

*An Interdisciplinary Think Tank*

**COMMITMENTS  
OF THE  
CONSCIOUS LEADER**

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*Sponsored by the Pier 5 Hotel, Baltimore*

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# Executive Summary

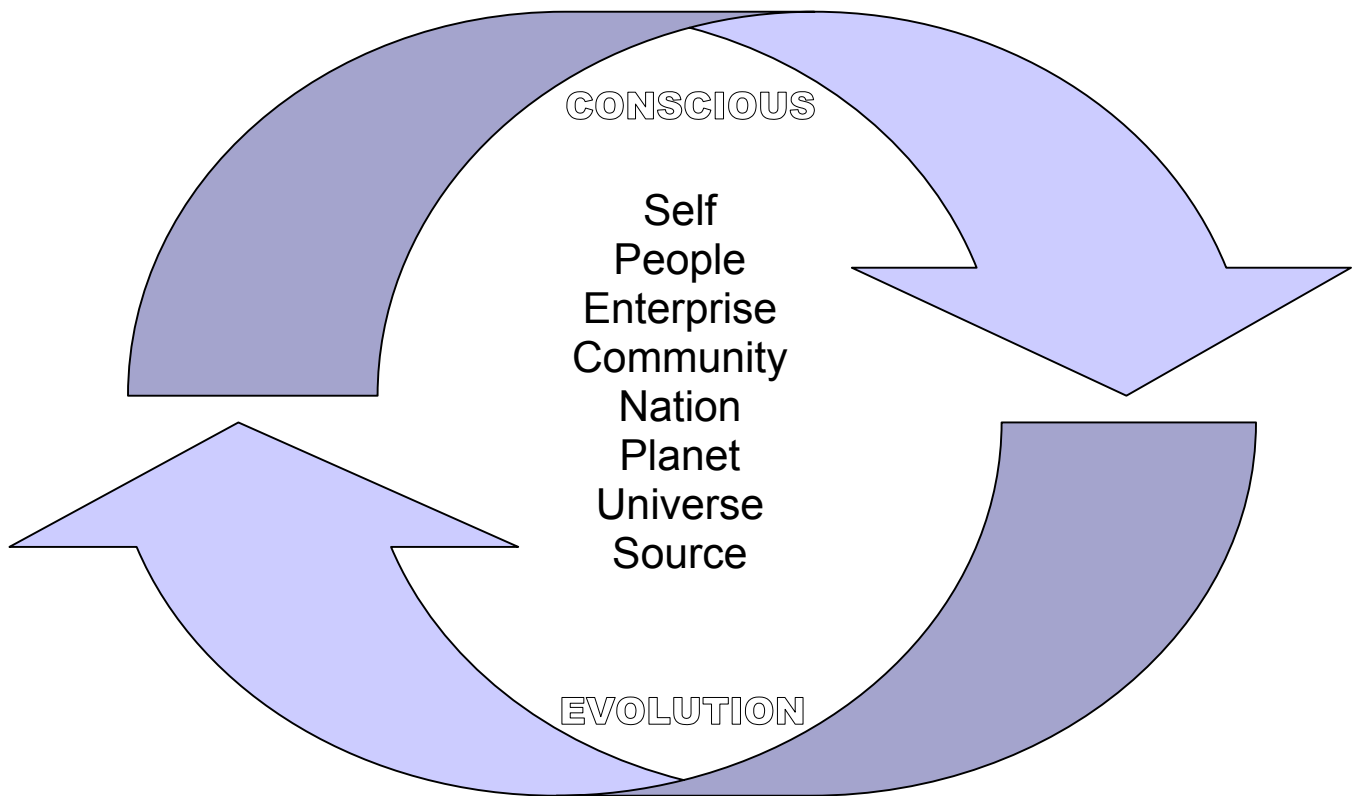
November 2<sup>nd</sup>, 2001 marked the first Interdisciplinary Think Tank sponsored by the Live A Difference Foundation. This gathering provided a rare opportunity for senior executives and selected experts to exchange knowledge on a topic of crucial importance: the conscious leader's commitments to self, people, enterprise, community, nation, planet, universe, and source.

To kick off the day, a panel of children was interviewed, exploring their beliefs about happiness, rules for living, money, leadership, love and community. Think tank participants noted the importance the children placed on family, optimism, energy, and love.

Dr. Marta Wilson presented a model describing the 8 commitments of the conscious leader. Participants then explored the conscious leader's connection to each of the commitments.

Insights gained from the session will be published in the foundation's new book *Lead a Difference: 8 Commitments of the Conscious Leader*. As with other Live a Difference Foundation publications, proceeds from *Lead a Difference* will be used to promote and support the foundation's mission to channel conscious action toward causes of global significance.

# Lead A Difference: 8 Commitments Of The Conscious Leader



*Through commitment, conscious leaders continuously evolve their connections to: self, people, enterprise, community, nation, planet, universe, and source. “Leading a Difference” is demonstrated commitment to these eight inextricably interwoven and mutually interdependent levels of a conscious leader’s reality.*

# **Self**

## **Summary**

### **1<sup>st</sup> Commitment of the Conscious Leader**

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to SELF?***

- It is important for leaders to have a balanced life. We need to care for ourselves, in addition to our employees.
- Conscious leaders should feel responsible and committed to maintaining the well being of self in mind, body and spirit.
- How we think about ourselves is important. There are concepts, such as survivor, thriver, and professionalism that serve as an internal frame of reference. We need to bring purpose from inner values and connections.
- We need to have clear values and a sense of purpose that are in alignment, to work in support of our own personal life values.
- Self-esteem is a key aspect of maintaining yourself and being able as a leader to withstand criticism. Need strong self-esteem to be open and receptive to feedback.
- We make choices in the actions we take, and need to be conscious of our intention.
- We need to consciously and actively live a healthy life, physically, mentally, and emotionally. Those who have pleasant, healthy experiences daily are better able to make good decisions and have the best problem solving skills.

# **People**

## **Summary**

### **2<sup>nd</sup> Commitment of the Conscious Leader**

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to PEOPLE?***

- True communication is key to leadership and includes dialogue rather than monologue. It is important to seek first to understand.
- It is important to not judge and stereotype others.
- Feedback is important in helping others help themselves. Good leaders see skills and talents in others, and help develop those skills.
- Build relationships and establish trust so people know we are there to help.
- Leader's task is to help steer the ship through the storm. A leader needs to understand the culture and environment of the organization to help others understand.
- Leaders must have tolerance for ambiguity. Leaders have to take action quickly without all of the data they would like.
- Leaders need to walk the talk and serve as role models in all areas of our lives. We need to live the life of integrity that we expect from others.
- We all need to be committed and follow through on our actions. Our reputations are what we make of them.
- We need to admire and respect those who stay true to their beliefs even if those beliefs are different from ours.

# **Enterprise**

## **Summary**

### **3<sup>rd</sup> Commitment of the Conscious Leader**

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to ENTERPRISE?***

- Enterprise needs to be redefined from the organization only to something larger that acknowledges the surrounding community.
- The new bottom line must include the responsibility to build community within and outside the organization.
- The corporations that last are the ones with community awareness and an understanding that making money is not the holy grail. Community has to be as important as the profit motive.
- Conscious leader needs to include human capital in the bottom line.
- Another responsibility is to build, not exploit, the organization's capacity to change, perform and adapt. The conscious leader needs to focus on the viability of their enterprise at any given time. If you want to sustain opportunity, you need to ensure the product is what people want. It's a strategic focus.
- The conscious leader recognizes that the enterprise is an abstract – it's nothing without the people that make it up.

# **Community**

## **Summary**

### **4<sup>th</sup> Commitment of the Conscious Leader**

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to COMMUNITY?***

- Community is intentional, ongoing and long term, and relational.
- Community is the skin that surrounds other elements such as people, enterprise, etc., which are the frame that community hangs on.
- Community has a common purpose, source, and goal. A successful community is much more than the sum of its parts. The work is far more effective and powerful from synergistic interactions.
- Broken-ness is a part of community. The source and the need to belong draw people together as a body in spite of their dislikes for each other.
- Each of us has a responsibility to give something to the community. We draw from community, whether we are conscious of it or not, and it's an obligation to give back to the flow the energy. We have an obligation to help others see the need to contribute community energy, not just contribute energy ourselves.
- Finding a way to get people into roles and positions in the community that excite them is our obligation as leaders.

# ***Nation***

## ***Summary***

### ***5<sup>th</sup> Commitment of the Conscious Leader***

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to NATION?***

- Conscious leaders are responsible for security, safety and building a sense of community.
- A conscious leader is one who is able to see the weaknesses of their nation.
- A great nation realizes that its enemies are the very shadows that it casts.
- A conscious leader re-evaluates goals, rights, direction, purpose and outcomes.
- The leader's responsibility is to establish a sense of oneness, with purpose and goals.
- Leaders must serve the nation.
- Leaders need to be careful of how they act on behalf of the nation.

# ***Planet***

## ***Summary***

### ***6<sup>th</sup> Commitment of the Conscious Leader***

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to PLANET?***

- The earth faces sustainability issues, due to the demand for limited resources. The conscious leader supports political systems that take on these problems. And there are social systems that conscious leaders pay attention to, preventing the wide gaps between the haves and have-nots.
- Conscious leaders do things at the local level that affect the planet positively.
- Conscious leaders have a responsibility to educate others to promote global sustainability.
- One of the issues in the education battle is recognizing when value systems clash. For example, should you pay more for a company to take back the packaging? There are points where altruism stops and that becomes a different problem. But years from now that point will be different.
- People need to see that they are part of a worldwide community. Things that happen here affect others around the world.

# **Universe**

## **Summary**

### **7<sup>th</sup> Commitment of the Conscious Leader**

***As conscious leaders what are our responsibilities, obligations, and commitments to UNIVERSE?***

- Being a conscious leader requires depth and breadth to your thought process
- A conscious leader needs to have a state of mind that reflects connectedness, light, possibility, and impact.
- As residents of the planet, we must recognize that we are connected to the universe. We must take care of ourselves, which will take care of the community and the planet, and in doing so will take care of the universe.
- Our presence in the universe is a shining light in perpetuity; our acts have consequences that are infinite, do not end in space or time. Every thought word and deed can have a huge impact.
- Think universally and act locally. Think one system bigger than the system you are trying to resolve.

# Source

## Summary

### *8<sup>th</sup> Commitment of the Conscious Leader*

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to SOURCE?***

- As leaders it is important to know who we are and we need to begin with the Source.
- There are different answers for different people; a sense of identity which will vary greatly with each individual. We as individuals and leaders need to identify and define for ourselves.
- The Source is our North Star. It provides a sense of purpose, identity, and passion. If your North Star is different and allows hypocrisy, lying, etc. then a leader has the responsibility to change that.
- Our current leader, who describes himself as a devout Christian is faced with the challenge of bombing others. How does a leader continue to gain sustenance from his source in a situation like that?
- There is a concept of “just warfare” and we try to operate within that. We don’t target civilians, hospitals, etc. There is also a difference between war and murder. We are attempting to promote the common welfare. How we define our Source determines how we handle these things.
- We have to have a source without being a zealot.
- Our source gives us our sense of values.
- The source as pure energy is non-judgmental.

# Appendix A

## Raw Data

# Children's Panel

To set the stage for the day's leadership conversations, Dr. Altyn Clark interviewed five children.

## Participants

Riley, 4 years

Sydney, 4 years

Jessica, 7 years

Gabrielle, 10 years

Jamie, 10 years

## Q: What would you like to be?

- Soccer Player and Vet
- Indian and Pirate
- Scientist
- Fisheries Biologist

## Q: What makes you happy?

- My family
- My family loves me
- That I can live with parents
- Going to visit Grandma and Grandpa
- Everything makes me happy

## Q: What are rules about being with friends?

- Treat other people as you want to be treated
- Play with them
- Share

## Q: What are rule about being a grownup?

- Parents should always obey the speed line
- Go to work
- Stay with your kids
- Always hold someone's hand when crossing the street

## Q: How much money do you want to make?

- \$500
- \$52
- \$64
- \$600
- It depends. I want to be a billionaire

Q: What should companies do with their money?

- Buy a house
- Save it in a bank
- Keep it for something special

Q: What do you like about neighborhood?

- There are lots of people
- Like to play with the people
- I like to play with friends

Q: Who are some of our community helpers?

- Police
- President
- Firemen
- Governors, lawmakers
- Trash collectors
- Doctors

Q: What country do we live in?

- America

Q: What are some other countries?

- Afghanistan
- America

Q: What would you do to make America a better place?

- Help people
- Not make skunks stink up the earth
- No drugs
- Just use the drugs doctors give you, but not the bad drugs

Q: What would you do to help the earth be a better place?

- Pick up the trash
- Love other people
- Having great people
- No pollution
- No fighting

Q: How big is the universe?

*(Several of the children spread their arms as far as they could reach.)*

- Size of the disco ball
- Bigger than the city
- Universe is as big as the entire universe!

Q: What color is love?

- Pink
- Red
- Red
- Blue
- Rainbow

Q: Who do you love?

*(All the children responded that they love their families)*

Q: What is your Magic Word?

- Please
- Hocus pocus
- Have a banana
- Abracadabra

### ***Group's Takeaways from the Children***

- I was struck by the connection to their family, they have an expectation that their family is their connection to our society and the world, the family is their rock. I feel and take responsibility to create the world they are relying on. Their answers reflect that their framework has not been set yet, as it would be for an adult answering the same questions. I noticed that the rules from school have been reinforced and they repeat them (hold hands to cross the street, etc.).
- I was happy to hear them talk about family values, “her family should be there for her.” I just had a wonderful sense of the children being real and authentic.
- I was struck by the optimism and enthusiasm of the kids, they give me a reason to be hopeful, it’s nice to be reminded of that. Their words reflected very concrete, not abstract thinking, which is what we’d expect from kids. I wonder if what is happening in the world is having more of an impact on them than we think, this thought triggered by the “Pakistan” answer to what are some other countries. “Always stay with your kids” & the other rules for grownups, are they looking to hold onto us more because of the world events?
- I was thrilled to hear “Love being a rainbow”, that their common denominator is being family & love.
- I was impressed by the innocence of the children, and their refreshing energy.
- I liked the respect they showed, the rainbow as a color for love, and the use of “please” as a magic word.
- I liked the “rainbow” for love being all colors. I was also struck by the stretching of their arms for size of universe. They pictured the universe as being as large as they could reach.

# Self

## Verbatim Comments 1<sup>st</sup> Commitment of the Conscious Leader

### **As conscious leaders what are our responsibilities, obligations, and commitments to SELF?**

All the things I do for my employees, to improve their lifestyle or give them more time, I don't do for myself. I do it so they can have a balanced life. I'm working so much to do that for the individuals, but I tend to deny myself the same balance.

Make sure you are true to yourself, true to where you want to go. Redirecting some of that energy back to yourself.

My objective is to unify. I work with a very large team. By unity what I mean is to guide and support people to succeed and prevail. If you can help people to have great minds you have done everything you can. I do that for myself in terms of fitness of mind and fitness of body.

I like to frame my personal question with a key question, "how do I walk my talk". The first level of resiliency is to sustain your energy while trying to help other people. Am I doing the same thing for myself that I'm working to provide to other people? Am I a good role model for what I'm trying to provide to other people? Any change at all takes adaptation and energy, even if it is a positive change.

It is important to prepare yourself for change. I use the word prevailer instead of survivor. Survivor has a negative meaning to me.

Lets generate a list that would be commitments, responsibilities and obligations to self. The research I've looked at suggests having a very strong inner self-concept is important. Developing a very strong positive self-concept and idea of oneself. Having an attitude of professionalism.

How do you keep your energy up?

If you have a good mind you take care of your body and if you have a good body you take care of your mind.

Self-concept is different from your goals, right?

A strong inner self-concept means that in any situation you bring a powerful frame of reference.

Frame of reference could be integrity.

When there are pressures to be unethical, etc. you have an inner frame of reference.

I think that self concept is created and formed by the people and community where you leave.

I agree with that. We are talking about an adult who's been through all that. There are any people in the world who do not carry in them how to deal with right or wrong, etc. and they are easily swayed by people who tell them what to do or threaten them. This develops over a period of years.

Going back to the concept of self – having the ability to effectively lead others – I go back to the wellness of the mind and the body. They both affect each other. Your responsibility to yourself should come first always - to keep yourself well in mind and body.

A person needs to be responsible. The question is: is there a commitment to actually do anything about it.

How do you know if you haven't done it?

When you are vulnerable in ways. When you don't take care of the body you get sick. I see strong self esteem as essential for leaders since you get more criticism and less praise than you deserve.

The person with weak self esteem who depends on others for praise. They cannot handle negative information or negative feedback. They get defensive. So people have to be open to criticism and you can only do that if you have a good self esteem and frame of reference.

No matter how strong you are you can always build yourself stronger.

By the word strong you can also mean well, you can make yourself well.

I'd like to get back to results. I'd like to get back to intentions. You have to be clear about your intentions, because your results will be driven by those intentions. The results you have in your life are a fall out of your intentions. If your intentions are to do A, B and C, you will find a way to do a b and c. It might to go back to wellness of mind and wellness of body. People choose and that is a conscious choice.

Not entirely.

Yes, I think they do.

I think people are not conscious of their choices. We are getting at something very important: having an important life purpose. Thinking through my values and why am I doing all this. Going back to Victor Frankel in the death camps. He was determined to find meaning in what he was going through and find purpose in his life. One of the ways in which people are really responsible to themselves is to consciously have a healthy lifestyle, eating foods to support the body, not smoking, or drinking too much.

Let's go back to conscious then. People are conscious. I think everybody is conscious because I think people are very aware of the choices they are making. They know when they are not eating the right food, etc and know when they aren't.

I don't think that is important to the task.

I think it is critical to your argument.

I think you are only conscious when you are well. A well mind is a conscious mind.

I don't think this is important. What we know from research is when people are having many satisfying experiences during the day, this builds up the immune system and makes them cognitively more open to problem solving. When people feel vulnerable, anxious, threatened, angry, it constricts their cognitive processes and have much less energy for enduring. The people who are the most resilient, they immediately focus on the problem. The people who are the least resilient, get emotional and focus attention on their emotions.

My only point is the people create their own reality.

Let me put you in a situation. I want you to go to this conference with 100 women with breast cancer. Are you willing to stand up and say you are to blame for this cancer?

### Self Report Out Summary

- Conscious leaders should feel responsible and committed to maintaining the well being of self in mind, body and spirit.
- How one thinks about ones self is important. Need to think of yourself as a "prevailer". There are concepts, survivor, thriver, professionalism that serve as internal frame of reference. Need to bring purpose from inner values and connections.
- Need to have clear values and sense of purpose that are in alignment. Need to be working in support of your own personal life values.
- Self-esteem is a key aspect of maintaining yourself and being able as a leader to withstand criticism. Need strong self-esteem to be open and receptive to feedback.
- We make choices in the actions we take and the things we do. We need to be conscious of what we are doing.
- Need to consciously, actively live a healthy life style, both physically, mentally, and emotionally. Those who have pleasant experiences daily are better able to make good decisions and have the best problem solving skills.
- We cannot be conscious if we are not fed.

# **People**

## **Verbatim Comments**

### **2nd Commitment of the Conscious Leader**

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to PEOPLE?***

Tolerance for individual differences.

Respect.

We are wise to listen to other's perspective and recognize that we can't see everything from our point of view.

Communication – We all have individual paradigms based on our experiences and need to be sure we have real communication.

Real communication – not just talking.

Realizing that people have different triggers and interpret words differently.

Dialogue rather than monologue.

Try to follow the Covey habit – seek first to understand, then to be understood. Ask questions and help others come to their own conclusions.

When you have an investment, you contribute. There is a posture to listening particularly now in dealing with the Muslim community.

Sometimes we are too quick to judge, rather than being open and objective – this goes back to tolerance for individual differences.

Being non-judgmental.

I take a responsibility of helping others to help themselves. A good leader can see skills and talents in others. A good leader doesn't judge and pigeonhole people. Everything is so dynamic. We need to help develop skills in others. Take the time to give feedback.

Create the environment that allows talents or potential of others to surface.

Building relationships, realizing that someone is looking out for us.

Establish trust with others so they realize we are there to help.

Being genuine.

A leader must have tolerance for ambiguity in taking a risk. Without that, you cannot move forward. It is often the nature of leaders to come to closure quickly. Leaders frequently are pushing for closure and may miss opportunities. As leaders, we may have to put energy into leaving loose ends. For me it was leaving a secure job and developing my own. Also, as coach to executives, have helped them to move forward.

It can be done if you know there is a safe harbor to come back to.

A great question to help move forward is “What is the worst that can happen?” That is what I keep asking myself.

In a military environment, leaders tend to charge forward and it is tough to do something creative. Their focus is too narrow. In the environment were I work, they are “staffing” a strategic plan.

It takes involvement.

A leader needs to understand the culture and environment in order to help others understand. We can't do it by bucking the system. The leader should be helping others to understand. A good leader knows when to push the envelope and when not. A leader needs to understand what is the right time. He needs to know the landscape of the mountain.

A leader needs to be able to anticipate potential consequences.

Need to be strategic. Need to have a real plan with steps, requirements, etc. Need problem solving skills.

Need to help others be observant.

People are our most important asset – they are what make it happen. A leader needs to be like a conductor.

Need to inspire others.

Being committed to helping others build skills for influencing others.

As leaders, we have to understand ourselves. Measure and evaluate skills. We need to give away what we are good at and be able to work as a team building on talents of everyone.

Self-development is as important as developing others.

We have all been in situations where everything seems to work and it is such a wonderful experience.

It creates a passion and energy and confidence.

We need to learn that we need to draw on the talents of others.

Our culture tends to encourage us to feel we can do it on our own.

It is a learned skill.

Leaders need to walk the talk and serve as role models in all areas of our lives. We need to live the life of integrity that we expect from others.

Need to understand that if others have a value system different from ours, they are not wrong. We need to be tolerant of others.

We all need to be committed and have actions that follow through. Our reputations are what we make them.

Those with personal integrity are inspiring.

We admire those who stay true to their beliefs even if those beliefs are different from ours. We respect that.

What about change? That is part of being a leader – being flexible and adaptable. How would we influence workers?

In order to be a change agent, we need to have courage to do something different.

We have a responsibility to understand the changes and the courage to follow through.

We also need to be willing to suffer loss when dealing with change. There is always loss of some sort and all change is not good for everyone.

Need to sacrifice for the greater good.

There is the leader as a change agent and the leader as change recipient.

Situational leadership is important – Mayor Giuliani is a good example of this – See how he has stepped forward and taken charge. He is now being commended for the very qualities that have drawn criticism in the past.

Events shape how people lead.

One thing that differentiates a good leader is the willingness to hire good talent and to not be content with mediocrity.

It comes down to a gut feeling about people.

We cannot be content with mediocrity. Have to be strong enough to stand against mediocrity.

#### People Report Out Summary

- There is overlap with the “Self” group and we will build upon some of those themes.
- True communication is key to leadership.
- It is important to not judge and stereotype others.
- Feedback is important.
- Build relationships – we don’t know when paths will cross again.
- Leader’s task is to help steer the ship through the storm. A leader needs to know the culture, environment of the organization.
- Synergy

# ***Enterprise***

## ***Verbatim Comments***

### ***3<sup>rd</sup> Commitment of the Conscious Leader***

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to ENTERPRISE?***

What is meant by enterprise? The organization as a whole is enterprise, but we need to redefine enterprise given recent events. The definition is too narrow right now. Remember when Scrooge was asked to donate to charity? He was told that his business was mankind, not his own business enterprise. That's how we need to define enterprise.

What would be the process to make the trade-offs? I'd like to do it all, like pay everyone a lot of money, be charitable, etc. What model can a conscious leader use to handle the puts and takes and still be true to the notion of "noblesse oblige" (obligation of the privileged).

The enterprise itself is a means to an end. The end is pleasing shareholders, so leaders exploited the enterprise; there was no responsibility to restore and maintain the enterprise because it was treated as nothing more than a mechanism. A conscious leader is one who is aware that the enterprise is more than the corporation. An example of this sense is community awareness.

What is the end?

The corporations that last are the ones that have a community awareness and an understanding that making money is not the holy grail. Community has to be as important as the profit motive.

But the language of business language is the "bottom line". We need to expand and enrich those words to include more than black ink. What is the new "bottom line"?

The new bottom line must include the responsibility to build community within and outside the organization. Another responsibility is to build, not exploit the organization's capacity to change, perform and adapt.

A change to culture has to take place.

How can we incentivize that?

It's more than just writing a check. HP's inner-city kids program is that company's commitment through time, not money. They have created a culture to let their employees donate their time to things like that.

We also need to place a higher value on HR and other staff personnel. Need to change the perception that they are overhead "cost of doing business" functions.

Focus should be on the benefits of community work to the organization. And it's cheaper than formal training, too.

We're talking about building a "reparative" culture.

But what does the enterprise get back? What's the ROI?

Enterprise is a process, not an organization. If you're changing the value structure, you have to commit to staying together to make it work.

Again, what's the value?

If you're building capability, you're building a committed group, interested in survival, sustainment and health. Leaders should band together and change the mentality of Wall St., which they claim makes them do what they have to do. The Wall St. driver today is quarterly performance. Change it to stress long term development and growth.

Even the target of the 9/11 disaster tells us that Wall St. is our spirituality. It's not about people, but capital and commodities. People are not a part of the investment equation. That's the consciousness that has to change.

What would the measurements be for the new order we're talking about?

Before you talk metrics, step back. Pretend we're the founding fathers. Would not we want to change the philosophy before we talk about metrics?

But what gets measured gets done. Most executives would say we agree with and now do all you're talking about. So what do we suggest we do differently?

Well, what would you do? You sound cynical.

I'm not cynical. I just feel that we need something you can touch, not just talk about.

Example?

An example would be a company showing at the end of three years that it's employees have grown, by measuring the growth in people with college degrees, new skills, etc.

Are we losing sight of the question here? We need to address what a conscious leader must commit to focus on in their leadership style and method.

There's lots of measures, such as morale.

Or number of opportunities created?

The most practical one is how many jobs did you create, upgrade and/or maintain. It's a free society and we appreciate that the government doesn't "do" for us. Who creates opportunity? Industry.

Well, some of us appreciate that.

The conscious leader needs to include human capital in the bottom line.

Note that the question itself is phrased to get around the obstacles we deal with. The "conscious" leader implies there are many who are not conscious, but they are still leaders.

A conscious leader needs to look within himself to improve things.

Leaders are not inclined to focus on reflection. Leaders need to be conscious of that.

Generally, corporate leaders are conscious, but of what? Profit. They need to be aware of the broader things. In New York, you have people in the upscale communities on 96<sup>th</sup> St who have never been to Harlem, even though it's just a few streets away. They won't cross that boundary, so they're not aware.

Opportunity is the driver.

Some companies evaluate what an individual has done for the community before they promote.

Opportunity is important, but you also need to broaden people's capacity to take advantage of opportunities and commit to preserving their accessibility to opportunities.

What else other than opportunity?

The conscious leader recognizes that the enterprise is not an abstract – it's nothing without the people that make it up.

It's hard to communicate that. People are changed out like machine parts in organizations today. The entity is the shared agreement between people.

What about when the enterprise is not being successful? What's the leader's responsibility to the enterprise in that case?

How do you cut 1000 jobs?

Allegiance shouldn't be solely to the corporation.

Commitment has to be to the community the enterprise supports. The nature of the work changes according to what the community needs.

The conscious leader needs to focus on the viability of their enterprise at any given time. If you want to sustain opportunity, you need to ensure the product is what people want. It's a strategic focus.

What's a product that doesn't exist anymore?

Buggy whips!!

Buggy whip makers moved from a product no one needed anymore to one that was needed.

Corning went from pots and pans to fiber optics

So, in summary, the responsibilities of the conscious leader to the enterprise include:

1. Definition of enterprise;
2. Definition of community;
3. Value of Opportunity outside the organizational piece of the enterprise;
4. Measures go beyond the "bottom line";
5. Flexibility;
6. Enterprise not sacred – needs to adapt.

Need to add that the enterprise should commit to encouraging physical health of the elements of the organization. It's another example of recognizing, exploring and supporting opportunity.

#### Enterprise Report Out Summary

- Number one is to define the enterprise and the community it serves.
- Determine the value of the opportunity and how to measure the accomplishment of values.
- Need to be flexible and be able to change.
- Need to redefine the bottom line and change the focus.

- Leader needs to be able to express value and incorporate it.

# **Community**

## **Verbatim Comments**

### **4<sup>th</sup> Commitment of the Conscious Leader**

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to COMMUNITY?***

I've struggled with this issue for many years. Let's start with what we think of as communities, what qualities does it have? What do we mean by community?

I think of community as intentional, ongoing and long term, and relational

I see it as the skin that surrounds these other elements, people, enterprise, etc, which are the frame that community hangs on.

A common purpose or common source, or common goal. A successful community adds up to much more than the sum of its parts, the work is far more effective from synergy, it's like a think tank, if we all sat around alone and answered these questions we'd have answers that were not nearly as powerful as what we will have today because we are in community

Community requires a sense of intentionality. The difference between this group and a movie theater audience is intentionality, a purpose.

I think of caring being central to community.

Yes and, any community has people who do not like each other.

Broken-ness is a part of community, the source and the need to belong draws people together as a body in spite of their dislikes for each other.

What people get out of the community is more important to them than the embarrassment or dislike or other things that drive them apart

Community is part of human nature; we are social creatures

We as individuals need to learn to understand, consciously and intentionally, as much as we can about the nature of communities, in order to be fully engaged in that community and help it perpetuate.

Each of us has a responsibility to give something to the community. We draw from community, whether we are conscious of it or not, and it's an obligation to give back, to flow the energy. We have an obligation to help others see the need

to contribute community energy, not just contribute energy ourselves. Energy is to community what money is to economy, if they don't flow, the system dies.

Yes, job one is to form collaborative leadership.

A leader's job to understand the ties that bind the community, what are the joints & ligatures that make it a community, what's in, what's out, what's important, what's not.

Visionary leadership is not about the future; it's about seeing the present accurately and telling the truth to people about current reality.

Transitions between leaders, from one leader to the next in a community, is very poorly done in this country, at least in higher education. An obligation of the leader is to thoughtfully plan for and manage the leadership transition, to build on what the prior leader did, not tear it down because it was begun by someone else

Getting the right people into the right roles and managing succession planning makes all the difference in the world. Finding a way to get people into roles & positions in the community that excite them is our obligation as leaders.

I don't accept Marta's premise that everyone is or can be a leader. Some people cannot be leaders, choose not to be leaders, don't have what it takes to be a leader. What is our obligation to those kind of people?

The hallmark of a mature community is its ability to cope with ambiguity, to manage polarities.

We have the ability of choice, we can choose how we react in any circumstance. A leader's obligation is to choose the highest possible good in any situation

Is strong leadership required to have community?

Communism lasted 70 years because of strong leaders, but there was no sense of community, no popular support. A strong leader is not sufficient to create community, unless that leader is able to enroll others in the community into their ideas.

Some Iraqi teenagers in Baghdad said here's what I want to say to America: "We speak English, we love America and its people. Why is your government doing this to us?" People worldwide seem to like the American people and ideal, but resent the power of our government to influence world events. They view us as hypocrites.

You can't create community with the barrel of a gun, it can't be coerced, must be given freely by people who have energy and a stake.

I have trouble setting up these 8 things as a hierarchy, I'd like to flatten out the model so that each of these things is equal.

We have a responsibility to form community on the basis of integrity, meaning at one with itself.

Jewish community in Denmark versus Jewish community in Germany during WWII. The story of the King and the Jewish star.

We must knock down the doors and define community by who is included, not by crying out who is not included; you're not in the club mentality.

Iraqi's feel they are in the club, in the international community, but we as Americans, at least our government, exclude them with our power-based behaviors

We weaken our world democratic community each time we are hypocritical, and each time we fail to stand up to hypocrites in our own community. We have an obligation to maintain the integrity of the community even in the face of leaders and members who behave inconsistently with the intentionality of the community. We must walk the talk and ensure that others do. Courage is required to confront behaviors and attitudes which are not in keeping with the oneness of the community, or the community will fracture.

#### Community Report Out Summary

Intentional, ongoing, long term, relational, individual, common purpose, social creatures, more than sum of parts, synergy, care, also includes people who don't care, need to belong, human nature.

Obligations:

To understand about community and functional community

To give back to the community; when it doesn't happen the community weakens

To understand basic needs

To build collaborative leadership

To bring other leadership along, getting buy in

To see the present accurately and tell the truth about it

To coach, mentor, and teach

To manage ambiguity, which is different from tolerance

Not everyone is a leader, some people set examples

Leadership? How does it fit into community?

We have a responsibility for integrity, even in the face of hypocrisy (loss of oneness with the community)

# **Source**

## **Verbatim Comments**

### **5<sup>th</sup> Commitment of the Conscious Leader**

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to SOURCE?***

As leaders it is important to know who we are and we need to begin with the Source. If I know whose I am and who I am my behavior will reflect well on the Source.

Am I “One” with God?

There are different answers for different people.

Source is what we come from and how do we translate that into leadership?

What do we get from the source?

A sense of identity which will vary greatly with each individual. I myself have biases which are not shared by others.

Source would be the individual stillness – where you direct prayer. We as individuals need to identify and define for ourselves.

In a leader, we look for vision, constancy, and passion and these are fed by the belief in the Source.

We struggle against loss and that determines how we conduct ourselves day to day. If we have the belief that the soul lives on, we will conduct ourselves differently and that will form our ethics. The Source is our North Star (Covey concept), how we organize ourselves. The more secure we are in our beliefs, the less we need to try to change those around us. If your North Star is different and allows hypocrisy, lying, etc. then a leader has the responsibility to change that.

How do we then deal with state-sponsored divinity?

That is where the threat comes in. If I am connected with my Source and that gives me strength in my beliefs, I become a threat to a despotic leader. The despotic leader would feel compelled to impose his beliefs on others. Today, if I went to Afghanistan and preached my own beliefs, I would be a threat to their community.

But those leaders have their own set of beliefs.

That is why it is an individual definition of the Source.

Jefferson would not publicly state his religion.

This has to do with ethical leadership for people as a whole. It may have been that Jefferson's understanding of his source was private.

Our current leader, who describes himself as a devout Christian is faced with the challenge of bombing others. How does a leader continue to gain sustenance from his source in a situation like that?

There is a concept of "just warfare" and we try to operate within that. We don't target civilians, hospitals, etc. There is also a difference between war and murder. We are attempting to promote the common welfare. How we define our Source determines how we handle these things.

We have to have a source without being a zealot. Where do we draw the line?

War is an example of an extreme challenge to leadership. There are other lesser challenges where decisions have to be made based on compromise.

He is making a decision knowing there will be consequences. If you are in touch with your source there will be positive consequences.

Our source gives us our sense of values.

The source as pure energy is non-judgmental.

What would be a source of pure energy?

It is a feeling of self-confidence that I can get through this. Religion keeps changing while this energy stays constant.

There are things that hold true from the beginning of creation like murder, and our responsibility to care for the earth. There are eternal truths that exist. Jefferson is an example of how one man interpreted that. Another example is the Grand Caliph, Buddha is another. All religions are based on the belief that there is a higher power. If there were no higher power, there would be no constraints on my behavior – I could do anything I wanted to.

In terms of a leader, how do leaders use the source without debasing the Source? God was with Hitler too.

From a psychological point, people cannot conceive of not being. That being true, can we say that our Source is that which keeps us from oblivion?

Why do people fear the future?

Whitehead would argue that they don't. Carl Jung says there is a collective consciousness and that anything that has ever been done forms this pool of consciousness. Dreams are a portal into this pool. People who can see things tomorrow are able to reach into that collective consciousness.

Provides leader a North Star. Provides sense of purpose, sense of identity, sense of passion. Protection against oblivion.

Despot – Exerts power without the consent of the community. Source may or may not be equal to God/Divinity/Religion

The gasoline is the source, the car the model.

Gasoline is an expression of the Source – how far back can we push this to get back to the genesis. We need to define a common vocabulary. We use the same words with different meanings.

#### Source Report Out Summary

- North Star – sense of value, purpose, identity, passion, (energy)
- All things greater than the sum of the total
- Knowledge of justice.
- Need to define a common vocabulary

# ***Nation***

## ***Verbatim Comments***

### ***6<sup>th</sup> Commitment of the Conscious Leader***

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to NATION?***

Responsibility is to help others understand where you come from; what is your history.

A conscious leader needs a sense of oneness – no special interest groups. We all need to have the same purpose and goals.

First, we need to define what a nation is. If I'm a member of the Apache nation, my sense of nation is different from yours.

What does oneness mean?

Can we even be a nation, since we have so many special interests?

We should be committed to the Bill Of Rights, even in the midst of diversity.

That's the point – we don't have a sense of nation anymore.

But I think it's clear. If people choose to become a citizen of this country, they take on being part of the Nation.

Perhaps it is the obligation of the conscious leader to struggle with what constitutes a nation.

No, you need to focus on your nation.

What is it I'm saying that you disagree with?

Let's get back to defining what a nation is.

Nation is an abstract term.

So then where is the common denominator?

It needs to be built.

It already has been built.

It needs to be redefined.

Are you saying individuals should be considered nations?

People do not understand what a nation is.

How do you define it?

You don't want to ask me about my politics.

But you're here and you chose this table.

What do you need that you're not getting?

An important piece of this is how you define nation.

So you're saying that the struggle to define nation is one of the responsibilities of a conscious leader.

I'm saying that definition of nation is important because you need to see your part in the whole, which we're calling nation here. It's a building process of inclusion that can lead to a sense of unity.

So it's raising the awareness of people to know that there is something bigger than their immediate environment.

I deal with excluded communities, so I see this all the time.

The nation is defined – if you want to live here, you have to conform.

That's your way of defining a nation.

But people are resisting those traditional guidelines. What would make them feel part of a nation?

I work with Inner City kids, and it's rewarding to see them understand and be part of this nation.

But you're talking about America. I'm talking about the concept of nation.

OK, so think of this as any generic nation. So the question is, what are your responsibilities as conscious leaders?

As a government employee, I can tell you what I swore to. I vowed to support our constitution, provide services, protection and safety to those in need. Our

leadership falls down because they are too focused on what gets them re-elected, not on preserving and building community.

What would be my commitments in any nation, including Afghanistan and Nazi Germany?

So let's put down that conscious leaders are responsible for security, safety and building a sense of community.

A conscious leader is one who is able to see the weaknesses of their nation.

A great nation realizes that its enemies are the very shadows that it casts.

A conscious leader re-evaluates goals, rights, direction, purpose and outcomes.

We need to understand why we're hated so much.

Muslims hate those that don't follow their own value system.

But you can't stereotype.

One of the issues a conscious leader needs to resist is colonialism. We're seen as colonialists by many. We're seen as exploitative.

But I don't think we've exploited...

I'm not saying we have. We just need to be aware that some may see us that way.

What's the VALUE in being a nation? How does it benefit the world?

Report out included the point that our leaders must be aware and careful about in what name it acts.

#### Nation Report Out Summary

- Discussion around what a Nation is.
- Leaders responsibility is to establish a sense of oneness, with purpose and goals.
- Leaders must serve the nation.
- Leaders must create security, safety, build a sense of community and continue to evaluate need for the nation.
- Need to understand perceptions other nations have about us, why they formed those perceptions and how we change that if we need to.
- Need to be careful of how we act on behalf of the nation.

# **Planet**

## **Verbatim Comments**

### **7<sup>th</sup> Commitment of the Conscious Leader**

#### **As conscious leaders what are our responsibilities, obligations, and commitments to PLANET?**

What is the state of our planet now?

Worrying. Don't know all the scientific facts. What's hype? What's truth? I don't know how much that is said about the planet is true and what to believe. Most "studies & reports" are not valid sources.

I would summarize it. In my mind I see two lines on a graph. One line is a downward trend of available resources and another is upward trend of world population. It is inevitable that there will be too many people needing too many resources for the earth to sustain. Long term, we are getting close to a crisis, where the downward line of available resources will intersect the upward line of world population. That is, the line called resource available per person will decrease to a crisis point and overwhelm the planet.

So what you are saying is that we do know.

I believe that the planet only has so many resources. The planet can only support itself and this growing number of people for so long. The planet has to clean itself.

I think I agree with that assumption also. Thinking about the basic laws of supply and demand.

I guess I'll be the lone dissenter. The world is a system that will react to the stressors. The real question is whether the system will be able to evolve in such a way that the world is viable. Or are we going to break something, i.e. global warming. I'm saying the system will change and react and adjust before AI's two lines cross. It's just that the change may kill the world.

On top of that we have to look at the mal-distribution of resources in the world. It's not just haves and have-nots but things like water pollution that affect both the haves and the have-nots.

"First do no harm." We must assess our enterprise impacts.

If you are leading a large enough enterprise, it is not possible to do no harm. One of the responsibilities is to try to reduce the downside.

Our national interests are against the planetary interests. If we try to share resources there will be people in our own world doing without.

Impacts on the planet as a whole can be viewed with a different value set from a planet view than from a nation view.

An example would be President Bush saying it's our duty to get out and buy stuff. This is consuming earth resources.

You used the word sustainability. This is a useful concept getting some media attention.

Now we get into profit and loss, and pure capitalism may not do it for the planet.

Not necessarily. Let's break it down. Example of contractor who saves good wood in old house and cycles it back in instead of putting in all new wood.

It seems like the problem is conflict of values. What are the various issues you have to weigh in determining whether to recycle the wood?

Nike in Europe is 100 percent responsible for recycling all shoes and boxes they produce.

We have an economic system dependent on consumer growth. How can we develop an economic system that works with stability, since we cannot grow forever.

How does every leader across the country have to come to grip with these issues? The conscious leader ought to support the political system that takes on these problems. Support of governmental, political leadership regarding the needs and impacts to the planet system. And there are social systems that the conscious leaders pay attention to, preventing the wide gaps between the haves and have-nots.

Things can be done at the local level that affect the planet.

Are we doing what we need to be doing; what it will take to keep the two lines from crossing?

There is a pretty big sustainability movement.

But you don't hear about it in the media.

Things that were acceptable in the past are changing.

My concern is that it is not happening equally, everywhere.

What's our responsibility? First, education.

Not just of our children. Continuing education. I remember earth day. A conscious leader responsibility is to have a position and to communicate that to the organization. Can't we say that on this planet our leaders must/should/have to – have a global concept.

That is not a political sell. That is seen as soft.

We're talking about different leaders. I'm talking about managers of this whole. I don't think that it is up to the political leaders to fix the problem.

We get people thinking that we are part of a world-wide community. Things that happen here affect others around the world.

The education battle is recognizing when the value systems clash. Should you pay more for a company to take back the packaging? There are points where altruism stops and that becomes a different problem. But years from now that point will be different.

#### Planet Report Out Summary

- Downward trend in available resources and upward trend in population
- World is a system with non-renewal resources. Haves vs. have-nots.
- First do no harm. Assess enterprise impacts.
- There are repercussions to consuming all the resources.
- Recycling impacts.
- Conscious leader sets example. Need to continue to educate, network.

# **Universe**

## **Verbatim Comments**

### **8<sup>th</sup> Commitment of the Conscious Leader**

#### ***As conscious leaders what are our responsibilities, obligations, and commitments to UNIVERSE?***

This one is a tough one. This almost wasn't a category. My basic sense of the universe is that this is really about understanding that this is all bigger. I'm not exactly sure what the commitment is. .Being a conscious leader requires a lot of depth and breadth to your thought process

I think as residents of the planet, we must recognize that we are connected to the universe, we must take care of ourselves, which will take care of the community and the planet and in doing so take care of the universe.

What's important to me is recognizing the connectedness of everything: atom, molecule, cells, organs, self, people, community, nation, planet, universe, source, atom, etc

Our presence in the universe is a shining light in perpetuity; our acts have consequences that are infinite, do not end in space or time

As Riley said this morning, The universe is as big as the universe is. If it goes on forever, being interconnected, if our light goes on forever, the even as small as we are, our every thought word and deed can certainly have a huge impact.

If we can find our way into each and every heart we may escape the hell and save the universe

Think universally, act locally, think one system bigger than the system you are trying to resolve

When I think about universe I think about what is possible, I've never thought about what is not possible, reflecting on universe helps me see that anything is possible and I can act locally on the possibilities

When I think about planet and universe it's spatial for me, it's not until I get to thinking of source that I see the limitless possibilities, I still ask myself what is the universe expanding into and out of? What's at the borders?

Source is about giving meaning, everything else is a stage on which we act out meaning

A conscious leader needs to have a state of mind that reflects connectedness, light, possibility, impact.

#### Universe Report Out Summary

- State of mind – conscious leader responsibility is their state of mind.
- Universe is a system
- Deming philosophy – think one system above where you are.
- State of mine in relationship to what is possible.
- Conscious leader sees the universe as connected.
- If light goes on forever, it is also possible that some of the smallest things we do may go on forever
- Think universally – act locally.

### **Next Steps**

- Each participant will get a copy of a report of output
- We will build on today's output to give more shape to the next Think Tanks.
- We welcome volunteers
- New book will be "Lead a Difference" and output from the Think Tanks will be incorporated into the book. Proceeds of the book will go to the LAD Foundation. We would like to channel those proceeds into helping young leaders.
- In January, Stephen Hacker and Marta will present at the International Conference on Business and Consciousness, and some of the material from today may be incorporated into this presentation.
- Challenge – Over the next 60 days, live more of a difference that you already are. In January, at National Press Club we will host the first annual Live a Difference awards. Each of you will give yourself an award of your own choosing. Watch email for the date – currently looking at January 19.

## **Appendix B**

### **“Lead A Difference” Poem By Simin Wong**

## “Lead a Difference”

A Poem Dedicated to  
An Interdisciplinary Think Tank  
“COMMENTS OF THE CONSCIOUS LEADER”

Hosted by the Live a Difference Foundation on November 2, 2001, Baltimore, Maryland

by  
Simin Wong

**LOVE!** Hope, faith, and LOVE and LOVE!  
And I thought I was done with thinking,  
For I had put all thoughts away,  
Locked in the attic of my soul.  
“A truce to mind and emotion,” I said,  
‘Totally free from the thoughts of LOVE, I was.’

**Then Marta called upon**, and saluted all with her majestic charm, and a request:  
‘This autumn of 2001 more than ever before, we have much to offer and much to gain. So let us seize this chance **to lead a difference, to live a difference**,  
To move our nation and our world for excellence by guiding and providing  
For the universal hope, faith, and love, a privilege, a challenge to which we need to rise.  
So think consciously, think courageously and free.’ **Marta asked with a regal plea.**

Oh Marta! Marta! I asked myself, ‘How gentle and fair a soul can be?’  
‘I have got to start thinking again,’ I said to myself, ‘just to keep Marta worry free.’  
‘This life is our only window of opportunity,  
**Only one such chance!**  
**For the universal hope, faith, and love,’ I thought,**  
**‘To find our ways to all hearts, and let them find their ways to ours with love.’**

Ah, and love, love, love, to unify and to be united by love!  
**What else is there for which we could live!**  
‘Let us not to haste and not to waste,’ we, the thinkers said to ourselves,  
‘For we have got mind for the most powerful power of all and that is the power  
To love so we can all be free, love in spite of all plights and loving still,  
And that is the ultimate unity,’ so we perceived.

We then went to the Lead a Difference Think Tank in that shining harbor of Maryland.  
And there and everywhere **our flag** was raised,

And it was raised for the universal hope, faith and love.  
We were ready to fulfill our calling as the conscious thinkers and leaders,  
On self and all, making faithful decision,  
Our commitments to life, to the earth, to the universe, to all there is.  
We were off to a good start too,  
**For we started with great Lord in the midst of it all.**  
We were all let to shine, think and sing.  
And at last, the thoughts which we thought, and the songs which we sang were a  
hit,  
And shall resonate like  
The Theory of Big Bang, for we were never in a pit.

For our first thought  
**Defined the color of love**  
**To be a rainbow,**  
And our second thought,  
One good way to improve the world!  
Was to guide the skunks how not to stink!

Then we proclaimed that we do deeply care much about each and every life,  
With deep respect for all human races and rights and all the creatures of God,  
That ignorance and arrogance  
Was no way for the world and our race to prevail,  
For arrogance and ignorance are great dangers, and most dangerous to  
freedom,  
To life, and to the world, for they are the causes of a paradise lost.

We also proclaimed to support and encourage all,  
Through patience and acceptance and trust and respect,  
And empathy for all,  
**That erring, we shall forgive**  
**For we are all partners to take care of each other**  
**And the universe and PEACE.**

This we declared, was our goal, guide to create great minds,  
So through the sea of life, they shall prevail and glide with pride.  
For great minds are well and think alike and thus they are united and can unify,  
**Then the world shall be unified, our ultimate hope,**  
For then we shall not be helpless and shall have power over the world's destiny  
Through the light of hope, and faith, and love, and love, and love,

**Oh yes, love is the only eternal power,**  
For all we are, depends on a fever,  
All we have got, depends on a night,  
**All shall perish, all ephemeral! So very humbling!**  
Except for love, love, forever only love,  
Powerful and proud and contagious in both time and space.

And in this golden universe,  
**Only for love,**  
**We have got all we need,** so no one needs to be lonely, no one needs to fall  
All can belong, all shall be free, no one should be left behind,  
And no one needs to despair, for there is room for all  
Beneath the lemon tree where we can all sit.

And beneath the lemon tree, we should live peacefully as the leaves grow,  
And think about works of art and love to enhance the world,  
And take life easy as the lemons grow, then we shall all have some lemon tea,  
Some wine, and some brie, and there shall be that golden light in all hearts  
And crimson and dimples in all cheeks,  
And there shall be lots of mirth and glee.

**Ah, and love, love, love, to unify and to be united by love!**  
**What else is there for which we could live!**  
**'Let us not to haste and not to waste,' we, the thinkers said to ourselves,**  
**'For we have got mind for the most powerful power of all and that is the**  
**power**  
**To love so we can all be free, love in spite of all plights and loving still,**  
**And that is the ultimate unity,'** so we perceived.

Toward the end, I looked at Marta once more. 'Oh Marta, Marta,' I asked myself,  
'How gentle and fair a soul can be?' For Marta did look worry free, and radiant!  
She knew she got me, and all thinking again. Committed to the universal hope,  
faith,

**And love, I, and all, so that the whole world's unified, with no tear but a kiss!**  
The global future shall always be happy and bright with only '**ONE DREAM:**'  
**'No hour of the waning of love, FOR LOVE IS ALL THERE IS!'**

