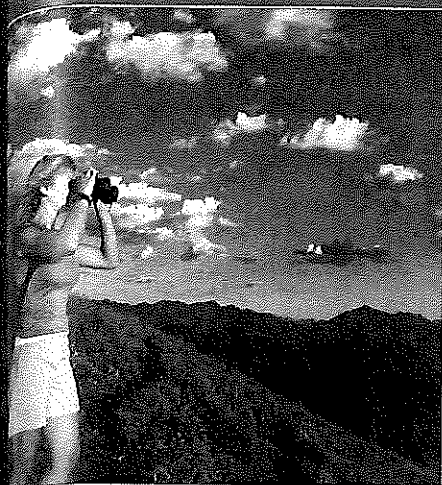


CHAPTER 17



Jupiterimages/Comstock Images/Getty Images

A Life Plan for Effective Human Relations

TIP OF THE ICEBERG | RECLAIMING YOUR LIFE

CHAPTER PREVIEW

LEARNING OBJECTIVES

After studying Chapter 17, you will be able to

- 17-1 Learn how to cope with the forces that influence work/life balance.
- 17-2 Define success by standards that are compatible with your needs and values.
- 17-3 Discuss the meaning of *right livelihood*.
- 17-4 Describe four nonfinancial resources that can enrich your life.
- 17-5 Provide guidelines for developing a healthy lifestyle.
- 17-6 Develop a plan for making needed changes in your life.

The perks at Google—a playful work environment, gourmet food, and volleyball court—have helped the company win several Fortune Magazine “Best 100 Companies to Work For” awards. But perks come with a price. Google is also known for its punishing fast-paced work culture with 80-hour workweeks, demanding bosses, and a mantra for maintaining what co-founder and CEO Larry Page calls “a healthy disregard for the impossible.” Even employees who have worked in fast-paced technology companies and demanding cultures find that Google pushes them harder than they have ever worked.

When Eric Chang joined Google in 2004 as a software engineer, he was accustomed to a demanding work life. He grew up in Taiwan, a country like many others in Asia that thrive on stress and hard work. But exhausted from years of stress and long workweeks, he began to explode easily at his wife and young son. As he watched colleagues become burned out or even quit from the ongoing stress, he knew he had to make changes.

Help came to Chang in a class he took at Google called “Search Inside Yourself” (SIY). The seven-week class is popular at Google and usually has a waiting list. The course teaches employees how to examine the meaning of success and failure, and how their work and relationships are affected by the choices they make. Like Eric Chang, Richard Fernandez, director of executive development, says SIY has helped him make significant changes. “I’m definitely much more resilient as a leader. I listen more carefully and with less reactivity in high-stakes meetings. I work with a lot of senior executives who can be very demanding, but that doesn’t faze me anymore. It’s almost an emotional and mental bank account. I’ve now got much more of a buffer there.”¹



Chris Gascoigne/VIEW Pictures Ltd/Alamy

Google provides comfortable areas where employees can get together for informal meetings, or to simply relax. Google offsets demanding work schedules with a variety of programs to encourage intellectual, physical, and emotional growth among its employees.

ACHIEVING BALANCE IN A CHAOTIC WORLD

17-1 In this chapter, we help you construct a life plan that will enhance your relationships with people in your personal life and in your work life. This plan will also help you to better manage the mental, physical, emotional, and spiritual aspects of your life. We discuss the meaning of success and suggest ways to cope with major disappointments that will surface in your work life. You will learn how to avoid being trapped by a lifestyle that offers financial rewards but little else. This chapter also helps you define your relationship with money and describes four nonfinancial resources that give meaning to life. Finally, you will learn how to develop the mental and physical fitness needed to keep up in today's frantic, fast-paced world.

Redefining Our Work Lives

In Chapter 1, we noted that the labor market has become a place of churning dislocation caused by the heavy volume of mergers, acquisitions, business closings, bankruptcies, and downsizings. We also noted that changing work patterns have created new opportunities and new challenges. Millions of American workers are self-employed, working as independent consultants, contractors, landscape gardeners, and financial consultants. Thousands of new small business firms have created rewarding careers for owners and their employees.

It is important to visualize a future filled with sharp detours and several redefinitions of our work lives. Tom Peters, noted author and consultant, was one of the first observers to recognize that a typical career path is no longer linear and is not always upward. He says, "It's more like a maze, full of hidden turns, zigzags, and zags that go in all sorts of directions—even backwards sometimes, when that makes sense."² The idea of finding job security and knowing that we have "arrived" is obsolete.

TOWARD A NEW DEFINITION OF SUCCESS

17-2

Most of us have been conditioned to define success in narrow terms. Too frequently we judge our own success, and the success of others, by what is accomplished at work or material possessions. Successful people have been described as those who have a "good job," "make good money," or have "reached the top" in their field. From early childhood on, many people are taught to equate success with pay increases and promotions. Too often, unfortunately, people who try to achieve these career goals are forced to give up everything else that gives purpose and meaning to their lives. Bill George, author of books entitled *True North* and *Authentic Leadership*, suggests we forge an integrated life that blends work with such things as family, friends, community service, exercise, church, and whatever else matters in your life.³

Po Bronson, author of *What Should I Do with My Life?*, says more people need to search for work they are passionate about. His best-selling book profiles 55 people who struggled to find their calling. One of the persons he interviewed was Ann Milyhares, a Cuban-American who made her family proud by becoming a senior vice president at a bank but lost their respect when she exchanged her banking career for that of a social worker, a career she found much more fulfilling.⁴ Everyone defines success differently. What is important is how you define it by choosing a career that provides you with personal satisfaction and happiness.

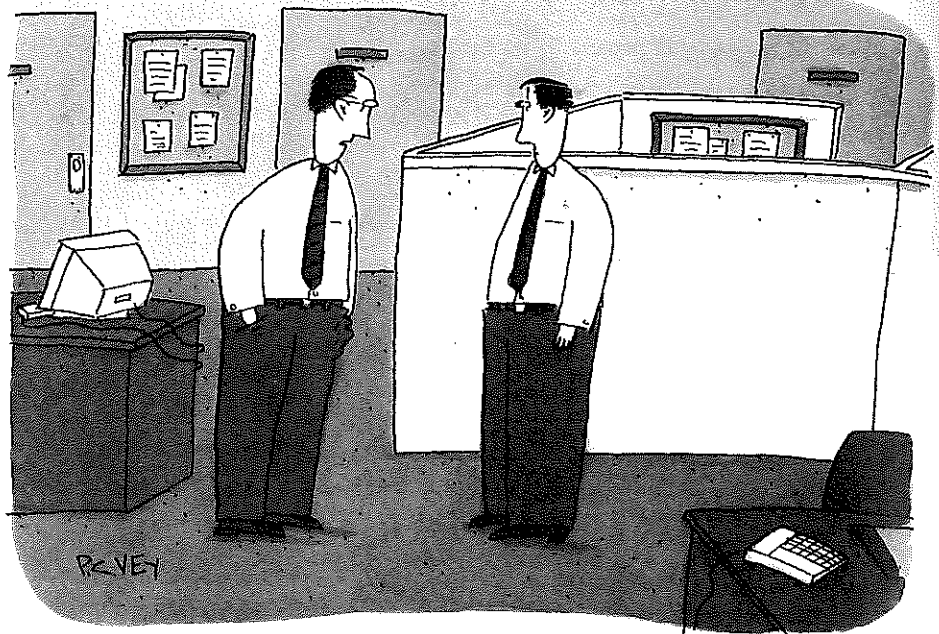
Total Person Insight

"You only have control over three things in your life — the thoughts you think, the images you visualize, and the actions you take (your behavior). How you use these three things determines everything you experience. If you don't like what you are producing and experiencing, you have to change your responses."

Source: Jack Canfield, *The Success Principles* (New York: HarperCollins, 2005), p. 9.

The Need for New Models of Success

In recent years, a growing number of people are angry, disillusioned, and frustrated because they have had to abruptly change their career and life plans. They gave their best efforts, worked long hours, and then the company eliminated their jobs. A variety of economic, social, and demographic forces have combined to create a high level of career distress among all age groups. Young workers, often burdened with student loans, face the prospect of being unemployed or underemployed. Older workers, nearing retirement, have seen the value of their 401(k)s decrease by as much as 50 percent. Others affected by the collapse of financial institutions or unethical corporations like Enron and Qwest have been the victims of corruption and had nearly all of their retirement and savings wiped out. As a result, many of these Baby Boomers are postponing retirement, thus creating a "gray ceiling" that impedes the advancement of younger workers.



"I really didn't enjoy working five days a week, fifty weeks a year for forty years, but I needed the money."

P. C. Veit/The New Yorker Collection/CartoonBank.com

Americans are known for burdening themselves with a very demanding work ethic. They spend more time on the job than employees in any other industrialized nation. U.S. workers not only work long hours, but they spend less time on vacation than do workers in most other industrialized countries. As downsizing efforts have left fewer people to do the same amount of work, many people are working even harder.

Total-Person Model

What is changing is that most workers, especially younger workers, yearn for more leisure time. Some of the most successful and progressive organizations in America recognize the need to create a culture that satisfies both personal and work-related needs. They realize the ideal work environment embraces the *total person*, a concept we discussed in Chapter 1).

When Jeff Soderberg founded Software Technology Group, a technology consulting business based in Salt Lake City, he created a new model of success. His company provides employees with plenty of time to have a life. He does not believe there is a correlation between time spent at work and success. He refuses to hire workaholics, and, in an industry where 80-hour workweeks are common, he tells new hires, "We expect a 40-hour workweek." Soderberg sets a good example by frequently taking time off during the week to enjoy rock climbing in the nearby canyons.⁵

Values-based Organizational Culture

Companies like Southwest Airlines, Zappos, and Starbucks have created new models of success by developing healthy, thriving, company cultures that focus on core values. As a result, these companies have created higher levels of customer service, employee satisfaction, and profitability. Tony Hsieh, founder of Zappos.com, has achieved monetary

success, but that is not his goal in life. He wants to unlock the secrets of human happiness, and his company is his research center. His single-minded focus on happiness has resulted in Zappos receiving several "best places to work" awards. His thoughts on achieving happiness are described in his book, *Delivering Happiness*.

Developing Your Own Life Plan

The goal of this chapter is to help you develop a life plan for effective relationships with yourself and others. The information presented thus far has, we hope, stimulated your thinking about the need for a life plan. We have noted that personal life can seldom be separated from work life. The two are very much intertwined. We have also suggested that it is important for you to develop your own definition of success. Too frequently, people allow others (parents, teachers, friends, a spouse) to define success for them. Finally, as you begin work on your life plan, keep in mind the following advice from Jack Canfield, author of *The Success Principles*:
 If you want to be successful, you have to take 100% responsibility for everything that you experience in your life. This includes the level of your achievements, the results you produce, the quality of your relationships, the state of your health and physical fitness, your income, your debts, your feelings—everything!

Because work is such an important part of life, we will now move to a discussion of items that will help you in your career planning and the concept of "right livelihood."

TOWARD RIGHT LIVELIHOOD

17-3

Ann Rea studied fine arts in college. She enjoyed painting and drawing but put those interests aside in order to pursue a career in information technology. This was a practical choice because jobs in this field were available. However, IT work was not rewarding. While working as an IT project management consultant in Davis, California, she met pop artist Wayne Thibaud, who urged her to start painting again. Later, she worked on another project management job under the supervision of a terrible boss, a "real jerk" in her words. That experience motivated her to try to make a living as a painter. Today she is widely known for her paintings of California vineyards.⁷

Ann Rea, like many other people, has been searching for "right livelihood." The concept of right livelihood is described in the core teachings of Buddhism.⁸ In recent years, the concept has been described by Michael Phillips in his book *The Seven Laws of Money* and by Marsha Sinetar in her book *Do What You Love ... The Money Will Follow. Right Livelihood* is work consciously chosen, done with full awareness and care, and leading to enlightenment. Barbara Sher, author of *Wishcraft* and *I Could Do Anything If I Only Knew What It Was*, says right livelihood means that you wake up in the morning and spend all day working at something you really want to do.⁹

For Stephen Lyons, the search for right livelihood began when he fell on hard times—divorce, unemployment, and bankruptcy. He came from a family of blue-collar tradesmen, none of whom had attended college. He trained as an electrician and had steady work until a recession created large-scale unemployment in the San Francisco area. Finally, he convinced a small college that he could repair their cranky air-conditioning system and ended up with a job and the opportunity to earn a business degree at the school. With more education, he felt confident to start a business installing home solar-power systems. Creating renewable energy has turned out to be a form of right livelihood for Lyons.¹⁰

There are three characteristics to right livelihood: choice, emphasis on more than money, and personal growth.



Robyn Twomey

After graduating from the Cleveland Institute of Art, Ann Rea embarked on a “practical” career in investments and IT project management. After seven miserable years, time spent mostly in corporate cubicles, she opted for a major career makeover and started painting full time.

Right Livelihood Is Based on Conscious Choice

Marsha Sinetar says, “When the powerful quality of conscious choice is present in our work, we can be enormously productive.”¹¹ She points out that many people have learned to act on what others say, value, and expect and thus find conscious choice very difficult:

*It takes courage to act on what we value and to willingly accept the consequences of our choices. Being able to choose means not allowing fear to inhibit or control us, even though our choices may require us to act against our fears or against the wishes of those we love and admire.*¹²

To make the best choices, you must first figure out what you like to do, as well as what you are good at doing—your strengths. What you like doing most is often not obvious. It may take some real effort to discover what genuinely motivates you. Students often get help from career counselors, mentors or explore a career option during a summer internship. If you are employed, consider joining a temporary project team. A team assignment provides an opportunity to work with persons who perform very different types of duties. You might also consider reassignment within your organization, especially if you have the opportunity to work in another country and experience living in a different culture.

Right Livelihood Places Money in a Secondary Position

People who embrace right livelihood accept that money and security are not the primary rewards in life. Michael Phillips explained that "right livelihood has within itself its own rewards; it deepens the person who practices it."¹³ For example, people who work in social services usually do not earn large amounts of money, but many of them receive a great deal of personal satisfaction from their work. You may need to trade some income for self-expression, mental rewards, or some other form of personal satisfaction. People who have made this choice, like Ann Rea, may not make large sums of money, but the work provides enormous personal satisfaction.

Many people who once viewed success in terms of wealth, material possessions, and status are realizing that something is missing from their lives. They once felt pressured to "have it all" but now feel disappointed that their achievements have not brought them real happiness.

Right Livelihood Recognizes That Work Is a Vehicle for Personal Growth

Most of us spend from 40 to 60 hours each week at work. Ideally, we should not have to squelch our real strengths and abilities, ignore our personal goals, and forget our need for stimulation and personal growth during the time we spend at work.¹⁴ Most employees know intuitively that work should fulfill their need for self-expression and personal growth, but this message is not embraced by all leaders. Too few organizations truly empower workers and give them a sense of purpose. When employees feel that the company's success is their own success, they will be more enthusiastic about their work.

The search for right livelihood should begin with a thoughtful review of your values. The values clarification process (see Table 5.1 in Chapter 5) should be completed *before* you interview for a job. Your values should be reassessed throughout your life as your values evolve and your work preferences change. For example, Frank Harrington spent 13 years climbing the ranks at a California-based semiconductor maker. Throughout that period, he gradually realized he hated his job, so he changed careers. Preparing for a new career took years, but today he is a nurse and much happier.¹⁵

When a job fails to fulfill your expectations, consider changing jobs, changing assignments, or changing careers. If the job is not right for you, your body and your mind will begin sending you messages. When you begin feeling that something is lacking, try to answer these basic questions: What is making me feel this way? What, exactly, about my current position is unpleasant? Choosing a satisfying career and lifestyle requires understanding what contributes to your job satisfaction, and your needs will change over time. Self-exploration and continual evaluation of your needs, goals, and job satisfaction are important. Don't wait for a crisis (layoff) to clear your vision.¹⁶

Defining Your Relationship with Money

Money is a compelling force in the lives of most people. It often influences the selection of a career and the commitment we make to achieve success in that career. Sometimes we struggle to achieve a certain economic goal only to discover that once we get what we want, it does not fulfill us in the way we had hoped. Money does not create or sustain happiness. Happiness comes from social relationships, enjoyable work, fulfillment, a sense that life has meaning, and membership in civic and other groups.¹⁷ As you learned in earlier chapters, research has proven that financial success does not make us happy, but the reverse is true. The happier you are, the more likely it is you will become successful.

Most employees know intuitively that work should fulfill their need for self-expression and personal growth, but this message is not embraced by all leaders.



P. C. Vey/The New Yorker Collection/CartoBank.com

"Don't give me too much, I'm not good with money."

The happier you are, the more likely it is you will become successful.

Many people struggle with money management decisions and seem unable to plan for the future. The personal savings rate in America is at a record low, and the household debt burden is at a record high. Many people are ill prepared to cope with the financial drain that comes with the loss of one's job or a serious health problem that is not covered by medical insurance. For decades Americans have been known as a "nation of hyper-consumers, living way beyond their means." While the recession and slow economic recovery has curtailed an appetite for reckless spending, many in the U.S. continue to struggle with this issue.¹⁸

True Prosperity. The way we choose to earn, save, and spend our money determines, in large measure, the quality of our lives. For example, if you think that having more money is going to produce happiness or peace of mind, will you ever earn enough? Shakti Gawain, author of *Creating True Prosperity*, says that more money does not necessarily bring greater freedom, fewer problems, or security. Rather, "prosperity is the experience of having plenty of what we truly need and want in life, material and otherwise." Gawain says, "The key point to understand is that prosperity is an *internal* experience, not an *external* state, and it is an experience that is not tied to having a certain amount of money."¹⁹ Many of us go through life unconscious of our own real needs and desires. We must learn to predict more accurately what will give us lasting pleasure instead of short-term pleasure.²⁰ How do we do this? Steven Reiss (see Chapter 7) says that nearly everything we experience as meaningful can be traced to one of sixteen basic desires or to some combination of those desires (see Figure 7.1). Now would be a good time to revisit this list of basic desires and identify the five or six that seem most important to you. This review may help you understand your relationship with money.

Mature Money Management. Many people do not have a mature relationship with money. They spend everything they earn and more, and then they have bouts of financial anxiety. People who are deep in debt often experience symptoms of depression. Money issues continue to be the number one cause of divorce in the United States.²¹

Space does not permit a comprehensive examination of money management, but here are some important suggestions from Jonathan Clements, an expert on financial planning:²²

- *Develop a personal financial plan.* With a financial plan, you are more likely to achieve your financial goals. A key element of your plan is determining where your income is going. With a simple record-keeping system, you can determine how much you spend each month on food, housing, clothing, transportation, and other things. Search for spending patterns you may want to change. Create a budget and stick to it.
- *Spend less than you earn.* Many people constantly strive to raise their standard of living by purchasing a better car, a bigger house, or expensive clothes. Academics refer to this as the *hedonic treadmill*. Credit comes easy, so it is hard to discipline yourself against going into debt. The cost of credit is often much more than we realize. A three-year auto loan (for a \$35,195 loan) at a 5.89 percent rate has \$3,287 in financing costs. Extend this loan to five years, and the financing cost will exceed \$5,000.²³ Whenever possible, charge only what you can afford to pay off each month and keep your balance at zero.
- *Maintain a cash cushion.* If you lost your job today, how long could you live on your current cash reserves? Financial consultants suggest that cash reserves should be equal to the amount you earn during a three-to-six-month period.

Achieving Wedded Bliss. Many people do not think about financial compatibility before or after marriage. When couples talk about financial issues and problems, the result is usually less conflict and smarter financial decisions. David Bach, author of several books on financial planning, helps couples achieve financial compatibility. He has the partners start by writing down what is most important to each of them—their five top values. They are also instructed to write down what the purpose of money is. He says, "Smart financial planning is more than a matter of numbers; it involves values first and stuff second."²⁴

HOW TO SAVE MONEY IN PAINLESS WAYS

Let's assume you have decided to develop a three-year savings plan for a major purchase. The following "incidental expenses" provide some saving options.

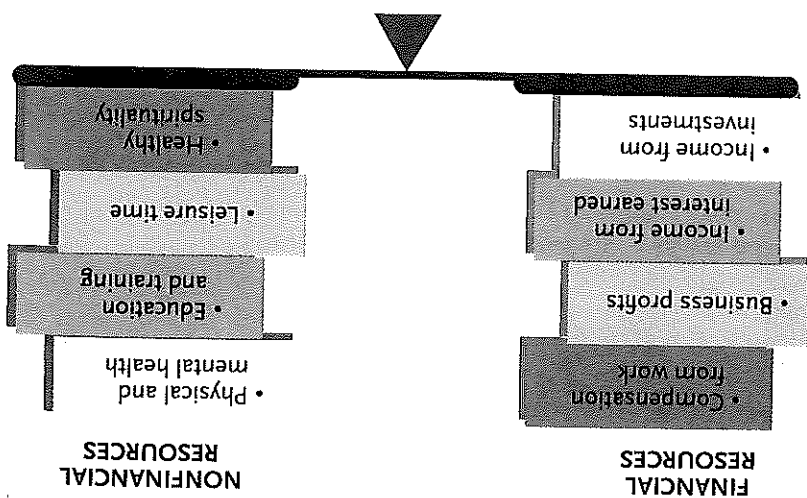
Savings	
Take lunch to work three days per week and save \$6.50 per day.	\$3,000
Rent your movies instead of going to the theater.	\$450
Skip the coffee shop and brew your own at home.	\$4,000
Buy frozen gourmet pizza instead of ordering delivery.	\$1,500
Total Savings	\$8,950

Source: Adapted from "Calculate Your Savings Possibilities," SunTrust Banks, Inc. 2009.

DEFINING YOUR NONFINANCIAL RESOURCES

17-4 It is often the nonfinancial resources that make the biggest contribution to a happy and fulfilling life. A strong argument can be made that the real wealth in life comes in the form of good health, peace of mind, time spent with family and friends, learning

Figure 17.1 ■ Put Balance in Your Life



(which develops the mind), and healthy spirituality. Paul Hwoschinsky, author of *True Wealth*, makes this observation about nonfinancial resources: "If you are clear about who you are, and clear about what you want to do, and bring your financial and nonfinancial resources together, it's extraordinary what can happen. I encourage people to really honor their total resources, and magical things happen. New options occur."²⁵

If you focus most or all of your attention on work and you suffer a major work-related disappointment, then the result is likely to be feelings of depression and despair. Thoughts such as "Now I have lost everything" can surface when you fail to get a promotion, find out that you were not selected to be a member of a special project team, or learn that your job has been eliminated. But if you fully understand the power of your nonfinancial resources, then work-related disappointments are easier to cope with. The starting point is to realize that *most* of your resources are nonfinancial. During periods of great uncertainty, it is especially important that you think about all your nonfinancial assets and consider ways to enhance them. We briefly discuss four nonfinancial resources that can enrich your life: physical and mental health, education and training (intellectual growth), leisure time (time for family, socializing, recreation), and healthy spirituality (see Figure 17.1).

Physical and Mental Health

Is the statement "Health means wealth" just a worn-out cliché, or is this slogan a message of inspiration for people who want to get more out of life? If good health is such an important nonfinancial asset, then why are so many people flirting with self-destruction by eating the wrong foods, drinking too much, exercising too little, and generally choosing unhealthy lifestyles? The answer to the second question may be lack of awareness of the benefits of physical fitness. Here are a few benefits of a modest exercise program.²⁶

- There is an interrelationship between health and outlook on life. For example, when the physical body is fit, toned, and strong, this condition has a positive effect on the mind. We are more likely to experience higher levels of self-esteem, feel a greater sense of self-confidence, and have a more positive outlook on life.

- Regular exercise and a healthy diet produce greater mental clarity, a higher energy level, and a more youthful appearance. Even low-intensity exercise such as walking can result in weight loss and reduction in the death rate from coronary artery disease and stroke.

More than 80 percent of the companies with 50 employees have wellness programs. Healthy employees file fewer insurance claims and are less likely to call in sick.²⁷ Increasingly, incentives are being used to encourage employee participation in various programs.

Education and Training (Intellectual Growth)

The New Economy thrives on a well-educated and well-trained work force. It rewards workers who take personal responsibility for their learning. The need to continually update, train, and develop yourself involves becoming a *career activist*, someone who writes your own script rather than waiting for someone else to write it for you.²⁸

Develop your unique brand. In Chapter 11, we noted that branding can play a crucial role in your career success. Developing a strong personal brand requires knowledge and competence in the areas where you want to become an expert. To do this you must clarify, confirm, and build your strengths (see Chapter 4). Developing your expertise requires commitment, whether it is playing a musical instrument, playing a sport, computer programming, or consulting in a certain field.

Be selective in what you learn. Learning often requires large amounts of time and energy, so consider carefully what knowledge or skill will generate the most improvement.

Take advantage of various learning pathways. It helps to think of your job as a learning resource. Take full advantage of instructional programs offered by your employer. Volunteer for team assignments that will provide new learning opportunities. Peter Senge, author of *The Fifth Discipline*, says the fundamental learning unit in any organization is a team.²⁹

Find a mentor(s) inside or outside of the company you work for and seek advice from her/him in several areas. And look outside the company for opportunities. Learning is a life-long adventure. Continue to learn and acquire new skills and knowledge after you have finished a college degree. Universities, community colleges, and organizations like the Learning Annex offer individual classes and programs to expand your knowledge and personal growth. Also consider learning soft skills in programs offered by Toastmasters, Dale Carnegie, or other organizations that offer seminars, conferences, and workshops.

Total Person Insight

"Practice isn't the thing you do once you're good. It's the thing you do that makes you good."

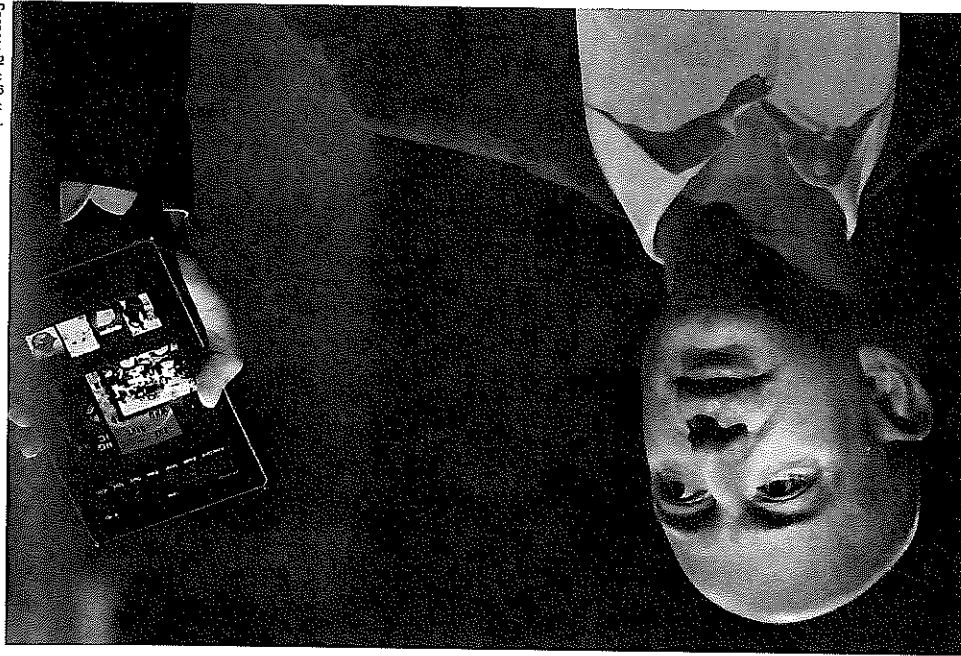
Source: Malcolm Gladwell, *Outliers: The Story of Success*, Little, Brown and Company; November, 2008.

Leisure Time

Leisure time can provide an opportunity to relax, get rid of work-related stress, get some exercise, spend time with family and friends, or simply read a good book. Many people cherish leisure time but experience schedule creep. *Schedule creep* is the tendency of work to expand beyond the normal work schedule and replace available leisure time. It often surfaces in small symptoms—an extra hour or two here, a weekend worked there.³⁰

If you are working for a workaholic, someone who may have given up all or most of his or her leisure time, you may be pressured to work at the same pace. If your boss is constantly trying to meet impossible deadlines and deal with last-minute rushes, you may feel the need to give up time for recreation or family. Often a busy, overworked boss may not realize the effect his or her behavior has on others in the organization. If this happens, try to talk to your boss to find a solution that is agreeable to both of you. Identify the consequences of being overworked. Look at the situation from all points of view. If you refuse to work longer hours, what will be the consequences for your relationship with the boss, your relationship with other employees, or your future with the organization?³¹

We have discussed the growing number of studies that show that if you have strong and fulfilling relationships, you are happier, may live longer, decrease your chances of becoming sick, and cope more successfully when illness strikes.³² Time spent with friends and family can be a powerful source of mental and physical renewal.



Spencer Platt/Getty Images

Everybody needs the occasional break. Amazon CEO Jeff Bezos finds that isolated relaxation helps him reenergize and refocus so that he can continue to drive the Amazon empire forward.

One of the best ways to feel satisfied about your work is to get away from it when you begin to feel worn out. People who take time off from work often return with new ideas, a stronger focus, and increased energy. For Jeff Bezos, CEO of Amazon, the best way he renews his energy and stimulates new ideas for his company is to get away for a solo retreat. "I just lock myself up," he says. "There are no distractions from the office. No phones ringing. It's just because with a little bit of isolation I find I start to get more creative. I do spend a lot of time web surfing during those two or three days and just looking at what hobbyists and hackers are doing. What are the sorts of things that are on the cutting edge?"³³ He then writes up his observations in memos to himself, and sometimes to his executive team who then build on his ideas.

Find some quiet time for yourself each day. You might use it to meditate, take the dog for a walk, or just sit quietly. Use this time to nourish yourself and bring balance to your life.

If you want more leisure time, then you must establish your priorities and set your goals. This may mean saying no to endless requests to work overtime or rejecting a promotion. Sometimes you must pull back from the endless demands of work and "get a life."

Healthy Spirituality

Spirituality is receiving greater attention in education and in the workplace. More business and professional schools are offering courses dealing with spirituality and *personal fulfillment*. Patricia Aburdene, author of *Megatrends 2010*, says the number one megatrend is spirituality. She defines a megatrend as the large, overarching direction that shapes our lives. Aburdene explains how integrity, trust, doing good deeds, and giving back can translate into high performance and healthy profits.³⁴

human RELATIONS in Action



WHAT IS THE DIFFERENCE BETWEEN RELIGION AND SPIRITUALITY?

"Religion is often about who's in and who's out, creating a worldview steeped in 'us against them.' Spirituality rejects this dualism and speaks of us *and* them. Religion is often about loyalty to institutions, clergy, and rules. Spirituality is about loyalty to justice and compassion. Religion talks about God. Spirituality helps to make us godly. The two need not be at odds. Religion at its best is spirituality in community."

Source: Rabbi Rami Shapiro, "What is the difference between religion and spirituality?" *Spirituality & Health*, May-June 2012, page 17.

Spirituality can be defined as an inner attitude that emphasizes energy, creative choice, and a powerful force for living. It involves opening our hearts and cultivating our capacity to experience reverence and gratitude. It frees us to become positive, caring human beings.³⁵

Spirituality encompasses faith, which can be described as what your heart tells you is true when your mind cannot prove it. For some people, faith exists within the framework of a formal religion; for others, it rests on a series of personal beliefs such as "Give others the same consideration, regard, kindness, and gentleness that you would like them to accord you."³⁶ Many people think of spirituality as a remote, abstract concept. But traditional teachings suggest that spirituality is directly connected to the most ordinary human activities.³⁷

An understanding of the many aspects of spirituality can give us an expanded vision of what it means to be human. Although spirituality is often

associated with religion, it should be viewed in broader terms. Robert Coles, of Harvard Medical School, likes a definition of spirituality given to him by an 11-year-old girl:

An understanding of the many aspects of spirituality can give us an expanded vision of what it means to be human.

I think you're spiritual if you can escape from yourself a little and think of what's good for everyone, not just you, and if you can reach out and be a good person—I mean live like a good person. You're not spiritual if you just talk spiritual and there's no action. You're a fake if that's what you do.³⁸

The words of this young girl remind us that one dimension of spirituality involves showing concern and compassion for others. Thomas Moore, author of the best selling book *Care of the Soul*, says, "To be spiritual means to mature to a point beyond limited self-interest and anxiety about self."³⁹ Harvard psychiatrist George Vaillant, author of *Adaptation to Life*, says that defining spirituality is like trying to define Shakespeare's genius. Everyone knows it exists, but no two people would describe it in the same way. "I think spirituality involves qualities like patience, tolerance, kindness, honesty, and humility—and always, love. It's the universal response to things we all deeply appreciate—love, fresh water, music, sunrise, human connection, and a power greater than ourselves."

Total Person Insight

"Spirituality I take to be concerned with those qualities of human spirit—such as love and compassion, patience, tolerance, forgiveness, contentment, a sense of responsibility, a sense of harmony—which bring happiness to both self and others."

Source: The Dalai Lama, Co-Author, *The Art of Happiness*, "Teaching Tolerance," Spring 2005, p. 28.

Spirituality at Work. In many ways, large and small, work can be made more spiritual. The philosophy of Worthington Industries is expressed in a single sentence: "We treat our employees as we would like to be treated."⁴⁰ Herr Foods, Inc. promotes, "An atmosphere that enhances the moral and spiritual integrity of each individual."⁴¹

Research indicates that the new generation of workers, Generation Y, will be looking deep inside companies to see what makes them tick. The person with a passion for environmental issues will be drawn to companies like outdoor apparel maker Patagonia, which contributes one percent of sales to environmental causes.⁴² Patagonia also appeals to persons who seek an employer who maintains high ethical standards. Patagonia has made the "World's Most Ethical Companies" list six years in a row.

Many activities can be considered spiritual. Visiting an art gallery, listening to a concert, or walking near the ocean can stimulate healthy spirituality. Table 17.1 describes some ways to begin your journey to healthy spirituality.

For many people, a commitment to a specific religion is an important dimension of spirituality. Active membership in a religious group provides an opportunity to clarify spiritual values and achieve spiritual direction. It also provides social connections—an extended family that you can depend on for social support.⁴³

Table 17.1 ■ Ways to Achieve Healthy Spirituality

As interest in healthy spirituality grows, people are searching for ways to become more spiritual. The following spiritual practices draw our focus away from ourselves and the anxieties in our lives.

- **Meditation** Oprah Winfrey described the powerful influence of meditation this way: "There is no greater source of strength and power for me in my life now, than going still, being quiet, and recognizing what real power is." (See Chapter 14 for a step-by-step guide to meditation.)
- **Prayer** Dr. Larry Dossey, physician and author of numerous books on the role of spirituality in medicine, says prayer can be a powerful force in our lives. Prayer groups have been established at many organizations.
- **Spiritual Reading** In addition to sacred readings, consider *Healing and the Mind* by Bill Moyers, *10 Secrets for Success and Inner Peace*, by Dr. Wayne Dyer, and *The Hungry Spirit*, by Charles Handy.
- **Time with Nature** Spiritual contemplation during a walk in the woods or a visit to a quiet lake can help us balance mind, body, and spirit.

Source: David Elkins and Amanda Druckman, "Four Great Ways to Begin Your Spiritual Journey," *Psychology Today*, September/October 1999, p. 46; Larry Dossey, M.D., "Can We Change the World?" *The Inner Edge*, June/July 2000, pp. 22–23.

DEVELOPING A HEALTHY LIFESTYLE

- 17-5** Earlier in this chapter, we noted that a healthy lifestyle can provide a higher energy level, a greater sense of self-confidence, and, generally, a more positive outlook on life. People who maintain good health usually have more endurance, spend less time feeling tired or ill, and miss less work than persons who are not healthy. Good health is receiving greater attention today because many Americans are investing more time and energy in their work. They are being asked to work longer hours and to do more in less time. Good health can help combat stress and tension at work and at home. In this section, we offer guidelines that form the framework for a good diet and a good exercise program.

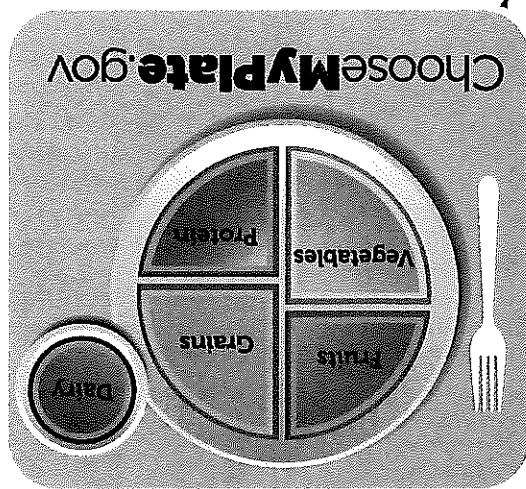
Guidelines for a Healthy Diet

Eating the right foods is a choice you make every day that directly impacts your health and energy level, and, in some cases, extends your life. We will review several important dietary guidelines.

The U.S. Department of Agriculture (USDA) published a new "My Plate" diagram in June, 2011, replacing the old MyPyramid, a picture crowded with captions that seemed to confuse most Americans (see Figure 17.2). In recent years, obesity in America has risen at an alarming rate. Nearly one in five children ages 6 to 19 is obese, a number that is up sharply from approximately 1 in 20 in 1980.⁴⁴ The goal of My Plate is to make health-sustaining food choices easy to understand because it shows how the American plate should look.

Fruits and vegetables cover half the plate. Whole grains make up one-quarter of the plate and the remaining portion is protein-rich foods. The category once called "meat and beans" is now simply "proteins" to make way for other options like seafood and vegetarian foods such as tofu. Next to the plate is a blue circle for dairy, which means milk, soymilk, cheese, or yogurt.

Figure 17.2 ■ U.S. Department of Agriculture's MyPlate

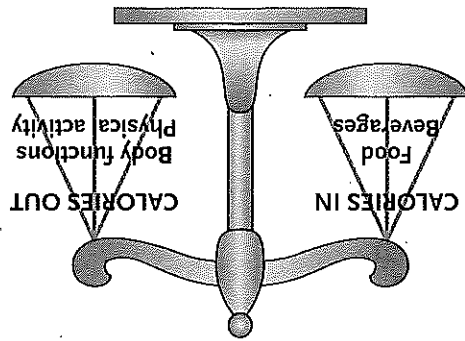


Maintain a Healthy Weight

Everyone should monitor their body weight and exercise to determine whether they need to adjust calorie intake.⁴⁵ More than 65 percent of Americans are overweight, and these added pounds increase the risk of heart disease, cancer, and diabetes. Inactivity combined with diets high in calories, salt, and fats result in serious health problems. Maintaining a healthy weight is all about balance—calories in versus calories out. If you consume more calories a day than you burn you will gain weight. To maintain your ideal body weight, the number of calories consumed must equal the calories burned through exercise and physical activity. If you want to lose weight, the number of calories you consume need to be less than the number of calories you burn (see Figure 17.3).

Eating a variety of foods is important because you need more than forty different nutrients for good health: vitamins and minerals, amino acids (from proteins), essential fatty acids (from fats and oils), and sources of energy (calories from carbohydrates, fats, and proteins). The type of foods you eat is also very important. Whole grains should be substituted for refined grains, and dark leafy greens such as spinach, kale, and Swiss chard are packed with vitamins A, C, and K, folate, potassium, magnesium, calcium, iron, and fiber.

Figure 17.3 ■ Balancing Calories in and Calories Out



The Hidden Dangers of Eating Out

The foods that are popular with many Americans are high in calories and fat, especially saturated fat, which contributes to high blood cholesterol levels. Many seemingly harmless choices are in disguise. A large tuna melt at Quiznos has 2,090 calories and 175 grams of fat.⁴⁶ A Chipotle Chicken Burrito (with tortilla, rice, chicken, pinto beans, cheese, salsa, and sour cream) is 970 calories, 18 grams of saturated fat, and 2,200 mg of sodium. Forget the cheese and sour cream and it drops to 750 calories and only 5.5 grams of saturated fat. A cup of black coffee has zero calories. If you want something fancier, say a Starbucks Venti White Chocolate Mocha, your "coffee" is now 580 calories and 15 grams of saturated fat—worse than a McDonald's Quarter Pounder with Cheese!⁴⁷

Heart disease and certain kinds of cancer are byproducts of foods that contain highly saturated fats. Avoid foods that include partially hydrogenated oils—better known as *trans fats*. These artery-clogging fats can be very harmful to your health.

Exercise Fuels a Healthy Body

There is an interrelationship between health and outlook on life. For example, when a person feels their body is fit, toned, and strong, this physical condition has a direct correlation to a strong, positive effect on the mind. We are more likely to experience higher levels of self-esteem, feel a greater sense of self-confidence, and have a more positive outlook on life. Regular exercise and a healthy diet produce greater mental clarity, higher energy levels, and a more youthful appearance.

"Sedentary living is so dangerous that it is simply not an option." This is the conclusion of research conducted at Duke University. An inactive life style (sedentary sickness) results in an array of risk factors such as weight gain, increases in bad cholesterol and blood sugar levels.⁴⁸ Physical fitness, which involves the performance of the lungs, heart, and muscles, can also have a positive influence on mental alertness and emotional stability. Research indicates that even a moderate level of physical activity can have a surprisingly broad array of health benefits on virtually every major organ system in the body.⁴⁹ For most people, a program that involves regular physical activity at least three or four times a week and includes sustained physical exertion for 30 to 35 minutes during each activity period is adequate.⁵⁰ This modest investment of time and energy will give you a longer and healthier life. Even low-intensity exercise such as walking 30 minutes a day can result in weight loss and reduction in the death rate from coronary artery disease and stroke.

To achieve lifesaving benefits from exercise, start slowly with an aerobic fitness activity you will enjoy. Swimming, running, low-impact aerobics, and jogging are aerobic exercises. When we engage in aerobic exercise, the body is required to improve its ability to handle oxygen.⁵¹ These exercises strengthen the heart, burn up calories, increase stamina, and help release tension.

Energy Recovery

To state the obvious, sleep is not optional. But sometimes we treat it as if it were so. When schedules are booked to capacity and we feel like we need to get more done, we have a natural tendency to think we should push harder and longer to get more done. If we sacrifice two hours of sleep, we think we will get two hours of additional productivity. In fact the opposite may occur. When people deprive themselves of sleep it depletes their energy and reduces productivity. What we need to do instead is learn to manage our energy.

Tony Schwartz, CEO of The Energy Project, says the body operates in "ultradian rhythms every 90 minutes, during which we move from alertness to fatigue."⁵² For optimal performance, he recommends we adjust our schedule to focus for periods of no

longer than 90 minutes, and then take a break to refresh and renew. When people operate in a manner consistent with their natural rhythm, they will get more done in less time, and at a higher level of quality.⁵³

Total Person Insight

"Build Energy Rituals—specific behaviors done at precise times—for your most difficult challenges. Try beginning the day by focusing without interruption on the most important challenge in front of you, for no more than 90 minutes, and then take a real renewal break."

Source: Tony Schwartz, www.theenergyproject.com/tips

PLANNING FOR CHANGES IN YOUR LIFE

17-6

Throughout this book, we have emphasized the concept that you can control your own behavior. In fact, during these turbulent times, changes in your behavior may be one of the few things under your control. What are some behaviors you can adopt (or alter) that will make an important positive change in your life? Once you have identified these behaviors, you can set goals and do what is necessary to achieve them.

The Power of Habits

Let's take a look at the powerful influence of habits. Some habits, like taking a long walk three or four times a week, can have a positive influence on our well-being. Simply saying "Thank you" when someone does a favor or pays a compliment can be a habit. Other habits, such as smoking, complaining, feeling jealous, or constantly engaging in self-criticism, are negative forces in our lives. Stephen Covey makes this observation: "Habits are powerful factors in our lives. Because they are consistent, often unconscious patterns, they constantly, daily, express our character and produce our effectiveness ... or ineffectiveness."⁵⁴ Breaking deeply embedded habits, such as impatience, procrastination, or criticism of others, can take a tremendous amount of effort. The influences supporting the habit, the actual root causes, are often repressed in the subconscious mind and forgotten.⁵⁵ How do you break a negative habit or form a positive habit? The process involves five steps.

Motivation. Once you are aware of the need to change, you must develop the willingness or desire to change. After making a major commitment to change, you must find ways to maintain your motivation. The key to staying motivated is to develop a mind-set powerful enough that you feel compelled to act on your desire to change.

Knowledge. Once you clearly understand the benefits of breaking a habit or forming a new one, you must acquire the knowledge you need to change. Seek information, ask for advice, or learn from the experiences of others. This may involve finding a mentor, joining a group, or gathering sufficient material and teaching yourself.

Practice. Information is only as useful as you make it. This means that to change your behavior you must *practice* what you have learned. If you are a shy person, does this mean you need to volunteer to make a speech in front of several hundred people? The answer is no. Although there is always the rare individual who makes a major change seemingly overnight, most people find that the best and surest way to develop a new

behavior is to do so gradually. It usually takes at least 21 days of consistent behavior change to change a habit.

Feedback. Whenever you can, seek feedback as you attempt to change a habit. Dieters lose more weight if they attend counseling sessions and weigh-ins. People who want to improve their public speaking skills benefit from practice followed by feedback from a teacher or coach. Everyone has blind spots, particularly when trying something new.

Reinforcement. When you see yourself exhibiting the type of behavior you have been working to develop—or when someone mentions that you have changed—reward yourself! The rewards can be simple, inexpensive ones—treating yourself to a movie, a bouquet of flowers, a favorite meal, or a special event. This type of reinforcement is vital when you are trying to improve old behaviors or develop new ones.

The Choice is Yours

Are you ready to develop a life plan for effective human relations? We hope the answer is yes. One of the positive aspects of personal planning is that you are making your own choices. You decide what kind of person you want to be and then set your own standards and goals. The results can mean not only career advancement and financial benefits, but also greater happiness and personal fulfillment, and the development of strong, satisfying relationships with others. These relationships may be the key to future opportunities, and you in turn, may be able to help others reach their goals.

In the opening chapter of this text, we talked about the *total person* approach to human relations. By now, we hope you realize that you are someone special! You have a unique combination of talents, attitudes, values, goals, needs, and motivation—all in a state of development. You can decide to tap your potential to become a successful, productive human being however *you* understand those terms. We hope this book helps you to develop your human relations skills and to become what you want to be. You can turn the concepts and guidelines presented here into a plan of action for your own life and career. We'll leave you with this inspiring poem by Dawna Markova, author of *I Will Not Die an Unlived Life*—and we wish you the best!

I Will Not Die an Unlived Life

I will not die an unlived life.
 I will not live in fear
 of falling or catching fire.
 I choose to inhabit my days,
 to allow my living to open me,
 to make me less afraid,
 more accessible;
 to loosen my heart
 until it becomes a wing,
 a torch, a promise.
 I choose to risk my significance,
 to live so that which came to me as seed
 goes to the next as blossom,
 and that which came to me as blossom,
 goes on as fruit.

Source: Dawna Markova, *I Will Not Die an Unlived Life—Reclaiming Purpose and Passion*, Conari Press, 2000, San Francisco, CA.