes. What he meant was every time I focused on anything but the road I steered the car in that direction. It is the same with our lives. You walk around saying, 'Gee, I hope this doesn't happen,' and whammo! Hope is a poor substitute for certainty.

You bring about what you think about so it is wise to direct your mind to what you would love to create. This leads to a whole science: the power of thought. If you are waiting to see it before you believe it, you will be waiting along time.

People are as you treat them, and the way you treat them is based on what you believe. So you need to go inside your tangled web of thoughts and think about this: what do you want to believe? And then find out what is stopping you from believing that. I have been accused of trivializing difficult situations, but that's the way it is for me. I need simplicity because simplicity is spirituality. So think about what you want to bring about and treat people as you would love them to be.

Affirmation

Affirmations have a bad name; they are extremely misunderstood and frighteningly over-rated. On the other side they can change a life, heal a life, and transform a world. But they can't do it alone. Affirmations need to be done in context with other things. They need to be supported by all sorts of process and practicalities. For example if you eat like a horse, eating French fries and ice cream all day, and at night affirm, 'I am skinny,' or 'I am healthy,' then you are really just fooling yourself.

It is good policy to have only one or two affirmations and use them for a long time. Mine are: 'I deserve to be loved for who I am,' and, 'I am inspired by creation and the laws of nature.' These two make everything possible for me. What are yours? I put a few in the appendix for you to contemplate.

People lie to themselves and eventually believe the lie. Their inner talk destroys their lives. We all have self-deprecating thoughts, so it must be possible for the opposite to exist. I think it is a gift to have a personal affirmation.

A LOOK AT WORDS

- Use words in the present tense, not the future or past.
- Use words that describe realities that are possible.
- Use absolutes, such as always and never.
- Use words implying a balance of polarities.
- Use simple words constructed in brief phrases.
- Use words that give feelings of love and inspiration.
- Use words you are willing to say to yourself for life.
- Use words you can link to your favourite sensory associations.

Every statement you make to yourself or others leaves an imprint on your own mind. Statements continually repeated over time, whether true or false, whether to yourself or others, are eventually believed. When you talk to yourself, you don't have to believe it for reactions to set in. Once the reactions start happening they may lead your mind to places where you find yourself believing yourself after all. You probably have a lie that you have told yourself for so long that you believe it yourself. As a result of this lie your life is now impacted.

The person who goes to sleep at night with their mind filled with their life affirmation wakes to a new reality. Fill your mind at night with an affirmation and ensure you wake to read a great and inspirational thought. This ensures that during the night, when the conscious mind sleeps, the unconscious is doing its work to create confidence and certainty for the future.

Feeling

There are those who say, 'If it doesn't feel good I don't do it.' There are others whose life is invested in a search for good feelings. And there is a third group who can acknowledge their feelings and respect them but who have come to a realization that feelings are just a part of a bigger story.

Your feelings pass through all manner of barriers. It is often written that a great singer could sing gibberish and, provided the feeling was there, the audience would get the message. Such feelings are multi-layered. There are surface feelings that reveal how we feel right now, and there are deeper feelings that live only from memory and hope for the future. And then there is the deeper feeling of inspiration.

Inspirational feelings are not created for the benefit of others, nor falsely decorated to embellish a story. Inspirational feelings are the ones you would have if you lived alone in an ice cave for thirty years with only a match and a blanket. Inspirational feelings travel the furthest.

We all know when someone is lying. Some people complain they have been deceived, but they are really lying too, because we instinctively know when people are not acting with integrity. You may choose to discard this knowing and ask them if they are telling you the truth but that is a lie in itself – you already know they are not telling the truth – you know it in your bones but want to believe otherwise.

Don't lie to yourself. Be honest with your feelings, they are a precious gift, but be mindful of their depth. Shallow feelings belong to shallow lives and those shallow feelings are reactive. No need to react, you can learn about reactive feelings and use them to grow. Focus on your active feelings and be mindful, any feeling of righteousness is going to result in pain.

Feel yourself involved in your passion. Do what you love and love what you do. Desire the best in doing what you do. Feel this. Know in your heart that what you do is a result of what you feel and when you don't honour this you start to live a lie. You can tell people who are living a lie – they are the stressed ones.

Deep in your bones feel the truth of your conviction to your work and your passion. Do not be distracted by reactive feelings – they are the lower-minded unconsciousness that can be used to fuel your fire instead of consume it. Feel your love and commitment to what you do and only deal with those people who demonstrate an equivalent dedication to their life. Measure people by their actions rather than their words. Words are cheap, actions are real. It is a great un-truth to say that love is blind; love is not blind, infatuations are blind, they are reactions.

Focus on action, feel the love for what you do. The only person you hurt when you are not doing what you love is you.

Did you know that if you cut your head off and put it on your friend's body that your body would become their body and their body would become yours. Your identity is stored in your head and therefore the feeling of who you are moves with the head.

Identity is always associated with beliefs and thoughts, and this begins to explain the gift of writing things down. Writing things down converts fantasy to reality – it is a commitment towards a given thought or belief. By writing it down, an idea moves to possibility and potentiality but it also confronts the rubbish on the way.

It is vital to write things down in a way that orders and organizes thought. Disorganized thoughts disempower you. A disorganized mind shatters presence and focus and this is the opposite of manifestation. Knowledge without love is equally shattering; knowledge without love just adds to confusion. So it can be wise to feel the idea, have a deep inner awareness for the idea and then balance this with writing.

WRITING IN SPACE AND TIME

A wise old businesswoman once told me to make sure everyone enters a meeting with blank sheets of paper. 'The meeting will go twice as fast, be twice as honest, and triple the fun.' Her comments have contributed to this section, 'writing it down'.

Writing brings ideas to form. It creates frameworks in both space, (how and where it will happen), and time, (when), it will happen. Without these commitments your life will drift in the hope that through dedicated effort the result will be accomplished. But this denies the principles of creation. All creation operates to a template. The template of the human body exists in the embryonic cell – there's a plan for everything.

Many people argue about whether free will exists or not, whether life is pre-destined or not, but this is just semantics. At the point where human will and divine will intercept there is no question, because there is no separation between human and divine. Sometimes in moments of vivid clarity we find that there is no separation between creator and creature. This is an important growth point for an individual.

Structured organization of your ideas is a vital step in the creation process. In business this is called a business plan. Organizing an event or concert involves bringing people together from diverse functions – sound, light and dance and create a unified event. The many diverse cells, thoughts, ideas and functions of your body can be unified into a whole single unity of purpose by managing these areas with a plan.

By writing it down you make a commitment. You calm the mind. You organize thoughts. You energize the whole body to become involved in the process. Remember, whatever you can link to your inspiration, whatever you can link to your dreams, you build. Whatever you cannot link to your dreams you sabotage.

Persistent action with energy on

It would seem obvious that affirming and planning and thinking and dreaming and would be worthless if you just sit on your tooshie and do nothing about it. Action is vital. It is obvious. Or is it?

I ask people 'What is your dream list?' Then I ask, 'What do you spend your time doing?' And believe it or not, they are poles apart. My seventeen-year-old daughter has a voice like an angel; singing is in her blood and she loves it but when I ask,

‘How many hours did you practice this week honey?’ She blushes and answers, ‘None.’ Yet when I ask her what her dream is she says she wants to be a singer, she’s waiting to be discovered.

This may seem harsh but it is the cause of depressions and extremely difficult problems. And it is not uncommon. I have met Aboriginal and Native youth who have had the good fortune to develop a dream and then sit around waiting for it to happen. On the other side of the scale, hippies will say, ‘The universe will look after me, the universe will guide me,’ this is also an abdication of responsibility and a sad misinterpretation of natural law.

Others pray to God – God has already given you all you need for life. What more can you ask for? It is unrealitic for people to abdicate responsibility for their lives and then jump on their knees to pray, ‘Please help me God.’ I want the voice of the Christian god featured in old movies to boom out, ‘I ALREADY GAVE IT TO YOU!’

Action is about responsibility. I have been down. I have wasted days and nights too and here’s what I have found:

When I do things that are low priority, and I can’t link those things to my dream, I beat myself up.

When I feel worthless and tired I know the only solution is to get up and do something physical that gets my body moving. My body will do what I tell it to. I say, ‘Walk!’ and it walks.

When I feel lost and out of energy there is one only reason: ingratitude. When I become unthankful, unappreciative, not humble to the blessings of my life, I create a terrible vacuum into which my whole being spirals. If I feel rejected then I am being ungrateful for the acceptance I am getting in another form. If I feel like a loser I am being ungrateful for the form of my winnings. If I am tired I am ungrateful for the form of my love and vitality.

There are always two sides to everything and gratitude forces me to face the side that will build my energy. Gratitude for the negative and positive experiences of my life is a vital ingredient to stay young and maintain affirmative action.

Finally, emotions like anger, bitterness, resentment and criticism projected toward another human being will eventually disable you. I think they ought to have an access area for emotionally-disabled people in buildings – they are the ones who eventually try to pull down others instead of help them grow.

Take action, no matter what gets in the way. List the action steps that will build the dream and do everything in your power to follow them. This includes an unapologetic commitment to a daily routine of exercise – no matter who is in your bed. Morning exercise is an absolutely essential daily religion for long life. I rise at the same time every day, exercise for around an hour and then begin the day. I can't compromise this because if I exercise one hour every day that eventually adds up to a healthy body. If I miss a day here and there, well it's hard to work out what days are on and off, the pain of regret eventually exceeds the pain of the discipline it would have taken to stay in my daily exercise.

Matter

Nobody invests in you until you invest in yourself. People don't invest in desperation if they know what's good for them. You need to invest in yourself – materially, spiritually, financially and socially. You need to wake to the reality of your existence and know that you cannot give what you haven't got. That means that you can only give to people what you truly have. Giving to get – which most people do – has so many hooks and barbs in it that it is doomed before it begins. Universal law says you never get back as much as you give.

So you need to build a financial, spiritual, social and career platform. You need to have money and spirit and health and friends in your lifebank and you need to invest in that lifebank. If you invest in your dreams others will too. I know so many people who have waited for others to give them what they want and then failed. Independence is not about isolation; just the opposite. Independence is sitting in a crowd, amongst friends and business associates, and not sucking their life force.

To build your dream without sucking other people's lifeforce you need to question your motives. A father, after the divorce, dedicated his life to making his daughters happy and found himself seeking their approval to make himself feel good. A mother, whose husband was abusing her, kept blaming him and trying to change him, before eventually waking to her dependency as the cause of her complacency.

Freedom comes when we begin to act from abundant perspectives. Some Native people I work with blame the white man for their problems, (although their blame should be focused on the church), but in doing so they disempower themselves.

Teachers are made to be stepped over, not stopped at. Viewed this way, you can see that a healer, a therapist, a counsellor, or a spiritual guide is supposed to get you back on track not become your guru. I think six months is enough for any recovery in ninety-nine percent of situations.

You need to invest in you. Not the you that is always right, not the you that thinks you have some self-righteous authority in the world. The you that is not you. Invest in the you who lasts beyond this life and whose core purpose is to evolve and grow. Invest in the you who can love unconditionally, the you who wants to create and express genius through doing what you love. If you focus on this part of you, the inner inspiration, you will be in a very profound and deep place for creating.

Thankfulness

We have covered thankfulness in earlier work but it needs to take its rightful place on the throne of the manifestation process. Gratitude builds, ingratitude destroys.

Have gratitude for what you have and gratitude for what you do not have, gratitude for what could be and gratitude for what is. When you are grateful for what is, you harness the power of your spirit and your heart and you become unstoppable. The art is to be able to do this in increasingly challenging environments.

Imagine a marathon runner who is losing the race at the twenty-mile mark. She is about to hit the wall, she's dehydrated, exhausted and flustered. Her energy is all but gone and her lifeforce feels out of control.

Imagine the mastery if she were able to move through this blockage with gratitude, be thankful and gain control of her mindspace. She could sustain herself if she focussed on being thankful. Her immune systems and her body systems respond to gratitude. The euphoria of the winning runner is gratitude for being in front. She could turn the ingratitude for being behind, to gratitude. She needs to focus on gratitude to get that same euphoria. Life is a marathon and that means she needs to power her whole system with thankfulness.

By being thankful for what you are, for what you do, and for what you have, you pave the way for ever expanding >beings, >doings and >havings. Without the ability to appreciate you wither. Practice being grateful for everything that comes your way. In the midst of every situation be thankful. You may not see or comprehend its immediate and hidden blessing immediately, but it is sure to be a blessing. Show appreciation toward yourself, others and the universe. Savour and enjoy each successful creation, even those which appear as failures at first. Whatever you have love and gratitude for will be at your command. You deserve whatever you love and are grateful for.

- Thank yourself. Thank others. Thank the universe.
- Set aside and take time for thankful prayer and meditation daily. That will help you understand that all is done in accordance with higher universal design. Communicate daily with your soul, your highest spiritual nature.
- Prayer is talking to the universe.
- So tell the universe, thank you.
- Meditation is listening to the universe.
- So listen to the universe and be thankful.

Changing Your Mind

THE POWER OF THE INSPIRED MIND

INSPIRATION – A STATE OF MIND

The power of the human mind is phenomenal. We not only have the opportunity to solve every problem, issue or stress we have but, we can also change others by changing our own minds – normally the domain of the healer, the priest or, on the dark side, the cheat or the crooked sales person.

Before introducing you to the concept of using mindpower to change other people's minds, you need to understand what I mean by 'mind'.

There are three minds

We have three minds: the primal mind, the middle mind and the infinite mind. The first two exist within the individual. All memory and perception exists in these two minds. These first two minds control the daily existence of an individual and carry with them enormous power to do both good and harm.

The third mind is the infinite mind. It exists outside of the individual in the ocean of all consciousness. The degree to which you tap into this third mind is the degree of originality and genius you display. It can plumb the depths of all known, current and future knowledge. It is the source of genius and finding it is the mission of most spiritual practice throughout the world.

For the most part, religions are interested in managing the first two minds. They offer leadership to provide *de facto* access to the greater ocean of thought. In this evolutionary work, an individual strives to supersede the need for an intermediary.

**The truth requires
no justification
or rationalization**

It is absolutely impossible to think in all three minds at one time. The depths of the third mind are only awakened when certain conditions in the first two minds are met. In the same way, many New Age converts who attempt advanced yoga and meditation practice without the proper preparation, are merely dabbling in fantasies of the first mind.

The first mind reacts to all things and is responsible for the safety and protection of our daily lives. This first, primal mind has no memory; it is sensory driven, instinctual, and at sophisticated levels, is called intuition. The first mind responds to the stimulus of the sense organs: taste, touch, smell, sight and hearing. It feels things, reacts, protects and responds to life in the moment. It is timeless. It has no idea of its source or its effect. It is the primal response, shallow yet essential. Without the first mind we could not function. It is our wits. It judges spontaneously. It is childlike, irreverent and pretentious.

The highly emotional person exists in this first shallow realm of life, searching for spontaneous gratification and sensory pleasure. Without the first mind, many of the more simple and joyful, childlike aspects of life would go missing. It is energetic, enthusiastic, reactive and spontaneous. It is also war-frenzied, violent and animal-like in its dealings with life. In the grossest form it is the rapist, the murderer and the addict. Its call is animal passion; its fright is animal rejection. All action created from this mind is temporary. All thoughts generated in this mind are flighty and although entertaining, unsustainable.

People in this mind talk of feelings but they have no control. They are often vulnerable, hard-headed or lazy. They are reactive and walk the streets in protest. They are the ones who throw fire bombs at international conferences, they are the hooligans at the soccer. They are Stone Age humans inhabiting 21st century bodies. Nature has only one destiny for the people who stay in this low mind.

They take from everywhere and give back nothing. They are either unemployed or do the menial work of the world and living in a sea of self-indulgence, they can

do little more than scratch for crumbs. Their nights are spent dulling the memory of the day. They go to bed at night, their subconscious filled with violence, gratification, the turbulence of TV and their belly filled with foods that poison their existence.

Why would these people hope for anything other than an early end? They eat to prove it. Their saviours are blame and victim. They unionize to regulate and sustain their existence but they defy nature's law and they are doomed to the poverty of dependence. Eighty percent of the world exists in this lower-minded realm. This book therefore is not for everyone. Those who live in this first mind will find the establishment and the religions of fundamentalism of more service than this advanced practice.

If you are of this mind then leave this book now. Write to the author and we will arrange for the exchange of the book to a more ready reader.

The second mind stores all memory and turns it into reality. The past creates the model of the future. Experience and conditioning develop this second mind; it considers and weighs consequences.

This mind is the mind of the devotee. Righteousness and moral attachments are developed in the second mind. This mind is the mind of most moral majority leaders. It is this mind that holds our identity. This mind was designed by nature to enable humans and animals to gather in groups for their own good. It has the ability to define righteousness and wrongteousness, to lay claim to some sense of law and order or moral code. This mind has five levels. In the total of seven levels of mind, the primal first mind only occupies the lowest realm while this second or middle mind occupies the next five. The third mind of the greater consciousness occupies the last.

So, the second mind determines behaviour. It develops action and reaction. It is in this second mind that thoughts of the past create affirmations of the future. Judgements, beliefs, perceptions and desires exist in the

**If you find yourself
justifying or rationalizing,
just know you are lying**

second mind. It occupies the lives of psychologists, psychiatrists and therapists and for ninety-five percent of living beings, this is as good as it gets.

This mind conforms to the structures of organized beliefs. In its highest levels it develops the concepts of obligation and responsibility of life. It is the citizen-mind, which under all circumstances remains conscious of comparisons between the dark and the light. It is the ego-mind. It is the mind with boundaries, the antithesis of unconditional love. It is the mind of existence.

Those whose world is dark and burnt try to extinguish existence in this mind – they either reach for enlightenment or religious fervour. But it is no different to suicide. Such depreciation of the great gift of the creator is a depreciation of existence. Why would one want to leave the magnificence of earth if its laws were revealed to be in perfect harmony with actuality? It would be like running from the greatest love you know. Why would one want to escape it, or even label it as suffering, unless the rules by which they evaluate this middle ground of life were completely screwed? If you played chess using the rules for drafts, you would certainly hate the experience. You would be defeated at every move, like the millions in the world who fall prey to the corruption of anti-depressants and incompetent medical and psychological practice.

The second mind is an unavoidable mind. One may, through extreme discipline, capture the reaction of the first mind, but the second mind occupies about ninety-five percent of our lives – it can only be escaped through drugs, extremely dangerous meditations and retreat. The *sadhus* of India escape the second mind by divorcing from life itself. And while this may look like a worthy practice, it creates an extremely narrow experience of God. Just because a tradition is old doesn't mean it is wise; in many cases it is just the opposite. The older the tradition, the more corrupt. At its origins it was a pearl, at its end it is mud. All students corrupt the words of their teachers. Jesus, Buddha, Mohamed, Gandhi were all great teachers, but their teachings were corrupted by zealous apprentices.

A middle-minded person will always hear the echo of expectation in their ears, 'You should do this. You ought to do that. You need to do this. You need to do that.' This

is the outer world calling you to task. When you evolve you hear, 'I want this. I want that. I desire this. I desire that.' And finally 'This is my choice.'

These linguistic representations of the great journey thought the middle mind are accurate and linear; the satisfaction of one breeds the next. The lower realms are the external and the higher are the internal. All are valid. One cannot rise to choice without satisfying the lower levels. Transcendentalism is mental masturbation.

These mind levels exist in seven focal points in your life: spiritual, mental, career, health, relationship, financial, social. In all seven areas you are required to rise through the five realms of middle mind. You cannot avoid it. You will hear a friend say, 'God I am horny!' understand they are in their primal first mind. If the person is unconscious they can only rise through gratification, if they are conscious their rise is through gratitude.

You begin to see that evolution through the stages of personal growth often requires deliberate release of those who decide to stay in the first mind, the 'got to' realm. This is neither judgemental, nor cruel. Be fair to them, love them for their ignorance, but embrace the ignorance in you. The difference between you is that you are no longer a slave to that mind; it is a slave to you.

The evolution through the first and second mind in all areas of life is the epitome of human life for some. Maslow considered this to be self-actualization, the highest state of achievement. It is a high point of intellect, and people rarely achieve it; but in the greater scheme of the universe, this definition is the saddest concept of human potential I have ever heard.

The second mind is the righteousness of war and authority; it is also the calming mind because it gives its owner some sense of safety in an uncertain world. But it sucks the energy from life and turns it into a power position rather than an act of power. It is no more the mind of the leader than the first mind. It cannot be so.

It is the educated mind, the mind of the intellect. It is the mind of the middle, the average person, the stressed one who lives for retirement, for the weekend; the

**Your spiritual
self actualization
requires no excuses**

one who is happy to find safety and comfort in life. You cannot condemn someone for living in this mind but it certainly falls short if your wish is to leave some greater impact on existence. It certainly falls short if your intention is to grow greater than the average, to lead, or to join the ranks of the few who have existed to express their God-given gift rather than survive and be, as the modern Buddhists say, 'peaceful'. Peaceful, what a terrible end! Why not be thankful instead.

For the great majority of society the optimum concept of existence is to live well, be happy, solve problems, be right and die wealthy. Those people who managed to get a copy of this book but did not manage to read this far can contact the writer and we will arrange for exchange of this book to one who is ready.

This middle mind is the mind of the Sunday sermon preacher; in mass he or she speaks to this mind. The middle mind seeks the testimony of others and the witnessing of acceptance to exist. Without approval and group conformity the identity created in this middle mind becomes shattered and its opinions will either change to conform or destroy its owner.

These first and middle minds are the source of all emotion. Emotion is not possible without external stimulus and perception – either automatic reaction to stimulus or reaction from memory or conditioning. A new stimulus, which is not met by either of these conditions, will simply go by unnoticed.

The third mind is the universal ocean of consciousness. The first and second minds belong to the individual, the third mind does not belong to the individual – it is universal and it is accessible to all people. There must be clarity and mastery over the first two to enable an individual to differentiate between the three.

The third mind is the mind of the genius, the savant, the leader, the writer, the business leader or singer who taps into something beyond their own perceived capacity and rises well above the family faculty and somehow plumbs a depth which is beyond the intellect, senses and minds. This is subconscious mind is required.

This mind is real spirituality because it is not used to escape from earth to some realm of other-worldliness, nor is it the spirit world; it is a practical form of mind that is accessible to all those who choose it. It is not limited to any particular race, country, wealth, or any topic of the first or second mind. It is universal but beyond the reach of the righteous, the fearful, the weak and the frail, and certainly beyond the seeker of it.

Genius is not from the individual but from the greater source and therefore essentially only available when the individual is ready to step aside and allow it to emerge without credit or blame. This universal genius is commercial, but not by intent. It is the result of dedication and commitment but not to a duty or purpose beyond one's life. This higher mind, the third mind, only reveals itself when the practitioner is so absorbed, so lost in the task at hand, that the two first minds are invested with all their might, then, and only then, is the gate opened.

Hard work frightens many aspirants away, commitment the rest. Dedication and application to hard and conscientious work as a labour of love opens the door to this amazing and powerful universal ocean. It is no more otherworldly than any other faculty; it is accessed only through discipline and time. In business we see the individual of great intellect who disturbs their concentration every ten minutes by answering the phone, sticking something in their mouth, like food or coffee – they have no power to stay isolated or concentrated for more than the few seconds between mouthfuls. It takes isolation and concentration to enter the third mind. The universal consciousness is always there but the path to it involves withdrawing the senses from the first and second minds.

Every great inventor, every great leader, every great master in their field has spent enormous time alone to generate the insight of their genius. They have not sat watching TV, eating ice cream after dinner, filling their blood with toxins from fast food. They withdraw from distraction, and there are many stories that highlight the cost of interruption. Einstein and Newton spoke of this cost, as did Plato and Aristotle, Emerson, Fuller and more. These people could not be disturbed in their work and often slept at their desks at night. These people were not obsessed with approval, they were obsessed with the task at hand. They did not pray for help,

they worked and because of that they were welcomed to universal consciousness. They lived long because they tapped the powers of nature and worked with her in evolution, rather than standing in the righteous indignation of the first two minds, complaining of the stresses of life, and doing nothing to evolve to its mastery.

If you have read this far then you may be one who is ready to step into the five percent. Because in this era only five percent of the population of this earth can and will step up from this middle mind. The master who taps into these deeper resources must have the networks and infrastructures to stabilize and utilize their resources. If the first two minds are not in place, no opening will reveal itself. (For the yogis bending their back to enormous adulation, it is the first and second mind that causes the back to bend.) This is the law of nature. It is hierarchical. The laws of nature are not politically correct. Her journey is pre-set and her destiny foretold. Humans dancing and prancing in the middle mind, and those of religions who live in that middle mind may remain there, it is simply potential awaiting expression.

The evolution of the human species is predestined; time is meaningless to its plan. The first mind measures life in days, the middle mind measures it in years, and the universal mind measures it in thousands of years. The universal mind is not caught in the pettiness of ideals expressed over the last one hundred years – this should stay and that should go. Earth is but a grain of sand in an ocean of sand and we are but a millionth of that grain. The earth's destiny is foretold for those who can enter, without attachment, the higher, third mind.

Buckminster Fuller said there is no such thing as pollution, only environments we are not used to. The activists who live in their first mind – who wish to stop the pollution, or save the whales, or whatever hobby horse they ride – are wasting their time. They are simply delaying the inevitable.

It is also inevitable that races of yellow, red, black and white will interbreed. Any wall that keeps that from happening causes incredible hardship and will eventually tumble. The prevention of interracial breeding is the cause of all war; the future human is a hybrid of all the great and worst parts of each race. The boundaries

which separate countries, nations and communities are boundaries built against nature's laws and they breed the disease and war that will tumble them.

Resolving conflict

Perception is the only devil there is: as we perceive we believe. Perception is an individual experience and it changes continuously. How you perceive an event one year will change five years later, even though the event does not change. Wisdom often comes with time; time moulds perception. We work with perception in the development of mind power. It is perception that will determine your happiness, your attractiveness and your success. Change perception and you change life.

The healthiest perception is one that aligns with the laws of nature, specifically the fourth law, the law of appreciation.

**The last words
before silence are
'Thank you, I love you'**

The entire nervous system and immune system of the human body is bound very closely to appreciative thought. What you appreciate grows, what you don't appreciate depreciates. This law governs the life of all beings. The evolution of the species is determined by appreciation. So we need to focus on shifting our perceptions, the power of the mind, not to positive thinking – which defies the natural laws – but to grateful thinking. What you cannot be grateful for runs your life. (Middle mind.)

Conflict is caused by emotion, judgement and opinion. Conflict is a state of mind. Two people in conflict are in fact arguing with themselves. They are both expressing opposite views but internalizing opposite views. In other words, what one person expresses as righteous, they repress the opposite, wrongteous. There are two sides to every coin and it is impossible to think one-sided.

Conflicts take many forms. Good and evil, depression, emotion, righteousness, judgement, stress and confusion, all add to a conflict. Conflict is about beliefs and beliefs are often about identity. Conflict is easily resolved provided you can separate your self from yourself. In other words if you think your beliefs and behaviour is who you really are, then you will be unable to resolve conflict. Your attachment to your thoughts determines the amount of pain, stress and suffering you have. If you

are so unevolved that your beliefs and thoughts are still a firm part of your identity then you are going to have to mix with people who think as you do to stay safe. The world will reject such a hard-headed attitude.

In business hard-headedness has its role. When you are dealing with people of lower consciousness, (sometimes the CEO), then hard-headedness is like a meeting of the minds. But you can't take that home. If you take home hard-headedness you become the unconscious one. You can't really believe that what you are saying is right. Eventually you need to understand that what you are saying is just what you are saying. You have a right to say what you are saying, but it can't be only right; it must be right and wrong. Two sides remember.

That's why there is so much guilt and manipulation and stress and confusion in the world right now. People have tried to preach righteousness and there is no one on Earth who can conform to those laws of righteousness. You would have to stop living. Take the commandment that tells you not to lie but you walk down the street and you see a hideously deformed person and your stomach turns. Are you going to express that revolt or try to encourage and support that person? Some will, some won't . . . but you can see there are going to be situations where you are going to lie.

What about white lies and black lies – who knows their boundaries? Priests abstaining from sex, just express the sex in a different form – expression breeds repression and repression breeds expression.

There cannot be a conflict if you can see the other person's point of view and see that they are, like you, right and wrong. They must see that you are right and wrong. I can resolve any world war, any personal crisis, any national crisis, if both parties are willing to go this far. Arbitration often involves looking for a right without a wrong, and that approach is doomed to failure.

Resolving perceptions of good and evil, depression, emotion, righteousness, judgement, stress and confusion

The fact that we suffer so much from these symptoms makes us believe that solutions to them should be complex. But they are not. Nature offers us the key; she offers us the law of balance.

Nature seeks the balance in all things.

There are two sides to every coin.

Judgement, depression, righteousness, mental ill- health and stress are all the result of lopsided thought. This is a vital key to understanding much of the suffering in our lives. Judgement defies the natural law of balance.

Judgement: this is right and this is wrong, this is a good or a bad situation, a pleasure without a pain, a good without a bad – is a defiance of nature's law. Such judgements can separate us from the world we see. We can say we like this and we dislike that, but these judgements are based on first or second mind perception; they are inaccurate. It is possible to come to peace of mind quickly by always seeking the other side of any situation. The table below will help.

Positive Side –	Drawback of	Negative side –	Benefit of
the good you can see	the positive side	the bad you can see	the negative side

Can you imagine the miracle of this process in an international war if both parties sought to rise beyond the antagonism of opposing viewpoints and found a higher ground from which to view their world? Your judgements reveal your unconsciousness, and therefore they are essential, but they are poor cause for action.

These laws are visible on a global front outside of you, but are they visible on a personal front. Can you manage to rise above your own righteousness, to become an evolutionary individual, and see both sides of things? Instead of making a stand you can strive to be a conscious individual who arbitrates dispute rather than fuels it. There will always be someone to take your old stand.

You may also take some solace in the fact that what happens outside of you, happens inside. In other words your antagonisms in the outside world are your antagonisms in your inside world. By coming to two-sidedness you come to peace within. It is not achieved by one-sided righteousness; that is hard-minded thinking, taking a stand. It is lying to yourself and doesn't serve your life. Saying you are right or that this is right and wrong just adds to the masks of the second mind but you can go beyond this to the ocean of consciousness by respecting the two in all. Duality cannot be eliminated.

Love sees the two. Some people will coach you and say, 'Dissolve all your perceptions and see no sides,' but this is in defiance of truth. There are two sides to everything – two sides to a rape, two sides to incest, two sides to a murder, two sides to an aeroplane crash, two sides to life, two sides to death. Healing requires this perspective.

Some people spend their whole life running around being angry about some event and preaching peace. They are so angry inside they will even fight and kill to get their point across. Morality is essential but it is no basis for healing. To heal you need to see both sides. You can acknowledge this and enter the great ocean or you can deny it and write poetry and music that fizzles. Love is more than just being right; it is the power of your heart in balance, and there is no substitute for its depth.

Judgement cannot create certainty; that's impossible. Because when you judge something good or bad or right or wrong you are doomed to defend that idea for the rest of your life. This is a wasted life. If you act on something without having to consider yourself right in order to do it, you have found incredible awareness.

Action, such as saving a life, making love, or building a business, should not be done on the basis of right. That idea will sabotage it. You act and do it because you love it. You do it because that's what's in your heart. If you act from right, over fifty percent of your energy will go into defence. It will grab hold of things and try to prove the unprovable. It will try to prove that every decision you make is right. Then end up at my health retreat because you are bugged, tired, exhausted, saying, 'I'm successful but it's killing me!'

No, no, don't be right! Only the lowest consciousness in you wants to be right. If you listen to that you will always be uncertain. To have certainty you must list all the right reasons and all the wrong reasons. List all the positives and the negatives until they are balanced, (in contrast to the low consciousness decision-making processes we have all been taught). Don't act until all the positives and negatives are balanced. When the two columns are balanced add two more columns.

What is the drawback of the positive and – what are you going to do about the negative if it happens. You must always have contingencies for the negative side otherwise you will worry and worry kills.

Worry never fixed anything. My dad always says ninety percent of what he worried about never happened but he had to worry just in case it did. So I say, 'Don't worry!' List all the possible negative outcomes and create contingencies, 'what if' scenarios. That means you always have plans for the worst case. Great leaders do this. And you should too. Instead of letting your lower mind run you into the ground, develop contingencies for everything.

- If your partner left you what would you do?
- If the cash flow ran out what would you do?
- If you got sick what would you do?

The list goes on and on. You are willing to buy insurance for the financial 'what if', so why not develop mental insurance for the spiritual and personal 'what ifs'. Do

it for the business, health, financial, social, career and relationship aspects of your life. Develop strategies for coping with every situation. That's what you must do to avoid worry and go forward with confidence.

Moving on – handling the past – living in the present – creating the future

Have you ever met a person who had an experience they say they will never forget? Are they free of that experience or are they managing their life to avoid it happening again? If they are managing life to avoid it, it's a gold plated guarantee they will attract it. Like driving a car, you follow your nose, so to you go in the direction of your dominant thought. This means if you don't come to an honest place with an event then you will never really move on.

I meet people all over the world who are still angry with an ex-partner or a business situation, people who are still in grief and have never let go. They are not in the present. They are living in the past, trying to create the present, but the past just recreates itself. What you fear comes near. What you judge in the past you create in the future. People who have unfinished business in the past, create it in the future. So if you are still angry, in grief, or in some past remembered event that you have not dealt with, you are not living, you are just surviving.

Dealing with the past is a really tricky business because there are social expectations. People don't understand that you can actually get over the death of someone, or stop being angry about something, but that's what you need to do. You need to question social expectations and break through the barriers. Those conventions are prison bars for your spirit and success. If you are angry with your ex-partner, if you are grieving about some loss, if you are worried about something in your past reoccurring, do this process now.

Forgiveness is a prison

Forgiveness perpetuates the myth that a wrong was committed without a right, that something bad can happen without a good. To the first and middle minds this process orders the chaos; the middle mind must seek its identity in righteousness.

The fine details of the negative or loss you perceived in the past. (What you miss and or what you are angry about)	Positives that you gained. What were the positive aspects of this loss or event? (They must equal the loss perceived)	Benefits of those things that you call negative in column 1. In other words, how did the loss or hurt help you?	Did you thank that person and would you love to write a small thank you note for that experience? One line at a time
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But this thinking is out of alignment with natural laws and therefore cannot rest in peace or stability.

To forgive is righteous; it means you have some power of judgement. The nature, the creator, does not seek apologies or offer forgiveness, it seeks to change the perception of an event to align with true nature. Your true nature has no ego-need to be right or forgive, or apologize for what has happened. Your true nature seeks gratitude and that only comes when an event is seen as a dual experience – both good and bad.

If you want to put a sports team off their game make them self-righteous, give their egos a big boost and make them feel on top of the world, then they will automatically pump up then subsequently become vulnerable. That's why sure things sometimes lose final premierships – their supporters get so excited and pump up the players. But a professional doesn't listen to hype; he or she focuses on the game, the next shot, or whatever is required for the final victory. Ego kills.

If you want a whole community to lose the plot, make them feel like someone owes them an apology and you will undermine their power and take away their connection to true nature, then no matter what apology is given they are in prison forever. Because they see wrong-doing in the past, and the apology and forgiveness lock them into that perception, their true nature plummets like a kamikaze.

No, this is not healing; healing is when the so-called victim stands up and says, ‘I don’t want your apology. Instead I want to thank you for giving me something. I don’t have to like the way it was done, but the gifts only came through that process. Thank you.’

This is conflict resolution. It is empowerment and healing and breaks you free of the prison of being a victim.

Depression is a more extreme form of judgement. Depression has its origin in false expectations, one-sidedness of the highest order. No chemical will heal a broken thought. Depression can be held in control by drugs but its gift cannot be revealed by a constipated heart.

Depression cannot exist without a feeling that someone, something, or some situation is not living up to your expectations. It is a one-sided hope, a single-minded dream, a fantasy that an up can exist without a down. Learning to see God’s intent from the other side unveils magic. It is a very complex issue with those who suffer depression, to help them solve a one-sided belief that has become their personality.

For example a person may say, ‘I hate violence and I will never be violent.’ ‘Never’ and ‘always’ are good starting points in the search for the cause of depression. They are often at the heart of the judgement or expectation. After that there is just the simple task of listing all the ‘never dos’ and finding the positive side to them, or listing the ‘always dos’ and finding the negative side to them.

List the ‘always will do’, or the opposite to the ‘never dos’	List the downside of always doing these	List the ‘never dos’, or the opposite to the ‘always dos’	List the benefits of doing these
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I am not trying to undermine support for victims of depression. I acknowledge in my own life there have been times when all these processes would have made zilch difference – the chemicals of depression had me by the short and curlies, and in my mind there was little I could do about it. I rode it out each time, but it wasn't a matter of self-mastery, it was survival.

So I really respect the chemical side of depression, it hurts and it feels as if you have no choices. In these situations it is understandable to go for anti-depressants, but they won't deal with the cause, and dealing with the cause brings you the gifts. Depression is also one of God's gifts, if only we can find the blessing.

Positive thinking advocates the idea of removing the negative, to seek only the positive, but this is the source of all depression. Elation causes depression, hence seeking a positive without its corresponding negative is the birth of so much pain and suffering on earth.

No two people can agree on all their definitions of right and wrong. No two nations are perfectly aligned in this. They argue and disagree, but ultimately they are confused by the attempt to define a right without a wrong. Husband and wife argue in the same way but it is fruitless; there cannot be a right without a wrong. They are both right and they are both wrong. Imagine two world leaders confessing this; it would revolutionize the world. But it isn't so at this time. What you can control though, is how you think – and from this understanding a tree may grow.

Depression is not the problem; the self-righteous beliefs that cause it are the problem. If you are keen to deal with your depressions once and for all then it is wise to question the thoughts that undermine your sanity. You can do this yourself as long as you do it slowly, without enthusiasm. Just list the things you don't like in one column and the things you do like in another column. Then start to reverse it. What is the upside of what you don't like? And what is the downside of the things you do like? Using the law of balance will change your life.

Righteousness is poison; it gets into the mind and sucks energy. Righteousness can only be upheld with force. It is unnatural. It must be continually reinforced

and defended. Righteousness, (I am right), is usually the external manifestation of an inner insecurity. Righteousness is a path to an early grave. Righteousness argues that one side of an opinion is better than another, but it cannot be so, nature would never allow it. Balance exists in all things. So righteousness condemns people to a personal hell. They are imprisoned by their thoughts and ultimately will not find peace of mind.

Solving righteousness is similar to solving judgement.

Topics about which you are righteous.	Topic about which you are righteous.	Opposite to your righteous topics.	Opposite to your righteous topics.
Positives	Negatives	Positives	Negatives

Balance allows you to find gratitude in everything. It is inevitable that there is a positive in the situation and your focus on the negative is only half the truth, ultimately destructive to you and others. If you express the negative someone expresses the positive and visa versa. This mind-state is stuck. Seek the two sides then focus on the positive. This way you will not breed its opposite because you are only focusing on one side, pretending that only negative or only positive is possible. That would be an argument against nature's law.

Resolving perceptions of victimhood, perceptions of blame and perceptions of disaster. Resolving the perception of calamity, bad luck and misfortune.

Growth

Stuff happens to everyone. When that stuff happens it's sometimes hard to fathom why. Actually, the question of why something happened to you is irrelevant; it is

better to ask what you can learn from it. If growth becomes your primary objective then every event can become a learning experience.

This path is fraught with danger – interpreting a learning experience can be a major opportunity to reinforce some preconceived belief. Like, ‘See I had a car accident, things always happen to me when I borrow from other people.’ Or, ‘See, he left me. Everybody always leaves me.’

Events happen to change your beliefs, not reinforce them. For example, a woman travelling in a car to have her first affair had a car accident instead, ‘See,’ she said to me, ‘It was God punishing me for what I was about to do.’ I said, ‘Empowering God to punish you is a very small-minded definition of God. Perhaps somewhere deep inside you didn’t really want to do this?’ She saw the difference: one interpretation separated her from her action, the other united her with her cause and effect.

Separating cause and effect can make it hard for us to learn. If we say, ‘I cause every effect in my life,’ then it is easier to find the cause. We can ask the question, ‘What is the cause of this event in my life?’ This transfers any ideas to personal consciousness. The second question might be, ‘What did I do or think to cause this event in my life?’ If the outside and the inside are the same world, then what happens outside of you reflects what happens inside you.

Until you accept the gift of cause and effect you cannot know your self. You will be struggling to fix things without the power to do so. Until you focus on the cause – and accept that you are the cause – you are simply dancing on the surface of life, hoping and praying that something is going to change. This is no different to buying lottery tickets to your life. This is the ‘gee I hope it will happen’ syndrome. You can live beyond that. It’s your choice. You are either the victim, and things happen to you, or you are the master, and you do things that create your life.

Everything in the universe has a purpose. There is a cause for everything. The only true cause that doesn’t have an original cause is the first breath – the mind of the Creator had no cause. But since the evolution of universal consciousness and our tiny grain of sand, the earth has been predictable. It moves in time frames beyond

our imagination, it moves at speeds incomprehensible to the human mind. It has widths and weights and forces beyond imagination, and those forces are replicated in every drop of water, every cell. Every atom is the universe. You, your mind, can control this atom and therefore the universe.

When the day dawns that you can link cause and effect in your own life you birth a new day. Instead of saying, 'They or he did that to me,' you say, 'I did that to me,' and you can therefore undo it.

You can say to yourself, 'If I am doing this or that then I can stop.' You can move beyond blame, move beyond being a victim, and say, 'I am the cause of my own reality.' Instead of changing the reality, change the cause and then evolution takes place and you are in tune with the laws of nature. When you comprehend this law you can begin to take the responsibility for your life and that builds real success.

Taking responsibility means applying the tools of mastery. If you want success in a particular field you can simply apply it – commitment, education, skill, consistency, focus, energy, gratitude, vision, affirmation and a purpose greater than you. Anything you desire can be manifested if you want it enough, and apply the law of cause and effect.

Perception is the power

While you see calamities as meaningless events their effects will be like a storm without the cleansing, a volcano without the resulting fertility. Seemingly random calamities are viewed that way because they are seen in short-term perspective. A divorce that is really painful during its course can often reap many benefits in the longer term. At the time you might say, 'I am going to die from this pain of divorce,' then ten years later you might say instead, 'I would have died if I had stayed in that marriage.' How things change over time.

It is the same for natural disasters: at the time people cry out in pain because of the destruction and then many years later they look and see the results. They are not denying the pain, they just see the pain and the pleasure. So the law of growth can be a very vital support for you in maintaining integrity around the percep-

tion of events in your life. Why would you want to wait ten years to discover that something was not as dark and dismal as you thought? Only if you believe it is your obligation and duty to suffer for a period. This really is a social expectation based on what others feel is realistic for themselves.

Growth is nature's primary mission. Your growth is a part of that mission. Nature's growth is the earth's obligation to the universe and its growth toward a destiny is inevitable and predestined. Every event is a part of that journey. The death of a star, the birth of a new one, may seem like a random event to the innocent observer, but in the context of your ten-year healings, they fit some crucial pattern. They are all explainable and worthy of your humility.

There was a woman who came to my retreat very sad. After an event five years ago her husband had refused to speak to their daughter and vowed never to speak to her again. He was a manic depressant and so his behaviour and his righteous behaviour toward his daughter were very linked. There was a chance for him to heal his depression based on his perception of his daughter's circumstances. His wife, who I was working with, attempted the following exercise

First she made a list of what the daughter had done wrong – the list was extensive, aggressive and angry.

I asked the wife to make a list of every thing that she and her husband had gained from the negative actions or behaviour of their daughter, taking care not to find the opposite trait as a benefit. For example, if she wrote, 'she lied', then the benefit was not that 'we learned not to lie', that's impossible.

So we went through the list and found that the lies were cushions that proved the daughter cared. They protected, and in some way nurtured, the parents. The daughter experienced her life and was not bound by the judgements and conditions of her parents. Her parents had learned to be more mindful about naïve trust. They had learned about instinct and intuition – the positive list became quite extensive. Finally the mother saw that not all bad came from the event and she went away from the program with her heart reopened to her daughter.

There is a second phase to this example that will be discussed in the next section.

Maximum evolution occurs at the border of chaos and order. If you apply this, every negative situation, every drama, every pain, every suffering, every wrong, has its benefit in the cause of growth.

Nature does not stand still, nor go backward, as some people wish. She depends on the evolution of your consciousness, so she cannot allow you, or anyone else, to stay in stuck in perceptions. No company ever existed without competition – either internal stimulation, (challenge), from wise leaders or external stimulation, (challenge), from markets and technology – all these influences push the systems within a business to evolve.

People get stuck and they decide not to evolve, this is called stress. Then they run to yoga or health books or try to re-design their jobs – but stressed people are not growing. Challenge is not a negative; challenge is the call for better ways of handling situations. Most people change the situation to reduce the stress, but this is a good opportunity to change your beliefs if you are not stuck in righteousness.

Middle-minded people change everything except their mind. Their identity is formed by experience and they are supremely attached to that perspective. Nature will never allow it to stay that way for long – eventually they will attract a challenge in their life that pushes them through to new awareness.

If we make growth our core value – in other words align ourselves with nature and the universe – then we can begin to see that every situation can be interpreted with gratitude. No matter how bad it is; a learning opportunity exists. Every situation is a chance to change the mind, an opportunity to grow in consciousness. Those who are attached to their position resist this concept because they fear the consequences of uncertainty. They hold themselves back from life in order to stay right. This is blame and victimhood; this is defying of nature. Nature destroys those things that are not fulfilling their role in evolution, the mind is a part of this.

Resolving perceptions of loss, grief, poverty, inadequacy and mimicry, jealousy and envy

Envy is ignorance. Imitation is suicide.

Emerson

When we say, ‘Wow isn’t he clever!’ Are we really saying, ‘Wow, aren’t I clever?’ Rarely. We infatuate and resent. We build some people up and pull others down. We say, ‘He put me down,’ but how can it be if we are not up already. Infatuation, putting someone up, builds resentment, pulling that same person down. Attraction breeds repulsion. Love is to see the both sides attractive and repulsive and still say, ‘I love you.’

If you envy someone are you being grateful? No, you are implying that they have something you don’t have. That just can’t be. The laws of nature would never allow it. What you are seeing is what you have but in a different form. You are seeing spirituality in reality. You are seeing yourself reflected in that other person in a different form than you.

You can say, ‘Gee Madonna, she’s powerful and a great performer.’ And then you say, ‘But I am not.’ You put her on a pedestal and infatuate with her. That’s not love. It’s infatuation, an emotion of the first mind. It is a great feeling provided you know that it is really an illusion. What you are seeing in Madonna, or whomever you infatuate, is you.

Nothing is missing it just changes in form, so you have to ask yourself what you admire about Madonna. Is it her yoga practice, her independence, her voice, her fame, her wealth? Now ask yourself where you have those things. Hmmmm, not obvious is it.

Well you may have friendships that are worth the Earth. You may have the privacy you love, or secrecy, or you may be afraid of being embarrassed and so you

value safety. Perhaps you are creative or have a partner who cares. Maybe you have knowledge.

You must value these things to see their worth, otherwise you may spend the rest of your life envying and that will kill you. 'I wish, I wish, I wish,' I think it is better to be able to thank God for what you have in the form you have it, and to know that no one has anything you don't have – there are just different forms. The same applies for jealousy.

Grief

You will need to be brave to face this section of this book. It is a huge ask to express and comprehend this concept from a workshop, let alone a book. But it is vital. Grief is costing our world so much of its lifeforce; it is burning into our hearts and souls and it is being propagated by so many institutions. Look at the funeral of Princess Dianna and the Queen Mother, Mother Teresa and so many more – grief clouds our judgement and manifests secondary problems.

In Native communities where I work they have 'suicide clusters'. That means that when one kid dies, another two or three suicide very soon afterwards. They become so depressed at the loss of their friend that they take their own lives. It is so sad to see grief that destroys.

In one family I worked with, there was a thirty-four year-old man who committed suicide. His father blamed himself and within six months he was dying of lung cancer – grief sits on the lungs. It was a blessing that his catholic wife opened her heart to alternative spirituality and the work we did with her and her husband. He died with a peaceful, loving heart; not sad and full of grief which would have been his destiny.

My father has grieved the loss of his first wife, my mother for nearly fifty years. He has short-term memory loss, but can recall every second, every phone number, every detail, of his life with his first wife. His grief has disabled him. At eighty-five he has survived numerous heart attacks, a testimony to his strength and endurance, but the grief and sadness will go with him to his grave. It is not necessary.

According to the law of interconnectedness nature would say, 'Nothing is ever missing it just changes in form.' Nature abhors a vacuum, she has the compassion and love you are seeking and would not leave you abandoned for a moment. This law means that there is nothing missing in your life – all your wants and desires, your dreams and hopes, the friends and family you miss, are not missing at all.

When an individual in a business experiences a loss it is infectious. Compassion dictates that we respect and nurture those in pain – we would be a heartless race if we did otherwise – but sometimes the grief becomes unhealthy, sometimes it becomes an excuse not to move on, a crutch, and in these cases it is wise to seek a more honest resolution to loss.

There are seven areas to your life, sometimes we are only focused on one or two, but there are seven. If you glimpse this wider view, a holistic perspective of your life, you will find every dream, every material ambition, every hope and every ray of sunshine you desire, already shining.

If you want to be a millionaire but your bank account says you are poor, you must look in the other six areas of your life for the millions. Look in your health area, your social life, your virtual reality, your wisdom, your spirituality, your relationship and your family and you will find your gifts. They may not be in the form you want – we can deal with that later – but the first step is to see that nothing is missing.

If you are not thankful for the way that you have it, you won't get it the way that you want it.

We have learned that gratitude builds and ingratitude depreciates. So many people walk around saying, 'This is what I want and I won't stop till I get it.' And this motivation builds things, determination builds things, but this thing you build from this energy is unsustainable. The negative mindset, 'This is what I have not got,' and 'this is what I am going to get,' creates a burnout in life beyond comprehension.

Chronic fatigue is an example of this mindset, coupled with exhaustion. In chronic fatigue there is no hope of getting the two back together – it is an excessive focus on the future, an excessive focus on the form and a complete disregard for the gifts that do exist.

So your bad health is typically caused by an ingratitude which attacks the nervous system. Listen to the illusions we speak: I had a dysfunctional childhood. I didn't get hugged as a child, no affection. My father didn't care about me because he drank all the time. I divorced her because she was working all the time. All lies. All lies.

Nothing is ever missing and the form it is in is exactly the form you need. If a mother dies, the mothering gets handed to others. If the father is not affectionate, the affection comes in a different form. If the relationship is boring, the excitement comes in a different form. Nothing is missing.

This is really difficult stuff for the New Agers who run around trying to fix things, and change themselves or others. Take Oprah for example, she has a weight management problem, right? Wrong. She just shifts her emotions from one place to the next. When she infatuates with a new guru she shifts her emotions to blame, to others, anywhere, but she believes when she is thinner that she really is thinner. That's not true, she just shifts her weight from one place to the next. She also shifts her skinny self from one place to the next. I have never met her but I know the laws of nature. Nothing is ever missing.

When a person puts on weight they don't become overweight, they have just moved the weight from one place to the next. If they are grateful for the weight then they can choose the location. If they are ungrateful, the location is chosen for them.

Nothing is missing. When your friend or relative dies, convention says you must die with them in grief for some time. But there is nothing to grieve about. I don't grieve at funerals. I am grateful for the life of the person, I try to be thankful and to see them with love, and whatever I miss from that person, I look around the room and it is already there. If I miss their eyes, I see them in a child or someone else. If I

miss their hugs I look around and there's a hug in some form waiting for me, a kind touch or even moral support from friends.

Nothing is missing. If someone goes bankrupt they say, 'I had money and now I don't have money.' I say to them, 'No, you have money, but now it is in a different form. What is it?' Deeper love, closer friends, knowledge, experience. What is the new form of the old? If they get this, they can get back to gratitude and with gratitude in your heart you are unstoppable because you stay humble in gratitude. Instead of getting self-righteous and miserable, stay humble and get grateful.

Nothing is missing. 'Boo hoo, he broke my heart and he left me.' 'Boo hoo, she broke my heart and she left me.' Nobody can do anything to you that you can't do to yourself. No one. So no one can leave you. Are you being true to you? Are you being honest with yourself? Are you following your dreams or are you just hanging on and hoping. If you want to keep your partner, let them go. Follow your dream and be honest with yourself and tell them to mind their own business when they interfere. You are the most attractive individual on earth when you are committed to a dream.

So is someone you love leaves you, you can only say, 'I left me and they did it on the outside. No possible alternative. You don't love you, how can they. You can't give what you haven't got. How can you love others more than you love you? So when they leave you can say, 'Ouch, that hurts,' and then find out what is missing and find it in you.

What I miss about him or her or it.	Where do I have, or where do people think I have that trait?	What's the drawback of this trait in them	What's the drawback of this trait in me.	Where is this trait that I miss (column 1.) in them now in another form.
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So missing something is a mindgame. It costs personal energy. Don't expect a lot of people to understand this – it is complex and flies in the face of emotional teachings about how important it is to grieve. Rubbish! It's important to love. It's important to get past the missing thing, the illusion that nature takes something away. You need to get past this, feel gratitude for what is – for the divine perfection in your life – and get back to loving that person.

You don't heal a relationship by crying, 'This is what I miss.' You heal a relationship by getting back to yourself and then feeling the love you have for that person.

When you open your heart to someone you feel their presence. Kids feel this all the time. I was working with the Native people in Canada when a grandfather died. The daughters asked me to council their children. It was months since his funeral yet the mothers were still grieving and the kids were making the process harder. They asked me to help.

I had no intention of injecting native kids with my beliefs about life and death. It was a tough call. I sat and opened my heart with eight of these beautiful children sitting on the floor in front of me. I was tongue-tied. The mothers sat in the back, tears in their eyes, grandma was nearby. I opened my mouth and trusted the words, 'So what happened to Midada?' (Grandpa)

For the next two hours the kids told stories about Midada. He still played on the swing with them, brushed their hair, sat beside them, played chess. He still existed in their hearts and minds, he was as real today as he ever was. The mothers spoke and said to the kids, 'Look, Midada has gone to heaven (they are Catholic), and he is in a safe place. Midada is gone.' 'No, no,' cried the children 'he is not gone.' One child about eight said in a stern voice, 'Midada spoke to me yesterday and he said he is fine. I know it, and don't you tell me anything else.'

I turned to the mothers, 'This truth is in the heart of every native child; it is in their genes, the DNA of their beings. People don't die; they just change form.' I said, 'Isn't it funny that you fight for land and fishing and all sorts of rights to claim your heritage, but the greatest gift you have is your depth of love and spirit.'

These children teach us how we can live. They are not grieving. They miss him but more than anything they love him. He is with them. They feel his presence because they love him. Make no mistake, if you cast all the artefacts into the ocean, and dropped all the boundaries and anger, that this gift, demonstrated by these children could heal so much of the world. You could let go of the form, and honour your truth.'

I believe in tradition and the past – I have photo albums and memories – but building your identity on that is shallow. What you bring from the past is not anger or bitterness, or things or places. What you bring from the past is in your heart. In the case of these children it is a gift beyond comparison, it is the ability to live with love, in tune with the laws of nature.

Peace of mind

Peace of mind does not come from ignorance, that is just avoidance and there is no peace of mind in avoidance because there is a worry it is going to return. Peace of mind comes from applying all the five laws of nature.

First, consider that there is a power greater than you, that the universe and majestic platform of stars has an order that mother nature reflects. The fact that you subject to its laws and are unable to change them is a humble position. You must stay humble to a power greater than you.

Second, you can tune into those laws and therefore predict the future. You can try to argue with those laws but eventually that will drain you. You can align your body, mind and spirit with those laws, (first, middle and third minds). The most powerful law is the law of balance. Peace of mind is created when you search for the two sides to everything. It is the first law of the game of life. Seek the balance in all things and you will become the master, able to see perfection where others cannot. A most magnificent gift.

Third, the dominant value in your life must become evolution, learning to be, do and have more. Peace of mind comes when you trust that you have a purpose, a purpose greater than you and that there is no judgement about going slow or fast.

Fast simply feels better. Growth occurs at the border of chaos and order. Growth will not occur unless these are experienced independently. You are always growing through cycles of chaos and order.

For more about personal mastery and the power of the conscious mind, contact www.innnerwealth.com and seek out book three in the series, 'Inspired Life'.

Instantaneous Personal Magnetism

No book on the human spirit would be complete if it did not include a chapter on the powers of life force and how to harness them. So much of life today is driven by the medical profession and our obsession with labelling the next human frailty as a disease. Over one thousand new diseases are labelled every year in the United States, and most of these are discovered by the companies that find the cures.

Finding out what drains life force and what builds it is a crucial step in any life, but most importantly in the life of a person who chooses to live their fullest potential. This chapter is for those who have made that choice. Who would love to sing an extra note, write a better song, dance a better dance or take their business to the next level. It is for healers and family people; it is for parents and lovers. This chapter is an introduction to the management of the life force itself – the power of personal magnetism.

We have an inner energy, a divine fire – the vitality of our nerves, our mind, and our body affects our life force and therefore the way we live and act in the world. Managing life force is the key to conscious living, understanding its power is celebrating life. Every movement, thought and intention, affects our life force.

The magnetic energy of life is all about us, in the food we eat, the water we drink, the air we breathe; we cannot live for seconds without it, no atom in the universe exists without it. Magnetic energy is life force itself. All growth in nature – all plants, flowers and trees – exists because of the exchange of the life-giving magnetism of the sun. If this was lacking, there would be no life. The vitality of the sun is stored in the earth.

YOU ARE A BATTERY

You are a battery, and the sum of the charge of the battery is your personal magnetism. Every man and woman is charged with electrical and magnetic force. Personal magnetism simply waits for awakening. Awakening this magnetism involves the development of habits that support the development of natural personal magnetism and reduce its wastage.

The resolution is to be without disturbance to my own mind and to do this one thing splendidly

The body cannot begin life until it generates magnetism. Every element of nature is composed of molecules, their adhesion, shape and form are determined by the action of magnetism. The Earth is held in orbit by these very same forces. The basis of all life and matter is magnetism. Wherever there is matter there must be magnetism, shaping, making, developing life. To harness these natural forces requires commitment and determination.

Every particle of the human body is charged with this latent force of magnetism. Without it, the body cannot exist. It is everywhere, in the blood, the organs, the arteries, veins, the brain, in membranes, the nerves, and in every sinew of the body.

MASTERY IN LIFE

Each atom is the universe. Yet a thousand billion of these atoms concentrated in one place cannot be seen by the naked eye. These atoms make up the human body, the human brain, the nervous system, the organs and the flesh and bones. The energy locked into a single atom holds enough potential power to destroy the world, as is proven by nuclear explosions. Every drop of blood is charged with latent and active magnetism – there is no particle of life in a human being that is not a slumbering dynamo.

While electricity and magnetism are not the same, both come from the same source, make use of the same laws, and proceed in the same manner to manifest themselves. The air about us is charged with unlimited funds off electricity and magnetism.

Magnetism has its basic foundations in nature.

Magnetism is an intangible force, yet it is the most powerful force in the universe. If this force were absent all creation would fly apart and be lost in the chaos. Our own solar system consists of the central sun, the planets and planetary orbs – all held by magnetism to the sun, all revolving around it, all repelling the efforts of the sun to draw them into its mass. If the inherent magnetism all of the orbs that repel the inviting power of the sun were absent we would be consumed by that great fire.

These are the giant energies of magnetism; what we call gravity is the same magnetism, it keeps all things within the earth's embrace. Without magnetism no living being could remain on the ground.

Electricity is the soul residing in electrons
Thales 500BC

Magnetic communication

Magnetic and electrical fields are not confined to the body; they expand as a radio signal might from a beacon. The expansion is limited only by the imagination, it goes on into limitless space.

It is not difficult to imagine that one person may impact another through the mastery of their personal magnetism. We know the powerful effects of attraction and repulsion. We are aware of the presence of others that we cannot see. This power transmits itself. Watch a movie and feel the sentiment of the actor, attend a play with three hundred others and be emotionally moved. Electrical magnetism is stored in the mediums of communication.

Thought travels through walls

An inspired thought, supported by the powerful magnetism of its originator, travels

beyond the physical realm. The human voice travels on airwaves at one thousand and eighty-seven feet per second. Light travels at the rate all one hundred and eighty six thousand, three hundred miles per second, electricity moves at the rate of two hundred and thirty miles per second, thought is able to reach the farthest distance in space, trillions times trillions of miles, in less than a second. Thought, like light, moves in waves, uniting not only human beings on this planet, but all beings in the universe.

From this it is possible to comprehend the powers of personal magnetism and it is mastered by so few. Those skills are revealed in the leader, performer, actor, teacher or preacher, who rises from obscurity to impact millions of people through the mastery of their latent energies.

'He who rules himself is greater than he who ruled a city'

Substitutes for personal magnetism

Most people are preoccupied with the art of substitution – substituting some forms of attraction for others that are lacking. Such substitutes are usually only employed in the presence of others, and like wearing a mask, these substitutes are not natural and consume vitality and energy.

These masks are worn for the purpose of impressing others. They are never magnetic and therefore do not achieve the result they desire. In this work we teach the genuine power of attraction. Attraction is as natural as the first nature, the essence that arises in the first waking breath and sleeps with the last, is absorbed into daily duties and at night dwells within.

The substitutes for magnetism are many and varied but rarely achieve their ends – salespeople who smile and flatter, men and women who attempt to woo and charm, flattery and praise, kind expressions, sympathy and encouragement – they all fall short when not accompanied by true magnetic sincerity. Management consultants are often asked to search for reasons for the failure of one company and the success of another with nearly identical strategy. Magnetism breeds success, enthusiasm and loyalty. It attracts custom and is felt through walls, across global distances and cannot be substituted with imitations.

So many relationships and marriages are built on the perception of attraction based on substitutes. These do not survive the tests of time and soon the true test of magnetic attraction fails to bind the couple and they part from each other disillusioned.

On the other hand when two people are drawn together based on magnetic attraction they do not separate.

Personal magnetism is inherent, natural, one hundred percent real. Once it becomes a habit it is grafted into the being and remains so till death and after.

Substitutes are not real, they are transient, unnatural and disappointing and they can never stand the test of time.

Lack of magnetism demands the presentation of a veneer – politicians shake your hand with false smile, the sour individual becomes sweet in times of need, the salesman over-serves during the pre-sale negotiation – but there is no veneer that can stand the force of true magnetism driven against it.

You can achieve a great advantage through making yourself familiar with people and their traits. It allows you to easily determine a person's resistance to magnetism and the level of substitution they have found to compensate for that insecurity.

THE FOUR SUBSTITUTES

- 1 The stomach substitutes.
- 2 The sexual substitutes.
- 3 The greed substitutes.
- 4 The spiritual substitutes.

An appetite is an in-born craving, not a function. It is so strongly implanted in life that it sways all other considerations in conduct and manner of living.

When any of the four appetites are not satisfied it is very difficult to gain the presence and focus of the student. The human race has been swayed more by the call of the substitute than by any other influence.

The stomach substitute

Remember the old adage ‘the way to a man’s heart is through his stomach,’ this is the most common mechanism used to sway people who are unconscious of their own vulnerability. Non-magnetic people are controlled through the mouth and the stomach. Many people spend all day putting something in their mouth: a cigarette, a cigar, chewing gum, candy, soda water, coffee, chocolates, nuts, three meals, the list goes on non-stop. But the facts show that thinner people have more life force than overweight people. Magnetism does not come from food; it comes from air, food is a poor substitute. Fast foods prey on this appetite.

The sexual substitute

Any of the four substitutes may offset and defeat the power of personal magnetism and second in strength to the stomach is the sexual appetite.

The sexual appetite is a very potent and very effective substitute for magnetism. A marriage or relationship founded in this substitute is doomed to exhaustion in a relatively short period of time. However, a marriage or relationship founded in magnetism is almost assured of success and long-lasting intimacy.

The sexual appetite also makes it possible to become a victim to the people who have learned the art of manipulation in this area of life. There are so many motivations that inspire people to use the sexual appetite as a substitute for true magnetism – compensations for lack of beauty, lack of wealth, lack of confidence, lack of true worth, and lack of self-awareness.

This one single substitute accounts for so much distortion in social behaviour, a distortion which is magnified through media to the young who are looking for a shortcut to answers for life's many questions.

They say that 'love is blind', yet in truth only 'lust is blind'.

The greed substitute

No animal is greedy. Despite the fact that some store away supplies for winter, and others overeat at times, greed is absent.

Magnetism provides an absolute certainty against poverty or the loss of means. This is revealed in the observation that all people who become magnetic become better off financially every year of life. Magnetism evaporates fear of failure; such fear makes people greedy.

Greed blinds judgement. Greed is only a substitute for magnetism. When a person is insecure and feels no connection to their magnetic power they are inclined to seek substitutes which are doomed.

The four appetites can accomplish exactly the same end magnetism accomplishes, except that the substitutes cannot be sustained and over time will lead to exhaustion, and in many cases disaster.

Infatuation is blind. Many business ventures are undone because greed and opportunism blind the investor from the true risk and uncertainty involved in the venture. True magnetism will hold steady in the face of opportunity. It allows the necessary time to evaluate an opportunity with an even mind and the clarity that will see both sides of the risk equation.

The mind of the infatuated person is asleep. In the study of personal magnetism the mind becomes even, which over the long-term will result in financial growth and steady investment wisdom.

The magnetic mind will see through window dressing and inflated claims for opportunities of financial windfall. The magnetic mind understands that long-term steady investment will always exceed short-term opportunistic strategies.

The spiritual substitute

All four of the substitutes are equally distributed throughout life's activities. No person wishes to die. In the days of savagery one hundred percent of people were religious. They feared what they did not understand and they invented remedies for those things that threatened their security.

Today we are still concerned with the issues of birth and death. This is natural and normal. The mind seeks answers and there are any number of people willing to provide them. In a state of personal magnetism truth resonates, without magnetism the seeker falls prey to myth and coercion.

Thus, in social circumstances, when the appetites of the stomach, sex and greed are satiated, the spiritual substitute becomes the prime opportunity for manipulation as it becomes the highest priority in people's lives.

Churches have built their wealth on this basis; after all who isn't superstitious in some way? So at some level every person on earth who has not achieved the state of personal magnetism will seek a system in which to place their faith.

Every appetite properly controlled is a blessing. To give the stomach the foods that make the body healthy, to employ the sex appetite in the manner intended by nature, to apply greed to careful savings and surplus earnings, and to enlist the support of religion in the study of the problems of life and death, is fully normal and healthy.

The best teaching is the one that helps men and women become permanently helpful to themselves – a teaching that helps you master your appetites, to raise your magnetic power and achieve the success you would love.

Until the four appetites are brought under control warfare against them is essential.

The goal of magnetism is to win. If you can master these natural enemies you can win anything you wish in life.

When both classes of enemies – natural and acquired – are overcome, the result is natural personal magnetism, or that high-grade power called ‘a gift’. It is always better to possess natural gifts than those that come from substitution and struggle.

Stopping the leakage of personal magnetism

We are all magnetic, for some it is latent, for others it is energized but wasted. This is called leakage. If all the body’s abnormal leakage can be stopped, magnetism accumulates immediately.

Magnetism creates vitality and vitality seeks opportunities for expression, they arise naturally in the prolific thinking of the mind, the thirst for real knowledge. Therefore, by simply stopping leakage an individual can increase the development of personal magnetism to the highest degree.

The three leakage sources

Physical leakage occurs when muscular energy runs away without purpose and without control: fidgeting.

Nervous leakage occurs when vital energy is thrown away by the erratic action of the nervous system: stress.

Mental leakage occurs when thoughts persist in exciting the brain, exhausting its energy: worry.

Physical leakage

Preventing physical leakage paves the way for new and life-giving vitality. Steadi-

ness is a habit. Observe all unnecessary motion you make and reduce your movements. Self-mastery inspires confidence in others, thereby increasing success.

- The fidgeter makes you uneasy. You don't have confidence in a person who fidgets; restless people make everyone around them uneasy. Restless people cannot become magnetic.
- Typing: typing for any length of time creates restlessness and nervousness.
- Blinking: excessive blinking and uncontrolled eyelid movement drains magnetism.
- Face motions: the most common are actions of the lips and tongue.
- Drumming: finger, feet and hand drumming are all reflections of leakage in vitality.
- Posture: your sitting position is vital. Slouching in a chair, head resting in the hands, leaning back, lounging, shoulders hunched, spine compressed are all symptoms of leakage.

Nervous leakage

Stress and nervous tension are the greatest leakages of personal magnetism known to mankind. No physician, no medicine, no drugs, pills or electric treatments have been able to stop the leakage of personal magnetism and the loss of vitality caused by nervous tension and stress.

Nervous reaction is a construction of the mind. Most reactions can be minimized – so much of our nervous reaction is irrational, based on myth, some past unrelated event, and memory. One moment of nervous shock drives out more vital energy than can be stored in days of steady behaviour.

- Sudden starts: these affect the whole body or a part of it.

- Sudden stops.
- Trembling: unsteady movements reflect weakness and senility.
- Short breathing: this habit invites open-mouth breathing which injures the health.
- Sighing: this is due to a low state of respiration and indicates that the nervous system is out of order.
- Halting speech: one in every two hundred people talk without halting. The usual expression when the halt comes is, 'Uh.' The cure for halting speech is to speak smoothly, directed by the will.
- Rapid talk: energetic delivery in speaking or in conversation is one thing, making a habit of rapid talking is another. The penalty for the person who talks too much and too fast is nervous exhaustion.

The speaker of great power is usually a person of few words when not engaged in speaking. This is also true of the actor. As a general rule the less you talk, provided you talk some and talk sensibly, the more you are respected.

Mental leakage, magnetic mentality

Principle – mental chaos is never magnetic

A further wasteful expenditure of energy is seen in haphazard and uncontrolled action of the mind.

Thought is an activity of the psychic self. Your personal energy is filled with thought-energy. All excessive mental activity consumes your life-force. Real thinking is focused thinking. One of the best methods for the mind is the level-headedness. He or she who desires magnetic power must conserve its forces.

A fixed, rigid mind full of judgements and attachments drains magnetic power and depletes the individual. Such thinking is unsustainable and corrupts the human spirit.

When your mind is calm you feel in control. Peace of mind is a choice. When your mind is calm and your body is relaxed, your immune system, and therefore your health, is at a peak. When you honour your body, it stays in a relaxed and alert state making focus and concentration possible, you radiate a vibrancy and vitality that attracts people, and clarity and certainty are reflected in your appearance and speech.

If you have less energy at the end of the day than at the beginning, you've got stress.

Spend less than you earn and everyday add something of real value to your stored knowledge. Surround yourself with people who are worth knowing. Examine your speech for negative terms and look to your creative output for opportunities to improve.

Physicians say that mental waste causes more lost vitality and more injury to the system than anything else.

Mental losses lessen the energy of every part of the body – the mind, the nervous system, the organs, the power of digestion, the power of accurate thinking, the respiration and the circulation. The result is self-injury.

The most dangerous and the most prolific cause of mental exhaustion is worry. There are two forms of worry: worry from causes arising from the activities of life, and worry that is a mental disease. Worry that is a mental disease is like a cancer.

Melancholy is a waste that destroys vitality and deprives a person of good opinion and confidence.

OTHER BEHAVIOURS THAT DRAIN MAGNETISM QUICKLY

- Unsteadiness of the hands arms or body.
- Twitching eyelids or constant winking.
- Gaping.
- Lack of sleep.
- Rocking.
- Twitching the fingers, or any movement of any part of the body while embarrassed, while speaking or being spoken to.
- All kinds of embarrassment.
- Awkwardness.
- Shorter exhalations than inhalations.
- Staggering and stuttering.
- Lack of fluency in speech.
- Allowing the ankle to be turned or strain put on the body by an uneasy or uneven standing position.
- Twisting the body.

Pessimism. The opposite of pessimism is optimism, which can be equally damaging if not used in conjunction with common sense and judgement. Many people have failed through unrealistic optimism.

Optimism is an essential ingredient of success, however optimism not driven by magnetic power is a mere veneer.

Discouragement. If we cannot see opportunities for advancement in our progress in the world we drain magnetism.

Surface thinking.

THE MAGNETIC POWER

Personal magnetism is the science of storing, directing and expressing life force. Understanding the source of leakage, opening up the channels, developing awareness and skill in directing life force, and the development of mind control are the core objectives. At the end of that journey, and during moments of steadfast integration, we are able to experience the magnificence of the universe and its divine order.

Reduce physical waste

*The most magnetic life is generated through the calmness of conscious strength
– the power of fully-developed energy without the waste of force.*

Coolness can be acquired. Break the habits of the body, regulate thoughts, steady the eye and calm the mind. Add techniques of breathing along with graceful, steady poise and you have created magnetism and achievement in abundance.

Nervousness is one of the greatest causes of loss of vitality. It is reflected in the person who is uneasy, fidgety, squirming or in any other way addicted to irritated activity. Restlessness is bad habit; it is the cause of lost vitality, lost concentration, lost focus and lost clarity, and it is the primary generator of mental diseases such as depression. The magnetic person is not restless, this is always apparent.

Freedom from restlessness is not stiffness or fixed position. Relaxation is the basis of ease, polish and grace. There is a power in correct relaxation and it is certainly not the same relaxation as laziness.

Uncontrolled bodily movements such as the frequent change of position, the moving of arms, legs, hands, fingers, eyelids, mouth, face muscles and various twitching, jerkiness indicate chronic nervous energy waste.

The value of exercise

We breathe in order to get rid of carbon dioxide gas in the lungs. We receive carbon dioxide from the blood and secure a sufficient supply of oxygen by drawing it through the air sacs in the lungs into the blood.

Exercise increases circulation and muscular activity by forcing more blood into the veins and heart, and stimulating the lungs into greater activity. The best exercise consists of varied activities. Never bring one set of nerves or muscles into action for too long, or engage them in continued violent work.

Magnetic rest

Life doesn't move in a straight line; it moves in rhythmic curves.

The magnetic person knows how to rest. Few people know anything about rest yet it is a very valuable art. Some people sleep well, but they are not psychically magnetic. The magnetism of sleep evolves from a psychic state of peace, of oneness with the universe. This enforced freedom from care and a receptive attitude toward the Universal Forces, result in vital and attractive powers.

Breath of the soul

We are constantly inhaling and extracting magnetism from the air. In ordinary breathing, we absorb and extract a normal supply of magnetism, but by controlled and regulated breathing, (generally known as power breathing), we are able to extract a greater supply which is stored away in the brain and nerve centres for use when necessary. We store magnetism in the same way a storage battery stores elec-

BEFORE GOING TO SLEEP AT NIGHT YOU SHOULD ALSO:

- Be at peace.
- Assume oneness with the All.
- Banish care from the mind.
- Relax muscles and nerves.
- Think, easily, calmly and confidently, 'I shall develop magnetic power tonight in every part of the body.'

True rest is restorative psychic activity. When the conscious mind is at peace within itself and with all existence then the subconscious knows that it can draw into the body the universal forces needed to rebuild and restore tissue and function.

tricity. One who has mastered the science of storing magnetism – either consciously or unconsciously – radiates vitality and strength. This magnetism is felt by those who come into contact with you and gives you increased vitality and health.

The fertile mind is continuously improving

Whatever makes you more valuable to yourself, will make you more valuable to others. Personal improvement lifts the individual up through thoughts, ideas and impulses by keeping company with inspired souls. The spirit of initiative arises from this habit of looking onward and upward. Continuously looking for ways to better yourself is an amazing training – valuable in any area of your life.

Ideas are more vital than words.

Ideas are more vital than words. Read great thoughts. Reading great thoughts can change a whole life. The truth divides the future of each person into three parts: on the positive side there are possibilities, probabilities, and certainties. And on the

dark side there are: impossibilities, improbabilities and certainties. The last being certainty of life's failures. Focus your mind on what stimulates inner awareness. Imitation is not life. Look for the experience that awakens your own spirit.

Magnetic food

Intestinal poisoning due to bad diet is one of the most common diseases and demagnetizing influences in society – ninety-nine percent of all people suffer from bad digestion.

Foods that aggravate and poison the intestines also aggravate and poison the body and mind of the individual. The body only requires fourteen or fifteen elements to meet life's needs, and if you consume anything that the body cannot use, it will be stored as fat or overload the system. An internal war develops taking vitality away from the other functions of the body. In other words, if you eat improper foods your blood will become toxic and you will become vulnerable to disease, suffering, irritability and loss of magnetic power.

There is a significant list of non-magnetic foods, they vary from person to person, however these are the general rules:

- Do not overeat at any time.
- Beware of nightshades.
- Beware of excess sugar and sweets.
- Beware of excess coffee, tea, alcohol, tobacco and other stimulants.
- Beware of processed food.
- Don't eat animal organs.
- Avoid excessively hot or cold food or drink.

- Minimize dressings, such as spicy sauces, spices and additives.
- Avoid overcooked food.

The vitality of youth – magnetic posture

When we are young our spines are strong and vertical. With work, injury, sport, excessive reading and lack of attention the upright spine becomes inflexible and bent. Few people over thirty are free from this deterioration in the spine.

The vitality of youth is the straight spine. A straight spine delivers blood to the brain and keeps the organs of life in high-function mode. A straight spine also aids proper breathing and keeps the vitality of breath at its best.

Develop the habit of upright posture. Check whether your chest sags down when you sit. If so, raise it as high as possible without raising the shoulders. Keep the shoulders central and natural. Hold this position when you eat, read, sleep, walk, talk and when you are driving. Make it a habit.

The magnetic furnace

When the neck muscles weaken, the abdominal muscles weaken and the abdomen begins to sag, carrying with it the internal organs. The pot-belly seen in so many men is not a true reflection of old age but an indication of the collapse of youthful vitality, of life force.

Ask yourself whether your abdomen points forward. If so, pull it in with muscle force. If the muscles are not strong enough then help them with support until you can do it without support. After a while abdominal strength will return and it will become a natural position.

Young people have firm abdomens – model them. Ninety-five percent of people over the age of twenty have collapsed vital muscles. Model youth. The surrender to age is dependant on developing bad habits, and by using the practice mentioned above, the vitality, vigour, freshness and brilliance of youth will be maintained.

Stretching the upper neck will also stimulate the heart, vitalize its action and send warming blood to the body's extremities.

Magnetic walking

A magnetic person is recognized by their walk. Tensed walking is a rapid generator of magnetism; one of the most powerful generators available. Tensed walking requires devitalizing the whole leg after the weight shift, then tensing it again as it takes the weight. You can achieve this walking slowly or with speed. It takes a little practice but it will become natural with time. There is no need for the back leg to be activated as it swings forward, just hold it relaxed with grace and muscular tension.

The magnetic walk can be seen from a great distance

Jarring or injuring the spine results in lost vitality and ageing. It exhausts the natural magnetism of the body and the whole structure of the body is challenged and negatively impacted. When you walk, avoid jarring your heels against the floor.

Keep your centre of gravity well forward when taking a step. This puts the whole body weight on the ball of the foot.

Wearing heels higher than an inch consumes magnetism due to the impact on the spine during movement. Practice in bare feet. The ball of the foot should most certainly touch the ground first; in heeled shoes it will be different.

Speaking with magnetism

People admire cool, self-possessed presentation; they dislike active nervous people who try to carry everything before them in a storm. Coolness allows you to become more powerful by helping you to think more rapidly, increasing intensity and concentration in thought.

The magnetic person proceeds easily – words are well chosen and spoken carefully and the audience listens. The language is interesting; it shows thought, care in preparation and belief in its declarations. The atmosphere contains that information. Most speakers believe that motion expresses more than attitude, but pacing on

stage, or movement that does not correlate with the ideas being expressed, becomes a drain.

As the audience interest deepens, the speaker's eyes darken, the chest begins to solidify, energy begins to flow, arms begin to move smoothly. The speaker is not only holding magnetism, he or she is collecting more, generating it by slowly tensing and soon it is felt in the voice. The presenter is now in an increasingly powerful position while under perfect control.

The mastery of voice projection

We communicate with each other mainly through the eyes and voice tone and this is also the way we convey our personal magnetism.

In ninety percent of communication voice conveys our magnetism. This is not through the words we speak but through the tone, feeling and projection of the voice. By adopting the habit of maintaining an open throat and a pleasant speaking manner, a transformation in personal communication can take place in a single day.

Confidence creates and sustains magnetic harmony.

Shyness, bashfulness, diffidence, timidity and pronounced fear are all hostile to personal magnetism. This lack of confidence reflects in unmagnetic attitudes such as self-loathing, loathing to others, anger and bitterness.

THE TIMBRE OF THE VOICE

The true character of the inner life of a person is revealed in the timbre of the voice. The voice takes on a common tone and this becomes a habit. In the transformation to a magnetic life it essential to observe your voice tones, and after some practise, the voice can dictate the mood.

HOW TO CULTIVATE SELF-CONFIDENCE

- Recall past mistakes and eliminate their causes.
- Don't yield to ideas of failure.
- Find benefit in past failures.
- Recall past successes daily.
- Recall the successes of the past week.
- Recall the success of the past month.

HEART MAGNETISM

Principle: all excess squanders etheric power

Undue emotional excitement is the enemy of personal magnetism. Conserve, compact, unify and reinforce psychic discharges. Normal emotions are naturally rhythmic and tend to harmonize. Magnetic people are richly endowed with emotional capacity, but they hold it in check, they have automatic self-control. In abnormal emotional conditions there is lack of regulation and waste of etheric force.

Undue emotional excitement throws the molecules of the body into violent commotion and drains off the life force.

Tension energy generates magnetism

When you are about to undertake intense physical effort, such as lifting an Olympic barbell, the muscles become set and prepared for the effort. All muscular action is set in motion by the nerves, prompted by thought. Muscular tension has its origin in the nerves.

When the nerves and the muscles are lax, they are inactive, unprepared and devoid of life expression. On the opposite scale – when the nerves and muscles are rigid they are gripped, inhibiting any motion at all.

Nerve tensing involves tensing the nerves but not the muscles, resulting in the increase of nervous flow. This change in tension creates magnetism, not, as some would believe, the achievement of desirable muscular shape.

General hints for the development of personal magnetism

Your habits create or destroy your vitality. Excesses cause loss of vitality. Anything that causes fatigue causes loss of magnetism.

- Avoid wet clothing. Electricity is the basis of magnetism, therefore dampness, being a good conductor of electricity, leads electricity (magnetism) away from your centre.
- Avoid thin shoes. The nerves of the feet are so close to the ground that thin shoes destroy the vitality of the nerves. Standing on cold or damp ground, or walking on wet ground with thin-soled shoes, is a sure way to put the body out of order directly causing a loss of vitality.
- Avoid spices. Rich spices destroy vitality. The real test of food is revealed in an analysis of the body itself. The elements present are those required in food. Anything else is foreign.
- Don't overeat. Most people eat too much. A plain diet is far better than a complex one. Rich foods are antagonistic to the digestion and weaken magnetic energy. Eat sparingly at all times, particularly when preparing to use your magnetic power.
- Ice water decreases the action of the heart, respiration, and stomach, hindering digestion.

- Avoid excess water. If water is taken in large volumes in short periods of time it floods the digestion and extinguishes the magnetic fire. Sip water a mouthful at a time.
- Stimulants, such as coffee, cause a reduction in magnetism; they are substitute vitality.
- Avoid excessive external heat. The warmer the room, the less heat is generated by the body. If the body is cold, under normal circumstances it will provide its own heat.

CONCLUSION

Magnetic energy is stored force. Its accumulation demands:

- proper periods of rest;
- a variety of physical and mental action;
- proper food and drink;
- pure air;
- physical cleanliness to assist waste elimination;
- regular muscle activity;
- regular nerve activity;
- regular breathing activity;
- regular exercise;

- healthy, toned mental and emotional activity for quickening the brain centres;
- proper clothing and favourable, healthful environments;
- high focus on purpose;
- avoidance excess;
- sex control and magnetic psychical and physiological harmony; and
- an incredible and confident quest for personal magnetism.

Tension is unconsciousness

With all the work we do on consciousness, balancing, and being in tune with our truth, there is no greater indication of unconsciousness than tension.

To hold tension in your body or mind is unconsciousness manifested. In Chinese terms this is blocked *chi*, and in yogic terms, blocked *prana*. In everyday terms it is wasted. Energy in motion = emotion. How can you consider yourself in tune with the elements of nature if you are blocking *chi*?

**To be yourself in a world
which tries night and
day to make you just like
everybody else is to fight
the greatest battle there is
to fight, never stop fighting**
e.e. cummings

Manifestation requires the conversion of life force from the intangible to the tangible. But first and foremost it requires its absorption. *Prana* flows downward through your mind body and to your feet, releasing through the limbs. *Prana* is the life force of manifestation, and where it is blocked, there is pain – emotional pain, physical pain and spiritual pain. These are all mirrors of unconsciousness, blockages to the flow of life force.

How is it possible to declare, ‘I am living with consciousness,’ when there is tension? Tension is the ‘got to’ of life; the nervous system operating at its most basic,

unevolved and primal. Such tension destroys the form of the body, the mind and its attachments.

Intensity on the other hand is *prana, chi* and life force directed into action. There is no use hibernating from life in order to minimize tension, as hippies used to – you can still see living proof that this lifestyle is badly flawed. Becoming a recluse is no way to relieve tension. No! Hiding from life simply makes your ‘self’ your own worst enemy. What is required is a life strategy that both manages tension, builds personal power and evolved consciousness.

There are three fundamental choices to make when dealing with tension, and within each of these choices there are thousands of options, too many for this chapter, but the following will give you the idea.

- 1 *Change the environment.* If your environment is generating stress – change it. Change your house, your office, your car and stress can be changed. It is you who needs to do the changing – move, shift, adjust. By removing the stress from your environment it frees you to work on your self at a pace that works for you. There’s no hurry.
- 2 *Change your mind.* All is perception. Any situation can be tolerated and adapted to as long as your mind is freed to seek a new perception. NLP (Neuro-Linguistic Programming) reframes the stimulus (sees it in a different way). I simply suggest you find order in the chaos – a much more evolutionary and inspirational paradigm.
- 3 *Change the boundaries.* In other words make a clear demarcation line. Let people know that their stress is not your stress. You don’t heal people by being stressed with them. A grieving person needs a shoulder not another griever. Learn to work on those things you can change and have the courage to know the difference between what you can and cannot change. If you can’t change it don’t worry about it. Worry never fixed anything. Learn to differentiate between your baggage and other’s baggage. Learn when to hand back judgement and when to accept and reject advice.

Overall, living in higher consciousness should be simple. It requires you to continually make peace with the world; rather than want to change it, learn to love it. But none of this is possible if you are carrying tension, stress, anxiety and worry. You need to learn the difference between intensity and tension. Purpose x intensity x action gives results. You also need to differentiate between New Age fantasy and reality – but that’s another story.

Remember, tension kills.

Recuperation is an art

We spend so much of our time doing, do we really know the art of being? If maximum growth occurs at the border of chaos and order, then, as world is dishing up bundles of chaos and tension, the quality of the order must be equally sophisticated

How do we learn to recuperate fast? I see people lounging on a lawn with a bottle of wine and good food – is this recuperation or numbification? Your body really craves nurturing, and nurturing is alkaline and cooling.

Let me put this in perspective. Acid is created in your body when it is stressed. Your body responds to acid by working harder, being on alert. It doesn’t really know the difference between the acid created from food and the acid secreted hormonally from fear. It just says, ‘Oh shit! Something is about to happen.’

If you deliberately plan to be less than you are capable of being, then I warn you that you’ll be deeply unhappy for the rest of your life

Abraham Maslow

When acid builds up in your body you die. It is toxic and what’s more, it is self-perpetuating. Instead of craving non-acidic (alkaline) food, when acid builds up in our system we crave more of it. Awful thought eh! The mind and the body are so linked up that if your body gets all tense it tells your head that you are tense, guess what? You find something to be tense about.

I know this sounds stupid, but let me give you some examples. If you eat sugar which produces acid, what do you experience afterwards? Well typically you get

WHAT TO DO? THREE EASY STEPS

- First: if you do eat acid (sugar, meat, alcohol, bread, all fast food,) find a food you can take as an antidote – Japanese umeboshi plums are available in all health food shops. The taste is interesting but they will alkalize your blood and kill the afterburn of acid food.
- Second: yes, you expected it – don't eat sugar or processed food. Eat about seventy-five percent vegetables, ten percent meat, and the rest can be a bit crappy. And steer away from the anger foods like hamburgers and pizza, that stuff will really kill you.
- Finally, please don't think I'm a purist. I drink coffee – very acid – and I get coffee withdrawals every time I run a program at a health camp – but I love it once or twice a day. To balance acid food drink buckets of water with added lemon or Paul Bragg's Apple Cider Vinegar or even green tea.

What else is alkalizing? Deep restorative breathing (left nostril). Lying flat on your back on the floor listening to soft classical music. Laughter. Creative pursuits like drawing and poetry. Watching the sunset. Playing with the dog. Soft thinking. Closed-eye resting.

What else? Massage, walking, water, swimming, dancing (slow), yoga, tai chi.

And what else? Taking a soothing bath, love, caring, nurturing someone, writing a letter, learning.

What are the most acidic foods? Garlic, mushroom, eggplant, coffee, tea and uncooked onion.

What are the most acidic activities? Arguments, watching TV, going to the movies, taking drugs of all descriptions, exertion and worry.

What are the most acidic thoughts? Anger, hate, criticism, condemnation, jealousy and envy.

For more information on this please visit our website at <http://www.innerwealth.com>

hyper, an upper. You feel, 'Wheeee! I'm up there on top of the world.' And fact is you are. And then, Uh oh! The system starts to slug out and slow down and down and then ... it's time for more. No one wants to go down too far, so you end up on a treadmill. It's okay for monks and hippies to walk around all medium-like, but some of us enjoy the stimulation of life and want to live with energy.

So the body is all acid, and as a result of the sweets, it is hard to unwind, so your mouth begins to crave food and that food must have either sugar that produces acid, or acid that produces sugar. Meat and alcohol and Coke Cola and ice cream are all good examples. MacDonald's burgers are the perfect sugar blend for the acid-hungry body, with a mind that's gone acid to match.

Power breathing

Why do you feel great when you laugh? Why do you feel energized when you jog or exercise?

Breath is the key to life and the building of personal lifeforce. Lifeforce flows to the body predominantly through the breath and yet we are taught so little about it. Nine out of ten people breathe incorrectly – they suck in their stomachs and fill their chests, which is as unhealthy as constipation.

In the course of development of any form of personal consciousness, mastery over the breath, its patterns and habits, is the first step.

The first thing we do when we are born is take a long, deep breath, and the last thing we do before dying is take a last gasp. Between birth and death, life is completely maintained by breathing.

If a person does not get enough fresh air, or if he or she is a shallow breather, and the intake of oxygen does not equal the out-breath of carbon dioxide, it encourages carbon dioxide toxic poison to build within the structure of the body.

Enervation, the lack of nerve energy, can lower the Vital Force so much that the great bellows, the lungs, cannot pump in enough air to flush the carbon dioxide out of the body.

We are air machines. Oxygen not only purifies our body but is also one of the great energisers of the human body. We are air pressure machines. We live at the bottom of an atmospheric ocean approximately seventy miles deep, with an air pressure of fourteen pounds per square inch. A vacuum is formed between the inhalation and the exhalation of a breath, and as long as we continue this rhythmical intake and exhalation we will live. We know that we can go without food for thirty days or more and still survive, but we can only go without air for a few minutes. Air is one of the most important energisers of the human body. The more deeply you breathe pure air, the better your chances for extending your years on this earth.

People who live long lives have one common denominator – they are deep breathers. The deeper and fewer breaths a person takes in one minute, the longer he or she will live. Take long, slow, deep breaths first thing in the morning and during working hours take breaks to practice long, full, deep breaths.

A full breath is a full life

Indian holy men spend many hours daily practicing rhythmic, long, slow, deep breaths. This deep breathing keeps their skin and muscle tone ageless. Refer to the box on Complete Yogi Breath on page 210 for a path to perfect vision, a perfect head of hair with not one grey hair, endurance and the stamina of an athlete. Such a great holy man owes his great strength and clarity to a long life faithfully practicing breathing exercises on a daily basis.

Inhalations facilitate the extensor muscles of the body and stimulate the sympathetic nervous system which awakens you. Exhalations inhibit these same systems, but facilitate the flexor muscles of the body and the parasympathetic nervous system, which helps you relax into sleep. Long inhalations and short exhalations wake you up and elate you. Long exhalations and short inhalations put you to sleep

and depress you. A balanced ratio of inhalation to exhalation will even out your emotions and make you grateful with love.

To balance out your mind, with its tic-toc of emotions, begin to inhale to the count of seven and then exhale to the count of seven. Balance long slow breaths with short fast breaths. Use your nose. Your mouth is for more laboured stressful breathing. Inhale and exhale at the ratio of one to one. One to one breathing will bring your mind and body into the peaceful now. Lop-sided breathing will bring your mind into the past or future, guilt or fear. Rigid breathing reflects a rigid mind.

Don't force your breath, just breathe. Universal energy is just a breath away. Your soul's inspirations are just a breath away. To be inspired, inspire. Powerful people have powerful breaths and are filled with 'creative' or transformative energy.

Energy is infinite, once you recognise and utilize its source. Besides a balanced breath, your inspired thoughts, vivid visions, clear affirmations and loving feelings clear out your portals of infinite energy.

'Firmament and planets both disappear but the mighty breath which gives life to all things, and in which all is bound up, remains.'

Vincent Van Gogh

The deep-breathing secret of endurance and stamina is that vigorous exercise forces large amounts of oxygen into the body. Oxygen is a detoxifier, like fasting, it removes poisons from the body. Practice sleeping with the windows wide open, allowing air to cross-ventilate as you sleep. Compensate long hours of sitting inside with outdoor walking and physical activity.

The storage of carbon dioxide in our bodies can bring serious consequences. Fresh air is important, take walks, hike, run or swim. Think about breathing when you walk.

Body – mind – breath

We breathe fifteen thousand to twenty-five thousand times each day. To breathe is to live. And yet it is so much more. Our breath determines our emotional state, it determines our health, our appetite, and it determines which side of our brain dominates at any one time. Of course the reverse also applies. Our emotions determine our breath, our appetite, which side of the brain we use and our health determines our breath.

- Lengthen your life;
- increase vitality and freedom from disease;
- increase your power of resistance;
- strengthen physical health and well-being;
- increase rationale and mental power;
- increase happiness;
- increase self-control;
- strengthen clarity and clear-sightedness;
- deepen and hasten spiritual growth;
- strengthen and invigorate organs;
- oxygenate the blood;
- bring harmonious vibration with nature;
- aids in the unfolding of latent powers; and
- cure disease in self and others.

The act of breathing also exercises the internal organs and muscles. Imperfect or shallow breathing requires the involvement of only a small portion of the lung cells. This leaves a great portion of the lung capacity idle causing the system to suffer in proportion to the amount of under-oxygenation.

'Most of us live our lives in our heads, and the person who lives in our head is not our true self...Most of us are trapped by our sense of what and who we think we are.'

The consequences of poor breathing habits

Unless fresh air in sufficient quantities reaches the lungs, the foul stream of venous blood cannot be purified, robbing the body of nourishment, and returning waste products – which should have been destroyed – into circulation, resulting in poisoning and death.

If the blood is not fully purified by the regenerative process of the lungs, it returns to the arteries in an abnormal state, not only insufficiently purified but imperfectly cleansed of the impurities which it took up on its return journey. These impurities, if returned to the system, will certainly manifest in some sort of disease – either in a form of blood disease or something else other resulting from impaired functioning of some insufficiently nourished organ or tissue.

When the oxygen comes in contact with the blood it unites with the haemoglobin of the blood and is carried to every cell, tissue, muscle and organ which it invigorates and strengthens, replacing the worn out cells and tissue by new materials which Nature converts to her use. Arterial blood, properly exposed to the air, contains about twenty-five percent free oxygen.

Not only is every body part vitalized by the oxygen but the act of digestion depends upon a certain amount of oxygenation of our food. This can be accomplished only by the oxygen in the blood coming in contact with the food and producing a certain form of combustion. The entire body receives nourishment from the assimilated food, and imperfect assimilation always means an imperfectly nourished body. It is therefore necessary that a proper supply of oxygen be taken through the lungs.

The lungs

The lungs are no different from any other organ – they depend upon the same source for nourishment. When imperfect breathing causes imperfect food assimilation, the lungs in turn become weakened; they are even less able to perform their work properly and the body becomes weaker still.

Every particle of food and drink must be oxygenated before it can yield the proper nourishment and before the waste products can be reduced to the proper condition for elimination from the system. Lack of sufficient oxygen means imperfect nutrition, imperfect elimination and imperfect health.

Nostril-breathing versus mouth-breathing

Humankind boasts two methods of breathing – through the mouth or through the nasal tubes. However there is a huge and vital difference between the two: only one method ensures health and strength. We should all avoid mouth-breathing.

Let's look at the reasons:

- Many contagious diseases are contracted by mouth-breathing.
- The only protective apparatus, filter or dust catcher for the respiratory organs is situated in our nostrils.
- When breath is taken through the mouth there is nothing between the mouth and lungs to strain the air and catch the dust or the foreign matter. This leaves the respiratory system unprotected and admits cold air to the organs which can cause damage.
- Allowing cold air, dust and impurities in through the mouth leaves the respiratory system unprotected, opening the system to disease.
- The refining, filtering and straining apparatus of the nostrils renders the air fit to reach the delicate organs of the throat and the lungs. It is important

to understand that the air is not fit to reach these organs until it has passed through nature's refining process.

- The impurities which are stopped and retained by the sieves and mucous membrane of the nostrils are thrown out again by the expelled breath and sneezing which violently ejects the unwanted matter.
- We should no more breathe through our mouths than attempt to take food through our noses.

Nose cleaning

Keeping the nasal passages clean is a necessary part of the Complete Breathing Process. There are several methods that can be used, however some may take more expertise than others. Begin with the simpler procedures.

A favourite oriental method of keeping the nostrils clean and free from impurities is to snuff a little water up the nostrils and allow it to run down the passage into the throat before ejecting it through the mouth.

Some Hindu yogis immerse their faces in a bowl of water using a suction-like method to draw in a quantity of water. This method requires considerable practice.

Open the window and breath freely, closing one nostril with the finger or thumb and sniffing up the air through the open nostril. Repeat this process with the other nostril.

If breathing is inhibited by ailments such as catarrh, it is good to apply a little Vaseline or camphor ice or similar preparation to the outer nasal area. Alternately, sniff up a little witchhazel extract once in a while and this should improve the condition.

In the practice of the Complete Breath, inhalation exerts a gentle pressure upon the liver, stomach and other organs, which in connection with the rhythm of the lungs,

acts as a gentle massage of these organs and stimulates their actions, and encourages normal functioning. Each inhalation aids in this internal exercise and assists in creating normal circulation to the organs of nutrition and elimination.

Breath and the nervous system

Our nervous system is divided into two great systems; the *Cerebro-Spinal System* and the *Sympathetic System*.

The **Cerebro-Spinal System** consists of the part of the nervous system contained within the cranial cavity and the spinal canal – the brain and the spinal cord – together with the nerve branches. This system presides over the functions of animal life known as volition and sensation.

The **Sympathetic System** includes parts of the nervous system located principally in the thoracic, abdominal and pelvic cavities, and that which is distributed to the internal organs. It has control over the involuntary processes such as growth and nutrition.

The **Cerebro-Spinal System** is sensory; it attends to seeing, hearing, tasting, smelling and feeling. It sets things in motion. It is used by the ego to think, to manifest consciousness and communicate with the outside world. This system may be likened to a telephone system, with the brain as the central office, and the spinal column and nerves as cable and wires respectively.

The **Solar Plexus**, referred to as the 'Abdominal Brain', is situated at the back of the stomach on either side of the spinal column. It controls the main internal organs of humans and is the great central storehouse of *prana*. The solar plexus radiates strength and energy to all parts of the body, even the upper brains which depend on it as a storehouse of *prana*.

LONG-LIFE BREATHING TECHNIQUES

High breathing

High breathing is probably the worst form of breathing known to man – requiring the greatest expenditure of energy with the smallest benefit. The ribs are elevated and the collarbone and shoulder become raised at the same time drawing in the abdomen and pushing its contents up against the diaphragm, which in turn is raised. A minimum amount of air enters the lungs and the diaphragm expands minimally.

Mid breathing

During mid breathing the diaphragm is pushed upward and the abdomen is drawn in. The ribs are raised somewhat and the chest is partially expanded.

Low breathing

Otherwise known as ‘abdominal breathing’, ‘deep breathing’ or ‘diaphragmatic breathing’, low breathing is often wrongly considered to be ‘complete breathing’. The diaphragm is the great partition muscle, which separates the chest and its contents from the abdomen, and when we practice low breathing, we fill only the lower and middle parts of the lungs.

The complete yogi breath

Complete breathing co-ordinates the entire respiratory apparatus – every part of the lungs, every air-cell and every respiratory muscle. The entire respiratory organism responds to this method of breathing and the maximum benefit is derived from the minimum expenditure of energy. One of the most important features of this method of breathing is the fact that the respiratory muscles are fully called into play, whereas in the other forms of breathing only a portion of these muscles are used.

When breathing completely, the lower ribs are controlled by the diaphragm which draws them slightly downward. While other muscles hold them in place, the intercostal muscles force these lower ribs outward and this combined action then increases the mid-chest cavity to open to its maximum expansion. In addition to this muscular action, the upper ribs are also lifted and forced outward by the intercostal muscles which in turn increases the capacity of the upper chest to its fullest extent.

Health benefits of the complete breath

Imperfect breathing allows a considerable part of the lungs to remain inactive and such portions offer an inviting field for bacilli, which having invaded the weakened tissue soon produce havoc. For example, colds or consumption are due principally to lowered vitality directly attributable to an insufficient amount of air being inhaled. The impairment of vitality renders the system open to attacks from disease germs. Good healthy lung tissue will resist the germs and the only way to have good, healthy lung tissue is to use the lungs properly.

Colds may often be prevented by practicing a little vigorous *Complete Breathing* whenever you feel that you are being unduly exposed. When chilled, breathe vigorously for a few minutes and you will feel a glow all over your body.

As with the entire body, every organ and every part, is dependant upon the blood for nourishment – so impure blood has a serious effect on the entire system. Impure blood is a direct result of under-oxygenation. Complete Breathing allows optimum oxygenation to occur.

The stomach and the other organs of nutrition suffer greatly from improper breathing. Not only are they ill-nourished by reason of the lack of oxygen, but as the food must absorb oxygen from the blood and become oxygenated before it can be digested and assimilated, it is easy to see how digestion and assimilation is impaired by incorrect breathing. And when assimilation is not normal, the system receives less and less nourishment, causing the appetite to fail, bodily vigour to decrease, and ultimately the diminishment of natural energy.

Even the nervous system suffers from improper breathing. When improperly nourished through the blood, the spinal cord, the nerve centres and the nerves themselves, become poor and inefficient instruments for generating, storing and transmitting the nerve currents. Indirectly, the lack of proper breathing can actually make the nervous system an inefficient instrument for conveying nerve force.

The reproductive functions are strengthened and vitalized by a sympathetic reflex action echoing a rhythm produced by the Complete Breath and thus giving tone to the whole system. This is nature's way.

THE COMPLETE YOGI BREATH

- Stand or sit erect.
- Breathing through the nostrils, inhale steadily, first filling the lower part of the lungs, which is accomplished by utilizing the diaphragm, which when descending, exerts a gentle pressure on the abdominal organs, pushing forward the front walls of the abdomen.
- Then fill the middle part of the lungs, pushing out the lower ribs breast, bone and chest.
- Now fill the higher portion of the lungs, expanding the upper chest, lifting the chest, including the upper six or seven pairs of ribs.
- In the final movement, the lower part of the abdomen will be slightly drawn in which gives the lungs support and also helps to fill the highest part of the lungs.
- This inhalation is continuous. The entire chest cavity from the lowered diaphragm to the highest point of the chest in the region of the collar-bone is expanded with a uniform movement.

It is important to avoid a jerky series of inhalations. Strive to attain a steady continuous action. Practice will soon overcome the tendency to divide the inhalation into three movements and will result in a uniform continuous breath.

- Retain the breath for a few seconds.
- Exhale quite slowly, holding the chest in a firm position, drawing the abdomen in a little and lifting it upward slowly as the air leaves the lungs. When the air is entirely exhaled, relax the chest and abdomen.

As you can see, this method of breathing brings all parts of the respiratory apparatus into action, and all parts of the lungs, including the most remote air cells, are exercised. The chest cavity is expanded in all directions.

ADVANCED BREATHING TECHNIQUES

Ujjayi breath

This breath is used throughout Ashtanga yoga practice. It is throat breathing – narrowing the throat’s air passages to create a resonance of noise from the breath in the upper sinus of the pallet. This breath is best taught by your teacher. The inhalation and exhalation are through the nose and make the same sound.

Bhastrika

In Bhastrika breathing you use the diaphragm of the abdomen to create a bellows effect. This breath is used for many purposes including the cleansing of sinuses, lungs and airways. It is also used in the development of prayer to lighten and open the mind for gratitude exercises (see below). Be mindful that excessive strain on the breath may cause dizziness. Always finish the practice with slow, steady and deep breaths.

Nadi sodhana

About every one and a half hours your preferred breathing dominant nostril changes sides. According to both ancient and modern experts there are several competing mechanisms for this. To maintain its correct temperature the body must respond to natural cycles of light, heat, day and night. The body must direct energy for digestion after you’ve eaten. It must also direct energy to specific muscle groups during physical exercise, or to the brain for mental tasks. Each of these affects the choice of the dominant nostril. The relative health of the body is another dominant factor. Add to these a generous sprinkling of conscious and unconscious anxieties, joys, sorrows, stresses, and needs and you have a glimpse of the elegant energy dance that goes on within you.

- Exhale on left;
- inhale on left;
- exhale on right;

- exhale on right;
- inhale on left;
- exhale on right; and
- inhale on right and continue.

Each nostril affects the body differently when it is dominant.

Alternative nostril breathing is a deeper more focussed breath. We use specific hand positions to regulate the breath, and the idea is to inhale through one nostril and exhale through the other. But there are many patterns, including variation on length of breath, retention and choice of nostril, all of which have a specific effect on the mind/body.

Kumbhaka breath retention

The most demanding and yet most beneficial breathing patterns involve breath retention. They affect both the physiology and the psychology of the body. During Kumbhaka, the breath may be held out or in. The practitioner is seeking to distribute the power of breath throughout the body.

- *Rechaka* – the exhalation.
- *Kumbhaka* – holding lungs empty.
- *Puraka* – the inhalation.
- *Kumbhaka* – hold with lungs full.

Kapalabhati

Forced exhalation in short bursts followed by passive inhalation.

- Apply the bhandas.

- Force of exhalation is most critical.
- Use diaphragm.

An advanced practice to be done with caution especially for chronic lung conditions.

- Expels toxic waste.
- Intakes and distributes oxygen.
- Improves circulation.
- Heating.
- Diaphragm strength.
- Abdominal toning.
- Nervous systems.
- Brain activating.

The cleansing breath

This cleansing breath ventilates and cleanses the lungs, stimulates the cells and gives a general tone to the respiratory organs, and is conducive to their general healthy condition. Speakers and singers will find this breath especially restful after tiring the respiratory organs.

- Inhale a complete breath;
- retain the air a few seconds; and

- pucker up the lips as if for a whistle then exhale a little air through the opening with considerable vigour. Then stop for a moment, retaining the air and then exhale a little more air. Repeat until the air is completely exhaled.

The nerve vitalizing breath

This is one of the strongest nerve stimulants and invigorants known to man. Its purpose is to stimulate the nervous system, develop nerve force, energy and vitality. This exercise brings a stimulating pressure to bear on important nerve centres, which in turn stimulates and energizes the entire nervous system and sends an increased flow of nerve-force to all parts of the body.

- Stand erect
- Inhale a complete breath and retain it
- Extend the arms straight in front of you, letting them be limp and relaxed, with only sufficient nerve-force to hold them out
- Slowly draw the hands back towards the shoulders, gradually contracting the muscles and putting force into them so that when they reach the shoulders the fists will be so tightly clenched that you feel a tremulous motion.
- Then, keeping the muscles tense, push the fists slowly out and then draw them back rapidly several times (still tense).
- Exhale vigorously through the mouth

The efficiency of this exercise depends greatly upon the speed of the drawing back of the fists and the tension of the muscles and on the full lungs.

The vocal breath

The timbre, quality and power of a voice not only depends on the vocal organs in the throat but the facial muscles also play a vital role. Try standing before a mirror, pucker up your mouth and whistle and note the shape of your mouth and the gen-

eral expression of your face. Then sing or speak as you do naturally and see the difference. Then start to whistle again for a few minutes and then, without changing the position of your lips or face, sing a few notes and notice what a vibrant resonant, clear and beautiful tone is produced.

The retained breath

This is a very important exercise that can strengthen and develop the respiratory muscles as well as the lungs. Its frequent practice can also expand the chest. The yogis have found that an occasional holding of the breath, after the lungs have been filled with the Complete Breath, is very beneficial, not only to the respiratory organs, but to the organs of nutrition, the nervous system, and the blood itself. They have found that an occasional holding of the breath tends to purify the air which has remained in the lungs from former inhalations, and more fully oxygenates the blood.

- Stand erect;
- inhale a complete breath;
- retain air as long as you can comfortably;
- exhale vigorously; and
- practice the cleansing breath.

Lung cell stimulation

This exercise is designed to stimulate the air cells in the lungs.

- Stand erect with hands at sides;
- breathe in very slowly and gradually;
- while inhaling, gently tap the chest with the finger tip, constantly changing position;

- when the lungs are filled, retain the breath and pat the chest with the palms of the hands; and
- practice the cleansing breath.

Rib stretching

The ribs play an important part in proper breathing and it is important to preserve their elasticity.

- Stand erect;
- place the hands one on each side of the body, as high up under the armpits as convenient, the thumbs reaching toward the back, palms on the side of the chest, fingers to the front over the breast;
- inhale a complete breath;
- retain the air for a short time;
- then gently squeeze the sides of the ribs, at the same time slowly exhaling; and
- practice the cleansing breath. Use moderation in this exercise and do not overdo it.

Walking exercise

- Walk with head up, chin drawn in slightly, shoulders back and with measured tread.
- Inhale a complete breath, counting (mentally) 1,2,3,4,5,6,7,8, one count to each step, making the inhalation extend over the eight counts.
- Exhale slowly through the nostrils, counting as before 1,2,3,4,5,6,7,8, one count to a step.

- Rest between breaths, continuing walking, counting 1,2,3,4,5,6,7,8, one count to a step.
- Repeat until you begin to feel tired. Then rest for a while, and resume, at pleasure. Repeat several times a day.

Morning exercise

- Stand erect in a military attitude, head up, eyes front, shoulders back, knees stiff, hands at sides.
- Raise body slowly on toes, inhaling a complete breath, steadily and slowly.
- Retain the breath for a few seconds, maintaining the same position.
- Slowly sink to first position, at the same time slowly exhaling the air through the nostrils.
- Practice cleansing breath.
- Repeat several times, varying by using right leg alone, then left leg alone

Stimulating circulation

- Stand erect;
- inhale a complete breath and retain;
- bend forward slightly and grasp a stick or the back of a chair steadily and firmly, gradually exerting your entire strength on the grip;
- relax the grasp, return to first position, and slowly exhale;
- repeat several times; and
- finish with the cleansing breath.

Rhythmic breathing exercises

Rhythmic breathing assists the yogi in absorbing and controlling a greatly increased amount of *Prana*.

- Lie on the floor in the corpse position;
- inhale slowly a complete breath, counting six pulse units;
- retain, counting three pulse units;
- exhale slowly through the nostrils, counting six pulse units;
- counts three pulse beats between breaths;
- repeat a number of times, but avoid fatiguing yourself at the start; and
- when you are ready to close the exercise, practice cleansing breath, which will rest you and cleanse the lungs.

STAYING ON TRACK – WORDS OF POWER FOR EVERYDAY LIFE

- No one can lift yourself up higher than you can lift yourself.
- No one can beat you down further than you can beat yourself.
- True self worth stems from within.
- On purpose, we don't acknowledge rejection.
- All complete healing is activated through gratitude and love.
- Certainty and presence intensify healing.

- The power that made the body heals the body.
- Your one true being, your soul, is grateful for what is.
- Doing what you love is the key to fulfilment.
- The pain of regret is greater than the pain of self-discipline.
- Your body knows when you are doing what you love.
- Loving what you do helps you do more of what you love.
- As you believe, so you achieve.
- You move in the direction of your dominant thoughts.
- Achievement starts with a single great thought.
- Your actions determine your results.
- Whatever you put energy into today produces results tomorrow.
- Idle time, idle mind, illusions grow.
- Blessings result from your thoughts, words, and actions.
- Everything serves even you don't see it if at first.
- Your health and well-being tomorrow results from your actions today.
- Inspired dreams are the driving force of inspired action.
- All you can conceive you can achieve.

- When you follow your inspired dreams you attract the people, places, things and ideas to support you.
- If you don't know where you are going you'll end up somewhere else.
- Your motivation miraculously increases once you begin to act on your dreams.
- Your body is doing all it can to lead you in the direction of your dreams.
- Steadiness, poise and inner peace are signs of clarity.
- Your limitations are in your head.
- Whatever you judge is running you.
- Self-worth is a state of mind.
- If you acknowledge rejection you are being run by others.
- By being humble and truly honest with yourself you unveil your true potential and express your greatest self-worth.
- What you feel thankful for heals.
- What are you doing here?
- Dedicate your life to your purpose.
- Anything you can accomplish is not your purpose.
- Goals are stepping stones to accomplishment in the direction of your purpose.

- Your purpose is beyond your goals.
- When you commit your life to your inspired calling you create an immortal impact.
- Every problem is an opportunity to learn love.
- If you can't see both sides of something it is running your life.
- You cannot build without destroying, or destroy without building.
- You are never given a problem you cannot solve.
- Are you full of life or barely breathing?
- As your breath wanders so does your mind.
- Your body believes everything you think, do and say.
- Gratitude raises the body, ingratitude weighs the body.
- Do you have passions or do they have you?
- Passions are not to be condemned, just moderated.
- Nothing of the senses can satisfy the soul.
- Money withers if it is left lying around.
- Abundance exists.
- Money must circulate to grow.
- You don't get something for nothing.

- Don't invest in desperation.
- Invest in yourself, no one else will.
- Inspired purpose attracts support.
- You rise in glory as you sink in pride.
- Link your daily deeds with your purpose.
- Service performed with gratitude is a direct expression of unconditional love.
- Infatuation leads to resentment.
- Are you busy building pedestals?
- Infatuation is based on lopsided perception.
- Who is running your life?
- Everyone is a mirror.
- Pay attention to your own advice.
- The greater the void the greater the value.
- What we think is missing is our greatest void.
- Whatever you judge, you breed, attract or become.
- Fear precedes every lie and guilt follows.
- The quality of your life is determined by the quality of your questions.

- Who made you believe that?
- One inspired question leads to another.
- Events are events until we judge them otherwise.
- Perceptions exaggerate or minimize the truth.
- Emotions are based on perceptions. Perceptions colour the truth.
- Forgiveness is a self-righteous illusion.
- Nothing is created or destroyed it just changes in form.
- The universe is governed by the laws of perfect balance.
- Your heart and soul have the wisdom of the ages.
- When you obey your heart and soul guidance you become fulfilled.
- Hearts and souls express unconditional love.
- A genius is one who listens to the light of their soul and obeys.
- When you are grateful for what is you open your heart.
- Your soul is at one with all that exists.
- Gratitude opens your heart.
- Unconditional love is the greatest force in the universe.

THE SIGNS OF AN OPEN HEART

- Inspiring eye tears;
- nose and/or mouth tears;
- unconditional gratitude;
- unconditional love;
- fearlessness – guiltlessness;
- speechlessness – outward silence;
- reduced brain noise;
- balanced – centred – integrated;
- lightness – weightless;
- non-local, all-sense presence of loved one;
- experience of light;
- desire to embrace;
- certainty of truth;
- uplifted head and eyes;
- truly elevated self – worth; and
- domino effect – fuller understanding of past events.

Appendix

LOVE LIST – PART OF THE VISIONING PROCESS

If you couldn't fail – what would you love to be, do and have in the seven areas of life.?

	Goal Description
Spiritual	Be
	Do
	Have
Mental	Be
	Do
	Have
Social	Be
	Do
	Have
Financial	Be
	Do
	Have
Career	Be
	Do
	Have
Relationship	Be
	Do
	Have
Health	Be
	Do
	Have

VISIONING PROCESS – A SELF-AWARENESS PROCESS

- When have you felt like you were right on track?
- What were you doing at the time?
- What were the key ingredients of that time and place that you loved so much?
- If you knew you couldn't fail what would you love to be, do, and have?
- What are the key ingredients of a job, project, career that you love to have?
- What are your ten most unique qualities and talents?

1

2

3

4

5

6

7

8

9

10

What is your concise definition of success?

Sample: Success is the progressive realization of a worthy ideal. Earl Nightingale

What three things that you have accomplished are you the most proud of?

What three things would you most love to accomplish?

If you could succeed in any career, what profession/occupation/business would you love to be in?

What profession/occupation/business do you currently spend the most time at?

What profession/occupation/business are you great at?

What profession/occupation/business would you love to be an expert in?

If you could be the best in the world at any one profession/occupation/business what would it be?

What profession/occupation/business are you the best at?

What three things that you have accomplished are you the most proud of?

What three things would you most love to accomplish?

If you could succeed in any career, what profession/occupation/business would you love to be in?

A dominant aim in life

Fix your mind on that which you would love to achieve.

What would you love to do all day every day and be paid incredible money for doing it?

What would you love to be paid for it?

What's in the way?

How do you overcome those circumstances?

How are you going to spend the money?

PLAN YOUR FUTURE: A TEMPLATE FOR GOAL SETTING

Area of life:

Today's date:

Final target date:

Date achieved:

The Goal

The outcomes; benefits that I'll get when I achieve this goal

Possible Obstacles	Possible Solutions

'The best way to predict your future is to create it'

Specific action steps to achieve this inspiration	Target date	Date Reviewed	Date Completed

How will I measure this, i.e. keep score.

Is it worth the time, effort and money to achieve this goal?

Yes

No

Affirmations to Support this Goal	

THERE ARE TWO SIDES TO SUCCESS

Your personal and business success is determined by your mastery of certain skills and your willingness to follow your heart. One without the other produces only a half.

Christopher Walker

There are two kinds of success. One is the very rare kind that comes to a man who has the power to do what no one else has the power to do. That is genius. But the average man who wins what we call success is not a genius. He is a man who has merely the ordinary qualities that he shares with his fellows and develops those qualities to a more than ordinary degree.

Theodore Roosevelt

It is good to have the money and all things that money can buy, but it's good, too, to check once in a while and make sure that you haven't lost the things that money can't buy.

George Horace Lorimer

It has always seemed strange to me. The things we admire about men – kindness and generosity, openness, honesty, understanding and feeling – are the concomitants of failure in our system. And those traits we detest – sharpness, egoism, and self interest – are the traits of success. And while men admire the quality of the first, they love the product of the second.

John Steinbeck

PERFORMANCE DEVELOPMENT PROGRAMME FOR BUSINESS AND COMMUNITY

Performance development system (PDP)

In the following modelling and subsequent examples we have selected attributes that were used by one of our clients in the plastics manufacturing area. These attributes vary from industry to country to business type. They are, however, the essential ingredients of the future culture of the organization you are managing.

Rather than evaluate cultural aspects based on current reality we are suggesting that you and your team determine the future demands, the future culture and the future skill base that will make your organization capable of achieving its goals. Then you can set about developing these skills and attributes in a steady, compassionate and longer-term process.

You will note two incredibly important elements:

- 1 Any attribute that achieves a high score signifies a potential for complacency. It is considered an under utilized resource. Anyone who is operating at 100% in any attribute can be challenged to explore and use that attribute more.
- 2 Any low score is opportunity for growth. If you run your organization on a continuous growth model you will know that skills often improve but human development capabilities sometimes lag behind. Here is an opportunity to grow both; the subjectives and the objectives of your organization.

So this process is vital. Whether you take the concept and adapt it or call Innerwealth Consultants to implement it, you are guaranteed that the continuous development of the expression of the human spirit at work will end up on the bottom line as sustainable business performance.

This new performance development programme, we believe, will be mutually rewarding to both employee and employer.

The goal of this programme is to develop and implement a personal development programme that will move people to higher levels of skill and achieve greater job satisfaction, whilst achieving company goals.

With this goal our aim is constant and continuous improvement for both the employee and the organization in moving toward the company's long-term vision, mission and goals and to reward the individual through recognition and personal development.

The process of the PDP is not complex and should be fully explained before implementation. Each appraisal is done individually and is a special opportunity to develop plans for the future.

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Goals of the system

To develop and implement a personal development programme which will move people to higher levels of skill and achieve greater job satisfaction, whilst achieving company goals.

Objectives of the system

- The process will add value to the employee and the employer.
- The process will reflect recognition.
- The process will support career development.
- The process will highlight skill development needs for the individual in keeping pace with business development.

- The process will be a structure in which interpersonal communication is supported.
- The process will inform the employee of how they are going in the perception of the direct report relative to expectation.
- The process will help to attract and retain quality people.

What the process will not do

- The process is not to be a conflict resolution tool.
- The process is no more than a supportive tool for the coaching employees and giving regular feedback.
- The process is not management by objectives.
- The process does not include key performance indicators. It is expected that these are managed and implemented under a separate cover.
- The process is not informal and unstructured.
- The process is not used as a termination tool.
- The process is not designed to be used as a salary review.

The programme

- Shall not be used to discriminate against any person on the basis of race, gender, culture, origin, physic disability, age, pregnancy, marital status, political opinion etc.
- Use of the PDP respects the right of individuals to seek arbitration
- Implementation will ensure that correct documentation definition and guidelines will be given to all participants

- The system will operate for at least eight review periods before modification
- Privacy, security, and confidentiality will be respected

Operating guidelines

- Four reviews conducted each year.
- Arbitration process will be clearly defined.
- One person will coordinate the reviews.
- All files will be held in a central, secure file.

STEPS TO BE FOLLOWED

- 1 *Prior to an interview.* A discussion should take place with the participant prior to the interview to inform them about the PDP process. A time and date for the interview should be made at this time. At least one weeks notice should be given.
- 2 *Task form ... job description.* It is wise to ask the employee to complete the job task description in advance of the first interview. This form needs to list the tasks performed by the employee on a daily, weekly and monthly basis. (Note: this is a once off requirement.)
- 3 *Performance development programme sheet.* Along with the task description form the employee will be given the PDP form. On this form there will be 35 attributes where the participant is to conduct a 'self evaluation', positioning themselves on a scale of one to five against the listed attributes. The participant is to keep the two sheets until the time of the interview.
- 4 *The interview process.* The direct report is now to conduct the performance development programme interview. At this time the interviewer is to receive:

- completed task form; and
- completed PDP self evaluation.

The direct report is to fill in a separate form for the individual and mark the column 'direct report evaluation' appropriately. In the interview each point attribute needs to be compared by laying the two sheets on the table. Where disagreement exists, discussion needs to take place until a compromise is reached or if an impasse is reached an agreement for arbitration is reached.

Report	Attribute	Self

All attributes must be completed.

Note: the attributes may not be the same provided both parties agree with the outcome of that attribute. Both parties will need to work on the issue to gain agreement. If both parties agree on the attribute little discussion needs to take place on that attribute.

This part of the appraisal is now completed.

- 5 *Performance development programme: review.* From the performance development programme you would have identified points that are strong points and points that are not so strong. During the review both parties will focus on the points that are not so strong (e.g. what they are) and how they can be strengthened (e.g. by doing the following ...) and listing them.

Note: when discussing how the not-so-strong points can be strengthened, try to probe for the answers and solutions rather than you giving a one-way solution. After focusing on the points that are not so strong, we must focus on the major

strong points, what they are, and how can they be used more effectively (e.g. by doing the following ...) and again listing them.

6 *Overall evaluation.* This is the last stage of the performance development programme – the overall evaluation. The group leader needs to ascertain where the participant is currently on the scale after the interview and score them accordingly. There are six different evaluation levels to mark from out of a total of 140 score.

- Unacceptable = 35–49
- Improvement is essential = 50–69
- Fair = 70–83
- Good = 84–104
- Good working above expectation = 105–118
- Outstanding = 119–140

An evaluation must be given.

7 *Closure.* After completion of the performance development programme, the form is to be signed by both parties (do not force the participant to sign the form if do not wish to).

- Ask if they have any further questions in relation to their review, etc.
- A time and date should be set for the next interview.
- Thank the participant for attending the interview.
- Send the full performance development programme back to the personnel department for holding. The form will be redistributed direct to group leader at the next review time.

Note: any one interview should take no longer than 30 minutes.

STEPS TO AN EFFECTIVE PERFORMANCE DEVELOPMENT INTERVIEW

What is a performance development programme?

In its broadest sense a performance development programme is the continual process of evaluating the performance of individual employees. This interview should not only focus on behaviour with a view of improvement of the employees in order to increase that persons job satisfaction and value to the company and community.

Format

The format was developed specifically to suit corporate culture and needs. The technique is what is known as 'self evaluation' where the participant responds to a series of attributes, and rates themselves accordingly. The group leader then discusses the self evaluation with the participant and in a separate column rates the participant to what the group leader believes correct.

When conducting an interview

In the interview, the participant may start out listening to the group leader provide an interview of performance but then take a more active role in determining what and how performance improvements can be made (problem solving) and then conclude with an agreed upon method for improvement (e.g. training)

Preparation in *advance* is always a *good idea*. Familiarize yourself with the job description, the written report (e.g. self evaluation) and the employee's strengths and not-so-strong points.

Make the purpose, process and result of the interview clear, e.g. to assist the participant's performance and thus benefit the organization. By informing the employee

from the beginning what will happen in the interview, it reduces the participant's uncertainty and at the same time some of their questions may be answered.

The participant should be praised for any good work performance, using examples where possible. Avoid the situation where the employee expects criticism of something else to follow.

Any area where the participant's performance is lacking, need to be discussed openly (in detail) using examples where possible. The area of discussion may be sensitive, but it is necessary for the interview to be effective.

Interview effectiveness

Aspects of the interview necessary to facilitate the effectiveness of the performance development programme interview include:

- High levels of employee participation. This increases the participant's acceptance of the group leader's interview and enhances satisfaction.
- Group leader's support of and trust in the participant's help increase openness of the interview and the participant's acceptance of the interview and group leader.
- Open two-way discussion of performance and/or problems and joint problem solving can increase the participant's performance.
- Provision for effective feedback rather than criticism should enhance the quality of the group leader–participant relationship and the participant's performance.

Effective feedback

Whether negative or positive, feedback is not always easy to provide to employees, the following are a few examples to effective feedback:

- Effective feedback should be specific rather than general.
- Effective feedback is focused on behaviour rather than the person. It is important to refer to what the person does rather than what the person *seems* to be.
- Effective feedback involves sharing information rather than giving advice, the recipients are free to decide for themselves on the changes to make in accordance with their own needs.
- Effective feedback also takes into account the needs of the recipient, it can be destructive when it serves only the interviewer's needs and fails to consider the needs of the person on the receiving end.
- Effective feedback is well timed. Immediate feedback is useful, depending on the participant's readiness to hear it, and the support available at that time.
- Effective feedback also involves the amount of information given at one time; overloading the participant reduces the possibility that they will use it effectively.
- Effective feedback must be checked to ensure clear communication.

PERFORMANCE DEVELOPMENT PROGRAMME

PURPOSE: to enhance operations, improve productivity and maintain high levels of communication and motivation.

Name:

Date:

Position/job title:

Group leader:

	Attribute	Self evaluation	Group leader evaluation
1	Can do attitude		
2	Accuracy		
3	Alertness		
4	Job knowledge		
5	Product/technical ability		
6	Ability to communicate		
7	Team co-operation and support		
8	Quality of work		
9	Productivity		
10	Responsibility and accountability		
11	Consistency		
12	Dependability and follow through		
13	Data confidentiality		
14	Initiative and drive		
15	Self development		
16	Creativity		
17	Job confidence		
18	Offers solutions		
19	Accepts feedback		

	Attribute	Self evaluation	Group leader evaluation
20	Integrity		
21	Adaptability and flexibility to change		
22	Results focused		
23	General appearance/grooming		
24	Friendliness and cheerfulness		
25	Rapport with others-internal/external		
26	Courtesy and consideration		
27	Motivation and enthusiasm		
28	Housekeeping		
29	Job satisfaction		
30	Recognition		
31	Benefits satisfaction		
32	Attendance		
33	Punctuality and promptness		
34	Health and safety		
35	Loyalty and dedication		

Rating: 1 = poor, 2 = fair, 3 = good, 4 = very good

ALTERNATIVE PERFORMANCE APPRAISAL AND DEVELOPMENT FORM

FOR:

Direct report rating	Attribute	Self rating
1 2 3 4 5	Ability to meet promises	1 2 3 4 5
1 2 3 4 5	Clarity with clients	1 2 3 4 5
1 2 3 4 5	Ability to self manage	1 2 3 4 5
1 2 3 4 5	Organization of daily work	1 2 3 4 5
1 2 3 4 5	Intensity to goals	1 2 3 4 5
1 2 3 4 5	Personal fulfilment	1 2 3 4 5
1 2 3 4 5	Consistency	1 2 3 4 5
1 2 3 4 5	Attention to detail	1 2 3 4 5
1 2 3 4 5	Prospecting results	1 2 3 4 5
1 2 3 4 5	Trustworthiness	1 2 3 4 5
1 2 3 4 5	Telephone manner	1 2 3 4 5
1 2 3 4 5	Follow through on promises	1 2 3 4 5
1 2 3 4 5	Product knowledge	1 2 3 4 5
1 2 3 4 5	Focus on goals	1 2 3 4 5
1 2 3 4 5	Rapport with clients	1 2 3 4 5
1 2 3 4 5	Business development	1 2 3 4 5
1 2 3 4 5	Computer skills	1 2 3 4 5
1 2 3 4 5	Concentration on tasks	1 2 3 4 5
1 2 3 4 5	Ability to motivate others	1 2 3 4 5
1 2 3 4 5	Achievement of targets	1 2 3 4 5
1 2 3 4 5	Time management	1 2 3 4 5
1 2 3 4 5	Office hygiene	1 2 3 4 5
1 2 3 4 5	Personal health	1 2 3 4 5
1 2 3 4 5	Posture and physical care	1 2 3 4 5

PERFORMANCE DEVELOPMENT PROGRAMME: REVIEW

PURPOSE: To enhance operations, improve productivity and maintain high levels of communication and motivation.

Name:

Date:

Position/job title:

Group leader:

Major points that are not strong	Major strong points
1	1
2	2
3	3
4	4

And these can be strengthened by doing the following:	And these can be used more effectively by doing the following:
1	1
2	2
3	3
4	4
5	5

Overall evaluation					
35-49 Unacceptable	50-69 Improvement is essential	70-83 Fair	84-104 Good	105-118 Good work well done	119-140 Outstanding

SIGNED BY:	DATE:
GROUP LEADER:	
PARTICIPANT:	

Please sign this form as proof of your acceptance regarding a true and accurate interview.

HOWTO HANDLE INDIVIDUAL EMPLOYEE GRIEVANCES

1 Interview the employee

- Hear the grievance as soon as is conveniently possible.
- Establish the facts: what, where, who, how, when and why?

2 Isolate fact from opinion

- Use only facts to solve the problem.
- Beware of opinions or assumptions which are stated as facts.

3 Check the facts

- Talk to witnesses.
- What written evidence is there?
- What written rules apply, e.g. company policy, awards, enterprise agreements?
- Talk with other supervisors and managers.
- Are there any precedents?
- Consider your own experience of the problem.

4 Keep the employee informed

- Make sure the employee is informed at all times of progress.

5 Establish your position

- Is the issue within your area of responsibility?
- At what point can you no longer handle the grievance?
- Can you or can't you concede?

6 Analyze the problem

- Weigh and decide on the facts.
- Can the grievance be settled quickly? Inform the employee.
- Seek alternative solutions.
- Don't state your position or decide too early.
- Beware of general questions. Clarify the specific details that require an answer.

7 Keep control

- Stick to the problem at hand.
- Keep to the facts.
- Don't be drawn into an argument.

8 Listen carefully

- There may be information of which you are unaware.
- Find the real issue. The grievance may be a symptom of something else.
- Comments by the employee may reveal attitudes or motives that may help resolve the grievance.

9 Reaching agreement

- If resolution can be achieved, check that all parties involved clearly understand the terms of agreement.

10 Follow up

- A matter is not resolved until the terms of resolution are acted upon by those involved.

- Don't assume you have been successful just because the employee has left your office saying he/she is happy with the outcome.

GRIEVANCE AND DISPUTE SETTLING PROCEDURE

The following procedure should be observed for handling grievances and for settling disputes for the employees not covered by the above Certified Enterprise Agreements.

Step 1 In the first instance the employee shall discuss the problem with their immediate supervisor.

Step 2 If the matter is not resolved, the employee and the Supervisor shall discuss the problem with the department manager.

Step 3 If the problem is still not resolved, then it should be discussed with the Personnel Officer.

Step 4 Their discussions should take place within a 24 hour period or such other periods as agreed.

Note: whilst the procedure is being followed work by all parties shall continue as normal.

GLOSSARY

- 1 **CAN DO ATTITUDE** – employee’s attitude towards own job and adding value to the company.
- 2 **ACCURACY** – the preciseness of the employees work standards, knowledge, attention to detail, information and elimination of errors.
- 3 **ALERTNESS** – employee is attentive, observant, careful towards company rules, procedures, job description and other employees.
- 4 **JOB KNOWLEDGE** – what understanding does the employee have about their job, and expectations thereof/
- 5 **PRODUCT/TECHNICAL ABILITY** – the employees ability to use (trained) skills in the job function e.g. computers, machinery, equipment, etc.
- 6 **ABILITY TO COMMUNICATE** – ability to speak out and discuss matters and to be able to understand others point of view or situation.
- 7 **TEAM CO-OPERATION AND SUPPORT** – to be able to work as a team member effectively and reliably.
- 8 **QUALITY OF WORK** – what is the quality if the employees work.
- 9 **PRODUCTIVITY** – how proficient is the employee in terms of their output, work rate or capacity.
- 10 **RESPONSIBILITY AND ACCOUNTABILITY** – does the employee take responsibility and accountability for themselves, their own work and for their team.

- 11 **CONSISTENCY** – reliability of set standards of performance, congruent with their work.
- 12 **DEPENDABILITY AND FOLLOW THROUGH** – can employee set and meet deadlines, can employee be relied upon in all work related circumstances.
- 13 **DATA CONFIDENTIALITY** – does the employee retain and maintain confidentiality.
- 14 **INITIATIVE AND DRIVE** – seeking new ways to improve own and set company work standards. Ability to work without supervision.
- 15 **SELF DEVELOPMENT** – does the employee believe in, and participate in self development e.g. training, higher education, in both work and leisure time.
- 16 **CREATIVITY** – has the ability to show imagination and/or originality.
- 17 **JOB CONFIDENCE** – full understanding of the job role, and taking full control to meet set performance standards.
- 18 **OFFERS SOLUTIONS** – proactive problem solver. Supports every complaint or problem with a suitable solution.
- 19 **ACCEPTS FEEDBACK** – is able to accept and act upon constructive feedback.
- 20 **INTEGRITY** – e.g. maintain company principles founded on honesty.
- 21 **ADAPTABILITY AND FLEXIBILITY TO CHANGE** – able to adapt to new situations, employees, environmental and technological changes and changes in company policies and procedures.

- 22 **RESULTS FOCUSED** – being able to see the big picture and striving to achieve a set outcome.
- 23 **GENERAL APPEARANCE/GROOMING** – e.g. neat, clean and tidy appearance at all times.
- 24 **FRIENDLINESS AND CHEERFULNESS** – displayed to customers internal and external to the company.
- 25 **RAPPORT WITH OTHERS – INTERNAL/EXTERNAL** – An empathetic approach to relationships or an understanding of others.
- 26 **COURTESY AND CONSIDERATION** – does the employee display kindness and politeness to others.
- 27 **MOTIVATION AND ENTHUSIASM** – does the employee possess a willingness and eagerness towards their job.
- 28 **HOUSEKEEPING** – tidy and clean environment e.g. desk, office, etc.
- 29 **JOB SATISFACTION** – job direction and fulfillment.
- 30 **RECOGNITION** – has the employee had high standards of performance identified and appropriately acknowledged by their immediate superior.
- 31 **BENEFITS SATISFACTION** – e.g. canteen facilities, superannuation, etc. (not including salary)
- 32 **ATTENDANCE** – does employee have a satisfactory attendance record.
- 33 **PUNCTUALITY AND PROMPTNESS** – to meetings, discussions, to arrive to work on time and respond to deadlines by or prior to set dates.

- 34 **HEALTH AND SAFETY** – does the employee work in a safe and healthy manner, and possess a health and safety conscious attitude towards themselves and others.
- 35 **LOYALTY AND DEDICATION** – to the company and its success, to their job and other workers.

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