

However, it is not *what* we think that governs our reality. The contents of our thoughts are whatever we want/allow them to be. The true power of Consciousness is in its *content-free processes* that enable us to think this, or that, or nothing. I call these processes collectively the **MetaProcess™**, the core processes of consciousness that shape consciousness into thoughts, beliefs, attitudes, perceptions and ‘reality’, morphing seamlessly from one manifestation to another. There are at least 14 of these core (or ‘pure, content-free’) processes that we use daily in business.

The **MetaProcess™** is beyond the *content* of awareness, and beyond *states* of awareness. The **MetaProcess™** is what *creates* the state and *creates* the content.

By mastering the *process*, we can master any *state* and *content* of the mind.

Mastery is in itself a misnomer. It’s the best word I can think of in the English language. The ‘mastery’ is actually the understanding that ‘I am Consciousness’. It is a process of recognising the Self and that the world-experience flows from that Self via certain processes that shape our reality, including our problems, solutions and opportunities.

My central objective is that people in the business environment learn to master the core processes of consciousness. From that, a greater awareness arises of the underlying Consciousness that is Self.

Fortunately, it is possible to direct the **MetaProcess™** via language. By mastering the language that directs the **MetaProcess™** it is possible to achieve results through people quicker and more effectively. This then converts directly into business language – profits, productivity, efficiency, market share etc.

To facilitate that progression we have developed a communication process (the **MasterProcess™**) that generates very fast, very effective outcomes in any business by applying the **MetaProcess™** to everyday business issues.

These core processes, and the communication processes that direct them, have powerful implications for any business activity (or any human endeavour for that matter).

They have both spiritual and immediate practical applications, such that there is no difference between the spiritual and practical. The core processes are the primary means by which we create the reality in which we live. This model recognises that everything we do and create is a manifestation of a spiritual power, without the dogma.

The basic issue for spiritual growth

Effectively, as long as we identify with the limitations of the physical form and the sensory-based information that it allows into our awareness, we do not experience the remainder of our Being. We experience ourselves as separate from our source whereas in fact we are, and have always been, one with the source. We just can’t see that, until we raise the veil, remove the cloud of unknowing, go beyond the senses and the mind - the two human elements that limit our self knowledge – and expand our awareness or consciousness to become again aware, and experience, our true nature.

The 'I Am' becomes 'That'. In fact, all that happens is a re-cognition of the Self that always existed. As one Kashmiri Master wrote:

"I am pure Consciousness. This whole universe is only a glorious manifestation of my Self"

In a similar vein, the physicist David Bohm concluded that the entire universe beyond the quantum is comprised of Consciousness. It has been well recognised in science for many years that the quantum world is influenced by human interaction/observation – consciousness acting upon Consciousness.

In essence, we are Consciousness. This has two advantages in considering a model for spirituality that has universal appeal. Firstly, everyone is a part of this model, and the model works for everyone, whether they are aware of that or not. The fact that a clay pot does not realise that it is only clay moulded to a shape and given a name does not stop it being simply clay.

The Kashmiri masters simply connected the individual with the universal, which occurs as a reality for us when we evolve beyond the self-limiting boundaries of our construction of "I",

It is not necessary to believe in this model in order for it to work. Henry Ford understood the power of Consciousness to work independently of content, when he said:

"Whether you believe you can, or believe you can't, it doesn't matter – either way, you're right".

Secondly, everyone can relate to this model, as long as they are able to observe their own consciousness in action. I suppose there may be some who find that difficult to do, but I have not yet found that to be the case with anyone working in a business, or the athletes with whom I have worked. The reason is that one of the powers of Consciousness is that it is able to observe itself. This entails an inward focus that is common in spiritual practices such as meditation. Fortunately, it is possible to hold an inward focus whilst functioning in the world.

Mastery begins when we become aware of our awareness. John Grinder, co-founder of Neuro Linguistic Programming (NLP) once told me that his definition of genius is 'being able to observe your own mind operate'. A classic meditation technique is to be the witness of the mind, and to observe the thoughts as they arise from nothingness and then flow back to nothingness, and to immerse in the gap between the thoughts. These are a couple of the techniques that I teach in the **MasterProcess™** program. From the gap you can create extraordinary, new solutions effortlessly. This is not new. And it is certainly not new to business. Thomas Edison described his process for invention as sending his mind out into space, finding a solution, then coming back and experimenting until he found the way to make the invention work (e.g. his thousands of experiments with light globe filaments).

Unfortunately, these 'skills of consciousness' are not learned in school or universities. If anything, they are 'unlearned' from an early age and substituted with a limited understanding of Self and of our own natural power to be and create. Fortunately, in

recent years, people in business are more willing, and able, to embrace these concepts, which they often find make sense of their own previously undefinable experience.

The nature and powers of consciousness are the same for everyone. Consciousness makes no judgement and makes its gifts available to us all. How different individuals choose to accept, use and apply their consciousness may, however, differ, and may create different outcomes even within the same or similar reality.

The way that we use or apply consciousness is related to our awareness of our true nature. The higher our awareness of our nature as Consciousness, the more developed we are spiritually. The progression towards union with the universal Consciousness is relentless until we merge the individual consciousness with the Universal.

In fact, the individual consciousness retains some knowledge of itself, and there remains a part of our deeper awareness that drives us ultimately to seek the meaning of life, the truth about 'Who am I?'

That is reflected in Mitroff and Denton's findings. It is the discomfort that they refer to, the search for meaning.

The meaning is not found outside. It is found within, though that is usually hidden under layers of creations of beliefs and impressions and memories from which we create our reality. It is not truth, but our constructions of reality that we see as the world.

In my programs I demonstrate how to simply still the mind, eliminate the effect of those thought constructs, and see all possibilities effortlessly. This is a very useful process for entrepreneurs and visionary leaders – in fact for anyone who is responsible for finding solutions and opportunities. It only takes a few seconds to do.

I do not always make the entire model explicit for clients. It is not necessary to explain a lot about it to clients, because the methodology for using this model draws on the natural processes of human consciousness, and all that is needed is to provide processes by which people can experience and re-cognise or re-connect their own consciousness at work. I hold the fundamental assumption that if we are individual consciousness connected to universal consciousness, then the universal consciousness knows it all anyway, including what the individual needs in order to progress to a higher state of awareness, if only we'd take a moment to be still and understand the message.

Mitroff/Denton models

Three of Mitroff's and Denton's findings deal with the difficulties associated with bringing spirituality into the workplace, and provide the motivation for this paper. The model of Consciousness readily overcomes these difficulties.

- a) *There are relatively few models for spirituality in the workplace, and they are vague and undefined.* Language, especially the English language, is inadequate to describe the world of spirituality. I believe that it is best to allow people to understand their spirituality by experience. That means that people find their own meaning and value within them, rather than being told from another's (probably different) experience and ego.

b) *People are hungry for models of practising spirituality in the workplace without offending others.* No offence is necessary if we work from the framework of Consciousness, because it is the fabric of every human being, natural and innate to every thought and action, and recognised in the spiritual practices of every spiritual tradition. The model of Consciousness works with the core *processes* of Consciousness, not the *content*. For instance, the creative process requires at least two key content-free processes

- i) a 'letting go', a withdrawal of the mind from the limited beliefs and mind-constructs that hold in place the world-view that we presently have, and
- ii) an expansion of awareness to embrace other possibilities.

From the content-free expanded state - in which all possibilities exist simultaneously but unformed, in 'potential' until it is attracted into human reality by human Consciousness – the 'pure Consciousness' can contract in many different ways and strategies for creating a specific outcome. This is the beginning of creating content. There are even more outcomes (which are the content fixed in time/space reality) for each strategy, so that the choices available from the creative power are unlimited.

Most disputes and arguments are about the content, not the core processes. Differences of opinion, preferences, judgement as to right/wrong, good/bad, are related to content – be it our mental constructs or sensory perceptions (if there is a difference). Arguing about content is about as useful as hitting your head against a brick wall. By utilising process, the differences can be resolved. Further, there are many processes for developing our Self-awareness, and it is possible to do so without being obvious to others, and therefore without offending others.

c) *Without positive (role) models for doing so, many people are afraid to use words like spirituality and soul.* The use of the words 'awareness' and 'consciousness' are words that people can relate to quite readily, and avoid the charged meanings of words like 'spirituality' and 'soul'. It seems to me sensible to use the less charged words, and particularly language that has a function that is verifiable from experience, if spirituality in the business context is to gain ground. Some of Mitroff's and Denton's respondents recognised that the word 'consciousness' was a more useful way to introduce, or discuss, spirituality at work. Once people become aware of their Consciousness, they have no concerns about using the term or related terms (such as 'awareness'), especially if they perceive a practical connection between utilising their Consciousness and their work.

The next 4 findings of Mitroff and Denton are:

1. *Their respondents held broad agreement that spirituality is the basic desire to find meaning and purpose in one's life and to live an integrated life*
2. *People do not want to compartmentalise or fragment their lives. They want meaning, wholeness, integration.*
3. *It was not organised religious dogma that they wanted, but something to which they could relate individually and that was inclusive, providing a*

feeling of being connected with one's complete self and with the entire universe.

4. *Spirituality does not merely provide peace and settlement; it also profoundly 'unsettles'. The unsettling spurs us on to constantly improve the human condition.*

The book was intended to provide the full range of models that arose from Mitroff and Denton's study. The author's research has its limitations, as the authors admit, and the models are bare bones, incomplete, but their research is nevertheless an important step in bringing the topic of spirit in business to the forefront of corporate and academic thinking.

Six models were described

- a) The Religion-based Organization, which are businesses that are conducted by a religious organization or are driven by the ideology of a religious organization.
- b) The Evolutionary Organisation, such as the YMCA which started as a religion-based organization and evolved into an ecumenical organization.
- c) The Recovering Organisation such as Alcoholics Anonymous, which involve turning the member's life and will over to God.
- d) The Socially Responsible Organisation.
- e) The Values-Based Organisation.

As a 6th option, the authors tentatively offer a 'Best-Practice' composite of all 5 models, though it is not fleshed out and offers little practical information for understanding, let alone implementation, of the model.

The model of Consciousness is a more holistic model than the 6 models identified and described by Mitroff and Denton, one that integrates the key findings referred to above and that embraces all 6 models, and much more. I believe that this holistic model is necessary for several reasons:

- 1] The six models identified and postulated by Mitroff and Denton seem to me to focus on organisational structure, culture and style (which are nevertheless essential in implementing a spiritual model in a business environment) and miss the fundamental role and process of human consciousness in the creation and operation of the organisation.
- 2] There is a risk that categorising and analysing the culture, style and structure of those organizations into 6 models, or any other number of models, could lead to a reductionism that defeats the purpose of finding meaning, wholeness and integration, which is at the core of the responses to the researcher's questions and definition of spirituality.
- 3] Most organizations do not fit the first three models– the religion-based, evolutionary and recovering organizations. That leaves the Socially Responsible and Values Based organizations, which can certainly be applied generally to organizations, but which allow for a limited meaning of spirituality. If a broader, more encompassing model is not developed, then spirituality in business may suffer the fate of 'empowerment', which in the end was slaughtered by intellectual meanings and narrow application that stifled the power that is within the human being.

Unifying model needed

What is needed is a model that will work in any culture, in any company, in any country, with any person and that provides a range of expression of spirit (and a range of structure and culture) depending on the capacity of the person. It must be a unifying model that models spirituality itself and finds oneness in the diversity of ways that it is possible to express spirituality, including the Mitroff/Denton models. If the model does not do that, it does not meet the fundamental core of spirituality, that all things are connected with a oneness that transcends the differences and distinctions that arise from the common human condition.

The model I propose requires a different approach, one that transcends form, one that is based on the underlying fabric of human existence and experience, a model that integrates with any form of expression of spirit in a natural manner

It is a model that allows for the growth of individual awareness to embrace 'levels' of personal consciousness beyond the intellect-dominant and -dominated cultures that have shaped the corporate and business worlds until recently.

Does a spiritual approach cause us to lose touch with reality?

Not with the Consciousness model. The fear of many businesses (and people) is that such ideas will cause them to lose touch with the 'realities' of life, and the business world.

They forget that each business, each product, each service that ever existed, that currently exists and that will exist in the future, began as a seed in the consciousness of a human being, and evolved through the development of that seed by the application of many processes of consciousness – creative, analytical, strategic, communicating etc – to their current form.

They forget that it is the application of human consciousness to the current products and services, to the values and the vision of the organisation, to the relationships within the organisation, with clients/customers and the community, that enable the business to stay in business.

They forget that it is human consciousness that will take their business beyond simply manipulating information, and into creating new ideas faster than the speed of light by those who are able to master the power of consciousness to understand the future, to connect the dots that are presently outside our contemplation, to create the as yet unimagined possibilities, to go where no mind has yet been.

'Competitive' advantage

Mastering Consciousness is not only an imperative for spiritual growth - it will be the competitive advantage for business in the future as we move from manipulating knowledge to creating/bringing forth/emanating that which previously was outside our knowledge and reality.

Unless we begin to learn how to do that in everyday work activities and build cultures that support and encourage that approach, business will be a struggle, steamrolled by the increasing rate of change and the competitor that somehow didn't know that it couldn't be done.

David Hawkins' Map of Consciousness

Dr. David Hawkins (*Power – v- Force; The Eye of the I; I: Reality and Subjectivity*), a former psychiatrist, developed a Map of Consciousness in which he allocates a numerical scale (from 1 – 1000) to the 'levels' of consciousness we experience on the road to enlightenment. The scale and ranking on the scale is determined by Hawkins using a kinesiologic test. His work, still in its developmental phase, has many interesting implications for business.

On Hawkins' Map, the range 400 – 500 is the field of intellectual power. The intellectual giants such as Einstein rank in the high 400's, according to Hawkins, as does a large proportion of the Western world.

Hawkins calibrates that a few of those giants, such as the physicist David Bohm, transcended the intellectual realms to take the step into the scale of 'higher' consciousness above 500, where the dominant awareness (and value system) is of love and oneness. It is, according to Hawkins' Map, from that awareness that Bohm came to understand that beyond (and pervading) the quantum world there exists Consciousness, and that the whole universe as we know it is Consciousness.

Developing our personal awareness beyond, say, the 500 mark on Hawkins' scale, does not mean that we are not able to function intellectually. To the contrary, it enables us to function more fully, connecting the dots (the segmented, separate parts) into a whole in a way that was not previously possible to experience.

Maslow and Hawkins

Hawkins' approach has similarities to Abraham Maslow's 'peak experience' state of awareness, the stumping ground of the effortless performance that arises when we transcend the ordinary state and allow, even for a few moments, some greater part of our being to emerge from the layers of small 's' self that we have learned to think of as 'I'. Maslow postulated that in peak states we are closer to our true Self. His work is summarised in his little book *Religion, Values and Peak Experiences*, and arose from his asking the top performers in many vocations, from politicians to scientists to business people and monks what their experience was when they were performing at their best. Their responses read like a description of states of meditation, such as Oneness, unity, flow, effortlessness, non-separateness, etc. and descriptions of moments of spiritual awareness described by other authors such as Paffard (*The Unattended Moment*), Cohen & Phipps (*The Common Experience*), Hardy (*The Spiritual Nature of Man*) and James (*Varieties of Religious Experience*).

The point of all these authors is that the peak experience is a natural state of spiritual insight/expression that we can all experience in everyday life. The spirit is always with us, if we allow room for it to be seen. Most people do, in fact experience them, often when least expected (the 'unattended moment'), when they are one-pointed, focussed, in a rhythm (such as in sports) in a situation of awe, such as seeing for the first time a magnificent performance (Torvill and Dean) that transcends prior experiences and expands our reality. However, we often dismiss them as one-off experiences and fail to perceive their power as a window to the soul, as well as fail to understand the process by which the window was opened, albeit briefly, through a common, seemingly insignificant, experience.

Over the past 20 years I have found that many people in business have experienced peak states at work. These states are internal states of awareness that can be tapped into relatively easily, and that generate an effortless flow of energy and excellence in outcomes.

Vision

The same principles apply at an organisational level, where Vision can do the same. As the great Yogi Patanjali stated:

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

What of the other end of Hawkin's scale?

We have all no doubt experienced, or heard, of organisations that are segmented, rife with the 'them and us' syndrome, devoid of a uniting vision and purpose, bureaucratised to coma or near death. Or nations that are rife with suppression of human spirit, cruelty, torture etc.

On Hawkins' scale these organisations and nations would be below 200, characterised by a consciousness dominated by blame, despair, anxiety, regret, scorn, hatred, anger and the other emotions that signify debilitation.

Yet the solution, the way to raise that corporate consciousness, is so close, so cost-effective, so rewarding. It's a journey without distance. As close as our breath and our thoughts. Just a slight shift of attitude that makes a huge difference to the bottom line.

Values

Hawkins associates certain values with the various levels of awareness. There are strong parallels between Hawkin's values and Maslow's B-values (Being-values) that Maslow linked to peak states.

The relationship between values and states of consciousness is dealt with in my book *Awakening the Spirit of the Corporation*, (see for instance the *Keys to Awakening the Spirit of the Corporation*, in the appendix to this paper) but suffice to say here that the relationship goes both ways.

The values by which we choose to live will affect (for better or worse) our state of awareness; and a change in our state of awareness will attract different values.

For example, we can choose uplifting values that raise individual and corporate consciousness, such as honesty, integrity, service to others, fairness etc. Or we can engage in spiritual practices, such as meditation, that expand/evolve our awareness with the result that we experience a greater sense of oneness, love for humanity etc and thus naturally embrace the values of honesty, integrity and so forth.

Either way, its is the shift in awareness that causes the ‘world’ to change.

This is why a values-based organisation can be considered a spiritual model. It depends on which values are selected and whether people live by those values, but by choosing the values that raise awareness in the organisation (and clients) the universe falls into place with the organisation. The key is keeping the organisation on track, living the values, ensuring that the structure, systems and culture support the values, training people to enable them to perform whilst upholding the values, ensuring that new recruits hit the road running with the values. Just as a Vision that sits in a frame on a wall is useless without action, so values without action are dead.

Core Processes.

There are at least 14 core processes of Consciousness that we apply every moment of every day to create the outcomes that we want, or don’t want.

Eight of those processes, that we work with in every client organisation, are:

Expand]	
Contract]	Active processes
Direct]	
Focus]	
Stillness		Passive process
Emanate]	
Hold]	Creation and change processes
Withdraw.]	

Most business related activity involves one or more of these processes in various combinations.

Take two of these processes, ‘expand’ and ‘contract’. Notice that these are verbs. When the movement of consciousness is completed, it is possible to describe a state that follows the process. For instance, if you expand consciousness you develop an *expanded* state of awareness; if you contract consciousness you develop a *contracted* state of awareness. These states are relative. They also ‘morph’ along a continuum, expanded at one end and contracted at the other (they also morph with other core processes such as directing and focussing consciousness). They are not mutually exclusive.

You can move anywhere in the continuum. For instance, we have found that a 70% 'expanded' and 30% 'contracted' state (subjective assessment) is ideal for high speed reading and recall.

A CEO, a Prime Minister or President, a leader in any field, must have the skill of expanding his/her awareness to encompass the whole, even beyond the bounds of the business structure etc to the wider environment.

The process worker must be able to contract, direct and focus his/her awareness on the specific task and deadlines.

However, it is important that the CEO is able, when necessary, to contract, direct and focus on specific tasks, just as it is important for the process worker to understand some of the bigger picture (expanded awareness) and relate the task to other work functions such as quality, marketing, design improvement. From context, meaning and purpose arise. In biblical language "Without a Vision, the people will perish".

Expanding and contracting consciousness (or activating any of the other core processes of consciousness) is neither 'good' nor 'bad'. Consciousness simply 'is', and will form to whatever shape and quality we choose. It is unaffected by our choices. It is the clay. We make the forms.

In the business environment, it is essential to be able communicate in a manner that enables the fluid, seamless expansion and contraction, direction and focus of awareness, emanation, hold and withdrawal, and stillness, and to create a culture that supports those processes. For instance, when we create a powerful reality, which becomes embedded, held so tight that we cannot see the world change around us (lost opportunities, atrophying companies), we often forget how to withdraw and emanate a new way of doing things, new products and services etc. Bureaucracies are stunted by a strong holding pattern that prevents innovation. Innovation requires an ability to let go/withdraw from a fixed, tangible (usually contracted) view of the world and emanate a new possibility.

In meetings, for instance, the meeting can get bogged down in personal agendas, criticism, blame, excuses and similar responses. These are often the expression of contraction of consciousness, creating separation/segmentation, leading to a tendency to avoid responsibility and to focus on problems rather than solutions. The simple question "So, irrespective of how the problem was created in the first place, how can we fix it so that it works for us?" puts the current process (contraction, intense focus in single direction) on hold, withdraws awareness from the current reality (the problem), creates a brief moment of stillness where the mind switches process, expands the awareness to encompass all possible solutions, and directs and focusses the awareness on solutions that work for the business.

This is how language can be used to shift the processes of consciousness that we have utilised to create problems. The solution is always present, waiting for the process to illuminate it.

A slight shift of the question will shift awareness and the outcome, and therefore reality. If the question is amended to include a solution that works for 'the business

and the client', then the consciousness expands further to embrace a wider set of circumstances, having been directed and focussed on clients as well as the business, and to identify solutions that match the needs of both parties. We can equally shift the time/space outcome by adding "for the next 10 years anywhere in the world", which will again expand the awareness further.

If you are aware of your own consciousness at the time you read these words, you will notice an almost imperceptible, immediate shift as your mind engages the question in its various forms. That is the beauty of questions. The mind moves as soon as the question is engaged. That is why the MasterProcess is based entirely around questions that expand, contract, direct, focus etc. consciousness and why it is so effective and easy to use in business.

The 'content' is the solution for clients and the business. The *process* is expansion, contraction, direction and focus of awareness, plus stillness, withdrawal, emanation, and holding.

Does this mean that the process worker is not as 'evolved' spiritually as the CEO? Not at all. Spiritual growth can occur in any area of life. Even as a simple carpenter. Some would say that the simplest life is more amenable to spiritual understanding. The fact is that everything that we do is an expression of consciousness and has inherent in it all the learnings that we need, if we are able to connect to our beingness, the Self. The artist or artisan who sculpts the form from a block of stone can equally be at one with the stone and its energy as a CEO can be at one with the corporate entity and its energy. The process is the same. The form to which the process is applied is different in sensory terms but not in essence.

Problems are not real. They are the product of how we utilise our awareness. There is always a solution waiting for discovery.

Final comment

The model of Consciousness meets the main points of Mitroff and Denton's research: People want meaning, wholeness, integration - something to which they can relate individually and that is inclusive, providing a feeling of being connected with one's complete self and with the entire universe.

It is a versatile model because it operates within any structure and culture, in any industry, irrespective of race, religion, gender, education and can be readily integrated into any other model. The only pre-requisite is that you are breathing.

But it goes further. It is a model that can be immediately applied to improve individual and organisational performance at very practical levels, because it draws on the creative power of consciousness. *Any model for spirituality at work that does not have easy, immediate practical applications will not be supported for long in any business.* By linking the model to everyday communication in business, the road to higher awareness and understanding Self, our relationships to each other through a common Consciousness, and spiritual growth whilst working in even the most 'mundane' activities, can be enhanced.

If just 20% of organisations on the planet were to take up this simple model and make it work, the positive impact on corporate and global consciousness, and the world in which we live, would be astounding.

With this model, everyday business activities provide the environment and opportunity to consciously apply powerful, content-free processes of Consciousness in the creation of that part of reality which is the realm of the particular organisation, and the people in that organisation are able to utilise those opportunities to understand and grow their own awareness of Self. No prior experience or belief is necessary.

Appendix

50 Keys for Awakening the Spirit of the Corporation

Go to www.spandah.net for the full text of the book *Awakening the Spirit of the Corporation*

Keys for Awakening the Spirit of the Corporation

I

THE CORPORATION

1. The corporation's greatest asset is its people, through whom the corporation thinks, acts, creates, innovates, serves, applies, works and creates its own image. The corporation's most *under-utilised* asset is also - its people.
2. The purpose of a corporation is to provide an environment within which ordinary people can be extraordinary. From That, all else follows.
3. Empowering is not simply 'giving authority' or 'delegating'. Empowering is creating the environment that releases and unleashes human potential and enables people to do what is required to achieve a great purpose and their own greatness.
4. Great corporations are associations of ordinary people with Inspiration and Vision, doing extraordinary things.
5. The Power that transforms arises from Inspiration. Inspiration arises from higher purpose. Inspiration generates energy.
6. Real Power is only possible for a corporation with the inspiration of a clear, concise, shared Vision.
7. Vision is higher purpose. Vision **expands and directs** awareness.
8. A Vision that does not Inspire has no Power.

9. There are three principal elements of applied Power in corporations:

- * Energy
- * Direction
- * Action.

10. There is a symbiotic and geometric relationship between the energy and focus of the corporation's people and a corporation's success and vitality. When people's energy and focus fall below a certain point, the corporation begins to recede in vitality and success. When people's energy and focus are above a certain point, the corporation's vitality and profitability increase.

11. The corporation that stifles the Power of one of its people stifles part of itself, and fails to achieve its own potential.

12. First, and above all else, **choose to empower people**, so that they are able to maintain vitality and do what is required for their success and the success of the corporation.

13. Energy dissipates and fragments if not directed through thought and action towards the Vision and purpose. Align thoughts and action with the Vision. Structure, systems, strategy and process must be designed to **focus** and sustain that alignment.

14. To guide behaviour without limiting Power, it is necessary to clearly articulate and **demonstrate** a brief set of core values that are aligned with the Vision.

15. Empowerment must include provision of whatever information, resources, support and training is necessary to achieve the outcome.

16. Every choice, decision, action, process, communication and thought either empowers or depowers. Choose the way that works - the way that empowers others and self.

17. The empowering corporation seeks to empower all whom it affects, both within and outside its structure.

18. Involvement generates ownership. Ownership empowers.

II

LEADERS

19. Empowering leaders are found in every part of an *empowering* corporation, without exception.

20. Every leader's duty is to create and maintain an environment that empowers.

21. The empowering leader holds constantly in mind:

- the **question** "Is this empowering or depowering?"
- an absolute **knowing** that each person is capable of accepting his or her full Power at all times.
- an unwavering **intention** that each person shall have the opportunity to accept his or her own Power;
- a **willingness** to encourage and support that opportunity in whatever way is appropriate, without imposing.
- the **integrity to allow** each person to choose the level of Power he or she is willing to accept.

22. The empowering leader's own integrity, trustworthiness, honesty and sincerity is an essential prerequisite to maintaining a high level of empowerment in a corporation. The empowering leader must **do**, not simply **say**.

23. The empowering leader demonstrates empowerment, builds and maintains trust and is honest with self and others.

24. The empowering leader prefers to enable others to discover and do for themselves, when appropriate; and acknowledges and encourages.

25. The empowering leader and the empowered person are flexible and **seek what works** in all that they do. If what they are doing does not work, they change it to what **does** work.

26. The truly empowering leader is also an **empowered** leader. An empowering corporation is also an **empowered** corporation. It cannot be otherwise.

27. Clarity focuses Power.

III

SELF

28. Power is your natural state. Power is within you.

29. Power is always with you.

30. Power always seeks its highest expression.

31. Power arises in Stillness and is expressed in Action.
Mastery lies in Stillness.

32. The expansion, contraction, direction and focus of awareness are the fundamental basis of Power in Action.

33. Awareness is part of consciousness. Above all else understand the play of consciousness.

34. **You** choose the shape your consciousness takes:

Fear or Courage

Love or Hate

Sadness or Joy

Power or Powerlessness/force.

Opposite thoughts and states cannot co-exist in your mind simultaneously.

Choose the thoughts and states that empower.

35. A person cannot truly give Power to another, nor take away Power from another.

36. Power does not deny you. You are the only person who can claim or deny Power.

37. You always have choice as to whether you claim or deny Power in any circumstance. You receive Power as you choose Power.

38. Your duty to yourself is to create and accept only that which enables you to stay in your natural state of Power, and to express That through your thoughts and actions.

39. If you do not feel empowered, it is only because you have momentarily forgotten your true nature, your natural state, and have focused elsewhere. Know yourself with honesty.

40. Your limiting senses and limiting thoughts and beliefs distract you and cause you to forget your true state.

41. When you recall your true state, you recognise your Power and lift the veil that appears to hide it.

42. Maintaining Power is effortless. It requires nothing. It is always present. Simply recall it silently.

43. Power is 'enabling', not 'controlling'. Empowering is expansion. Control and force are contraction. A Power that enables and unleashes is always greater than a force that controls and limits. Choose to empower.

44. The **enhancers** of true Power include love, giving, non-judgment of others, service, honesty, trustworthiness, integrity, freedom, courage, trust, clarity, and oneness of Self-awareness, each of which serves an inclination towards the Power that **enables and unleashes**.

45. Power makes itself available to you as you allow and encourage others to rise to full expression of their Self.

46. The **diminishers** of true Power include ego, self-righteousness, judgement, selfishness, deceit, fear, dishonesty, control, distrust and separation of Self-awareness, each of which serves an inclination towards a force that **controls and limits**.

47. Power is less available to those who attempt to control or stifle the Power within others to be who they are and can be.

48. Power is more readily available to those who strive towards a great purpose and have the skill to inspire and guide others to a great purpose.

49. A great purpose expands possibilities for *all* people by expanding awareness and action beyond previous limitations, to the true Self.

50. To empower is a gift *of* wisdom, and a gift to use *with* wisdom. With Power, all things are possible.