



CORPORATE HARMONY

THE PERFORMANCE LINK
FOR TODAY'S
MODERN ORGANIZATION

FORWARD BY RAYMOND AARON, TOP 10 NEW YORK TIMES BEST SELLING AUTHOR
CATHERINE M. ELLIOTT OSBORNE



CORPORATE
HARMONY

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Corporate Harmony

The Performance Link for
Today's Modern Organization

Catherine M. Elliott Osborne

MBA, GDM, PMgr, PMP

2016

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Catherine M. Elliott Osborne
1251 Shetland Rd, R2
Florence, ON N0P1R0 Canada
www.corporateharmony.ca

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DEDICATION

I dedicate this book to my amazing husband, Robert, for your unconditional love and support for well over 40 years.

And to my kids –Russell and Nicole (Rosseel) Osborne, and Melissa (Osborne) and Matthew Sorrell – for your love, for your patience, and for always, always believing in me.

And of course, to wee Brooklyn Rachel Osborne – may you always be in love with life.

TESTIMONIALS

This book brilliantly argues the need for a new skill set in today's work place – *Positive Presence* – one that will protect the working-minds of employees as they continuously adapt to the complexity, ambiguity and lightning fast pace of change in the world today. *Corporate Harmony* underscores the need to enhanced leader behavior skills to create a positive and energized workforce. -- **Dr. Michael E. Frisina, PhD, CEO of The Frisina Group, LLC, and Senior Research Scholar at The Center for Influential Leadership. An award winning educator, conference speaker, and author of Influential Leadership – Change Yourself, Change Your Organization, Change Health Care (ACHE PRESS).**

Catherine Osborne challenges the boundaries of current thinking on human energy and leadership. *Corporate Harmony* introduces the concept of *Positive Presence* as a key to creating and maintaining a positively energized work environment that is safe from toxic, unhealthy negative emotional energy. Based on current research coming from the neurosciences, the book provides practical guidelines for creating extraordinarily positive performance in modern organizations. – **Kim Cameron, author of best-selling book “Positive Leadership” and Professor of Management & Organizations, Ross School of Business and Professor of Higher Education, University of Michigan**

Corporate Harmony uses scientific research to stress the need of recognizing negative human energy as one of the greatest risks to organizational success. This book highlights the need for cognitive strength and effective behavior skills using the philosophy of *Positive Presence* as a business process improvement strategy centered on making obvious the behavior that adds value, thus reducing toxic, disruptive and non-productive behavior in the workplace. *Corporate Harmony* takes emotional intelligence to the next level by introducing the skill set of *Positive Presence* and highlighting the need for enhanced leader behavior skills. – **Sue Denomy, President and CEO of Bluewater Health**

This book emphasizes the importance for enlightened leaders to use their *Positive Presence* skill to create and maintain a positive energized work environment that is safe from disruptive emotional energy. *Corporate Harmony* offers up a simple strategy that focuses on individual behavior as the tangible evidence of positive emotional energy that is needed for achieving peak performance, building strong relationships, and experiencing good health in the workplace. – **Todd Stepanuik, President and CEO of Middlesex Hospital Alliance**

Corporate Harmony provides a firm basis for embracing the concept of *Positive Presence* to use as an effective tool for leaders. Leadership and workforce competency is a necessary behavior for success at the individual level by using proven management science as an improvement process. – **P. Kirk Patterson, Business Developer, Co-Operative Education & Career Action, University of Waterloo, Canada**

Corporate Harmony

This book has the courage to bring the ‘human energy’ topic out of the closet of the organizational world, and rightly so. *Corporate Harmony* builds a case, through some of the most current research coming from the neurosciences, for the necessity to develop in our workforce the skill of *Positive Presence*, thus equipping our people to maintain physical, emotional, and interpersonal well-being in today’s work world.

– **Sharon Campbell Rayment, International Speaker and Author**

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I would also like to thank my friend and colleague, Sharon Campbell Rayment at (creatingharmonywithin.com) who first introduced me to the world of neuroscience as she deliberately, healed her severe concussive brain injury with purposeful techniques and exercises – and from where the concept of 'Positive Presence' was born. And to my friend and colleague, Dina Proctor, who openly shares her wisdom and expertise at dinaproctor.com.

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Catherine M. Elliott Osborne

I am deeply grateful to my friend and colleague, Kirk Patterson. Thank you for giving up your precious time to read and comment on my book.

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And of course, to you the reader, thank you for being here, for reading my book, and for caring about the people whose lives you touch every single day. I invite you to go to my book website at [www.corporateharmonybook.com /bonuses](http://www.corporateharmonybook.com/bonuses) and download your free bonuses including both the audio version and the pdf version of this book, as well as other useful materials.

And saving the best for last ... to my friends and family who never stopped believing in me, thank you.

FOREWORD

Corporate Harmony is a must read for all business leaders and managers in today's knowledge economy where employees use advanced education in order to do their job – that is to say, almost every organization in the advanced countries of the modern world today.

As Canada's number #1 success and investment coach, and the author of eight best-selling books, including *Branding Small Business For Dummies*, *Double Your Income Doing What You Love* and the co-author of New York Times best-seller *Chicken Soup for the Parent's Soul*, and author of the Canadian best-seller, *Chicken Soup for the Canadian Soul*, I know without a doubt, that a positive, energized and deliberately focused mind is necessary for success, as proven by the fact that I am **the only author in the world** that has ever written both a *Chicken Soup For The Soul™* book and a *For Dummies™* book.

Catherine has taken her extensive business expertise and combined it with her new-found knowledge in the field of neuroscience to brilliantly argue the need for a new skill set in today's work place – one that will strengthen the working-minds of your employees as they continuously adapt to the speed and complexity of today's business world.

Corporate Harmony challenges the boundaries of current thinking on human energy and workplace behavior in today's organizations and introduces you to the concept of 'Positive Presence', as a learnable skill, as a business improvement strategy, and as an overall philosophy of organizational culture

change. The science presented not only provides a high-level introduction to human energy that is understandable; it clearly demonstrates the unequivocal need for a new way of leadership, team, and organizational development that will equip leaders with the necessary skills – mental, emotional, behavioral, and social – to successfully enthuse their peoples' collective mind-power for performance excellence, strong positive relationships, and a healthy well-being in the workplace.

I am an authority in the field of goal setting and success-thinking and the analogy of 'Positive Presence' as the new 'Lean' for today's knowledge organizations is bang-on! In the same way the lean philosophy seeks to eliminate wasteful practices and increase value-producing practices in the manufacturing industry, Positive Presence seeks to eliminate negative behavior habits and patterns and by doing so increase value-producing thoughts feelings and most importantly, behavior in the workplace. Corporate Harmony's Positive Presence Program is designed to reveal disruptive and non-productive behavior habits and teach you value-add behaviors that result in an improved 'energy flow' or smoothness in your work environment.

As the nation's number #1 success and investment coach I have helped hundreds of thousands of people around the world to achieve their dreams, and I understand the importance of the universal laws of attraction and reciprocity, and positive human energy. Behaviors that have been long heralded in the business world as indicative of emotional intelligence are now proven to occur predominantly in a flow of positive emotional human energy. As a result, your thoughts and feelings take on a new importance in the workplace as you develop, and coach others to develop, a positive and energized mind set – the skill of Positive Presence – for physical, emotional and interpersonal well-being in the workplace.

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To quote directly from *Corporate Harmony*,

“In today’s knowledge economy it is virtually impossible for a workplace to be free from the potentiality for negative energy and negative behavior. The organizations that succeed and thrive in this economy will be the organizations, whose leaders recognize the need for studying behavior style, for teaching people the mindset that transcends stress and empowers higher brain function, and for raising both emotional intelligence and behavioral intelligence throughout their entire workforce. The organizations that succeed and thrive will be the organizations, whose leaders understand that there’s no ‘quick fix’ or ‘one-size-fits-all’. The organizations that succeed and thrive will be the organizations, whose leaders embrace a culture of Positive Presence (www.corporateharmonybook.com) and hold each other accountable for sustaining the synergy that will lead to organizational coherence and harmony.

Behavior capacity becomes the leverage to differentiate you and drive you far beyond your competitors. In the global economy technical skill is easily and rapidly replicated. Behavior capacity, on the other hand, is very personal and organizationally unique. Corporate Harmony’s Positive Presence Program (www.corporateharmonybook.com) drives a transformational process through your people as they learn to use behavior for organizational excellence.

To create competitive advantage through human capital we must ensure we are supporting the development of all necessary skills within our managers and leaders – the skill of Positive Presence (www.corporateharmonybook.com) is essential – the ability to adjust and create a positive and energized mindset within our self through conscious thought processes to drive the necessary behaviors for performance excellence.”

Catherine M. Elliott Osborne

I am extremely impressed with Catherine's business acumen, as well as her courage and ability to create a systematic, programmatic methodology – The Positive Presence Program – for training and implementing a much-needed performance strategy for today's modern organizations. This powerful book is bound to enlighten you to a new potential of business IQ that will take organizational performance to levels never before imagined.

Raymond Aaron

**Top 10 New York Times Best Selling Author, and
Nation's Number #1 Success and Investment Coach**

PART 1:

YOUR ENERGY

CHAPTER 1

THE BIG PICTURE

This book is about a new way of leadership, team and organizational development that will equip leaders with the necessary skills – mental, emotional, behavioral, and social – to successfully maneuver the chaotic and complex organizations of today and into the future.

It is about a naturally occurring phenomenon, a way of thinking, feeling, acting and communicating that will be necessary to propel today's leaders into the age of connectivity. I'm not going to tell you much, if anything, that you don't already know, but I am going to present to you a new concept for leadership, management, and organizational development. A new mindset, if you will, of what it means to be a leader in today's fast-paced, complex, ambiguous environment of constant change, conflict and crisis.

The goal of this book is not to simply try to fix the things that aren't working. Rather, I wrote this book as a guide to focus on and amplify the things that do work. My aim is not to upset the solutions offered by others; in fact, the business science around quality and performance will be more important for determining success within the public and not-for-profit sectors than ever before. Most sound evidence-based leadership development models are perfectly valid and very necessary. However, in today's world it's very easy to get caught up in the rush and chaos of it all, in the complexity of it all, and miss the simple, basic truths.

My goal was to gather from everything that we've learned – through the multiple phases of the industrial age wherein management as a discipline finally emerged; through the technological revolution; through the knowledge era; and now, into the age of connectivity where scientific research is abounding with evidence for the need of social and evolutionary change.

In a 1992 essay published by the Harvard Business Review, Peter Drucker wrote that “Every few hundred years throughout Western history, a sharp transformation has occurred.” He went on to say that in this time we are the “first society in which ‘honest work’ does not mean a calloused hand. This is far more than a social change. It is a change in the human condition.” Drucker foresaw that increasing the productivity of knowledge workers – those whose main capital is their knowledge and their working brain – will be “the most important contribution management needs to make in the 21st century.” (Hall, 2014)

Ten years later, just prior to his death in 2005, Drucker suggested that the emergence of the ‘Knowledge Economy’, where highly educated professionals work in harmony for a common goal, would require a drastic change in our social mindset and the key to maintaining leadership in this new economy would lie in cognitive science. (Drucker, *Managing in the Next Society*, 2002) At this same time positive psychology was just emerging as a legitimate science focusing on helping people become happier through positive human functioning, and Drucker was passionate about the need for good management and leadership, and convinced that positive human functioning was at the heart of the future of leadership development.

Drucker believed that business was the economic engine of democracy (Edersheim). As a social ecologist, Drucker was

fascinated by the human aspect of management, and he had uncanny insights into people. He instinctively recognized that management's most important capability is to take uncertainty out of the future. Throughout his lifetime he defined the discipline of management; and then he re-defined the discipline of management yet again. He created a vocabulary that we, and millions of others, are using today. In Ducker's own words, he "knows that business is not only abstract laws and economic forces, but, above all, people striving for accomplishment." He instinctively knew that business was people working together to do the right thing with a common purpose for the greater good of our world. Business is bringing people together for a mutual, beneficial, meaningful purpose.

In this book I will discuss the concept of corporate harmony through enlightened leadership, and the philosophy of Positive Presence (www.corporateharmonybook.com) as the new 'Lean' for today's knowledge organizations. The philosophy or model of Positive Presence has three distinct pillars that will be discussed -- Cognitive Strength, Behavior Skills, and Quality Management. These 'pillars' in turn support Organizational Human Assets As or With a Coach, and all of which in turn rests firmly on, in, and of the Business Organization.

High performing organizations integrate strong leadership with strong management and are wholly aware that to focus solely on leadership to the detriment of developing strong managerial skills is a recipe for disaster. I will, however, often use the word 'leader' when it could be easily interchangeable with the word 'manager' or the words 'leader and/or manager', and vice versa. If some ideas seem repetitive, they are there to "remind" you about something that I don't want you to forget. Repetition reinforces the circuits in your brain and forms more neural connections so that, as you maneuver in today's fast-paced, complex, ambiguous environment of constant change,

conflict and crisis, you don't lose your 'Positive Presence (www.corporateharmonybook.com)'.

The goal of this book is to bring a new focus to leadership and organizational development. In today's knowledge economy of organizations made up of knowledge workers, it is the efficiency and productivity of people's collective minds that is necessary to realize organizational objectives and goals. Efficiencies and productivity in today's work environment are directly linked to the mind-power of the collective workforce. The way we work has changed and will continue to change. So too, the way we manage and lead, how we motivate, engage and support our people, and the culture in which we work, must also change.

About Cognitive Strength

In today's knowledge-based organizations, the strong cognitive skills associated with mind health are essential to manage the huge demand for performance. The field of Neuroscience, the ongoing advancement of brain imaging technology, and the science of quantum physics is bringing huge revelations to the corporate world, and the need for a strong and healthy mind. The evidence is clear – negative human energy breeds a toxic unhealthy environment, one wrought with decreasing productivity, low quality ratings, increased accident incidents, high absenteeism for illness, increased stress leaves, and short (and long) term disability claims. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) focuses on improving the "emotional energy flow" or smoothness of the work environment by eliminating ineffective behaviors that originate from uneven or incoherent brain wave activity.

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The skill of Positive Presence will be introduced as a focused self-awareness through which you learn to adjust and create a positive and energized mind set through conscious thought processes.

About Behavior Skills

Arising from the research being done in the neurosciences, the idea of individual behavior, group and team behavior, and overall organizational behavior has taken on a new importance. Behavior is the most tangible evidence of organizational culture that there is. It is also a key performance indicator for mind health. And it is the tangible result of human energy flow. *“An organization cannot become what its people are not. The performance of an organization is the result of the collective performance of its people.”* This quote comes from organizational expert Tim Kight – The R Factor.

Corporate Harmony’s Positive Presence Program™ (www.corporateharmonybook.com) as a business process improvement strategy centers on making obvious which behavior adds value, thus reducing toxic, disruptive and non-productive behavior in the workplace. The focus moves to what is often referred to as a leader’s tactical capacity -- a set of behaviors that enables them to become role models for followers, guide operational improvements, execute on strategy consistently, and sustain performance excellence.

About Quality Management

If business organizations have learned anything over the last half century, it is the absolute necessity for quality management processes for continuous improvement. The formal definition of Total Quality Management (TQM) is a comprehensive and

structured approach to organizational management that seeks to improve the quality of products and services through ongoing refinements in response to continuous feedback. This is not to be confused with the business adage “If you can’t measure it, You Can’t Manage it,” nor is it to be confused with ‘best practices’ and the implementation of bureaucratic processes, workflows, procedures and protocols.

When behavior is identified as a critical piece of the performance equation – and studies of corporate success stories have proven its relevance time and time again – it means that behavior skills must become part of the organizational total quality management plan. The key to a quality management process is ‘continuous feedback’, and the understanding that *“You cannot improve what you cannot manage, and you cannot manage what you are blind to in your personal habits and behavior.”* This quote comes from organizational expert Tim Kight – The R Factor.

Corporate Harmony’s Positive Presence Program™ (www.corporateharmonybook.com) as a business process improvement strategy addresses the issue of ‘unconscious incompetence’ (that is, they don’t know what they don’t know) about their behavior, and teaches the necessary effective behaviors for success in today’s global knowledge economy.

About Human Assets / Coaching

The knowledge economy, unlike previous economies, must deal directly with the person as an individual (Drucker, Post-Capitalist Society, 1993). As such, new to today’s business world is the realization that it’s the efficiency and productivity of our peoples’ minds that is now central to success.

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You are living in a rapidly changing world in which you, as an individual, must also change lest you fall prey to the stress created when one portion of a system falls out of sync with the other parts of a system – when a system loses equilibrium. Humanity has never in history had to keep pace with such a dramatic paradigm shift – the mechanistic-to-systemic paradigm shift. As you discard classical mechanics in favor of quantum theory and systems thinking, you can no longer be a passive participant in an organization or even in the world.

As things around you change, so too must you change, but it requires a new ‘awareness’ (Rock & Page, 2009). This new ‘awareness’ is not readily available to everyone. In fact, for many, many people, this focused self-awareness must be learned and practiced. A ‘coaching’ mindset arises, therefore, from an awareness of choice, and shifts you from an individualistic awareness to a contextual and social awareness and understanding. You can either train yourself to think systemically, to attend to values, to take a holistic perspective, and to focus on strengths rather than on weaknesses, or you can hire a specialist to help. Either way, you must change.

Corporate Harmony’s Positive Presence Program™ (www.corporateharmonybook.com) leads you and your team to a new awareness of yourself and others as you begin your journey to enlightenment.

About The Business Organization

The knowledge economy, unlike previous economies, has presented the business world with the need for a huge paradigm shift on a global scale. Success today cannot be any greater than the sum of the individuals that make up an organization. Drucker says, “One does not “manage” people. The task is to

lead people. And the goal is to make productive the specific strengths and knowledge of each individual.” (Drucker, *Post-Capitalist Society*, 1993)

Knowledge does not reside in a book, a databank, or a software program. They contain only information. Knowledge is always embodied in a person; carried by a person; created, augmented, or improved by a person; applied by a person; taught and passed on by a person; used or misused by a person. The shift to the knowledge society therefore puts the person in the center. In so doing it raises new challenges, new issues, and new and quite unprecedented questions about the knowledge society’s representative, the educated person as employee.

Today’s leaders must prepare their workforce to live and work in both the world of the ‘intellectual’, focusing on words and ideas, and the world of the ‘business’, focusing on people and work. Today’s leaders must equip their people to balance this duality of culture -- the workplace as a means to practice their expertise, and the workplace as a means to overall organizational performance. Without one, there will not be the other.

Corporate Harmony’s Positive Presence Program™ (www.corporateharmonybook.com), as a business improvement process, builds a culture of awareness that swells exponentially as your people combine their mental, emotional, behavioral and social capacity toward beneficial, meaningful purpose.

CHAPTER 2

COGNITIVE STRENGTH – THE SCIENCE

You're just energy

Humans are just a complex neuro-chemical manufacturing plant for electro-magnetic energy. Relatively recent research in the neurosciences has shown there is this continuous looping and re-looping of energy both positive and negative, between our two dominant human energy fields -- the heart and the brain.

It is this looping and re-looping of energy that makes each of you a unique individual – And this looping and re-looping of energy creates within you and around you, a unique vibration.

Peter Drucker, in his 2002 book 'Managing in the Next Society' (Drucker, 2002), suggested that we were entering into a Knowledge Revolution that would require a drastic change in our social mindset and that the key to maintaining leadership in (what we now know as) the knowledge economy would lie in cognitive science. Evidence to this, coming forth from the neurosciences, is exploding on a world scale.

At the same time, the beginning of the 21st century saw positive psychology was just emerging as a legitimate science focusing on helping people become happier through positive human functioning, and Drucker could see the role it must play in leadership development.

HeartMath (HeartMath)

Over 20 years ago Doc Childre and a group of 30 researchers and entrepreneurs gathered to explore the connection between the metaphorical and physical heart. The Institute of Heart Math is a nonprofit research and educational organization with a core mission of facilitating a shift in health, wellbeing and consciousness.

Institute of Heart Math has been at the forefront of delivering measurable results to improve employee productivity, health and performance since the early 1990s, by focusing on unique, scientifically-validated programs that are proven to help individuals manage stress in the workplace. They continue to look at how chronic stress adversely impacts human health by increasing the likelihood of developing disease and medical problems, leading to soaring healthcare costs.

Through the collaboration of cardiologists, system theorists and neuroscientists, the Institute of Heart Math has built on their research on the connection between the heart and the Autonomic Nervous System and created tools and effective protocols, to help people effectively:

- manage the affects and overstimulation of the Autonomic Nervous System,
- master anxiety and stress response,
- employ management skill building,
- discharge the Autonomic Nervous System freeze response to properly release immobilizing energy,
- increase adaptive information processing skills,
- increase Heart-Brain synchronization,
- increase the body's natural regenerative processes, and
- maintain mental and emotional stability.

As already stated, neuroscience research has shown there is a continuous looping and re-looping of energy both positive and negative, between your two dominant human energy fields -- the heart and the brain. And it is this looping and re-looping of energy that makes you a unique individual. Studies show that when your energy is positive you are experiencing positive thoughts and feelings such as kindness, happiness, optimism and love....and on the flip side when thoughts and/or feelings are negative (like, anger, frustration, jealousy, and cynicism) ... your energy is also negative.

Much of the research in this field was originally pioneered by the Institute of Heart Math, including evidence that positive emotions create coherence within your personal heart-field and coherent wave frequencies within your torus energy field around you. These coherent wave forms can be thought of as a positive energy field or "flow." Only coherent wave frequencies are able to overlap and reinforce each other, thereby gaining strength and giving strength to other coherent wave-forms.

So it is that positive emotion (positive thoughts and feelings) brings with it an increased ability to 'connect' and 'mesh' with others an increased ability to work together, a greater chance for personal wellbeing, healthier relationships, and an increased propensity for organizational synergy.

The Heart-Mind Matrix (Pearce, 2012)

Joseph Chilton Pearce, in his book "The Heart-Mind Matrix," refers to studies showing that when your energy is positive you are experiencing positive thoughts and feelings such as kindness, happiness, optimism and love – and on the flip side when thoughts and/or feelings are negative (like, anger, frustration, jealousy, and cynicism), your energy is also negative.

Pearce also explains linkage between positive energy (positive thoughts and feelings) and an increased ability to 'connect' and 'mesh' with others an increased ability to work together, if you will.

Evidence is coming forth suggesting, too, that a person's negativity not only diminishes the benefits of someone else's positive flow ... it can counteract it altogether. Some experts say that as humans, we are so prone to the negative that, for every one negative action, a person will need five positive ones to counteract it.

By activating your Heart-Mind matrix as described by Pearce, you can teach your brain a new way to think, thus eliminating your destructive behavior loops. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) introduces you to the skill of Positive Presence – how to adjust and create a positive and energized mindset within yourself through conscious thought processes – that will result in new thought habits, thus eliminating your destructive behavior loops.

Hardwiring Happiness (Hanson, 2013) (Hanson, Hardwiring Happiness FAQs)

Your brain determines what you think, what you feel, what you say and what you do. Dr. Rick Hanson explains our tendency to the negative in his book "Hardwiring Happiness." He explains that, to ensure survival, our brain evolved a negativity bias, "making it like Velcro for bad experiences but Teflon for good ones."

The good news is, however, that every one of you has the ability to re-wire (through the neuroplasticity of our brain) for

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a positive flow, and even better, unlike most everything else as you age, your ability to do this, if you have a healthy mind, does not diminish with age. Recent scientific breakthroughs have shown that you can deliberately improve brain structure, a process known as self-directed neuroplasticity.

Whatever you repeatedly sense, feel, and believe makes real changes in your neural networks, therefore it is possible for you to learn to use the hidden power of everyday positive experiences to change your brain for the better – to increase wellbeing, relaxation, mindfulness, emotional balance, and feelings of being appreciated, and in doing so decrease anxiety and depression, and significantly increase self-control, savoring, love, gratitude, compassion, contentment, joy, self-compassion, and happiness.

So, when you are in a positive flow of energy the more coherent your brain waves are, and it is then that you are able to really connect and mesh within yourself, and with others. The more time you spend in a positive flow, the greater your capacity for achieving peak performance, for building and maintaining good relationships, for experiencing good health.

As organizations grasp the fact that their employees are now the number one differentiator for competitive advantage, the new “mind” science has huge relevance to how they must manage in the knowledge economy. Scientific research using advanced neuro-imaging technology is now revealing that the thoughts, feelings and behaviors that are associated with the motivation and passion of employee engagement; and with the clarity and focus needed for optimum productivity; and with the emotional intelligence for influential leadership; only occur when we are in a state of positive human energy. Corporate Harmony’s Positive Presence Program™ (www.corporate

harmonybook.com), as a philosophical culture, will move your organization into a state of positive human energy through a focused awareness of creating effective workplace behavior.

Positive Psychology

James Clear, in an August 2013 article (Clear, 2013) refers to the work of Barbara Fredrickson, a positive psychology researcher at the University of North Carolina and among the most referenced and cited in her field.

Research is showing that when you are experiencing positive emotions like joy, contentment, and love, you will see more possibilities in your life; in other words positive emotions broaden your sense of possibility and open your mind up to more options.

Furthermore, the benefits of positive emotions don't stop after a few minutes of good feelings subsiding. In fact, the biggest benefit that positive emotions provide is an enhanced ability to build skills and develop resources for use later in life. Because positive emotions broaden your sense of possibilities and open your mind, this in turn allows you to build new skills and resources that can provide value in other areas of your life, and these skills last much longer than the emotions that initiated them. Your biggest challenge is finding ways to increase positive emotions that will spark feelings of joy, contentment, and love.

Fredrickson's "broaden and build" theory proves that happiness is essential to building the skills that allow for success. Clear says happiness is both the precursor to success and the result of it. In fact, researchers have often noticed a compounding effect or an "upward spiral" that occurs with

happy people. They are happy, so they develop new skills; those skills lead to new success, which results in more happiness, and the process repeats itself. This 'compounding upward spiral' occurs when Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) becomes your cultural philosophy.

Neuroscience of Stress

Modern life is full of hassles, deadlines, frustrations, and demands. For many people, stress is so commonplace that it has become a way of life. Stress isn't always bad. In small doses, it can help us perform under pressure and motivate us to do our best. But when we're constantly running in emergency mode, our mind and body pay the price. (Stress Symptoms, Signs, and Causes)

Stress is a normal physical response to events that make us feel threatened or that upset our balance in some way. In fact, for many people, any amount of change at all can trigger stress, especially if it's perceived to be unwanted change. When we sense danger—whether it's real or imagined—our body's defenses kick into high gear in a rapid, automatic process known as the "fight-or-flight-or-freeze" reaction, or the '*stress response*.'

The stress response is the body's way of protecting you. When working properly, it helps you stay focused, energetic, and alert. In emergency situations, stress can save your life—giving you extra strength to defend yourself, for example, or spurring you to slam on the brakes to avoid an accident. The stress response also helps you rise to meet challenges. When you perceive a threat, your nervous system responds by releasing a flood of stress hormones, including adrenaline and cortisol. These hormones rouse the body for emergency action.

Your heart pounds faster, muscles tighten, blood pressure rises, breath quickens, and your senses become sharper. These physical changes increase your strength and stamina, speed your reaction time, and enhance your focus.

In today's fast paced and ever changing business climate, the most dangerous thing about stress is how easily it can creep up on you. You get used to it. It starts to feel familiar, even normal. You don't notice how much it's affecting you, even as it takes a heavy toll.

The signs and symptoms of stress overload can be almost anything. Stress affects the mind, body, and behavior in many ways, and everyone experiences stress differently. Not only can overwhelming stress lead to serious mental and physical health problems, it can also take a toll on your relationships at home and at work.

Because of the widespread damage stress can cause, it's important to know your own limit. But just how much stress is "too much" differs from person to person. We're all different. Some people are able to roll with the punches, while others seem to crumble in the face of far smaller obstacles or frustrations. Some people even seem to thrive on the excitement and challenge of a high-stress lifestyle.

Your ability to tolerate stress depends on many factors, including the quality of your relationships, your general outlook on life, your emotional intelligence, and genetics. Our stress tolerance level can be influenced by things such as how good your support network is, your sense of control, your general attitude and life-outlook, your awareness of and ability to deal with your emotions, your knowledge and preparation when going into a stressful situation, and your knowledge base of the

effects of stress on your mental, emotional, behavioral and social capacity, just to name a few.

The stress hormones, most notably adrenaline and cortisol, erode higher-brain networks, inhibiting you from succeeding fully at life. Chronic stress means the stress response system is turned on nearly full-time, releasing toxic hormones into your system, and shutting down the 'creative and executive' parts of your brain. Stress hormones, when continuously in your system can even shrink your higher brain networks responsible for creativity and decision-making. Stress hormones eventually expand your lower brain networks that switch your emotional set point to negative. They can impair the immune system, ruin the cardiovascular system, and damage chromosomes producing cancer cells and cause premature aging. Stress hormones, if allowed to run rampant and continuous, can even kill brain cells, and can eventually kill you, if you ignore the stress responsible for triggering the hormones (Goeway, 2014).

At work, stress dampens performance, thwarts teamwork, leads people to make bad decisions, and accounts for nearly half of turnover. The greater the stress at home, the more spouses will argue, criticize, withhold affection, and judge the relationship negatively, not realizing that stress is the real problem. A comprehensive list of some of the negative behavior patterns that are typical of stress impairment as set out in Figure 2.1 and can be downloaded and printed from the web site at www.corporateharmonybook.com.

In today's knowledge-based organizations, when a company hires an employee, they are essentially hiring that person's brain and hoping it's a smart brain that will grow even smarter with experience. But place that person in a high pressure work environment without the tools to transcend stress and the

likelihood is that he or she will lose brain capacity. In reality, stress can drain organizational brain power.

Brain scans from the Mayo Clinic show the impact of stress on brain function. One scan shows a brain beleaguered by stress. The other shows a brain functioning at optimum, lit up and pulsing with activity. The scan of optimal brain function looks like the massive network of lights you see when flying on a dark night over a metropolis like Toronto, while the stressed brain looks like the dim lights you see scattered here and there as you fly over north mid-west farmland. The difference between the two brain scans is a good representation of the brain power that is lost due to the continuous emotion of 'stress.'

Mindsight (Siegel D. J., 2010) (Siegel D. D.)

"Mindsight" is a term coined by Dr. Dan Siegel to describe one's human capacity to perceive the mind of the self and others. It is a powerful lens through which you can understand your inner life with more clarity, integrate the brain, and enhance your relationships with others. Mindsight is a kind of focused attention that allows you to see the internal workings of your own mind. It helps you get yourself off of the autopilot of ingrained behaviors and habitual responses. It lets you "name and tame" the emotions you are experiencing, rather than being overwhelmed by them.

Figure 2.1

NEGATIVE ENERGY PATTERNS

- Anger
- Frustration
- Continuously overwhelmed
- Constant complaining/whining about work
- Constant complaining/whining about coworkers
- Constant complaining/whining about life in general
- Cynical about people / Cynicism
- Mockery
- Skepticism
- Sarcasm
- Suspicious in nature
- Distrustful
- Contemptuous in nature
- Pessimistic
- Tendency to exaggerate issues
- Generally ignores the positive
- Critical
- Makes inappropriate and insensitive comments
- Consistently Tactless
- Dismissive and critical
- Rude
- Self-victimizing
- Dwells on slights of the past
- Unhappy
- Lacks action
- Lacks focus
- Lives in a cloud of doom and gloom
- Easily distracted / cognitive deficiency
- Constantly tired
- Lacks desire to create momentum

Mindsight is the difference between saying “I am sad” and “I feel sad.” Similar as those two statements may seem, they are profoundly different. “I am sad” is a kind of limited self-definition. “I feel sad” suggests the ability to recognize and acknowledge a feeling, without being consumed by it. The focusing skills that are part of mindsight make it possible to see what is inside, to accept it, and in the accepting to let it go, and finally, to transform it.

Mindsight is a learnable skill. It is the basic skill that underlies what is meant when you hear people speak of having emotional and social intelligence. And it is an important concept to understand when developing the skill of Positive Presence (www.corporateharmonybook.com) which will be discussed further in Chapter Three.

When you develop the skill of mindsight, you actually change the physical structure of the brain. This revelation is based on one of the most exciting scientific discoveries in over twenty years: How you focus your attention shapes the structure of the brain. Neuroscience has also definitively shown that you can grow these new connections throughout your life, not just in childhood.

Interpersonal neurobiology, a term coined by Dr. Siegel in *The Developing Mind*, 1999, is an interdisciplinary field which seeks to understand the mind and mental health. This field is based on science but is not constrained by science. What this means is that they attempt to construct a picture of the “whole elephant” of human reality. They build on the research of different disciplines to reveal the details of individual components, while also assembling the pieces to create a coherent view of the whole.

Under the umbrella of interpersonal neurobiology, Dr. Siegel's mindsight approach applies the emerging principles of interpersonal neurobiology to promote compassion, kindness, resilience, and wellbeing in your personal life, your relationships, and your communities. At the heart of both interpersonal neurobiology and the mindsight approach is the concept of "integration," which entails the linkage of different aspects of a system—whether they exist within a single person or a collection of individuals. Integration is seen as the essential mechanism of health as it promotes a flexible and adaptive way of being that is filled with vitality and creativity. The ultimate outcome of integration is harmony. The absence of integration leads to chaos and rigidity—a finding that enables scientists and doctors to re-envision their understanding of mental disorders and how people can work together in the fields of mental health, education, and other disciplines, to create a healthier, more integrated world.

This highly integrative field is not a division of one particular area of research, but rather is an open and evolving way of knowing that invites all domains of both academic and reflective explorations of reality into a collective conversation about the nature of the mind, the body, the brain, and our relationships with each other and the larger world in which we live. This emerging approach is fundamental to exploring a range of human endeavors, including the fields of mental health, education, parenting, organizational leadership, climate change intervention, religion, and contemplation. Knowing about the way the focus of attention changes the structure and function of the brain throughout the lifespan opens new doors to healing and growth at the individual, family, community, and global levels.

By combining the exciting new findings of how awareness can shape the connections in the brain toward integration,

together with the knowledge of how interpersonal relationships shape our brains throughout the lifespan, we can actively “inspire each other to rewire” our internal and interpersonal lives toward integration and harmony. Through his writing and teaching, Dr. Siegel devotes his life to synthesizing and translating the latest scientific concepts so that they may be accessible and useful to as many people as possible in their personal and professional lives.

The Quantum Brain

In his book “Breaking the Habit of Being Yourself,” Dr. Joe Dispenza (Dispenza, 2013) asks you to embrace the concept that your (subjective) mind has an effect on your (objective) world. The observer effect in quantum physics states that where you direct your attention is where you place your energy. As a consequence, you affect the material world (which, by the way, is made mostly of energy).

If you entertain that idea even for a moment, he says, you might start focusing on what you want instead of what you don’t want. And you might even find yourself thinking: If an atom is 99.99999 percent energy and .00001 percent physical substance and I am nothing more than a big bunch of atoms combining together, then I’m actually more nothing than something! (Dispenza, 2013)

Dr. Dispenza shows how you unconsciously live by a set of memorized behaviors, thoughts, and emotional reactions, all running like computer programs behind the scenes of your conscious awareness. He explains that emotions are just energy in motion and are the end result of past experiences, both in your lifetime and in the lifetimes before you as transferred to you through your DNA. That’s why it’s not enough to “think

positive,” because most of ‘who you are’ might reside subconsciously as negativity in the body.

The latest research supports the notion that you have a natural ability to change the brain and body by thought alone, so that it looks biologically like some future event has already happened. Because you can make thought more real than anything else, you can change who you are from brain cell to gene, given the right understanding. When you learn how to use your attention and access the present, you will enter through the door to the quantum field, where all potentials exist.

“Breaking the Habit of Being Yourself” explores how to break free from the emotions that you’ve memorized – which have become your personality – and how to close the gap between who you really are in your inner, private world and how you appear in the outer, social world – how to liberate your energy in the form of emotions, and thus narrow the gap between how you appear and who you really are. Dr. Dispenza shows how your brain changes electromagnetically when you are focused, and explains how to get beyond the analytical mind so you can make real and permanent changes.

So if you want to change some aspect of your reality, you have to think, feel, and act in new ways; you have to “be” different in terms of your responses to experiences. You have to “become” someone else. You have to create a new state of mind, and you need to observe a new outcome with that new mind. From a quantum standpoint, you have to create a different state of being as an observer, and generate a new electromagnetic signature.

The Vibration of Consciousness

Consciousness is a loosely defined concept that addresses the human awareness of both internal and external stimuli. This can refer to spiritual recognition, psychological understanding, medically altered states, or more modern-day concepts of life purpose, satisfaction, and self-actualization. Most theories map consciousness in a series of levels, some stages of which are more continuous or complex than others.

In recent years, consciousness has become a significant topic of research in psychology, neuropsychology and neuroscience. The primary focus is on understanding what it means biologically and psychologically for information to be present in consciousness—that is, on determining the neural and psychological correlates of consciousness.

Dr. Hawkins (Hawkins, 2012), who worked as a "healing psychiatrist" during his long and distinguished career, used theoretical concepts from particle physics, nonlinear dynamics, and chaos theory to support his study of human behavior. Critics have challenged the scientific basis of his research but nonetheless, it is fascinating and intriguing work.

Dr. David R. Hawkins spent his life studying human energy vibration in association with behavioral kinesiology, and mapped human consciousness to levels of vibration. The higher your vibration he said, the more conscious you are. In his book "Power vs Force," Hawkins describes how he used kinesiology (aka, "muscle testing") to investigate consciousness. He determined that the human experience can be placed on a scale that he labeled from 1 to 1000. At the low end of the scale are qualities such as Guilt (30), Fear (100), and Anger (150). Humans experiencing life at these levels are trapped by life; they feel victimized by the effect of forces in the physical universe. All

levels below 200 are described as "Force," and characterized by a weak kinesiologic response. Levels above 200 are described as "Power," and elicit a strong kinesiologic response. Higher on this scale are Courage (200), Willingness (310), Reason (400), and Love (500). Humans experiencing life at these levels feel that they are the source of their own lives – in other words, they create effects in the physical universe.

Hawkins explains that survival-oriented emotions are low-frequency or low-energy emotions. They vibrate at a slower wavelength and therefore ground you into being physical. The higher-frequency waves of elevated emotions vibrate faster and are closer to the vibratory rate of energy and less to that of matter. Emotions such as anger, hatred, suffering, shame, guilt, judgment, and lust make you feel more physical, because they carry a frequency that is slower and more like that of physical objects. However, the more elevated emotions such as love, joy, and gratitude are higher in frequency and therefore more energy-like.

Dr. Hawkins states that, on average, just reading his book *'Power vs Force'* will increase your level of consciousness 35 points on the scale. To put this in perspective, most people, he says, increase only 5 points in an entire lifetime. You can visit the website (www.corporateharmonybook.com.) for the link to see Hawkins' Scale of Consciousness.

You can assess your personal energy flow through your feelings. Feelings such as happiness and optimism can be linked to a positive energy flow or 'coherence,' and feelings such as anger and frustration can be linked to a negative energy flow. The brain tends to 'match' feelings to your pre-existing thought patterns, so realistically we can create new thought patterns to 'match' your feelings to, and in essence control your feelings with these new thought patterns. It is through our thought

process that we choose how to behave. The measurable result of a person's energy flow is reflected by one's choice of behavior.

As ground-breaking as all this 'mind' science is, there's just one fact that organizational leaders in the knowledge economy must remember, and that is: individual behavior is the most important tangible evidence there is for measuring how well the current work environment is supporting your people ... and more about this in later chapters.

Neuroscience of Success (Goeway, 2014)

In the last 10 years, a new field of neuroscience has mapped the mental zone that can literally change the brain to quiet an overly active stress response system and simultaneously pave the way for higher brain networks to perform at optimum. The more you function from this 'higher' mental zone, the less you stress, and the more your brain lights up with the mix of intelligence that predicts a successful life.

When these higher networks wire and fire together, humming away at the brain speed of a hundred million computer instructions per second, you not only succeed, you excel at every level of life: from career to family, from physical and emotional wellbeing to fully actualizing your talent and ability. It's a brain generating the fluid and creative intelligence to achieve goals, along with the emotional and social intelligence to instill joy in your work, peace in your life, and harmony in your relationships. It's also a brain generating the homeostasis that promotes health and longevity. The key to all of these positive outcomes is building the mindset that transcends stress.

The good news is neuroscience has identified a solution to stress that goes far beyond conventional stress management.

This approach not only repairs the damage caused by overproduction of the stress hormones, but also generates the neurological conditions that stimulate the growth of new connections within the higher brain that expand brain capacity, making people smarter, more innovative, and emotionally intelligent. The solution lies in the power of your mental state to rewire your brain. Change your mind-set in specific ways and you can literally change brain structure to extinguish stress reactions and amplify higher brain function. The technical term for this change is neuroplasticity.

Here's a list of the positive change neuroplasticity can produce:

- The usual networks that generate the brain's executive functions grow larger and become more fully integrated with other neural networks. This means you increase your skillfulness at planning, decision-making, error correction, and troubleshooting. You build strong cognitive abilities and can think abstractly.
- Gamma wave activity is far better organized and coordinated, signaling the higher mental activity and heightened awareness found in peak performers.
- The right brain and the prefrontal cortex work together to elevate intuition and creative insight into practical innovation.
- Activity in the left prefrontal cortex, the seat of positive emotion, swamps activity in the right prefrontal cortex, the seat of negative emotion. This condition enables you to achieve a high level of emotional intelligence.
- There is greater activity in the center of the brain, especially the caudate and right insula, generating the social intelligence that sustains interpersonal resonance.
- Your physiology functions at optimum, securing a high level of health and energy.

Who in their right mind wouldn't want a change like that? Who in corporate leadership wouldn't want a work force operating at that level of brain function? The point is if an individual or company is not actualizing the mindset that transcends stress to empower higher brain function, they are not maximizing their full extent of fluid, creative, emotional, and social intelligence. The skill of Positive Presence (www.corporateharmonybook.com) is your ability to create and adjust a positive and energized mind-set (higher brain function) through conscious thought processes that result in effective workplace behavior – the kind of behavior needed for sustainable engagement.

Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) not only teaches the skill of adjusting and creating a positive and energized mindset within yourself through conscious thought processes, but it is an all-encompassing process that aims to ignite the spark of human energy that will burst into a flame of synergy to drive success in today's chaotic work environment.

Achieving the prescribed shift in mind-set is easier than you might imagine, adding little to your to-do list. It's essentially about practicing a to-*be* list. Even better is the fact that change in brain structure happens quickly, within four to eight weeks. More and more, CEOs and HR executives are contracting with experts on neuroplasticity to heighten the brain power in their company. Could it be that neuroplasticity will soon become the new competitive edge?

Cognitive Strength – A Strong Mind

Now that you know what some of the 'mind' science is that's coming to the forefront through advanced neuro-imaging technology and quantum physics, you may be wondering what

any of this has to do with leading and managing in today's business world.

Cognitive abilities (Michelon, 2006) are brain-based skills we need to carry out any task, from the simplest to the most complex. Mental functions or cognitive abilities are based on specific neuronal networks. The main brain functions include:

- Perception - Recognition and interpretation of sensory stimuli (smell, touch, hearing, etc.).
- Attention - Ability to sustain concentration on a particular object, action, or thought. Ability to manage competing demands in our environment.
- Memory - Short-term/ working memory (limited storage), and long-term memory (unlimited storage).
- Motor - The ability to mobilize our muscles and bodies, and to manipulate objects.
- Language - Skills allowing us to translate sounds into words and generate verbal output
- Visual and Spatial Processing - Ability to process incoming visual stimuli, to understand spatial relationship between objects, and to visualize images and scenarios.
- Executive Functions - Abilities that enable goal-oriented behavior, such as the ability to plan, and execute a goal.

Executive brain function abilities include:

- Flexibility - the capacity for quickly switching to the appropriate mental mode.
- Theory of mind - insight into other people's inner world, their plans, their likes and dislikes.
- Anticipation - prediction based on pattern recognition.
- Problem-solving - defining the problem in the right way to then generate solutions and pick the right one.
- Decision making - the ability to make decisions based on problem-solving, on incomplete information and on emotions (ours and others').

- Working Memory - the capacity to hold and manipulate information “on-line” in real time.
- Emotional self-regulation - the ability to identify and manage one’s own emotions for good performance.
- Sequencing - the ability to break down complex actions into manageable units and prioritize them in the right order.
- Inhibition - the ability to withstand distraction, and internal urges.

For decades the most complex and ambiguous organizations in the modern world were hospital organizations composed of a majority of highly educated technicians and professionals working together for a common goal, but as the 21st century was ushered in, that began to change. The manufacturing industry relocated in favor of lower labor costs, and the knowledge economy was born. Today the majority of business organizations are made up of ‘knowledge workers’ -- highly educated employees who are professionals in their own right, brought together to work for a common goal.

This is the first time in human history that a ‘hard day’s work’ is not ‘hard’ in the physical sense, but instead it is the employee’s brain that’s being worked -- it is their ‘mind,’ which for our purposes is considered to be the ‘working brain,’ that is employed. That being said, for today’s organizations to succeed and thrive will depend on the ability of the collective working brain-power of their workforce to create and produce.

For organizational success today and in the future, we have to combine what we’ve learned about management processes, leadership competencies and quality control over the last half century and happily marry it to the new ‘mind’ science. We have to create programmatic, systematic methodologies that will develop the necessary work culture, team force, and individual mind-competencies that can thrive in the complex, ambiguous

and dynamic environment of today's global knowledge-based economy.

The science is irrevocably telling us that for 'working-brains' (people's minds) to be productive they must be strong and healthy. The science is bringing huge insight to why in 2011, 21.4 per cent of the working-age population aged 20 to 64 was living with a mental health problem or illness; why in Canada, mental illness is the second leading cause of disability and premature death; why according to the Centre for Addiction and Mental Health (CAMH), at least 500,000 Canadians are unable to work due to mental illness on any given week, at an estimated \$51 billion cost in terms of health care and lost productivity; and why the World Health Organization (WHO) reports that depression will be the single largest medical burden on health by 2020 (Samra, 2010).

Organizational leaders not only will be tasked with maintaining the healthy working minds of their employees, they will be tasked with building and developing a culture of healthy working minds – a culture that not only supports the minds of its employees, but one that protects the minds of its employees – a culture that maintains and develops in its people the necessary emotional energy, the necessary disciplined thought, and the necessary control of emotion and behavior.

At first glance this may seem like an ominous task, but it's not. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) is a 10-month comprehensive program of interactive training, feedback and coaching and provides you with a programmatic, systematic, methodology that will develop the necessary emotional energy, the necessary disciplined thought, and the necessary control of emotion and behavior for organizational success.

CHAPTER 3

COGNITIVE STRENGTH – THE SKILL OF POSITIVE PRESENCE

Like most things in life, if you want to become really good at something, you have to work at it. Hard work, independent learning, pushing on through painful experiences, rigorous effort, receiving coaching and so on, is what is needed to train yourself to achieve greatness in your job, a task, a profession or a life pursuit. Traits of a strong mind can be described as confident (not arrogant), effective, focused, determined, the ability to take on challenges, and the ability to successfully achieve goals. (Miglani, 2014) *“It will not be power, influence or the money in your pocket that will help you create a fulfilling life. It will be your strong mindset.” Author Unknown.*

You live in a time of great excitement as you watch the world you grew up in literally changing before your eyes. This is the first time in the history of man that you are able to watch the evolution of society in real time as it moves through the technological age, through the knowledge age, and into what some are calling the Age of Connectivity ... and beyond. Every profession on earth is being challenged to lose the beliefs of the past in favor of new and emerging paradigms – or be left behind.

Organizational leadership is no exception. As organizations flatten out and accept responsibility as a social entity, leadership roles are also evolving, and it has never been more important for leaders to understand how to think and, consequently, how to behave. As organizations are more and more made up of

front line knowledge workers that are highly educated and connected (and more often than not critical-thinking professionals in their own right), leaders must be ready to embrace and implement what science is telling them and, more particularly, what neuroscience is telling them if they are to succeed in the knowledge economy.

Don Joseph Goewey, author of “The End of Stress” and “Mystic Cool,” says “If a company is not teaching people the mindset that transcends stress and empowers higher brain function, they are not facilitating talent, innovation, collaboration, and wellness.” (Goewey has identified the next step in leadership development – it is a learned ‘mindset’ (Goewey, 2014). And what people need to learn, and how they learn it, will be different for each and every one of them. In fact, it’s not so much about what they have to learn as it is about what many people have to ‘unlearn.’

For many, in fact most, the ‘mindset’ that Goewey refers to can be very elusive, and until you understand what it is you’re striving for, and understand the steps to take to get there, it is improbable that you will succeed – improbable, yes, but not impossible. Learning the skill of

Positive Presence (www.corporateharmonybook.com) – the ability to create and adjust a positive and energized mindset through conscious thought processes to result in effective behaviors -- is actually quite easy, given time and practice. And building a culture of Positive Presence necessary for obtaining optimum performance, creating strong and lasting relationships and experiencing good health is just a matter of management science.

The stress of today’s world is not going away ... so the journey starts simply by making a decision to stop fighting it.

You must just accept it for what it is – the ambiguity, the pressure, the unending demands, the complexity, the time scarcity, and the list goes on – embrace it with enthusiasm. Then, face each moment of each day with optimism and compassion for those around you, but most of all, for yourself.

Take comfort in the fact that this new ‘mindset’ is attainable by all. It’s within you even as you read this – and it’s not difficult. It is just waiting to get started.

What is Positive Presence?

The Positive Presence (www.corporateharmonybook.com) philosophy seeks to identify and eliminate negative behavior habits and patterns and by doing so increase value-producing thoughts, feelings and most importantly behavior in the workplace. Positive Presence is a business process improvement strategy centered on making obvious what behavior adds value, thus reducing toxic, disruptive and non-productive behavior in the workplace. ‘Positive Presence’ is the ability to adjust and create a positive and energized mindset within one’s self through conscious thought processes to drive the necessary behaviors for performance excellence. It is also the measurable result of a person’s ability (or skill) of adjusting and creating a positive and energized mind set.

You will remember from Chapter Two that, as humans, we are just a complex neuro-chemical manufacturing plant for electro-magnetic energy. The specifics of your electro-magnetic energy are unique for every individual; in fact, it is the uniqueness of each person’s energy makeup that creates uniqueness. For simplicity’s sake when I refer to your neuro-chemical electro-magnetic energy makeup I will simply refer to your ‘energy.’

You will also remember from Chapter Two that you are literally just energy in motion, driven by a unique set of unconscious memorized emotions that are pre-wired in the vast neuro-chemical electro-magnetic brain-map. Every person's energy radiates unique brain waves or energy vibration that can now be studied through advanced neuro-imaging technology (watching the electro-magnetic activity in your brain), neuroscience, and quantum physics.

The science is very clear; the more coherent your brain waves are, the higher your energy vibration will be, and the more positive your emotional energy will be. That being said, it is critical that your emotional energy stays positive. You do this through conscious thought and self-awareness to result in appropriate behavior for goal achievement.

It is exciting to consider that human-kind is on an evolutionary quest to attain a positive energy flow through social integration that will create perfect harmony, or homeostasis, within oneself, with each other, and with world-earth itself. Science is proving again and again that every person has the ability to 're-wire' one's personal energy flow toward the positive through the neuroplasticity of the brain. When your human system is in a state of homeostasis – when your brain waves are coherent – your capacity for achieving peak performance increases, your ability for building and maintaining good relationships increases, and your probability for experiencing good health increases. Positive Presence (www.corporateharmonybook.com) is the measurable result of your ability (or skill) of adjusting and creating a positive and energized mind set to bring about integrative energy coherence.

Positive Presence is in essence a skill that is learned with practice and measured by behavior. You can assess your personal energy flow through your feelings. You can control

your feelings with your thoughts. You can also assess the energy flow of other people through how you see them behave, how you feel toward their behavior, and your thoughts that you have in the situation. The only tangible in this process – the only measurable available to the work environment – is in one's behavior. Positive Presence (www.corporateharmonybook.com) is your ability to consciously adjust and create thoughts and feelings that drive high performance behavior. A comprehensive list of some of the high-performance behaviors are set out in Figure 3.1 and can be downloaded and printed from the web site at www.corporateharmonybook.com.

My friend and colleague, Natalie Ledwell, is a personal development coach and Law of Attraction guru. She runs a free online program through which she creates an environment where people can connect and be inspired to make positive shifts in their lives. Her show is, in my opinion, one of the best, so I invite you to visit the web site at www.corporateharmonybook.com to sign up for Natalie Ledwell's 'The Inspiration Show'.

Why is Positive Presence important?

It is important to remember that many people, in fact, most people do not come 'pre-wired' for Positive Presence (www.corporateharmonybook.com). As previously discussed, positive thought is a learned skill. Basically, a person's thought-habits are the product of that person's life experiences to date -- and the skill of Positive Presence becomes a matter of **learning how** to think and then **practicing how** to think. Proficiency for Positive Presence is different for every-one – and greatly dependent on your life experiences, on your beliefs, and on the paradigm within which you live.

For most people their thought patterns are automatic and subconscious, and they are given little notice but if you want to give them notice, and if you consciously learn how and then practice how you think, your brain will re-wire for that, and the new process becomes automatic again (unconscious, if you will...)... in really no time at all!

Figure 3.1

POSITIVE ENERGY PATTERNS

- Kind
- Fair
- Practices Servanthood
- Consistently constructive actions
- Focus is on present and future
- Work focused
- Easily displays compassion
- Consistently calm, rational, generous, loving
- Open to personal sacrifice for the good of others
- Attitude is enthusiastic, active, alert
- Displays evidence of self-awareness
- Open-mindedness and easily accepts change
- Displays high level of OCB (Organizational Citizen Behavior aka contextual performance aka employee engagement behavior)
- Consistently optimistic
- Displays high level of EQ (Emotional Intelligence) behavior
- Consistently displays self-control
- Desire and energy for continuous learning and self-growth
- Actively listens
- Grounded and humble

- Consistently displays authenticity
- Uses influence to create a better environment
- Always an encouraging force
- Possesses a high standard of excellence
- Tenacious/persistent in seeking good for others
- Communication is open, honest & ongoing
- Demonstrates balance between care and candor
- Demonstrates balance between contribution and community
- Works well with all others
- Takes Initiative
- Always inclusive
- Cooperative
- Collaborative
- Values Connection

The fact that your thought-habits are the product of your life experiences to date is critical to your journey of self-awareness. A key understanding is that your subconscious negative mind-chatter has been created over a life-time (perhaps even many lifetimes) of experiences, many of which you were an unknowing and unwilling participant in. So your subconscious negative mind-chatter is often really no fault of your own. Until you become aware that it exists and until you figure out how to adjust it, there is no hope of any change at all. So please, understand that there is absolutely no reason to carry around guilt or sadness about what you may have done, or said, or behaved like yesterday, or a year ago. Today is a new day. The old saying “Today is the first day of the rest of your life” becomes extremely relevant. You can revisit Figure 2.1 for a comprehensive list of some of the behaviors you should avoid or visit the website at www.corporateharmonybook.com to download and print Figure 2.1.

In Chapter Two you were introduced to Dr. Dan Siegel and the concept of *mindsight*. Dr. Siegel introduces you to the ability of ‘*mindsight*’ in his book ‘*Mindsight – The New Science of Personal Transformation*’ (Siegel, 2010). He explains it as (page xii) “a kind of focused attention that allows you to see the internal workings of your own mind. It helps you to be aware of mental processes without being swept away by them, enables you to get yourself off the autopilot of ingrained behaviors and habitual responses, and moves you beyond the reactive emotional loops we all have a tendency to get trapped in.” He goes on to explain that there are many, many reasons why, for many people, this ability does not come automatically – but it is something that can be cultivated, and therefore wellbeing in your mental life, your relationships, and your body, can be considered to be a learnable skill. It is a learnable skill that actually changes the physical structure of your brain and stimulates the brain to grow important new connections.

Siegel goes on to say (page xiv) “How we focus our attention shapes the structure of the brain. Neuroscience supports the idea that developing the reflective skills of *mindsight* activates the very circuits that create resilience and wellbeing and that underlie empathy and compassion as well. Neuroscience has also definitely shown that we can grow these new connections throughout our lives, not just in childhood.”

When you learn to turn your attention inward to your mind, you in essence ‘invite’ your thoughts and feelings into your mind and, rather than be driven by them, you can learn from them, you can calm them, and you can hear their wisdom. You learn to accept and celebrate yourself for who you are right in this moment. And you can use your mind to re-wire your connections for greater wellbeing – for Positive Presence (www.corporateharmonybook.com).

Dr. Siegel tells us (page 40) “What Fires Together, Wires Together” ... Under the right conditions, neural firing can lead to the strengthening of synaptic connection. These conditions include repetition, emotional arousal, novelty and the careful focus of attention.” Hence, the more time you spend in positive emotional energy, the better. Your ‘positive’ moments need to be heartfelt, and learning new ways to look at a feeling and/or situation can truly be life-changing!

Without the introduction of the skill of Positive Presence (www.corporateharmonybook.com) into your work environment you will continue to be plagued by ineffective leadership, leading to low quality and safety results, and limited productivity and profitability results. At an individual level you will see cynicism, distrust, low morale, high turnover of premium people, and resistance to change. The skill of Positive Presence – the skill of adjusting and creating a positive and energized mindset within yourself through conscious thought processes – provides you with the necessary mechanism enabling you to focus on that which will bring you the greatest positive returns in terms of achieving peak employee performance, for building and maintaining good relationships throughout the company, and for overall wellness in your organization.

There are any number of techniques and exercises available on the internet for use in developing your ability of ‘inward focus.’ In her book “Madly Chasing Peace – How I went from Hell to Happy in Nine Minutes a Day,” Dina Proctor (Proctor, 2013) shares her “3x3 method” and has permitted reproduction which can be accessed right on the website at www.corporateharmonybook.com.

What is a culture of Positive Presence?

The significance and benefit of creating a workforce skilled in Positive Presence (www.corporateharmonybook.com) is almost immeasurable, but the cost of not developing the skill is being measured continuously in today's business organizations. The debilitating consequences of stress were highlighted in Chapter Two. You will remember that stress is simply your body's natural defense. It is a normal physical response to events that make you feel threatened (consciously or unconsciously) or that upset your balance in some way. For many people, any amount of change at all can trigger stress, especially if it's perceived to be unwanted change. When you sense danger—whether it's real or imagined—your body's defenses kick into high gear in a rapid, automatic process known as the “fight-or-flight-or-freeze” reaction, or the *'stress response'*. As you hone your skill for Positive Presence, you consciously reduce or eliminate your body's need to take protective action.

You will remember from Chapter Two that mental illness is the second leading cause of disability and premature death in Canada. You will also remember that by 2020 (Samra, 2010), depression will be the single largest medical burden on health. In fact, according to the Centre for Addiction and Mental Health (CAMH), at least 500,000 Canadians are unable to work due to mental illness on any given week, at an estimated \$51 billion cost in terms of health care and lost productivity. These statistics are a good representation of all developed countries that are quickly becoming countries of knowledge-based organizations. Teaching employees the skill of Positive Presence (www.corporateharmonybook.com) is not an option to be ignored. Creating an organizational culture of Positive Presence is a must.

At the very least, it is critical in today's business organizations, that low emotional energy (negativity) be identified as the high-risk habit or pattern that it is. The science is very clear that when emotional energy is positive you are experiencing positive, energizing thoughts and feelings such as kindness, happiness, optimism and love, and when thoughts and/or feelings are negative (like, anger, frustration, jealousy, and cynicism), emotional energy is low or negative. We also know that when emotional energy is low it decreases a person's ability to 'connect' and 'mesh' with others; in other words, it creates a barrier for people to work together.

Scientific evidence also indicates that a person's negative habit not only diminishes the benefits of someone else's positive attitude and/or high emotional energy, it can counteract it altogether. The good news is -- every one of us has the ability to re-wire (through the neuroplasticity of our brain) for an increase in emotional energy -- and even better -- unlike most everything else as we age -- our ability to do this does not diminish with age!

In the last decade of the 20th century, neuroscientists overthrew the dogma that the adult brain can't change. To the contrary, its structure and activity can morph in response to experience, an ability called neuroplasticity. Through attention, UCSF's Michael Merzenich and a colleague wrote, "We choose and sculpt how our ever-changing minds will work, we choose who we will be the next moment in a very real sense, and these choices are left embossed in physical form on our material selves. The discovery that neuroplasticity cannot occur without attention has important implications. If a skill becomes so routine you can do it on autopilot, practicing it will no longer change the brain. And if you take up mental exercises to keep your brain young, they will not be as effective if you become

able to do them without paying much attention. Mental training makes it easier for the brain to turn on circuits that underlie compassion and empathy (Begley, 2007).” “This positive state is a skill that can be trained, Prof. Davidson says, our findings clearly indicate that meditation can change the function of the brain in an enduring way (Begley, 2007).”

Brain research suggests that consistent feelings of gratitude may actually affect brain health by creating feelings of optimism and determination, resulting in fewer reports of body pains, less depression and anxiety, and improved sleep. Alex Korb, PhD, a UCLA postdoctoral researcher, says being thankful can increase your brain’s ‘reward circuits’ and relates this to something called the ‘virtuous cycle’ of the brain. He says “The brain only has so much power to focus its attention. It cannot easily focus on both positive and negative stimuli. On top of that the brain loves to fall for the confirmation bias – that is, it looks for things that prove what it already believes to be true. So once you start seeing things to be grateful for, your brain starts looking for more things to be grateful for. That’s how the virtuous cycle gets created.”

Life is a gift. Freedom is a gift. Employment is a gift. Friends and loved ones are gifts. Your very breath at this moment is a gift. Viewing life with grateful eyes gives insight that life owes you nothing ... allowing gratitude to work its humbling magic. Our personal wellbeing is far more important than status and possessions.

The greatest obstacles to gratitude are envy, greed, pride, and narcissism. Materialism is not happiness. That feeling of entitlement will never bring joy. Happiness is peace of mind and all too often in this fast-paced roller coaster life, that concept is lost. The characteristics that define those people who can handle adversity – faith, hope, love, gratitude – are the same

characteristics that define people who will have a happy, healthy and productive life.

Angeles Arrien, in her book “Living in Gratitude: A Journey That Will Change Your Life,” says that although gratefulness often arises spontaneously, it is also a choice we make. We all have bad days because life’s not perfect, but when life gives us a blow it can be very helpful to write down the current things that we have to be grateful for. Seeing those things in writing itself, and even the act of writing, can be calming and cathartic. Grateful people elicit more support from others. They cope better, have better health, and are more socially adaptable. Work itself is what we have come here to do, whether to earn a living or to volunteer our time. It is our contribution to the world – our purpose, our calling (Arrien, 2011).

As we evolve and mature we develop and scrutinize our character, our values, our authentic voice, our authentic self ... and qualities such as integrity, honesty, and gratitude often become more precious than accuracy and efficiency. At the same time, our spirit, or life force, at the core of our essential nature, brings meaning to our life and allows us to integrate our internal and external experiences. It is our spirit that makes us unique – as we look for the goodness in ourselves and in others.

The practice of gratitude is just one key element in developing the skill of Positive Presence (www.corporateharmonybook.com) – the skill of adjusting and creating a positive and energized mindset within our self through conscious thought processes – providing us with the necessary mechanism to focus on that which will bring us the greatest positive returns in terms of achieving peak performance, for building and maintaining good relationships, and for experiencing good health.

The act of giving is another key element in developing the skill of Positive Presence (www.corporateharmonybook.com). It is also an attribute of a culture of Positive Presence. No matter what your circumstance in life, you have the ability to give back, and giving benefits all those involved both physically and emotionally. When giving to others makes us feel good, those feelings translate to our biology and the region of our brain associated with pleasure, social connection, and trust is activated, creating a 'warm glow' affect. Scientists also believe that altruistic behavior releases endorphins, producing the positive feeling known as the 'helper's high.' These same biological responses will also decrease the negative effects of bad stress.

Researchers have found that giving inspires observers to behave generously later – seeing altruism spread by as many as three degrees. There is also evidence that the act of giving may release the hormone oxytocin, inducing feelings of gratefulness, warmth, euphoria and connection to others.

Why is Positive Presence the new LEAN?

After the Second World War, the Japanese economy was in ruins. The American economy on the other hand was booming. As a result, of this a number of leading quality management gurus like Deming and Juran travelled to Japan to share their teachings. The Japanese took these principles to heart and applied them rigorously. By the 1970s and 1980s, the quality of automobiles coming out of Japan was far superior to American vehicles. Toyota in particular led the way, gaining an outstanding reputation. In an attempt to close the gap to the Japanese automakers, there was a global resurgence of interest in Lean methods and techniques. This growth spread outside the automotive industry into other manufacturing sectors as

well as into transactional environments and even healthcare (What is Lean Thinking).

The lean philosophy seeks to eliminate wasteful practices and increase value-producing practices in the manufacturing industry. Essentially, lean is a business process improvement strategy centered on making obvious what adds value by reducing everything else (Lean Startup). One philosophical approach to lean focuses upon improving the "flow" or smoothness of production work, thereby steadily eliminating 'mura' ('unevenness'). This approach naturally takes a system-wide perspective of flexibility and change. The concepts of flexibility and change are principally required to allow production leveling (Heijunka) using various tools, but there are analogues in other processes such as research and development (R&D) (Lean Manufacturing).

In the same way the lean philosophy seeks to eliminate wasteful practices and increase value-producing practices, the Positive Presence (www.corporateharmonybook.com) philosophy seeks to eliminate negative behavior habits and patterns and by doing so increase value-producing thoughts, feelings and, most importantly, behavior. Positive Presence is a business process improvement strategy centered on making obvious what behavior adds value thus reducing toxic, disruptive and non-productive behavior in the workplace. Positive Presence focuses upon improving the "energy flow" or smoothness of the work environment by eliminating behavior that is resulting from uneven or incoherent brain wave activity. Like the lean approach, the Positive Presence approach naturally takes a system-wide perspective of flexibility and change principally required to allow for an increase in coherent or positive energy flow to drive synergy throughout the organization.

In lean strategy, the flexibility and ability to change are within bounds and not open-ended, and therefore often not expensive capability requirements. More importantly, all of these concepts have to be understood, appreciated, and embraced by the actual employees who build the products and therefore own the processes that deliver the value. Lean aims to make the work simple enough to understand, do and manage, through a mentoring process. The mentoring process concept of “Lean Sensei” encourages companies, organizations, and teams to seek outside, third-party experts, who can provide unbiased advice and coaching.

As with lean strategy, the flexibility and ability to change in the Positive Presence (www.corporateharmonybook.com) strategy are within bounds of an individual’s current abilities and not open-ended, and therefore often not expensive capability requirements. And more importantly, like lean, all of the Positive Presence concepts have to be understood, appreciated, and embraced by the actual employees who make up the work environment and therefore own the mind processes that deliver the value. As well, Positive Presence aims to make the work simple enough to understand, do and manage, through a mentoring process – whether through a self-coaching process or through an outside, third-party expert, who can provide unbiased advice and coaching.

The cultural and managerial aspects of lean are possibly more important than the actual tools or methodologies of production itself. The role of organizational leaders is the fundamental element of sustaining the progress of lean thinking. In 2001 Toyota formalized the basis of its lean management: the key managerial values and attitudes needed to sustain continuous improvement in the long run. These core management principles are articulated around the twin pillars of Continuous Improvement (relentless elimination of waste)

and Respect for People (engagement in long term relationships based on continuous improvement and mutual trust).

So too, the cultural and managerial aspects of Positive Presence (www.corporateharmonybook.com) are critical to the Positive Presence strategy. The role of organizational leaders is the fundamental element of sustaining the progress of Positive Presence as a business process improvement strategy. The same basis required for lean management is true for Positive Presence as well: key managerial values and attitudes are needed to sustain continuous improvement in the long run. These core management principles can be articulated around the twin pillars of Continuous Improvement (relentless improvement of the thought processes needed for Positive Presence) and Respect for People (engagement in long term relationships based on continuous improvement and mutual trust).

Lean thinking has had enormous influence on business thinking and played an important role in fundamental transformation of businesses. Positive Presence (www.corporateharmonybook.com) will, without a doubt, form the next big influence on business thinking to create fundamental transformation of organizational work environments.

What's in it for me?

The ultimate goal of human existence is to live a joyful and abundant life. Everyone strives for that existence – whether they know it or not. When you consider that you spend a great part of your waking hours at work, then the optimum work environment should be one that strengthens and supports your quest for joy and abundance as well. Research in the neurosciences has confirmed that when you are in a joyful and abundant emotional state, it is then that you have the ability for

optimal performance, for creating strong relationships and for experiencing good health.

In Chapter Two you were introduced to Joseph Chilton Pearce, who makes reference in his book, “The Heart-Mind Matrix,” to studies showing that a joyful and abundant emotional state exists only within a positive and coherent human energy field (Pearce, 2012). You will also remember that humans are a complex neuro-chemical manufacturing plant for electro-magnetic energy from which a person’s thoughts and feelings arise and which ultimately drives behavior.

Neuroscience research over the last couple of decades is also proving that everyone has the ability to ‘rewire’ for a more coherent and positive energy flow regardless of age, and this ability of adjusting and creating the positive and energized mind set of Positive Presence (www.corporateharmonybook.com) is a skill most of us must learn.

According to the 2014 Global Workforce Study by Towers Watson (Towers Watson, 2014), an energized work environment is key for sustaining employee engagement, and leadership is the number one driver of employee engagement. In the 2014 study, ‘energy’ (one of the three measurable elements essential to sustainable engagement) is defined as “a work environment that actively supports physical, emotional and interpersonal well-being.”

Positive human energy is the basis for physical, emotional and interpersonal wellbeing. Leadership, therefore, must ensure that their first step is to mitigate any and all risk of negativity and toxic energy. The risk is easily identified by behavior – dysfunctional, disruptive, negative, counterproductive behaviors. The challenge is that these behaviors rarely show up in the presence of upper management, and they may only come

to the surface during times of crisis. People who display this behavior are often referred to as ‘energy vampires’ because they covertly “suck the energy and life out of everyone around them.”

Jim Hornickel, author of “Negotiating Success” and “Managing From The Inside Out,” talks about an ‘inner spark’ (Hornickel) and points to the need for studying behavior style and raising emotional intelligence as foundational pieces to be strengthened in leadership in order to use tools such as empathy, inspiration, and delegation for an energized workforce. The theory of behavior has been around for decades but can be simplified into the fact that behavior styles fall into four basic categories. Emotional Intelligence has also been around since the early 1990’s.

The good news is, first, that the negative energy and mindset that creates a toxic work environment is often nothing more than some really bad habits that have been allowed to exist (knowingly or not). And second, it is easily rectified with the implementation of the business process improvement strategy of Positive Presence (www.corporateharmonybook.com).

Some of the benefits of the new-found skill of Positive Presence (www.corporateharmonybook.com) and behavior awareness will be:

- Overall improvement in productivity.
- Overall improvement in innovation.
- Implementation of growth initiatives for human resource assets.
- Increased employee engagement and trust.
- Culture shifts to one of a ‘growth mindset’ resulting in flexible and generative mindsets.
- Cost Reduction of staff absenteeism and turnover.

- Cost reduction for recruitment and training.
- Cost reduction for workers' compensation claims and grievances.
- Enhancement of employer/employee and client relationships.
- Enhancement of employee job satisfaction.
- Managers learn to correct/deflect negative energy.
- Leaders' tactical capacity increases.
- Self-management becomes key for a positive workplace environment through self-awareness, self-regulation and self-transformation.
- Increased levels of social intelligence within work groups.
- Heightened employee awareness and knowledge that the brain is capable of change through self-directed transformation and, with practice, self-defeating and self-sabotaging behaviors will disappear.
- A new awareness of the type of energy that is most common in your department or company.
- A new focus on transforming nonperforming and underperforming mindsets.
- A new focus on managing emotional reactivity.
- A new focus on connecting with others on a positive level.
- Employees become more adaptable and flexible equipping them to perform and thrive in environments that move and change at lightning speed.
- Employees move beyond current familiar or habitual ways of seeing the world and open up to new ways of listening, leading, responding, and innovating.
- Employees experience an increased ability to stay focused, to create positive relationships within work teams, to attain personal efficiency and productivity, to counteract stress, to embrace anticipate change, and to bring out the best in themselves and others.
- Employees see work not as an intrusion but as a fulfilling way to spend time.

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- Employees experience improved cognitive function – (i.e. better concentration, memory and learning ability).

PART 2:

YOUR BEHAVIOR

CHAPTER 4

SELF-AWARENESS

(FOUNDATIONAL LEVEL BEHAVIOR SKILLS)

You will remember from Chapter Two that you unconsciously live by a set of memorized behaviors, thoughts, and emotional reactions, all running like computer programs behind the scenes of your conscious awareness. Emotions, it seems, are just energy in motion and are the end result of past experiences, both in your lifetime and in the lifetimes before you as transferred to you through your DNA. That's why it's not enough to "think positive," because most of 'who you are' might reside subconsciously as incoherent brain waves (energy) causing negativity in the body.

Chapter Three discussed the skill for Positive Presence (www.corporateharmonybook.com), which is your ability (or skill) of adjusting and creating a positive and energized mind-set. This skill requires a mindful focus of your attention and a tremendous amount of self-awareness for what you are thinking, what you are feeling, and what you believe, in order to create integration of mind, body and brain for coherence and harmony. The ultimate outcome of integration is harmony – when your mind, body and brain exist in a coherent and positive flow within yourself, in your relationships with each other, and with the larger world in which you live. So it is that self-awareness as a behavior is a duty of enlightened leadership.

Living Your Values

A personal value is an individual's absolute or relative and ethical value, the assumption of which can be the basis for ethical action (Value (personal and cultural)). A value system is a set of consistent values and measures. A principle value is a foundation upon which other values and measures of integrity are based.

Some values are physiologically determined and are normally considered objective, such as a desire to avoid physical pain or to seek pleasure. Other values are considered subjective, vary across individuals and cultures, and are in many ways aligned with belief and belief systems.

Values can be defined as broad preferences concerning appropriate courses of action or outcomes. As such, values reflect a person's sense of right and wrong or what "ought" to be. They identify what should be judged as good or evil. Values are abstract concepts of what is important and worthwhile. "Equal rights for all," "Excellence deserves admiration," and "People should be treated with respect and dignity" are representative of values. Values tend to influence attitudes and behavior. Different cultures reflect values differently and to different levels of emphasis.

Most concede the power of core values in business. Jim Collins made a great case in his book "Built to Last." But it's difficult to accurately create or accept core values for your company if your own personal core values are unclear. You may claim to understand your own values, but real awareness does not arise until you have articulated them clearly in writing and tested them through daily decision-making (Daum, 2013). Real awareness begins with asking yourself daily, moment by moment, "Am I thinking true to my core values? Am I feeling

true to my core values? Am I acting true to my core values?" Real awareness truly begins when those questions are asked often enough to become an unconscious habit and ultimately become 'who you are.'

Your personal values are there to guide behavior and choice, much the same as business core values. Identifying your values enables you to be swift and focused in your decision-making, with clear direction. Identifying your values and then living in sync with them allows for living in harmony with your choices – your choice of friendships, relationships, profession and business partnerships; how you choose to manage your personal resources such as time and money; and how to stay true to yourself.

Without personal value clarity you will suffer from cognitive dissonance, a term often used to describe the feelings of discomfort that result from holding two conflicting beliefs – when there is a discrepancy between beliefs and behaviors, something must change in order to eliminate or reduce the dissonance. Without personal value clarity you will ultimately suffer from stress, low emotional energy, lack of motivation, low productivity at work and at home, poor relationships and overall poor health.

Steve Pavlina provides a great list of values that can help you develop a clearer sense of what's most important to you in life (Pavlina). To see Steve's comprehensive values list go to the website www.corporateharmonybook.com and click on 'Steve Pavlina's Values List'. This values list is merely a guide. It is lengthy and contains many synonyms but is certainly not exhaustive, so feel free to add unlisted values to your own list as well. There is an excellent exercise that can help you think more about how these values influence your actions, and understand why you may respond in a certain way if someone

acts in a manner that goes against one of these values (Brilliance Within -- Personal Values). For access to the exercise go to the website www.corporateharmonybook.com and click on 'Understanding Your Values Exercise'.

Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) provides you the opportunity to work on your values one-on-one with a coach. As you work on your values list you will find that some just jump out and call to you, and you feel, "Yes, this value is part of me." These values reflect how you live, how you think, and how you make decisions and choices. In Chapter Two you were introduced to the science behind 'value living.' The science shows clearly that you can assess your personal energy flow through your feelings. Feelings such as happiness and optimism can be linked to a positive energy flow, and feelings such as anger and frustration can be linked to a negative energy flow. You can control your feelings with your thoughts. It is through your thought process that you choose how to behave. A clear and concise picture of your beliefs and values as they exist today, and perhaps even your goals and aspirations of tomorrow, is essential for enlightened leadership and a life of harmony.

Mahatma Ghandi said it best; "Your beliefs become your thoughts. Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your values. Your values become your destiny."

Own Yourself

You are now aware of the importance of taking notice of your own feelings and/or thoughts.

With your new-found self-awareness comes the need to bring your awareness to the environment around you. To start, make a mental note of people and situations that trigger your negative feelings and thoughts. You may notice that the negative moods and thinking of a toxic person can be extremely pervasive and emotionally draining – the nervous energy, the anger at life and everyone in it, the sadness, complaints, clinginess, attention-seeking, the gossips, the consistently negative viewpoint -- these negative attitudes will suck the positive out of even the most up-beat and positive person!

For some, the best defense is to avoid the toxic people and/or situation, or at the very least to keep the encounter to a very minimum. But what if that is not an option? The first step is to consciously acknowledge that negativity is being sent your way. The next step is to consciously refuse to allow the negativity into your mind. You might even want to create a personal signal to remind yourself throughout the encounter to keep deflecting the negative conversation and energy that's beaming at you. Your personal signal might be pulling a piece of your hair, or digging your thumbnail into your palm, or flicking your wrist, or tapping somewhere on your opposite hand.....whatever the signal, it will be your conscious reminder that you must ward off the negative.

The one thing nobody can take away from you is the way you choose to respond to what others say and do. Your personal signal that reminds you to ward off the negative is your cue to choose an appropriate attitude and response to protect your positive space. Here are some suggestions:

1. Make light of the conversation and change the topic to one of optimism.

2. Change the focus to one that is solution oriented. Ask questions like “So what can you do to change that?” “How’s that working for you....what could you do different?”
3. Provide a kind word and support if the situation warrants. “Are you okay?” “What can I do to help?”

It is important to keep in mind that life is a series of ups and downs. Acknowledge the negativity, never take it personally, and let it pass right through your consciousness. Concentrate on today, right this moment. Do not carry around things that happened yesterday or a week ago. Let go and move on, and forgive yourself of any wrong doings of the past. Consciously practice finding the positive and good in everyday interactions and in everything around you. Be thankful always in everything you do and for where you are at that moment ... it could always be worse.

The more time you spend in the positive, whether it’s time spent with highly positive people, or quiet moments of your own, the easier it will become for you to deflect the negative vibes that toxic people send out. Corporate Harmony’s Positive Presence Program™ (www.corporateharmonybook.com) will address issues specific to you and your organization through group interaction and one-on-one coaching.

Attention to Focus

The technological revolution of the 21st century has rendered time management ideas and skills of the past obsolete. The saying that “Time can’t be managed – it just is” has never been more true ... and in today’s age of digital convergence, where all types of different technologies are merging into one ever-present inescapable demand for your attention, it is your attention that becomes the most valuable commodity. New ways to get you to notice information are being invented and

refined every day, and the phrase “demands on your attention” was never more appropriate.

The only way to confront the ongoing time deficit and overcome the seemingly constant demand on your time is to develop a self-awareness of how you are focusing your attention. And, with recognition that your attention has become a highly valuable commodity, your ability to focus becomes a highly valuable skill – and if we don’t use it, like any skill, we will lose it.

You can think of attention as a ‘mental muscle’ that must be strengthened for maximum performance or focus. In today’s fast-paced business world, your natural tendency is to just push through getting things done but like any muscle training, you must be aware of the signs and/or signals that your cognitive functioning is being compromised. Such signs or signals include, but are not limited to, mistakes, forgetting, momentary blank-outs, and your mind wandering to a negative place.

Self-awareness and identifying how you divide your attention, plus identifying the sorts of things you are focusing your attention on, is the first step. There are even tools out there that can help you with that, such as Stephen Covey’s “Time Management Matrix” from his book ‘The 7 Habits of Highly Effective People.’ For access to the “Time Management Matrix” visit the link on the web site at www.corporateharmonybook.com and click on ‘Stephen Covey’s Time Management Matrix’.

Graham Allcott, in his book ‘How to be a Productivity Ninja,’ (Allcott, 2014) talks about different levels of attention: 1) Proactive Attention; 2) Active Attention; and 3) Inactive Attention. Our attention level changes from day to day, even from moment to moment. Recognizing one’s own different

levels of attention and having tasks ready at hand for processing in each different attention level can be key for successfully completing a productive day.

Understanding your personal ‘working style’ can be beneficial in identifying what your natural tendency is and also identifying and prioritizing the activities you should be focusing your attention on. Knowing what’s important – to you, your boss, your staff and your organization’s mission – then paying attention to the way you are responding to time demands by ensuring you are in a positive energy flow is the one sure way to create time-abundance.

It is important to remember from Chapter Two and to understand that your brain has evolved to pay attention to scarcity. If you consider your time to be a scarcity (and in today’s working world, it usually feels like it is), your mind will voluntarily wander to a state of overwhelmed paralysis of not enough time to accomplish a task. This is when the skill of Positive Presence (www.corporateharmonybook.com) can be useful to successfully bring you back to the moment of clear focus by creating positive and time-rich thoughts.

The bottom line to attention to focus is taking control of your thoughts, feelings and behavior. You must control the amount of information you receive, how you communicate information and, most importantly, how you control your attention for optimum focus. You become what you give your attention to.

Philosopher William James was noted for saying, “My experience is what I agree to attend to,” in other words, when you learn to control your attention you will be in control of your life experiences. Attention to focus is the act of controlling and leading one’s attention toward tasks that will deliver to you the

greatest value and productivity, professional and personal, by avoiding and controlling the unconstructive distractions of today's world.

When you are in a positive flow of energy and experiencing brain wave coherence, that is when you possess the clarity and focus that you need for proactive attention – the clarity and focus that comes with a position of confident, Zen-like calm. As an enlightened leader you use your skill of Positive Presence (www.corporateharmonybook.com) – the skill of adjusting and creating a positive and energized mindset within yourself through conscious thought processes – to create the necessary cognitive state for a focus on that which will bring you the greatest positive returns in terms of achieving peak performance, in terms of building and maintaining good relationships, and in terms of experiencing good health.

Strength-based Behavior

Self-awareness is the foundational piece of strength-based individual behavior that drives performance excellence. At the Center for Influential Leadership, Dr. Michael Frisina, my good friend, mentor, and without whom this book would not have been written, teaches three fundamental domains of Influential Leadership – Self-awareness, Collaboration and Connection – all of which have a behavior component made up of behavior principles (Frisina, 2011). In his 2011 book “Influential Leadership – Change Your Behavior, Change Your Organization, Change Health Care,” Frisina identifies self-awareness as the basic competency of influential leadership. “By learning about the self” he says, “leaders become comfortable with their internal thought processes, values, beliefs, preferences, and emotions. They become self-managers, careful about how they present themselves and respond to the

outside world. A self-aware leader then is in a better position to collaborate and connect with others, unlike the leader who is unaware of her true self.”

A strength-based approach is an optimistic way of looking at any situation, any team, any organization (Hewitt, 2010). It is an optimistic way of looking at life in general, and it all has to do with what you focus on. From the science we looked at in Chapter Two, we know that if you focus on the negative, the negative grows. If you focus on the positive, the positive grows. Corporate Harmony’s Positive Presence Program™ (www.corporateharmonybook.com), as a business improvement strategy, identifies the risk areas of negativity and provides the training and tools to mitigate risks to performance and future success.

In 1979, the term “salutogenesis” was coined by Aaron Antonovsky, a professor of medical sociology, to go beyond looking at disease to focus on factors that support human health and wellbeing (Xie, 2013). In healthcare the strength-based approach acknowledges that every individual has a unique set of strengths and abilities to rely on for overcoming problems. Attention is placed on people’s abilities and positive attributes including assets, aspirations, hopes and interests. Firstly, everyone possesses strengths that can be utilized to improve the quality of their life. Secondly, a person’s motivation to have a better life stems from the focus on their strengths. And, finally, all environments contain resources that help people develop their strengths. It’s quite amazing to think that human brain/mind abilities were clearly evident long before the advanced neuro-imaging technology came along to provide the scientific proof.

Your strengths can be defined as a combination of your talents, knowledge, and skills, but this does not mean you can

completely ignore your weaknesses. You need to be aware of and effectively manage your weaknesses through study, coaching and training. It is, however, a consciously focused attention to strengths that drives excellence.

A strengths-based behavioral approach in the workplace creates a relational and intentional connection with those you work with (Freeburg, 2014). Awareness of the behaviors behind strengths helps to identify how you will make a significant and unique contribution to the team. It increases your tactical capacity, which is a set of behaviors that enables you to become a role model for your followers, guide operational improvement, execute on strategy consistently, and sustain performance excellence. The next chapter will dive deeper into the benefits of arming a team with knowledge focused on strengths as being descriptive, generative, environmental and transformational. With this knowledge they understand their place in the larger organization. When several teams are operating out of places of strength, the culture is one that can leverage and cultivate what makes everyone strong.

A strengths-based approach is necessary for building the skill of Positive Presence (www.corporateharmonybook.com) talked about in Chapter Three. A strengths-based leadership focus is necessary for building a culture of Positive Presence. Strengths-based leaders focus their attention on what people do well (their strengths) rather than on what they don't do so well (their weaknesses) (Greenberg, 2012). They also focus more attention on what's working well and then replicate those best practices in other areas, rather than constantly focusing on what's broken. On the other hand, strengths-based leaders don't ignore problems; rather, they recognize that solving problems and shoring up weaknesses are only part of the results equation. Building a strengths-based team equips them to overcome the natural human tendency for negativity bias and drives the

necessary strength-based behavior needed for a culture of Positive Presence, which we looked at in Chapter Three, and for enlightened leadership.

You will remember from Chapter Two that research in the neurosciences has shown there is a continuous looping and re-looping of energy both positive and negative, between a person's two dominant human energy fields -- the heart and the brain. It is this looping and re-looping of energy that makes each of us a unique individual. There is also evidence of a correlation between positive energy (positive thoughts and feelings) and your ability to 'connect' and work with others. Also, just as you are a being of looping and re-looping energy, as you come together with others within an organization (or anywhere else for that matter), your individual energies combine and create a unique synergy of their own.

Synergy is the combination of each individual's unique energy. As each individual's energy combines it grows exponentially only if it is positive, so an awareness of yourself and others is essential to ensuring that the individual energy stays 'positive.' How you choose to act and respond to each other is critical to the creation of organizational synergy. First, it is important that you understand your own behavioral preferences and style, and how they affect others. Then, it is important to identify what other behavior styles exist in the environment around you. The goal is to identify your own personal behavioral changes that will be necessary to bring out the best in those around you. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) provides behavior style training and analysis and supports change with feedback and one-on-one coaching.

All people are different, but at the same time, all the same. All people have similar emotional and physical needs, while at

the same time, individual differences in basic temperament. 'Personality' means a relatively fixed set of feelings, behaviors, and responses – long-term features that comprise a person's personality 'make up' or 'profile.' And of course each different 'profile' will elicit different feelings, behaviors, and responses from other differing 'profiles.' Personality profiling has been around for hundreds and hundreds of years. One of the most well known in the business world today is the Myers-Briggs personality type indicator (MBTI), but there are others as well. More recently, because attempts have been made to understand personality as related to the inner workings of the brain, we can now map and 'read' the brain through such things as positron emission tomography (aka PET scanning).

There is value to understanding that just as there are different types of personality types, so too there are different types of behavior styles. When you understand your own behavior style, and what your 'tendencies' are, you can then acquire some insight into what impact others will have on your feelings, thoughts and on your behavior. You will also be more tolerant of others by understanding that not everyone is just like you, nor will everyone like or dislike exactly the same things. The more you understand your own and other people's behavior, the more capable you are to use your skill of Positive Presence (www.corporateharmonybook.com) to increase your emotional energy to create a positive influence.

Emotional Behavior - Keep it Simple

As a leader, awareness of self and others is the most critical factor there is. This awareness translates into a knowledge and understanding of the different types of people's behavioral tendencies and the way they will typically interact with each other and within a team or group.

Just as there are different people's behavioral tendencies you must acknowledge and adapt to, there are also differing dimensions of emotional behavior that every leader must be aware of. In Chapter Two you saw how emotion (feelings) is your response to your thinking and mental patterns. Your thoughts (mental patterns), in turn, predict your behavior. A leader's emotional behavior style can compel followers to either connect and engage, or to turn away.

My good friend and mentor, Dr. Michael Frisina, in his book "Influential Leadership – Change Your Behavior, Change Your Organization, Change Health Care" (Frisina, 2011, p.73), talks about emotional awareness and recognizes that emotionally aware leaders can acknowledge their gut reactions and prevent possible emotional meltdown. Emotionally aware leaders also are aware that negative responses are counterproductive to peak performance. He goes on to say, "... *our behavior style can stir up emotions in others.*

Behavioral style, or social/communication style, is the way we conduct ourselves in front of other people, particularly in the workplace. Are you friendly and warm? Are you reserved? Are you assertive? Are you in full control? Your behavioral style (which is different from personality) either attracts or repels other people, and vice versa. Sometimes we cannot articulate why we like or dislike someone's behavior, because these types of preferences are unconscious.

Four categories of behavioral styles are generally recognized. Note that each researcher assigns different names to the attributes All of us have a dominant style, but we also have habits that fall into the other three categories. Each style has its strengths and weaknesses, and important consideration in team formation. Identifying your own style and being aware of others' behavioral style contribute to your leadership success in several ways. First, this recognition improves your interaction and communication with others...

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Second, it allows you to showcase or model (and thus teach) the combination of behavioral styles that works best. Third, it gives you an opportunity to play to your strength ..."

Dr. Frisina stresses the need for leaders to be flexible. A general understanding of the four categories of behavior style equips you to know when to flex and adapt your style to be more effective in response to different people and different situations. One style is not effective for all situations. A rigid style will get you into trouble; a flexible style will help you be more effective. Behavior type has recently taken on a new importance in the business world and there are multitudes of tools available for analysis. It is important to take care not to get bogged down in the complexities and details of behavior. Remember that just as every individual is unique, so too is their behavior. To keep it simple: Twenty-five percent of all situations are perfect for your own personal style....it is the other 75% of the time that you need an awareness of emotional behavior in order to adjust your personal behavior style to move towards others and build trust. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) provides the training, tools and coaching to help you develop more effective behaviors in your specific work environment.

The skill of Positive Presence (www.corporateharmonybook.com) equips you to 'tune in' to your own emotional energy as well as the emotional energy of others in order to cultivate the necessary environment of positive emotional behavior that will drive a positive and energized synergy in the work environment around you. In the world of human energy, they often talk about a natural 'reboot' of your energy system that only takes a couple of minutes. My good friend, Sharon Campbell Rayment, describes her technique for the 'APB'. To learn more on this technique visit the website at www.corporateharmonybook.com and click on 'Sharon's APB'.

Enlightened leaders understand that individual breakthroughs drive organizational breakthroughs; individual performance excellence drives organizational performance excellence; individual job skills can rise no higher than individual behavior skills; individual leader behavior is the single most important predictor of organizational performance. So it is that self-awareness is the duty of enlightened leaders.

Self-awareness is at the heart of any change initiative. Self-awareness is an attribute of every successful leader. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) will help you do what you do better than anyone else by turning your focus to your thoughts (Am I aligned with the values and purpose of my organization?), and your feelings (Am I in the optimum emotional state to inspire and motivate all those around me?), and your behavior (Do others see in my behavior a reflection of inner integrity and honour?). Individual leader behavior is the singular most important predictor of performance excellence. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) gently guides you to a heightened awareness of your values, your behavior, and your personal accountability to self and others. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) instils in your organization a culture of change acceptance – social, emotional, and environmental – through a systematic, programmatic methodology of self-awareness behavioral training, feedback and coaching.

CHAPTER 5

COLLABORATION

(RELATIONAL LEVEL BEHAVIOR SKILLS)

You've heard it said many times; "You can't be a leader without followers." Leadership then, is about relationships with people and about creating an environment of collaboration – the coming together of two or more parties to realize a common goal. An enlightened leader understands that an organization cannot become what its people are not, nor can organizational performance rise any higher than combined individual performance of its people. Organizational excellence and success has a direct relationship to individual excellence and success.

Proficiency in collaborative behavior skills is essential for enlightened leaders. The success and effectiveness of enlightened leaders is driven by what is commonly referred to as tactical capacity – a set of behaviors that enables them to become role models for followers, guide operational improvements, execute on strategy consistently, and sustain performance excellence. The fundamental skill set of tactical capacity is simply "getting it right as a leader" – not only with the technical elements of performance but, equally important, with people relationships through a strategic approach to quality cognitive behavior development.

Critical Thinking

Critical thinking is the link between intelligence and emotions. It enables you to take active command of your thoughts, your feelings, your emotions and your desires. Critical thinking is how you approach problems, questions, issues and relationships. Behavior experts agree that success in life and at work is directly shaped by your ability to think.

As defined by Dr. Linda Elder, a leading critical thinking psychologist, critical thinking is self-guided, self-disciplined thinking that attempts to reason at the highest level of quality in a fair-minded way. People, who think critically, consistently attempt to live rationally, reasonably, empathically. They are keenly aware of the inherently flawed nature of human thinking when left unchecked. They strive to diminish the power of their egocentric and socio-centric tendencies. They use the intellectual tools that critical thinking offers – concepts and principles that enable them to analyze, assess, and improve thinking. They work diligently to develop the intellectual virtues of intellectual integrity, intellectual humility, intellectual civility, intellectual empathy, intellectual sense of justice and confidence in reason.

Critical thinking is a cultivated, acquired, and developed skill typified by attributes such as asking questions, gathering relevant information, forming well-reasoned conclusions and solutions, open-mindedness, and effective, excellent communication skills. A critical thinker carefully manages the four mental steps of seeing the situation, generating and evaluating options, taking decisive action, and learning.

Critical thinkers realize that, no matter how skilled they are as thinkers, they can always improve their reasoning abilities and they will always at times fall prey to mistakes in reasoning, human irrationality, prejudices, biases, distortions, uncritically

accepted social rules and taboos, self-interest, and vested interest. They strive to improve the world in whatever ways they can, and contribute to a more rational, civilized society.

At the same time, critical thinkers recognize the complexities often inherent in doing so. They strive never to think simplistically about complicated issues and always consider the rights and needs of relevant others. They recognize the complexities in developing as thinkers, and commit themselves to life-long practice toward self-improvement. They embody the Socratic principle: "The unexamined life is not worth living," – because they realize that many unexamined lives together result in an uncritical, unjust, dangerous world.

Critical thinking is how you see reality, yourself and others. Critical thinking is how you make decisions and solve problems. Critical thinking is deliberately building relationships based on mutual, beneficial, meaningful purpose. How you think determines how you live your life. If you want to be more effective at work, learn to be more effective in your thinking. If you want a happier and more fulfilling personal life, learn to be more effective in your thinking. To want to be better at life and work, but not improve your thinking, is a recipe for frustration.

Finally, don't confuse thinking with IQ. Effective thinking is more a matter of practical wisdom than intelligence. It is not how smart you are that matters; it is how you are smart that counts. It's learning "the right way to do the right thing in a particular circumstance, with a particular person, at a particular time." You don't have to be intellectual giants to be successful thinkers. Enlightened leaders are critical thinkers who have mastered the basics of effective thinking, decision-making, and problem-solving to gain trust and respect so people will follow.

An Energized Workforce

The greatest single threat to the future of organizations as we know them today is the inability of leadership to energize its workforce for sustainable engagement. According to the 2012 Towers Watson Global Workforce Study (Towers Watson, 2012), 35% of full time workers are highly engaged. In other words almost two thirds of our employees, on a global scale, are less than highly engaged. In fact, according to the study, 22% felt engaged but unsupported, 17% surveyed felt detached from their organization, and 26% admitted to being completely disengaged. It is no secret that the financial cost of this is staggering.

The Global Workforce Study also revealed two key points. First, that engagement, as traditionally defined, is not sufficient in today's pressured and fast-paced work environment to keep employees working effectively. And second, there are gaps in two critical areas that are essential to sustainable engagement.

The first gap is in effectively enabling workers with the right support, resources and tools. Although organizations have come a long way in recognizing the need and providing the necessary resources, tools and support for their employees, clearly there's a ways to go yet. The second gap is in creating an environment that is energizing to work in – one that promotes physical, emotional and social wellbeing.

Closing this gap is not only critical for the future; it poses a formidable challenge because it means a change must take place in the organizational social mindset. Social focus is no longer just community and the eternal environment – social focus must be internal – a completely new mindset unlike anything we've had in the past. At the heart of a socially focused organization

is the ability to form positive energized relationships. Relationships that are built to survive today's chaos, ambiguity and complexity. Relationships built with the skill and culture of Positive Presence (www.corporateharmonybook.com). Relationships that are necessary for an energized work environment.

So what constitutes an environment that is energizing to work in? You may remember from Chapter Two the research evidence indicating that you are in a constant state of energy flow, positive and negative, and that only positive human energy has the ability to attract, mesh and combine with other positive human energy. Positive emotional energy puts you in an energized state that promotes a greater capacity for achieving peak performance, for building and maintaining good relationships, and for experiencing good health. The research also shows that when you are experiencing positive thoughts and feelings, that is generally when you are experiencing a positive energy flow.

What's interesting is the evidence coming forth from the field of neuroscience with respect to negative energy and the propensity as humans toward negative thoughts and feelings; in other words, humans are predisposed for noticing and creating a negative energy flow. Dr. Rick Hanson (Hanson, 2013) explains this human negative tendency in his book "Hardwiring Happiness." He explains that to ensure survival, your brain evolved a negativity bias, "making it like Velcro for bad experiences but Teflon for good ones."

In today's work environment, there is ample opportunity for the emergence of negative thoughts and feelings. Most workforces have felt the effects of being connected 24/7 for more than a decade exacerbated by the need to do more for (and with) less for over the last decade. Times are ripe for negativity to take

hold and grow within even the most engaged workforce. As the shift of change continues, the work environment, where we spend the major part of our life, will continue to become more complex and ambiguous. Enlightened leaders are continuously working on the skills necessary to successfully navigate these times and develop a workforce that is agile and resilient, and a work environment that is energizing to work in.

The field of neuroscience is providing some ground-breaking insights – and the key lies within the mind of the workforce. The short of the story is that from the time you are born until the day you die, each and every one of you has the potential to learn and practice the skills necessary to develop a positive and energized mind. Each and every one of you has the ability to develop and enhance the skill of Positive Presence (www.corporateharmonybook.com) that was discussed in Chapter Three. As organizations lead their knowledge workers to develop and enhance a positive and energized mind, and combine that energy flow with their existing technical and professional expertise, the achievements will be exponential. Enlightened leaders must therefore ensure the environment is such that every employee has the opportunity and the desire to develop these skills.

Those organizations that put a planned systematic approach in place to train and develop managers, leaders and entire work forces in the skill of Positive Presence (www.corporateharmonybook.com) will be the organizations that are on their way to creating sustainable engagement and ultimately reaping the performance results that are thought by some to be as much as three times higher than those organizations with high traditional engagement. Corporate Harmony's Positive Presence Program™ focuses on the explicit collaborative behaviors that build the necessary relationships for sustained employee engagement.

At the organizational level, the coming change is cultural in nature and must be supported and influenced by enlightened leadership at the executive level. But the transformation begins in the hearts and minds of the knowledge workers – one person at a time, one department at a time – until it diffuses and flows throughout an entire organization as a culture of Positive Presence. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) is a systematic, programmatic methodology of training, feedback, and coaching that focuses on an over-arching culture of harmony.

Emotional intelligence (EQ)

In his 1995 book 'Emotional Intelligence,' Daniel Goleman (Goleman, 2005) brought the concept of emotional intelligence (EQ) to the mainstream of business theory. The key premise of EQ is it being separate and unique from a person's IQ and/or technical skills. EQ is about understanding one's self (goals, intentions, responses and behavior), and understanding others and their feelings. EQ means that we can apply our emotions wisely in situations that call for emotionally guarded rather than logically smarter responses.

Goleman identifies the five domains of EQ as: 1) knowing your emotions; 2) managing your own emotions; 3) motivating yourself; 4) recognizing and understanding other people's emotions; and 5) managing relationships. EQ embraces and draws from numerous other branches of behavioral theory, emotional theory and communications theory. By developing your EQ in the five EQ domains you can become more productive and successful at what you do, and you can help others to be more productive and successful too. The process and outcomes of EQ development also contain many elements known to reduce stress for individuals and organizations, by

decreasing conflict, improving relationships and understanding, and increasing stability, continuity and harmony.

Of importance in this process is the continuity of critical thinking and feedback. The necessity of continuity in asking yourself, and others close to you, how well you are doing with Goleman's five domains of EQ: 1) How well do I know my emotions? 2) How well am I managing my own emotions? 3) How well am I motivating myself? 4) How well do I seem to recognize and understand other people's emotions? and 5) How well do I appear to be managing relationships overall?

EQ is about how effectively leaders can work with others. EQ cannot exist in low emotional energy, and requires the skill of Positive Presence (www.corporateharmonybook.com), as discussed in Chapter Three, the skill of adjusting and creating a positive and energized mind-set. There is clear evidence that EQ can be learned, but it can be difficult to put it into practice and to know how it can be enhanced, mostly because it is so situational – different situations call for different EQ skills – and even more challenging, different situations will call for different EQ skills with differing social/behavior types – the four categories of behavior style referred to in Chapter Four.

As discussed in Chapter Four, a strengths-based approach is necessary. Remember, there are different types of behavior styles. When you understand your own behavior style, and what your 'tendencies' are, you can then acquire some insight into what impact others will have on your feelings, thoughts, and on your behavior. Likewise, as a leader knowledgeable in behavior style, you will know when to flex and adapt your style to be more effective in response to different people and different situations. Typically, there are four general styles of behavior. That being said, your own personal style will only be effective 25% of the time. It is the other 75% of the time that you need

behavior proficiency in order to adjust your personal behavior style to effectively lead, motivate and inspire. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) equips you with the knowledge and vocabulary and allows for real-time practice and learning in your specific work environment as you continue your journey to enlightened leadership.

Enlightened leaders possess a high level of emotional intelligence. They produce win-win relationships and outcomes for themselves and others. They also have high emotional energy and develop a coherent electro-magnetic field of emotional attraction around them. They often are the owners of an ever-increasing network of social relationships and emotional support structures, which will be discussed in a later chapter. Enlightened leaders have the ability to cultivate the strong cognitive habits necessary for Positive Presence (www.corporateharmonybook.com) and to build and increase their emotional intelligence (EQ) for increased organizational stability, continuity and harmony.

Breaking the Cycle

It is undeniable that we are living and working in times of great change. For some, the challenge of split-second decisions and the constant ebb and flow of a complex and often ambiguous work environment is absolutely exhilarating. But unfortunately for many others (if not most others), it can be very confusing and threatening – a very stressful situation to find yourself in, day in and day out. This kind of stress – the kind that instinctively arises when you feel confused or threatened – creates a chemical reaction within your body which, to keep it simple, depletes your human energy field of the positive emotional energy necessary for achieving peak performance, for building and maintaining good relationships, and for

experiencing good health. This chemical reaction was referred to as the 'stress response' and explained in Chapter Two.

Is it, then, any wonder that so many modern organizations, and most particularly, public service organizations, are wrought with high rates of absenteeism and decreased productivity and quality, and may I say, a less-than-healthy work force? The kind of stress caused by the very nature of the environment, and consequence in which you are now working, creates a vicious cycle of having to do more with less – and for many workers, particularly front-line and mid-managers – it becomes an unsurmountable expectation ... and so the cycle continues ...

So why is this happening? The first thing to understand is that the situation is systemic. There's no 'one' reason, and there's no 'quick fix.' There are a huge number of factors that have got us here. It's also worthy of note that Canada is not alone in this dilemma. A quick search on the internet reveals that developed countries globally, such as United States, Australia, and the UK, among others, are experiencing similar issues.

Dr. Linda Duxbury, one of Canada's leading work-life balance researches, (Duxbury) has spent 25 years studying issues related to workload and stress. Collaborating predominantly with Chris Higgins, a statistics professor at the Richard Ivey School of Business, she explores work-life issues relevant to today's society and examines how they affect what people care about and where the future is headed. Duxbury says "My ultimate goal would be to change public policy and how employers deal with people. They must understand that people are not simply a cost."

As long ago as 1959, Peter Drucker first coined the term 'Knowledge worker.' He suggested "the most valuable asset of

a 21st century institution, whether business or non-business, will be its Knowledge workers and their productivity.” At the age of 93 Drucker published his last book, “Managing in the Next Society” (Drucker, 2002), and suggested that we were entering into a knowledge revolution that would require a drastic change in our social mindset and that the key to maintaining leadership (in what we now know as the knowledge economy) would lie in cognitive science.

The last decade or so has also seen the field of Neuroscience exploding on a global scale, and the ongoing advancement of brain imaging technology and cognitive research is bringing huge revelations to the world and, maybe more importantly, to our corporate and organizational constructs worldwide. It is becoming more and more evident in today’s knowledge-based organizations that brain capacity and functioning is essential to manage the huge demand for performance, and creating a huge need for a new focus on mind-health.

You may remember the term “salutogenesis” referred to in Chapter Four. This term was coined by Aaron Antonovsky, a professor of medical sociology, to go beyond looking at disease to focus on factors that support human health and wellbeing. In healthcare the strength-based approach acknowledges that every individual has a unique set of strengths and abilities to rely on for overcoming problems. Attention is placed on people’s abilities and positive attributes including assets, aspirations, hopes and interests.

A focus on strengths-based behavior in the workplace creates a relational and intentional connection with those we work with (Freeburg, 2014). Awareness of the behaviors behind strengths help you better identify how you will make a significant and unique contribution to the team.

The collaboration process requires a descriptive approach that is dynamic and open to multiple interpretations. An approach that doesn't assume all people are the same. It also requires a generative approach wherein strengths only exist when they bring life to you and to others. A generative approach to behavior is the understanding that your behavior must give and bring life to all things around you. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) focuses on the explicit collaborative behavior through training, feedback and coaching that brings life to your workforce.

Strengths-based behavior that creates a relational and intentional connection with those we work with also requires an environmental approach acknowledging that personal and organizational change doesn't happen quickly. It may require enormous amounts of time and it is an iterative and dynamic process where strengths are expected, encouraged, leveraged and cultivated. Positive, sustainable change can only happen through intentionally building an environment to support it.

Strengths-based behavior that creates a relational and intentional connection with those we work with is also transformational, not transactional. It can have a transformational impact on people's lives. Strengths become transformational when they give you a platform to understand yourself. They become transformational when they help you create an environment for growth and give life to you and to others.

Strengths-based behavior that creates a relational and intentional connection with those we work with takes investment in all people connected to the organization, for it to have its full impact. At the end of the day, business organizations of tomorrow will be social in nature. They will

have to be built from a strength-based perspective of (Walter, 2013):

- Align, don't fix.
- Build diverse teams.
- Create the culture of transparency.
- Don't manage, empower.

Leadership is a privilege, not a right, and we need to treat it as such. Enlightened leaders encourage people to live up to their fullest potential and find the path they love. That, and only that, will create a strong culture and sustainable levels of engagement. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) is unique in its all-encompassing approach to be inclusive of your entire organization through its systematic, programmatic methodology.

This cycle of stress that is consequent to the very nature of today's work environment can be broken and the ship can be turned. It starts with asking the right questions, of the right people, in order to take the right action. The 'best-practices' protocols and processes that worked in the 1990's are no longer enough. Just like no two individuals are alike, no two organizations are alike – and so what works for some won't necessarily work for others. But today, more than ever before, our organizations are full of bright and talented individuals who are seeking to make a difference and are truly capable of taking us to the next level. Enlightened leaders must get out there and start asking questions, find the people, and take action!

Leader Privilege

The global workforce has changed employment patterns in all developed countries forever. Gone are the days of the

industrial and technological revolution – where productivity and efficiency was almost totally dependent on process efficiencies of getting the job done. In today's knowledge economy, organizations are more and more made up primarily of knowledge workers (those whose jobs require formal and/or advanced education and are considered people who "think for a living"). Highly educated knowledge workers, professionals and technicians in their own right, who must bring their specialisms together for a common purpose, and processing efficiencies for the most part, must therefore take place within the minds of your people -- often right down on your front lines.

Now couple that with increased demands to perform at a continuously high level of excellence amid the pressures of increased complexity, ambiguity and rate of speed, often compounded by thickening layers of bureaucracy, and it is nothing short of inevitable that our workplaces have become overwhelmingly taxing and stress-filled.

The answer does not lie in getting rid of the circumstances that are causing the stress. In order to compete in the global economy, the demands for performance, the complexity, the ambiguity and, yes, even the bureaucracy (particularly in the public sector), cannot and will not abate. The answer lies, in fact, within the realms of leadership. Enlightened leaders look within themselves to acquire a new mind set and new skill sets. The answer lies in the skill of Positive Presence (www.corporateharmonybook.com) discussed in Chapter Three and supported by the science brought forward in Chapter Two.

Stress is a relational transaction between yourself and your environment, during which you perceive and appraise events as threatening -- in that they are over-taxing to you in some way. Enlightened leaders know how to change the way they see themselves in relationship to these stress-triggering events, and

then help those they lead do the same. Enlightened leaders continually work to develop the following competencies:

- *Self-Awareness* – Know yourself. You must first learn to effectively manage your own thought and behavior habits, before you can lead others to do the same.
- *Clarity of Mission* – You must ensure your own personal values and purpose is aligned with the values and mission of your organization, and then you must teach others to do the same.
- *Mental Model* – Consistently successful people have the ability to maintain a positive and proactive attitude. As leaders you must hold your selves accountable for developing the necessary thought habits that drive a positive and energized mind.
- *Behavior habits* – You must understand your own behavior habits and how they affect others around you, and then you must learn to adjust your own behavior preferences in such a way as to effectively influence and lead others.

The new workforce is no longer ‘salary expense’ on the balance sheet. The new workforce is actually ‘human assets’ on the balance sheet – assets to be recognized as colleagues and associates for whom you must create a work atmosphere that is energized, positive, caring, healthy and safe. We cannot wait for the principles of accounting to catch up to this new paradigm. Enlightened leaders must be grounded in the philosophy of “leadership as privilege.” They have to appreciate that their impact is significant within the organization, but also understand that it expands beyond the walls of the company.

Enlightened leadership takes an incredible amount of work and just the right amount of panache. Enlightened leaders set reasonable expectations, hold people accountable for unmet expectations, build trust in team members, take responsibility

for their own errors, and aren't afraid to admit when they don't have all the answers. Enlightened leaders are great talent managers and build teams that perform better – retention, productivity, loyalty, engagement – all of these feed directly into profitability. But more than anything else, enlightened leaders understand that they've been given a tremendous honor, and they refuse to take it for granted

Leaders who understand that leading others is a privilege understand that leading, first and foremost, is about service (King, 2015). Being the leader means that you have been placed in a position to serve others—your customers, investors, your team, and the employees who are part of the company or division you run.

Enlightened leaders instinctively react in the interest of their team. Enlightened leaders accept the privilege to be in a position where they can direct, shape, and focus the potential of people to a specific result. Enlightened leaders understand the huge responsibility that they have been charged with – a person's time, efforts, hopes and dreams, ambitions, thoughts and insight, and most importantly, a person's sense of self and worth. Enlightened leaders understand the life-giving power of relationship and the need of a new organizational social mindset.

Because we spend the majority of our valuable waking hours at work, a leader plays an important role in an individual's life. Today, for the first time in organizational history, every single leader's behavior must be able to inspire, involve and reward individuals in unique and productive ways. Today, more than ever before in organizational history, positive emotional leadership behavior that builds on the power of relationship is key to increased productivity, greater innovation, better retention, and more.

Corporate Harmony

Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) teaches you the collaborative behavior skills necessary for enlightened leadership. You will learn to acknowledge your own uniqueness and the uniqueness of your colleagues and direct reports and in doing so bring life to all those around you. As an enlightened leader you will understand that organizational success is the culmination of individual success and you will learn how to cultivate a passion in your followers for your organization's purpose. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) gently guides you to a heightened awareness of your thinking, your emotions, and your ability to create lasting relations. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) instils in your organization a culture of change acceptance – social, emotional, and environmental – through a systematic, programmatic methodology of self-awareness behavioral training, feedback and coaching.

CHAPTER 6

CONNECTION

(OPERATIONAL LEVEL BEHAVIOR SKILLS)

As the developed world is increasingly made up of knowledge-based organizations, and as we continue to wrestle with the chaos and complexity of a knowledge-based economy, leadership as we've always known it will also evolve and change.

The attributes of chaos and complexity themselves render the idea of leader as controller and guardian an impossible situation. Out of the knowledge era has arisen the necessity for connectedness. The chaos and complexity itself stems from the interconnectedness of all the parts – and therefore the need for participation and contribution from all the parts. Regardless of the size of the system – whether it's the world food system or the IT department – in the knowledge era we're all connected participants.

So the next challenge, as we evolve through the knowledge era into an age of connectivity, is to understand and learn how we as humans connect with one another, and what that means to the role of the leader and what that means for future organizational success. Connection, therefore, is used by enlightened leaders as a strategy for continuous improvement and performance excellence. It is used to gain insight into the specifics of, and for the enhancement of, a leader's tactical capacity as it relates to each and every individual with whom they work.

Continuous Learning

One of the most detrimental beliefs in today's business world is that a work environment free of stress will result in happy workers. But is that true? In fact, is that even realistic?

The global workforce has changed employment patterns in all developed countries forever. In the developed world, workforces of knowledge workers are becoming the norm, requiring employees to have a clear and focused mind to perform their daily duties. In addition, the demands to perform at a continuously high level of excellence amid the pressures of increased complexity, ambiguity, change, and rate of speed, seems to be the new norm for knowledge-based organizations and in the knowledge economy worldwide. That being said, the odds that the majority of work environments will become less stressful in the near future is highly unlikely.

Studies and research coming from the neurosciences is proving that happy people have something in common. Happy people have the ability for positive thinking (Clear, 2013) – and positive thinking, sometimes referred to as Positive Intelligence (Achor, 2012), can be thought of as a skill that, like any other skill, must be learned and practiced. Chapter Three discussed the skill of Positive Presence (www.corporateharmonybook.com) -- the skill of adjusting and creating a positive and energized mindset within our self through conscious thought processes for effective behavior. As this skill is developed, so too is your capacity for achieving peak performance, for building and maintaining good relationships, and for experiencing good health. Paramount to developing the skill of Positive Presence is the vision of an organizational culture of Positive Presence, a culture that is deliberately and systematically built from the top down through leadership, from the bottom up through culture, and from the inside out through

individual mind-process improvement. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) is designed to ignite the flame for a culture of harmony that understands the continuous process of improvement.

So the next big step in creating an energized workplace is to implement a program grounded in collaboration and connection – a systematic program that initiates conversation around leadership, cognitive strengthening, and behavior skills. The program also requires educating leaders about the research coming from the field of the neurosciences and cognitive behavior. It is a deliberate journey of continuous learning and mind-process improvement and therefore like any improvement process, the program must be grounded in adult learning theory and supported through the organization's quality management plan.

Communication

Much of the communication today in knowledge-based organizations entails an exchange, wherein all parties involved must act as both giver and recipient of information. This exchange ensures that the information is received and the recipient has an opportunity to express agreement, disagreement, confusion, understanding, need for clarification or any other response. Ineffective communication results when a breakdown in this exchange occurs, and this breakdown can be exacerbated when we overuse electronic means of delivery. As we all have experienced at one point or another, devices crash, we lose connection, emails go unread in overfilled inboxes, spam filters block messages, or most importantly the message fails to register our human nuances delivering unintended communication.

Communication starts and stops all effective collaborations. Some of the causes of ineffective communication are a mixture of both organizational and human factors. Time pressures, work stress, a multilayered corporate structure, language incompatibilities, and information overload are cited as some of the organization related causes. The human factors are mental, behavioral and emotional.

One of the most important ways influential leaders can practice effective communication is to continuously express their intent or vision for the direction of their team, department or organization. A leader's Intent, clearly and effectively communicated, allows all team members to understand not only what is expected of them in their individual performance, but how their individual performance impacts the overall goals and daily mission of the entire organization. Team members need to be able to share vital information without fear of experiencing intimidation, retaliation, or rude, demeaning, and condescending behavior. They also need to be able to ask questions without being made to feel inferior and uneducated.

Successful leadership of the future will require a complete culture shift to a new leadership mindset of socialness and connectivity that shares a common language throughout the organization. It will be a culture shift to a 'learning environment' workplace with a deep need for all employees to see the value in being self-directed and taking a leadership role in their own learning through daily work experience in a safe, respectful, and participant-centered environment for learning.

In the developed world, our organizations are now composed primarily of knowledge workers— people who are highly educated and experts in their individual fields, and who need each other's mind and skill in order to achieve organizational goals. These people are too smart to accept top

down dictatorship and to believe that a few at the top know what it will take for success. There has never been a time in history for employee engagement to reach exponential levels of motivation as there is today. With the right leadership, the knowledge work force will be able to reach successes never dreamed of.

So what will the 'right' leadership look like? Unfortunately, there is no 'one size fits all' answer, but on the other hand, leadership qualities can be found and developed in everyone, at every level of the organization. For success in today's fast-paced ever-changing global environment, leadership will be about managing their individual flow of energy and information in a quick and efficient manner. Information at the front lines will need to be relayed in real time to the top in order for barriers to be removed, opportunities to be grasped, and strategies to be adjusted to accommodate the environment in real time.

At the big-picture level, leaders and managers must learn to be effective conduits of information, both tangible and non-tangible alike, in an environment of safety and respect. Successful organizations will be a continuous looping and re-looping of information, feedback and adjustment. Organizations will have to flatten right out so that information is being transmitted quickly and efficiently. Managers will be the eyes and ears between where the work is being done and where the strategy is evolving. Power lines for informed decision-making will have to be free of bureaucratic static and barriers, and it will be up to managers to become experts at mitigating the bureaucracy that often weighs down efficiency.

For efficient information transfer and sharing there will need to be high levels of cooperation, coordination and collaboration among leaders of all ranks to ensure information is communicated clearly, succinctly, and consistently through all

channels. This level of communication will require highly effective relationships and a special connectivity among organizational leaders. It will require the type of connectivity that only comes with an understanding of emotional human energy that leads to connectedness – how it works; how it evolves; and the behaviors needed to get there. For that we need to look to the neurosciences and the plethora of evidence that is coming forth using advanced neuro-imaging technology within the realm of cognitive behavior (among others). And then we have to develop the necessary cognitive and behavioral skills in our leaders. These skills are paramount to leading with high levels of connectivity, and these skills must be continuously accounted for and supported through the overarching organizational culture.

These skills were referred to in Chapter Three as Positive Presence (www.corporateharmonybook.com) skills, but what they really are all about is an awareness of holding our human energy field in harmony with those around us. It is relatively easy to learn and just as easily measured through workplace behavior. In his 2010 book “The Heart-Mind Matrix,” (Pearce, 2012) Joseph Chilton Pearce refers to studies showing that when your energy is positive you are experiencing positive thoughts and feelings such as kindness, happiness, optimism and love... .and on the flip side when thoughts and/or feelings are negative (like, anger, frustration, jealousy, and cynicism) ... your energy is also negative. Pearce also explains the linkage between positive energy (positive thoughts and feelings) and the increased ability to ‘connect’ and ‘mesh’ with others of like energy.... an increased ability to work together, if you will.

Science has proven that the motivation and passion that is associated with employee engagement, the focus and clarity that is associated with optimum productivity, and the emotional intelligence that is associated with influential leadership – only

occur within positive human energy. The tangible indicator of human energy is behavior. That being said, the number one key performance indicator (KPI) for future leaders will be individual leader behavior, the kind of behavior that displays only within positive human energy, the kind of behavior measureable only on feedback from followers and peers. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) is a systematic, programmatic methodology of peer and follower feedback analysis for continuous improvement. Its simplicity and transparency builds a safe and effective environment within which to learn and connect.

Supportive Communication

Communication as a discipline of operational behavior cannot be stressed enough. At the heart of a culture of Positive Presence (www.corporateharmonybook.com) is the ability to maintain positive emotional energy in spite of the need for feedback that is corrective or disapproving. Supportive communication is the ability for 'congruent' communication (Cameron, 2013). That is, communicating what you intend to say with authenticity, sincerity, straightforwardness, and accuracy without making it personal.

Supportive communication, rather than being evaluative, is descriptive in objectively describing an event, a behavior, a circumstance, an outcome, or your own feelings, rather than another person's attributes. Supportive communication does not get personal, and therefore does not need defending. Supportive communication is problem-oriented and focuses on problems and solutions, as opposed to focusing on the person as the problem which results in making it personal.

Supportive communication is never superiority oriented, or denies the presence, uniqueness, or importance of another

individual, but rather is respectful in making others feel recognized, understood, accepted, and valued. Supportive communication always helps others feel that they have a stake in identifying and resolving problems (Daly, 2014).

Enlightened leaders are supportive communicators in that they treat others as worthwhile, competent, and insightful. Enlightened leaders ask questions and are flexible with and cognizant of two-way communication. According to Kim Cameron (Cameron, 2013), there should be at least three to five positive statements for every one negative statement. You will remember from Chapter Two that a person's negativity not only diminishes the benefits of someone else's positive flow ... it can counteract it altogether.

Mindful Change

Psychology and cognitive science experts suggest that strain and 'bad' stress impair people cognitively, perceptually and emotionally. On the other hand, a bit of good stress helps people to change and evolve as they go through life. In today's work world of continuous fast-paced changes, ensuring that you are coping well with the strains of change can be challenging enough, but for leaders whose job it is to move others through healthy change, it can be an even greater challenge. Being positive and having happy people is not enough if change is the name of the game.

In order for change to happen you must engage the implicit memory system of your brain which resides in your unconscious. For this system to be engaged people need to understand deeply the need for change. It is up to leaders and managers to communicate in such a way that everyone understands completely the need for change, what the process for change is, and that the outcome of the change is the correct

one. For leaders and managers this means a constant cycle of listening, confirming, and communicating until everyone's got it. This can be (and usually is) a slow and arduous process, particularly for those who have not actively participated in piloting the upcoming change process.

It is imperative that leaders learn the skill of creating a positive and energized mindset in order to deal with the strain and negativity that inevitably emerges during times of change. One of the most important capabilities of leaders will be to take the uncertainty out of the future and to hold people accountable for their own continuous learning and personal improvement process.

Mindfulness is a valuable technique for engaging the implicit memory system. It is a unique way of paying attention to, and seeing clearly, whatever is happening around you. It will not eliminate the stress, but it allows you to respond in a calmer, more peaceful manner. Studies of mindfulness in a business context have shown that increases in mindfulness are associated with increased creativity and decreased burnout.

The complexity, ambiguity and relentless pace of today's world places gigantic demands on business leaders in every industry. More often than not, leaders are working incredibly hard and yet feel that they are not meeting their own expectations of excellence. They are left overburdened and disconnected from their own values. Amid these overwhelming circumstances, leaders are expected to make fast, rational decisions with a focused, clear, compassionate and creative mind.

Mindfulness training is often associated with meditation practice. It is, in fact, one of the many types of meditation. Mindfulness is often defined as 'paying attention in the present

moment, non-judgmentally.’ Mindfulness harnesses your capacity to be aware of what is going on in your body, your mind, and your heart ... as you maneuver in an unavoidable sea of constantly changing events which demands that you change and adapt, often at lightning speed. This demand by the environment for you to continually change and adapt can, and most often does, create stress. You may remember from Chapter Two that stress is a relational transaction between you and your environment during which you perceive and appraise events as threatening – in that they are over-taxing to you in some way. Interestingly, changing the way you see yourself in relationship to these stress-triggering events can actually alter the events themselves.

People have an innate desire for stability (referred to in Chapter Two as homeostasis) although life itself entails that you must be in continuous change-mode. Mindfulness is a way to train the mind, but also includes paying attention to the body and the world around you, and helps you recognize that you need not be slave to your thoughts but, rather, you can choose how to think, feel and behave.

There is plenty of evidence, including from the mental health arena and the field of neuroscience, showing how mindfulness can help reduce stress. The practice of mindfulness provides a way to cope with the challenges, complexities and ambiguity of our times. Studies indicate benefits such as heightened emotional intelligence, improved decision-making and strategic-thinking abilities, a heightened ability to focus, enhanced creativity, increased engagement in work, becoming more energized and less anxious, and fewer symptoms of stress.

Mindfulness practice is a key attribute in the skill of Positive Presence (www.corporateharmonybook.com) – the skill of

adjusting and creating a positive and energized mindset within our self through conscious thought processes.

According to the experts, meditation is when you intentionally set aside time to do something that's good for you, and there are all kinds of meditations. Mindfulness is both a general awareness of the world *and* a formal meditation practice (Daly, 2014). The benefits of workplace meditation are becoming increasingly clear. Participants feel less depressed and less emotionally exhausted, and above all, less stressed. People have figured out every possible way to exercise their physical body ... the next frontier is their mind – to get the most out of their brains in order to handle the mega-pressures of the information era and the age of connectivity. Today, mindfulness meditation is being used by a large cross section of society – from the United States Marines to large corporations – and the benefits are slashing corporate healthcare costs, building emotional resilience, happiness and an overall more positive outlook on work and life.

Research shows that constant information overload sends the brain into the fight-or-flight stress response, which we discussed in Chapter Two, and which was originally designed to protect humans from man-eating tigers and other threats. Studies showed that 50% of a knowledge worker's day is spent 'managing information' and that constant information overload sends the brain into the fight-or-flight stress response. In a high stress level state you lose your ability to make decisions, process information, and prioritize tasks.

Mindfulness meditation has been found to lower levels of the stress hormone cortisol and decrease the size of the amygdala, the part of the brain associated with sensing threats and triggering the fight-or-flight stress response. Mindfulness

meditation has also been found to trigger physiological changes of relaxation, such as lower heart and respiratory rates, lower blood pressure, and lower oxygen consumption. There is an increase in activity in the left prefrontal cortex which is associated with positive emotions, thus increasing one's ability for focus and concentration, empathy, decision-making, self-awareness, and for more adaptive responses to negative or stressful events.

Mindfulness meditation is actually exercise for the mind, and trains the mind to be present and go beyond all thought – strengthening the muscle of the mind by placing focus on the present. Where you focus is a choice, and with practice your mind becomes more adept at staying in the present by your control. In the world of human energy, they often talk about a natural 'reboot' of your energy system that only takes a couple of minutes. My good friend, Sharon Campbell Rayment, describes her technique for the 'APB' - awareness, pause, and breathe. To learn more on this technique and to go through an actual mindful meditation exercise, visit the website at www.Corporateharmonybook.com. As you hold your mind in the present, the mind calms and your body will follow suit. You are then able to respond to situations rather than react to them. You can communicate more effectively, with compassion and empathy as opposed to judgment or ridicule. This change occurs naturally, and with gentleness.

All emotions are part of the human experience. In mindfulness meditation you learn to be in relationship with all emotions, good and bad, and to see them as energy-in-motion – allowing it to move through you and beyond you – for greater emotional and physical wellbeing. It's not about being perfect. It's about finding acceptance of where you are right in the moment and giving yourself permission to be there.

Corporate Harmony

The goal for mindfulness is to realize the lasting beneficial effects created by the plasticity of the brain (discussed in Chapter Two) – allowing it to actually change the way it makes connections. In a deadline-driven workplace, empathy is often the first thing to go, as the focus narrows from people and relationships, to task completion. The more and faster people are pushed, the more need there is to maintain a healthy mind. Using meditation you can dump the subconscious emotional burden and learn to light up the happy hormones, clearing away the clouds to experience clearer thinking, improved decision-making, and a heightened awareness of self to take in information effectively and respond nimbly and creatively.

Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) will teach you the behaviors necessary for connecting within yourself and with others in order to drive organizational success. Operational level behavior skills will develop the bonds with followers and peers that will not only allow you to rise above the challenges, but to thrive toward new heights of performance excellence. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) gently guides you to a heightened awareness of learning, priority management, and communication ability. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) instills in your organization a culture of change acceptance – social, emotional, and environmental – through a systematic, programmatic methodology of self-awareness behavioral training, feedback and coaching.

PART 3:

YOUR ORGANIZATION

CHAPTER 7

QUALITY MANAGEMENT

In Chapter Two you were introduced to the relatively recent scientific research coming from neuroscience and quantum physics, and the potential impact this information has on today's business organizations worldwide. The fact that a person's positive thoughts, feelings and behaviors now are a scientifically proven reflection of a positive emotional energy field is really not earth-shattering. And the fact that a positive emotional energy field is necessary for workforce productivity, effective relationships, and overall wellness is also not brand new information. In fact, it's not something that we didn't already know through decades of workplace studies on leadership attributes, emotional intelligence and, more recently, emotional behavior in the workplace.

What is significant, though, is when this information is coupled with the fact that, in today's knowledge economy of organizations made up of knowledge workers, it is the efficiency and productivity of people's collective minds that is necessary to realize organizational objectives and goals. Process efficiencies in today's work environment are directly linked to the mind-power proficiencies of our workforce. As little as three decades ago there were only a handful of organizations (the majority of which existed in the healthcare industry) faced with this phenomenon.

What is even more significant, however, is that the innate nature of today's work environment *itself* is detrimental to the

mind-capacity of our knowledge workers. In Chapter Two the writings of Peter Drucker were highlighted, in particular his prophesy of the need for a drastic change in the organizational internal social mindset. The science is irrevocably clear – for ‘working-brains’ (peoples’ minds) to be productive they must be strong and healthy. The science is irrevocably clear – a strong, healthy mind is one that produces coherent electro-chemical brain waves, the kind that only exist when people are in a positive energy flow. The science is irrevocably clear – it’s people’s thoughts and feelings that create their energy flow which becomes tangible behavior.

The time is now for all organizations in all sectors – private, public and not-for-profit – to embrace a new model of leadership and organizational development that will hold individual leader behavior in the spotlight of performance. Corporate Harmony’s Positive Presence Program™ (www.corporateharmonybook.com) provides the foundation from which to do this.

The Performance Equation

The life-blood of any organization is performance. Performance at the individual level can actually be defined as behavior – it is something done by an individual and under the control of the individual, either mentally or behaviorally. A simple performance equation as taken from my good friend and mentor, Dr. Michael Frisina (Frisina, 2011), is as follows:

$$\text{Performance} = fx(\text{technical skill})(\text{behavioral skill})$$

Technical skill is the knowledge and expertise your people bring to the table resulting from higher education and professional experience. Behavioral skill, on the other hand, consists of the attributes discussed in Chapters Four, Five and Six. When performance does not match potential it means

there's a gap between what we are capable of doing (technical skill) and what we're willing to do (behavioral skill). The business world has spent decades researching, studying and theorizing how to close this gap through performance management strategy and process.

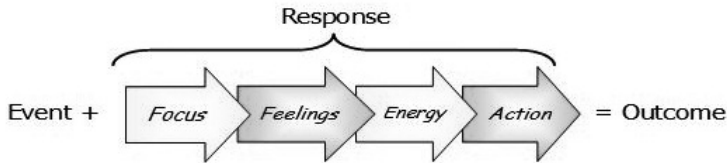
Jack Canfield, America's #1 Success Coach, is the co-creator of the Chicken Soup for the Soul series, and recently published a fully revised and updated 10th Anniversary Edition and New York Times Bestseller of "The Success Principles – How to Get from Where You Are to Where You Want to Be" (Canfield, 2015). T. Harv Eker, author of "Secrets of the Millionaire Mind," says of Canfield's book "Jack Canfield is a true master. He understands what it takes to lead a successful life, and he puts all the key elements together in one place for the rest of the world to see."

Canfield says "Life is lived in events. We have virtually no control over these events. What we can control, what is unique to each and every human being, is the power to choose our response to events as they occur. So choose wisely as the quality of your life is in your choosing in each and every event." He presents us with this equation:

$$\textit{Event} + \textit{Response} = \textit{Outcome}$$

The 'response' portion of this equation is in fact individual behavior. So how you respond to the constant flow of life's events – positive, negative and disruptive – determines the outcomes you get in life and at work. And today's outcomes create tomorrow's events. Clearly, you don't always have control over the events you experience however, you always have control over how you respond. You always have control over your own behavior.

How you choose to look at the events and circumstances of your life begins a sequence in a chain reaction connecting feeling, energy and action. My good friend and mentor, Dr. Michael Frisina (Frisina, 2011), retools the Canfield equation to illustrate the critical path of your behavior response:



The key to success behavior is to learn to manage your personal mental events. How you do this is unique to you and very dependent upon what is often referred to as your social/behavior style.

As previously discussed, the plethora of neuroscience research using advanced neuro-imaging technology is bringing the relevance of behavior skill in the workplace to center stage. Big companies have employed behavior specialists and successfully moved their leadership, and even whole workforces, to the next level, thus proving the merits of behavior skill. But it is often an extremely expensive initiative and can be difficult to sustain past the improvement venture and workforce dynamics.

For organizational success today and in the future, the last half century of learning about management processes, leadership competencies and quality control must now be happily married to the new 'mind' science. It will be necessary to create programmatic, systematic methodologies that will develop and sustain the necessary work culture, team force, and individual mind-competencies that can thrive in the complex,

ambiguous and dynamic environment of today's global knowledge-based economy.

Organizational leaders not only will be tasked with maintaining the healthy working minds of their employees, they will be tasked with building and developing a culture of healthy working minds – a culture that not only supports the minds of its employees, but one that protects the minds of its employees – a culture that maintains and develops in its people the necessary emotional energy, the necessary disciplined thought, the necessary control of emotion, and most importantly the necessary tangible behavior. Like Drucker says, management's most important capability will be to take the uncertainty out of the future.

At first glance this may seem like an ominous task, but it's not. It is just a matter of leaders becoming like farmers. They must plant, cultivate, and enrich the soil (their people's minds), then step back and let nature take its course, attentively watching growth and vigilantly protecting against the inevitable events of work and life. It's also like planting a tree. The best time to plant was twenty years ago, but the second best time is NOW.

A Dynamic Culture

The prevalence of knowledge workers and the knowledge workforce is only a couple of decades old and we all know change is mostly slow and painful. But the truth of the matter is what worked for success in the 1990's will absolutely not work in the 21st century, for two very big reasons. First, our front line workers are now highly educated, and more times than not, professionals in their own right, and management and leadership skills of the 1990's will not fly with the new front line staffers. And second, the nature of the work itself – knowledge

work – brings with it innate stresses that organizations are only now starting to recognize and respond to.

Knowledge workers, the knowledge workforce, and the nature of knowledge work itself are not going away, and for the most part will not be changing. The technical aspect of the knowledge economy is set, and leaders must respond and evolve accordingly. What must change is how we support and train our leaders and managers, and how we lead and manage our workforce. Understanding the uniqueness of your organizational dynamics is important. Organizational culture begins with a clear set of values, a clear vision and a clear mission, all of which must be resident in the mind of each and every individual in your work force. In the knowledge organization the employees' individual values must closely align corporate values, and the corporate vision and mission must be a daily objective for every employee. Without this basic core alignment at the individual level with corporate, there will be confusion, ambiguity and chaos, which will lead to disengagement and unhealthy stress. Of utmost importance today is the understanding that organizational culture today is dynamic and ever-changing – and as such must be monitored constantly.

Most knowledge-based organizations understand that the performance of their knowledge workers can make or break the business. Taken and adapted from "The R Factor" by Tim Kight, "An organization cannot become what its people are not. The performance of an organization is the result of the collective performance of its people." So a lot of time and energy (and rightly so) is going into employee surveys to glean from them the answer to creating an emotionally connected workplace with an engaging and compelling employment brand.

You are not alone if you are coming up short on creating a culture that's compelling enough to engage and retain talent. A 2012 gallop study found 87 percent of workers are emotionally disconnected, and a Deloitte study found that only 17 percent of managers believe they have an engaging and compelling employee brand (Crawford-Marks, 2015). These problems and the dilemma of sustaining engagement has been worked on for well over a decade now ... so what is missing?

There are five main things to be aware of as you create and administer employee surveys:

1. Ensure that the survey is created to elicit feedback from mid and front line managers and supervisors. The business adage that 'employees leave managers, not companies' is more true today than ever before, and as the cost of acquiring and retaining knowledge workers increases, skillful managers are critical for success.
2. Educate yourself in the research and insights coming from the neurosciences, such as positive psychology and cognitive behavior. Happy, positive people are more productive, and make better team players. Create questions that will elicit feedback on the behaviors that are necessary for organizational wellness.
3. Engage employees at all organizational levels and departments to participate in creating the survey. Inviting employee participation will not only build emotional connection but information garnered from the process itself can be useful for future growth.
4. Find an affordable third party off-site provider for your survey data harvesting. You and your people will never be assured of open honest feedback until confidentiality is a visible guarantee.
5. Use the information to promote positive, healthy, lasting growth and development.

Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) empowers you to shift the leadership focus to individual behavior capacity and provides the process and coaching support to develop and strengthen your people's mind and emotional capacity to drive goal achievement and ultimately organizational success.

The Goal

At the heart of what you're looking for is leader performance that, as revealed in the Towers Watson 2014 Global Workforce Study (Towers Watson, 2014), will drive the components of sustainable engagement. Positive Presence (www.corporateharmonybook.com) was introduced in Chapter Three both as an individual skill and as a business process improvement strategy. At the individual level, Positive Presence is a person's ability of adjusting and creating a positive and energized mindset through conscious thought processes. It is a learned mindset that transcends stress and empowers higher brain function. It is a paramount skill for today's working individual in order to achieve optimum productivity, create strong supporting relationships, and experience good health. Without the skill of Positive Presence at the individual leader level, organizations will fall prey to the effects of individual negativity that will stifle creativity, break down communication channels, fracture teams and de-motivate workers throughout the organization by creating mistrust and a lack of confidence in management.

As a business process improvement strategy, the Positive Presence (www.corporateharmonybook.com) philosophy seeks to eliminate negative behavior habits and patterns and by doing so increase value-producing thoughts, feelings and most importantly behavior. At the individual level, the skill of Positive Presence seeks to move leaders to the next level of self-awareness and ultimately to a higher consciousness. Positive

Presence as a business process improvement strategy centers on making obvious what behavior adds value, thus reducing toxic, disruptive and non-productive behavior in the workplace. Positive Presence focuses upon improving the “energy flow” or smoothness of the work environment by eliminating behavior that is resulting from uneven or incoherent brain wave activity. The Positive Presence approach naturally takes a system-wide perspective of flexibility and change principally required to allow for an increase in coherent or positive energy flow to drive synergy throughout the organization and resulting in workforce engagement that is sustainable in today’s knowledge economy.

Of importance is that the flexibility and ability to change in the Positive Presence (www.corporateharmonybook.com) strategy are within bounds of an individual’s current abilities and not open-ended, and therefore not expensive capability requirements. The skill of Positive Presence is an individual and personal journey of transformation, and it is vitally important that all of the Positive Presence concepts of cognitive strength and behavior skills be understood, appreciated, and embraced by the actual employees who make up the work environment and own the mind processes that deliver the value. As well, the Positive Presence philosophy is aimed at making the mindset process simple enough to understand, to do, and to manage, through a mentoring process – whether through a self-coaching process or through an outside, third-party expert, who can provide unbiased advice and coaching.

Leadership Performance

The cultural and managerial aspects of Positive Presence (www.corporateharmonybook.com) are critical to the Positive Presence strategy. The role of organizational leaders is the fundamental element of sustaining the progress of Positive Presence as a business process improvement strategy. Key

managerial values and attitudes are needed to sustain continuous improvement in the long run. Like the Lean philosophy, the core management principles can be articulated around the twin pillars of Continuous Improvement (relentless improvement of the cognitive strength and behavior skill needed for Positive Presence) and Respect for People (engagement in long-term relationships based on continuous improvement and mutual trust).

Performance management has traditionally focused on clarifying and measuring organizational objectives and outcomes, as well as setting goals and monitoring results of our human resources. For the past two decades the spotlight for management and leadership training has been on team and work-group dynamics, as more and more we become organizations of knowledge-based technicians and professionals that must combine collective expertise to achieve goals and objectives. The corporate world is very aware of the power of a great team – the power of a group people to attain the unattainable – the power of a group of professionals with diverse skills to reach a higher potential than any single individual could ever attain on their own.

We know that successful individuals possess the ability to concentrate and connect well with each other, and they come to work every day to give 110%. These individuals easily learn and make decisions and have an increased ability to minimize distractions and to maintain focus. They are not easily overwhelmed or defeated, and they are consistently, calm, rational, generous and energetic individuals with a passion for the organization's vision and mission. Studies have shown these people characteristically emit a positive flow of electromagnetic energy within themselves and around them. And they do this through their natural ability for a positive and energized mindset – through their natural ability for Positive Presence

(www.corporateharmonybook.com). This is the leadership mindset we need today, and the science proves that this positive mindset can be cultivated by anyone through conscious effort and practice.

I have had the privilege of personally watching this phenomenon with a colleague who suffered a severe concussive brain injury and was deemed disabled. She honed her skill of Positive Presence and, in essence, she 're-wired' her brain using conscious thought processes. She was able to re-wire her damaged brain, wrought with uncontrolled anger, anxiety, depression, lethargy, hyper-activity, and attention deficit, to create a positive, controlled, and energized mindset that enable her to re-enter the workforce and return to living a full life. Every one of us has the ability to re-wire through the neuroplasticity of our brain, and the fact that this ability does not diminish with age is a true gift of enlightenment.

For this reason we now need to shift to leadership and management behavioral development at the individual level. We need to build it into our Performance Management Plan, implement it, and hold our managers accountable to develop it within themselves and within their people. Organizations are more and more requiring teams or work groups of professionals and technical experts to come together to achieve specific results. Organizational managers will require the awareness and the skill set of 'Positive Presence' in order to recruit, retain, and inspire the best employees.

It is important to note that people pay more attention to behavior than to words. If behaviors of leaders do not match corporate mission and values, people will take their cue, not from corporate, but from their leader. It is the leader's actions, not their words, that determine how engaged, agile and productive their people are. Typically, leaders most lacking in

the 'Positive Presence' skill set are underperformers and/or what some call 'unconsciously incompetent.' Their direct reports are also typically non-performers and not only do they take up an enormous amount of their leader's valuable time, the indirect costs to an organization due to non-attendance, sick time and lack of employee engagement are phenomenal. An organization's ability to identify and overcome unconscious incompetent leadership lies in its ability to develop a culture of Positive Presence (www.corporateharmonybook.com) through the continuous development of Positive Presence in its people.

Honest, open, unbiased survey feedback from direct reports and peers on leader behavior as it pertains to strength-based behavior, as it pertains to emotional and behavioral intelligence, and as it pertains to leader privilege, is essential for the success of the Positive Presence (www.corporateharmonybook.com) improvement process.

Continuous improvement

If we've learned anything over the last half century, it is the absolute necessity for quality management. Total Quality Management (TQM) can be thought of as a philosophical concept that is studied at business school. Basically, it is a comprehensive and structured approach to organizational management that seeks to improve the quality of products and services through ongoing refinements in response to continuous feedback. This is not to be confused with the business adage "If you can't measure it, You Can't Manage it", nor is it to be confused with 'best practices' and the implementation of bureaucratic processes, workflows, procedures and protocols. The key to TQM is 'continuous feedback,' and the understanding that you cannot improve what you cannot manage, and you cannot manage what you don't know.

TQM is a method by which management and employees are involved in the continuous improvement of the production of goods and services (Hashmi). Continuous improvement must deal not only with improving results, but more importantly with improving capabilities to produce better results in the future. There is no single theoretical formalization of total quality, but Deming, Juran and Ishikawa provide the core assumptions, as a "...discipline and philosophy of management which institutionalizes planned and continuous... improvement ... and assumes that quality is the outcome of all activities that take place within an organization; that all functions and all employees have to participate in the improvement process; that organizations need both quality systems and a quality culture."

At the heart of any process of continuous improvement is the iterative four-step method known as the Deming cycle of plan–do–check–act (PDCA). Positive Presence (www.corporateharmonybook.com) as a business process improvement strategy aims to improve mind processes of all employees throughout the organization, and must begin in the minds and hearts of organizational leadership. It is a systematic programmatic methodology focusing on developing and measuring behavior competencies in real time, or as close to real time as possible. And it begins with the leaders.

In Chapter Five we discussed leader privilege and the necessity for leaders to humbly accept the privileged position from which they serve to direct, shape, and focus the potential of people to a specific result. By this token, the 'customer' focus is, in fact, the people you are leading and all those with whom you work on a daily basis. The requisite behavior quality must be driven by feedback from those you lead and those you work with. On one hand you definitely cannot be all things to all people; on the other hand, it is imperative that leadership understands the huge responsibility that they have been charged

with – a person's time, efforts, hopes and dreams, ambitions, thoughts and insight, and most importantly, a person's sense of self and worth, and therefore develop strength-based behavior and emotional behavior as discussed in Chapter Four.

Any quality management initiative involves all employees working toward continual improvement for long-term success (Total Quality Management (TQM)). It requires a strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. At the highest level it will need the following core elements and principles from which to operate:

- Customer/people focused
- Total employee involvement
- Process-centered
- Integrated system
- Strategic systematic approach
- Continual improvement
- Fact-based decision making
- Communications

There is no one-size-fits-all solution or process. Every organization is unique, just as every individual is unique. Of critical importance is the need to keep it easy, keep it simple and uncomplicated, and keep it positive. Management science as developed over the last half century is all that's needed to create a programmatic, systematic methodology that will develop the necessary work culture, team force, and individual mind-competencies of Positive Presence.

Everything you do must be from an optimistic perspective of creating a positive and energized work environment through quality behavior. It must be a strength-based approach that focuses on what people are doing right, and how they make a

significant and unique contribution to the team and to the organization overall. As a leader you must remember that it's your direct reports and your colleagues that determine what quality behavior is, and it's your direct reports and your colleagues that determine whether your efforts of understanding and adjusting for behavior style is producing quality results.

It is not difficult to be inclusive of the core elements and principles of a typical quality management initiative. Customer/people focused is your colleagues, including your people that you engage in on a daily basis, all of whom can be involved in establishing the survey criteria. This exercise in itself initiates the important conversations around behavior and drives discussions about the kind of thinking process necessary for the skill of Positive Presence (www.corporateharmonybook.com). Every organization will be unique, but the integration of a behavior quality process with a strategic and systematic approach to achieving your organization's vision, mission and goals will create the necessary thrust for continuous improvement. Effectively communicating the confidentiality of the process, the importance of real-time feedback, and the goal of the high-level non-disciplinary metrics for benchmarking will also be a driving force to improving morale and motivation.

When behavior is identified as a critical piece of the performance equation – and studies of corporate success stories have proven its relevance time and time again – it means that behavior skills must become part of the organizational total quality management plan.

Just as we manage any process and skill for continuous improvement, so too we need to build individual behavior processes for improvement through continuous feedback unique to your organization, unique to your team, and unique

to each and every individual. Above all, keep it simple, keep it clear, keep it positive, and ensure an environment of trust and safety. The outcome will be a continuous improvement of self-awareness, collaboration, and connectedness, and will result in overall employee satisfaction, overall organizational health and, above all, a success environment within which to work.

Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) provides the information and creates the conversations that will lead to a collaborative approach to culture shift. It keeps the development process simple, clear, positive and ensures an environment of trust and safety as your people help each other in the transformational journey to enlightened leadership.

CHAPTER 8

HUMAN ASSETS

AS AND WITH THE COACH

When we accept that, in today's economy, all organizations are quickly becoming knowledge-based organizations (if they're not already) made up predominantly of educated employees who are often professionals in their own right; and when we accept that the nature itself of knowledge work is inherently complex, ambiguous, fast-paced, in constant flux, and demands a continuous high level of excellence; then we must acknowledge that workplace 'stress,' as we have come to know it, is here to stay and our job now is to learn how to best manage, lead and work amid the chaos.

The results of over a decade of neuroscience research and advanced neuro-imaging technology has proven that the chaotic work environment that we find ourselves in triggers biological reactions that we must become aware of on an individual level; otherwise we will suffer the adverse effects that lead to poor health, poor performance and unhealthy relationships. This innately detrimental effect of today's work environment on the mind-capacity of knowledge workers is hugely significant in the need for a new leadership mindset.

To briefly recap from Chapter Seven: the science is irrevocably clear – for 'working-brains' (people's minds) to be productive they must be strong and healthy. The science is irrevocably clear – a strong, healthy mind is one that produces coherent electro-chemical brain waves, the kind that only exist

when people are in a positive energy flow. The science is irrevocably clear – it's people's thoughts and feelings that create their energy flow which becomes tangible behavior. The tangible evidence of the ability to cope with this chaotic-type of work environment can be seen in individual behavior, and thus behavior skill (which has always been the soft side of performance) now takes on a whole new importance.

The verdict is in, and the evidence is inarguable – organizational leaders must become proficient in, first, self-management of their own behavior skill and, second, the ability to develop and adjust to the behavior skill of the people they lead. Finally, behavior skill must become part of the overall organizational quality management plan.

Human Assets – Who Are You?

The performance of any organization is the direct result of the collective performance of its people. No matter what your position or your job description, if you are part of an organization you are there to contribute to the success of the organization, without which you would not be there. Every individual is unique, but at the same time every individual has the same need to contribute and be valued. Feelings of contribution and value only exist in a state of positive emotional energy. This is true for every leader and for every person being led.

Understanding a little of the neuroscience or 'mind' science that has been covered in earlier chapters is helpful to emphasize the vast diversity of individuals' brains and their working minds. Understanding that the majority of an individual's working brain happens in their subconscious is also necessary. At the end of the day the most important piece to understand is

that you can use your mind to change your brain to benefit your whole being – and every other being whose life you touch.

The human brain is the most complex object known to science – more complex than an exploding star – more complex than climate change. The skill of Positive Presence (www.corporateharmonybook.com) – the ability to adjust and create a positive and energized mind through conscious thought processes – can simplify it all. As you consciously learn to take notice of your thoughts and feelings, and adjust your thoughts and feelings to the positive, you can consciously create new thought habits. As new thought habits evolve, so too will your ability to create more positive emotional energy. As your positive emotional energy increases, so too will your behavior skills for self-awareness, collaboration and connection.

Enlightened leaders take responsibility for developing the skill of Positive Presence (www.corporateharmonybook.com) and constantly practice to improve.

Authentic Leadership

In today's world of organizations comprised primarily of knowledge workers, there is a real desire for authentic leadership. Being an authentic leader means you must understand how you relate to others and then learn to adjust your behavior accordingly to deal with others in a positive manner. Authentic leadership also means you must understand what upsets you, and then work to improve your self-control. Once you know your 'hot-buttons' you can learn how to manage them, and reach your goals despite them. And most importantly, enlightened leaders are authentic in their understanding that they may not be objective when they think about themselves – it's just human nature that how others

actually see you can be quite different from what you think they see. The key, then, is to ask.

Enlightened leaders have the courage every day to ask the people they lead some very basic questions such as:

- Do I clearly communicate a vision?
- Do I treat people with courtesy and respect?
- Do I encourage people to share ideas?
- Do I actively listen in meetings; am I accessible and approachable?
- Am I open to other's opinions and ideas?
- Do I bring a positive and energized attitude to work each day?

Enlightened leaders approach feedback as a challenge to be met rather than as a threat to be avoided. Then they have the courage and humility to ask for help where and when help is needed. And they understand that building a strong mind is a lifelong task.

Enlightened leaders understand that how they think and behave affects the way they lead others. They are committed to all kinds of improvement and to continuous enhancement of their effectiveness as a leader to propel their people to greater productivity and performance. Enlightened leaders believe in and display transparency in everything they do, and they ensure that self-improvement never ends.

What is a Coach?

Coaching is a practice that specializes in changing awareness, action, and the world around you. In systems language this process is called 'co-evolution.' Coaching enables you to see this process at a new level and therefore to practice it

more consciously than ever before. Both coaching and neuroscience are examples of a widespread shift in how people think about themselves and the world – a paradigm shift, if you will. A paradigm shift will occur if one or more basic elements are significantly altered, pushing ‘the norm’ out of equilibrium. A coach is trained to apply this principle to individuals or organizations hoping to evoke an insight that will cause the client to ‘see with new eyes.’ Today’s existing chaos, and our biological response to it, provides fertile ground for new fields and practices to emerge.

Coaching has emerged as a practice in response to a rapidly changing world and a paradigm shift in a number of disciplines. Quantum physics has proven that there is an objective truth that can be determined by a neutral observer. The activity of an observer affects what can be discovered about a system’s behavior. Coaches are trained to think systemically, to attend to values, to take a holistic perspective, to use a collaborative rather than a directive approach and to focus on strengths rather than on weaknesses.

Unlike other professions such as teaching, managing, facilitating, just to name a few, coaching has no responsibility, accountability and authority for the behavior of the client and does not own the outcome. Coaches are change agents who serve the positive interests and wellbeing of their clients. Most coaches view their role as an optimization of unrealized potential through development of talent, strengths, and refinement of effective skills in order to move their client from unsatisfying, limited (average) performance to enhanced and/or outstanding performance.

A coaching mindset represents a shift from an individualistic understanding to a contextual and social understanding that is part of a larger mechanistic-to-systemic

paradigm shift necessary for today's organizations. Coaching facilitates people to learn to think in ways that change their capacity to feel, think, and act – ultimately to shift who they are in the world.

Neuroscience and quantum physics has proven that we can train our minds to change our brains. In an abstract sense, our life is a flow of energy and information. We can think of our mind as our brain in action and must remember that it is a continuous ongoing process. These processes involve a flow of information and energy. Neither human brains nor human minds exist without social relationships. The philosophy of Positive Presence (www.corporateharmonybook.com) as a business process improvement strategy uses a coaching 'mindset' for a system-wide perspective of flexibility and change to create a positive flow of social relationships.

Why a Coach?

Negative emotional energy is often just the result of habitual thought patterns that, with a little help of identifying and adjusting them, are really quite easily reset. As the science pours in, there is evidence that your ability to change thought habits can take as little as two to eight weeks and generally about 28 days. This is why having a coach is so beneficial. Big corporations have used professional and executive coaches for years – but the price tag can be huge. As coaching continues to gain legitimacy, and as organizations continue on the treadmill of constant change – as they become more knowledge-based, more complex, and more ambiguous – the case for a professional coach to support the enhancement of the skills, resources, and creativity of leaders, becomes more relevant.

Of all the competencies that go with emotional and behavioral intelligence, the competency of self-awareness is

probably the most difficult, the most all-encompassing, and the most overwhelming. Coaching seeks to help people balance the many different aspects of their lives and to improve their ability to function with one another, with their work, with the world, and most importantly, with themselves. Awareness of choice is a principle that unites coaching theory and practice (Rock & Page, 2009).

Self-coaching

As a result of the expense attached to professional coaching, there is a huge shift throughout organizations in all industries to implement a 'coaching mindset' for culture shifts and for sustaining a positive and energized culture. This 'coaching mindset' or 'self-coaching' is a process of taking control of your own actions through targeted, conscious planning and thought to create the results you want. It is adult learning theory at its best. It is a process-based, steady progression focusing on your goals and your individual situation to create an environment of learning about yourself. Effective self-coaching is the key to meaningful growth and development. It can be a slow process, or as fast as you want it to be.

Self-coaching is a self-directed process drawing upon the tools and concepts from executive coaching, social psychology, neuroscience and other disciplines. It can be of use whether you are currently working with a coach, have worked with a coach in the past, or if you may never have the opportunity to ever work directly with a coach.

Self-coaching does not mean that you do it all alone. Although it is up to you to initiate the process, it requires participation with all of your social relationships as they become part of your personal 'self-coaching' team. Throughout the process you will find that you transform key people in your life

into members of your self-coaching team, even if for just a single interaction.

Once you discover the mix of self-coaching that's best suited to your personal needs, temperament, and circumstances, positive results often occur exponentially. The latest research in the neurosciences is proving that anyone can acquire first-rate skills simply through deliberate, intense practice and training, using your innate cognitive capacity for constructing visual and emotional maps aimed at purposefully creating your chosen zone of excellence.

Dr. Joseph J. Luciani has brought the idea of self-coaching to a whole new level with his book, *The Power of Self-Coaching - The Five Essential Steps to Creating the Life You Want* (Luciani, 2004). As a psychologist, Dr. Luciani encourages you not to subscribe to panic, anxiety and depression as mental illness, but instead to understand them as habits to be dealt with and broken. According to Dr. Luciani, happiness is your natural state and chronic unhappiness is nothing more than a bad habit waiting to be broken! He breaks self-coaching down to five essential steps:

- First, you need to chart your weaknesses. You get trapped by your reflexive thinking – those automatic thoughts that hammer you with doubts, fears and worries, creating guilt trips, doubting, name calling, not caring, hostility, lying, manipulating, and doom-and-gloom thinking.
- Second, you must separate fact from fiction and deal only with the facts. Don't get caught up in the 'what ifs.'
- Third, stop listening to the noise. Don't listen to the insecure and negative thoughts that sometimes nag at you. Everyone has tendencies that tend to work against you; the trick is to ignore them.

- Fourth, let go. Turn away from the negative line of thinking. Let those thoughts move right through you. Just say no to anything that leads to anxiety or depression.
- And finally, motivate yourself. You live in a world of constant chaos and change. You can choose to embrace it, or to become victim to it.

Self-coaching is a personal reflection – an honest and compassionate conversation with yourself. It's about speaking your truth, affirming your desires, stating your intentions, and recalling your successes, while being gentle and patient with yourself. It is about self-empowering and being your own champion.

Self-coaching is a personal journey – a personal choice, if you will – that is needed for developing the skill of Positive Presence.

The Journey

Awareness of yourself and how you work with others is the path to personal and professional growth, and ultimate success. It requires real-time practical learning experiences specific to your performance challenges. In doing so you develop the ability to act with awareness and intention, to respond to your performance challenges with greater confidence; to create profound and positive change in yourself, your leaders, and your people; and to drive excellence in performance throughout your organization. People learn differently, at different paces, and respond differently to specific training curriculum. There is no one-size-fits-all solution, nor is there a secret formula you can learn at a motivational conference or one-day training workshop.

Instead, developing the skill of Positive Presence (www.corporateharmonybook.com) and a culture of Positive Presence is a continuous process of education, conversation and feedback. It is about learning and applying strength-based behavior skills that are best suited for the natural talents and style of your leaders, your people and your organization. Whether you focus on behaviors, attitudes, thinking, process, or all of these, is your choice. Creating a universal language to support the skill and culture of Positive Presence will be unique to every organization.

This journey will be arduous for some and exhilarating for others, but it is a journey that is necessary for us to successfully traverse today's changing world.

CHAPTER 9

THE BUSINESS ORGANIZATION

Organizational Culture is a choice. It is a daily choice made by each and every individual in the organization of how to behave, how to feel, and how to think. Organizational culture today must be developed and sustained – it must not ‘just happen’ – and it is the duty of the organization to clearly set the bar. It is the duty of the organization to clearly communicate, in and through everything it does, the behaviors, the feelings, and the thoughts that will be necessary for its success and the success of its people.

Where Are We From?

We have left the days of the industrial and technological revolutions behind us – where productivity and efficiency was almost totally dependent on process efficiencies of getting the job done. In today’s knowledge economy, organizations are more and more made up primarily of knowledge workers (those whose jobs require formal and/or advanced education and are considered people who “think for a living”), bringing their specialisms together for a common purpose.

According to Peter Drucker, whose groundbreaking work during the last half of the 20th century turned modern management theory into a discipline, the best example of a predominant knowledge workforce at the turn of the century was the modern-day hospital in all developed countries of the world. In these organizations characterized by extreme levels

of complexity and ambiguity, success is often made even more challenging by public sector bureaucracy, as well as fiscal and demographic pressures.

To quote from Peter Drucker in his 2002 book “Managing in the Next Society” (Drucker, 2002, p. 124), “... A knowledge based workforce is qualitatively different ... survival, of every business will depend on the performance of its knowledge workforce. ...the only way an organization in a knowledge-based economy and society can excel is through getting more out of the same kind of people; that is, through managing its knowledge workers for greater productivity. It is, to repeat an old saying, ‘to make ordinary people do extraordinary things.’”

As the global workforce gets recognized for changing employment patterns in all developed countries forever, workforces of knowledge workers are becoming more and more the norm. The demands to perform at a continuously high level of excellence, amid the pressures of increased complexity, ambiguity and rate of speed, can be overwhelmingly taxing on even those people most advanced with the skill of Positive Presence (www.corporateharmonybook.com) as discussed in Chapter Three – on even those people that are innately equipped to create a positive and energized mindset in spite of the environment within which they live and work. Not only that, as we move from the Knowledge Era to the era of what is being referred to by some as the Age of Connectivity, the understanding of, and ability for, human connectedness becomes increasingly important. For change and adaptation to occur in today’s new organization as a complex social system, people, as the system’s parts, must be willing and able to interact and communicate through a common identity for a mutual, beneficial, meaningful purpose.

The knowledge economy, unlike previous economies, deals directly with the person as an individual (Drucker P. F., 1993). In today's business world, people are central to success. Knowledge does not reside in a book, a databank, or a software program. They contain only information. Knowledge is always embodied in a person; carried by a person; created, augmented, or improved by a person; applied by a person; taught and passed on by a person; used or misused by a person. The shift to the knowledge society therefore puts the person in the center. The educated person is no longer an ornament. In today's world the educated person is on the front lines and defines performance capacity.

The recognition of shrinking workforce demographics due to an aging population and lagging birthrates is starting to show challenges for employee retention never presented before. What's more, employees today are entirely different than employees of the past. Generally, today's workers do not have the invisible support system at home that enabled previous work-generations to focus exclusively on their job when at work. For today's worker, work cannot be, nor is it, the sole priority, and they consequently operate in 'dual-focus' mode, with work alternating with other priorities (Burud & Tumolo, 2004).

Many organizations that have had immense success with such things as an evolving product line, talented salespeople, and brilliant marketing strategies are struggling to move from a transaction-based environment in which technical expertise was sufficient, to a relationship-based environment that focuses on interpersonal skills as a competitive advantage. There is acknowledgement that the duality of achieving the short-term high performance while at the same time adapting to change requires that its people-networks establish high-quality personal relationships, organizational relationships, and inter-organizational relationships (Dervitsiotis, 2006) – the kind only

attainable in an environment of positive emotional energy – the kind of relationships made possible only in a culture of Positive Presence (www.corporateharmonybook.com).

Gone are the days of relying on financial measures and lag indicators for reporting and predicting success. Also gone are the days of the single-loop linear hierarchical approach to strategy formulation and implementation. Intangible assets such as high quality services, intellectual capital, prompt and reliable services, skilled employees, responsiveness efficiencies, and adaptable business processes can no longer be ignored as success indicators. As the pace of environmental change increases, so too does the urgency for the pace of organizational adaptation, thus creating a work environment wrought with chaos and crisis. This is particularly true in the case of public service organizations and not-for-profit organizations where both the financial resources and inherent system bureaucracy often create barriers for rapid, real-time change on the front lines, and where there will always be a substantive element of top-down leadership.

In the 2012 Global Workforce Study by Towers Watson (Towers Watson, 2012), it was revealed that “engagement, as traditionally defined, is no longer sufficient to give employers the sustained performance lift they need – or keep employees doing their work effectively in today’s pressured and fast-paced work environment.” They have since defined the idea of an energized workforce within “a work environment that actively supports physical, emotional and interpersonal wellbeing”. It is clear, the management practices and disciplines that worked at the end of the 20th century are no longer sufficient to produce the necessary results needed for organizational success today.

The need for proven continuous cyclical management processes that can align organization strategy with intangible

assets through individual objectives and key performance measures at every level of the organization has never been greater. The need for all employees to participate in building a culture of physical, emotional and interpersonal wellbeing – a culture of positive and energized minds – a culture of effective success-focused behaviors – has never been greater. And the need to keep it simple, understandable and financially manageable is paramount to future organizational success.

Where Are We Now?

Never before in the history of mankind has there been such a demand for performance from collective educated minds – the kind of performance that requires a common and shared commitment to values, a common concept of excellence, and most importantly the necessity of mutual respect. The educated person needs to be able to bring his or her knowledge to bear on the present while at the same time molding the future. The educated person needs to be able to appreciate other cultures and traditions. The educated person is no longer just an ‘intellect,’ but now must be humanly perceptive as well as analytical. The educated person must continuously adjust to the global world and become citizens of the ‘world’ – in vision, horizon, and information, while at the same time draw nourishment from, and in turn, enrich and nourish their local culture. The educated person must live and work in both the world of the ‘intellectual,’ focusing on words and ideas, and the world of the ‘business,’ focusing on people and work. Today’s worker must be able to balance the duality of the workplace as a means to practice their expertise, and the workplace as a means to overall organizational performance. Without one, there will not be the other.

This new duality of the educated person necessitates a new kind of emotional environment within which to work – the kind

of 'social' work environment that is achieved through a philosophy of Positive Presence (www.corporateharmonybook.com). The Positive Presence philosophy as discussed in Chapter Three seeks to identify and eliminate conscious and unconscious negative behavior habits and patterns (Chapter Two) and by doing so increase value-producing thoughts, feelings and, most importantly, behavior in the workplace.

Today's work climate is getting increasingly more competitive and organizations are more complex and ambiguous than ever before in history. Each day the markets in which organizations compete grow as technology increases the industrial reach and globalization influences the ways of business. In this increasingly competitive and complex culture, it is imperative to find the necessary link within the complexity of organizational and social systems that will continue the drive forward. Organizational systems today are networks of relationships of people, of business functions (marketing, finance, etc.) and of processes (R&D, production, performance, etc.) that must directly identify with organizational strategy and goals. Furthermore, every network is embedded as a subsystem in one or more complex organizational social systems that include significant stakeholders of the organization. The necessary system links in this complex network of connections will be a new kind of leader – an enlightened leader – a leader that models the conduct of cognitive strength and possesses the skills of effective workplace behavior, while at the same time guides operational improvements, executes consistently on strategy, and sustains performance excellence.

The new generation of workers is looking at values, looking for purpose, and looking to achieve work-life balance amidst the chaos, the ambiguity, the complexity, the rapid change, and the feelings of continuous crisis of today's work environment. Every developed nation in the world is dealing with the fallout

from the human capacity's inability to cope, at both a physical and mental level, with the biological and neurological effects of chronic stress due to the inherent chaos and crisis.

Organizational results show that employee engagement is a key contributor to improved operations, financial growth, and enhanced management-workforce relationships. But employee engagement, as we know and understand it, is becoming elusive at best. In the 2014 Global Workforce Study by Towers Watson (Towers Watson, 2014), an energized work environment is identified as key for sustaining employee engagement, and leadership is the number one driver of employee engagement. In the 2014 study, *'energy'* (one of the three measurable elements essential to sustainable engagement) is defined as "a work environment that actively supports physical, emotional and interpersonal wellbeing".

To a great extent the explanation can be found in the research being done in the neurosciences where they have identified that in order for people to achieve optimum performance, to build strong and lasting relationships, and to experience good health, they need the positive emotional energy of coherent brain wave patterns. This becomes an increasingly important fact as more and more workplace performance is dependent on a person's working-brain. There is in fact a direct correlation between high-level emotional and behavioral intelligence and high-level positive emotional human energy. In addition they have found that there is also a direct correlation between high-level positive emotional human energy and people's ability to connect and actually work together in collaborative and cooperative ways.

The neurosciences are also bringing an understanding to the high incidence of stress-related illnesses that are being seen at a global level in work environments characterized by chaos,

ambiguity, complexity, lightning swift change, and crisis. You will remember from Chapter Two that the human stress response is basically the body's way of protecting you. It unconsciously flies into action by releasing a flood of stress hormones, including adrenaline and cortisol, when you are faced with a challenge or threat. It helps you stay focused, energetic, and alert, and it gives you extra strength to manage in emergency situations. In today's fast paced and ever changing business climate, the most dangerous thing about stress is how easily it can creep up on you. You get used to it. It starts to feel familiar, even normal. You don't notice how much it's affecting you, even as it takes a heavy toll.

Because of the widespread damage of stress-overload on personal mental and physical health, it is important to be aware of and understand that some people are able to roll with the punches, while others seem to crumble in the face of far smaller obstacles or frustrations. Some people even seem to thrive on the excitement and challenge of a high-stress lifestyle. The signs, therefore, are different for each and every individual. At the neurological level it is a person's emotional energy that is being depleted. Emotional energy is created through one's thoughts (often at an unconscious level) and feelings. As emotional energy is depleted, the tangible effects are seen as ineffective behaviors, disruptive behaviors, and under-performance.

When it comes to emotional energy in the work environment, behavior, it seems, is the only tangible indicator. You will remember from Chapter Two that personal energy flow can generally be assessed through a person's feelings. Feelings such as happiness and optimism can be linked to a positive energy flow or 'coherence,' and feelings such as anger and frustration can be linked to a negative energy flow (incoherent brain waves). It is through our thought process that we choose

how to behave. The measurable result of a person's energy flow is reflected by one's choice of behavior.

For the past two decades the spotlight for management and leadership training has been on team and work-group dynamics as more and more we become organizations of knowledge-based technicians and professionals. The corporate world is very aware of the power of a great team – the power of a group of people to attain the unattainable – the power of a group of professionals with diverse skills to reach a higher potential than any single individual could ever attain on their own.

Creating and sustaining a highly functional integrated team has been shown to necessitate the development of strong cognitive skills and strong behavioral skills that create strong and lasting relationships. It has been shown that leaders who successfully create integrated teams exhibit the kind of behavior that was previously discussed in Chapters Four through Six. These leaders do more asking than telling. They express thanks and appreciation in both formal and informal ways, and they include their group in the brainstorming and problem-solving process. They are approachable and they reward cooperative and interdependent behavior, rather than “rock star” performance. They hire people who value and understand shared responsibility and accountability, and they stay committed to collaboration, not competition and conflict.

Good leaders know that for people to truly follow your lead, they first must believe that you, as their leader, have their best interests at heart. This belief is grounded in a positive emotional connection between the leader and the followers. A June 2012 Deloitte survey titled “Core Values and Beliefs,” indicated that executives are looking for a quick fix to build greater connection with their workforce. Many executives believe an investment in

a new social technology will provide them with the answer they seek in building a more collaborative culture. Employees, on the other hand, are often suspicious of these tools. The survey found employees value intangibles in the workplace — such as candid communication and direct access to management as critical elements of connection— while executives value tangibles, including competitive compensation and financial performance as means to a more productive organization. The implementation of Positive Presence (www.corporateharmonybook.com) as a business process improvement strategy necessitates candid communication and management access while at the same time provides executives with a tangible proficiency scale.

The research continues to build, supporting that productivity, change management, and innovation are tied directly to an environment of positive emotional energy in the workplace. A positive emotionally energized workplace begins with identifying effective behavior at the individual level – the kind of behavior that comes from thought habits and feelings that are supportive and caring. Although many are automatically tuned in to their feelings and thought habits that drive behavior, there are a great many more that have never developed that level of awareness. For this reason it is important that there be a shift to leadership development at the individual level for both cognitive strengthening and behavior skill training. Positive Presence (www.corporateharmonybook.com), as a business process improvement strategy, will do just that.

Where Are We Going?

There is no doubt that the world we live in today is experiencing one of the most exciting and revolutionary times in human history. Demographics are such that, in developed

countries, almost half of the population has personally experienced the industrial age, the technological age, and the knowledge age, even today as it evolves into the Age of Connection. Understanding the significance that human beings are in fact just complex neuro-chemical manufacturing plants for electro-magnetic energy can be quite overwhelming, but at the same time it helps us to comprehend the proven scientific fact that the evolution of the world and everything in it is increasing at an exponential rate.

At the far extreme, humanity is on an evolutionary quest for, what many people call, higher consciousness. Mark Waldman is one of the world's leading experts on communication, spirituality, and the brain, and just one of many people who have devoted their life's work to the study of human consciousness and mental health, delving deeply into the human brain and how it influences our lives. The internet is abounding with resources that discuss such things as meditation, mindfulness, the law of attraction, the universal laws, manifestation, spiritual awakening, heart-centeredness, human energy vibration, creative visualization, dream building, mind movies, energy barriers, flowdreaming ... and the list goes on. But what does this all mean to you, as an individual and as a leader in today's work environment?

Leadership, in its essence, is a dynamic process of interaction between individuals – leaders and followers. Its core purpose is to provide a vision and then to direct their workforce's focus to achieving the organization's mission. A high performance organization continually strives for greater efficiency and effectiveness in delivery of their goods and services while at the same time strives for greater employee satisfaction and engagement. This holds true to leadership in both private sector and in the public or non-profit sectors.

The public and non-profit sectors, however, possess unique leadership challenges incomparable to those in private sector. The public sector is challenged by the ascribed status of politicians as leaders and public servants as followers and the need to remain sensitive to the all-important political context that underpins the work of public servants. Challenges also emerge in public sector from a political bureaucratic vision that can be defined at best as cloudy and ambiguous driving a complex mission that frequently changes. At the same time, today's public sector leadership will be called on to play an important role in public sector reform.

Non-profit sector organizations have come under ever-increasing pressure with changes in public policy, significant client demographic shifts, new commercial initiatives, and growing competition from for-profit providers. Today's not-for-profit leaders must possess a huge repertoire of knowledge and skills, particularly cognitive and behavioral skills, to ensure that business operations run smoothly without displacing the relationship-based approach to nonprofit leadership, or losing sight of the vision and mission.

For the first time in the history of business organizations, private, public and not-for-profit, success criteria for production and work efficiency lies in the 'working brain' of employees. As discussed in Chapter Two, the last decade or so of neuroscience research and study has clearly shown that the greatest risk to this new success criteria is negative human energy, and that the tangible evidence can be seen in workplace behavior at the individual, team and/or organizational level. Studies have also shown that the negative emotional energy and ineffective behavior is often, at the individual level, due to an unawareness of unconscious thought and behavior habits. The good news is,

the ability for positive emotional energy and effective behavior patterns has been proven to be easily learnable skills.

The revelation that positive emotional energy is one of the primary ingredients necessary for human connection to occur is also bringing critical insight to the organizational realm. Organizations are made up of people, and in order to work together they need to connect. For leaders to create positive connection requires a deeper understanding of their followers and the behavior choice that will be most effective to inspire and motivate them. Leadership today must be viewed as situational or contingent in nature in that different behavior patterns will be effective in different situations. The realization that there is no one-size-fits-all means enlightened leaders must be chameleons of behavior skill that will sustain positive emotional energy.

Tomorrow's enlightened leadership will recognize the skill of Positive Presence (www.corporateharmonybook.com), understand the philosophy of Positive Presence, and work passionately to build and maintain a culture of Positive Presence. Tomorrow's enlightened leader will unceasingly refine their individual cognitive strength and behavior skill expertise to create increasingly valuable followership connections.

Enlightened leaders will model a mindset that transcends stress and will instinctively know how to take the uncertainty out of the future. Enlightened leaders will know how to recognize and change ineffective competitive mindsets and behaviors to more effective mindsets and behaviors of cooperation and collaboration. Enlightened leaders will excel through cognitive strength and a greater understanding of, and

enhanced skills in, agile behavior attributes resulting in strong positive connections to drive performance excellence at all organizational levels. As enlightened leaders navigate their own never-ending journey of learning, they will together drive their organizations to new heights of synergy, creativity, innovation and, ultimately, the corporate harmony needed for success.

CHAPTER 10

THE BIG PICTURE IN ACTION

In Chapter One you were introduced to the big picture and the three pillars of leader development:

Pillar 1 – Cognitive Strength (mind health and success-thought habits),

Pillar 2 – Behavior Skills (effective quality behavior patterns for success),

Pillar 3 – Quality Management (on-going real-time peer and follower feedback for continuous improvement).

These three pillars support and lift up human assets through the help of a ‘coaching mind set’ either from within yourself, from within your organization, or from a third-party coach. Attaining a coaching mind set enables you to change your awareness, to think systemically, and to take positive action.

The organization, as the foundation, is the culmination of individuals bringing together their positive minds and effective behaviors for increased quality, productivity, and innovation toward a clear and guided mutual, beneficial and meaningful purpose for success.

Why Take Action?

If you’ve done any kind of personal development at all you know that you can be as positive and as goal-focused as you want, but without taking action very little will happen. I have

seen the skill of Positive Presence (www.corporateharmonybook.com) in action as I personally watched the symptoms of a concussive brain injury – the inability to focus or make decisions, the frustration, the anxiety, the depression and victimization – disappear with the practice of consciously adjusting to a positive thought pattern, thus allowing the neuroplasticity of the brain to ‘rewire’.

Studies show that senior and executive level managers and leaders are typically happy and controlled people who either innately possess, or have deliberately developed, strong cognitive and behavior skills, and can easily apply the skill of Positive Presence (www.corporateharmonybook.com). Studies also show that mid-level and front-line managers and leaders generally move into their position because of their advanced technical expertise with very little ‘manager’ training, and little, if any, behavior or leadership training. For the most part, front line to mid-level managers, whose role it will be to inspire and motivate your front line knowledge workers, often do not consider themselves to be in a leadership role.

In the past, front line to mid-level management positions were put in place to ensure that people followed the rules and protocols that kept the production line moving. In today’s organizations it is now knowledge workers occupying front-line positions rather than line workers. You will remember that knowledge workers are people whose jobs require formal and/or advanced education and are often professionals in their own right. Productivity no longer requires peoples’ hands to keep a production line moving. Productivity and efficiency in today’s knowledge economy lies in the working brains of your people.

Leaders at all levels, from C-Suite to front line, must be given the tools and training that will create a positive and energized environment within which your front-line professionals can flourish and combine their brilliance for innovation and success. This responsibility is a new aspect of lower-level management in the knowledge-based organizations of the knowledge economy. This responsibility takes on a tremendously important and critical role in organizational structure and the transition will be unique to every organization.

You will remember from the last chapter that a high performance organization continually strives for greater efficiency and effectiveness in delivery of their goods and services while at the same time strives for greater employee satisfaction and engagement. This holds true to leadership in both private sector and in the public and non-profit sectors. It has also been demonstrated time and time again, that employee satisfaction and engagement lies within the employee – it is intrinsic – and external ‘motivators’, while they may work for some, will not work for others – and it can be guaranteed they will not work for everyone.

Studies have proven that increased efficiency and effectiveness of knowledge workers occurs in a positive working environment. The science is clear, satisfaction and engagement exists only with a positive and energized mind set. You will remember from Chapters 2 and 3 that Positive Presence (www.corporateharmonybook.com), the ability to adjust and create a positive and energized mind set, is possible through conscious thought processes and can be developed at any age. You will also remember that a positive and energized mind requires positive human energy, and that negative energy (and the resultant behavior) is the single most destructive and disruptive force in the work environment for today’s knowledge workers.

Your individual behavior is the tangible result of your energy flow and one of the key performance indicators for cognitive strength and the skill of Positive Presence (www.corporateharmonybook.com). Workplace and leader behavior is also the most tangible evidence of organizational culture that exists. And leader behavior is the leading indicator of your organizational success.

In today's knowledge economy it is virtually impossible for a workplace to be free from the potentiality for negative energy and negative behavior. The organizations that succeed and thrive in this economy will be the organizations, whose leaders recognize the need for studying behavior style, for teaching people the mindset that transcends stress and empowers higher brain function, and for raising both emotional intelligence and behavioral intelligence throughout their entire workforce. The organizations that succeed and thrive will be the organizations, whose leaders understand that there's no 'quick fix' or 'one-size-fits-all'. The organizations that succeed and thrive will be the organizations, whose leaders embrace a culture of Positive Presence (www.corporateharmonybook.com) and hold each other accountable for sustaining the synergy that will lead to organizational coherence and harmony.

Behavior capacity becomes the leverage to differentiate you and drive you far beyond your competitors. In the global economy technical skill is easily and rapidly replicated. Behavior capacity, on the other hand, is very personal and organizationally unique. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) drives a transformational process through your people as they learn to use behavior for organizational excellence.

To create competitive advantage through human capital we must ensure we are supporting the development of all necessary

skills within our managers and leaders – the skill of Positive Presence (www.corporateharmonybook.com) is essential – the ability to adjust and create a positive and energized mindset within our self through conscious thought processes to drive the necessary behaviors for performance excellence.

What Does Action Look Like?

The science of management and leadership lies in the hearts and minds of people, and transfers into the workplace as individual human behavior. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) draws on neuroscience and cognitive behavior research and understands that behavior skills are the primary indicator from which to measure and build leadership's competence for a strong, positive and energized workforce.

Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) as a business process improvement strategy centers on making obvious what behavior adds value thus reducing toxic, disruptive and non-productive behavior in the workplace. The focus moves to what is often referred to as a leader's tactical capacity – a set of behaviors that enables them to become role models for followers, guide operational improvements, execute on strategy consistently, and sustain performance excellence.

The Positive Presence Program™ (www.corporateharmonybook.com) combines online and group training with one-on-one coaching and timely assessment measurement in a proven systematic, programmatic methodology of training and coaching for leveraging the three fundamental domains of pre-existing behavioral capacity (self-awareness, collaboration, connection) which will differentiate you and your people and drive your organization above and beyond your competitors.

A simple self-owned monthly assessment steers personal leadership development and overall organizational development, increasing awareness and the importance of cognitive and behavior skills, leading the way to positive relationships and improved employee retention, productivity, innovation, and employee engagement and increased morale.

The Positive Presence Program™ (www.corporateharmonybook.com) takes the time to coach for the kind of relationships necessary for continuous and ongoing learning and development of both cognitive and behavior skill sets. It keeps it simple, safe and completely transparent, and affords employees at all levels, permission to start a discussion about behavior health and mind health.

Respecting the need for flexibility and the limitations on time resources, the Program is made-to-order to meet your needs. The Positive Presence Program™ (www.corporateharmonybook.com) is recommended as a 10-month program of online conversation and education, interactive group training, and timely measurement by way of a qualitative 360 behavioral assessment that is developed by you, that is unique to your organization, and that is reflective of your ideal work environment. The assessment is SMART – ‘Specific, Measureable, Achievable, Realistic, Timely’ – in order for buy-in from employees, managers and leaders alike, and most importantly it is safe from bias and manipulation.

The assessment is kept short and simple. It delivers point-grade average results, and allows time for trust in the process to develop, for questions to be asked (and answered), and for the conversation to take root. Leadership at all levels should participate -- from top to bottom.

The Program applies an extensive background in managing modern-day knowledge workers in a unionized public sector environment to the one-on-one coaching. The on-line tool box offers a multitude of media and training resources that can be chosen for the uniqueness of each individual.

The program is convenient, simple and completely transparent, and time to participate is measured in minutes rather than hours or days, allowing for minimal downtime to managers and leaders working with limited time resources.

What Will Action Achieve?

Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) brings work-place behavior smarts to the forefront of leadership and management development. The ability for a positive and energized mindset is inherent and evolutionary in every human being. You do this through self-awareness and conscious thought processes. In a nutshell, your capacity for focus, productivity, clarity and innovation is directly correlated to the human energy you create within you and around you through your thoughts and feelings that drive your behavior.

As advances in cognitive science and neuro-imaging continue to provide increasing evidence of the need for mind health, Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) brings the skill of Positive Presence to the workplace. As you and your leaders acquire the understanding and vocabulary for the skill of Positive Presence you will be able to support each other in the creation of your individual behavior capacity and ultimately, a work environment that promotes quality excellence, productivity and innovation.

As the complexity, ambiguity and every-changing environment of today's knowledge-based organizations is taking its toll on your human resources and the bottom line, investing from the front lines to the top in the growth of your leaders' cognitive and behavior skills will realize savings in terms of increased production and quality, increased retention, and decreased absenteeism for stress related illnesses.

Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) helps your organization harmonize your human assets for a greater return, by focusing on and strengthening, both cognitive and behavioral skill sets. It is designed to drive self-awareness, collaboration, connectedness, and increased employee satisfaction, and you will learn to open communication lines – up, down, and across your organization for more effective performance, and in spite of bureaucratic trappings.

As organizations increasingly depend on teams of highly skilled professionals to synergistically work together across organizational boundaries to reach goals, awareness of Positive Presence (www.corporateharmonybook.com) as a skill set becomes crucial in holding employees and colleagues accountable for effective, productive behavior. The program offers opportunity to test that your managers and leaders have clear goals and objectives, thus ensuring that productivity is not diminished by chaos and confusion that results in ineffective and dysfunctional behavior. Your managers and leaders at all levels will see their role with new eyes and understand the importance of identifying and removing barriers in order to emancipate people to use initiate and innovation, while continually asking questions like, 'How do we get better?'

Because of the shrinking workplace demographics and the inevitable struggles for employee retention yet to be faced, your

human resources will increasingly be recognized as an asset (as opposed to an expense). Investing in bringing an awareness to workplace behavior, and in developing the skill set of Positive Presence, not only offers huge benefit to the individual, but to the organization as well in terms of organizational wellness and ultimately, organizational success.

The program's methodology can be the initiating factor not only for leadership development, but also for culture change, and organizational wellness initiatives. The program encourages discussion at weekly team meetings and is designed for continuous self-directed and group-directed improvement. Once the conversation gets going, the goal is that you will automatically help each other, by holding yourself and others accountable for the influential behaviors associated with emotional intelligence, thus diminishing the negative stress in today's environment of continuous pressure to do more with less.

The program can be extremely time efficient and content effective keeping management's down time to participate to a minimum, as the real work happens on the job in real time. As the bar is set and conversations are initiated around resilience and agility, you will be able to identify many of the not-so-obvious barriers to optimum performance, such as negativity and ineffective behavior, and create an action plan moving forward. Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) offers a proactive approach to the issue of workplace health and safety and holds your managers and leaders accountable to those that matter most – their peers, direct reports, and themselves.

For those leaders and employees that are caught in an unproductive and ineffective environment of negativity, your action will create an awareness of behavioral accountability

within managers and leaders to themselves and others, and instill a sense of value and caring throughout the organization resulting in increased levels of engagement and loyalty.

The ongoing leader behavior assessment, together with the awareness of Positive Presence (www.corporateharmonybook.com) as a skill set, serves as a good performance management tool, setting the bar and establishing up-front behavioral standards. Also, the cumulative average of the feedback can be used for assessment, not only on an individual level, but also at the organizational level, for the propensity toward innovation, transformation and ideal productivity, and will identify areas of risk. As leadership behavioral development at the individual level comes to the forefront for development, risk areas will be identified and mitigated, and your organizations' human capital productivity and innovation value will increase.

The accumulated grade-point analysis of the monthly assessments:

- will flag any areas of potential risk at both the individual and team level that may be inhibiting teams of highly skilled professionals to synergistically work together across organizational boundaries;
- will reveal any hidden barriers that may be hindering knowledge workers and technical professionals from connecting for optimum performance and synergy;
- will provide insight into potential opportunities for more intense leadership and/or team development;
- will provide insight into potential opportunities for culture change either within departmental areas or throughout the entire organization;
- will provide insight into potential opportunities for organizational wellness programming;

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- will provide a relatively realistic benchmark of your organization's overall propensity for productivity and innovation (the higher the score, the greater the potential);
- will drive improved overall ratings free from manipulation and bias; and
- can become a performance indicator if desired;
- can be used for benchmarking both individual and organizational behavior performance.

At the end of Corporate Harmony's Positive Presence Program™ (www.corporateharmonybook.com) you will have a more positive and engaged workforce with greater behavior capacity, increase levels of productivity, increased attendance, and a higher rate of employee retention, and the framework for continuous improvement.

Cognitive strengthening and behavior skill training is the next era in leadership development and organizational development and is guaranteed to awaken the spirit of human potential and create the measurable behavior change necessary to transform performance across an organization and its entire leadership community.

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ABOUT THE AUTHOR

Catherine M. Elliott Osborne, MBA, GDM, PMgr, PMP, is an experienced management professional and business consultant. After more than a decade of leading and managing knowledge workers, including a long term public sector IT project in a unionized environment of rapid continuous change; followed by a 12-month project working with an entrepreneurial colleague and witnessing her spectacular rehabilitation from a severe disabling concussive brain injury; Catherine spent over two years investigating the field of neuroscience and developing the concept of 'Positive Presence' – as a business philosophy, as a business process improvement strategy, and as a necessary leadership skill set for today's knowledge-based organization. Passionate about helping organizations build enlightened leadership cultures that thrive in today's complex, ambiguous, fast-changing and chaotic global environment, Catherine has compiled some of the latest scientific research and calls for an enlightened and interactive approach to management and leadership training and coaching.

Catherine Osborne is the owner of the business consulting company "Corporate Harmony". Corporate Harmony's Positive Presence Program has been designed to provide cognitive strengthening and behavior skill training that will unleash your organization's behavior capacity. As a philosophy, Positive Presence seeks to identify and eliminate negative behavior habits and patterns, and by doing so increase value-producing thoughts feelings and most importantly behavior in

your workplace. As a business improvement strategy, Positive Presence focuses on teaching workplace behavior that adds value, thus reducing toxic, disruptive and non-productive behaviors.

As research and studies in the neurosciences using advanced neuro -imaging technology explodes on a global scale, it becomes clear that the science of management and leadership lies in the hearts and minds of people, and transfers into the workplace as individual human behavior. Catherine understands two essential concepts for performance in today's knowledge-based organizations:

1. The singular most important predictor of organizational performance is individual leader behavior, and;
2. Organizational performance is the harvest of seeding and nourishing the hearts and minds of its people.

Corporate Harmony brings the latest research from the neurosciences together with a world renowned program of behavioral training to provide a systematic, programmatic methodology guaranteed to awaken the spirit of human potential and create the measurable behavior change necessary to transform performance across an organization's entire leadership community.

CORPORATE HARMONY'S MISSION is

To bring the skill of Positive Presence to managers and leaders across the public, private and social sectors.

To see individual leader behavior become one of the most important deliverables in organizational quality management.

To help organizational leadership be the best it can be.

Corporate Harmony

Catherine lives in rural Southwestern Ontario, Canada, with her husband, Robert. Catherine is ever blessed to be surrounded by the love of friends and family and for the support of her husband Robert and her children Russell and Nicole (Rosseel) Osborne, and Melissa (Osborne) and Matthew Sorrell.