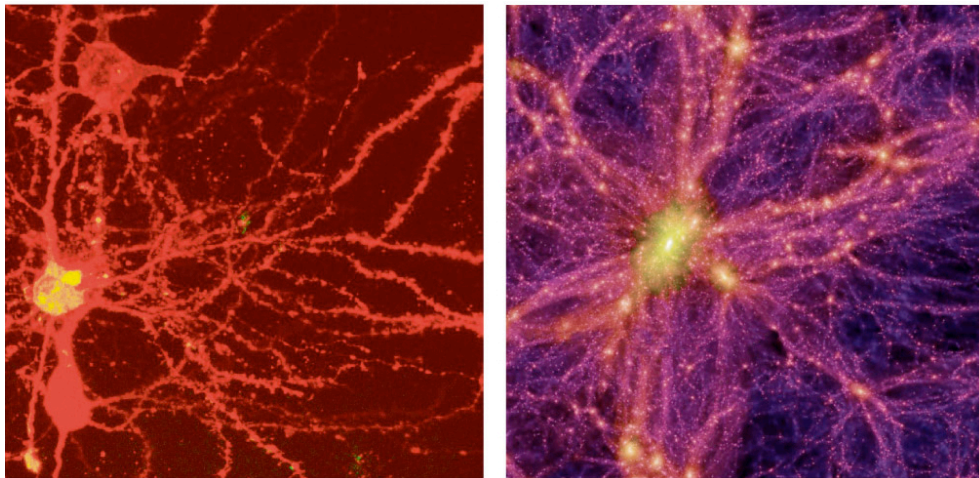


# Conscious Business Transformation

## The Art & Technology of Conscious Business

**Author: Natalie Zeituny**

eBook version 1.0, January 2009



Microcosm

Macrocosm

This image comparison, first featured in The New York Times, definitely gives one something to think about. On the left is a microscopic image of a mouse brain's neuronal network produced by Mark N. Miller of Brandeis University's Nelson Lab. On the right is the Max Planck Institute's computer simulation of the vast dark matter network (purple) connecting visible-matter galaxies (yellow) across the universe. "Together," observes New York Times journalist David Constantine, "they suggest the surprisingly similar patterns found in vastly different natural phenomena."

Source: 2008 Newsletter [www.enlightennext.org](http://www.enlightennext.org)

## Gratitude

This book is dedicated to the consciousness pioneers, to the dreamers, philosophers, activists, entrepreneurs, artists, scientists, spiritual leaders and seekers of truth. To my parents Lucy & Salim Zeituny, who intuitively knew so well how to hold me, love me and nourish me such that my soul could blossom. This book is dedicated to all my friends, family and fellow travelers, lovers of life: Valerie, Annelene, Adele, Andy (for his devoted compilation and editing and writing CBC materials and his blind belief in goodness), Reuven and Tzvia, Gwen, Ellen, Alison and so many others CBC founders, visionary and members who touched my heart deeply.

## An Invitation

I am a seeker, a teacher, a vessel of truth, a channel of the good, the true and the beautiful. I believe we all are. I am a philosopher, a poet, a dreamer, an idealist, a spiritual student, and a lover of all manifestations of life. My passion is raising consciousness and furthering life.

I became aware of my quest when I was 13 years old, the desire to know, to elevate, to transcend, to understand, to feel, to sense, to become, to embody spirit and everything that manifests through it. The deep existential questions kept me awake at night with deep anxiety when no answers were apparent. Back then I did not really know the word or the idea of spirit, but I could feel it. Growing up in the Middle East, in a western democratic civilization, I trained and conversed in a very analytical, logical, scientific, engineering, mathematical, physical, computer science modality. I grew to see the world in a very numeric, bottom line, formula based, predictable schema of algorithms.

For the last 20 years I have been feeding my logical, analytical, ego driven, power dominated, fear and guilt ridden mind. Following my engineering degree, MBA studies and 16 years in the information technology business, my mind and body were consumed by the beauty and depth of this fast track I was on. Traveling all over the world, living at the forefront of innovation, experiencing progressive business practices, and being a part of the IT revolution infused me with passion and respect for the business community.

Business has the ability to take any idea and transform it into the physical realm. Business must be self-sustaining so that profits feed the engine to scale that product/process/service all over the world. This capacity is inspiring, powerful and crucial for our evolution as humans. It takes wisdom, intention and collaboration to manifest the way the businesses around the world do. It takes focus, commitment and visionary practice to build stronger more efficient structures, bridges, buildings, airplanes, and networks. Business keeps us warm, fed, and now with the information economy, connected.

When I founded NZconsulting in 2002 my vision was to create a boutique management consulting firm that specializes in creating and sustaining intelligent organizations,

providing strategy, processes and IT services. I have been successful in this practice; helping companies such as Yahoo, Safeway, Brocade, Network Appliance, Seagate, Altera, 3Com, Palm, Apple achieve their goals.

The last two years I have been moving through a major transformation. A subtle and deep voice kept emerging. This time I was not 13, I was 36 and the voice could only be heard through my heart. I have followed that calling and immersed myself in consciousness studies, shamanism, trans-dance, Yoga, writing, psychic channeling and connecting with like minded spirits. I have found a deep sense of joy, clarity and knowing that I have never felt before.

What has been revealed to me is a profound revelation that the next 10 years are will be a time of transformation in which the mechanical, physical, scientific, technological disciplines will merge with the colorful, spiritual, poetic, inspiring, heartfelt, soulful, humane worlds to create (as Ken Wilber puts it) The Good, The True, The Beautiful. Anita Ruddick, The Body Shop Founder wrote: "Business is a combination of human energy and money and to me that equals power. Business is the most powerful force in society today and it is that force that ought to be harnessed to effect social change." My desire is to harness that tremendous power of business to transform and manifest the shift of our consciousness as human beings.

I see zombies walking in the offices of corporate buildings, on the streets of major cities all over the world. I see people lose their essence, their vibrancy, their stories, their families, their values, and their joy. We are told this is not relevant for increasing profit. Are we becoming the machines we so elegantly designed for the sake of the bottom line? Whose bottom line is it? What is the cost? Your community? Your environment? Your values? The next generations? NOW is the time to re-evaluate our belief system, our operating model as humans, as businesses, as society and start the shift.

This is an invitation for you to lead that transformation in your life, in your business and in the world. It is an honor to devote my life for such a magnificent cause. This book articulates my vision, mission, values and insights into how can we bridge the gap and enable individuals and businesses to connect to their soul, their essence and celebrate life with a new paradigm, **a conscious business paradigm**.

## Introduction

In 1992, over 1600 senior scientists, including a majority of the living Nobel laureates in the sciences, signed and released a document entitled “Warning to Humanity.” In it, they stated powerfully the need for **fresh approaches to thinking and living**. They declared that “human beings and the natural world are on a collision course . . . that may so alter the living world that it will be unable to sustain life in the manner that we know.” They concluded by giving the following, simple warning to the human family: “We, the undersigned senior members of the world's scientific community, hereby warn all humanity of what lies ahead. A great change in our stewardship of the earth and the life on it is required, if vast human misery is to be avoided and our global home on this planet is not to be irretrievably mutilated. “

You can feel the transformation building around you. You have felt it coming for years. Welcome to the age of Consciousness. This is a defining time in human history and you are right in the middle of it, in fact you ARE the agent of change. This is bigger than a political revolution and more powerful than a geological shift. You are witness and participant in evolution on a global scale. The Information Age is giving way to the Consciousness Age. At this crossroads lies business, by far the most powerful and far reaching institution on the planet. The decision by one individual to “do the right thing” will transform their business and is the spark igniting the new world order. This book is a guide that help you define the next era enabling you to co-create the future with intention and grace into an age of prosperity, peace, renewal, caring and love which holds the highest vibration for blossoming of life. It is a shift wider than sustainability and deeper than environmentalism. It is a comprehensive system wide movement. If you are reading this book, you are ready to unlock your power to reshape the world.

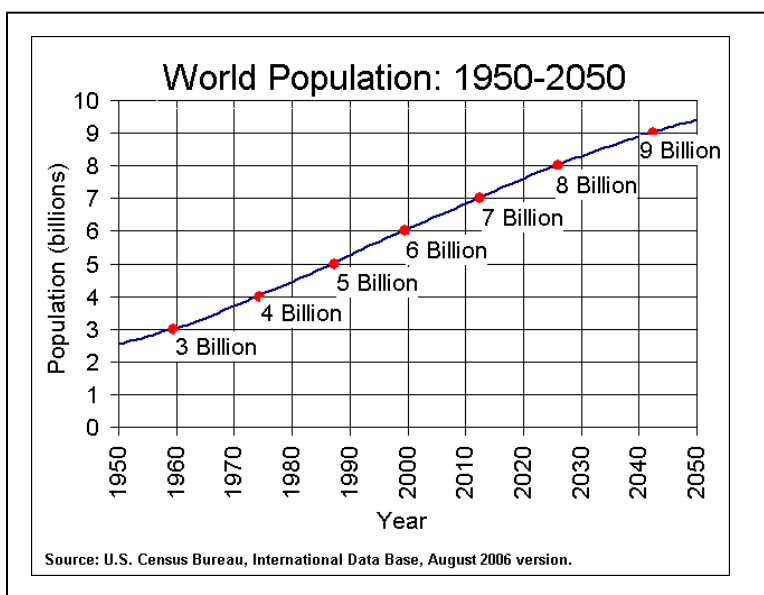
It’s not just you. Most people are feeling that something is missing from their lives. We try to fill it with distractions, obsessions and workaholic behavior. We try to dull it with medications, alcohol and drugs. The problem is that we are disconnected. Work feels frivolous and day-to-day life is a blur. Time has snapped its elastic jaws around you and a day can seem endless but you look back and think, “Wow, a month has passed – was I even there?”

To give you some perspective on why you may be feeling like your life is out of balance, let’s start by setting the backdrop of the current state of the world. We have come to a point in which the current paradigm is simply NOT working, it is not sustainable. There are major crises on several fronts wasting human, natural and capital resources while people are having a miserable experience simply surviving. We are not living to our full potential, while our unsustainable use of the planet and its resources has us heading for crisis with severe impacts within just a generation or two.

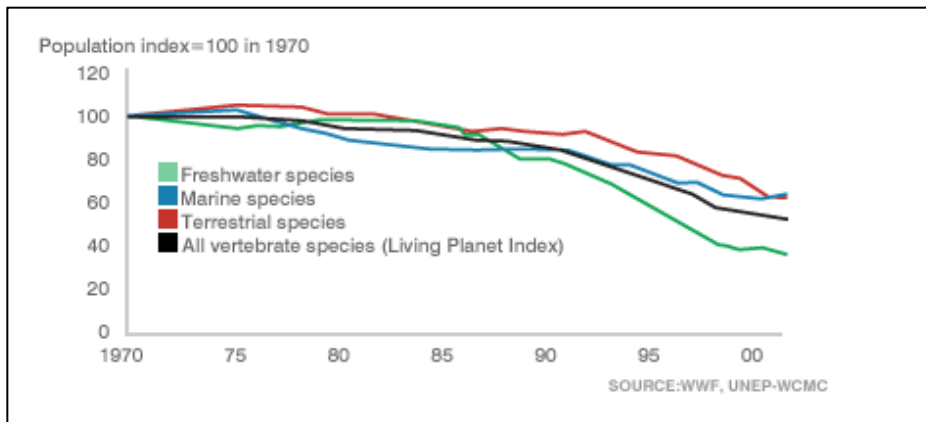
## If These Numbers Could Talk - The Earth

The following few pages are filled with is filled facts, figures, charts and graphs to show you that you are not imaging this. Here is an attempt to bring a summary to make the point that change is needed right here and right now.

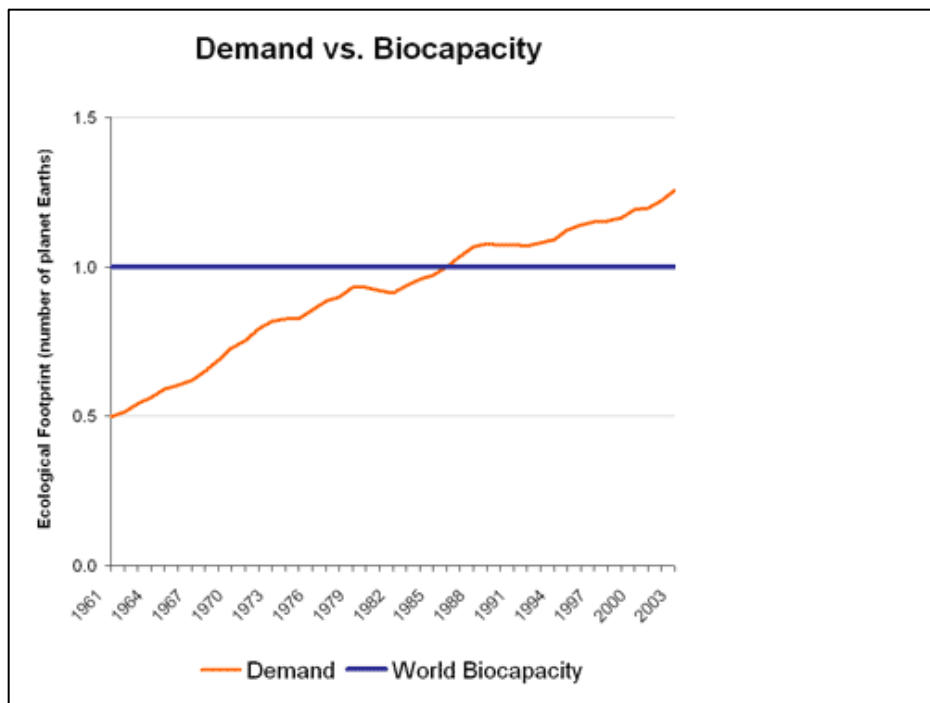
Let's start with world population which is growing to a point in which the planet can no longer sustain a projected 9 billion people on the Earth by 2040



Greenhouse gas accumulation is causing global warming that appears to be leading to catastrophic weather, major temperature shifts turning farmland to desert, rising sea levels caused by polar ice cap melting and potential mass extinction of thousands of animals and plant species threatening the biodiversity and interconnected ecosystems that keep the planet alive. The Living Planet Index shows that the biodiversity of the planet has dropped rapidly in the last 40 years



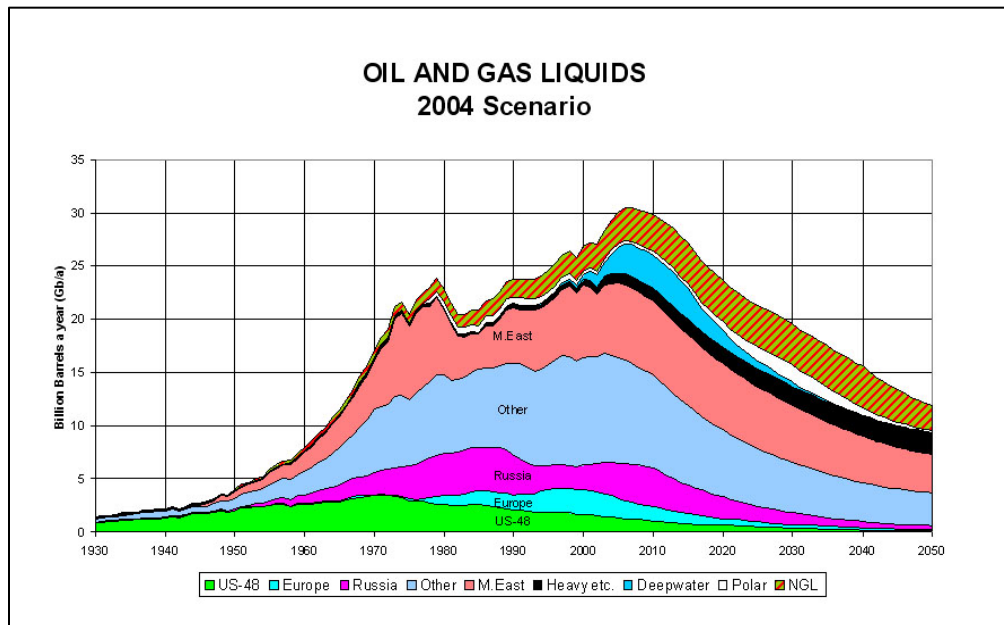
And the consumption rate of the world's available resources keeps increasing



The world's resources are running out. Peak oil, peak minerals, peak everything is here and now. The industrial revolution simply did not put a time limit and cap on expansion. The ability for the entire world to communicate rapidly and see western lifestyles and want to emulate the inefficiencies and waste is driving this even faster. Forests, arable soil, fish stocks and fresh water are all dwindling. Soil erosion and mineral depletion are

reducing the ability to grow enough food and western farming methods use 10 calories of energy to deliver one digestible calorie.

A majority of business wealth comes from industries related to extracting, processing, vending and consuming earth's resources. Unfortunately this is already happening at a pace that is unsustainable and is having a devastating effect on the environment we all share.



- Fresh water supplies are under tremendous stress and competition everywhere, with 1.4 billion people currently having no access to clean water, 3 billion living without basic sanitation – it is estimated that by 2025 two-thirds of the world's population will be under moderate to high water stress.
- 70% of the world's original forests are gone; 1/5 of Amazon rainforest is gone, and a football-field-sized piece is burned or clear cut every second
- 90% of the ocean's large species are gone
- 45-70% of the world's crude oil reserves have already been consumed. Estimates show complete exhaustion around 2050
- Toxic pollutants, greenhouse gases, global warming, and climate-related calamities could displace billions of people, deplete food-growing regions, bring more extreme weather, make huge regions uninhabitable and eliminate species' habitats.

We are living in a lesser world. As the natural environment shrinks or disappears around us, we are left with only man-made strip malls and wastelands, with nowhere to escape from the impact of mankind, or to experience former natural habitats.

- Ravaged landscapes, clear-cut logging, mining, landfills and suburban sprawl are leading to dwindling wilderness environments
- "Sixth Mass Extinction" is underway at a rate 100 to 1000 times faster than natural. Our planet's native species are disappearing and half will be extinct by 2050. Currently, 10-30% of all animal species are threatened; for example there are only



20,000 African lions left, elephants are down 90% this century, wild tigers are down 95% to just 5,000-7,000 remaining.

- Energy crisis and dependence on fossil fuels that we know will disappear by 2050. The only other large-scale solution currently in use (nuclear power) is plagued by problems with extremely long-term deadly poisoning of the environment and questionable general safety.

All in all, humans are exceeding the sustainable footprint of the Earth. Globally it is estimated we now are consuming 1.2 Earths' worth of resources (and growing). Americans are using 5 times their "share" (5% of population using 25% of resources or twice as much as Europeans, who share a very similar standard of living).

- How are we responding to this obviously unsustainable state? Being at the "top of the food chain", we could use our incredible wealth and technology to tackle and solve many of these problems, but instead we largely escape and distance ourselves from the reality of our impact on the planet:
- Disposability; we embrace disposability, throwing things "away" (but where exactly do they go? Where is "away"?)
- Americans throw away 50 million computers every year; Japan will have discarded 610 million cell phones by 2010.
- Energy consumption; gas & oil appear to us as if by magic; power plants are nowhere to be seen.
- Our personal unconscious desire for convenience is the primary determinant in seeing our situation. After all, it's easier to buy something that is disposable instead of something requiring maintenance. It's easier to drive than take mass transit. If global warming gets too hot we can always turn up the air conditioning.
- We remain woefully ill-informed about important facts. With a wealth of corporate television "news" to form our attitudes and mold our thinking.
- Often when we do become informed we are intimidated and frustrated by the sheer scale of the problem and therefore continue to take the path of least resistance, acting largely within the status quo and rarely making any truly substantial changes.



## If These Numbers Could Talk - Health and Wealth

Let's look at the following statistics, trends and behaviors

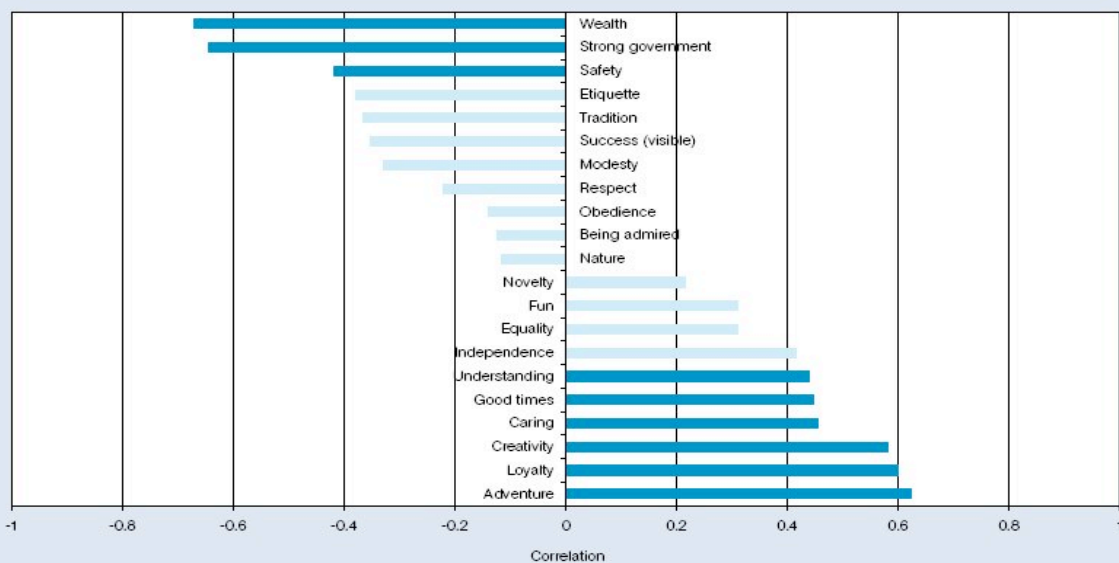
- In the U.S. and the world, average income is up, though the wealth disparity is greater than ever: The planet's 500 wealthiest people have the same assets as the 3 billion poorest
- 1/3 of all income is earned by 1% of the population; they have a net worth of at least \$515,000; 40% are Americans
- America's 4.7 percent of the world's population owns 32.6 percent of the world's wealth
- The number of Americans living below the poverty level has increased 4 years in a row- 20% of world lives on less than \$1/day

As this income disparity increases, impacts on our society are increasing as well.

- Higher crime rates and the associated insecurity, with billions spent on security and protection. For example, 13 million Americans are victims of crimes including assault, rape, armed robbery, burglary, larceny, and arson every year.
- Growing tensions and resentment between the "haves" and the "have-nots" locally, nationally and internationally
- Health care is closely related to wealth, and again the disparity continues to grow. Parts of Africa have devastating rates of HIV infection approaching 60% of the population, yet struggle to secure known and available medications. Other parts of Africa struggle to obtain basic vaccinations to control the spread of malaria, influenza, and other largely preventable diseases.
- Even within America, the percentage of health uninsured climbs annually, with some 45 million Americans (16%) not being able to afford health insurance.

Given that we can afford and acquire virtually anything; we have the most advanced medical knowledge in history, the greatest technology anywhere, an abundance of conveniences and services at our fingertips, claim great democratic freedoms, remain sheltered from hard realities and by turning to a media ready to focus on fluff and distraction, it follows that we should be the happiest, most contented and fulfilled people of any time, anywhere (Source: New Economics Foundation, "The Unhappy Planet Index", © 2006)

Figure 6. Correlations between life satisfaction and various values, as assessed in the *European Social Survey* (darker bands indicate statistically significant correlations)



Yet we are very far from reaching personal and spiritual fulfillment.

- US rates of "happiness" actually declining steadily since mid-1950's
- No correlation has been found between happiness and wealth
- Job stress levels (fear based businesses, fear based society) are increasing
- 25% view their jobs as the top stressor in their lives
- 30% feel chronically overworked
- Men in high strain jobs are 2.5 times more likely than their counterparts in low strain jobs to have experienced depression; women are 1.6 times more likely
- Work/life balance issue is the No. 1 concern.
- 44 % of US employees report being overworked often or very often; 21% of those who described themselves as highly overworked showed high levels of depressive symptoms
- 39% feel pressured to skip lunch regularly
- An estimated 40% of worker turnover is due to job stress.

#### Job disengagement

- Only 20% of workers feel very passionate about their jobs
- Less than 15% "feel strongly energized" by their work
- Only 31% believe that their employer inspires the best in them.
- Only 36% of workers said they believed top managers acted with honesty and integrity;
- Tiredness, lack of sleep, fitting in long work hours, long commutes, child care, cause many American workers to get too little sleep, and can be chronically exhausted.

Affluenza is a term first coined in 1997 to reflect our society. Definition from Wikipedia: affluenza, n. 1. A painful, contagious, socially transmitted condition of overload, debt, anxiety and waste resulting from the dogged pursuit of more. 2. The bloated, sluggish and unfulfilled feeling that results from efforts to keep up with the Joneses. 3. An epidemic of stress, overwork, waste and indebtedness caused by dogged pursuit of the American Dream. 4. An unsustainable addiction to economic growth.

- Divorce is common, rate is about 40%
- American see 8,000 murders and 100,000 violent acts on TV in lifetime; reinforcing a "culture of fear": people live in home fortresses, with gated "communities", alarms, bars on windows, car alarms, security whistles, after-hours parking lot escorts.
- Isolation, solitude, lack of close relationships: 28% of Americans have no "intimate relationship" or close friend, 25% have only one. This directly affects depression rates.
- US rate of mental illness is the highest in the world.
- Pharmacological use up dramatically. 49% of Americans take at least one prescription drug daily; 1 in 6 Americans use an emotion-altering prescription every day;
- 6 million children take ADHD drugs (such as Ritalin) daily;
- Sleeping pills usage is up 60% from 2000 to 2005.
- Alcoholism, 700,000 people are treated per day in the US
- Suicide, 17% in high school seriously considered, 9% attempted. Suicide is the 3rd leading cause of death in youth
- Crime and incarceration, a record 7 million people (one in 32 American adults) were behind bars, on probation or on parole by the end of 2005
- Poor health, 60 million Americans are categorized as obese; 2/3 of Americans are overweight or obese [31] - Diabetes rate increased 33% from 1990-1998
- Lack of fitness, diabetes, skyrocketing rates of asthma, skin cancer (partly from depleted ozone layer), product-related diseases (e.g. lung cancer)
- Melanoma rate has increased from 1 in 5000 (1930) to 1 in 65 (2004)
- Cosmetic surgery grew 50% from 1992 – 1999, with over 1 million procedures in 1998 alone.
- 5 million American women suffer from anorexia
- Self-centeredness- culture of independence and self-reliance encourages people to focus excessively on securing their own self-interests, sometimes even at the expense of others – more ego-centric rather than to socio-centric or world-centric.

## What Does Business Have To Do With This?

We looked at the state of the world, individually, collectively, internally and externally, and we very quickly came to realize that what we see, what we feel, what we are creating and what we are building is not working for us. Or is it?

When we go one level deeper to look at the seeds we are continually unconsciously planting into our psyche and our governing social /political/economic/ education/ healthcare system which stems from our existing individual and collective thoughts, emotions and belief systems, we realize that we are significantly and negatively impacting our life on earth in all its forms.

Looking at our social fabric, political, economical, technological fabric and ecology, all systems are in decline. and the questions that arise are what about us individually, internally and evolutionarily have we inherited and created? What about us collectively, culturally and systemically have we inherited and created that are manifesting in a world as we see it today?

Yes, many information and technological advancement, business and sophisticated governing and sustaining infrastructure and where are we headed? are we becoming life furthering individuals and social collective or self destructive?

Are we creating, celebrating and furthers life or are we every day, with every thought, every emotion, every action planting more fear, anxiety, greed, depression, anger, rising crime, drug abuse, homelessness, terrorism, nuclear proliferation and you name it?

The questions we ought to ask ourselves are: is the existing paradigm working for us? then the second question as a leader of your own life, family, community or business, what does business has to do with world problems as all? with individual psychological problems? with global crisis? if you answer- Yes for the first question and none for the second question, I suggest you complete your reading right here right now ( seriously) otherwise, please read ahead and question yourself and your colleagues and your family members and your friends:

Should Businesses seek profits at all costs?

Are Businesses responsible for what happens to the environment?

Are Businesses responsible for our global communities?

Are businesses responsible for advancing human development and enhancing our well being?

I believe that not only businesses are not allowed to seek profits at all cost, they are fundamentally responsible and liable for what is happening to the environment, the communities and human well being that feeds, nurtures and holds their presence on earth. I believe that in order to create a thriving world, that enhances life and well being for all, a new set of principles, practices, paradigm, belief system, thoughts, emotions and drivers needs to evolve and embodied in order to enjoy the magnificence of life

treasures. This is why this book focuses on consciousness which is the essence, the animated breath behind, inside and surrounding all things, including this computer, this book, this car and yourself.

Awakening and accessing that awareness is a key to your personal transformation, your business transformation and the world. Awakening and accessing all dimensions operating inside of you and around you and inside and around our business will allow us to make decisions that care, nurture and embrace higher potential for life and hence higher profitability, market share, people productivity retention you name it..

This is a time of great hope and a time in which everyone must do their part to facilitate the coming shift. You can fight it by clinging to a self-centered world-view. You can try and hoard and hide, but the truth is that in a world of generosity and caring, you will be the one isolated by your own greed. You will be left in the remains of the world we have described in this chapter while those of use who share the joys of transformation will be in a new Garden of Eden

## Beyond Sustainability into Consciousness

I would like to pay tribute and honor the many companies that have made enormous strides in starting the transformation process by focusing on the environment. In this book we are examining a phenomenon that goes beyond sustainability. Being green and environmentally conscious is a major element of it, but not “IT”.

There is no doubt that leaders like Ray Anderson of Interface Carpet who heard a wake up call and realized that if he did not change then who would? What kind of world would be left to his children? This urgent call to action resonated with employees, suppliers and customers. It changed the very nature of why people came to work. It was no longer just about a livelihood – they had a mission. Other sustainable companies like Patagonia evolved from a personal core ethic around respect for nature. Started in a small tin shed where a group of friends collaborated on making rock climbing gear, the company has environmentalism in its DNA and mission. They do the right thing in every decision they make and this naturally leads to financial success.

The incredible reach of business to touch so many lives is unprecedented. When you imagine the network of individuals that a business of any size touches, it is truly astonishing. Examine either of the companies above and in a moment you will see that each company touches millions and millions of lives. Look at the supply chain of farmers growing cotton, mill workers making fabric, and then their supply chain of people making tractors and fuel, ships and trucks, food to feed them all. Customers are spread across the globe and each one impacts another group and another. Employees and their families are all in a web of interdependence, and the company intertwines these into layers and layers of interconnectedness.

This interconnected network is the power of business to effect change. This is why business is the most powerful and far reaching entity on the planet today. A slight shift in attitude by a single business leader will ripple across the world causing another individual to also start a ripple. As these ripples merge and build one upon the other they cause harmonics of energy that raise the entire planet to new vibration, to new reality.

There are several fundamental elements to becoming a conscious business such as: Awareness of your impact on the planet, grasping the vast interconnections of people, being in tune with your own true essence and spirit, taking responsibility for your actions, and understanding that your beliefs, thoughts and attitudes are who you are and create the reality in which we live into.

Quantum physics explains that the universe is made of energy and matter. Energy is light, sound, and thought. Matter is atoms, molecules and things. But as you zoom in and look deeper at matter you realize that atoms are not solid at all, it is mostly empty space. The fundamental particles do not really exist. Physicists explain that electrons only have probabilities of existence and are only there when we observe them.

Thoughts and ideas are not different from rocks and trees. Your thoughts equals to matter. They create your existence. This book will help to decipher how this applies to your business and how you are in control of creating a world that has meaning and is fulfilling to you and everyone you touch.

**I cannot emphasize enough: we are not having a political crisis, an economical crisis or an environmental crisis, it is a CRISIS in CONSCIOUSNESS. Personal and collective crisis in awareness of WHO WE ARE ,what are we here to CREATE together and how intimately interconnected we all are. Limited personal awareness leads to the creation of collective global failing systems.(economic, healthcare, education, political). This is the reason I started the movement of Conscious Business in 2007 to emphasize that the transformation that needs to occur is the transformation of Consciousness and Businesses to play the leading role in it.**

**I believe that just as an individual can have an awakening and transform into a conscious person, aware of awareness of the impact of every thought and action, so too can a business become conscious organism. The question is then, where do you start and in what direction do you step forward?**

## What is Conscious Business ©

Conscious Business is a self aware business that embodies the interconnectedness of all systems: **People, Planet, Profit**

Conscious Business operates with the objective of making a profit while enabling **all systems to thrive**: body, mind and spirit in individuals, communities, global cultures and natural environments.

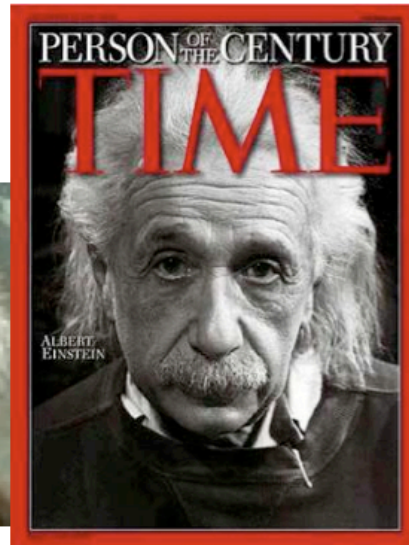
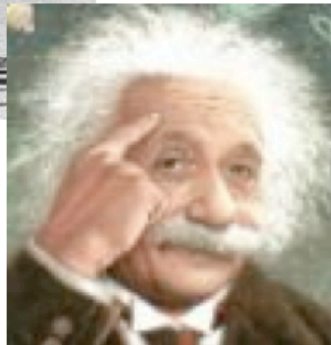


# Consciousness and Conscious Business

## Consciousness?



**“We can’t solve problems with the same consciousness with which we created them”**



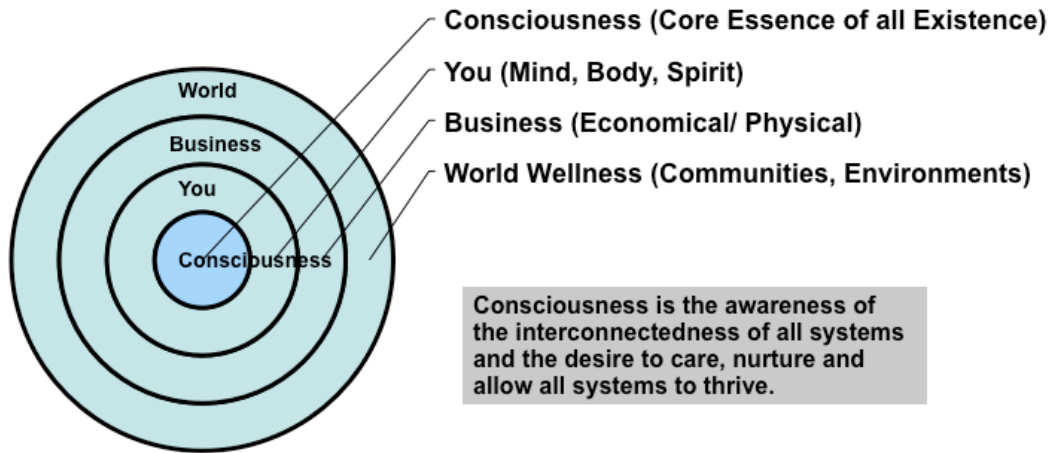
My personal experience, quantum physics, a \$70B healing art industry in the US alone, yoga and meditation, eastern wisdom traditions, western psychology and many other domains of knowledge had me become aware that **energy and consciousness** are the building blocks and the animated force moving through all things in life.

When more and more evidence are showing that energy and consciousness are the fundamental building blocks of everything in the universe, including your business, wouldn't individuals, businesses and social systems benefit from better understanding and becoming intimate with how do awareness, consciousness and creation work?

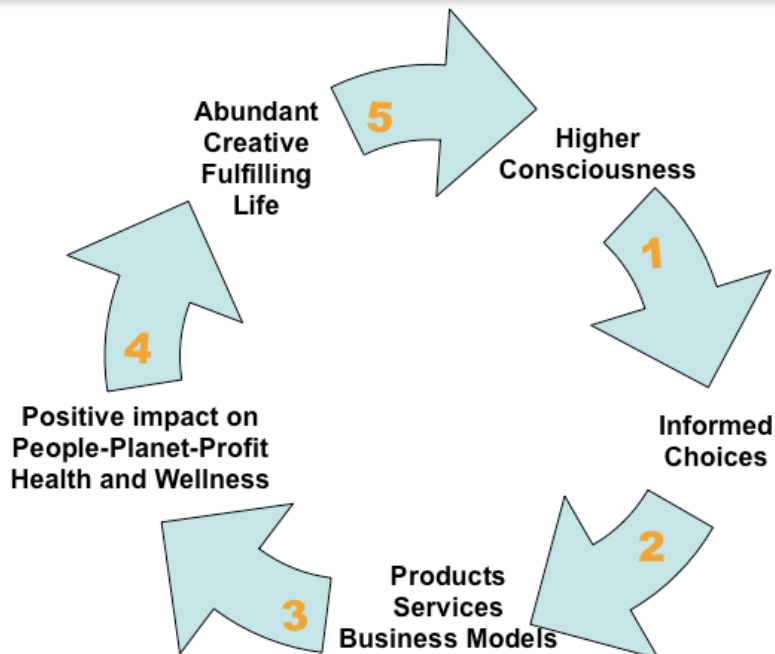
This book is trying to make the direct link between business and consciousness to propose on a new type of organism called “Conscious Business”. (not just Green, not just responsible, but conscious)

I believe that just as an individual can have an awakening and transform into a conscious person, aware of awareness of the impact of every thought and action, so too can a business become conscious. In the following chapters, I will introduce a model that allows businesses to access the core of who they are as a value based service based collective organism.

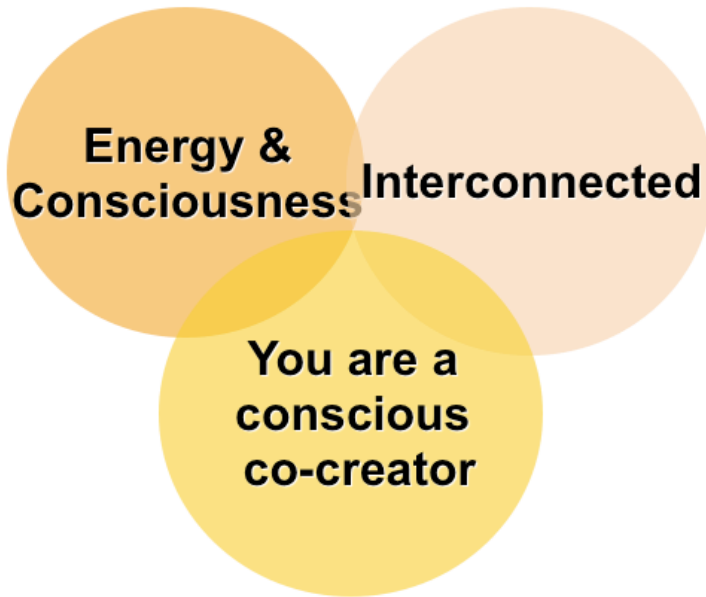
## Interconnected and care



## Consciousness Business Cycle



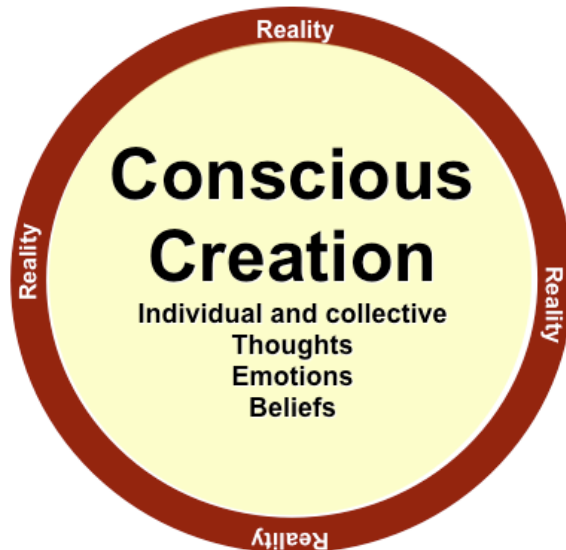
## New World



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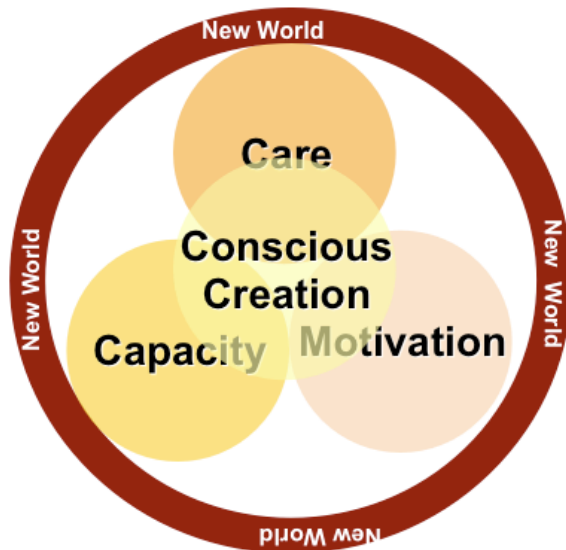
## Consciousness is Awareness



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## Consciousness Births Matter



The truth is-- knowledge **is** power-- information **is** power. The conscious creation art and technology requires us to merge left and right brain, feminine and masculine qualities. The more individuals and businesses are able to “feel” to “embody” to master and orchestrate consciousness and energy, the more they can direct it’s outcome for the highest good.

Conscious awakening starts from the inside out and from the outside in, with individual’s thoughts, emotions and belief systems challenging societal, cultural and collective paradigms about how things are. Individual beliefs form collective thought patterns. The more aware we become of our thoughts, emotions, beliefs, mind-body-spirit and internal and external dimensions operating within us and around us, the more informed and in tune we become to the creative process and with the embodiment of consciousness into form (into matter, into business). The more individuals and collectives and businesses become aware of their awareness and aware of the impact that awareness has on the creative process and the emergence process, the better we can direct it toward an outcome that serves all and nurtures all life.

The capacity to become aware of how our consciousness gives birth to matter through re-arrangement of energy and the capacity to master that creative power are fundamental to our model. It is the fundamental building block that will allow the emergence of the new higher vibratory conscious paradigm with higher degrees of freedom, creativity and joy.

The following is a remarkable excerpts of Global Consciousness Change: Indicators of an Emerging Paradigm article published [by Duane Elgin with Coleen LeDrew](#) in 2008 is an appropriate sage-way to how critical the shift in consciousness is to our evolution as human.

“The first is our growing capacity for self-reflection. Many times it has been observed that where animals "know," only humans have the capacity to "know that we know." We have the ability to observe ourselves and our world as if from a distance. Humans can stand back and see ourselves in the past as well as project ourselves into the future. We are not locked in, but can reflect on our situation and make fresh choices. When we can see our actions in the mirror of self-reflective knowing, we become self directing agents of our own evolution. It is this capacity for conscious, free choice that will be essential if humanity is to choose a path of communication and reconciliation to create a sustainable future.

A second hallmark of the new consciousness is its "whole-systems" or "living-systems" view. For the last several hundred years in Western industrial societies, a materialistic, scientific mindset has dominated. In this view, what is "real" is the material world as perceived by our senses and organized by our intellect. The universe is seen as filled with lifeless matter and empty space. It is only natural that what is important is social status and material success. By contrast, in the emerging perspective, seemingly empty space is not empty, but filled with immense amounts of energy. Our cosmos is seen as a living, unified system. This new paradigm moves from a view of separation and isolation to one of profound wholeness and interconnection. At a fundamental level, people are viewed not as separate beings, but as intimately involved with one another in the deep web of life.”

The table below quoted from Global Consciousness Change: Indicators of an Emerging Paradigm by Duane Elgin with Coleen LeDrew

Current Unconscious Thinking	New Conscious Thinking
☒ The cosmos is made up of mostly dead matter and empty space and is not "alive."	☒ Our cosmos is a unique kind of "living organism" and, as a whole system, is fundamentally alive.
☒ We are floating through vast reaches of empty space, and most of life seems to lack any larger sense of meaning and purpose.	☒ The entire cosmos is a unified system. Each action is woven into the deep ecology of the universe. Everything we do matters.
☒ Consciousness-- when viewed from a reductionist, mechanistic perspective -- is a byproduct of biochemistry and is located in the brain.	☒ Consciousness-when viewed from an integrative, living systems perspective-is an ordinary capacity that permeates the universe and provides a reflective capability appropriate to each entity within the universe.

<input type="checkbox"/> The goal in life is material success and social achievement.	<input type="checkbox"/> The goal in life is to develop a balanced relationship between our inner and outer lives-to live in a way that is sustainable and compassionate.
<input type="checkbox"/> The emphasis is on conspicuous consumption. The "good life" depends on having enough money to buy access to pleasures and avoid discomforts.	<input type="checkbox"/> The emphasis is on conscious consumption. The "good life" is an ever-changing balance of inner and outer, material and spiritual, personal and social, etc.
<input type="checkbox"/> Identity is largely defined by material possessions and social position.	<input type="checkbox"/> Our sense of self grows through our conscious, loving, and creative participation in life.
<input type="checkbox"/> Emphasis is on personal autonomy and mobility.	<input type="checkbox"/> Emphasis is on personal growth and community.
<input type="checkbox"/> The individual is defined by his or her body and is ultimately separate and alone.	<input type="checkbox"/> The individual is both unique and an inseparable part of the larger universe. Our being is not limited to our physical existence.
<input type="checkbox"/> It is natural that we who are living use lifeless material resources for our own progress.	<input type="checkbox"/> It is natural to respect all that exists as integral to the larger body of life.
<input type="checkbox"/> Cutthroat competition is the norm. You compete against others to make a killing.	<input type="checkbox"/> Fair competition is the norm. You cooperate with others to earn a living.
<input type="checkbox"/> The mass media are dominated by commercial interests and are used to promote a high-consumption culture.	<input type="checkbox"/> The mass media awaken to the challenge of sustainability and begin to explore more workable and meaningful approaches to living.
<input type="checkbox"/> Nations adopt a "lifeboat ethic" in global relations.	<input type="checkbox"/> Nations adopt a "spaceship Earth ethic" in global relations.
<input type="checkbox"/> The welfare of the whole is left to the workings of the free market or government bureaucracies.	<input type="checkbox"/> Each person takes responsibility for the well-being of the world, enabling high levels of decentralization and freedom at the local level, and a sustainable harmony at the global level.

## A World of Interdependencies

In the book “Six Degrees of Separation” the concept that each of us is connected to everyone else by a maximum of six links was popularized. The business corollary to that is far closer; in fact it is only three degrees. One of the exercises that we do in our Conscious Business consulting practice to bring this concept home is to have a group of corporate managers make a chart of everyone that their company touches. At first it seems easy enough, but as you examine the first three rings you will see that the number of people grows exponentially.

**Product:** This exercise will start as a fairly typical supply chain analysis. Look at every company that makes parts used in your product. Sure, if you make cars, refrigerators or heavy equipment there are hundreds. But even if you sell software, there is a CD, a jewel case, an instruction manual. Take each part one at a time. Start with the instruction manual which is fairly generic with most products.

Going back one degree; consider the paper manufacturer that employs hundreds, ink makers could be large as well. Who made their equipment? Where do they get their supplies? Going back the second degrees gets even broader. Paper is made from wood, so there are lumberjacks in Canada with chain saws made in China. Ink is made from dye; perhaps there are people in the jungles of South America picking berries. Going back the third degree you consider who made the lumberjack’s trucks, what about the oil to power the trucks, the people who work at the refineries, all of the chemicals used in refining, the ships to transport the oil. As you can see, if you go back three degrees just for the instruction manual there are tens of thousands of people across the globe and we didn’t even look at the staples or glue to hold it together or the lives of the people who wrote and illustrated it.

**Customers:** Think about all of your customers, every end-user and what their lives are like. They have kids, cars, homes, pets, sofas and clothes. They eat food. Consider one customer who is eating lunch. A farmer grew the wheat. Consider the tires on the thresher, the mill where the wheat is ground, the packaging and transportation to the bakery. Look at the baker and his employees, the gas heating the ovens. It goes on and on again touching tens of thousands.

**Employees:** Now look at your fellow workers; their families, their dentists and people who make their clothes, carpets, computers and shoes. Look at everything that you purchase for your office, pencils, pens, whiteboard markers. Trace each and every item back three degrees and you will see how vast and interconnected the network is that you touch every day.

Now take these three giant entangled networks and merge them together. Start to get the picture of the power and reach of business? If you change your attitude, if you consciously apply your energy, you will affect every person in your vast entanglement of interdependencies. Simply by being aware of all of them you have already changed the



nature of the relationship from being unconscious and taking them all for granted to one of gratitude and co-existence.

This is the starting point for all of our work. Once you see that you cannot live without your support network; that you are dependent on everyone as much as they are on you, a common bond of love and appreciation has blossomed. This feeling embraces your heart and uplifts you every moment of the day.

As you lift a pencil to write a note, you thank the tree for its wood, the person who harvested the rubber for the eraser and the miners who dug the iron that made the ship to transport the materials to the factory where your pencil was made. Every time you sit down to eat your very act is thanking the farmers and the cooks. You are blessing the sunlight that shined on the tomato plant that was made into sauce on your slice of pizza and whose molecules will be absorbed and become part of your body.

It's easy to forget this. It's natural to believe that you are isolated as you grab a quick sandwich and focus on your deadline. But keep your attention focused on this and your decision process will begin to shift. If you can see the impact of your decisions ripple across the world, you will start to make choices that are conscious. You are not alone. You are part of this fabric. You are part of this magic.

# Any Pioneers Out There?

## Whole Foods

Whole Foods opened in 1980 as a natural foods store in a supermarket format and currently has 32,000 employees, ranks #15 on Fortune Magazine's list of 100 Best Companies to Work For. It has achieved steady sales growth of 20% per year and net profits of double the industry average. Company values include: Supporting Team Member Excellence and Happiness, Caring About Our Communities and Our Environment. Their mission statement follows.

"Whole Foods Market's vision of a sustainable future means our children and grandchildren will be living in a world that values human creativity, diversity, and individual choice. Businesses will harness human and material resources without devaluing the integrity of the individual or the planet's ecosystems. Companies, governments, and institutions will be held accountable for their actions. People will better understand that all actions have repercussions and that planning and foresight coupled with hard work and flexibility can overcome almost any problem encountered. It will be a world that values education and a free exchange of ideas by an informed citizenry; where people are encouraged to discover, nurture, and share their life's passions."

The screenshot shows the Whole Foods Market website homepage. At the top, there is a navigation bar with the Whole Foods logo and tagline "SELLING THE HIGHEST QUALITY NATURAL & ORGANIC PRODUCTS". Below the logo is a search bar for finding a store, with options for "All stores", "Canada stores", and "UK stores". A "Welcome, Guest" message is visible on the right side of the header. The main content area is divided into several sections: "Our Community" with a "WHOLE STORY BLOG" listing articles like "The Mystery of the Pumpkin" and "The Whole Deal™ on Bulk"; "What's Cooking?" featuring a "PEAK PICK: APPLES" banner and a "RECIPE SEARCH" box; "A BETTER BAG" promoting a reusable shopping bag; "OUR NEWEST STORES" listing openings in Millburn, NJ; Wellington, FL; and Roseville, CA; and "OUR ONLINE COOKING SHOW" promoting a recipe for sausage and cornbread stuffing. The bottom of the page features a "the whole deal" promotion with images of shopping bags and prices like 79¢ and 99¢.

## Interface Carpets

Lead by “America’s Greenest CEO” Ray Andersen, Interface Carpets has transformed itself and in doing so has become the carpeting industry leader with over \$1 billion in sales and a global reach manufacturing in 4 countries while selling into over 100 cities.

Over the past 10 years Interface has demonstrated savings of \$262 million, reduced waste by 80% and its recycling efforts have diverted 66 million pounds from landfills. This effort has given the company a sense of purpose as they attain their goal of no net contributions to global warming. This has in turn created such good will in the market that sales have skyrocketed.

The story of this transformation is well known and described in Christine Arena’s book, “Cause for Success, Ten Companies that put Profits Second and Came in First.”

“On August 31, 1994, Ray Anderson delivered a speech that dramatically altered the course of his life and the fate to his billion-dollar, publicly held company. As Chairman and CEO of Interface, an Atlanta based manufacturer of carpets, textiles and architectural products...Anderson had enjoyed increasing success since founding the company in 1973. In just twenty-one years, he had grown Interface from a niche player to an industry leader. He now counted sales operations in 110 countries and 5,500 dedicated employees among his company’s greatest assets. But just weeks before Anderson’s speech, a few savvy customers began to ask tough questions about the company’s environmental policies.”

The story goes on to tell how Anderson read Paul Hawken’s book, “The Ecology of Commerce.” He was so moved by the ideas in this book that, “I would lie in bed at night reading passages to my wife, and we would both weep together out of utter regret and the deepest sense of guilt. My business was a culprit and I was a plunderer of the earth.”

When he made his speech he stunned everyone.

“We, and all businesses, have three issues to face: 1) what we take from the earth, 2) what we make, 3) what we waste. We must acknowledge the following: 1) We at Interface take oil from the earth on the form of nylon, latex, bitumen and energy. And we don’t put it back. We must push the envelope until we no longer take from the earth. 2) We make products that end up, at the end of their useful lives, in landfills, polluting the earth. We must push the envelope until nothing we make ends up polluting the earth. 3) We waste all along the way. Our industrial waste is a pollutant. We must push the envelope until all of our waste is biodegradable and recyclable back into the food chain. I believe it is good business, and will be increasingly so, to be stewards of the earth. Just as know that quality doesn’t cost, it pays, we must get to that point where stewardship (conservation) doesn’t cost but pays.”

He set up an environmental task force and empowered them to make the changes necessary to reinvent the company. He was the first US-based industrial company to take a real stand on environmental issues. Many companies talked about it, but he made it a mandate. Today Interface Carpets owns the environmentally sustainable flooring market and their business has grown because of it.

## Patagonia

Patagonia's Mission Statement:

“Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.”

Self imposed environmental constraints by Patagonia spawned a new industry in “organic cotton” that eliminated formaldehyde exposure to customers and mill workers who produced fabrics. This is a company that was spawned with consciousness and continues to expand their market share as a result of attracting customers who care.

The following are quotes from the Patagonia web site. Note the prominent environmental messages and links to corporate social responsibility documents.

“Time and time again we see that when we reduce environmental harm, we end up producing better-performing, higher-quality garments. Sales of those improved garments often enhance our business health and profitability...Doing the right thing – reducing our environmental footprint – has yielded better products. Better products have attracted more customers and helped us grow our business.”

“Every one of us does things in the course of a day that adversely affect the health of the planet. We don't decide to, we just don't give it a thought. Surprising, though, how many habitual practices we can – and do – change once we give them some thought. We can all name environmental habits we've changed and more we intend to. This has to be done, and more often by more of us. The impact of an unexamined life is far more serious than it once was – deadly so.

“Here we'll examine Patagonia's life and habits as a company. The idea is to give more of our practices some air and thought, and to change habits often played out on an industrial scale, with concomitant effects. We've been in business long enough to know that when we can reduce or eliminate a harm, other businesses will be eager to follow suit.”

“The Footprint Chronicles is an interactive mini-site that allows you to track the impact of ten specific Patagonia products from design through delivery. Caveat: These examinations are partial and preliminary. Each season we'll examine a few new products. As we learn more, the picture will gain more focus through the haze. And the more we see, and then give some thought, the more bad practices we'll be able to change with all the speed we can muster.”

“Corporate Social Responsibility (CSR) is a broad-based movement in business that encourages companies to take responsibility for the impact their activities have on

customers, employees, communities and the environment. It's an obligation to include international labor and human rights standards. CSR means different things to different people. At Patagonia, it's guided by our Mission Statement, our Core Values, our Operational Values and our Code of Conduct. To us, CSR means taking steps to improve the quality of life for our employees and their families as well as for the community and society at large."



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# Predicting the Future or Creating the Future?

## IBM Global Innovation Program

In 2006 IBM Global Innovation Outlook (GIO 2.0) brought together 248 thought leaders from 36 countries, representing 178 organizations to discuss focus areas and emerging trends challenges and opportunities that affect business and society. In addition to IBM researches, consultants, and business leaders GIO invited 180 experts from academia and university leaders, business partners, government and public sector officials, independent experts, thought leaders, industry analysts and consultants, NGOs, citizen interest groups and venture capitalists [40]

GIO looked at the most critical focus areas for individuals, businesses and society and considered specific opportunities for innovation in the realm of products, services, business processes, models, policy, culture and beyond.

The outcome of the 2006 GIO was that people are looking for “**Innovation That Matters.**” Individuals and organizations are looking for “**Business that Matters.**” Simply, that what businesses produce makes a difference and adds value to individuals, clients, communities and the world. Can businesses work together and change the world in a meaningful and lasting way? The heart of the new conscious business model is a worldwide conversation about the changing nature of business, innovation and its purpose.

Three areas of focus emerged: The content below is directly taken from the 2006 IBM Global innovation forum outcome posted in IBM website in March 2007:

### 1. **The future of enterprise: collaboration, contribution, trust and values.**

GIO Participants suggested that innovation in business and society is fueled by the unifying notion of “The Endeavor” with activities driven by a common set of interests, goals and values. As the business world redefines itself, definitions of employer and employee might become antiquated as looser aggregation of collaborators form and disband on an opportunity by opportunity basis; in other words co-creation instead of competition.

In the past, people formed large corporations partly to shield themselves from risk, protect their intellectual assets and achieve a level of reach and scale impossible on their own. The future might consist of a billion one person enterprises with people who move freely and frequently from project to project as their skills and focus are in demand. In such a collaborative and contribution based environment the role of the traditional enterprise could shift to orchestration and facilitation.

Instead of loyalty and pride of ownership, we move to trust and pride of contribution. This gives rise to the need for a new set of social standards to help foster collaboration.

The concept of “reputation capital” which is like an accumulated trust may become a standard of accountability that enables diverse virtual networks to confidentially strike partnerships. We see this happening on E-Bay and many other web applications where a person’s reputation is critical to doing business.

## **2. The environment**

The root cause of many of the environmental issues today is that there may be no visible link between behavior and environmental consequences. To realize real progress we need a profound change in behavior, from individual purchasing patterns to business process for societal mindsets. These behavioral shifts may be encouraged if individuals and businesses have a clear line of sight into the consequences of their actions. The ability to make informed decisions about energy and natural resource consumption could help move business and society forward. Today when someone flips a light switch on, there’s no sense that that action creates emissions or wastes money and thus there is no motivation to turn it off quickly? When you purchase a new cell-phone, nothing tells you what happened to the old ones and the environmental costs being paid as a result.

Another question that was posed by the GIO members was, are we focusing on the right products? The world priorities for innovation are often skewed in the wrong direction. The best brains in the world are busy solving problems that don’t really need to be solved; to design a better watch or design new luxury apparel. The same resources could be designing alternative energy solutions, inexpensive and sustainable housing, water purification to help billions of people living without basic living requirements.

## **3. The nature of innovation is changing**

Barriers of geography and access have come down rapidly enabling shorter cycles from invention to market saturation. This requires wider collaboration across disciplines and specialties. Until recently, a few people hunkered down in a garage could create a new technology that would sweep the world. But today, many challenges are now too complex to be solved by individual pockets of brilliance, let alone brilliant individuals. Combinations of technologies, expertise, business models and policies will now drive innovation. This thrives when there is openness and sharing. The concept of intellectual property is being reexamined in the light of these collaborative demands. Increasingly, entities that treat intellectual assets more like capital, something to be invested, spread, even shared to reap a return, not tightly controlled and hoarded, will find the clearest paths to success.

The next question we explore together is how open are you for change?



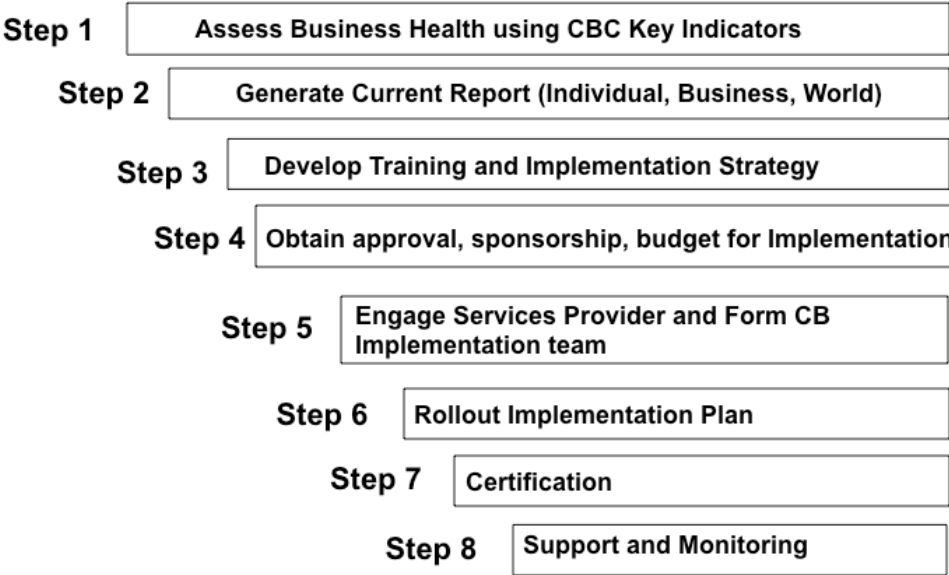
# Conscious Business Transformation - Quick Guide

Embarking on a conscious business transformation requires both personal and collective awakening, personal and collective leadership and one big teaspoon of optimism, that a brighter, more fulfilling abundant future is possible for all.

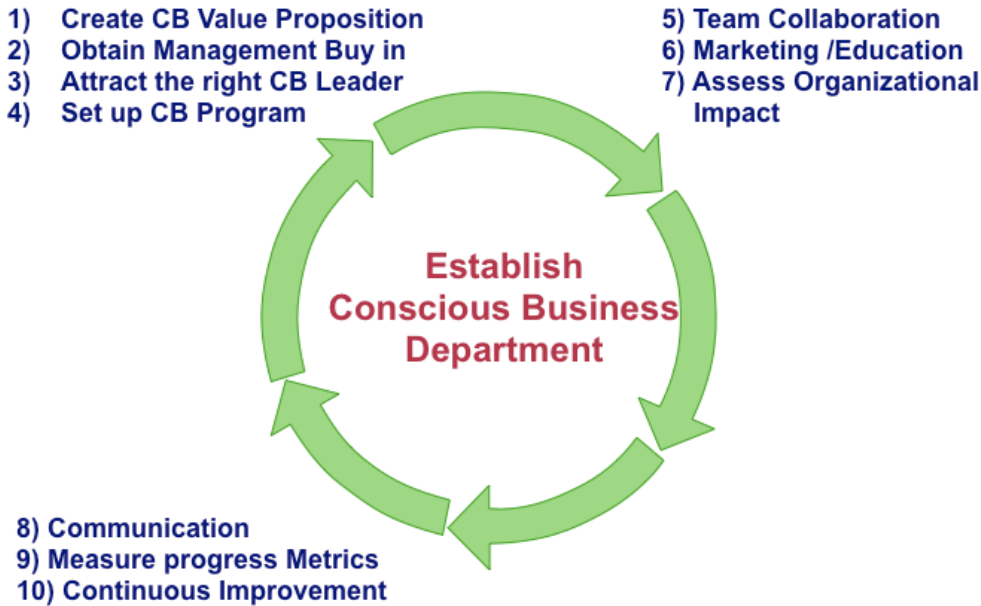
The following approach is one way for designing and implementing a fundamental change in a company's DNA . There are thousands of other approaches to transformation.

Start with quick evaluation, where does your company stand; what is your vision, mission and values? communicates current holistic view; develop an internal and external communication and implementation strategy; build a business case and obtain sponsorship, leadership and budget for change, engage change management partners to support your transformation and implement the most valuable changes. Incremental positive changes are rewarded and celebrated, hurdles are perceived as opportunities for growth and collaboration.

## End to End CBC Delivery ©



## Establish Conscious Business (CB) Department



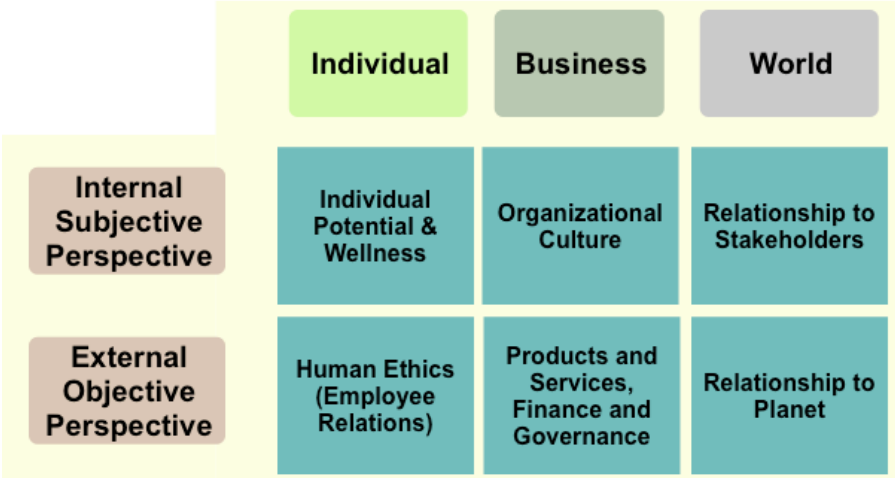
When a team of over 20 experts from academia, business, the healing arts, technology, environmentalism, human potential movement, system thinkers got together as part of CBC team kick off in 2007, we realized that business consciousness is a pretty comprehensive domain and we worked together for two years to create a model and an evaluation tool that truly reflects a 360 degree business panoramic internal and external view. Our goal was to develop a model that would be straightforward and digestible while being true to our core purpose of awakening business soul (fabric, essence, values, culture).

Building on Ken Wilber's Integral Model, we went ahead to examine 3 core elements: 1) human beings 2) the business 3) the world. For those 3 domains we researched the what are the core the internal and external operating factors or mechanisms that guide or influence how healthy they are? and how healthy the 3 of the elements are. That led us to the development of the CBC model with key 6 domains of perspectives about the business and the level of consciousness that each domain and perspective carry or hold. (More information about Ken Wilber and the Integral model can be found at the Integral Institute and Integral life websites).

**The question we asked is how can we measure conscious business health and wellness What are the key indicators?** The conscious business check points diagram listed below represents the 28 areas in which a conscious business would look at creating the optimal degree of care, functionality and long term perspective.

Of course this is not a one time, one day activity, as the business emerges as a new conscious business organism, the DNA, the principles and the codes of it's existence and operations starts to shift and dissolve into every area the business touches; it becomes it's second nature. Looking at the 28 domains can be daunting and threatening as you ask yourself, why do I need to look at all 28 areas and every decision I make to consider all those areas? The answer to this questions is you do and you don't. Consciousness is a very sophisticated intelligence essence that permeates all existence, inside and outside your business. Your pure leadership desire, intention and alignment of resources and strategy toward being a higher conscious organism is like magic; you commit to show up to the game and then higher consciousness emerges. The emergence allows making the right decisions at the right time at the right place. Once you are going with the flow of your business and the organism flows and aspires to it's highest performance, goodness and wellness is found for all.

## Conscious Business Center Model ©



# Conscious Business Dashboard

## Conscious Business Check Points ©

<b>Individual Potential</b>	Health & Wellness	Personal Fulfillment	Growth and Development	Spirit & Vitality Creativity
<b>Human Ethics (Employee Relations)</b>	Human Rights & Labor Practices	Compensation & Benefits	Diversity & Balance	Global Morals & Ethics
<b>Organization &amp; Culture</b>	Values, Vision, Mission	Trust & Collaboration	Leadership & Strategy	Communication Media and PR
<b>Finance and Governance</b>	Legal Compliance	Financial Excellence	Transparency & Accountability	Responsible Investments
<b>Product and Services</b>	Innovation Technology	Product / Services Health & Safety	Quality	Work Environment
<b>Relationship with Stakeholders</b>	Customers	Partners / Suppliers	Investors/ Shareholders	Local & Global Communities
<b>Relationship with Planet</b>	Materials & Supplies	Natural Resources	Waste/ Packaging Management	Clean Product Life Cycle

When evaluating the level of awareness --health-- performance in each of the 28 categories, we came up with a few options for such evaluations. One way is to design a very specific set of questions and indicators that will be scientific and accurate and quantitatively represent the exact health and wellness of each of the 28 domains. Another approach (and your creative leadership is invited to come up with additional approaches to measure health and wellness of a domain) is to look at the key indicators that can articulate and mirror health and wellness of a each one of the 28 domains.

We have chosen 3 key questions that can be applied to each domain. In order to answer the 3 questions outlined below, you may need to perform a cultural online survey, interview key leaders in your company or run focus groups or discussions with regards to the position of your company as it relates to this domain or use your authentic “knowing” how well you are doing. Sometimes HR, Facilities, Purchasing, Finance, Legal and Operations might be able to provide the necessary information and external resources to learn about the perception the company has outside among it’s partners, suppliers, customers and employees.

The 3 questions for each domain are:

- 1- How would you rate your performance in this domain (ranging from non-existent to mastery)?
- 2- What is your key motivation in this domain when making decision in this domain? What is your center of gravity? (ranging from self-centric, locally-socially-environmentally centric or world-centric )
- 3- Do you care about the impact of your actions in this domain on life for generations to come? (degree of care and performance as measured by the intention and attention dedicated to this domain, time, money, resources, leadership, strategy, communication, etc. spent on individual/business/world initiatives. (ranging from not aware short term to world-aware long term)

Below is a detailed example that outlines the key parameters that influenced such a rating assessment and evaluation.

Presenting the result of your assessment can articulate to your business executives what are the best opportunities, the low hanging fruits ( the initiatives or projects or areas which are the cheapest /easiest to implement and yeild the highest value to all stakeholders).

## 28 Categories, 3 Questions for Each Category

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### Second Question

What is your key motivation in this domain?

What is your center of gravity, Is it self centric, local socially-environmentally centric or world centric when making decisions in this domain? )

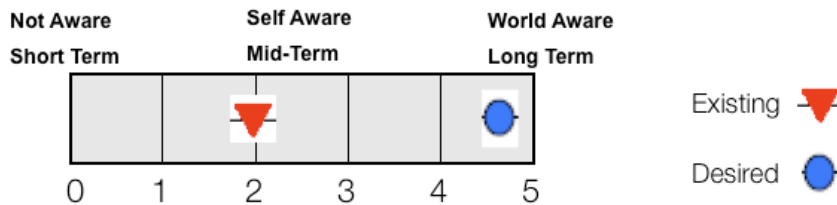


## 28 Categories, 3 Questions for Each Category

### Third Question

Do you care about the impact of your actions in the following domain on life and generations to come?

Degree of Care and performance as measured by the intention and attention dedicated to this domain [time] [money] [resources] [leadership] [strategy] [communication] [etc] spent on individual/business/world initiatives.



## Assesment Results – Summary by Domains

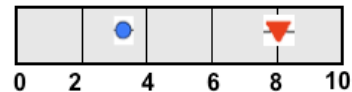
### Health and Wellness



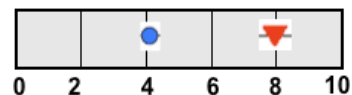
### Personal Fulfillment



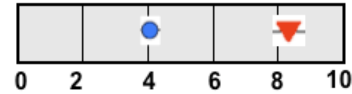
### Human Rights /Labor Practices



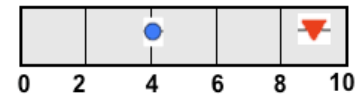
### Product Life Cycle



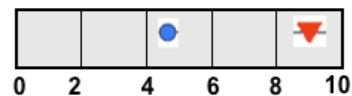
### Values, Vision, Mission



### Trust and Collaboration



### Innovation and Technology



### Legal Compliance

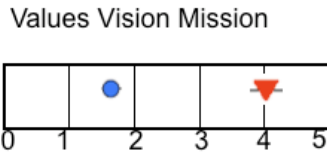


0-Absent 10- Best

 Business Rating

 Leading Practices

## Analysis Results– Sample Domain Details



### Key Challenges

- 1) Business values and vision are not communicated across the organization
- 2) Communication gaps and inconsistencies exist among different groups (especially below CEO Staff level)
- 3) Different internal and external vision statements
- 4) Organization mission is not welcomed by majority of employees

0-Absent 10- Best ● Business Rating ▼ Desired Practices

Source- Business Interviews, CBC Experience and Analysis

Leading Practice is adjusted for companies of similar size and industry, all scores are average, detailed scores can be provided

## Conscious Business Transformation-Index

As mentioned earlier, metrics indexes and measurements exist in a conscious system though not as a judgmental right /wrong or good/bad indicators. Indicators are self regulating mechanisms for a system (be it a social system, environmental system, business system, personal body system) to check where things are and allow a way to move the system in a different direction consciously.

We invite you to create your own version of measurement that indicates how healthy, caring, thriving your system of business is. In the example below, the conscious business index (CBI) is a way to measure health and wellness of a company or of a group based on the degree of care to all 3 dimensions operating within and influencing the business. The index arrives at a measurement that can show the influence the company has on the world.



# Conscious Business Index (CBI) ©

$$\frac{\left( \text{Degree of Care For Individuals} + \text{Degree of Care For Business} + \text{Degree of Care For World} \right)}{100} * \text{Annual Revenue}$$

Degree of Care or intention and attention as measured by [time] [money] [resources] [leadership] [strategy] [communication] spent on individual/business/world initiatives

# Business Levels of Consciousness



This model above shows the development of a businesses as a system that is evolving herself to a deeper, wider, wiser and life enhancing version of itself as it provides products and services as an organism that understands it's interconnectedness.

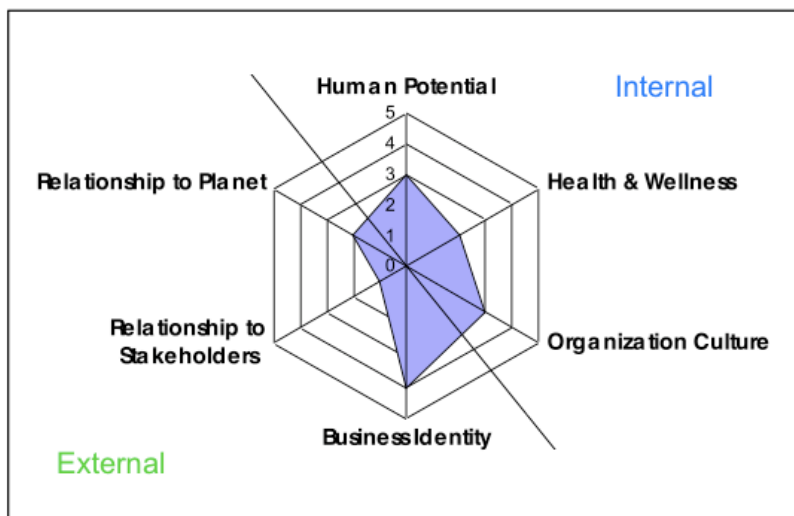
One of the ways to look at the different evolutionary development stages of a business entity is to look at the 3 parameters of:

- 1- Business performance as measured by their financial viability and product/service value and functionality.
- 2- What is the core motivation that is animating and moving through the business entity?
- 3- How much does the business care for the impact of it's decisions and actions on generations to come and global communities?

What we see is the more conscious an organization is the more developed it is in how it functions and the value it brings to the world evolution. What we see is the better mastery the company has over its products, services and financial performance from a world-centric long term perspective towards it's vision, mission, products, services, relationships decisions and actions the more conscious it is and the more life furthering capacity it brings to the world.

Of course business can operate at multiple levels of conscious business parameters depending on what domain we are looking at; which bring us to the following example of a conscious-graph that shows the business as a reflection of it's development in multiple domains.

## Conscious Business Maturity Assessment ©



When an organism (individual, system or a business) becomes self-aware in all four quadrants: internally, externally, individually and collectively, what I noticed happens is that **pure awareness** allows the organism to look at herself and consciously make decisions for her **self betterment and for life betterment at the same time**. In most situations in businesses today, leadership is either so caught up in survival/power domination mode or there is limited awareness of greed, fear, control and domination that it's not even an interest or possibility to learn or understand self and the business continues to operate in that state.

Businesses who operate at that state might have a consciousness graph that is really powerful in areas of financial and product performance, but the overall value and life enhancing contribution is very limited. Those in position of power, greed and domination will be given time by the evolutionary process to thrive and grow these capacities until their presence is threatening the existence of life itself, at which point the universal, intelligent field of consciousness will create a shift that allows life to continue to explore itself unfolding.

Conscious Business Model ©			
Development Level	Performance Functionality/Serviceability	Motivation	Care/Impact Awareness
Co-Creators	Mastery	Visionary Evolutionary	Long Term World-centric
Service	Very good	New Realms of Solutions	Long Term World-centric
Community/Planet	Good	Solutions to Serve Greater Good	Mid Term Community-centric
Power	Basic +	Domination	Mid Term Business-centric
Survival	Non Existent	Profit	Short Term Business-centric

## Conclusion

The purpose of establishing the Conscious Business Center and writing this book is to raise global consciousness on planet earth. My vision is a world filled with abundance and harmony, creativity and passion, collaboration and play.

I believe that now is the time to open our eyes, to awaken from the slumber of avoidance, to shake off the distractions and fears and consciously shift our attention onto a new set of priorities that will open up our lives.

I believe that business has the depth and reach to affect this change across the planet. We have seen numerous examples of brave and forward-thinking business leaders who have taken the risks and have profited from it in many ways; by improved corporate health, increased employee morale, retention and productivity, a significant competitive edge due to improved customer loyalty and retention, improved relationships with vendors and suppliers, lowering overhead and operational expenses and expansion of opportunities for mid and long term growth.

It is time to go beyond sustainability to awaken the soul of our businesses so that individual, communal, environmental and global issues are woven into the bottom line. I know that this starts with you, bold and strong to see the profound and lasting impact of your choices. Now is our time to create an evolved, intelligent, elegant form of capitalism that puts the soul, the people and the planet in its very center and ensures the lasting interdependence we have on each other and on the Earth herself.

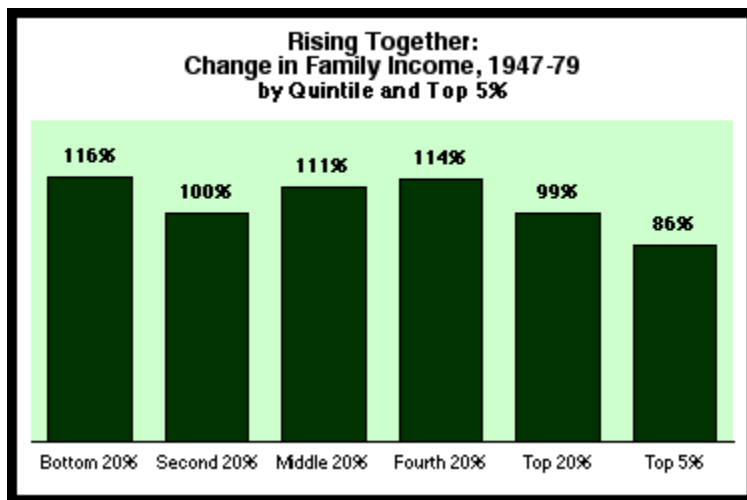
# Appendix

## Resources and References

Appendix A

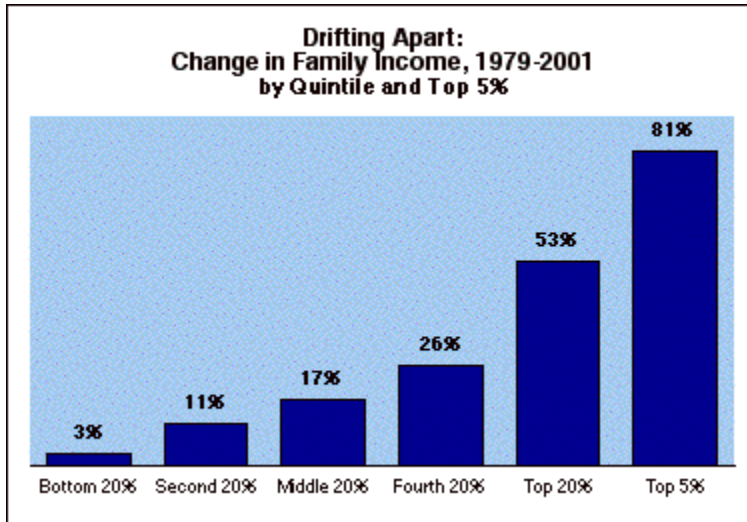
The State of the World

American Incomes 1947-1979:

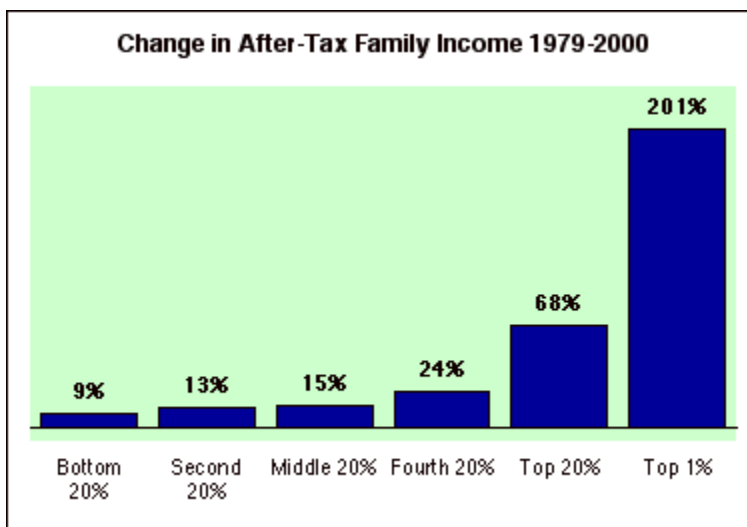


(Source: 1947-79: Analysis of U.S. Census Bureau data in Economic Policy Institute, The State of Working America 1994-95 (M.E. Sharpe: 1994) p. 37)

American Incomes 1979-2001:



(Source: 1979-2001: U.S. Census Bureau, Historical Income Tables, Table F-3 )



(Source: Center on Budget and Policy Priorities, The New, Definitive CBO Data on Income and Tax Trends, Sept. 23, 2003, citing Congressional Budget Office data.)

## Where the Rich Are Richer

Wealth distribution in a selection of North American, European and Asian countries.

The wealthiest 10 percent in ...	... owns this share of the assets
Switzerland	71.3%
United States	69.8
Indonesia	65.4
Canada	53.0
India	52.9
Norway	50.5
South Korea	43.1
Spain	41.9
China	41.4
Japan	39.3

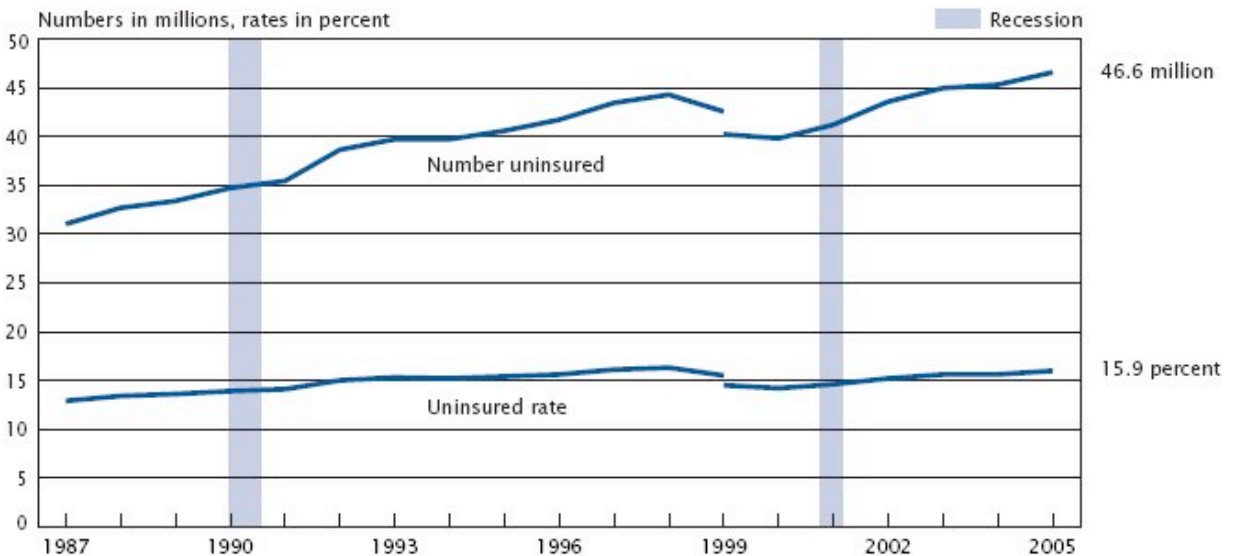
Source: World Institute for Development Economics Research

The New York Times

(Source: NYTimes.com, 12/7/2006 - <http://www.nytimes.com/2006/12/06/business/worldbusiness/06wealth.html> )

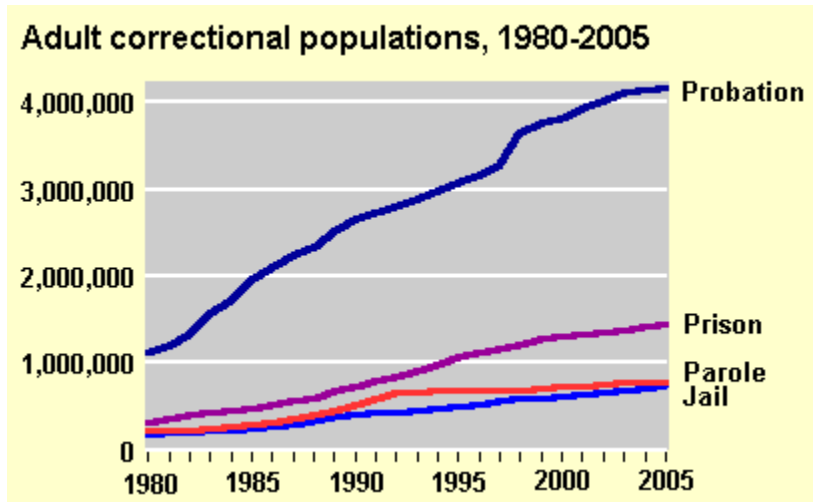
Rate of Uninsured Americans continues to grow:

### Number Uninsured and Uninsured Rate: 1987 to 2005

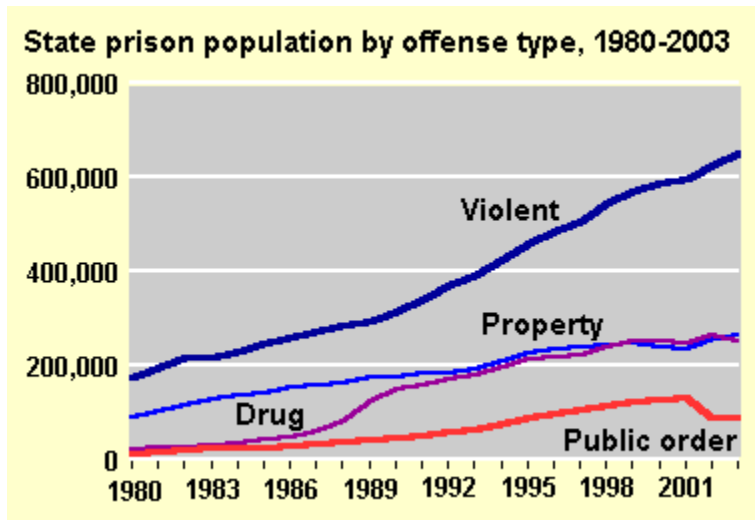




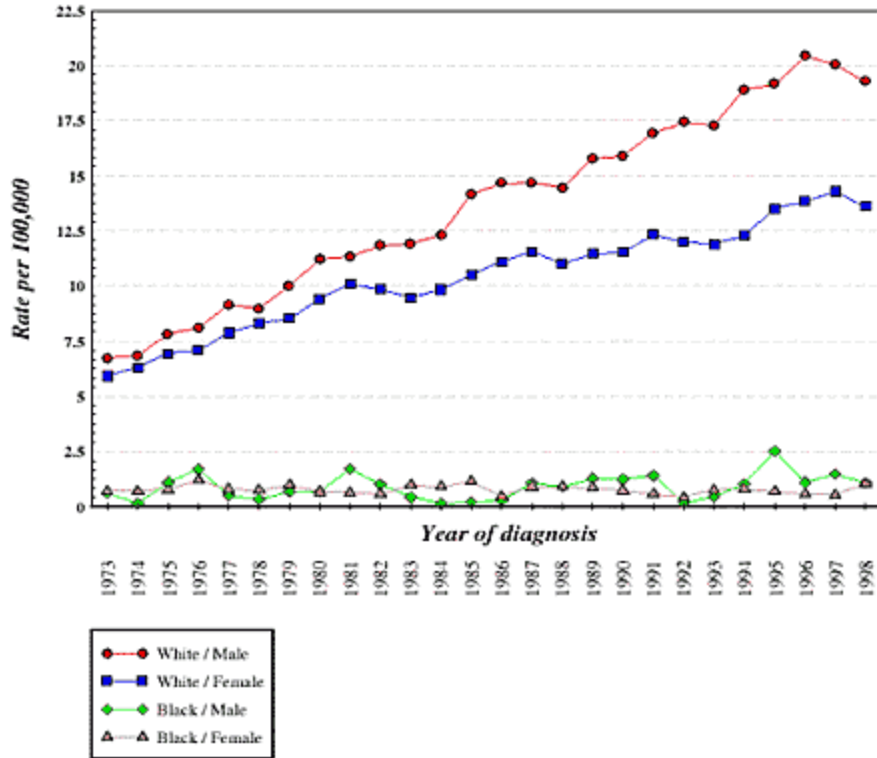
(Source: U.S. Census Bureau, Current Population Survey, 1988 to 2006 Annual Social and Economic Supplements.)



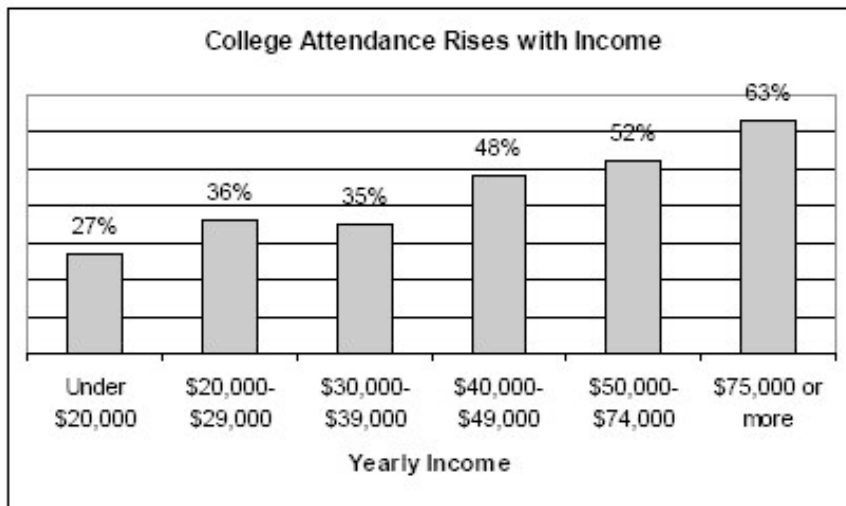
(Source: U.S. Dept. of Justice, <http://www.ojp.usdoj.gov/bjs/glance.htm#Crime>)



(Source: U.S. Dept. of Justice, <http://www.ojp.usdoj.gov/bjs/glance.htm#Crime>)

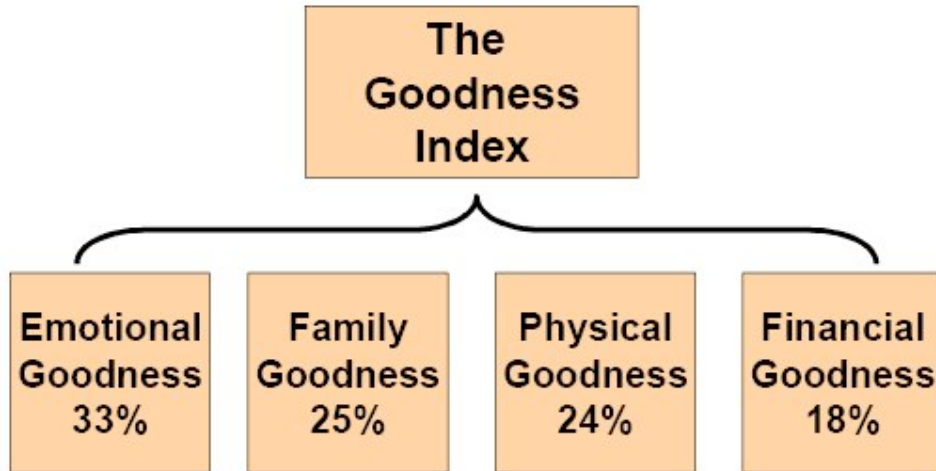


Rate of Melanoma by Race and Gender in America (Source: U.S. CDC)



\*Source: The Millennials: Americans Born 1977 to 1994; Bureau of Census: School Enrollment-Social and Economic Characteristics of Students, 2002

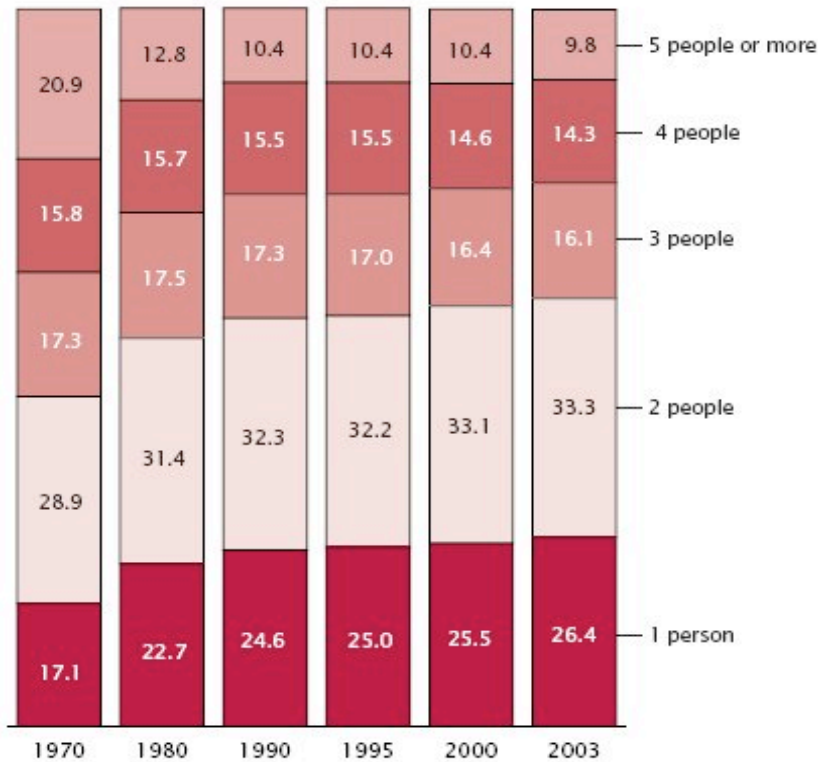
Goodness Index Components



(Source: Quality of Life in Ireland Revisited, Amarach Consulting 2003)

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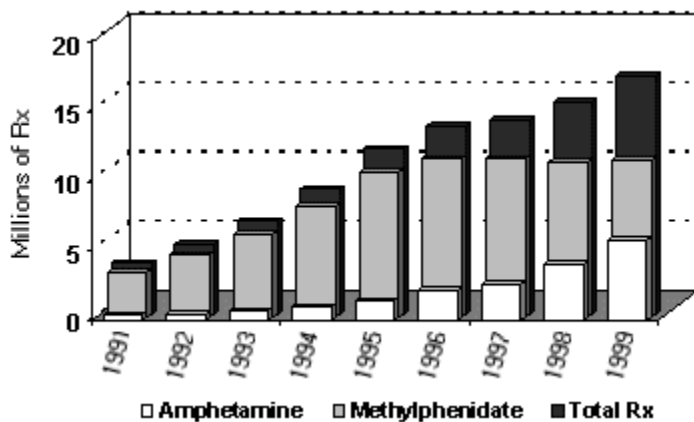
Figure 3.  
**Households by Size: 1970 to 2003**  
 (Percent distribution)



Source: U.S. Census Bureau, Current Population Survey, March and Annual Social and Economic Supplements: 1970 to 2003.

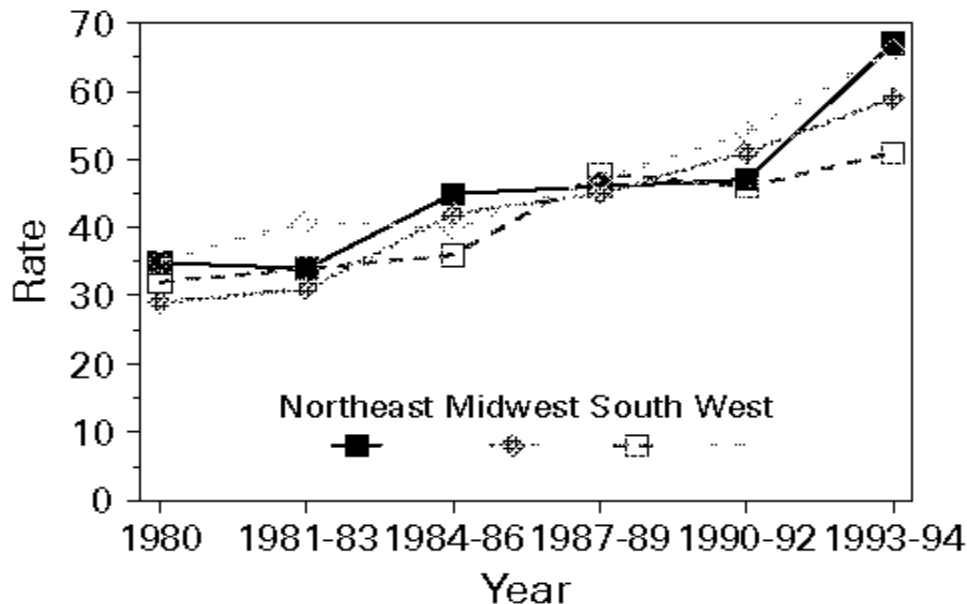
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(Source: US Census Bureau, 2003: <http://www.census.gov/prod/2004pubs/p20-553.pdf>)



(Source: U.S. DEA, Committee on Education and the Workforce: Subcommittee on Early Childhood, Youth and Families, May 2000)

**FIGURE 3. Estimated average prevalence rates\* of self-reported asthma for persons aged 5-34 years, by region and year — United States, National Health Interview Survey, 1980-1994**



\*Per 1,000 population.

(Source: CDC Asthma Survey, 1980-1995, <http://0-www.cdc.gov.mill1.sjlibrary.org/mmwr/preview/mmwrhtml/00052262.htm>)

### Impact on Organizations/Business

The impact of the problems above for Organizations and Business spans many areas:

- lost opportunity – the untapped productivity potential of happy, engaged staff vs. a disengaged workforce
- spiraling costs - of resources both tangible and human
- changes in supplies and markets must adapt as depleted resources become unaffordable and markets shift.

These are examined in detail below.

i) Lost Opportunity of unrealized human potential in staff:[36], [37]

- While 45% of American workers are satisfied or extremely satisfied with their jobs, only 20% feel very passionate about their work
- 33 percent believe they have reached a dead end in their career
- 21 percent are eager to change careers
- only 25% of workers felt that their organizations felt any loyalty towards their staff

- only 56% felt any loyalty to their organizations in return
- Older workers are the most satisfied and the most engaged in their work
- What are the statistics about youth in America and work ethics, desires, satisfaction?
- Younger workers are the most distressed and they feel the least amount of loyalty to their employers [38]
  - poss. <http://www.us.randstad.com/Review-2006%20pdf.pdf>
  - Generation "X" – "comfortable with a lack of security, takes nothing for granted, and demands more autonomy at work. Their terminal values include true friendship, happiness, and pleasure. Their instrumental values demand work-life balance. Gen Xers would rather take time off than receive overtime pay. They see supervisors as coaches rather than managers. This generation is comfortable with change and demands a two-sided employment contract – they agree to work well, but will leave if the organization does not meet their job demands. Add statistics about people in their 20's 30's perspective which represents the future.
  - Generation "Y" perceive that their own training, skills, and abilities are the currency for a career path and that constant training is necessary for marketability in an uncertain world. Loyalty is to their careers vs. the organization. They fear specialization and they expect their organizations to keep them trained and marketable. As a result, emphasis is on an unbounded career perspective. The "boundaryless career" is not bound to a single organization. Instead, the focus is on careers opting for a sequence of experiences across both organizations and jobs. Gen Y'ers also demand a two-sided employment contract: they agree to work well, but will leave if the organization does not meet their career needs. They are demanding a new form of commitment from the organization. Workers no longer expect lifetime employment. They are prepared to change jobs or even careers if they do not receive sufficient career support and skill development to ensure that they remain employable."
  - From the Sloan Work and Family Research Network, Boston College (<http://wfnetwork.bc.edu/pdfs/GXGY.pdf>):
    - 70% of Gen-X and Gen-Y say they want to spend more time with their families and are willing to sacrifice pay to do so
    - For men in their 20s and 30s, and for women in their 20s, 30s, and 40s, the most important job characteristic is having a work schedule that allows them to spend time with their families
    - 50 percent of Gen-Y and 52 percent of Gen-X are family-centric compared with 41 percent of Baby Boomers
    - Almost one-third of (Generation X) respondents (29 percent) report that the interference of their job on their personal lives is 'severe' or 'very severe', another 43 percent (of Generation X respondents) describe this interference as 'moderate'
    - 45 percent of those (born between 1964 and 1975) who plan to leave their organization in less than 3 years 'leavers' feel that their expectations around



work/life balance were not met, compared to 28 percent of ‘stayers’ those who plan to stay at least 10 years

- Among college-educated men of Gen-Y, Gen-X and Boomer ages in 1992 and 2002, 68 percent wanted to move into jobs with more responsibility in 1992 versus only 52 percent in 2002, a decline of 16 percentage points

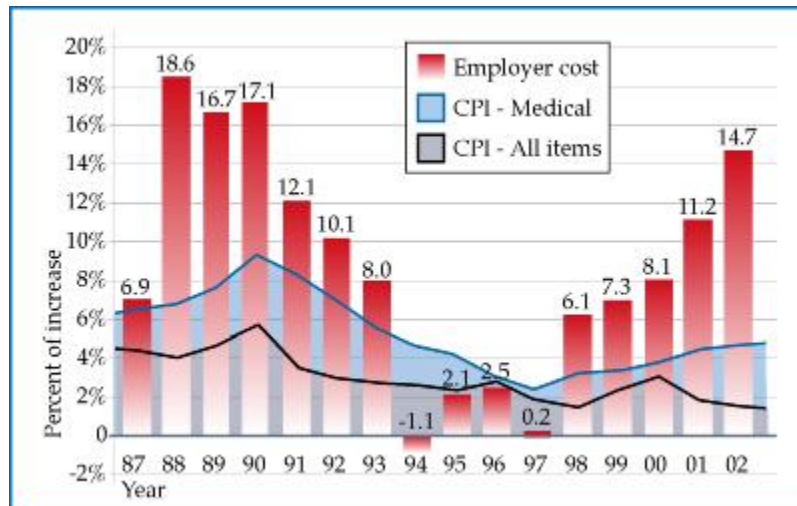
Add statistics about fulfillment, real expression of talent, passion, gift and ability to have a system, environment to express it, in a collaborative, trusting loving environment.

- Small firm employees feel far more engaged in their work than their corporate counterparts [39]
- large corporate structures are giving way to more fluid endeavor-oriented collaborations between networks of colleagues and peers, rather than assembled employees; corporations will be the facilitators and orchestrators of entities that are flexible, specialized, self-organizing and self-aggregating. [40]
  - Successful leaders will those who can nurture collaboration and creativity, not those who demand control or who rule by hierarchical structure
  - Increasing networking allows smaller firms to achieve global results previously available only to large multi-nationals with their costly global presence
- Job security, health care coverage and professional development are valued above additional compensation
  - job security particularly vulnerable to "boom or bust" in some industries, e.g. high-tech
  - job security comes from the fear based paradigm that does not cultivate freedom, faith and commitment to one's growth and one's community's growth - people end up over-spending and in great debt which put individuals in a vicious cycle of trying to work harder and sacrificing their lives and their true talents, just to pay for over-spending habits.
- Overall Job Satisfaction is steadily declining in the US – from 56% in the 1970s to 48% by mid-1990s to 45% today [41]
- Reported well-being highest in women, the self-employed, the young and the old (not the middle-aged), supervisors, and particularly those with secure jobs (ironic as trend is towards consultancy and outsourcing). [41]
- The costs in reduced productivity and the inefficiency of an over-stressed, over-burdened workforce are high:
  - Mistakes, conflict, lack of careful thought & analysis; mental exhaustion
  - Stifled creativity
  - Operational inefficiency of operating in a paradigm of fear, scarcity and competition with peers
- Lack of dedication
  - As a motivator, "creating shareholder value" pales by comparison to feeling like part of the solution to real world problems

A good example is to think about how most people would describe their typical day at your workplace.

ii) Spiraling Costs:

- Raw materials and depleting resources will climb in price as they become more scarce
- Health care costs will continue to rise
  - Health care costs to employers climbing 8-10% per year
  -



- Annual rate of increase of American employer health cost increases vs. CPI (consumer price index) (Source: Mercer Consulting National Health Benefits Survey, 2003 - <http://www.osba.org/hotopics/hlthcare/natsurvey.htm> )

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**thank you :)**