Facing the Truth
A Journey towards Total Integrity in Business and Life
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For Henrieta,
who inspires me to live in love
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This is a unique book on business written by a businessman in a personal, enthusiastic and vigorous style. The author recounts how he created and managed his business organizations, and reveals the values which he relied on. Almost everything he has done in those areas is unparalleled in business today. It seems evident that the Author has undergone personal transformation, which had to also have effect on his business activities. In this way, managing people and organizations became his testing ground for practical implications of his new and deeper vision of reality. It has been a special process, one that is rarely described. I am convinced that it will turn out to be an important inspiration to many. All the more so because its credibility can in no way be contested. What we deal with are not postulates or wishful thinking of a coach or business theorist. It is living experience of a man who on his way to success fell several times, only to get up and go on, without giving up on his most important values which directed both his business and personal life. I fully recommend this extraordinary book to anyone who is currently managing people in organizations or intends to do that in the future.

Wojciech Eichelberger
Psychotherapist, counselor of managers and business organizations
The world is turning ever faster. In our daily lives, most of us are so loaded with information that we tend to consider our own mind as the only authority to rely on. I wrote this book for those who still believe in life’s mysteries and are open enough to listen. I hoped the book would draw them to me and it did, indeed. Thanks to them, my life was enriched, it gained a new dimension, and this second edition is the proof. The modifications I have made reflect the fact that I keep discovering more and more efficient ways of cultivating human consciousness that give hope for its worldwide growth. The book answers the question I am most frequently asked: How to be successful? What I show is that only a comprehensive understanding of life’s underlying laws, and actions guided by the spirit of personal integrity offer a chance for repeatable success in business and life in general. For our lives to be whole.

I believe many people need to discover themselves anew and are looking for guidance. I have decided to share the guidance which I was blessed with. We get a lot of advice and instructions that we never sought and that take us away from our own selves. Still, time comes to get back home. To find ourselves again and to discover our incredible power. But inability to understand what needs to be done to achieve success and fulfillment means that in spite of the efforts, we never get to learn how to achieve them. We work harder, think more and spend more time without ever
achieving the expected result. It is because we fail to understand that a qualitative, not quantitative approach is crucial for our success in the work we do and the life we live. The key lies in our perception of the world, which determines our thoughts and actions. That is what gives meaning to our lives. When we look for it in our minds, we do find numerous inspirations but none of them turns out powerful enough. By forgetting that the higher contains the lower, we lose our discernment. We try to prove that a tail can wag the dog. Our spirit contains the mind and the body – not the other way around. And it is the human being's source of power and inspiration.

So, direct your energy to discover and transform yourself. These are the only real values that will be significant in your life. There is no other way to lasting business success and life fulfillment. Then, whatever you touch will turn into pure gold...
By way of introduction

We come into the world with our own soul consciousness, which clashes with the consciousness of the environment we have been destined to live in. Remaining ourselves is a great challenge. It requires knowing oneself and one’s possibilities, as well as mastering the ability to express oneself. In this world, one that is new to us, motivation and action shape our material reality, while consciousness and development shape our inner sphere. Our happiness and success in life are dependent on the harmony of these two worlds.

Over time, the culture, the commercial environment and the superficial life that are imposed on us cause us to lose our way. We easily fall into the vicious circle of negativism. It is harder to get onto the road of acquiring virtue. And if we do pursue it, we look for motivation and focus on action. The spiritual sphere, with the limitless possibilities it contains, most often remains undiscovered, unexplored.

In the past century, the mental approach and positive thinking that lie at the foundation of motivation became a best-selling product in America’s sphere of influence. That is the source of the dominance of materialism in our world. The effects are material prosperity on the one hand, and on the other – a plague of depression, frustration and fear.

Are we destined to continue living in quiet desperation, or will we learn new ways to rise to the challenges of everyday life?
By way of introduction

Let’s have an honest look at our reality, and let’s face the truth: How do we use our hearts and minds in life and in business? What are we really after? Do we want to survive at all costs, to be more powerful, more influential; or are we looking for truth, love and freedom? Each of these roads has its value and its price, which we will eventually have to pay.

It is all about attitude! But where is it born? How are our roots formed? What kind of factors determine our perspective, values, convictions and actions? How do we create our inner climate and world?

Our world is composed of material and spiritual dimensions. The material sphere is manifested in the spiritual, and vice versa, the external mirrors the internal. They are one. Even so, the spiritual world is commonly neglected in pursuit of material wealth. A decline of humanity results.

We tend to believe that we have to choose between wealth and spirituality. Poverty is commonly acknowledged as a virtue. We believe that the spiritual person can only be authentic when he or she renounces material goods. But I do not believe that material wealth is bad. On the contrary. I believe that material poverty is a type of mental illness. It indicates inability to manifest intelligence and creativity. Still, more painful are the results of inner poverty. It kills the spirit. In reality, only a person with a rich inner life can live in true luxury. Such people can take advantage of the benefits of the material world and remain in a state of relaxation, joy and bliss. They reject the endless chasing after new challenges of a compulsive mind, do not fall into continual slavery of their own convictions and ever-new goals. Spirituality is the greatest luxury.
But what are we most often looking for in life? Power – to win and dominate, or trust – to love and become free, and free others? Do we want to grow, or are we seeking security?

If, along with the entire commercial world, we are aiming for comfort, in reality we are looking for power and domination. We activate very primitive, animal instincts. Emotions are a human being’s most powerful tool. This is how we differ from animals. We use them in place of teeth and claws. If we are seeking domination, in practical terms this means that we do not want to make efforts on our own behalf. We do not trust in ourselves or nature. We are looking for somebody to do things for us, directly or indirectly. At the same time, we count on him to teach us how to achieve similar control over others. To instruct us in how to create an emotional vehicle that will make it possible for us. To give us motivation and to show the way of achieving our intentions and goals.

This kind of external motivation does not have great influence on most people, or it is effective only for a short period of time. It is only a sign that they have chosen the wrong goal. They are following a desire that is not in accordance with the purpose of their lives. That is why they cannot achieve it. They cannot find their own path. Their truth. Themselves. They do not have anywhere to draw this strength from.

So how can we choose the proper direction? How can we discover ourselves? How can we create ourselves anew?

We are shaped by evolution. Development is our nature. The source of development is trust. The source is not motivation, which has become a false goal in our ceaseless quest for golden means of self-realization. Motivation leads to action, to control, to the accumulation of power. It is one of the pathways leading
to change in life, to creation in the material world. It is a purely mental approach. A partial one.

Knowing the truth about yourself is a significantly more effective path, which leads to fulfillment. It helps you grow and discover your potential. First we have to discover ourselves, understand who we really are. Only then can we introduce motivation, supporting what is true within us. In this way we can consciously create and grow. This is a complex approach. Otherwise, we are most often swimming against the current. We lose and destroy ourselves.

Superficiality and lies about our inner world are part of Western culture. Simultaneously, denial of the material world is part of Eastern culture. Neither perspective is right. These kinds of deceit cause us to become dishonest. Not infrequently, they lead to a multiple personality disorder. To schizophrenia and madness.

We need truth. Spirituality is our inner knowledge, which leads us to the truth. It brings the opposite of what the mind-oriented world brings – that is, of schizophrenia and neurosis. It brings us integration. The precondition of integration is sincerity. The desire to move toward truth.

Why do we seek motivation, rather than development? Because development causes pain. In subjecting ourselves to the process of development, we must confront all the pain that we have suppressed in our lives. We must reopen old wounds in order to heal them. Pass through the fire.

We experience pain through stress that is ever-present in our lives. We bring it upon ourselves, first of all through our emotions, drama, excitement, adrenaline. Then we suppress it. We introduce toxins into our bodies in an attempt to change our mood, to feel better for a moment, and then we struggle with
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their long-term negative consequences. In this way we cause ourselves pain, which with time brings suffering. Suffering is a result of the rejection of pain. It springs from the denial of facts, from living in deceit.

Avoiding pain deprives us of true pleasure, as well. They are two sides of the same coin. This false consciousness takes away our access to the source in which we grow naturally. It limits the love for life that is our natural motivation.

When we remain on the surface of life, we search for external motivation. Taking the path of development, we search inside ourselves. We search for challenges in the conviction that they will help us build our spiritual muscles. This approach builds us up, brings us closer to the truth about ourselves. We become so strong that with time we do not hesitate to face up to any challenge. We become great. No more do we look only for comfort and security, shortcuts and external help. That approach would diminish us, make us average.

The aim is not to be without problems. They will always be a part of our reality. What we need is to create a personality that is able to face them. Have our own internal tools to cope with any challenge. Then we can enjoy the ups and downs. Thus creating the music of our lives. A world of our own.

Without this, we avoid the truth. But we cannot hide. With time we gather so much pain inside that we do not have the strength or courage to face it. We collapse or give up. Growth begins the moment we accept our ups and downs, and face the truth about ourselves.

Our culture tries to get rid of pain. It is opposed to growth. It profits from us getting stuck somewhere. Then we are easily manipulated. Easily motivated and used for somebody else’s
purposes. How this external influence is termed depends on the intentions of those who have taken charge of us – it is only a play on words. Society and its culture do not work for us, we are meant to work for them. We are asked, as John F. Kennedy once asked, what we can do for society. But we must first help ourselves, so that in the future we can help others. Nobody teaches us this. We are schooled in how to keep things for ourselves, rather than how to share them and give them away. This approach drives the economy – our appetites as consumers. Nobody teaches us how to be happy, to grow in our individuality, to trust and love.

And it is simple. If we want to be happy, we have to live in truth. If we want others to grow, we have to tell them the truth. Not to suggest ready solutions and then resort to motivation. They will find strength and motivation in themselves when the time comes. When they find joy and discover their life’s purpose. This is each person’s own responsibility. God has no grandchildren, only children. Each of us must reach him on our own. Our responsibility is to be honest, sincere and trusting...
Chapter 1
A STOP ALONG THE ROAD

When I had journeyed half of our life’s way,
I found myself within a shadowed forest,
for I had lost the path that does not stray.
Ah, it is hard to speak of what it was,
that savage forest, dense and difficult,
which even in recall renews my fear;
so bitter – death is hardly more severe!
But to retell the good discovered there,
I’ll also tell the other things I saw.

(Dante Alighieri; The Divine Comedy)
Everyone travels. We choose direct, or winding paths. Full of challenges, or more comfortable. Well-worn, or less traveled. Barren, or blossoming with beauty. Traveling fascinates us, but often, it also tires us out. I am speaking here not only about travel in the literal sense, but also about the paths of our lives and the roads we take in business. No matter what path we are traveling down, we want to know how far it is to the destination, and how far we have already come. That is why sometimes we stop and look back. It is a moment of reflection and pondering. A chance to reconsider the path, or the destination of the journey. This is a great moment to ask ourselves important questions.

This book would never have come to being if I had not started to ask myself those very questions that come to every traveler at the precise moment when they allow themselves a short break. The book’s main thread is an internal dialogue with myself. More precisely, a conversation between the part of my personality that is fascinated with the riches of the world, success and favorable business conditions, that yearns for further victories, and my more reflective side, which is inclined to doubt and question: What goal am I actually pursuing? What is really happening? How did this happen? How did I get here, to a place for a fortunate few, for people commonly perceived to have made it? How did I do it? What tools and techniques, or rather what kind of energy and what talents, did I use? Should I keep on using them in the same way? Might there be other, more desirable, more
effective methods, which I have not learned yet, which I have not yet come across? And finally, how am I myself changing? Who am I becoming in the process? Am I in the place where I really would like to be? Where does the road go from here? What is the next destination?

This or a similar dialogue, is constantly playing out in my head. Thinking is a constant process of asking questions and giving answers, weighing various options, comparing them with our own experiences and those of others. Even if none of our answers are truly satisfactory, we settle for one. The quality of these answers, their sincerity, courage and depth, determines the quality of our thoughts and the decisions we make in our life. This is reflected in the quality of the results that follow. And consequently, in the quality of our fate. What is most unusual for us, and most dangerous, is that in our subconscious an answer is given to every question. Even when the answer makes no sense,
when it is not supported by rational arguments, it becomes encoded as the only true one for us. In this way, a map of our life is created step by step – a map that may not correspond to reality. This is how problems begin. We create them when traveling through unknown terrain with a map that does not properly reflect it. We can only rely on our intuition. However, this is not one of the strong points of civilized man.

I have found out that there are two Roberts, the two parts of my personality which I am made up of. I would call the first one Enthusiast, who is hungry for new challenges and successes and eager for the road ahead. The other one is Realist, who suggests longer periods of rest, to ask questions and inquire how to reach the sources of one’s individual truth.

The first of these is the Robert Zagożdżon who exposes his body to blows every day. He bares his face to a world hungry for experiences. He is visible and recognizable. Of the other one, inquiring and questioning, I only started to become fully aware a few years ago. That is when I started to search intensively for mentors, to participate in consciousness-developing workshops, to visit meditation centers. For the purpose of better understanding, I prefer to call such places “personal development” or “consciousness development” centers, because what happens there is essentially about experiencing the world from a different perspective, and as a result, deepening our ways of knowing, experiencing, organizing and understanding the world. There, I met various mentors, coaches, masters and teachers. With some of them, I keep in touch on a regular basis. In my life I have stepped onto many paths that people take on the way back to themselves: non-religious spirituality, psychology, neuro-linguistic programming, yoga, meditation, and primal therapy which
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helps us examine our inner child, responsible for a number of things including our motivations in life. I have also learned the approaches of Sufism, shamanism, and Tantra, the path of life that helps us to experience all aspects of our lives, with only one condition: being conscious and full of love. What impressed me the most was meeting neo-sannyasins, people of high personal integrity. After years of compromises, my dreams and visions of the ideal life became possible once again.

In the orthodox understanding, sannyasa\(^1\) is a stage in a person’s life where he or she pursues individual truth, most often rejecting the material aspects of the world. In today’s reality this is very difficult; virtually impossible for the civilized human being. Unless we decide to sit down with a bowl on the doorstep of a temple and rely on the charity of sympathetic kindred spirits. And still, as we know from experience, at some point we would be summoned by the tax authorities and called to pay up a share of the donations.

Neo-sannyasins do not approach sannyasa so dogmatically. They do not reject the material aspect of reality. Instead, they seek understanding, a combination of the material aspects with the spiritual (not to be confused with religious) ones. Still, I believe this is not the most important element of their approach to life. What is most important is the desire for change, or rather, the decision to change, which changes one’s perspective on life.

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\(^1\) Sannyasa (Sanskrit सन्न्यास) – life stage of renunciation of material desires and prejudices, represented by a state of disinterest and detachment from material life, and focused on moksha, peace and simple spiritual life. This is the final stage within the Hindu philosophy of four traditional stages of life known as the chaturashramas, of which the first three are brahmacharya (bachelor student), grihastha (householder) and vanaprastha (forest dweller, retired).
A neo-sannyasin is somebody who, after a long period of lacking self-awareness, finally decides to “be him- or herself.” To find himself. Who is determined to be himself all the time, whatever the price. Commonplace as it may sound, this “being yourself” is actually quite significant, even more important than anything else. When I started to work with neo-sannyasin masters, they gave me a neo-sannyasin name: Hasyo, which in Sanskrit means Laughter. I use this name, representing a different outlook on the world, when I want to have a serious discussion with the Robert Zagożdżon who is facing, and more friendly with, the external world. Hasyo has become a hunter, tracking down the compromises I have made in life, and their results. He has laser-sharp penetration and precision. This closer examination of my own ignorance brings in a new perspective, which transforms consciousness. It changes my perception and approach to the world. It is a powerful process –healing, building strength and revealing many other new qualities of life.

In conducting my internal discussion, I began with basic questions. I wondered how a Who’s Who entry about me in an encyclopedia of business would look, if I could write it myself:

Robert Zagożdżon, born... etc. – leader, businessman, mentor, coach, trainer. An advocate of unconventional approach to life and business. He does not preclude the role of love in business or deny efficiency of a spiritual approach. He describes himself as more of a gambler, a player, than a traditional businessman. He values consciousness and intuition over knowledge and conviction. He believes that the greatest risk in life is not to take any risks.
How would I characterize Hasyo?

A researcher in the field of inner knowledge, a scientist who focuses on his own inner being. He uses experimental methods to examine various areas of human life in search of the truth. He examines business, human weaknesses and passions, personal life, emotions, feelings and the climate in which they grow. In his opinion, truth alone is what works. That brings success and fulfillment. Success in all the areas of life that concern him. Fulfillment as the art of achieving one’s potential and living in joy, love, inner freedom and bliss.

If that is really so, the more inquiring, skeptical side of my personality asks, if I am capable of betting it all on a single hand, how high are the stakes? What am I putting down on the table?

Hasyo – this other side of me – answers: yourself. All the time, contrary to all business precepts, instead of keeping my guard up, I go through life with my shield down. I do not hide behind business practices, conventions, ethics and morality. In this game I constantly confront the outside world not only with my external image, but with my very self. I am ready to take on the greatest challenges. According to other people’s criteria, this is irresponsible because I could lose it all at any moment. Yet at the same time, from my point of view, I risk nothing, because in reality I cannot lose anything that is truly valuable. If I lost something like that, that would mean that it never belonged to me, it was not an inseparable part of me. Thus it had no true value. This means that I would have gotten rid of some ballast. That is good. We cannot lose things of real value by someone else’s will. It is our inner battle. Our own decision, whether conscious or unconscious. This can only be understood by someone who has at least once played for everything – and lost. One who has
appreciated the true value of what has been lost and realized the opportunities brought by the loss. Who has recognized that to really get to the peak, he or she must constantly drop illusions and the ballast of experience. Who has understood that true wealth may take many forms and that motivation can arise from a variety of sources. Who has decided or was simply forced to start over. From the bottom. This is an invaluable lesson as it gives one a unique chance to experience a renewal, gain a fresh perspective on life, attain one’s full potential.

When you have a lot to lose and the loss is rather big, and if your awareness is great enough, there is a chance that in the end the loss will be transformed into your greatest success. This may sound ridiculous at first. But when it happens, you will understand that the defeat only affects certain aspects of the material world, but your source of existence and your strength remain intact. On the contrary, they become fully active because you lose your illusions. If you do not appreciate this, you will remain blind, crying over your fate. What is so paralyzing? Your own emotions. Fear does not allow you to see clearly, and even if you manage to avoid a loss, it will bring you back to that same place. Unceasing fear of a loss, fear of something going wrong, of bankruptcy, of creditors takes away your opportunities to correct a mistake. Fear, and its Hollywood vocabulary equivalent, stress, block our ability to act soundly, and our creativity. And those are the main contributing factors of success.

For me, being yourself, trusting yourself, means to take on risk eagerly. You can change your relationship to the world that surrounds you, and as a result your destiny, by only changing your initial reactions. Try to look at this book with curiosity, courage and, most of all, with trust. There is a big gap between
things we manage to do and abilities we manifest in our everyday life, and what we are really capable of. Trust, because it is about the quality of life that was lost. Trust yourself, your intuition. Because intuition is precisely the key in the process of making changes, realizing your potential. It replaces external motivation and other techniques, which you would otherwise have to apply strenuously. The majority of us, for various reasons, cannot afford even that. Trust will take you above many problems. It will transform your entire world. Do you really have so much to lose? If so, what is so important that you could lose? I am convinced that you can only gain...

I throw down on the table the highest possible stakes: what is most important in my life – all of myself. This makes me engage my entire potential in the actions I take. Then my chances of success are the greatest.

What does “all of myself” mean? What is “my entire potential”? As I mentioned, it was only recently that I decided and dared to “be fully myself.” That created the need for a thorough look at the components of that “being,” for examination of its elements. For understanding the field I am operating in. So I ask: What is the most important? What is the main current of life?

In a river, the current is hidden deep down. Its course and its action are difficult to notice on the surface of the water. It is similar in my life. The main element that cannot be seen at first glance on the outside is the deepening awareness of myself. Each new step in its development is joyful and painful at the same time. In the end, can this element even be externalized at all? If so, how? I am observing some unusual effects of that process of self-discovery. Integrating the most diverse areas fills my life with more and more happiness, love and moments of ecstasy. Howev-
er, I do not want to abuse the latter term, as it might be seen by our rational mind as exaggeration and therefore discredited and dismissed, together with the other notions. I am convinced that without a decision to change, without stepping onto the path of sannyasa, without determination to remain true to myself, this would be impossible. I believe that the following chapters of this book will make this clear.

Hasyo has taught me a new approach to the challenges of everyday life. Action is the nature of our world, and we have no influence over this. Often we cannot change what we do, but we can always change how we do it. He has reminded me how to live lightly, with ease and inspiration, joyfully, and at the same time to reach for the highest prizes. People often look dubiously at freedom, trust and joy in others. Looking at this attitude, they cannot pick out their familiar way of approaching problems, the method of achieving progress through laborious effort. They believe seriousness, personality and character are the key elements that are indispensable to achieve influence and success. For Hasyo, they are a disease. They are precisely what hampers development and prevents one from taking advantage of human potential, inhibits the process of integration. This is particularly visible in young people today. The younger generation, en masse, are seeking a new approach to life, new ways and a new purpose. They do not want to fight fiercely for their place in this world, as their parents did. They do not feel any gratitude to them for those efforts. They need to make their own mistakes, to discover and create their own world. Their own way.

And they are right, because our history, full of aggression, violence and cruelty, is not an attractive example to follow. Our legacy is not only the wisdom of our ancestors, but also their
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madness. And this is very common. Few of us grow up in happiness and joy. On the contrary, we grow up in depression and frustration. We need more freedom and fun in what we do. This can happen when we stop paying so much attention to the results of our work, and concentrate on the process itself. Instead of focusing on the goal, we will hold ourselves accountable for our full engagement and honest approach to life in each of its moments. We will reject the automation of life and the shifting of responsibility onto others, onto processes. We will acknowledge our creation of life as a manifestation of ourselves, our own business card. It is the way we live that matters the most. Enjoying and celebrating life, instead of seeking and calculating only material or emotional gains, is a new religion embraced today by young, conscious people.

There has never been a better chance for their expectations to become reality. If they know how to organize their lives, new technologies and cultural innovations will allow them, unlike the majority of the population thus far, not to engage in uninteresting routine jobs. The new generation envision their future as free people who follow their call and live creative lives, expressing themselves. They want to live the kind of life that used to be reserved for the fortunate few. And because I have had a chance to live in that way, I can share this magic with others. I want to impart the secret of life: if you realize your potential, life will comply and bring to you whatever you are manifesting. Instead of the world being a mirror for you, you will be a mirror to the world. Because it should be no secret to anybody by now that our expectations tend to come true, we are attracting what we represent. Young people of the Millennium generation understand it and want to avoid compromises that were part of life for the past generations.
Quite often I espouse controversial views. I reveal methods and give instructions. Often they go against social norms and recognized business theories and models. I am aware of this, and I take full responsibility for my convictions. This book is an expression of my sense of responsibility for shaping public opinion, our culture and our planetary future. It also has the goal of helping to examine areas that seem to be contradictory or challenging and to integrate them in daily life. And this is all in order for us to experience life fully, to make use of our potential, to be fulfilled. The book’s goal is to break down myths about business and about personal life that are commonly used as an alibi that prevents human beings from realizing their potential and making their dreams come true. It is also to point out that there is an enormous gap between our potential on the one hand and the abilities of people and organizations that do get expressed on the other. Between what we are capable of envisioning and what we know how to put into practice. This book shows that our expectations are often incommensurate with our effort and at odds with common sense. It makes it clear that we ought to focus on cultivating inner qualities rather than only be concerned with goals and results. Because, if someone with limitations similar to yours has not only survived but realized his dreams and achieved what seemed impossible for him, so can you. You are going to find this out, I hope, as you read this book.

Various kinds of ignorant types feed on people’s unconsciousness and use it to manipulate society for their own benefit. To a significant degree, the media have ceased to be responsible and credible. Journalists most often look for sensation, not truth. There is a general crisis of trust and values. Consequently, we need external motivation to be happy, to laugh, to realize our
goals, to move forward. We have lost ourselves. Slowly but surely we are trading our inner treasures for external ones. Others exploit you as a tool for the realization of their goals and ambitions, so you do the same. The world you have been taught into is alien to you. You find yourself unable to cope with it and this causes fear. That is why you seek security and control over your environment. But in that way you also forget your passion, your dreams. Discover your true self, and create your own life. Create yourself, your world, your reality. Everyone has a chance to do something about the status quo. Your example may make others aware that they are wrong, that they must change. It is enough to use the resources that you carry within yourself and that our beautiful planet holds. I believe myself. And I listen to my inner self. Not my thoughts and emotions, but the source from which they spring. And this source is the same for all of us. It is consciousness of the self, of our inner essence. Of our unity with the entire universe. That is the greatest power we all can access. If you tapped into it, what would you be able to achieve? As Johann von Goethe said, “Whatever you can do or dream you can, begin it. Boldness has genius, power and magic in it”. ²

You can see from that, Croesus, that man is entirely a creature of chance. You seem to be very rich, and you rule a numerous people [...]. Great wealth can make a man no happier than moderate means...

(From the conversation between the Athenian sage Solon and the Lydian king Croesus, described by Herodotus in *The Histories*)
Life is change. Nothing remains the same. As the Greek philosopher Heraclitus said: “No man ever steps in the same river twice.”¹ I would like to share my perspective on how I perceive change and how I deal with it in daily life. I am mainly concerned with changes that apply to our environment and everyday situations, both, those dependent and independent of us, and with the ways we find our feet in changed circumstances. Understanding what we can change and what we cannot, and the ability to apply this knowledge in our behavior, are considered to be wisdom. Most people, as well as most political and social systems, are focused on changes to the environment and circumstances. Seeing how this has played out in history, I did not believe in this kind of change. I did believe, however, that I can change my own world. My way of perceiving and responding to the environment and the situations that I find myself in. Even today I believe this is the only true change. A qualitative change. All other changes are only quantitative.

To clarify my viewpoint, I will set forth a few facts. I will guide you through my world, just as Croesus showed Solon around his empire. But enriched by the wisdom of Herodotus, and mindful of Croesus’s fate, I will not be so boastful.

I am the owner of some investment firms in America, Asia and Europe. I own companies that supply electricity and gas in

¹This famous aphorism, used to sum up Heraclitus’ thought, is found in Plato’s Cratylus.
several European countries, a virtual telecommunications operator, and marketing firms. I have also built or acquired meditation centers, or, as I said, centers for personal growth and development of consciousness.

I spend most of my time in Slovakia, where I have a home that is over a hundred years old, a restored manor house, to which I have added a large recreational wing and gardens. I spend a lot of time in Spain, on the Costa del Sol, also known as the Costa del Golf. I was attracted there by the climate. For most of the year, the weather is beautiful and sunny, and the snow-capped mountains of Sierra Nevada stretch out nearby. I have ideal conditions for recreation and rejuvenation. I can run, swim, play golf, surf and snowboard.

I have always wanted to also own an island. I am currently in the process of negotiating a purchase in Thailand. My plan for a recreational-meditation center in Ubud on Bali is also slowly coming about, as is an Ayurvedic center in the Himalayas.

Also worth mentioning is my estate near Prague, a mirror of my world. I have spent there a lot of time over the last 10 years. My friends call it an oasis of calm. All of my residences are away from city centers. Somewhere in the woods, near a lake or a river, where I am close to nature. This helps me to feel my roots, and fills me with strength and energy.

In Poland I have my family home and a fifty-hectare estate, with a stable and recreational facilities where I hold an annual festival to meet with my friends. It allows me to get in contact with each of them at least once a year.

My path to the ownership of these possessions began some twenty years ago. I won a contest to study abroad. In 1989 the Warsaw University of Technology sent me to the Slovak Uni-
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versity of Technology in Bratislava. I became a student in that beautiful city, majoring in computer science and cybernetics. I was barely twenty years old. Those were times of transformation. Everything around me was changing dynamically. The rough communist reality had disappeared somewhere, replaced by the reality of unlimited consumption. It was a cultural, as well as political, revolution. This new world, saturated with material wealth and all kinds of possessions, sucked me in right away. It was a wonderful time. I felt free and I started to take advantage of it. I had fun, I enjoyed life, without moderation. I flunked. I did not make it to the second year. I almost got thrown out of the university after just the first semester, because the professor of the history of the labor movement did not like my political views. Fortunately, after the fall of communism in Central Europe that professor disappeared out of sight, along with his labor movement. But I learned how dangerous it is to embrace freedom without accepting the responsibility. They are two sides of the same coin - neglecting this could have ruined my world.

Someone may ask: What is your story? Diligent, exceptionally talented, winner of a contest for a foreign scholarship, yet turned out to be a loafer and slacker? I was never a nerd, though I did like to know a lot. I was entertained by knowledge and saw a purpose in it. It was wonderful to know something; it gave me strength, built my self-confidence. But not at the cost of sleepless nights, words rattled off without understanding, exams that had to be passed no matter what. To me, knowledge and logic were never idols or panacea to all problems. I did not make them my goal; I did not identify with them. I used them in my own way. They helped me learn about life. They allowed me to enjoy life. I was never their slave. I believed in learning. But the school did not
Successes and failures really teach us how to learn. It only stuffed knowledge into us instead of teaching us wisdom, leading to inevitable conflict. As it happens, however, this eventually proved to be an excellent lesson in life.

Friends from Warsaw University often came to visit me. They said: "You are really living the life here. To the fullest." I could feel that. Taking in new information was easy for me. But I was very selective in what I would learn. That kind of life was easy and fun. But knowledge also has its pitfalls. One day I decided that computer reality was pulling me in and absorbing me too much. I devoted a huge amount of time to programming the computer, but also to playing with possibilities the new technology offered. It was fun, but it left me barren. I felt that I was drained of something important. After a series of vacations where I barely stayed away from the computer, there came a time of reflection: the virtual world is no way to live. Computer reality is a substitute, it exists "instead of" something more important.

That was the first significant change in my consciousness. My motivations changed. And motivation governs perception, and conversely, perception drives motivation. So I continued my studies, but I already knew I did not want to go through life as an engineer. I did not want to work in industry. To devote myself to a small section of specialized knowledge. I had come to understand that engineering is not only about building and creating, but first of all taking apart, or rather disassembling reality into ever-smaller pieces. Dividing it into smaller and smaller elements. It is a search for ever more specific problems and solutions. In the end you are only left with screws, atoms, protons. That is no longer so much fun. It stopped being cool for someone who was experiencing more and more freedom. I did not want to be just
a part in a machine, a system, a process. That seemed to me to be unnatural, actually inhuman. As it turned out later, I was not alone in finding that rational approach to life and work obsolete. The change in attitude was a global phenomenon triggered by expansion of human consciousness in the late 20th century. The process is described in Ken Wilber’s *Brief History of Everything* and Frederic Laloux’s *Reinventing Organizations*. The writers offer examples of organizations that departed from management by supervision, hierarchy and meritocracy, and began to achieve excellent results in all aspects of business and humanity through self-management, striving for wholeness and a vision of the evolutionary purpose.

I did not want to be a cog in some lifeless machinery. Already then I felt that the real, significant world exists beyond that which was being offered to me. The conviction was growing that the world does not revolve around learning and acquiring knowledge, on which I spend such a significant portion of my time. I felt that reality is not made up only of what we do, playing, tending the garden, raising children, or cybernetic engineering and school. I was convinced that the world is more than these elements. Of course, they are important, and each of them fills a defined role. But life, the experience of the world, participating in it, is something completely different. I started looking for that something.

At that time I became aware of other needs. I started to wonder whether my way of perceiving the world and whether my system of values, shaped by my childhood, home, the Bible, Communism, my surroundings and studies, was the only possible one. I felt that beyond the material, there also exists another world, but... I did not yet feel ready to get to know it. Today I know it was good that I felt that way. I have seen many misconceived,
premature “enlightenments,” where people who merely catch a faint glimpse of something decide to abandon their current lives and “take off” in a completely different direction. What I needed at the time was to get some experiences of my own, rather than merely absorb knowledge.

Now I know for sure that in order to know life and gain experience, it is essential to experience non-material as well as material spheres. From my point of view, an ordinary mortal needs a lot of both kinds and the experiences must be significant, strong, important. If they are only shallow and superficial, our new beliefs and attitude will be equally superficial and inconsequential, and nothing meaningful will come out of it.

So I finished my studies. With average grades. I had never studied to graduate with honors, but for the sake of understanding. Exams were just a necessary formality to me. Most people only learn for the exams. This becomes a habit based on doing various things not for themselves, but looking for shortcuts. Doing things for show. This is an obvious waste of time, and I did not want to waste time. I loved life too much. That is why I put effort only into those subjects that actually interested me and that I truly liked. At that time, I did not ask myself why we do things for show. Today I know that it comes from a lack of one’s own goals, a lack of self-esteem. To me, it was a time of learning to be honest with myself. I was already questioning the rules my school and society followed. I found them obscuring my own vision and direction I wanted to take. The rewards I was granted no longer appealed to me as much as the feeling of living in peace with my inner self. I also believe I learnt that lesson thanks to the attitudes presented by my parents and those few teachers who inspired me. They were examples of authentic human values such
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as kindness, love and partnership. I was able to experience them and they became foundations of my attitude towards people and life itself.

At the same time, it turned out that my Slovak fiancée was pregnant. This was another change. We decided to get married, and I became aware of the simple fact that I needed money to support my family.

From that moment on, that need began to determine my actions. Thanks to my father, I had grown up with a sense of prosperity; I had good scholarships during my studies, and I had never really experienced a lack of money. At that moment, material reality bared its fangs. After my exams, I had to give up my room in the dorm, and I suddenly became aware that we did not have anywhere to go. Because my wife was pregnant, nobody was willing to rent us a room. This was a drastic encounter with reality, with a different kind of consciousness, but simultaneously it was just the thing that forced me to act. In the beginning, my wife's family helped us by renting us a place in an apartment building. I still remember the dog excrement in the stairwell. It was one of the main reasons that caused a change of my aspirations in life and a desire to change my surroundings. I decided to find a job. I browsed through classifieds, until I found an ad that I liked. The recruiting company announced that it was going to “expand.” So it was possible to conclude that in this company, I too could find more space and have more opportunities. As it turned out, I landed in a sales company.

They called the company, without undue modesty, “Shop & Save No. 1.” It was the newly opened branch of an American company in Bratislava. They announced that they were going to open new branches, and I believed that I would be able to spread
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my wings there. As a rule, this kind of company hires anybody who applies. It is only in practice that it becomes clear who is right for the job; in the recruitment process it is hard to tell. So I was thrown right in at the deep end. All day long I helped in trade meetings; took part in negotiations. It was a very absorbing day, full of action and new experiences. The manager who had recruited me observed how I worked. In the evening I had a talk with his boss, who was supposed to decide whether I would be hired or not. This man was impulsive and spontaneous, and because of this, very genuine. He said that the lifestyle he had chosen and was living was one of conscious risk. I saw in him a huge passion, and I really liked the way he pursued it. During that evening meeting I understood a very important thing. I realized that if a job in this company had attracted such an interesting, passionate person, it must be a job full of creative challenges. I came to believe that I could also move in this direction. That is when my priorities became clear. I was not aware of it; I thought that everybody made decisions the same way. The company sold advertising products; specifically, discount catalogs. Our customers got discounts in domestic retail chains. In those days the products could be fascinating for customers, but already then I suspected that what I was selling did not matter much. What was important was who I would become in the process. This in turn determined my way of seeing the product and the customers. That is how I started to reflect on my professional life.

I was twenty six years old, and fate was obviously on my side, because it caused me to cross paths with a man from whom I learned a great deal. From him I learned not only business, but a general approach to the role of a salesman, and to life. I learned in two ways: by imitating the things I liked in him, and by avoid-
ing repeating the things I did not like. Today, when I look back into the past, I have a crystal-clear awareness of what attracted me to him: he had passion, and he lived with passion. It was not important whether he sold catalogs or anything else.

In a certain sense, business was his obsession; he was the Van Gogh of sales. He knew (many people in business do not come to realize this) that the things he sold were purely a creation of marketing. Actually, the majority of things that we sell are creations of marketing. You can get by without them, because by themselves they are unnecessary. People buy them because somebody knows how to create and stimulate particular needs. Effective sales can meet these needs. But my first master taught me something much more important: a salesman should have a good reason why he is doing this very difficult job. The reasons can be different for different salespeople, but without careful consideration of their nature, sales will not be effective. The reason should be integrated with the salesperson’s inner dreams, his mission in life. For me, the most important thing was that I brought people a new idea of how to live or do business; that I gave them something that made it possible for them to change their perspective, or at least their standard of living. Until the customer got that, I never let them go. I felt that I owed them something, and I do not like to have debts. That was an exchange in which each side was enriched, a win-win transaction.

By that time, everybody was my customer in a way: the one who was buying, as well as the one who worked with me, and the one who decided on my destiny in business. I learned how to influence all of them, motivate them, be a part of the changes that occurred within them. That gave me joy and strength.
I started to sell, and that is how I began a streak of success. Several dozen people worked in the company. After a few weeks I was achieving the best results. How did I get there? By observing, listening, drawing conclusions and integrating everything with my own motivations.

Effective selling is not something we learn at school, from books or from more experienced salespeople. The best teacher of sales is the customer, and life itself. But you have to be able to observe and listen. Most of us cannot; we prefer to talk. It is rare to find somebody who is a good listener. The customer himself will tell you what he wants, what he expects, what he needs. Even if it is not possible to use this information the first time around, you will go to the next customer armed with the conclusions drawn from your first failure. Your knowledge is enriched. With one of the subsequent customers you will experience a small illumination. You will know his needs before he talks about them. Before he formulates them, they will be formulated in your mind. With each successive customer this intuitive knowledge grows, because it comes from experience. You are selling. People are buying you. They believe you. They are buying the reason you do what you do, your motivation. You are offering more and more, and with growing passion. You are being fulfilled.

On more than one occasion, I have wondered whether it is a sort of particular predisposition, a type of talent, or maybe a sort of instinct. But most of the times I would reach the conclusion that any of us could become an excellent salesperson. These possibilities are given to the majority of people. The problem is that few people are able to unblock them. The obstacles are quite obvious. Certain convictions have been instilled in us. We think schematically. More often than not, we are guided by fear and
habit instead of looking for an opportunity. Those who cannot remove these barriers will never build effective relationships with customers, and will never achieve results.

For example, we have the habit of concentrating on problems. We learn it at school, in our family, from our surroundings and our political leaders. “There’s a problem...”; “That won’t work...”; “That’s how it is...”; “It’s not possible by that deadline...” and so on. Salespeople also make such a mistake very often. Instead, you have to concentrate on possibilities. Then the methods and solutions almost find themselves, and sales are more and more easy and effective.

In selling, I tried not to imitate any proven practices, not to get stuck in any previously worn ruts, the paths along which the other employees moved every day – not even those that the best ones followed. I tried to turn every unfavorable situation into a helpful one. To turn every inconvenience into comfort. When my co-workers went for coffee and breakfast after the morning meeting in the office, I ran to meet the customers. I knew that this was the best time. This is the time of day when people have the most energy. I could feel my strength, and the customers were very much inclined to cooperate. My supervisors did not like this attitude. They wanted to decide on my daily schedule. So they complained to the Big Boss. He called me in for a chat and asked why I was ignoring my supervisors. I advised him to take a look at my results and theirs, since that is the most important indicator of a person’s approach to work, of their effectiveness. That is what he should judge by; the daily schedule has no relevance. They had simply gotten used to their schedules and habits, and could not understand that those things had to be treated flexibly and individually, because they are not an end in themselves. They
were looking first of all for comfort, not success. I could not allow myself to do that. I did not want to be like them.

This was actually a practical example of how my co-workers did not know how to sell themselves. Even I did not buy them. But they did not want to see this. It would have been too costly. They would have had to change too much in their lives. Of course my lack of any attempt to adapt to them, to join them for breakfast and lunch, meant that my relations with people were not so great. I was not liked, because I was constantly raising the bar. They could not accept that for me, the result was the most important thing, not good relations with the team; that giving and building inner strength were more important than the desire to be popular and to wait for praise, desires that usually dominate in a group. I did not care if people admired me or wanted to be my buddy. I knew that had no real value, it was just circumstantial.

What counted to me was to fly high and reach further. The old communist maneuver – you scratch my back and I’ll scratch yours, “one hand washes the other” – repulsed me. But corruption is ubiquitous. Power does not corrupt; it merely exposes corruption. I preferred to stick with the competing approach to life, the much more attractive, American-dream type positive thinking. That is what was suggested at that time by the growing materialist consciousness in our new world, and that is what became my new “religion.” Belief in success rather than the victim attitude as an approach to life seemed so much more appealing to my young nature. My consciousness kept evolving through new experiences.

This raises the question: how did my presence and my attitude affect the mutual trust in the team? New employees kept joining the company, and even though hardly anybody liked me,
I was usually entrusted with training the newcomers. What a paradox! While not liking me, they gave me their trust, because they knew I could do it better than anyone else. I sensed a change coming in the definition of concepts such as trust, ethics, living standards and quality of life. A new era was coming in, a time of glorification of success. Out of delusions of egotist and absolutist approaches to life, the material world was emerging and starting to gain significance.

I made sure to remember those lessons. Later I constantly repeated to people who worked with me: “What counts isn’t whether you like me; we’re not here to collaborate, to develop a relationship, a friendship. If that happens, great. But first and foremost, we’re here to be successful. If we manage to create a pleasant atmosphere and a comfortable workplace, that will be great, but that’s not the priority. The most important thing is productivity, and with it comes strength, motivation and satisfaction. What’s important is to trigger in ourselves the approach that will bring us success. The rest will take care of itself. For me the measurement of whether you’re using your time wisely in business is how you will judge it yourself in two years.” Setting up this criterion often causes bewilderment, but it leads to outstanding effects. This kind of authentic presentation of how things are builds trust. Additionally, if you have to judge yourself, it is clear that you have to try very hard...you cannot fool yourself.

Today I still use the same indicator to promote trust. This is one of the important elements of my system for unleashing people’s potential and energy. I call it “trust marketing.” I will return to this approach many times in the chapters that follow. It is an expression of consistency at the levels of words and actions.
But for it to have real value and strength, this cohesion must be expressed at deeper levels as well. At the level of feelings, as empathy, and at the level of consciousness, as a form of self-awareness. With time, this brought me understanding that success is not a cure-all, that my rational, matter-of-fact approach had its limitations, its shadow, its dark side. What was that?

Trust is the foundation for interpersonal relationships. I used to divide relationships into those that were “intentionally established and artificially maintained” and those that are most valuable, the authentic kind. All of those that were deliberately established, essentially manipulated relationships, the ones you learn in trainings, are in a certain sense artificially constructed, and thus unstable. They are made intentionally in business, usually in order to create a shortcut, to facilitate the process. Have you ever faked feelings in order to get a short-term partner? To have one for your own goals, or for a whim? The same is true in business: intentionally created relationships, which are in fact fake relationships, are short-lived and often destructive. In fact, they can even prevent mutual trust. Not to mention its deeper form, intimacy. The same thing happens in other areas of life.

There are some people we just want to do business with, to talk to, to be with. With some others, not necessarily from day one. Others still, not at all. It is not particularly important whether we feel comfortable with each other right away. What is important is that we give each other space for authenticity. But this requires an elementary consciousness of yourself. This is precisely the basis of trust. And the next essential element of its marketing.

The question then is: Can you trust someone you do not like? Of course you can. Sympathy helps, but deeper trust is based on
authenticity. On each person presenting him- or herself, not somebody else, somebody they are pretending to be for some advantage, meaning business. We might not like who the person really is, but this creates a space for our own authenticity. We do not like all the characteristics of ourselves, but our dark side usually creates greater possibilities for us that the qualities we like. Often, what we do not like in somebody else is really our own problem that we do not have the courage to face. This creates for us the greatest opportunity for growth, and thus for success. If my business partner is fake, if he pretends, or plays some kind of role, it provokes a similar reaction in me. I also start to play a different character. Even though we happen to like each other, to smile at each other, our relationship bears no fruit. It blocks mutual trust and resembles a meeting of two agents from opposing intelligence agencies. Many businesspeople try from the beginning to keep their guard up. That is a result of their experience and habits. But by doing so, they take away, right at the outset, their own opportunities for real benefit, real business, real contact, which can bring real riches, values and goods. The reason is their shadow, namely greed. The very cause of their success blocks their way to much greater success.

Any person who is oriented towards success more than anything else is motivated by greed stemming from a sense of scarcity. Consciously or unconsciously, he suspects others to have the same motivation. He knows that he cannot trust himself, because his life experience tells him he cannot trust life to take care of him, and he must fend for himself. By the same token, he cannot trust others: if he were in their position, he would first think and act to satisfy his own needs and his seeming orientation towards other people’s needs is only a way to satisfy his own.
Such a calculated approach will sooner or later lead to betrayal and anybody can sense that. Therefore in this success-oriented approach to doing business, genuine trust is not possible.

So in this American business culture, I did not find what I had expected, but I found what I truly needed at that time, what could help me fulfill my dreams and meet my needs. The fact that I was willing to take on this challenge was crucial. At that time my colleagues were choosing cozy, secure, well-paid positions. Just a few years later they regretted it, and said openly that they would do anything to trade places with me. I did not believe those words. We usually bow to the goals and applaud the effects, but do not have the determination and the patience needed to follow the path that achieves them. We put off whatever we can. Why? I will discuss this in later chapters.

Thanks to full commitment and strong trust from my side, in a short time I built up around me a team of salespeople who achieved fantastic results. They always followed me around. They absorbed and remembered everything I said, they watched how I operated. They learned with lightning speed. As time went on, they also came to trust me implicitly. For the first time, I was a master for others to follow. We were so good that we ran sales demonstrations in branches abroad. We achieved results that often exceeded average standards by more than ten times. My SWAT team stuck with me all the time. During our trips, even when it was time for bed, they kept bugging me with questions for another couple of hours. This was a group that was fixed on a goal and believed that it would go far. I gave them the chance to believe in themselves. Dreams awoke in them once again. They knew how to achieve them. Their purpose now was more than success alone. They aimed at the possibility of realizing their
potential. They could actually feel their limits pushed every day and that proved to be the most powerful motivator.

As time went on, the company opened a branch in Poland. I went to help organize the sales. Officially, the assignment was not intended to involve any kind of promotion or new position. But that is how it turned out. In any case, it did not mean too much for me. In that company, formal job titles did not necessarily bring true success with them. The same is true in many other businesses, though hardly anyone is aware of that. To appreciate this, you have to be honest with yourself. I cannot allow myself to pretty up reality. That costs too much. My supervisors had worse results than I did, and my opinions were very well respected. I was given space to achieve results. That was a healthy, pro-growth, corporate culture, although only developing horizontally, chasing success. No one was interested in going deep, no one cared for the consciousness of the employees. But I had my own motivations. They allowed me to be the best salesperson, doubling the results of my competing colleagues. For that time, I was making a ton of money.

Money has power. If you do not have it, and then suddenly your pockets are full of it, it is a sign of change. It makes you think. The money I earned allowed me to release and manifest the joy of life. The inner child, source of one’s power could now afford many toys. That is very important, especially in our commercialized world. Such external evidence of success provides even more incentives to strive towards some life goals. On the other side of my daily life there were crowded, constantly late buses, and other mundane, stressful factors. I felt that money could free me from that. This became a strong motivation because those limitations had been with me for a long time. At last, I could rise above them.
I was reading a lot. I absorbed travel books, science fiction, adventure books. Basically anything I could lay my hands on. Because of books, I started to take on ever more valuable challenges, and to have ever more wonderful dreams and an ever greater thirst for life. This had a significant influence on my values. Reading good literature is like having a conversation with the writer, a representative of some other, outstanding kind of culture. Literature is a valuable conveyer of values.

Meanwhile, my informal influence within the company continued to grow. At a certain point, the Big Boss made a decision. I was going to run my own business. To get more room to maneuver, more freedom. It is unusual to run into a boss who says “Robert, I’ve reached the conclusion that you should set up your own branch, move in your own direction.” We were on first-name terms, and we trusted each other. The trust was rationally rooted, as we needed each other. Traveling with him, I could look at his business behind the scenes, which allowed me to see and understand things that I would never have gotten to experience otherwise. By “behind the scenes,” I mean the place where the real business takes place. The place where it is created. Not where you can observe its effects, or where it is already being consumed on the market. When you want to evaluate a restaurant, to learn the truth about it, do not sit at a table, go to the kitchen. That is where you will see and feel all that really matters. He, for his part, was making a lot of money thanks to me.

My boss, Wojtek Twardowski (it is about time I mentioned his name) was the perfect guide to the business world. He knew what was really going on. What is more, like some kind of a demiurge he was able to shape the right people, and the right situations. Real people in business, and real situations. Was he a good
psychologist? I would not rather label him that way. His approach was based on authenticity. Besides, he was excellent at motivating people, almost verging on manipulation. But his goal was not to harm people or stir up divisions among them. He did not use any cheap tricks. He manipulated with mutual consent, showing the way to the goal. He had a vision. He knew how to engage and guide people. He wanted them to achieve success. I am convinced that manipulation and motivation have a lot in common when it comes to the way we act and react; the main difference is intent. His focus was on passion, the most attractive theme.

I use similar techniques myself, to help the people I work with. In exercising influence on others, first of all you have to be guided by what is good for them. When placing themselves in the hands of a leader, people automatically choose a person with higher standards, which they hope to achieve themselves. That entails responsibility. They believe the leader will help them tackle the challenges they would not be able to face up to on their own. In most cases, the road leads through changing focus from safety to fulfilling dreams, pursuing one’s passion. This is the greatest value, recognized deep inside by most people in the world.

Twardowski knew how to motivate people. Like few others, he was able to identify, interpret and understand their strengths and weaknesses. With exceptional accuracy, he was able to zoom in on what was most valuable in a given person, what was most supportive of success. Simultaneously, he fit perfectly into the classic, textbook theories of motivation. In motivating others, I imitated his techniques. He also taught me one other very valuable thing: while doing business, you can also have a lot of fun – and you should. That is why when I talk now about new
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enterprises, I try to get people to understand the value and power of that motive. Let’s have fun because that is how our motivation grows. In the long run, we will be more effective and achieve success where others fail. As a result, we will earn more money! At first this seems like a paradox. But if we manage to achieve this, it is one of the most exciting achievements in life.

People have known about this since ancient times. For example, the most outstanding warriors were able to play with their martial art. The level of fun takes a person above technical difficulties, above complications and barriers. Of course, you have to learn the techniques and break through the barriers first. But often, without the distance that comes with fun, the chances of success would be limited.

We are speaking here about excitement in life. This is one of the most effective catalysts for action. Material things, objects can also be exciting. But excitement over material things differs significantly from excitement over another human being or an action. There is a saying: “Choose a job you love, and you will never have to work a day in your life.” In my case that is exactly how it worked. I did not have the feeling that work was an obligation, even though this feeling is prevalent in our society.

We can have a similar approach to life. Let’s do everything to make it fun. If that happens, we will not need disco clubs, or carousels in amusement parks. A disco is a good remedy for frustration and suffering, but having fun with life is a much better way. We do not have to wait till for a Saturday night party to dance. In my companies, that is how we started the day. At 7 a.m. Often, finding a suitable space for dancing was the biggest challenge when we looked for new office space. If we do something that excites us, something we love, the artificial pick-me-ups become
unnecessary. Still, the habit of “unwinding,” especially through alcohol and sex, is deeply rooted in us, and makes it impossible to listen to our true needs. Unfortunately, this is the standard in our society. This is why in my opinion the most important thing that resulted was that work allowed the people to learn how their commitment released the supplies of energy they had not been aware of. It helped them overcome the obstacles they feared. The work was transforming their entire lives. In the end, it was becoming more than just pursuit of success: a way to actualize one’s potential, to be happy and fulfilled. Being part of that process made me happy and fulfilled, too.

The moment I got the opportunity to work on my own projects in my own company, my career and my success really took off. Nothing was holding me back now, and the challenges were exciting. Still, I had to take on new obligations. The responsibility was also greater. The other side of responsibility, though, was freedom. If at that time, in that “cosmic” phase of my career I had played the role of a great businessman, I would have fallen back to earth. For the second time, I bet on authenticity, personal freedom, and I did not look down at anybody. My consciousness was shaping my personality. In time, this spiral effect worked deeper and deeper as I realized that my personality was contributing to the growth of my consciousness, too, allowing it more space. Gradually, I climbed the steps of my development and my own concept of life and business was taking form.

As I said, Wojtek Twardowski had a stake in my venture. But it is no burden to pay an investor if what he brings into your business is worth it. I even think that in the start-up phase, having a promoter is a great advantage and the greatest catalyst for business. Still, there are few people who remain loyal to their
Successes and failures

investors, whether formal or informal. Out of greed, pride and envy, our egos naturally condemn those who decide on our fate. No personality is free from that affliction.

We had separate companies, which worked together within a structure that was set up earlier. Obviously, it would not have worked if not for mutual trust. At that time, once again I realized that trust is just as much a component of business as budgets, production facilities or technologies. At that time, I often said: “No trust, no business!” Soon I also realized that a lack of trust can harm business to the same degree as a hole in the budget or an inefficient production line. It was the main reason why a few years later, Twardowski and I ended up parting ways. Because my boss and master started making decisions that were contrary to my interests. Our trust, it turned out, was conditional.

Like in a dime-store novel, the reason was a woman. My master brought her into our business, and although I helped her strengthen her position in the business, she started to compete with me. The consequences were devastating. In defense of our interests, the other partners raised a cry, even though I did not want to hear it. In the end, though, I stopped helping her. In desperation, I refused to give another “packet” of assistance, and I got an ultimatum from my boss. As a matter of principle, though, I never go along with that way of presenting an issue, so we parted ways. At the beginning it was a shock, and nobody wanted to believe it. But I did not have time for politics, because every day I had things to fight for. In traditional business, success is seen as more important than trust. The situation I found myself in, along with the people in my company, demanded my attention and full engagement. “Trust marketing” on the one hand was effective, while on the other it still required daily investment.
That investment brought wonderful results. After a few months, I was strong on my feet again.

It was only a few years later that I noticed the first strange and disturbing symptoms in my organization. At the time, in addition to businesses in the Czech Republic and Slovakia, I had strong branches in Germany, Greece, Slovenia, Croatia and Hungary. I was broadening the range of services we offered. I started to sell third-party products: financial, telecommunications and energy. I was an international broker for the most prestigious banks and public institutions.

Markets and cultures vary, but people’s needs remain the same. This lesson enabled me to expand my company into several European countries, and later to Asia, Africa and America. The people in those countries were united by their focus on success and fulfillment. They started to speak a common language, the language of dreams and possibilities. You could see it at our conferences. Poles and Germans, Greeks and Turks, Egyptians and Americans all had the same interests and goals. That is how a culture of mastery develops, based on understanding your environment and making it real. On creating positive surroundings. Managing this kind of environment led to a feeling of unity and security for the people who worked within it. It gave them the strength to believe in themselves and to take on challenges that they had previously pushed away. That they had not had the courage for. What I had not realized by then was that the act of actualizing my potential and the possibility of fulfillment, more than success itself, were the driving force of my business. Success did matter but its ultimate purpose, as later became evident, lied in superior values, primary to every aspect of humanity, rather than one part of it, the material realm.
I employed several thousand people. I worked on the franchise model. In one company after another, I injected the corporate culture, which regulated matters and set the standards. I was a leader and an authentic example for the entire system. Within it there arose a sort of immune system, made up of my best partners, which allowed the original pattern to replicate itself. That was the unshakable basis of our leadership environment, personal development and its resultant new quality, trust, being its banner. At the beginning, my colleagues understood the priorities perfectly. You could say that we understood each other without words. At some point, this almost intuitive understanding and common feeling began to fade. With time, each of us was working in a different country and in a new location, finding a new life, new partners, new interests. This brought new perspectives and new values. As it turned out, along with them came new models for business culture. Comfort and superficiality started to gain the upper hand over care and depth. But the thing about values is that some people appreciate them, while others do not. In this way, the new model lost its universality. Trust cannot be faked, and if it ceases to be the essence of a person, it is very noticeable.

The cultural pattern of the parent company inculcated at the beginning was broadly understood growth: “The name of the game is expansion.” Expansion in all areas. But in contact with other cultures, oriented toward other priorities, particularly security and comfort, the pattern stopped working. It was as if the graft did not take hold. My model fell on the ground where profits and the pleasures that flowed from them were the main crops cultivated. The base culture of growth, understood as a common business built on trust, became fatally infected with today’s most popular virus: calculation, pursuit of security to ensure one’s fu-
ture, and as a result, exploitation and selfishness. Little by little, contracts ceased to matter; people ceased to matter, either. The only important things were the mechanisms for making money. The machine was running towards profit alone which became the beginning of its undoing.

Today I wonder why this happened. Maybe because fear, the herd instinct and deeply ingrained habits got the upper hand over individual responsibility. I tried to be the best possible representative of human and corporate values, and I supported individuality. Clearly, that was not enough. At the time I could not shape strong enough people. Strong meaning the kind whose personality can handle the emotions that business brings. We did not cross the border of consciousness beyond which there is no return to the old stereotypes. At the time we did not have that kind of model; I was the only mutant, and I did not completely under-

stand what the source of my strength was. The company wanted to expand, it was betting on people's commitment. Commitment
Successes and failures requires strength. Not everybody has it, and those who have it do not always know how to use it. I should have taught them. Given them more faith in themselves. That is what there was not enough of. As a result of that approach to business, they gave up too quickly on the efforts they had undertaken. They burnt out trying to follow this path. They did not want to commit, or they could not anymore. Sooner or later, fear of their own emotions took over. That created the need for compromises between their interests and the company’s culture. Compromise always means having to give something up. As a result, having to accept a loss. This always leads to decline, suffering and a loss of strength. One business after another failed, ceasing to be profitable.

Today I see that it was me who was not up for the challenge. I could not fully integrate myself with the model that I was living. I could not be that model, like the samurai who becomes his own sword. There must have been something incoherent; something was lacking. A certain point of no return was never passed. The mind stood guard over its empire and did not allow full engagement in the new paradigm. I was not able to create enough space. So the model that did not achieve its full potential was defeated by other models. But it showed its strength in my own life, and remained my guiding force.

I was doing everything I could. I knew that I had to re-examine myself from the ground up. Take a close look at every weakness. I did not skip over even such a common hypocrisy as smoking. If you are the leader of several thousand people, if you proclaim your desire and need for mutual development, then what place is there for an addiction to tobacco? It is a simple equation. If you are addicted to smoking, you are a slave to that habit. That means you cannot be independent. You cannot be
fully trusted. If you are a slave of anything, you are unreliable, because you are doing something that you know is harmful for you and you cannot control it. So what right do you have to control others? What anchor will allow you to lead other people to success? You are willingly setting yourself up for failure. This is a type of inner moral corruption, which takes place with our quiet permission. In that case, why do others tolerate it? Because everyone believes that then their weaknesses will be tolerated, too. But it is not about other people. Your strength belongs to you, not to them. They cannot give it to you or take it away. So if you are internally corrupted, the foundations of your personality, the personality of a leader, are weakened. If that is the case, then it will weaken your business. And over time its foundations will crumble. When I became aware of this relationship, I quit smoking. Overnight.

If we do not integrate ourselves fully with the principles we have set, if we do not live by these principles ourselves, our life and business will not be integrated with them either. And no explanations that “it’s only human” will help, because that is really just an expression of unconsciousness. Nobody will want to be inspired by a person who is unconscious. Unless they do not notice it. Unless it makes things easier for them. This is often formulated in a negative context: We get the leaders we deserve. I do not want to be in that category of influence. Here I prefer a different saying, one from the East: When the student is ready, the teacher will appear. The kind of leader we choose in life is a question of how we approach life, of our consciousness and of our inner needs. And that determines the effects. Integration of all aspects of our life is the key to happiness, joy, success, and last but not least, development of our consciousness. More than
anything else, this requires honesty and courage, as well as time. A good sense of timing is an important factor in life and business.

I made a cardinal error, though a very simple one. In showing myself to colleagues, my individual pattern of success, I did not take into account that there is a time for everything. Before we can allow ourselves to step back from day-to-day operations, a lot of time must pass. For me, it took seven years. Achieving successive steps in mastery of business has to be spread out over time, during which we acquire practice and experience. You do not move to a higher level if you have not passed the test on the lower one. It is a bit like the exams for the ranks in martial arts. In between the tests for the successively higher *dan* grades, or levels of initiation, set periods of time filled with practice must pass. This is a time of integration. Otherwise you will not work out the development of your capabilities. My colleagues distanced themselves from day-to-day operations, everyday obligations, in the heat of which you achieve deeper understanding. They did not model themselves on me. Instead of imitating my path of gaining competencies, they drew the conclusion that they could skip certain processes. They tried to follow in my footsteps, but using only the theory that resulted from my experiences. As a result, just two or three years later, they were resting on their laurels. This had disastrous effects. Still, it was my fault, because I allowed it to happen. Without a sufficient understanding of what was happening, I could not find a way to bring them through the entire process of building a new individual and business consciousness. Today I know. The most effective lessons are the ones life teaches you.

As a result, the business that was supposed to be about expansion became a dysfunctional compromise. My colleagues nar-
rowed their vision to their own limited fields of view. To their own needs. That was the beginning of the end.

In 2008, the crisis came. The margins on our products were drastically squeezed. Profitability fell so far that business on the previous scale no longer paid off. The organization split into many smaller businesses, which despite significantly lower costs were still on the edge of bankruptcy. But the market crisis was merely the catalyst for the collapse; the main reason was in the people.

My income from the company fell to zero. Everyone took their own section of the business, and I, as the informal leader, after fourteen years’ effort, was left without income and without influence on the further fate of the enterprise. But I could draw some important conclusions from this. This kind of event is wonderful training for a businessperson. As long as you are willing to learn. And necessity is the greatest stimulator of the learning process.

You cannot keep anybody in business by force. Sooner or later, your partner will find a way to take their own path. Why does this happen? If somebody is mainly motivated by profit and does not truly believe in themselves, they cannot believe in you, either. Subconsciously you feel this, and you are also unable to trust them. As a result, you do not trust each other, and you are united only by a common goal. In this situation, sooner or later almost everyone, in the eternal conflict of personalities and in a subconscious protest against the influence of others on their destiny, will choose their own road, even if it is the least advantageous option.

During trainings, managers are often taught how to separate their businesses from their private lives. An idea is instilled in them that they should not mix the two. I agree that you should
not bring your business problems to your family dinner table. Neither should you take the problems and clashes with your family out on your co-workers. But ruthlessly putting up a barrier between life and business is absurd. My business is everything that affects me. Everything that we do, everything that interests, fascinates and excites us is our business. This is not to say that I perceive reality as one big business market, with everything up for sale. But this is the aspect of our lives that represents our expectations and dreams. There are areas of reality in which there is no business, in which another side of us appears, such as beauty or love. But why should not we go through life together, exploring those aspects of it as well? We can only be held back by our ideals. The more convictions and good practices we have, the harder it is to work together in the area of business. That is why in this case it is easier to regard this as undesirable. But there are numerous cases where a family business, supported by love, blossoms.

I consider the unity of business and life on many levels. In practice this is revealed in how I see no difference between doing business with friends and with people I do not have an emotional connection with. Sooner or later, the latter should become the former. In both cases, the glue of the relationship must be trust. It is our essence in human relations. On a deeper level, if I made such distinctions, I would be a hypocrite. It is commonly said that business is determined by your thinking, and feelings by your heart. Practice suggests otherwise. The approach of the “heart” is essential in both cases, just like the ability to rationalize feelings. Without thinking, our inner life will not work. Without intuition, business will not. And only the depth of our consciousness determines the degree to which these centers of humanity are engaged, our attitude in each of these areas of life. Yet we find it
more convenient to separate them so we can pursue our greedy inclinations without necessary confrontation that would inevitably follow if we were doing business with our friends. Because of that, instead of developing empathy and trust which allow a profound and intimate way of living our lives, we settle for superficial relationships. In this way, we perpetuate the vicious cycle of suffering, reinforcing our self-righteousness. The way we think about others becomes a self-fulfilling prophecy.

My interests have always been connected with those of other people. Looking out for my own interest was, and is, connected with looking out for those of others. I am incapable of thinking and operating differently. To me, a partnership approach is the only decent approach to business. This is yet another level of initiation in building trust. A deeper analysis makes us realize that in our society, altruism is a part of our culture and nature on various levels. Business has so much to offer that instances of selfless help in that sphere should take on special dimensions. And not as charitable activity, but every day, in interpersonal contacts. This is a great challenge for people whose main tool is logic, a rational approach to business. To say nothing of the major part of society, even in civilized countries, whose motivations are of an even lower order, mostly seeing the world through the lenses of their selfish interests and religious beliefs. It is much easier for those who work with people on a daily basis and share a common destiny with them. That empathy is the key to an altruistic quality of life. But in our society we are missing these values and patterns.

The majority of my partners and colleagues have been in my homes. I invited them for business meetings, and for periodic celebrations and events. Of course, they were welcome to come
over any time they wanted, if they wanted advice, or just to talk. My homes were, and are, always open for them. I know they appreciate it. It is not often that you meet people who have so much integrity that they can feel just as comfortable by themselves as in the presence of their bosses or colleagues. For me this is a part of individual and organizational culture. It is the supreme value and way of life.

It is a little bit like in the Confucian tradition: the obligation of the governors is to care for the interests of the governed. It is not only the employees who have obligations to the boss, but first and foremost, the boss to the employees. This is a challenge for most people in business, but also the only path to respect, dignity, trust and complete, mutual loyalty. It is the same with life: the gifts that life bestows on us are meant to be shared.

It is interesting that before I got to know the Confucian system, I already had within me this kind of understanding of mutual loyalty and duty, instilled by my father during my youth. Apparently we were a Confucian family. Or maybe he just had a big heart, as his partners and employees used to say...

I am often asked: What is loyalty to you, exactly? Have people never done anything bad to you? Never betrayed you? Deceived you? Haven’t you encountered a lack of loyalty? Injustice and betrayal? I have, and I continue to, in various ways. But should I change because of that? Am I supposed to give up my open attitude? If other people’s wicked behavior were to change something in me, that would only mean that I was the one not being real. That I had hidden expectations, that I was pretending. Playing. I can only be disappointed by myself, not others. Only I determine my attitude. I have bet on trust. On being faithful to myself. Whether others lie to me or not does not change a thing. In this sphere,
everything depends on me. Nobody is able to betray or cheat me, because I decide for myself: about my attitude to various situations and to life, about my own expectations. People often understand trust as service to social ethics. I have my own criteria, dictated by my heart. Trust is a cordial quality of life that I will not betray. At what price should I sell it? If others do, that is their problem. And most often, they sell themselves very cheap. And what they are selling is a precious treasure: their dignity. Trust is the flavor it carries. At what price can you sell the sense of your self-worth? At what price can you sell the possibility and capability of true brotherhood or sisterhood? How far will a business go that is stripped of the function to serve other human beings? How long can this be hidden? If that is true of you, your colleagues already know, and it is only a question of time before the world finds out.

This is yet another reason to focus on the unity of inner life and business reality. They overlap regardless of how aware we are of this, and what we wish for. If I can achieve inner and external coherence, I can also decide about business and feel it as strongly as I feel my own being. Then there simply are no dilemmas. You do not have to make any decisions. I do not have to choose anything, and by choosing I do not lose anything, because my conviction about what I am doing is absolute. Business is only a manifestation of my inner self. The only challenge, which is a question of time and engagement, is how to skillfully communicate this to all those participating in the realization of the vision. If I cannot do that, if I do not have the gift of understanding and smoothly linking various dimensions, the events of my life are merely acts of chance, and I am a victim of fate. This is why the integration of all spheres of life becomes an overarching value as our consciousness deepens.
Those who are too attached to matter cannot understand this knowledge. They must remain in mortal spheres, sometimes coming to heaven and sometimes descending to hell. As long as one does not awaken his original, pure consciousness, realizing his eternal spiritual nature, he is bound in the cycle of birth and death.

(words of sage Narada, Mahabharata)
Sometimes in moments of failure we experience illumination. In fact, it is at such moments that it happens most often. Could defeat, downfall or identity crisis actually be conducive to understanding and enlightenment?

At thirty six, I had achieved everything I wanted to in business. Even more. It was fantastic. I bought myself all the toys grown up boys dream of, including a helicopter, and I traveled with my managers all around the world. We set up meetings in the greatest places on earth. We were doing incredible things, making our dreams come true. At that time I believed I had tasted the fascinating, rich flavor of life. But there was always something missing. That is when I understood that success in business had not brought me what I really wanted. It had not brought me true happiness, joy, love. I could not fully enjoy this wealth and glamor that lay open before me. The probing, skeptical part of me was tortured by the nagging question: What is all of this for? What is next? Despite living in a wonderful, idyllic reality, I could not experience happiness. Or, rather, I could not maintain that condition. The lifelong habit of competing and winning, setting goals and achieving them, was so strong that it constantly blocked out everything else. This habit was robbing me of the very thing I worked for. I went through several months of great frustration, before I realized that my success was at the same time my failure. I lost the hope I had been living by: that when I achieved material success, everything would fall into place the way I wanted it to.
I felt hard pressed against a wall. The very thing that brought me to the goal would never let me move beyond it.

I came to understand that we cannot ignore a single aspect of this life of ours, because at every moment a game is on, where you are all in. It is a battle for fulfillment in the material, emotional and mental worlds; for your dignity, love, joy, your soul. If one little thing we do matters, it all does. Everything has an impact on our destiny. And the fact that we do not know the rules of the game does not excuse us. Life is not a mother, who will forgive everything. In the world of adults, sooner or later you pay for every mistake. Whether you see this or not, is a measure of the wisdom you have acquired, determines your further choices and your future path. There are questions that you cannot afford not to know the answer to. It costs too much later on.

With this understanding, I started to look for a new way, a different approach to life. I started to ask myself: how can I get out of this situation? I thought I was moving through life consciously, but the vast majority of my decisions and actions remained in the realm of habit. As if they were dead. This was a great disappointment. It was like living in a graveyard, where you only occasionally meet another living being. I saw that I was not alone in this. What was worse, most of the people I knew and considered intelligent and brave did not even understand this, or did not want to face it. As time went on, I grew increasingly aware of the mechanisms that governed me and the people around me. That growing consciousness was enough for me to take a new direction in life.

I understood that experience is a goal in itself, that personal development is a source of happiness and joy, but it has to mean development in all areas of life. I no longer believed in what I had
been doing until that point. I clearly saw the harm I was doing to myself and people around me. Furthermore, that kind of irresponsible conduct was taking away my true freedom. I could move around in space, horizontally, but depth was inaccessible to me. I had to change my approach to life and way of operating. It happened spontaneously on the day I call my D-day. At one meeting, I told my partners and employees, who were straying further and further away from the path we had agreed upon and into the direction of undesirable compromises: “If we don’t become more spontaneous and authentic, within a year this company will collapse. and I will have my part in it. I no longer want to take responsibility for what is happening, and I am going to be uncompromised in striving for changes.” I did not succeed in bringing them about and indeed, within less than a year, the business fell apart.

Today I know that they did not understand what I was talking about. What is more, they did not want to believe it. They were not in the same place I was, at the top. It is only from that perspective that we can see all other routes. Reaching the top is not a goal, because from there all the roads lead downward. Climbing the peak is only a part of the path of life. One of its stages. It creates the possibility for us to look around and ask what is next. But as mountaineers say, that is just the easier and safer half of the way. Coming down is harder and that is when many more accidents happen. The way down the hill is, however, part of the journey for all of us, sooner or later.

In my consciousness, in my perception of reality, something new had appeared, something nourishing, but at the time I could not communicate it effectively to others. After all, why should they care? They had experienced their own moments of happi-
ness, if only in buying a new car and thinking “how wonderful it is to belong to the privileged world!” To tell the truth, that car, however wonderful it was, did not change very much, either in them or in the reality around them. But it gave them a false feeling of security, growth and belonging. A few of them, after several months, became aware of the shallowness of those seemingly important acts. They had some doubts, some suspicions, that something was not right. They felt deceived. But instead of drawing conclusions from this, instead of questioning their perspective, instead of going forward, growing, seeking out new pathways, seeking out themselves, they decided that the level of consciousness and life that they had achieved was more important than that inner voice. And in fact this seemed to satisfy their basic needs. For such were the standards of the environment they lived in. Settling for substitutes for the things in life that bring true development and new, sufficient challenges, is very common. In the case of the group of people who surrounded me, it led not infrequently to dangerous friendships, to the abuse of alcohol, drugs and similar “satisfiers.” Shifting from the level of “clipping coupons” back to day-to-day operations became harder and harder for them. They did not have a vision of further development. Worse, they did not perceive the need to create one. Success in the reality that I had created was the peak of their imagination. None of them achieved significant progress afterwards. For most of them, the standard of living declined significantly.

The failure of my business gave me a boost, and a new motivation, to fight for a better tomorrow. Once again, this was an old habit. But this time the energy was channeled in a different direction. In essence, I had experienced a double bankruptcy, because my psyche had also crumbled. What saved me from
a sudden psychological breakdown was the fact that this state of mental doldrums had already been going on for several months, and was a gradual process. For many months I had been angry with myself and my managers. Not only because we were losing business, but mainly because we were wasting so much of the joint efforts that we had put into building the world we had dreamed of. That is how it appeared on the outside. But what was really happening? This time I had no intention of being satisfied with a superficial answer.

What happened was painful, but it also helped me to question my ego and the status quo, and to enter the pathway of self-discovery. I embarked on yet another journey, this time into the depths of my own personality. Maybe already then I felt subconsciously that in reality I was angry with myself. Because I could not live with the same passion anymore, could not enjoy life. Selfish pursuits and the commercial world had taken its toll on me.
In looking for the causes of my failure, I also comprehended that I was lacking essential competencies of a leader, which still remained necessary for further stages of mastery that come with a desire for creating the material world. I gained them largely thanks to Anthony Robbins\(^1\). Although what he offered seemed at first to be an immense range of possibilities, I managed to take what I needed and implement it in my life quite quickly. But I became aware that it was not enough for me. I felt that that level of consciousness was just a stage in human journey, one that I had already completed.

Robbins is extremely charismatic. In addition, he confirms the credibility of what he teaches by his lifestyle and his entire being. He is exceptional! He is the greatest inspiration that I have found in this manifested world. Implementing his advice requires systematic effort. He makes you aware of the need to change most elements of your life: your approach to your body, and thus to your diet and lifestyle, to your psyche and perception of reality, convictions and habits, etc. But the possibilities this creates are enticing. People pay a lot of money to get their chance with Robbins. Like in the old communist times, you have to reserve a better spot in advance, because crowds of people hungry for a better life line up, and the closer you are to the source, the stronger the impact. Individual coaching requires you to sign up years in advance and pay millions of dollars for each session. The only thing is, not many can withstand the new lifestyle, or rather regime, proposed by Robbins. It requires willpower, stamina, effort, consistency...

\(^1\) Anthony Robbins – an American life coach, who motivates people by communicating his life experiences and knowledge. Robbins has written a series of motivational books, including bestsellers such as *Awaken the Giant Within* and *Giant Steps*. 
I owe a lot to Robbins, though I am aware of his strong focus on the “commercial” aspects of life above all else. But that is the first thing people are looking for. That is where you need to start. Then other guides appeared on my path of life: Richard Bandler², Deepak Chopra³, Eckhart Tolle,⁴ Wojciech Eichelberger⁵ and others. Each one of them had a great influence on the shaping of my consciousness.

The moment my business collapsed coincided with my strong decision to concentrate on my own potential. On my personality or rather its shortcomings, and my real needs. I was deprived of my income, but I had some savings. I also had myself, my competencies and experiences. I took a step back to take a run-up, and decided to start over from scratch. This time with a new consciousness. I already knew I needed time to integrate the new perspective in my life and to find the right people to work with.

Within a year I managed to pay off the debts I owed to suppliers all over the world. I started up “the factory.” That is how I dubbed my energy company, where a bigger role is played by tangible elements, such as investments, processes, management, than by attitude and leadership. It could have been a classic,

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² Richard Bandler – a writer and trainer in the field of self-help, co-creator (with John Grinder) of Neuro-Linguistic Programming (NLP). He has also developed other systems: Design Human Engineering (DHE) and Neuro Hypnotic Repatterning (NHR).

³ Deepak Chopra – a medical doctor, writer and philosopher, author of numerous worldwide bestsellers, including The Seven Spiritual Laws of Success. A prominent advocate of alternative medicine and promoter of various forms of spirituality.

⁴ Eckhart Tolle – a contemporary spiritual teacher, author of numerous books in the field of spirituality, including the worldwide bestsellers The Power of Now and A New Earth.

⁵ Wojciech Eichelberger – a psychologist and psychotherapist, creator of the concept of integral therapy.
corporate business, not demanding my total, daily engagement. The classic capitalist approach. But I was not capable of staying on the sidelines and watching. I set up this kind of independent structure in order to give myself a little space to take care of my own inner development. I needed time for integration. I needed to prepare the ground for a new vision. But what moderate action and divided attention means in my case, is shown by the facts below. Though I left the operational activities up to the management implementing my strategies, the process turned out to be very dynamic anyway.

I started the new business from scratch in 2010, and within two years my company had close to a million customers in three countries. I employed a total of about a thousand people. On markets that are regulated by government agencies and competition, in such a short time I became the player who dictated marketing trends. I tried to be more efficient in customer service, to ensure better quality service and to save money in the places where bigger companies cannot. I recruited the best experts I could find – from finance professionals through specialists in wholesale energy trade, customer service and technology, to salespeople. As usual, some choices were successful, others not. According to the old proverb: “The proof of the pudding is in the eating.” This, however, made me realize whom and what I was looking for.

At this stage of my business is a „factory”, where I introduce horizontal changes, in the framework of the traditional business operations. It is a transition state, that creates space to experiment. An important factor that allows – or blocks – change in the style of management, is the consciousness of managers. To me, finding the right people is the key to the development of the business and that is precisely what I focus on.
This time, in creating my new business, I place a lot more weight on corporate culture and values. I focus on top management. I take them to the best training programs around the world. They slowly move through all the stages that I have already passed. I try to perfect not only their business and operational abilities. I want their personal competences to develop in the field of emotional states, and their way of thinking. I also offer training for my employees’ life partners, for their families. I believe in the effects of this kind of comprehensive approach to competencies. I believe that making them aware of the world of their thoughts and emotions, the nature of their own characters and motivations, will allow them to look differently, more deeply, at their inner, spiritual world as well. I teach them more conscious living, fully aware that this is not the traditional canon for business training. But I prepare them for much greater challenges than those faced by the average manager. This often does not work but, as I said on my D-day, we have to always strive for integrity.
That is the true road to success. I also announced to my managers that even if only one of them wanted me to, I would support him on his way to developing his consciousness, as far as I could. Sadly, my words became a self-fulfilling prophecy. Deplorably, only a very small proportion of people is really determined to know their possibilities, to face their shadows. I realized this later, through statistics. Only a few percent of people in the most advanced parts of the world strive at total integration of their lives; other approximately 20% of the population are born with but grow out of a purely rational approach to life, while 30-40% stick to it. All the rest remain stuck in the mythical-magical paradigm where security and belonging are the overriding values. In the developing world, the proportions are even much more unfavorable for the development of human consciousness, human potential. Here I made another mistake. I had judged everybody according to my standards, assuming we shared similar values. But I realized that even if we do hold dear similar values, we care about them in different proportions. One's belief concerning relative weight of those values and resulting strength depend on the person’s current needs. In practice, that is the decisive factor.

Today, as I teach people around me, I show them what in my understanding my previous team was lacking: heights and depths. I work to develop them spiritually. Change takes its origin and motivation from the spiritual sphere, and later is carried out through thoughts, emotions and actions in the material world. Not the other way around. If we start from the material, we will make only quantitative changes, not qualitative ones.

Along with the change in my approach to myself and to partners and employees, my thinking about the form of business also changed. I changed the plan, and slowed down the pace of
operations. My first business had an informal structure. Trust and common values were the most important cement. The kind of cement that was fascinating people who were young at heart, but nevertheless lacking maturity. They wanted to learn from their own mistakes. This time I have built a structure that was more formalized and mature. More traditional and corporate, though not without care for excellence in everything we do. Such a structure better ensures my material interests and those of my employees, and leaves more time and space for introducing changes of a different nature. I believe that in this way, in the end more people will get a chance to realize their potential and satisfy their needs, and with a greater chance of success. I began by introducing a sounder approach to work; I make sure that the companies are as innovative as possible and that management by values provides them opportunity to develop and manifest their potential. In this way, step by step, I come closer to the vision which integrates all areas of life.

When I have a sense of security and stability, I can safely invest in the development of the corporate culture and its potential, and in acquiring new customers. Today these are investments at the level of one million euros a month. Partly from profits, partly from my own funds, partly from bank loans. If I need bank loans, I get them on the basis of the past performance of the business. Everything is very clear and transparent. I do not need any special contacts, friendships or patronage. I do not try to make social or political connections. In my business, it is a matter of principle that there is no place for politics, because politics costs a lot of time and is very unpredictable, while business, on the contrary, is very predictable. Business is governed by logic, money and market trends. This distance from social life affords me more
time for myself and my family. I invest it mostly in my personal development. Such development, in my judgment, is the best business investment; it is an impulse and inspiration for my entire business and life. I also believe that being an example to others offers the best chances for this new approach to spread to the whole organization and everybody around.

As part of the change that I am describing in this chapter, my consciousness and behavior have changed, but my priorities have not. Passion remains the most important. Why? Because passion makes me feel alive. I observe that with age most people opt for security, forgetting the passion. That is why they cannot be fulfilled and are frustrated. The world they live in is secure, but full of boredom. I do not want that. I place passion above comfort. That is why I try to seek out and attract people who, regardless of their age, are young at heart. Who are open.

Openness to change can be a particularly good start on the path to harmony. Harmony is possible when there is fulfillment in all areas of life. As shown in Maslow’s classic hierarchy of needs⁶. If all areas of your life are developing harmoniously, you will meet your needs and get to success a lot faster. Unfortunately, in the case of most businesspeople I have met, one thing happens at the cost of another. The perfect example is the businessman whose business is going great, his relationships with friends and loved ones are working out perfectly, but he is not in tune with himself. His life is lacking this essential harmony.

⁶ Abraham Maslow (1908–1970), the American psychologist who developed the theory of the hierarchy of needs, is one of the most important figures in humanistic psychology and transpersonal psychology. The hierarchy of needs is a sequence of needs from the most basic (the support of life functions) to higher-level needs, which are activated only after the lower ones are met.
I want to direct my actions toward seeking out the truth about myself, to being as authentic as possible. This is the most important direction for me.

Why? Why so much effort? What comes of this in the end for me, my loved ones, my business? What is the benefit? Robert was constantly asking himself this question, the most commonly recurring dilemma. Hasyo found the answer. He now knows why he does it. Only authenticity, totality, full engagement allows him to ascend to the apex of his possibilities, the peak of human potential, happiness and joy. To learn the mysteries of life that were inaccessible to Robert. Robert, being only a businessman, did not have to expose himself to punches every day. He could play without risking much. He always had the option of drawing back into the safe shell that money allows one to create. He could play it safe, playing only for money. And remain average. But his intuition and self-love did not quite allow him for that. In the end he got his new name, Hasyo. I continue using both names so as not to confuse people, but most people only know me by one of them. For some I am Robert, a spiritual businessman. For others, Hasyo, a human being with strong capabilities to manifest things in the material world.

I want to create myself as someone complete, coherent, real as can possibly be. Authentic. A leader. This will help me shape authentic people, effective leaders. That is my vision. I want to change the world and develop business through the creation of authentic, effective leaders. I believe this to be the most valuable attitude in society. So I should set an example of authentic leadership. One that builds trust, and so gives people faith in themselves and others. So I will continue working with people who place their trust in me. The credit they have given me is
my obligation. New people are constantly coming to me, to my companies, to the consciousness development centers. If they find out that I have something to offer them, if they share my vision, I will help them. Some need to awaken a strength within themselves, an animal strength that helps them break through their challenges. The strength that will open a possibility of creating their own world or their own business. Others need more awareness in what they are doing. Still, the most important is what they really want. That determines their success or failure on the road to fulfillment.

I am not so naïve as not to know that money is the main reason people come to my businesses. What can I do with a motive that is so obvious? Struggle against it? That would be a mistake. At the beginning it is a great catalyst for development. Such kind of external mechanism is missing precisely where inner strength is lacking. In my view this is an advantage. With time, the new personality brings an understanding that the only road to greater success in every field of life is through deepening consciousness. I teach people conscious business and leadership, because I believe that this builds them up. I also believe that conscious leadership leads to success not only in business but also in social and private life. The precondition is intensive work towards self-development. We have moved away from our nature in so many various ways that now we need to use all possible means to regain our strength. And business is an excellent tool for that. Due to its role in our lives, it is the greatest force able to effect changes on the planet. All it takes is to unleash our dormant power, our self-trust and, as a consequence, liberate our way of approaching business.

Recently I have been questioning myself, a bit like Pontius Pilate questioned Jesus: What allows you to believe in people’s
good intentions, in their goodness? What gives you the right? After all, experience shows that is not how things are. Why do you believe in people's susceptibility to change? That they are willing to take a journey into the depths of their selves? Do you believe in this kind of good intentions pre-programmed in people? Yes, I do. Because people are only like the environment they live in and the models they know and follow. They do not know what they are doing. This message has been present in our Western culture for more than two thousand years. In the East, even longer. This shows that for a very long time, people have known that consciousness is the key. But knowledge is not yet wisdom. The latter is revealed in action. So let's begin to demonstrate to them that they are able and capable. Let's help them see their potential. Then they too will believe. Just as, until now, they have believed that things must be the way they are; that they are not in position to change the social order, that they have no influence or significance. Everybody has, if only they believe in it. If only they realize who they really are.
Chapter 4

ON VALUES IN BUSINESS

When aligned around shared values and united in a common purpose, ordinary people accomplish extraordinary results.

(Ken Blanchard, Michael O’Connor, Managing by Values)
ARE THERE any values that can be particularly helpful for a leader in achieving significant results in business? The commonly acknowledged causes of company failure are a shrinking market, lack of sales competencies, strategic error, strong competition, or drastic mistakes of management. But let’s consider the following question: Is it possible that a business does not develop properly because it is lacking unity, trust, love? Can these types of values be catalysts for business development? Are such questions even appropriate?

Everything happens for a reason. Competition, the market or sales – all of these are challenges. To meet these challenges a certain potential is necessary. The potential of a leader is his or her competencies. They determine the scale of success. I am convinced that the role of external factors in hindering the development of business is relatively small. Most of the blocking factors are within the company, and thus inside each one of us. I also believe that in a sense all of us have equal chances on the market. At least at the beginning. To use a personification, we can say that the market is equally favorably inclined toward everyone. That means it rewards us more for the approach to what we do than for the titles we bear, or what table we sit at. It grants everyone identical trust, revealing its laws and behavior to everyone in the same way. If that is really how things are, then it depends only on us whether we interpret these signals correctly, and whether we will be able, without barriers, to come to terms with the market.
Let’s take the example of the tobacco market. From the pragmatic point of view, cigarettes do not meet any life need. To increase your blood pressure and speed up your circulation for a bit, you could just as well take a few deep breaths. That gives us more oxygen and makes us feel more relaxed. It gives the same effect, and without the harm to our health. There is no value in a cigarette. But how giant, how stable, is the market for them! And only because once upon a time, some people came up with an incredibly effective tobacco marketing strategy. It created the need to identify with Hollywood stars and other powerful personalities who appeared with cigarettes in their hands. A need that did not exist earlier, yet the market became strongly dependent on it. And that happened despite the fact that nobody likes the taste of their first cigarette.

Another example is the market for milk, one of the most harmful food types for an adult. The demand for milk is huge, even though many scientific studies have demonstrated that it is a poison. Every day, our tables are loaded with various types of dairy products, whose digestion is a great challenge for the body, because we do not have the right enzymes to handle them. We waste energy and poison our bodies. We consume these products mainly because we have a tradition of doing so, and because somebody is constantly investing a lot of time and effort in this business and its effective marketing.

The essence of marketing is good contact with the market, and it depends on the ability to create a need. This is a commonly known rule. Create a need, and then show how it is precisely your product that can meet it. Everything appears simple up to the point where we introduce the concept of value. If we talk somebody into buying something that in reality they do not
need, is that good or bad? Can marketing be ethical or unethical, or should we think about it only in terms of effectiveness, which translates into greater sales volume, instead? When we frame the questions this way, we cannot avoid certain important dilemmas. Can values be the object of marketing? Can you use marketing to create a need for unity, love, trust, loyalty, sacrifice for a common cause? These are more of the questions that shape my reality.

To begin with, in various areas of social life and at its various levels, values become different. This is a complex process driven by politics, religion, education, upbringing, social environment and, finally, perhaps most importantly today, the all-powerful media. In social and individual life, values act as motivators, driving people to action and change. Let’s not fool ourselves. The main motivator for society in the multimedia era is money. We have created a gigantic monster: the economy. We treat it like a living thing. We speak about how it expands and contracts; how to feed it, cool it down, stimulate it. This monster rules by our need to possess. Our need to chase after material goods. Even if the market sometimes seems to be oriented toward the need for happiness or love, let’s not be deluded: as history has shown, at the center of the marketing of these values we certainly will not find people, but only the money that can be made on their need for happiness. Almost no one on the market is interested in the happiness of the individual, only in the benefits that can be drawn from it. That is why a significant proportion of advertising campaigns devote a great deal of energy to convincing consumers that the opposite is true. This is the source of misleading slogans such as “people come first,” “a bank with a human face,” etc. If this kind of laws and values – or, in reality, anti-values – govern today’s market, then why should today’s business look any different? As
a result, contemporary business does not make people better, it only uses them. Corporations look at potential employees like at consumers in the marketplace, and evaluate them right from the start in terms of how much money can be squeezed out of them, and how. They take a similar approach to that of their customers.

In fact, satisfying people’s natural needs for things like happiness, love, a sense of community and trust cannot be bought for any amount of money. If that is the case, maybe there is no need to worry about them at all? After all, we are not going to subject them to marketing, because it does not pay off. Are we sure it doesn’t? We tell people who are joining our firm: be honest, trust, have a sense of community, be loyal, love us. They may think: OK, I agree. Please just show me how. Show it by your own example.

This is one of the barriers in the marketing of values; we demand them, but we do not show how to implement and express them. To love – yourself, your work, your company or another person – first of all you have to know yourself, and find within yourself the need for love, honesty and trust. So our job is to show people how to take this journey inward, how to reach their own heart, which after all is not easy. For now, if they decide at all to manage via marketing of values, leaders argue that it is important to show employees the potential benefits. Unfortunately, if the motivation for values is built in this way, it only works until the moment the tangible benefits are exhausted. That is, as long as the worker “gets something out of it.” It will not be a long-lasting motivation.

When the measurable benefits come to an end, so does the values game, and each person returns to the place where they started. This is the principal reason why a game of appearances sets in. This is why we do not take the actions that we ourselves
would like to, but those that others take, those which our group designates as valuable. We are poseurs, because we do not have any idea what our real needs could be. We do not possess knowledge about our authentic needs, because we do not know who we really are. It is at the level of our identity that our thoughts and actions originate. This is also where the cause of the effects of our actions lies. And so the circle closes.

When I work with people, I try to teach them authenticity. I believe that once they understand who they really are, they will have great strength at their disposal. Virtually everyone has this potential strength within themselves, but not many of us can unblock it, unleash it and make it into an effective tool for success. Most people reject a part of themselves. There are also those who cannot accept themselves at all. They are constantly fighting against themselves, and as a result, they do not have enough energy to meet the real challenges.

In business, what is important is the ability to choose people with similar capabilities. Or, perhaps, with a similar potential for self-discovery. To some degree, with a similar scope of personal freedom. If we do not consider this factor, we will find people who are either very deeply wounded or very blocked. You have to spend a lot of time and energy bringing them to the level of the others, those with greater potential. Such people usually still lag behind; not infrequently, their unconsciousness and their attitude drag the entire organization down to their level.

In a very interesting publication, Jim Lehr and Tony Schwarz, two eminent American psychologists of sport, used the results of their work with the world-renowned tennis players Monica Seles and Gabriela Sabatini to credibly show the important relationship
between “spiritual energy” and the effectiveness of action in all areas of life.

The authors state that:

- spiritual energy (...) fuels passion, perseverance and commitment.
- spiritual energy is derived from a connection to deeply held values and a purpose beyond our self-interest.
- (...) courage and conviction to live by our deepest values [are] the key muscles that serve spiritual energy.
- the key supportive spiritual muscles are passion, commitment, integrity and honesty.
- spiritual energy is sustained by balancing a commitment to a purpose beyond ourselves with adequate self-care.¹

It is hard to disagree with this. All the more so because we find very similar statements in the work of many other authors, including Jack Hawley², Joe Vitale³ and in the two fundamental works of David R. Hawkins⁴.

² Jack Hawley, author of *Reawakening the Spirit in Work: The Power of Dharmic Management*, which directly addresses the very widespread desire for spiritual dimension in our work. He shows how successful leaders or managers, driven by a spiritual vision, unleash the best in people, and he explains why all leadership is in essence spiritual.
³ Joe Vitale, an American multimillionaire and writer who started out homeless and looking for the purpose of life before achieving success, his books include *Zero Limits*
⁴ David R. Hawkins, a famous American speaker and expert in the area of mental processes. His book *Transcending the Levels of Consciousness* discusses research on the manifestations of ego and its in-built limits, and is a source of specific explanations and instructions suggesting how one can move beyond those limits. The book sets out clear principles that support spiritual evolution.
The ability to awaken and unleash spiritual energy, it turns out, has a direct impact on business processes, on their productivity, on the soundness and efficiency of operations. In the cited work, Lehr and Schwarz prove this, having worked with athletes who needed to achieve maximum efficiency in extreme conditions. If this assumption works in sports, it will definitely work in business operations as well. The challenges that a businessman or manager face are comparable with those of high-performing athletes. Still, often it is even more difficult, because of lack of time for necessary regeneration. Then the most dangerous enemy is creeping in: burnout.

To achieve the maximum effectiveness in extreme conditions, your spiritual energy must be unleashed. To clear its path, you have to achieve a high degree of self-awareness and, in effect, authenticity. That can be difficult.

In shaping their personalities, people build certain mechanisms in themselves that block this process: they identify too strongly with their past thoughts, with the convictions they have acquired, with their perfectly shaped (or so they assume) character. Yet the thing we call character is only a certain set of convictions, values, learned behaviors. Character is to a high degree a result, a reflection, of external values. In a world ruled by money, that sets material security above spiritual values, qualities of character reflect a similar hierarchy of values.

To achieve the maximum effectiveness, you have to break through this barrier of personality conditioning. To what end? To achieve the proper flexibility of action in a given environment and in a given process. If you are not open, you will not be flexible. If you lack flexibility, you have only a limited number of solutions at your disposal. You cannot adapt to your environment
and your situation effectively enough to achieve what is possible in your case. To fulfill your potential. To be fulfilled. The most effective is the one who can be the most flexible. In general: the less conditioning, the more flexibility.

This mechanism resembles, to some degree, the science of applying the *kata* in traditional martial arts. *Kata* is the Japanese word for proper ways of action. If you do the *kata* properly, you will achieve the desired effect. The more skillfully you execute it, the better the result. So there are *katas* for various situations in a fight: against one, two, three or four opponents. These methods are strictly defined and described. You can respond with the right *kata* to a given threat or problem. But what do you do when the problem is non-typical, when it goes beyond the situation foreseen by the *kata*? When it is real life situations that become the challenges, and not the sterile environment that was created in your family, or artificial ones created at school? That is when the openness and flexibility that enable you to create your own solutions come in handy. For example, the combination of several methods in a single new one, allowing you to achieve the desired effect.

What happens when we add trust to openness? Can trust translate into the effectiveness of business processes? We can lay out the following implications: If you trust, you are more open; if you are more open, you are more flexible. If you are more flexible, by the same token you are more effective. We cannot neglect this. The more superficially we treat our potential, the less we explore it and own it, the lower our chances for success. These are aspects of our intuition. We forgo the great possibilities it offers. But if this approach is what counts, then the question arises: How much does it count, how important is it?
Before we understand specifically how we can apply these implications to management, let’s ask ourselves a more general question: “Will using intuition always assure my success?” No, not always. Success depends on many other factors, for example on the level of society’s consciousness and education, or on the level of integrity of your competition. Success is designed to enact our virtual ideas about this world, rather than meet real needs. It is a goal for our subjective notion of self, for our ego. It is something that is not permanent. It is changeable, and thus its results and benefits cannot be long-lasting. Thus it is not real, the results that follow cannot be real, either. People suffer on the road to success and suffer to stay at the top. Despite the pain, they insist on continuing along the same way. Why? Are there no other ways to be successful, to be wealthy? Are career and money the only riches there are? What about happiness, harmony, inner peace, deep emotional life or strong family ties and wonderful friendships? What does it really mean to be prosperous? To understand this, to get to know your needs, you have to learn to use your intuition. It is possible to achieve success without meeting your needs. You can also feel happy and fulfilled even though others view you as a loser. I have experienced each of these states. For me, happiness, fulfillment, not success, are the criterion. That is the ultimate purpose, the evolutionary one. If we wish to achieve success, is it not to feel happy and fulfilled? You can also have both. Have your cake and eat it. You can reconcile the two worlds, if you make your intuition and intellect work together.
Once a leader has his people’s attention and their buy-in on a set of values, they are more and more willing to speak out about and act on those values.

(Ken Blanchard, Michael O’Connor, Managing by Values)
Running a business is about managing people. Our approach can have a motivating effect, or a discouraging one. I am convinced that management should begin with investing in people, teaching them, consulting and assisting; that is, with proper communication of information and expectations. Let’s look at the popular styles of management, and ask what kind of relationships and effects they lead to.

The traditional management theory assumes that to manage people, you have to have either formal or informal authority, meaning a reason why a person is chosen, in one way or another, to manage a group of people. The nature of this empowerment determines the quality and style of management. And although the very notion of “managing people” sounds inhuman, it is a key strategic element of business today.

Managing people is a great responsibility because of its profound ramifications for the lives of everybody involved. And even though it is such an integral part of business, we tend to lack skills in this sphere. That happens because business, its growth and the need to manage inherent in its structure, are very often spontaneous occurrences. As a result, our abilities to manage are only grounded in the emotional experiences we have had in our life, determined by the collective consciousness. We follow the models we learned in our family and at school or in the workplace.

I would like to introduce my own style and my own model, born out of the experience I have gained. I prefer management
based on productivity, competencies and information. I am not thinking here of a classical type of authority grounding, that which arises from limiting information. Unfortunately this is what happens in many companies, which manage information in an undemocratic way. The boss keeps secrets, operating on the assumption that the one who has better access to information has more power.

In today’s era of multimedia, nobody should be surprised by this. Information can be a very effective tool for exercising authority, and often a dangerous one. This mechanism can be seen particularly clearly in politics and political marketing. By the way, it is worthwhile to learn the rules of political marketing, because they reveal the mechanisms and principles of authority grounding with particular clarity.

However, my approach to management by competencies and information is totally different, because good information is only a transitional stage to management by trust. I am convinced that good distribution and good management by the transmission of competencies and information, is based on effectively “shifting” information, moving it toward the people who need it the most and the most urgently. Why? Logically, so that people can take on my competencies, and thus my tasks, as quickly as possible. In other words, so that they can move as quickly as possible into the place where I am at any given moment. Then I can stop handling a given area and direct my energy somewhere else. It is somewhat reminiscent of a mountain-climbing expedition, where pairs of climbers support each other, where the lead climber sets handholds for the partner who is following. But for both of us to go higher and conquer the summit, we have to trust each other. If trust is missing, then neither of us will be
able to take on any risk or make flexible decisions in response to changing situations.

It is similar in business relationships. Let’s start with self-confidence. If a climber did not believe in his capabilities, he would not go out onto a steep wall, from which a fall could be fatal. If I trust myself in business and in life, I become authentic and happy. If I want to enter a business relationship, or any other relationship, I believe trust is its most important foundation. If I cannot build trust in myself, I will never gain the trust of another person. If my trust in myself is strong, other people will come to trust me a lot faster and more easily. To put it simply, it can be said that the more trust you have, the stronger your influence is. Influence at many levels, including effective leadership and process execution, as well as ability to manage people and motivate them to constant improvement.

However, as shown by practical experience of business people have always tried to provide the lowest possible value for the highest possible price, and this is also how they approach their work: give as little of yourself as possible, and get as much as you can. But this breeds distrust. The others feel exploited. Trust is built by the opposite approach, when we try to give as much of ourselves as possible. This helps other people grow, which is desirable in any business arrangement. And I, to maintain my influence and respect, must reach for new opportunities. Take on new challenges. Sail into uncharted waters. But this kind of conscious attitude is nevertheless rare. That is why it is also rare for people to achieve exceptional goals. Yet all of us desire this so much. But we lack courage and energy.

That is precisely why I most often focus on the needs of the person I am assigning a task to. When I understand them, I
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have the possibility to “fill the containers” of their various needs. In effect, the fuller those containers are, the more strongly the person whom I have chosen will feel motivated to act and achieve goals. They gain in courage and energy. Most of the times, however, our true needs have little in common with those we publicly declare. It all depends on the goal we pursue and our awareness of what will really bring about our success and fulfillment. More often than not we lack that awareness, thus heading in the direction opposite to the desirable one. Instead of forging our courage in the fire of challenges, unafraid of rejection, we seek security and our actions are ridden with fear. And the world around reinforces this attitude in all manners possible. This is because such a greedy attitude of striving for security against all risks fuels the economy.

What is needed is a new business model, based on the awareness that trust both builds strength and creates obligations. Of course, these obligations are of a completely different nature than those that stem from the leader’s assigned position or connections. For trust binds both sides at a deeper level. We can formulate the following principle: if you enter into a relationship trusting only conditionally, in a limited manner, you will also achieve only limited, conditional effects. Thus, you will have limited influence and achieve only a portion of the desired results.

This way of understanding seems completely logical and justifiable: If we could achieve mutual, limitless trust, success would also be equally unlimited, synergetic. This is of course an ideal situation, but it is worth making it a goal.

If there is no genuine trust, there is no possibility for the other person to break through their limitations and
conditioning. Only such trust enables the person to achieve things they never dared to dream of before. Whose existence and possibility they never suspected. Only faith allows one to discover and release a power within that he or she never felt before. Trust is an amazing tool for overcoming obstacles and limitations. For overcoming routine, doubt in success, and actually all the blocks that prevent us from getting to the truth about ourselves, and thus from reaching individual success. This is also a great chance for the individual to truly open up, to really change, to truly use his or her potential. Trust is a precondition for achieving the extraordinary.

Trust is also the basis of loyalty, which cannot be bought. You may be deceived into thinking you have bought it, but a “paid off” collaborator will not be fully engaged. We can understand this better through the definition of loyalty given by American psychiatrist Dr. Karl Menninger: “Loyalty means not that I agree with everything you say or that I believe you are always right. Loyalty means that I share a common ideal with you and, regardless of minor differences, we fight for it, shoulder to shoulder, confident in one another’s good faith, trust, constancy and affection.”

Of course, it is important whom we decide to trust, and consequently, whom we bestow our trust upon. If we choose somebody who lacks integrity but tries to make the best possible impression, then such a person is likely to abuse our trust. Of course, this will soon lead to unnecessary mutual frustration. That is why the ways we select and deal with people are of great importance.

John D. Rockefeller, whose name is synonymous with success in business, once said: “The ability to deal with people is as purchasable a commodity as sugar or coffee and I will pay more for that ability than for any other under the sun.”

This ability can be written into the books of your business in the assets column, and its lack on the liabilities side. Could the statement that trust can be treated as something with a market value be an exaggeration? I am convinced that it is not. Trust does have a market value. What is more, it is a very high and stable value.

Politicians often use this factor. However, by using marketing, they not infrequently deploy dirty strategies and methods. The overriding goal is to gain the confidence of the voters, or to weaken their confidence in a rival. Politicians often neglect the “service and maintenance” of trust. Like any other marketable commodity or product, you need to provide maintenance and care for it. Otherwise it begins to degrade. First and foremost, because trust is a relationship not only between two parties, but also towards yourself. That is where it originates. As with all good relationships that are meant to last, you need to constantly work on it.

This is confirmed in marketing trends and in theoretical works. In recent years there has been more and more talk about so-called relationship marketing. This is an effect of growing competition. At similar levels of quality, prices and levels of post-sale service, companies are forced to look for other techniques of gaining a competitive advantage. So they try to maintain the best customer relationships. In some sectors, for example in

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Development of consciousness and management, this works wonderfully. In the U.S., private healthcare providers increasingly prefer doctors who are better skilled at establishing rapport with patients over those with higher professional qualifications or more years of experience.

Conceived as a tool of effective work with people that gives a market advantage, trust in certain ways pertains to both marketing and management. The influence exercised on colleagues, customers and ourselves effectively becomes a motivational tool.

A number of doubts arise: Can you measure this isolated element? If so, how do you measure its effectiveness? It is not simple, of course, because nobody has yet built a device for measuring trust. What we have is sociological tools, such as opinion polls and relationship assessment forms. David R. Hawkins, in developing his “map of consciousness,” decided to rank feelings and states of consciousness on a mathematical scale from 20 to 1000. In everyday practice, however, we are still left with just one indicator: our business results.

And even so, there is no doubt that trust has great power to produce impact. Let me give you an example from my life: Within three years I built a company worth more than 100 million euros, without engaging practically any of my own financial resources. By basing my relationships with partners and managers on trust, I mobilized more powerful forces than a traditional business does, and achieved much greater results than experience or logic would suggest. It paid off for everyone. For me as well as for the other people who trusted me and made a lot of money on that venture. But this is not a common

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Awareness in Management

model. Why not? Because at the beginning, trust is backed by courage. That is exactly how it was in my case. However, as long as we remain in the world of logic, we do not have access to the qualities of life such as courage and trust. And business is penetrated more than anything else by logic and greed. Most businesspeople get to the top thanks to logic and risks. But even though they know that not to take any risks is the greatest risk, with time they start to settle into a comfort zone, and very soon security gains the upper hand over inventiveness and vibrancy. It has to do with one’s motives for action, with social consciousness creating needs and values. As a result, with this model of life and business it is no surprise that the economy is not developing and we keep falling into crises.

Frederic Laloux’s comprehensive work Reinventing Organizations made me see this matter in a new light. The experiences I have covered so far have all pertained to my personal journey, tracked by circumstantial events and enabled by my courage and the most powerful force that exists, that is evolution. The highest expression of evolution is growing human consciousness. It is consciousness that brought me to understand the value of leadership and the role of trust. Trust is the very precondition of rising above the old paradigm of managing people. What else than the act of managing people can ensure efficiency in business activity? Laloux’s answer is self-management. His work is an excellent synthesis of various management styles and the integrated evolutionary style he calls Evolutionary Turquoise. I have succeeded in attaining a synthesis of qualities that an organization leader should possess from the point of view of management. I have discovered how this can be achieved because this has been the area of my
most profound experiences and experiments. Laloux, having investigated various work environments, is persuasive in demonstrating how practice of self-management leads to the fulfillment of people involved and to unmatched efficiency. Moreover, it carries a superior value, provides space for new consciousness to manifest in our work places. And those are the places that have the strongest impact on our lives and the future of the planet. Turquoise Organizations, according to Laloux, are systems resembling living organisms:

- Self-managing, where power gets multiplied when it is shared by everybody, not just the select few.
- Striving at wholeness, where power is used with more wisdom as people bring in more sides of their personalities.
- Oriented towards an evolutionary purpose, where things fall into place by themselves as people align their power and wisdom with the vital force of the organization.

As you can see, the mode of exercising power dependent on the leader’s consciousness is critical for stimulating or inhibiting the consciousness growth of those in charge. By the same token, it is pivotal for improving the work environment, its culture and efficiency. We need breakthroughs of the kind described by Laloux. Over the ages, our leaders and their consciousness have determined the kind of world we lived in. They organized us into tribes, states, or multinational corporations. They are also the ones responsible for the way our world will look like in the future. It is said that people have the kind of leaders they deserve. This means that every one of us can support people with a potential and contribute to positive changes on the planet and will also suffer the consequences of failing to do so. This has manifested in consciousness changes that entailed substantial
Awareness in Management

turns in the ways people worked and got organized. The issue has been addressed by many researchers, including Abraham Maslow in his hierarchy of needs\(^4\), Jean Gebser who looked into people's horizons of consciousness\(^5\), Clare Graves describing the evolution of human values\(^6\), Deepak Chopra categorizing leadership responses\(^7\), and David R. Hawkins with his previously mentioned “map of consciousness”. One can also try to relate different levels of human consciousness to particular chakras, or psycho-physical energy centers in the subtle body, according to ancient Indian psychology concepts. With all their differences, all these perspectives seem to diverge at a certain consistent view of human social evolution, from the archaic survival-dominated age depicted as Infrared, through the Purple, magical time of belief in supernatural powers, the era of belief in the supernatural power of gods represented as Red, the mythical era of belief in good and evil called Amber, the rational approach of Orange, the human-oriented Green approach, up to the so-called second-tier Turquoise stage aiming at the integration of all the areas.

The transition between the first and second “tiers” is marked by the level of trust, self-confidence and belief in goodness of other people. The chart on the next page represents the evolutionary range of human motivations and perceptions. From the era of scarcity to the consciousness of wholeness. From motivation driven by deficit to striving for unity. From perceiving another

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### Leadership Responses

**Level of Consciousness**
- 1st Tier
- 2nd Tier
- 3rd Tier

**Worldview**
- Integral
- Holistic
- Self-Actualization

**Value System**
- Unidentified
- GlobalView (Turquoise)
- FlexFlow (Yellow)

**Meme**
- * (Coral)
- (Turquoise)
- (Integration)

**Level of Consciousness**
- Spiritual Fulfillment
- Moral Values
- Esteem

**Leadership Response**
- Indigo (Self-Transcendence)
- Turquoise (Unity of the universe)
- Teal (Integration)

**Log**
- 700 - 1,000
- 600
- 540

**Level of Consciousness**
- Enlightenments
- Peace
- Joy

**Energy Center in the Subtle Body**
- Sahasrara (Crown chakra)
- Ajna (Third-eye chakra)
- Vishuddha (Throat chakra)
- Anahata (Heart chakra)
- Manipura (Solar plexus / navel chakra)
- Svadhishthana (Sacral chakra)
- Muladhara (Root chakra)

### Cultural Paradigms

**1st Tier**
- Archaic
- Instinctive / Survivalistic
- Biological and Physiological

**2nd Tier**
- Mythical
- Purposeful / Authoritarian
- Impulsive / Egocentric

**3rd Tier**
- Unidentified
- GlobalView (Turquoise)
- FlexFlow (Yellow)

### Maslow's Hierarchy of Needs

- Safety
- Belongingness
- Esteem

### Gebser's Spiral Dynamics

- Rational
- Animistic
- Mythical

### Graves' Cultural Paradigms

- Communitarian / Egalitarian
- Purposeful / Authoritarian
- Impulsive / Egocentric

### Laloux's Leadership Responses

- Maslow's
- Gebser's
- Graves'
- Laloux's
- Chopra'
- Hawkins'

### Soul of BUSINESS

* Meme - an idea, behavior, or style that spreads from person to person within a culture. A meme acts as a unit for carrying cultural ideas, symbols, or practices that can be transmitted from one mind to another.
instrumentally to unification. This is the road covered by the consciousness of mankind and one that each of us has to travel. Why is it so? Why do we stop on this way? Why is it that the average emotional age of a grownup person now can be equated to a properly developing twelve-year-old?

It is because trust is missing in our lives. When we lack belief in ourselves, we do not believe in other people, either. How can you regain it? Do not be afraid to question your core values and beliefs. Have your own world rather than trying to meet other people’s expectations, seeking their acceptance and love. As long as you beg for it you will always be somebody’s slave. Only a beautiful and fragrant flower will attract another beautiful and fragrant flower. Become one! Find courage to go discovering the world anew and learning from your own experiences and mistakes. Without following others, without unquestioning belief in what they teach you and blind compliance with their demands. Discover your gift and talent, reclaim your individuality. While this requires a great deal of courage and self-confidence, it is the only way to true, not partial, success and fulfillment. Those who aim at achieving their full potential are so few. So many fear pain and rejection. What a loss for the person and for mankind!

Sometimes my entire life seems to be to be one long series of mistakes. Many of them ruined my success and relationships with others. Does this mean that I should be more cautious, more protective? Do mistakes contain only this destructive, negative energy? Or perhaps my courage to allow myself to make mistakes was the most powerful ally on my way to success and fulfillment? Do mistakes only lead to discouragement or can they actually help you build trust in yourself and others?
A mistake is something very real, very true, and very human. A mistake is a very clear signal that we are reaching the limits of our potential, our abilities. If mistakes do not happen, that only means that we are not setting new, sufficiently ambitious challenges for ourselves that match our potential; we are playing safe, we only do things that are obvious, sure to work. In a word, we are not allowing ourselves to move out beyond the well-known coastal waters. A mistake is an excellent measure of your possibilities. If somebody does not make mistakes, in practice it means that they are not developing on the scale of their abilities. As equestrians say: “If you have not fallen off a horse, then you have not been riding long enough.”

My own mistakes are like blind alleys that I enter. When living an active life or running a business, from time to time we take pathways that turn out to be dead ends. But often there is no other way to find the right path, the path of development. That is how you get through a maze. You have to back off and look for new solutions. If it were not for mistakes, we would not reach the right solutions.

Let's look through a similar lens at the mistakes of others: our managers, employees or partners. If I know, if I recognize that their mistakes are caused by a desire for progress, development, expansion, the search for new paths, I will handle it like a mother handles her children. She always believes in them. She always trusts that eventually they will learn to walk. She does not regard them from the perspective of duty and responsibility, but with love. In this case, I repeat: “Don’t be afraid of mistakes, they’re unavoidable and are the best teachers. Don’t be afraid to sail out into deep waters. Do new things, make mistakes!” To
support this kind of culture in my company, I often said: “Your competencies are where you place them yourselves.”

In our daily lives, especially at work, we often have to deal with a different approach. Demands are placed on us. We are told what to do and if we make a mistakes those demands become the ground for enforcing consequences on us. We are treated as lazy beings that cannot be trusted, and this very expectation very often turns to be a self-fulfilling prophecy.

But there are also other kinds of mistakes. Mistakes that result from laziness, lack of diligence, intellectual sloppiness, a superficial approach to tasks or lack of concentration. Such flaws are a lot harder to tolerate, if only because they contribute nothing to our development. They have only negative energy, and they do not teach us anything. Unfortunately there are many such mistakes. Besides, you can fix them only by going back to the level where they were made. This is a waste of time and energy. It holds back the development of businesses and people. How do we come to terms with their existence and still believe that the human factor can be a driving force for business, rather than its hazard?

So it is worthwhile taking a moment to consider to what degree these two types of error affect trust. Trust is a “deep” state, firmly rooted in consciousness and in the emotional sphere. Mistakes and their consequences do not usually affect us so deeply and permanently. In a certain sense, the potential for trust is so great that individual “non-developmental” mistakes cannot shake it. But you have to remember that constant dripping wears the stone. The repetition of mistakes that result from sloppiness soon brings about consequences, but a lack of
knowledge of yourself and your capabilities can also destroy relationships of mutual trust over time.

That is why we should by no means overlook mistakes and just “get down to the business,” underestimating the destructive power of a mistake and its influence on management. Polish soccer fans, who sing “Nothing’s happened” after a lost game, are doing irreversible harm to the team. In fact, something has happened. They have made another mistake. So what is needed is more work, energy, diligence, concentration and willpower.

That is exactly what happened in one of my companies. I turned a blind eye on mistakes that were based on a lack of respect for the established values. Tolerating this type of a mistake, which is in practice hard to measure, and thus hard to notice, led to a catastrophe. An appropriate reaction could have prevented the consequences of irresponsibility, but treating the problem superficially turned out to have disastrous results. That happens often.

Interestingly, after victories of our soccer team, the fans have recently begun to go home without shouting or singing. Pity and sentiment love company. But those are false values. A much greater challenge for our ego is to unite in joy and success. This is what we must learn as a society.

To avoid mistakes, to earn other people’s trust, we need to be mindful. This is a quality of life everybody should work out. In the West, so-called mindfulness is one of the spiritual practices most frequently used by corporate managers. Here again, leadership and management come together. Management depends not only on the leader’s consciousness but on each member of the organization as well. And mindfulness or other qualities of consciousness are not an exclusive domain and
focus of the leaders, they concern all of us. This leads to full expression of humanity and enables the kinds of relations that match up to our potential.

If we want to follow the path of trust, we have to answer another question: What knowledge should we give to the people? What should we teach them, so that they can distinguish between types of mistakes and will not take them too lightly?

First of all, we have to give them the tools that will help them analyze errors consciously, understand their nature and causes. Let’s return to an example that is a sensitive point for many people. Being addicted to smoking is a mistake that you can continue making all your life. A permanent mistake, usually resulting from a lack of deeper awareness of what you are doing. Meanwhile, familiarity with human respiration, more precisely with the relationship between the breathing and the body’s energetic efficiency, allows us to look at the addiction from a completely different perspective. It gives us another chance to recognize and meet the true need that we are satisfying by smoking. The habit gives us instant relaxation, thanks to deeper and more conscious breathing. We can replace it in many ways. However, it is not only a matter of method, but most importantly of motivation. It is only awareness of what is really happening that will move us to change. We can achieve this awareness through an inevitable decline in health, or through self-knowledge, meaning learning how we manipulate situations, and as a result, coming to understand the dependencies we fall into.

I replaced smoking with running. Over time, and this happens in many cases, awareness of what we are doing helps to increasingly eliminate the mistakes, and protects us from
slipping back, from destroying our internal integrity. But you need awareness and experience of what is really going on, not just knowledge on a certain subject. Everybody has that, but few people are able to make use of it, putting it into practice.

Let me give some more examples of the role of mindful presence, awareness of what is happening in the moment a mistake is made and methods of correcting them:

A new salesperson approaches a customer and is incapable of effective listening. As a result, he or she cannot understand the customer’s needs and sell the product. So you need to put the salesperson, for example, in a situation where somebody else does not want to listen to him, and thus figure out his needs, thus causing frustration; or in a situation where somebody creates in them the inspiration needed at the moment of purchase. In this way we operate on their self-awareness, equip them with competencies and protect them from further mistakes.

Another example: At a company event, one of my employees came up to me and said: “You know, I used to work in a government agency, where I spent my time killing off private businesses. Out of principle, because I believed they were harmful to society. I believed that they were crooks. It was only when I came to your company that I realized my mistake. When I came into contact with a new kind of ethics, and saw the emotional engagement and effort everyone puts into their work, I understood that that was just propaganda. I became aware what harm I had been doing to myself and others by this approach. Now I understand that I was actually destroying what I was fighting for: justice, honesty and my own future, based on mutual respect.”

In many cases, to correct the mistake and derive a benefit for the future, it is enough to find yourself on the other side.
The capacity for empathy, for imagining yourself in somebody else’s shoes, is good protection against mistakes in relation to other people. If we want to protect ourselves against errors in relation to ourselves, we can apply the method that I call “fast-forwarding the film.” This is a type of psychological time travel in your imagination. Into the future, of course. Then, because of the quantitative accumulation of events and feelings, the consequences of our erroneous actions are more clearly visible, and we can reflect on the need for change. This is a type of strategic thinking.

It reminds me of an Ishikawa diagram, which plots causes and effects, presenting an analysis and forecasting effects based on causes.

When managing other people, it is important to teach them mindfulness and awareness, because mistakes result from mindlessness, a lack of awareness of causes and effects. People who are mindful and aware discover mistakes on their own; they analyze the consequences and eliminate the cause. People’s awareness, in particular that of the leader, plays an essential role both in life and in business. It is not the intellectuals who rule this world. In the service of their ideas, they are managed by people with greater emotional intelligence and awareness. Often these are people who do not do as well in the traditional

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8 The Ishikawa Diagram, a diagram of causes and effects, is a graphical representation of the influence of various causes and their mutual causal connections with a given qualitative problem and an analysis of the results (effects) caused by the operation of these connections. This method was created for the purpose of recognizing the dependencies between the demands of a customer and the quality of the final product, making it easier to determine its attributes. The diagram places the causes or factors related to a given problem in logical and chronological order.
educational system as the honor students, whom they later hire. Because it is not the ability to obtain knowledge that determines your power and success in life, but the experience gained in the field of self-awareness.

I know only one way of developing awareness: mindful living, being in the here and now, and as a result, understanding what is really going on. And thanks to this, creating your own vision of life. Putting it into perspective. Concentrating on truth. In Asia, this approach is called meditation. It is not a technique; it is a way of life.

I believe that meditation is the best path to help us progress to a higher level of consciousness. On the previously mentioned “map of consciousness” developed by Dr. Hawkins, the lowest levels on this scale are conditions created by shame, humiliation, elimination – 20 points. The highest values are achieved by conditions related to understanding – 400, serenity and transfiguration – 500, bliss and enlightenment – 600, and finally pure consciousness – from 700 to 1,000.

“On our scale of consciousness, there are two critical points that allow for major advancement. The first is at 200, the initial level of empowerment: Here, the willingness to stop blaming and accept responsibility for one’s own actions, feelings, and beliefs arises - as long as cause and responsibility are projected outside of oneself, one will remain in the powerless mode of victimhood. The second is at the 500 level, which is reached by accepting love and nonjudgmental forgiveness as a lifestyle, exercising unconditional kindness to all persons, things, and events without exception.”

### Map of Consciousness

<table>
<thead>
<tr>
<th>Awareness in Management</th>
<th>MAP OF CONSCIOUSNESS</th>
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#### Levels at 200 or above have Truth, Integrity and support life. (Creative)

<table>
<thead>
<tr>
<th>God-view</th>
<th>Life-view</th>
<th>Level</th>
<th>Log</th>
<th>Emotion</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self</td>
<td>Is</td>
<td>Enlightenment</td>
<td>700 – 1,000</td>
<td>Ineffable</td>
<td>Pure Consciousness</td>
</tr>
<tr>
<td>All-being</td>
<td>One</td>
<td>Perfect</td>
<td>Peace</td>
<td>600</td>
<td>Bliss</td>
</tr>
<tr>
<td>Mercyful</td>
<td>Inspiring</td>
<td>Benign</td>
<td>Love</td>
<td>500</td>
<td>Reverence</td>
</tr>
<tr>
<td>Wise</td>
<td>Enabling</td>
<td>Meaningful</td>
<td>Reason</td>
<td>400</td>
<td>Understanding</td>
</tr>
<tr>
<td>Loving</td>
<td>Feasible</td>
<td>Acceptance</td>
<td>Courage</td>
<td>200</td>
<td>Affirmation</td>
</tr>
</tbody>
</table>

#### Levels below 200 have False, lack of Integrity, do not support life. (Destructive)

<table>
<thead>
<tr>
<th>Awareness in Management</th>
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<table>
<thead>
<tr>
<th>Indifferent</th>
<th>Demanding</th>
<th>Pride</th>
<th>Scorn</th>
<th>Inflation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vengeful</td>
<td>Antagonistic</td>
<td>Anger</td>
<td>150</td>
<td>Hate</td>
</tr>
<tr>
<td>Denying</td>
<td>Disappointing</td>
<td>Desire</td>
<td>125</td>
<td>Craving</td>
</tr>
<tr>
<td>Punitive</td>
<td>Frightening</td>
<td>Fear</td>
<td>100</td>
<td>Anxiety</td>
</tr>
<tr>
<td>Disdainful</td>
<td>Tragic</td>
<td>Grief</td>
<td>75</td>
<td>Regret</td>
</tr>
<tr>
<td>Condemning</td>
<td>Hopeless</td>
<td>Apathy</td>
<td>50</td>
<td>Despair</td>
</tr>
<tr>
<td>Vindictive</td>
<td>Evil</td>
<td>Guilt</td>
<td>30</td>
<td>Blame</td>
</tr>
<tr>
<td>Despising</td>
<td>Miserable</td>
<td>Shame</td>
<td>20</td>
<td>Humiliation</td>
</tr>
</tbody>
</table>

Applying the testing method known as kinesiology, Hawkins and his researchers estimate that more than 85% of people alive today calibrate below the critical 200 threshold. They further assess the energy state of humanity’s collective consciousness to be around 207. Courage is the threshold that allows a profound shift from destructive and harmful behavior to constructive and virtuous lifestyles.

Our collective score is 207 because Hawkins’ scale is a logarithmic progression. Individuals who achieve higher states of consciousness counterbalance large numbers of people in lower levels.

To quantify the power of individuals who reach higher states, Hawkins suggests the following relationships, broadly supported also by Indian sources:

- “One individual at 700 counterbalances 70 million individuals below level 200
- One individual at 600 counterbalances 10 million individuals below level 200
- One individual at 500 counterbalances 750,000 individuals below level 200
- One individual at 400 counterbalances 400,000 individuals below level 200
- One individual at 300 counterbalances 90,000 individuals below level 200.”

Hawkins emphasizes that every person has the capacity to have significant influence on the wellbeing of society by focusing on the advancement of their own consciousness.

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The personality of the leader failing to adequately deepen his mindfulness and awareness is a dark edifice with many floors and hidden nooks. Its structure is entangled, incomprehensible, lacking lightness and flexibility, restricting creativity. In effect we do not get a leader, but a manager and administrator, incapable of motivating the people or him/herself. This kind of person thinks sequentially, is incapable of thinking simultaneously, and thus of understanding the deeper relationships that arise at every moment. They are not aware of the alternative worlds in which other people live. The ability that leads to this understanding was described by Michael Burnett, Anthony Robbins’ closest adviser, as the ability to develop an internal witness. As he himself says: at that point “Everything becomes clearer, your feeling changes, you achieve new, incredible abilities. This is human genius.” In his flagship Leadership Academy program, he regards the ability to achieve this witnessing consciousness as the greatest secret to success in business.
Why is a caterpillar wrapped in silk while it changes into a butterfly? So the other caterpillars can't hear the screams. Change hurts [...] 

We all know, all of us, that we are our own greatest opponents. What is holding you back from your potential? You. No one else has the access.

(Rory A. Miller, author of the worldwide bestseller Violence: A Writer’s Guide)
A human being has a collection of needs. Whoever satisfies the most of them, wins people for his or her own purposes. The philosophy of business is the art of gaining people as one’s customers. The era in which owning land or an industrial plant offered the greatest possibilities is over. Today, in the multimedia world, the greatest power is wielded by those who can most effectively allure people’s attention, attract their minds and awaken interest. The human masses represent an enormous consumer potential. Politics works with economics to open new markets in the search of new clients. The economy and its growth are the area of greatest interest in our time.

Let’s recall Maslow’s pyramid. If we take this model to be true, an individual can be represented by the structure of his or her needs. If those at the lowest levels, the physiological needs and the need for security are not satisfied, the person will not attend to the needs from the higher levels. If a retired woman does not have enough money for the rent and medications, she will not seek opportunities for self-improvement and will not sign up for the Seniors’ University program. If an employee does not have a solid contract guaranteeing his and his family’s long-term security, he will not think to ask his employer for special training. I categorize the needs of the civilized person slightly differently – those that are natural and real (you can find them in Maslow’s pyramid) and the unnatural ones, created by the promises of marketing.
In meeting these “marketing” needs, people acquire things that in reality are not necessary for life, serving only for social display of possessions. They are convinced that this is the path to happiness and success.

Contrary to popular opinion, I believe that the need for love and belonging can also be met through business and within business settings. And then they certainly do not need to be treated exclusively as things “for sale” based on the model of “pay and we’ll guarantee the satisfaction of your need.”

But to prove to people that business is also a place where they can meet their higher needs, you need to show them the way. To show a path to others, first you have to traverse it yourself. How can you inspire others if you do not know how to inspire yourself? You can only teach somebody what you have lived through yourself, what you know. This is where speculation ends. It is similar in martial arts. The fifth dan teaches the fourth dan. If you want to show the way to the fifth dan, but you yourself have only the fourth, you do not have the competencies needed for the task. You simply do not know how, and you will not fool anybody by talking about it. You can only show the road that you yourself have traveled. It is simple: people see who you have become, and decide whether they also want to be like you. If your path is attractive, others will follow more willingly.

Showing the way to others requires authenticity. If a leader is not genuine, if he or she pretends to be somebody else, uses tricks only to derive some advantage or to be admired and imitated, they are not capable of showing the true path. The East knows this problem, and describes it using the term “false master.” In the West, we call this kind of person a philosopher. Talk is cheap, and so is thought – actually not just cheap, but free. That is why
all of us philosophize. Because it does not hurt, because you do not need to do anything. As a result, procrastination becomes the greatest curse of life today. Only when you have traveled this road yourself will you understand the whole philosophy. But at that point, what will you need it for?

Those who know how to do something in business, do it. Those who cannot, philosophize. We have also adopted this pattern in schools. Born teachers are rare. In business, you often meet someone who is profit- or quantity-oriented and tries, to appeal to and attract as many people as possible, to pull them into his or her orbit, their circle of influence. The motive is usually urge to control, greed and the desire for profit. Values are pushed to the background. False leaders most often impose: “Do this, and that,” or “Play this way, or that way.” They do not leave any room for our own choices, our decisions. They are the ones who decide how something is to be done to achieve a certain effect. As a result, our world ceases to be a world of conscious choices, and starts to become a world of falsehood. We end up deceiving ourselves more and more. We move away from the truth, from authenticity, using tricks to gain benefits. Our world becomes more and more automated and you cannot pin down when exactly you moved from honesty to cunning, from cunning to greed, from greed to aggression. And thus we become someone we never wanted to be.

Building consciousness, and more precisely a new consciousness, obviously requires change. Before we make a change we must make a decision to change. Intentions are not enough, even so-called good intentions, because after all that is what the road to hell is paved with. You have to take the first step and move onto the path of change, and thus a path of building consciousness. Unfortunately, there are plenty of obstacles. Many of them posed
a challenge for me. What blocks our intent to change is, first of all, our habits.

Before the transformation of my consciousness, I had a constant feeling of compulsion: that I have to do something, I always have to do something, I always have to prove myself, I have to be good, I have to be better than others, I have to win, I have to make money, I have to leave a heritage of achievements. I have to, I have to, I have to…. Now it is different. I do not have to do anything. I just decide to.

Another challenge is the horrible, devastating habit of meeting expectations. Now I know that I do not have to meet expectations of other people. They do not meet some of mine either, and that is their right. Nobody should go through life concerned with other people’s problems. Before I came to realize this, I made many unnecessary, illogical moves that were harmful to life and business.

The next obstacle is our mind’s phenomenal ability to rationalize failures and defeats. The same old “Nothing’s happened” tune. We can perfect this ability to the point where after causing yet another failure of a project or business, we just say “Well, the ending was a flop, but I started so beautifully!” “Why should I worry about it, let the mind figure it out”. Positive thinking is the other polarity. It sells incredibly well in America, and it also has many supporters in Europe. It is an easy way of minimizing problems. However, it is also a tool for effectively taking on new challenges.

Another barrier is the habit of seeking pleasure. With time, pleasure-seeking itself became my problem, a subconscious one at the time. I started to divide my life between work and seeking the pleasures of this world. One would make me lose the other.
Now I know that I can find pleasure and joy in everything I do, but this is something I had to learn.

Immediately after habits, I have to mention addictions. These are also a type of habits, which make us dependent not only mentally and emotionally, but also physiologically. I started to drink and to smoke about the same time, at the age of eighteen, and I quit both addictions when I was thirty six. I was not drinking every day, but on the weekends I would binge. I was convinced that the only way to blow off steam after work and stressful situations was through alcohol and sex. I tried everything, starting with beer, through vodka, whiskey and every other kind of liquors. I did not drink because I liked alcohol, but because it reset my head, it helped me to get rid of my psychological burdens. But the physical and mental hangovers after drinking too much were heavier and heavier, and slowly took all the pleasure out of drinking. With time it also started to annoy me that I could not smoke in public places.

I realized that I was getting signals from all directions: what I was doing was a problem. I became aware of being a slave of smoking and drinking, especially of smoking. Giving up cigarettes seemed impossible. If I wanted to have a smoke, I would stop whatever I was doing; that was the only thing that mattered. Smoke. I also noticed that I was losing my knack for business, my talent, that I could no longer help others the way I used to. That the challenges of business were now greater than my abilities and energy. Then, fortunately, I found Anthony Robbins, a mentor and coach. But before I tell you about him, I would like to devote some time to that amazing part of our bodies, where after the spiritual initiation, change plays out. The brain. It is worth recalling its structure and functions.
Our brain is essentially three interworking brains. The earliest to be formed was the so-called reptilian brain, located at the bottom, at the back of the head. This is the part that is responsible for reflexes: breathing, heartbeat, maintaining body temperature. When something threatens our life, the reptilian brain mobilizes reserves of energy, strengthens our immunity; in extreme situations it “switches off” pain, sometimes even thinking. In extreme situations, it is also capable of “silencing” other parts of the brain so they do not interfere with the fight. It is something like switching off the g-force safety devices in a fighter jet. Either the force kills us, or by turning more sharply than our opponent, we shoot him down.

The next part of the brain, located near the top of the skull, is the limbic system, also known as the “monkey brain.” This part, which was formed at the time mammals evolved, is responsible for our emotions: it determines whether we become aggressive, whether we feel pleasure, whether sex makes us happy, whether we are sad or joyful. The monkey brain is also responsible for love, arguments, rivalries, gossip, ambition, fright, fear of rejection, anxiety, stress and social motivations of being part of the herd. It allows us to survive in society. The majority of the operations in this part of the brain are carried out without the participation of our consciousness. For an ape, being exiled from the tribe meant death. This is why today, when we are subject to criticism, we defend ourselves fiercely, not willing to acknowledge an error. As psychologists say: “The monkey brain would rather be right than happy.”1 The monkey brain in the human being feels comfortable only when it believes to be right.

1 M. Użarowska, “Otwórz swój umysł i biegnij” (transl. Open Your Mind and Run), Dog & Sport, 2/2014
So we are born with three natural phobias that handicap our actions and restrict development. The first two are caused by the reptilian brain: we flee when we feel sudden fear. We switch into the emergency operating mode, when the ground shifts beneath our feet or when somebody aims a gun at us. This is what is known as the “fight or flight” response. The third phobia, for which the limbic system or monkey brain is responsible, is the fear of losing our place in the herd. This is a social phobia.

The last to develop was the neocortex. The actual human brain. This part believes that it has a monopoly on rational thought. It can rationalize the emotions brought up by the monkey brain. Strong feelings, stress, are factors that in the civilized world must be rationalized, because if they are too strong they can be dangerous. The human brain defends itself against dependence on the monkey brain. This is why we can find hundreds of ways to justify failure. To a real monkey in the jungle, defeat in a fight is tantamount to death. Both of these situations trigger the same reactions. The human brain, on the other hand, makes the distinction easily. Failure? No big deal! Next time, I will succeed. This is why we do not suffer excessively from failures and disasters, because we can rationalize them. The frontal lobes have an incredible ability to create ever new connections for new situations. The human brain has an amazing ability to learn. Thanks to logic, its “human” part, in contrast to the other two, the “monkey” and “reptilian” parts, can direct the stream of emotions in the desirable direction. What concerns us the most is the way this happens. To be discussed in a moment.

Success is almost always a result of better cooperation between the monkey brain, responsible for emotions, and the “human” brain, responsible for logic.
Evolutionarily, the oldest is the “reptilian” part of the brain. In extreme conditions, for example in a moment of threat, the “reptilian” brain can “mute” the parts that evolved later, switching them off for a moment. The monkey brain and the human brain are basically locked in constant dispute. Of course, emotions usually appear first, and only later do we start to draw conclusions.

What we have gotten used to calling “opening” the mind is in fact an opening to internal negotiations between the part of the brain responsible for the emotions and the part responsible for reason. To put it simply, between the heart and the mind.

But not everyone is able to go down this path. The path of acceptance. We fear that it will be treated as a weakness and used against us. A typical approach is to set up a fight against the emotions. We fight against stress, we fight against discouragement, we fight against our fears, and so in fact we fight against ourselves. Against our personality. Sometimes we fight to the bitter end, without understanding that we are killing, destroying ourselves. This very animal-like approach is dictated by the ways we see the world around us. Subconsciously, we sense that it is a jungle.

And yet it is enough to open our minds and begin to get to know ourselves. Getting to know yourself involves what I started this book with – having a conversation with yourself. Asking questions and providing answers. It is at once a creative and a critical dialog. To destroy, in order to create. Only this way will the proper solutions be found, and we will get to know about our own nature.

The monkey brain, as the part in charge of emotions, has astonishing amounts of energy at its disposal. It is capable of
phenomenal concentration on a goal and engagement in a task. All it needs is for the logical part of the brain to learn to direct this energy and use it in the right way. This, greatly oversimplified, is “emotional intelligence.”

The human in our brain must explicitly and precisely tell the monkey what it wants. The effects will be wonderful. At the same time, the properly used monkey will teach the intellect the values of joy and excitement. Our animal nature will also be a source of energy and strength.

At the same time, most of us are caught up in internal conflicts among the three parts of our minds. These internal disputes lead to psychological exhaustion, energy loss, which in turn causes burnout or a type of learned helplessness. This is a typical attitude of the so-called loser. A loser is somebody who cannot open their mind and acknowledge the internal reasons for his failure. This, of course, leads to a lack of success and ever less satisfactory outcomes in life, and results in business. In addition, frustration and burnout have a tendency to become permanent. So we teach our minds to give up on dreams and goals. Until finally, in fact, we give up on them ourselves.

Paradoxically, even an apparently successful businessperson, who has given up on dreams in favor of security, can turn out to be such a loser. As a result, he or she lives only for the future, sinking into frustration.

In theory this seems clear, but what exactly must we do in order to “open up,” to open our minds, get to the truth about ourselves, achieve authenticity? What is the key?

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2 In East Asian mythology, in India, China and Japan, the monkey is often the personification of the “cunning sage,” the effective and crafty warrior, a sort of mental “superman” with extraordinary possibilities and strength.
My path to opening my mind began with a meeting with Anthony Robbins. The most important decision was that I would not just stop with his books, but I would go to his training sessions. Robbins spoke about truth, about authenticity. He showed what he was talking about; he was a living example. That is when I understood that I had been doing all that I could, using the resources I had, so to make a change I needed some additional energy. When my energy is high, I can do more; I act more effectively; I am happy, joyful, and creative; I can win. That meant that I must no longer smoke or drink. I must start eating a healthy diet, and exercising. “I should,” changed into “I must.” It happened because under the personal influence of the master, I not only understood, but actually felt the need to change. That internal imperative was very effective in my case so I was very successful in my resolve.

Leading us up to this change, Robbins posed a specific challenge to the participants: ten days without smoking and drinking, with a healthy diet and aerobic exercise. I decided to give it a try. I thought I could stand the ten days. A few days into this new routine I felt so great, I had so much energy and lust for life, that I said to myself: “I’m never going to go back to the habits of the past.”

The question is: did I really need Robbins for this; couldn’t I have done it on my own? Quite obviously the meeting with Robbins was necessary, because it brought me onto the path of change. I did have motivation for change before, but it was not strong enough. Emotions helped, because Robbins teaches you how to manage them. Until then, I had been that successful loser who felt that something was missing in his life. I lived for the future, driven by expectations. What I was missing was happiness.
Following my inner voice. This is what anybody in that position misses, whether they admit it or not. Everything changed when I became the master of my emotions. I did not have the tools for this before. Robbins gave them to me, along with the concrete knowledge of how to change. Still, the key was my motivation and determination. I wanted happiness in my private life, and success in business. For this purpose I was willing to sacrifice my old comfortable ideals and pleasures. That was crucial. I already knew that my own imagination, my “golden dream,” had led me to the limit of my own possibilities, and I had to renounce them. Why? Because I understood that they had become my own personal prison. Those new experiences taught me to use my inner self-belief as well as the power of external conditioning based on the belief that “I must”. As a consequence, they re-programmed me. They gave me an opportunity to realize my potential, to become both successful and profoundly human like I had never been able to.

I switched from cigarettes to running. After those few days I became aware that I was free from the addiction, that at last I had a choice. After all, slavery and psychological compulsion are a high price to pay for a supposed pleasure.

Something of a side effect of the transformation was weight loss. Forty-five pounds. But what was more important was that I started to look at reality in a completely different way. I came to understand one thing: Everything that surrounds us is a certain form of energy. Each of us has access to it, but not all of us know how to tap into it or maintain it. The same energy can be used in a wide variety of ways. Its quality and quantity determine the quality of our lives. I also understood that we are capable of controlling this. That pushed me into action. I learned ways to
manage energy. This became more important for me than the mental exercise of managing priorities or time.

Why is this so important? Because ultimately it is the amount of energy available to us that determines our priorities and the kinds of challenges we take up. The same energy accumulated in us today can at any moment be set in motion and transformed either into frustration, anger and aggression, or into motivation, strength and joy. Two important factors must be taken into account: the quantity of energy, and its quality. There are various tools that build energy and change its quality. Until I found these tools, everything related to the energy in my life was a matter of chance. The moment I decided I would eat healthy food, I also had to learn to breathe in a healthy way, drink the right amount of fluids, think in a healthy way and of course exercise. But feeling more energy, more strength, I looked at challenges from another perspective. I set different goals. This was very motivating. It turned out to be a more effective way of achieving success.

Running is one of the most effective ways of building, utilizing and replenishing energy. It also contributes to the positive use of our energy resources; we do not waste them on frustration, aggression and depression, but use them to achieve our goals, and states such as joy, happiness and elation. In general, any intelligent practice of physical activity, be it sports, dancing or martial arts, has positive effects on us. I run, and that is why I use this particular activity to illustrate the most important principles.

In general, in life we switch between two states: relaxation and mobilization. Movement is the easiest way to go from the state of relaxation to that of mobilization. In the state of relaxation we do not use much energy, so we could live as long as a hundred and fifty years. In the state of mobilization, if it went
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on uninterrupted, only a few. Our internal organs would quickly be destroyed. Movement detoxifies the body and gives us energy. It allows us to gather, release and renew it. Our body is something like a hybrid car, which, when it brakes, recovers a significant portion of the energy it used to speed up.

I decided to run in the evenings, because in addition to the health benefits, running in the evening helps to release stress after a long day. Later on, I changed to running in the mornings, and swimming in the evenings. I do not run competitively, but “aerobically.” Aerobic exercise is a kind of effort in which the muscles work using oxygen supplied by the blood. It involves the kind of metabolism that is characteristic of lower intensity effort, spread out over a long time. Energy is created in the muscles by burning glucose in the presence of oxygen. This is known as an aerobic reaction. For a limited time, a muscle can also work without oxygen, during intensive and short-lasting anaerobic effort. When muscles work so intensely that blood cannot supply enough oxygen, the energy deficit is compensated by combustion without oxygen intake. But that is the domain of professional sports, unrelated to striving for health. Often actually harmful, I should say.

I was not interested in sports, or in pumping up muscle. I was running to get rid of toxins and to generate energy. To be healthy. Health is not measured by absence of disease but by vitality. The body is constantly poisoned by toxins, and aerobic exercise causes detoxification. Running is one of the easiest ways to cleanse the body of toxins. Of course, you can ride a bicycle or swim, or activate the body through other sports or martial arts, but running is the most accessible method. So I put on my old shoes and gym clothes, and started running. Old, because in the previous years
I had only bought suits. In just a few weeks I lost about twenty five pounds and felt great. I run the right way, at the right speed, and I try to relax. It is very important when running to feel your body, to feel your breathing. Many people run with headphones on. But music does not allow you to listen to your own body. Tuning in to your body is the first step to conscious existence in time and space. To uniting body, mind and spirit. Buddha, when talking to a disciple, waved a fly away with his hand and then said “We must stop the conversation, because I have sinned.”

“What do you mean?” the disciple asked. “You didn’t kill that fly.”

“Yes, but I wasn’t aware that I was chasing it away. It was a sin against my own body.”

This is an immeasurably high standard! Most people live in a mechanistic, reflexive way, not striving to be aware of their existence. Concentrating on their fears, phobias and stresses, and on the struggle against those conditions. These are people who, instead of moving toward dialog of their human brains with their monkey and reptilian parts, live by reflexes and habits. At the end of their lives, they say in shock that life has slipped through their fingers, like a handful of sand picked up at the beach. It had no color or charm. They never learned to actually experience reality, to participate in it consciously, instead they used and misused their energy for less important matters.

After all, it is about something obvious: the ability to feel. To enjoy each step, each breath, each movement. Literally each one. Like in a dance. Conscious existence can be like a dance – conscious and very harmonious. While running, if we listen to ourselves, our bodies, we begin to feel. We become aware of ourselves. How does this happen? If we do not move the body,
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...force it to exercise, our bodies in principle will cease to exist for us. We will know that we have them, but we will not feel them. They remind us of themselves by pain or by the symptoms of disease. Movement requires effort, work, and control. When I run, I begin to feel. To become aware of what is going on with me at the moment. That is also why, in order not to give in to temptation, when I get home after a hard day I stay away from the kitchen. Eating is a simple way to deal with stress, but it is better to do some running or some other exercise. Stay out of the kitchen! Eating also reduces stress, but in the long run it becomes an obsession. I need just a few miles’ running to slip into a state of euphoria, a state where I feel my body, and my energy is building. This is catharsis, or purification after a long day of psychological strain. I feel like a newborn afterwards. The kitchen and its scents are no longer a threat to me. The runner’s high gives me a lot more benefit and pleasure than the taste of food. I enjoy myself and my energy, and I do not need substitutes.

I run for at least half an hour every day, trying to do this at an aerobic heart rate, which in my case means about 140 beats per minute, at a pace of about 7 miles per hour. In the beginning, I ran slower and shorter time intervals, but never less than 20 minutes. Otherwise you do not achieve the desired effect. Today, running is my emotional need. It brings relaxation and joy. Endorphins, the so-called hormones of happiness, which are released after a certain time of running, create an incredible feeling and sense of satisfaction with yourself. By definition, they are responsible for various states of euphoria. Still, this is a form of addiction, so to balance this, I also introduced another regular element of daily routine: meditation. These are now fixed points of my daily program. Even if my meetings ran long and I arrived home late,
and outside there was snow up to my knees, I never asked whether I should run or not. Instead, the question in my mind was: “What kind of shoes should I wear to keep my feet dry?” When it was too dark to run in the forest, I would run around the house, setting off the motion-detector lights. It is precisely this element of character that played the decisive role in my career. I would not put off until tomorrow what I could do today.

The rational part of the brain of course tempted me: There’s so much snow, let’s do the running tomorrow. But I knew that if I let my brain persuade me and skip one time, on the following day the lazy rational mind would win again, and I would not run then either. I tried to prevent the birth and perpetuation of bad habits, automatisms. For me, running time is in a sense sacred time. I know that when I am going out to run, I am going out to run, it is non-negotiable. Any kind of rationalization is only self-deceit. I try to turn off the functions in my brain that are unnecessary and hinder consistent action or relaxation. This has the goal of achieving maximum union with the present moment and my own body. That helps to relax, and therefore to open the mind. It would be ideal, after making a strategic decision, to switch off the “human” part of the brain, and to remain in the state of “clear mind” – a state that is the domain of the greatest masters of spiritual meditation and traditional martial arts. I try not to think about anything that is not related to the current moment. If some kind of thoughts appear from the outside, for example from the past, they can be a challenge. But there is no need to make this into a problem, because that only magnifies it. Instead, I try to stay aware of my body, to be one with my breathing, to place my feet carefully, to relax my muscles, to be conscious. With a little practice, this lets you
“reset” your mind. To cleanse it of unnecessary, frustrating “cookies” that the rational part of our brain is constantly trying to send us.

To deepen your consciousness of the body, there are also other excellent types of engaging movement. Golf is a great game. In golf, contrary to popular belief, you have to move a lot. This sport seems not to require effort, but that is not true. Golfers walk about six miles with bags of clubs on their back. The bags are heavy. When you set them down, you have to hit the ball very precisely. And to relax, because the swing must be strong but simultaneously gentle. The body has to be elastic, but the wrists free. Just like in conscious running, your entire mind, all of your awareness, has to be poured into your body.

Businesspeople love golf for another reason. This game gives you immediate feedback. As soon as you strike the ball, you know whether it was effective. If it did not work, you know what you need to fix. If the swing was successful, you feel a type of exciting fulfillment. The result is instantaneous. That is what businesspeople are missing in their daily work. Managers say: “A bad day of golf beats a good day of work.” The discipline also teaches you to relax and not to use force unnecessarily. In this respect, it is similar to martial arts. If you tense up your strikes will not be efficient, you will not deliver a knockout blow.

I love yachts, and spend a lot of time yachting. Onboard you have to feel the wind, be in contact with nature, with your surroundings, in order to properly manage and steer the boat. You have to be “switched off”. This type of recreational activity supports calming down and knowing yourself. It also teaches you to be natural, because the yachtsperson is surrounded by nature. In order to feel it, one has to connect to it.
Additionally, yachting teaches you to recognize the boundaries of risk and to manage it. This is very important for a businessperson. Sense the critical moment, in which a business can tip over just like a yacht. Nature can be unpredictable, so sailing teaches you to “expect the unexpected,” and to respond properly, effectively.

Once I asked myself: what would I fear the most from an enemy or a competitor? I reached the conclusion that it is precisely unpredictability. If somebody is unpredictable, that is truly dangerous. That is why in running a business, I try to be unpredictable. This is often essential to achieving success. If the competition figures out your plan beforehand, before you make your decisive move – you lose. If your employees “figure you out,” you lose authority since you have nothing new to present.

All of these sports guarantee you a good “connection” between mind and body. The body is in the here and now. It is a source of joy, happiness, love, bliss. If you are too immersed in your thoughts, you only dwell in the past or future, you are not in the here and now. Once you realize that your thoughts are moving in the direction of a problem, start to run, jump or dance. Do not let the problem overwhelm you. That is why for example in the morning, after a rough night, when my mind is crowded with thoughts, I often jump onto my trampoline and after fifteen minutes, I am like a newborn. A trampoline or rebounder is also a fantastic way to detoxify your body. The rebounding stimulates lymph drainage. The lymph system is sluggish and it needs help. Bouncing gets the fluid moving. The fluid moves out toxins and debris and activates your detox organs.

It is similar with dancing. Dance is one of the most creative and spontaneous activities for a human being. It connects the
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body, mind and spirit. I am talking about spontaneous dancing, the kind where you are having fun, where you pour in your love and spontaneity. In training to dance, you lose that quality. When you are truly dancing spontaneously, not using trained moves and not caring whether somebody likes it or not, you engage your entire body and mind. If you dance at a club thinking about the people who are watching you, it often looks mechanical. If you dance only for yourself, the movements can actually be clumsy, but your dance will be exciting, because what you are doing is true, authentic. Dancing is a wonderful way to quickly “throw yourself” into your body and be spontaneous. It is a wonderful lesson in the quality of life. I am learning Argentine tango. Rather than the technique, I am interested in the degree of mindfulness and intimacy reached because the task goes beyond self-awareness. The dancer must also be aware of the position of the partner and their current states and feelings. It is a difficult art.

Dervish dance fascinates me in similar ways. This type of movement aims at “centering” the dancer. The spinning dancer is directed into their own center, inwards. It is a type of meditation. A connection of mind, body and spirit. In fact, every type of dance is a way to center yourself, and the best dancers are those who have found a pathway into their inner sphere, their own authenticity. They actually are the most “inward-focused,” their dance is a manifestation of their inner world. There is a great deal of learned technique in this, but it is only in the service of freedom of movement. It helps to prepare the space for improvisation within the framework of the technique.

I have revealed before you the secrets of how you can open your mind with the help of movement. How to manage your own energy. If you succeed in achieving self-awareness on this level,
you can move to a higher level of initiation, that of deepening
your consciousness by use of more advanced meditation tech-
niques.

Meditation techniques are the most important part of my
day, and meditation is the central axis of my life. Contrary to how
others perceive me, what I believe to be my greatest success is
learning the skills of mindfulness and meditation. I first became
aware of this when I had a few days of peace and quiet to myself.
Then I naturally went into meditation, and in that state I found
myself, my feelings of love, happiness, creativity, joy, bliss. I found
everything that I had unsuccessfully searched for in other ways.
Most of us, however, are afraid to spend a few days alone. Myself,
I also had to be thrown into it by external circumstances. Such
an experience changes a person, and our old life plans will never
again fit with our new identity. It may require a change of friends
and the environment we live in. That is a huge risk. We feel that
intuitively and hence the fear.

There are thousands of meditation techniques. Meditation is
about being aware. The more you are aware of yourself and your
surroundings, the deeper you are in meditation. You can be aware
of various aspects: your breathing, your thoughts, emotions or
body. In deep meditative states, you can even be aware of the
circulation of your blood.

We can manage our inner being, our individual processes,
which normally function unconsciously. That is why I try to live
my life as meditation. Everything that I do and experience. I feel
my body, I am aware of it. I am aware of my arms, legs, thoughts
and emotions. This is how I achieve inner peace. I sit in silence
and I try to sit with my back straight, so that energy can flow
freely and so my body can be empty like a bamboo stick, like
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a bubble, which holds energy within, because then I can move deeper into silence. I enter the silence so that I can better hear myself, my inner being, my joy and love, hear the voices of my intuition and creativity. The straightened back eases the flow of energy in the so-called small energy circuit, between the top of the head and the loins. In the East this phenomenon is known as *kundalini* energy.

Meditation gives each person what they need at the moment. In the first phase certain ego qualities may manifest, making silence difficult. If an ambitious person sits down to meditate, they will be carpet-bombed with their thoughts. In fact there will not be more thoughts than usually, but the person will simply be more aware of them. He or she will not get into silence and will not enter their inner world. Instead they will succumb to the torrent of thoughts, believing this will bring them to the goal. So you have to learn a certain discipline of thought, know how to put certain things to the side. How to become free from the thoughts to which you are attached. There is a simple technique for eliminating the flood of information, which is constantly shoved at us by the rational part of the brain. It is known as “the leader of the pack.” You can imagine the thoughts attacking us as a flock of wild geese, who, frightened, leap into flight in an unruly mass. But after a certain time, from the tumbling mass, a leading goose emerges. This is the most important thought. Once you notice it, you can deal with it easily. Follow its flight skywards until it disappears.

Thinking is something that just happens to us. When you look at the sea, you have certain thoughts. If you move to a different place or talk with somebody, your thoughts will change. You are like a radio – when you switch it on, it starts to play. If
you switch yourself on, switch your brain on, it will also start to play. This does not mean that the thoughts were not in your head before. Just like in a radio, they were there, but you did not let them in.

All of us need times of quiet. Otherwise we will not be able to penetrate to our inner source of strength, creativity, love and joy. The stimuli for the torrent of thoughts come from a smartphone, a tablet, a television, a radio; from politics, from sports, from the family, from surroundings; from everything we see, hear and feel. The reaction to these stimuli is a process of thought. Silencing this process through meditation techniques, for example by tracking your breathing, keeps the torrent of thoughts from gaining control over us. Only then can we truly concentrate, be aware and open the doors to our inner self.

So you must consciously give up, at least from time to time, various devices, toys, routine activities, in order to enter states of silence, which give you the chance to reach into your inner self. The whole world is not contained in your cell phone, but in every cell of your body. In the course of a week we usually experience a gigantic flood of information flowing in from various media, from the environment in which we live. One or two centuries ago, humans did not receive so much information from outside even during a lifetime. In a week, our brains have to “ingest” as much as used to come up over a thousand weeks. They have to absorb, process, rationalize and neutralize it. They have to deal with it somehow. This leads to overloads, so the mind starts to work in the pathological “emergency mode”. The rational part starts to fight against the emotional part. It unduly absorbs great amounts of energy, which should be used in another way. With time, the constant conflict may mutate into a disease. So you need to teach
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your mind to direct this energy, transmit it, transform it. How do we do this?

Slow down. Silence, and once again silence. Contact with nature, with our roots. The urban mode of life cuts us off from our natural roots. But there are ways to deal with this, even in the big city. Walking on grass, running in a park, sitting on a bench among greenery, hugging a tree, breathing deeply among plants, smelling flowers. Even street noise can move us into meditation. Silence causes us to renew contact with our inner being.

But a state of meditation is not a shortcut. Because you contemplate, you scrutinize yourself out of your own choice, you do not allow self-deception. Arriving at the truth is inevitable, and thus so is the revelation and the choice of the way forward. Meditating is like checking a compass in unknown territory. It allows you to get to the source of consciousness, and with systematic practice, even to those layers that lie deep in the subconscious. It is an unbeatable tool for discovering and becoming conscious of your own needs. Achieving awareness of your needs is at the same time the awakening of a state of permanent meditation. A state in which meditation is no longer necessary as a conscious process. It may sound paradoxical to some people, but I am convinced that deep awareness of one’s needs is tantamount to a state of deep meditation. We often confuse meditation with trance, in which one drifts away, losing their self in favor of the phantoms of the mind. We tend to associate the phenomenon with frantic activity of the mind, with presence of extraordinary external factors, such as the influence of other people or mood-altering substances, which become the thing that sends us into a trance. Both meditation and trance have profound significance in our lives as sources of inspiration, understanding and power. But since our
society made them obscure and mysterious we approach them with reserve and fears.

Meditation is a technique that you can learn through practice. Though you have to remember that for a person living in modern times, it is not simple. Physical activity helps, because it “pulls” energy from the mind and redirects it into the depths of the body. My experience tells me that it is the best preparation for meditation. It is a *catharsis*, a cutting off from habitual and compulsive modes of brain activity.

Running is also a form of meditation. Every conscious practice can be meditation. A friend of mine sharpens the blades of Japanese swords. Each blade needs about one hundred and twenty hours of concentrated honing. Several hours a day of sharpening in a certain position, according to the traditional methods, was meditation to him. He did not treat this as work. He said that while honing a sword, polishing its surface, he was simultaneously shaping his inner being. When he ended up with a better sword, he had a deep conviction that his consciousness was also better and more harmonious.

Learning to meditate, though, exposes us to certain pitfalls and limitations. When we finish running and walk around on the grass to cool down, feeling each step, when we slip into ecstasy full of internal energy, the mind brings up the question: “So what are you going to do with this state of bliss?” The mind wishes to take the built up energy for itself, use it for its speculations. To think up new strategies and tricks, to start a new game of hypotheses, to write something, reply to a message... Let’s hold all of the energy we have achieved through running and meditation inside, let’s be aware of it. Let’s enjoy it. Let’s share it with another person. Let’s go for a walk, work in the garden. This energy is the
healing poultice our anguished personality needs. There will still be time for speculating.

Meditation is not only a method of self-creation of the personality, it is also a tool for getting through self-awareness to self-realization. I am now approaching the point in my deliberations where it becomes more clear how self-awareness applies to business. If we know ourselves better, we will act more effectively through our own, authentic personality. We will use our strong points more effectively, neutralizing the weaknesses and barriers. We will know better the world that surrounds us and the real problems that stand in our way. From here it is not far to solutions and success. In the majority of cases, though, we deal with second- and third-order problems, because they are the only ones we are aware of. Besides, it is much easier to demand change from another person or the situation itself, rather than ourselves. This is the trick our mind, our ego employs, a trap we keep falling into. The mind which we identify ourselves with diverts our attention away from itself, trying to suggest other aims to target. However, working on a false challenge is no road to success. That is why there is so much wasted effort all around us. Self-improvement through meditation is basically a never ending process. You can always go deeper and deeper. You can walk this path fast or slowly as people have different aptitudes.

For the same reason, there are many meditation techniques. Some can achieve a state of meditation by looking at something. They can concentrate best in this way, and transfer the energy they receive into their inner being. Others, by listening – between the sounds they hear silence, which resonates in their inner being and allows them to feel themselves. Still others can meditate by being aware of sensations, scents or tastes.
Various types of meditation use various senses. The use of senses, or some kind of action (for example, running), has the purpose of accessing our own inner self. In this moment, the senses are only a tool. In fact, the point is whether we are aware of what we are doing, or we are doing it automatically. If we are aware, we have fun doing what we do, we pour our love into it, creating a unique world, our own world. We create ourselves at every moment. If we do something automatically, we are not present. Soullessly, like machines, we use the habits of the past for the purposes of the future.

Meditation is known and practiced in our culture and religion. There is the World Community for Christian Meditation, and in Poland the Christian Meditation Center at the Benedictine monastery in Lubiń. It was founded in 1988. Until recently it was the only place in Poland teaching and practicing meditation according to the ancient Christian tradition of monologic prayer. The path of this form of silent prayer has deep historical, theological and biblical roots.

To what degree can mastery of meditation help us in running a business? Meditation allows conscious perception and understanding of our own inner being. It allows conscious use of its attributes. Among them are some that are indispensable in life outside business, such as love, joy, happiness, trust, authenticity, as well as those that are equally useful and particularly necessary in business. These are creativity, intuition, openness, empathy, sensing needs, compassion and trust. The usefulness in business of character traits such as intuition, trust and creativity is obvious. These elements form the foundation of entrepreneurship.
How useful are the attributes developed through meditation in particular areas of traditional business? Let’s look at the most important ones.

**Negotiations:** Intuition helps us to foresee the as-yet unstat ed positions, intentions and moves of our opponent. Just like in the art of *iaido* – the art of the Japanese sword, which the Japanese call “the art of the heart,” that is the art of foreseeing and sensing the intentions of your opponent, in order to pre-empt them. Isn’t this precisely how you win in a business negotiation?

**The competitive battle in the marketplace:** The most effective is the one who has the most tools and is the most flexible. The one who can abandon rigid plans and instantly make a surprising move. The ability to act this way can only be found within oneself. Just like the great resources of energy that are needed for this. A significant share of people have the resources they need to achieve practically any success, but they do not access them. They cannot tap them. So they cannot use them in the competitive battle.

**Trust:** I am convinced that this is the most important attribute. As I am trying to demonstrate by my own example, it is the most crucial factor for a leader on his or her way to the top. It is trust that helps entire organizations rise to a higher level of consciousness, as Laloux writes in the cited book. It is a precondition of a person’s and society’s growth. Learning to trust is a matter of our survival. If somebody believes that they are a loser, that they are unsuccessful, that means they have lost confidence in themselves. As a result, they automatically lose trust of others. These are communicating mental vessels. This kind of situation has a damaging effect on a business. If the leader loses trust, sooner or later the company will lose it too. So it has to be rebuilt.
It is a mental reconstruction. There are various theories on this subject, more or less supported by psychological knowledge. But all methods for rebuilding personality have one thing in common: the need to tear down the current foundations and mental structures, and build from the beginning. As if sweeping away the rubble of a previous structure before building a new one. In Europe this is called “positive disintegration.” The Japanese say: “Today I have to defeat the person I was yesterday.” The need for a “reset” of the personality emerges. What could be better for resetting a loser, a personality that has lost trust in itself, than meditative practice? I do not know of a more effective method.

Let me give you some practical, tangible evidence of the power of intuition and trust from my own backyard.

My executive director in Poland claims that he has just wrapped up the most beautiful year of his life. When he was applying for a job a year and a half ago, there was no appropriate position available in the company for him, but I decided to hire him anyway. I looked for things for him to do, before the proper task came up. I gave him challenges that I had once taken on myself. He trusted me. With time he started to run, he lost weight, he felt fantastic, he was more effective in everything he did. In one year he made more money than he had managed to make in his entire business life up to that point. His wife was able to stop working and also started to transform herself. Their life took on new colors.

I did not want to take on an employee, I wanted to take on a partner. He also approached this in an attitude of partnership,

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full of trust. Intuitively, without mutual declarations. He trusted. He made decisions. He started to act, and that changed his whole life. I value him for his courage.

The president of another one of my companies had his own ideas about what works in life and what does not, but thanks to the trust he had in me, and against his own convictions, he allowed himself to be talked into participating in a process that prompted him to learn how to use his emotions consciously and effectively. Thanks to this, he quit smoking, which had been his challenge for decades. Achieving this took me only half an hour. Today he is thankful for my engagement and believes that this new ability will change both the quality of his life and that of his family.

I could give hundreds of similar examples that confirm how trust can move mountains. As the masters of Japanese martial arts say: “Reality is the only truth.”

To paint the complete picture of how I see the role of consciousness in personal and business efficiency, I still have to address a few issues that are related to the energetic efficiency of the body and the harmony of the personality. The first one is breathing. The question of how we Westerners breathe can be answered with a single word: badly. Or two: very badly. We breathe using only the upper part of our lungs, shallowly and too rapidly. The reasons are various. First of all, it is a result of the traumas that we go through in our childhood, that cause shallow breathing. Secondly, for many centuries, fashion has dictated slim waists. That is why until the middle of the last century both women and men wore corsets that constrained their breathing. Thirdly, the West has never developed a culture of breathing, and never made this prosaic action into a philos-
ophy of its own, as was done in the East. The Traditional Far East sees breathing as the most important act of life. This results from a religious tradition or a warrior culture. In ancient India, China, Korea and Japan, the method of breathing determined the possibility of self-realization or success in battle. There, respiration was connected directly with energy management. This is why the traditional Far East breathes with the abdomen, mobilizing the diaphragm. We breathe with the upper parts of our lungs, which is why the air in the lower parts is not recycled. The lungs do not ventilate themselves properly, which leads to a series of consequences, harmful to the functioning of the body and health. Students of martial arts, athletes and singers, who learn how to use their diaphragms, breathe with the abdominal breath. If you practice breathing long enough, positive changes take place in your body. Your blood pressure is stabilized, stress appears more rarely, energetic efficiency increases, breathing becomes deeper and less frequent. In the East they say that human life is designed for a specific number of breaths – the slower you breathe, the longer you live. Using abdominal breath also allows something very important: achieving “awareness of breathing,” yet another important gateway to greater awareness of your body and mind. Awareness of breathing also helps control the energy in our bodies, because conscious breathing is a carrier of energy flows.

The next factor that is related to the energetic effectiveness of the body and balance in life is water. The human body is made up largely of water. We should constantly replenish it, because we are losing it all the time. When there is not enough water, our bodies are dehydrated. The first symptom of this is thirst; the next is intensified color of urine. Dehydration is a disease.
Most people permanently live in this harmful condition. Once again, I will refer to the wisdom of other cultures. In the Mediterranean, the rule is to drink water with your coffee. Because of the caffeine content, coffee dehydrates your body, even though it is made with water. The first glass of wine or bottle of beer can hydrate the body. The next one, because of the alcohol content, has a dehydrating effect. So we can drink three liters of beer and be dehydrated. Similarly, concentrated alcohol is a strong diuretic. This means strong thirst after excessive use.

A dehydrated body is energetically inefficient. Besides, water allows detoxification. By drinking water regularly throughout the day, we reduce the concentration of harmful metabolic products in our blood. The blood itself becomes thinner, which makes the heart’s work easier and smooths out harmful spikes in blood pressure. Another advantage is that the joints that were strained by movement work better. By drinking water we produce more synovial fluid, which noticeably reduces the inevitable wearing down of the articulation surface. Just like more frequent oil changes lengthen the life of the parts of an engine that rub against each other. A positive effect of constant hydration of the body on weight loss has also been recorded. Drinking water, specifically before meals, helps you to slim down. The ideal would be to replenish your water every fifteen-twenty minutes, but of course this is not always feasible.

Views are divided on sparkling versus still water. I drink still water, because I am convinced that the gases in sparkling water have toxic qualities. But some scientists and doctors say that the carbon dioxide in lightly sparkling water helps the absorption of minerals, and the gas is only harmful for people with digestive problems.
In the morning, the ideal solution for the hydration of the body is fruit, and freshly squeezed juices. Watermelons and other melons, which because of their tendency for rapid fermentation in the digestive system, should be eaten in the morning, and always as the first thing, before other parts of breakfast.

Water and meals we ingest become components of our body. That is why I am basically trying to be vegan. I eat mostly fruits, vegetables and nuts. This affects both my physical body and the psyche. In this way I avoid absorbing the animals’ stress, fear and aggression that get into our bodies with the meat of animals or fish we eat. As ancient Indian wisdom has it, “The subtle energy of your food becomes your mind.”

In many systems and in various cultures, the human being is compared to a tree. I find Wojciech Eichelberger’s comparison particularly convincing. The roots represent our ability to manage our energy; the trunk, our emotional intelligence, and the branches are our learned abilities. If a tree does not have strong roots, it cannot form its trunk and branches properly, because energy is the source and form of our existence in each of the three domains: physical, mental and spiritual.

Energy determines the quality of life. If we do not take care of our energy, we are not taking care of our own needs and our own life. When we have less energy, we try to hold ourselves back. We give in to compromises. That causes losses, which in turn bring pain. And if it lasts for a long time, our lives become suffering. The same energy can be converted into joy and ecstatic life. The quality of our manifestation in the world – our share in this world – thus depends on the quantity and quality of our energy.

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4 The Upanishads, as quoted in D. Wolfe, Chaga: King of the Medicinal Mushrooms, Berkeley, CA: North Atlantic Books, 2012
They also determine the scale and magnitude of our actions. The emotional, intellectual and physiological challenges that we take on as a result, our spiritual fortitude, determine our destiny. The energy we are capable of generating and processing each day is the basic factor on which the realization of our needs and longings, our potential and mission depends. Whether we nurture its physical, mental and spiritual aspects, even through small routine acts, will in the end largely determine fulfillment or lack thereof, in our lives. Our happiness and success.
Ananda, the main disciple of the Buddha, taught Shravana how to meditate. However, Shravana was not able to have good meditation because sometimes his mind was too tight and at other times too relaxed. When this case was presented to the Buddha, he asked Shravana: “Sir, when you were living at home, were you skilled in playing the guitar?”

He said, “Yes, very much so.”

The Buddha asked, “Does the sound of the guitar come from tight strings or loose strings?”

He answered, “Neither, sir. It is produced by balanced strings.”

Then the Buddha said, “That is what your mind needs, too.”

Then, by meditating in a balanced manner, Shravana reached the fruition of his training.

(Paltrül Rinpoche, as cited in: Tulku Thondup Rinpoche; *The Healing Power of Mind: Simple Meditation Exercises for Health, Well-being, and Enlightenment*)
I often wonder where to find inspiration to improve myself, to explore new areas. The most important suggestion that comes to me is “from the highest possible levels.” This seems obvious. But each of us understands this in his own way. The lowest levels are the material levels. Higher are the individual ones, concerning the person’s essence and nature; the highest are the spiritual levels. At the level of inspiration taken from the material world, we are subject to strong, often negative influences of commerce, markets, advertising, multimedia. In seeking inspiration on a higher level, we attempt to reach the original, expressive, outstanding personalities, individualities, significant works, innovative theories or groundbreaking hypotheses. Various threats also lurk there.

In the course of our life we pass through many places and situations that bring us inspiration. Different kinds are provided by school or university, travel, relationships, business trainings, therapeutic workshops or workshops that emphasize the spiritual and meditative aspects of development of personality. I create meditation centers, sponsor them, help people who open and run them. I am convinced that meditation centers are a source of the highest inspiration in our civilized world, because they deal not only with the material world, but also the world of individuality, the essence of the person and the spiritual world. This is exactly what I mean by top-level inspiration.
When we decide to derive inspiration of the highest order, the spiritual, we need to find channels that connect us to the sphere of this kind of inspiration. If for example we want to derive it from nature, we have to find a channel that connects us to nature, to the world of plants and animals, and in the end to the cosmos. At this level there is no dangerous influence that would like to take over our minds because it is the body and the mind that play the main roles. Our animal nature becomes our guide. A challenge comes up when our mind looks for a guide. Apart from our own egos, the most important danger is a false master. The mythical figure of the false sage is as old as human culture. It can be found, among other places, in Hindu, Chinese, Japanese and Arabic mythologies. In the Christian tradition, this figure appears in the form of the false prophet, an emissary of Satan. You can meet him at any stage of the process of seeking inspiration.

Anyway, change is our necessity, our reality. It is a fact. It is the greatest force in the cosmos and it is manifested in evolution. We have to take up the challenge and stand by that decision every step of the way. Accepting change is the only wise choice. Thanks to change, the world exists and moves forward. The greatest changes take place first and foremost in human minds. All other changes to our reality start there.

Think for a moment how change originates, and why so many people do not change, or do not want to change. For change to really happen, what is needed most of all is the people’s awareness of this possibility. For this awareness to arise, what is needed is some inspiration or a sort of marketing of change. Action promoting change, raising awareness of the need for it, its inevitability, and finally the benefits that flow from it. Often the motivator
is that a problem has emerged. Such a situation however most often involves incurring some losses. In a world where nothing is constant, in the world of perpetual change, the one who does not see the unfolding possibilities and need for change retreats and perishes. Therefore it is a fact that when we oppose change, we actually oppose life, time and, consequently, evolution itself.

In the natural world, the reason to change is the constant change in the environment. When dry land retreats and is flooded by the sea, animals must learn to swim, or else they will die. When waterless deserts appear in place of green forests, animals and plants must develop the ability to store water in order to survive. The environment we function in is often the reason for change in people, too. But change initiated by us on our own, without an external stimulus, is relatively rare. To reach consciousness of the need for change, the impulse and the inspiration must come from outside. Something has to move our soul, so that later it can become the driving force of the transformation. Until this happens, we, our problems, the concerns of our surroundings, our environment all remain a hermetically sealed area, impervious to change. Such opposition to the evolutionary forces consumes our energies, stands in the way of growth, and consequently of success and fulfillment. Does it have to be so?

Let’s look just at business organizations, specifically the larger ones. Often, despite clear changes in the surroundings, they remain fossilized, they do not respond by introducing change. As a result, they are not capable of surviving. But as soon as a new, charismatic leader appears, one who will introduce new values into the bloodstream of the company, the whole organization will recognize the need for change and initiate it, for the benefit of further development. Such a leader is a type of
mutant. A personality with predispositions that are unusual in a given environment.

Guided by this thought, I created my own human development centers and meditation centers, where I invite precisely this kind of mutants to teach. They are mutants relative to the norms of civilization, just as we are mutated relative to the laws of nature. This creates a chance for balance to be restored. The main reason for the existence of these centers is to provide access to new inspirations for people who until now did not have this chance. Workshops that last for a week or two lead to noticeable transformations or at least decisions by participants to make changes. Often they radically reshape their lives. There are already thousands of people who thanks to these meditation centers have made changes to their perspective and their approach to reality.

Each person comes with a certain fundamental set of convictions, habits and experiences. Because each of us lives in our own cage, in a small aquarium of our convictions and values. The cage becomes the norm of life and is often so cramped that there is no chance of seeing a new vision of your life outside its bars, much less finding faith in the success of its implementation.

We live in the world of our own mind, and the thoughts that wander endlessly within them. It seems to us, because of the rational “human” part of our brains, that we are perfectly logical and we only draw correct conclusions. Our “monkey” minds defend such an attitude. It seems to us that we live consciously and can keep control of this compulsive thinking. Meanwhile... The media constantly report on wars, conflicts and struggles. On life crises and suicides. On murders and rapes. On children who aim guns at their teachers or classmates. On drivers on the
highway, who when stopped by police are very surprised that they have been driving the wrong way. We hear about owners of houses shooting at their own wives or lovers, convinced that they are shooting a bandit or a burglar, or about surgeons who sew up scissors or surgical clamps inside the bodies of their patients. Just like a character called Hilary from the work of the Polish poet Jan Brzechwa, we are searching for the glasses that we are actually wearing. These examples illustrate perfectly the problems with our conscious and our subconscious, as well as the faulty cooperation between those two spheres. Why is the subconscious sometimes so strong that you can suppress or change your so-called conscious decisions? Why does the rational part of your brain sometimes take lightly and ignore the signals from the subconscious when making decisions or conducting a “rational” evaluation of the situation?

Research has demonstrated that 90 percent of our thought processes, which determine the way we behave or the content of our thoughts, happen **unconsciously**. This means that most of the time we do not know that we are thinking about something, or doing something. Susana Martinez-Conde, the head of the Visual Neuroscience Laboratory at the Barrow Neurological Institute in Phoenix, states that people constantly live in a state of illusion, and the concordance between perception and reality happens sporadically. People in the East have been convinced of this for thousands of years.

A network of eighty five billion interconnected nerve cells is responsible for our decisions. We are not at all conscious of these processes. We can only be aware of the thoughts that arise within the sphere of the cerebral cortex. This is evolutionarily the youngest part of the brain, a sort of covering that is barely 1/8th
inch thick. On top of that, this only actually conscious part of the brain is located away from all the other areas.

It seems to us that we are using our brains, but meanwhile our brains are using us for their purposes, controlling us with our unconscious consent. We are their slaves. Slaves of our own minds. In many ways such automation of our behavior seems beneficial, otherwise how could we consciously handle supplying the necessary nutrients to the billions of cells? I mean, sometimes we even forget to breathe...

Gerhard Roth, a German neurobiologist who researches brain processes, claims that as his research shows, the world that is perceived by us is as much as 99 percent made up of our recollections. Only 1 percent is what is actually taken in via our senses.¹ A similar theory has been adopted in the East for thousands of years. It is intended to serve human development and fulfillment. Achievement of the highest potential. Thanks to this perspective, you look at the world differently, you focus on different things. This supports different cognitive processes. Just as science explores the outer world, relying on experiments, so research into your own inner being based on subjective cognition becomes your science. If you succeed in understanding yourself, you will understand the whole world.

The stubborn subconscious still, to some extent, can be trained and used for our own purposes. But it takes the right kind of practice. Chess players, special-force soldiers, martial artists, rally drivers and in general all people who submit their minds to practical training are capable of doing this.

¹ Together with Klaus-Jürgen Grün, Roth published a work titled Das Gehirn und seine Freiheit (The Brain and Its Freedom), Göttingen 2006.
Meditation practices are a wonderful kind of training, which activates both your conscious and your subconscious minds. However, they do not serve the purpose of developing a specific talent, but foster the growth of the entire human being. More than mere exercise, they engender understanding, nurture our being.

Still, whatever we attend to always depends on our goal. Do we want to live comfortably in the cage we have built for ourselves, or would we rather go beyond it? This is a dilemma that only a few people consider. It is the road less traveled.

In practice, unfortunately, the task of awakening people’s consciousness and inspiring them to change is taken up most often by people who for various reasons are unprepared for this, or not called to it. This does not necessarily prevent such teachers or masters from achieving great success on the market. The mission of the teacher, master or coach, is rife with many traps, tangled paths and complications. And a false master can waste
many years of one’s life and work. I do not know the universal recipe for a good teacher. But I know that what makes him such is truth in relation to him-or herself and purity of motivations, purity of intentions. Some have a real talent for self-realization and teaching, actually a calling. Others have to practice for years to achieve true mastery. Then, their very life confirms or refutes their competency.

A master must first of all be true, authentic. He or she should not attempt to be popular with their students just because of a wish to be accepted. But it is hard to maintain pure motivations if the teacher depends on the students for livelihood. Being a leader, after all, is a responsibility. In my capacity of a mentor and coach, I try to remain independent. I give more often than I take. I do not pat people on the back when I am showing them the path. I tell them the truth regardless of how painful it is, and without regard for the consequences. And thus without regard for whether they will be offended by words of truth or whether they will get sulky. This is a question of morality and ethics. For me people are worth it.

A teacher, coach, trainer or mentor should have the courage to tell the truth to the person they are helping. As a friend. First, though, they have to be able to tell it to themselves. A true master is readily distinguished by this.

I once had a personal coach. I wanted him to see me in my natural environment. In my natural surroundings. I invited him on vacation, and we played golf. When we got down to work, which was intended to prepare me for important negotiations, he asked: “Robert, show me what you can do.”

When I stood up and started to speak, he stopped me immediately: “Stop! Who were you when you were sitting next to me?”
“Robert,” I said, confused.
“Who did you become when you started your presentation?”
“The CEO of my company.”
“That’s exactly the problem,” he said. “When we were sitting together, you were Robert, we had close contact, we were partners, we were connected by friendship and trust. When you went up to the podium, suddenly you put on the mask of the CEO! From that moment the rules of the game change. When you start to play a particular role, people hear you differently, because you’re talking to them differently. You turn into dust everything that was important and true up to this point. Now they’re listening to you only because you’re their investor or supervisor, and so, to tell the truth, out of sheer courtesy, and not because what you want to tell them is important.” He was honest, so he blurted out everything to me. He was 100 percent right. At the time, because of success, I was starting to believe too much in form. Content was escaping me. I was young, I employed thousands of people, I had fantastic cars and houses, I traveled the world. This is the sort of stage at which people allow themselves a bigger margin of error, and gladly listen to what their sycophants have to say. I listened to this flattery and was starting to believe it. Fortunately, I had people close to me who advocated true values.

It was enough that he behaved honestly, authentically. I knew what I had to do. I started to be aware of the moment when I put on the mask, when I started to play a role, when I stopped being true and seeing people as partners. When I started to take on the role of a wiser person, to be an adviser, a mentor, a coach. Of course, sometimes you have to play this role for various reasons, but you need to be fully aware that you are wearing a mask, and you must not identify with it. Achieving authenticity, being
True master and false master

yourself during your work in a conference hall as well as during a meeting, or in the hallway or in the cafeteria during a break, is a challenge for the majority of trainers, masters and teachers. But that is what makes them great. Not the knowledge they have, not their polished craftsmanship but an honest approach. That is what becomes other people’s greatest source of motivation and transformation.

Only a sense of responsibility gives us real strength and freedom. For this reason I also, as someone who shows others the path, would like to be sure that I am showing the way to achieve final goals, not just partial ones. That is the stage at which people know themselves and the world to the degree that they are their own greatest cognitive authority. But each of us is an expert in some fields, and ignorant of others. This consciousness brings with it humility, which helps us to meet the challenges I mentioned. Its greatest enemy is arrogance. This is reminded by the final scene of the movie Devil’s Advocate, where Al Pacino as Lucifer says: “Vanity is my favorite sin.”

On the psychological level, when showing somebody the path, in a sense we take moral responsibility for them. If we do it effectively, they give us their trust in return. At the same time, we also trust that our work with them will not go to waste. This mutual responsibility and trust are strong catalysts of achievement. Such an approach, however, has its limitations. For human psyche is the object influenced most of the times, and problems should be solved on a higher level than the one where they arose. Here lies the difference between the student-teacher and disciple-master relationships.

In the past I often resorted to the “impact” methods, which in a way can be compared to a hammer hit. The target hammered
was the personality of the other person. I was convinced that the ability to change is directly proportional to the willingness to face up to emotional challenges. I claimed that emotional intelligence is the key to change. Here I am reminded of the hidden scream of the caterpillar from the quote that opened the previous chapter. The majority of people believe that change has to hurt. I was also convinced of this.

But today I would also like to help people using other, more conscious methods. I myself experienced this type of approach in the process of self-discovery and the development of my own potential. The process was more flexible in terms of methods and effects. I also manage to develop such methods myself. I learn them thanks to meditation. It helps me develop the essential skills.

Finding within yourself the *yin* and the *yang*, two opposing but complementary forces, is the destination of every human being. It is my path, too. My market competitors cannot understand this, as they remain with their tough, “manly” ways of doing things, and judging everything that they do not understand. Which, by the way, is also a part of their life strategy, not only their business. They do not realize that their approach is obsolete and crude, rather inhuman. Manly does not really mean judgmental but accepting. It is because fear is the motivation in the former case, courage in the latter. But society has a lot to learn about itself if it is to act efficiently. Thinking and action in the commercial world still remains rooted in the evolutionary areas of Red, Amber and Orange. Yet people who have already stepped onto the path of consciousness development are convinced that unconventional methods and undiscovered worlds exist which are worth exploring, because their riches are immeasurable.
Psychology and theory of teaching tell us that a person’s potential can be changed through an emotional experience. It is due to emotional engagement that such a change can be most effectively set in motion. The effectiveness of this method is perfectly evidenced by the Kolb Cycle\(^2\), used for years in teaching adults. While this method helps greatly in remembering and assimilating new knowledge, it has its price. It involves certain material experiences that are meant to “launch” human consciousness to a higher, trans-material level.

When we get to know our spiritual world, these same effects can be achieved by other meditation methods. In my view, they are more effective and above all genuine, because their effect is lasting. It is not just change, it is transformation. Change itself is an immediate happening, but the road leading to the decision to change is long and often difficult and painful. While change can be a reversible process, transformation is an irreversible leap.

I envy people who found their masters, coaches and mentors early enough. I met my true spiritual masters relatively late, after I had been schooled by the ruthless material world. And a spiritual master is not, as is commonly understood, a religious leader; it can be anyone or anything. Even a friend or a child, or a revelation of the beauty of the natural world.

\(^2\) David A. Kolb, an American theorist of teaching methods. The creator of a so-called model of teaching by experience, that is commonly used in classrooms. It is graphically represented by a cycle of four steps:
- Knowledge is acquired by practice and experience.
- A certain concrete experience inclines us toward reasoned observation.
- This reflection causes the creation of abstract general rules, which serve to describe not so much a given concrete event, as every similar one.
- The knowledge that arises in this way is initially verified in active experiments – meaning verifying a new thought in practice, which leads to the emergence of new experiences, and the cycle begins again.
The Chinese say that when the student is ready, the master will appear. When I was a child and a young man, I chose my masters mainly in the material world. I remember that this was my conscious decision. The spiritual world, meaning my inner world, was too deep and inscrutable for me. I understood the material perfectly well. And it was the material world that started to shape my character, my personality.

Today this familiarity is useful to me: I can make comparisons, use arguments and experiences from the material world of business, but I maintain a great distance to it, hopefully big enough. This helps me reach people more easily. I do not use philosophical methods, knowing that people do not get to change that way. They are not managing precisely because they prefer to talk, philosophize, rather than take on the challenge of change. That is easier, painless. But it is a cheap approach. Because they do not have the desire to pay the proper price, their effort is largely wasted, they do not get the effects that they expect or possibly could achieve. Consequently, instead of strengthening their self-confidence, each attempt leaves them more discouraged. This is unfortunately what happens to a significant number of teachers, coaches and self-proclaimed, false masters. But they are tested in practice. In business I often use the motto: “He who can, does. He who cannot, teaches.”

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You want to know where meaning, purpose and inspiration come from? Belief! Believing is authority, bedrock and support base. It’s the source of dedication, the very basis of commitment.

(Jack Hawley, Reawakening the Spirit in Work: The Power of Dharmic Management)
Many of the people I have met along my path who were not doing very well in business said that success is a privilege that is not available to everyone. When I asked who it was more accessible to, most of them talked about luck, inborn talents, favorable situations and chance. This sounded rather fatalistic. For based on their convictions, it seemed like success can be only granted to people by fate or by God himself. My view is completely different.

Success in the material world is a matter of your choice. It is a decision like every other important decision you make in your life. You have the option to consciously choose the challenges you want to take on. If you do not do it, sooner or later the challenges of this world will take you on. You will have to face up to them, even if you have no desire to do so. It is like if you get into an elevator but do not press the button for any floor. What happens then? Somebody else will choose the destination, and you will go there in spite of your needs, will and desire. Either you decide for yourself how you will live, or somebody else will set the direction for your life. Either you choose yourself what you will fight for, or the time will inevitably come when all you will be doing is defending yourself at all costs to prevent losing what you have left. Caught unprepared. This brings great losses, which cause pain. If you keep avoiding it, by putting challenges off, you will end up having even more of it. Despite these implications, this is the road most commonly traveled.
Life goes forward. If we do not keep up with it, we are effectively moving backward. In the world of business, this equals defeat. Business, just like our lives, is an act of creating, it is our own creation. You can “breathe” your spirit into it, just as in the Bible story God breathed life into man. Business with a soul, as well as life with a soul, takes on another quality. It is hard to divide these two spheres, because as I have already pointed out, they are governed by the same laws of development.

How can I express my internal needs in the external world? How can I combine discipline with intuition in my creative life? How do I achieve success and harmony in my personal life and in business? How can I be an entrepreneur and not sell my soul? This is a question that we often ask ourselves, in one form or another. Sometimes it is in the simplest form: How can I be happy? How can I do business? I will present ten key rules that are worth remembering.

RULE 1
Be aware of your motivations; discover your internal motivations

Our motivation is our path. The very word, which comes from Latin, indicates that motivating is about movement (motus). This means that if our motivation is, for example, love, let it become the road we move down in life. If we are motivated by the trust of others, by intimacy, we are taking the road of trust. If we are motivated by certain values, we make them into our road, and the path of our business. Let’s share them with others and let’s strive for the people to feel a kind of unity with these values. To identify with them. For this to happen, we ourselves must be
an example of these values, genuinely believe in them, and not just pretend when we find it convenient.

If you choose to be guided by other motives, do it consciously. For example, your motivation may be to make a million dollars. But you have to be aware that this goal cannot be identified with your path. If it were really your path, it would not matter how you get the money. Perhaps it would be easiest to steal it. In the end, though, the most important thing is not whether you get it or not. More important is the way you achieve it, and who you become in the process. Most of the time, however, people only become aware of this at the end of the road. Only on their deathbeds do they suddenly change their values and convictions. This is true even of those who have been the firmest in their opinions. These moments become inspiration for future generations.

Before you set a goal, make sure that you know about the effectiveness of various types of motivation. As sociological research suggests, motivation at the financial level is not the most effective. If you want to effectively motivate others, remember one principle: “You can’t motivate anybody if this act doesn’t motivate you at the same time.” Your employees will not enter the path of development if they see that you are not on it yourself. They will not abide by the rules you impose if you do not follow them yourself.

In any action, at any moment, people can change their motivation. Their attitude to what they are doing. Even when their very existence is at stake. We have boundless admiration for the people who can do this, such as Mother Teresa1, Nelson

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1 Mother Teresa of Calcutta (1910–1997) – a nun and the founder of the Missionaries of Charity, beatified by the Roman Catholic Church, winner of the Templeton Prize and the 1979 Nobel Peace Prize. For more than forty
Mandela\textsuperscript{2} and Mahatma Gandhi\textsuperscript{3}. Our motivations do not have to be determined by our actions, situation or needs. They can be consciously chosen. This attitude, direction of your thoughts, is the key. The meaning that we give to our actions, consciously or unconsciously. It changes the character of a given action and the quality of our work, and consequently, its effect. Because motivations from the material level contain the weakest charge of motivational energy, they also give the lowest chances for success.

The motivations from the levels of a person’s individuality, personality and authenticity carry more energy. Still, the strongest are the motivations from the spiritual level, meaning from the level of the highest values and feelings. The best would be to have motivations that at the right moment encompass all three levels. This is possible; it only requires a deep awareness of your self.

Love is a wonderful motivator. If you love and accept yourself (of course I am not talking about narcissism and self-obsession), you will also appreciate and love others. If you love what you do, you will also love what others do, and the way they do it. This is possible because love is a quality of life, a way of approaching it. It accompanies everything you do. Actually, it is the acceptance of yourself that will push you to not waste time, to use every moment of your life in a way that has value.

\textsuperscript{2} Nelson Mandela (1918–2013) – a human-rights activist, one of the leaders of the anti-Apartheid movement who served as South African president in 1994-1999, Nobel Peace Prize Laureate.

\textsuperscript{3} Mohandas K. Gandhi (1869–1948) – one of the creators of the modern Indian state and a promoter of nonviolence as a means of political struggle.
Most people take a very skeptical approach to neuro-linguistic programming (NLP) techniques, to the effectiveness of emotional intelligence or to linguistic tools for exercising influence. They consider them to be “brainwashing.” But maybe this kind of “washing” is useful from time to time? Numerous examples indicate that these tools hold great potential. Particularly in relation to the material world. NLP is used by counterintelligence services to recruit agents. Sales people who judiciously use Cialdini’s techniques for exercising influence⁴ get amazing results. Some popular bestsellers of The Da Vinci Code type are written simultaneously by a number of ghostwriters using neuro-linguistic techniques. They sell millions of copies because texts prepared in this way are very pleasant and easy to read and take in, even though their literary value might be dubious. So it is difficult to overlook the effectiveness of these techniques.

To discover the power of our own emotions, thoughts and words, and learn to use them, we need to experience how they work. Try the power of these statements on yourself: “I have to do it,” “I want to do it” and “I’ll do it!” Which of them carries the

⁴ Robert B. Cialdini – a professor of psychology at Arizona State University who works on social psychology. He is best known as the author of the book Influence: Science and Practice, the result of fifteen years of research, which has been a bestseller for many years. In it he classifies the methods used for exercising influence on people according to six “principles”: reciprocity, commitment and consistency, social proof (other people do it), authority (we assess it according to its attributes, and not the merits of the message), liking (transferring our feelings for a person to the proposition they suggest) and scarcity (“it might run out”).
most energy for you, and why? In the first case you take away your own strength, it is a command typical of a parental approach; in the second exemplifies a childish one; and only in the third is it the decision of an adult person. You represent yourself. The communication techniques I mentioned uncover and bring into the light of day this kind of dependency. They allow us to become aware of our habits and preferences. Our emotions, thoughts and language are the carriers of our inner energy. They allow it to get out into the world and work. You will find your true motivation in what you say, what you feel, in the precision of language and the energy flowing from your emotions and feelings.

We are so dominated by thinking that even when we say that we feel something, it is a feeling that has flowed through the filter of the mind and is only a reflection of what the mind thinks we should feel at a given moment. People in the East say that our ego is but a dusty mirror, in which you cannot see true life. Life that is full of flavors, colors and deep experiences.

Let’s get back to the earlier example. If somebody says “I would like to make a million dollars,” and when asked “Why?” he or she replies “So I can buy my mother a new house,” such an answer significantly affects our perception. If we ask “So, your motivation is love for your mother? Where does this feeling come from?” and the person replies “It’s inside of me,” we will conclude that their true motivation is love. If it were only the million dollars, then as I have already said, and as Hollywood movies often suggest, the easiest way would be to steal it. Why? Money in itself is not a good motivation. A motivation must be something sincere, valuable, pure, that really lies within us. In the real world, we will not make a lot of money without a valuable motivation. The value of money is only a social construct, which
becomes clear at times of crisis or war, when money loses it and quite different things gain value.

The brain’s activity can be controlled by words. They can break down even rationally justified opposition. Try to say the following sentence with conviction. While saying it, shake your head from side to side. “Yes! Of course I’ll help you in your need.” A part of your brain is struggling against another, and it is not easy to do this. Similar obvious mechanisms are used by the creators of advertising messages. Research demonstrates that if we write on a food product that it is a “Grandma’s recipe” or a “traditional recipe,” the subjective taste experience of the research subjects is improved.

Words can manipulate the brain. It is worth recognizing this. By “recognizing this” I mean the need to be very aware of what you say, what you hear, what you feel, and what others feel. You need to maintain a healthy distance to this. A proactive attitude. Before you respond, take a moment of consciousness. Otherwise your mind will react automatically, there will be a typical identification with your own thoughts, emotions and words. People who are subject to this do not recognize that their verbal and emotional messages echo what is really happening inside them. And the echo has been duly crafted and censored by the brain. Identification with our thoughts and emotions is the greatest disease of our times. The cause of the majority of problems of individuals and the world as a whole.

Intentions and their evaluation are another important factor influencing motivation. We are often not aware of the intentions that drive our actions. Let’s consider the following example: Caring parents believe that they are raising their child in a way that is full of dedication and concern. In reality, their intention most
often is to satisfy the needs of their own egos, which have little to do with the real needs of their child. For example, if the parents enroll the child in an elite school, most often their intention is the desire for the child, after graduating, to get a good job and be successful. They want the child to avoid the suffering that they went through, maybe even to be able to support them in their old age. They also want to be able to brag to their friends about the accomplishments of their offspring. What is wrong with that? ...Well, where is the child in all this? We forget about the child’s individual needs and talents. We treat him or her as our property. In the same way, company leaders, when choosing a method for motivating their employees, should check their intentions. They must realize what is more important: The true needs of the employee and society and ways to meet them, or the personal satisfaction of the leader?

**RULE 3**

Discover your talents

If you have chosen your motivation and you are using one from the highest level, it becomes simultaneously your mission and your calling. If you choose another path, then perhaps you will have some accomplishments. Maybe you will even make a lot of money. But you will not be fulfilled and authentic, because you will not be using your highest abilities. The discovery and realization of your highest talents is also your mission and your message in life.

Not everyone can do this. Imagine a man who in his professional life was an honest, valued accountant. But once retired, he finds, to his own great surprise, that his favorite thing to do
The spirit of business is to design and tend gardens. He offers to help his neighbors. With time he starts a business, develops it successfully, and makes a lot of money doing what he loves. It turns out that his talent is not for bookkeeping, but landscape architecture. The years spent in preparing balance sheets were lost time. This story can also have a different ending. The largest group of people in the United States who after work ride off on Harley Davidsons are, in fact, accountants.

There is great wisdom in the saying: “Choose a job you love, and you will never have to work a day in your life.”

**RULE 4**

Develop your talents

How can you know which talent is the most important, and how can you develop it? If you are aware of your own inner being, you are also aware of your talents. But let’s not confuse our perception of ourselves, the image that we cultivate or the opinions of other people, with consciousness. It would be best, of course, if a talent had a chance to manifest itself and develop naturally. If we were left to our own devices, without any interference or influences. In the civilized world, unfortunately, this is impossible. In the 1920s, many Jewish families in Russia sent their sons to learn to play the violin. It was a time of stunning success of Russian Jewish violinists, such as Jascha Heifetz. In the hopes of similar success and the material benefits it would entail, talented children, as well as those who evidently were not gifted in this area, were made to study the violin. In the case of the latter, it was a waste of time, money and energy.
If our talents had a chance to reveal themselves naturally, not constricted by fashion, trends or the intentions of others, we would do what we like. I am convinced that people usually like to do what they are best at. That is also what they enjoy the most.

Sometimes the discovery of your own calling can take a long time. It also happens that a person is not able to get to this on their own, and he or she needs help. Sometimes chance or a coincidence helps. Sometimes we meet someone on our path who can discover our talents and direct us onto new ways.

A discovered talent is our asset. An element and an energy that help create and change reality. But talent alone is only 20 percent of success. You have to develop it through practice, otherwise it will become useless. Hard, systematic work is the other 80 percent of success. Motivation becomes the key factor. Let’s say, for example, that somebody has a talent for horse riding. This ability is made up of several predispositions, including: an inborn sense of balance, flexibility and quick reactions, a sense of distance and direction, the ability to sense and predict the intentions and reactions of the horse, courage, decisiveness and efficient use of energy. These inborn predispositions allow the person to master riding techniques, and techniques for working with horses, faster than others do. It will be easier for them to gain control of their own body and the reactions of the horse. But if they do not put in systematic training in specific areas, for example in jumping obstacles, their inborn abilities will not lead to the blossoming of their potential. They will be held back at a certain stage of development. In the proper use of a talent for success and development, as much as 80 percent is painstaking, systematic work. The precondition for it is motivation. Japanese martial arts instructors tell their students: “Do something eleven thousand times, and it will be yours!”
If work is carried out wisely and properly, one has good chances of achieving successive levels of mastery. That is why it is incredibly important that we enjoy what we do. Otherwise, most likely we will not be able to invest the necessary level of effort, or the cost we pay will be too high. This is why the ability to motivate is considered crucial in life, and is related to the ability to take on the attitude we find necessary.

RULE 5
Find a way to sell your talents

How does it happen that out of two people with great talent, one achieves great success and the other dies in poverty? Vladimir Nabokov, the outstanding Russian and American writer, whose creative life was a great success story, is an excellent example. In contrast, many of his contemporaries, equally talented writers in Europe and the United States, lived modestly and could not break through. Nabokov, educated as a philologist, also had the talent for precise, speculative thinking. He composed chess problems, treating it as a hobby. He used his ability for strategic thinking (chess, after all, is the study of strategy and planning) to plan and carry out his literary success. This is a perfect combination of two talents, which mutually support each other, creating synergy.

Ronald Reagan, before World War II a mediocre actor in kitschy Westerns and B class movies, in the 1980s turned out to be a successful political actor of great genius, who as president of the United States contributed significantly to the fall of Communism. His first method for selling his acting talents was ineffective, but the second one hit the bull’s eye.
It is similar in business. Talent alone, and awareness of it, are not enough. You have to find a way to apply it to the creation of a business. For example, if you have a talent for finding the right people for particular tasks, set up a “headhunting” agency. If you have a gift for speaking and the power to persuade, use them to make money.

Jason, the mythical leader of the quest for the Golden Fleece, was not the strongest man, or the best warrior, nor did he have a talent for leadership. Other members of the Argo’s crew were superior in these areas. If Jason had relied on those talents, the expedition would have been an utter failure. However, Jason knew how to be charming. And he used his talent, to the point where no woman in the world could resist him. This “marketing of talent” allowed him to infatuate Medea, guardian of the fleece, turning the mission into a success.

We can find similar examples in other mythical tales, such as the Bhagavad Gita, where Krishna chose Arjuna as the leader of the army because of his ability to discern good from evil, even though his brothers were better warriors and experts in the art of war.

Figure out what you can do best, and think of an effective way to sell that talent on the market. If you still have not discovered any particular talent within yourself, follow the advice of the wise Roman proverb: “Those who can’t do anything should at least row.” Keep on seeking, persistently.

RULE 6
Expand your vision
In order to have significant achievements in life, to create and develop your business, you have to have a vision, meaning a concrete image of the effects, goals and strategies of action. The vision must be strong, clear and inspiring enough to motivate others, and simultaneously to provide effective inspiration for you. Before you begin to act, imagine what the end effect will be like – what you want to create or implement, how it will work, how wonderful and useful it will be, what benefits it will bring you, and finally who you will become thanks to this achievement. Most inventions and the greatest accomplishments of the human race started with a vision. A useful illustration of this process is found in the vision of the Polish writer and painter Stanisław Wyspiański: “I see my theater as vast” that became a reality in his greatest play, *The Wedding*. You have to think the same way about creating a business: “I see my company as vast.”

Can everyone be a “visionary”? How do you create and expand a vision? Let’s examine these questions on a concrete example. Let’s assume that we want to create a training company. We set a goal for ourselves that our first clients will be employees of companies that we know, who want to improve their management and sales skills. The training will be paid for by their employers. If they buy into our approach and the business grows, then we will decide what happens next.

Let’s consider how we could broaden this vision. Many companies have specialized internal training departments, so our initial vision is a fairly typical project. But let’s think more broadly. Why do not we create something of our own, offer something more that changes the game? Let’s build a development model,

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a forward-looking training process, which will allow us to take anyone wishing to be successful through the most basic trainings, developing typical business skills, then through ever more advanced levels, up to the highest level, at which we will be perfecting the most advanced social skills, such as consciousness, intuition, creativity, business ethics, and developing values. We will begin with the ability to communicate with ourselves, and with others. From building an image and our own credibility, through improving individual effectiveness in sales, in negotiations, we will bring the employees to the level of emotional intelligence. Simultaneously, through the level of managing emotions, we will bring them to the level of managing by values and consciousness. To the level that I call “the soul of business.”

But let’s not stop there, let’s integrate all the areas of life. The test of the trainee’s progress will be their efficiency and effectiveness at work. For example, in selling a product that we supply
them with. We will monitor their progress regularly. If the monitoring shows satisfactory results, then gradually, step by step, we will broaden the range to include other products and services. Simultaneously, we will also modify and improve the training process to fit the successive products that are introduced, so that we can deliver more and more specialized tools for working with them and with the clients. At this stage, our student will be able to sell very sophisticated and exclusive products, such as cars or apartments. They will earn enough at this that they themselves will be able to buy a car or an apartment. At the next stage, they can sell houses or airplanes. Then the growth of their earnings may allow them to buy one for their own use. That will give them great power to persuade. We will not set any limits, neither on the material level nor on the personal or spiritual development levels. We will create this system based on the people in greatest need, opening it up to anyone else who wants to join us. Why would they want to do this? Because we will be offering them knowledge for free. Their contribution to our business will be selling our products, using the know-how from our training. We will teach them how to earn money and give them the ability to make their dreams come true and fulfill their potential, without any financial investments on their part. We will develop our operations in a model so inspiring that we will be able to replicate it in other countries. In this way we will teach people emotional intelligence and how to cultivate their consciousness not only in our own country, but all over the world. So we will carry out expansion in terms of training programs and methods, product range, the market for products and services and the quality and standard of the training staff. We will start by hiring the trainers we can afford in the first stage. With time, as needed, we will
look for the best and most effective teachers from around the world. These might well be our own graduates as they will have been taught a new and efficient approach to human development and success. And our company will become the best example of that approach.

You have to appreciate the change in strength and energy that has happened in this project. To perceive the difference between the stage at which you are looking for a way to make money and a more comfortable life, and the stage at which you are realizing your potential, reaching for the peaks of what is possible, changing the world. Or, in quite earthly terms, between the stage at which as a trainer or coach you are making $35,000 a year, and the stage at which as the creator and head of this business you are employing thousands of people and making $35 million. Develop your vision, and your motivation will develop as well. Then both you and the people you work with will find in yourselves strength, sources and possibilities that you never dreamed of, because the goal will be big enough. Or, to reverse the perspective: If you want to grow, find a strong enough enemy. Because only they will force you to develop your potential. In the worst case, you may not meet all your goals, but you will definitely go further than you would by pursuing less ambitious goals.

In creating a broadened vision, we have to take into account the way we use our talents. We have to ask ourselves how our talent can inspire and help the people who engage themselves in the realization of our goals. Secondly, it is worthwhile to “refurnish” our way of approaching problems, which of course are never in short supply. That is what the next rule is about.
The spirit of business

RULE 7
Move from thinking about problems to thinking about solutions

The Chinese sage and strategist Lao-Tzu said: “Rather than curse the darkness, light a candle.” Our brain’s typical reaction to anticipated problems, inconveniences and difficulties is to make statements such as “It won’t work,” “It’s too complicated,” and so on. We are lazy by nature, and we look for short-cuts, the easy ways out. But you can think completely differently. Turn your weaknesses into strengths. Do not look “with the eyes of the mind,” which negates everything and presents insurmountable barriers on the way to implementing your vision. “It won’t work,” the brain says. Reply: “I’m doing this precisely because it’s a big and difficult challenge.” This is a fantastic motivation for the ego. And it is precisely through the ego that we manifest ourselves in the material world. Let’s rise to new heights by using what is familiar to everybody and what works.

Remember that in programming your vision, you cannot use the expression “I’ll try to do it,” “I have to do it,” or even “I want to do it.” Set your motivation much higher, saying and thinking: “I will do it!” The Japanese warriors who went into a battle of life and death were taught precisely this method of self-motivation. Their motto was *Shippai wa yurusarenai*, or “Failure is not an option!” ⁶ If you take into account the possibility of defeat, it is better to just stay home. It is worthwhile learning to “reprogram” your thinking. This simple operation

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means that you will not think about the scale of difficulties and problems, but you will work on ways to resolve them. Of course, this does not mean that you will not consider the risks. But once you have weighed them and made a decision, you will not allow fear to sabotage your endeavors. For the determined person, the impossible becomes possible.

**RULE 8**
Build relationships, and nurture them

The soul of business is built more than anything else through relationships. To be consistent, you have to start by deepening the strongest relationship you have, meaning your relationship with yourself. That is the beginning of the whole science of and motivation for relating to others. You learn to establish deep relationships with others and care for them. You look at your relationships with people around you through your own lens. Your attitude towards others will be a reflection of your attitude to yourself. I make a point of establishing a connection with all of my employees, regardless of their position on the corporate ladder. I often organize meetings and workshops that everyone is welcome to attend. Admission is free. I cover their travel and accommodation expenses. People from various departments attend, along with their families. I want them to understand our corporate culture. I represent it, and my actions are its manifestation. I also organize comprehensively enriching trips. For example, about a dozen of my best employees come with me to a world-class workshop, or a sailing trip. I throw holiday parties for all employees and business partners. I provide transportation and accommodations.
I try to make myself available for everyone, addressing their wishes and motivating them. Napoleon inspired his soldiers to make highest sacrifices, to perform heroic acts. How did he do it? He spoke with them. With privates. He addressed them by name. He let them understand that despite the difference in rank, everyone was a “brother in arms” to him. This meant so much to them, that in return they gave for him the most precious thing they had: their lives. That is why I also frequently stand on the front line and take risks like the others. Even though it is not a question of giving one’s life, it is important that we go through it together. This is a tremendous motivation for me too.

RULE 9
Whatever you do, do your best

This rule does not stem only from the work ethic. In various business cultures it has other applications, and varying causes. The business culture of the West is a culture of individualism. The terms “I,” “my business,” “my interests” are used all the time. Your own good comes first. In collective cultures, such as those of Japan, China or Korea, you think in terms of the team. It is the interests of the team, the firm or the corporation that are the most important. Do not be surprised if a Japanese man introduces themselves to you this way: “I work for Mitsubishi, my name is Ogura Naboru.” This attitude originates from the samurai tradition of his culture. His great-great-grandfather introduced himself in a similar way: “I serve the Mitsubishi clan, my name is Ogura Naboru.” Thinking in terms of the interests of the group, the interests of other people, is natural there. Just as natural in this work ethic are care and diligence.
They are acquired along with the culture, and nobody questions them. In the initial years after World War II, the term *kinbensei*, meaning “the spirit of diligence,” became almost a synonym for “the Japanese.”

The category of diligence is also found in other cultures dominated by the spirit of business. Sociological research shows that on the scale of care and diligence in the execution of business operations, certain business cultures rank relatively high: American, British, French, German and Jewish⁷. When doing business in other countries, I also frequently hear about Polish diligence and care at work. The greater your commitment, the higher your chances of success.

Your commitment reflects your motivations. This is a leading value of successful projects. It is worth noting yet another important relationship: abiding by the principle of full engagement, diligence and mindfulness serves deepening of one’s consciousness. If you do something the best way you can, using all the energy that is available to you, at the same time you are going deep within yourself. You get to the heart of things. You also attain an ever greater consciousness of your own actions, as well as knowledge about their nature. This creates an invaluable balance between the emotional and rational parts of your personality. In the East this attitude to work and life is called the meditative approach. It meets the requirements of both Eastern and Western cultures. It is a prerequisite of an honest approach to work, offering a chance for genuine cooperation.

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Among the attributes of an effective leader that are mentioned in the handbooks that teach you how to be a good leader, a sense of humor is often mentioned. But the authors do not always fully understand its role. In our lives, humor has several important functions. For a child, play is indispensable. If a child cannot play, it will never mature, and its psyche will not develop properly. In this we are similar to animals. Their younger years are also divided between play, work and rest. Unfortunately, as adults we often forget about having fun, because “it’s not appropriate,” or because business is too “serious.” There is great power in play. In our everyday life, the joy from what we do is a key aspect of motivation. In humor there is great strength. In extreme conditions, it helps us to survive. Humor can be a fuse, preventing the mind from burning out. Sometimes it is the only effective means for breaking through an impasse.

Without a good dose of humor, it is rare for a book to become a bestseller, or for a Hollywood screenplay to become a hit. Humor has an amazing ability to engage the emotions. This makes it one of the most important factors in the methodology of teaching people. Play by learning, learn by playing. Fun increases your ability to remember messages. For this very reason, in TV, the advertising blocks neighboring entertainment programs are the most expensive. Research has shown that placement next to entertainment makes the advertising message easier to be memorized. Similarly, humor-based marketing sells products better. The majority of us, though, are very serious in everyday life. It is
rare for us to smile at other people for no reason.

The spirit of business should smile to be successful. Enjoy your life, enjoy what you do, because humor and fun are prerequisites of success. Treating reality and your role in it as a game allows you to maintain the motivation and the necessary distance. To yourself, to others, to what you do. Reality is a type of game, just as all of our actions, nature and, after all, the universe. Shakespeare himself knew this when he said: "All the world’s a stage, and all the men and women merely players."8

A sense of humor is sexy; it makes you more attractive and draws other people to you. It also has a great power of authenticity, of revealing truth. This is why tyrants and despots fear satire and satirists. Humor unmasks their falsity, spiritual midgetry and hypocrisy. It is the same in business. If you want people to trust you, have fun with them. Trust people with a good sense of humor. People who are unworthy of trust rarely display one, fearing to lose their face. They are too tied up in their own convictions and ideas about themselves.

Humor, and the resulting feeling of distance help to restore a healthy sense of proportion to your own excessively exuberant ego. It helps you look at your own mistakes and flaws from a different perspective. In effect it is a wonderful tool for development and self-motivation.

In compiling my ten golden rules for achieving the development-oriented “Spirit of business,” I would like to complement them by discussing the ten most common mistakes.

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8 William Shakespeare, *As You Like It*
MISTAKE 1
Lack of faith in yourself

If you do not believe in yourself, you also do not believe
yourself. As a result, you do not trust yourself and your potential.
So why should others trust you? People who say they cannot
trust others certainly do not trust themselves. Fear becomes
the motivator for their actions, which stops the natural flow of
energy and creativity. Their potential is drastically limited right
from the start, and their path becomes a series of sacrifices and
misfortunes. Motivation by fear breeds more fear.

MISTAKE 2
Lack of vision

Vision supplies the impulse that sparks action. If it is lacking,
action cannot begin. If you know where you want to go and why,
you will set out on the road. If you do not know the destination,
you stay where you are or you set off in a random direction. Vi-
sion grows from autonomy, which in turn stems from humility.
For the spark of the spirit of business to be lit inside you, you need
to give up pride and dependencies. The greatest enemies of vision
are rigid convictions and amassed knowledge or expertise. If you
believe that you can do things perfectly, that you have found the
recipe for success, there is no longer any space for further devel-
opment, for new visions.

MISTAKE 3
Focusing on yourself and your needs, instead of
concentrating on the vision
You are only a tool for the realization of your vision. At this stage, you need to realize that the vision is more important than you are. You have to overcome your weaknesses, and in extreme situations, even endure some pain or suffering. This is the cost you must pay for the sins of the past, for your unhealthy habits. Great athletes know how to do this, overcoming the pain of a bruised or injured body, achieving their goal and winning. People can do this when they are inspired by something greater than themselves. Then the conscious vision becomes a mission which in turn should override loyalty to one's ego or even one's company.

**MISTAKE 4**

Seeking external motivations

Typical external motivations include money, fame and power. The fragility and illusory nature of such motivations is undeniable. Significantly more effective are inspirations that flow from within, that is your authentic needs, feelings and longings – such as love, or the desire to help. In Bushido philosophy⁹, the lethal Japanese sword is known as the *katsu-sujin-ken*, the sword that brings life. Because for a warrior, the motivation for its use should only be the desire to come to rescue the weaker and the wounded, and not the desire for victory, fame and applause. The “life-bringing” sword should not be drawn with any other intention. In creating the proper “spirit of business” we can use this simple analogy: “Let us not

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⁹ Bushidō (Jap. 武士道, the way of the warrior) – the Japanese samurais’ unwritten collection of ethical principles, the warrior code of the feudal period.
draw the sword of business if we are not guided by intrinsic motivations and benevolent intentions.”

### MISTAKE 5

**Shortcuts, seizing “opportunities” and using connections**

Many projects write this mistake into their strategies. This can be perfectly seen in projects based on public funds. This is an obvious way to make money, but for me, this is not fair business play. In many cases, this is exploitation of the weaknesses of the governmental structures, and of the crippled laws full of loopholes, in order to enrich yourself by, in fact, robbing others. This kind of thing unfortunately happens in all business cultures, even the most developed. The use of “shortcuts” definitely does not fit with the true “spirit of business.” Waiting for this kind of chance is often just an excuse to refrain from action. Creative, effective action.

### MISTAKE 6

**Shifting responsibility for failure onto external circumstances and other people**

Contrary to our beliefs and desires, few of the reasons for the failures of our actions are dependent on “outside circumstances,” meaning independent of us. We ourselves create the majority of the reasons for our defeats. These reasons are somehow ingrained in us. But we have a very strong tendency toward justifying our failures by the bad will of other people, or so-called objective causes. Rarely do we take another tactic, the tactic of becoming aware of our mistake and eliminating its causes. For every effect has its cause – this was already known to Aristotle.
Inaction is an action, too. A negative one. It is failing to act. And like any other action, over time it becomes a habit. And negativity is the domain of our minds. This is also why the brain has an exceptional talent for rationalizing our procrastination. People who procrastinate, who have this tendency toward putting off decisions and actions, were described by the ancient Romans as cunctators. This phrase, meaning “one who avoids action,” entered their vocabulary for good as the agnomen of Fabius Maximus, the Roman Dictator from the times of the Second Punic War. Fabius, fearing a defeat, used every possible means to put off a decision on taking on the greater forces of Hannibal.

The mind is very good at “writing an excuse note” and making it easy to trivialize procrastination. “After all, it’s not your fault, it’s the market and your partners,” the brain suggests. And you believe it, because it is more comfortable for you. Putting tasks off very quickly becomes a habit. A habit of inability to make decisions and act. This sin is very widespread in our society.

An old Russian saying has it that “He who fears wolves will never come to pick mushrooms.” Our natural tendency is the desire to ensure our own security and that of our families. We have inherited this tendency from the animal world. But when you limit your motivations to this, you will not achieve significant success. Fear of financial destabilization, and exclusive focus on
“maintaining” the level of existence you have had thus far, are precisely these “wolves.” The game of business and the game of life are by nature encumbered by a certain level of risk. You need to calculate this risk in your actions. This promotes growth. If you are not afraid of wolves, you will go into the dark forest, with a great chance of bringing back a whole basket of mushrooms. In recent years, a strategy based primarily on security has been adopted by the banks, which has caused the crisis to deepen. The consequences are devastating for most of us.

MISTAKE 9
Focusing on the past or the future

Most people in the West are not capable of living “here and now,” meaning consciously taking part in ongoing reality. Either we live in the past – remembering, reminiscing, trying to figure out what would be different if we had acted differently at some point, etc. – or in the future: imagining how great it will be when we finally pay off that loan, when our children grow up, etc. As I have already pointed out, only a small part of the brain’s activity concerns ongoing “operational” processes. The majority of it is weighing the past or speculating on the future. This is exactly where we should make changes, because we no longer live in real time, which in fact is all that we really have influence on. Our brain causes us to live either ten years ago, or five years ahead. This results in a lack of awareness of our existence here and now; it delays our responses and decision-making, and in the end, most importantly, it takes away our pleasure of experiencing ongoing reality. Consciously participating in the here and now, in present time and space, is a great, wonderful
Warnings and recommendations

experience. I believe that this is exactly where our motivation, power and joy of life lie hidden.

MISTAKE 10
Lack of distance to yourself. False ideas about yourself

The damage resulting from these mistakes is obvious. To avoid it, you have to treat yourself as a sort of enterprise, which operates in changing circumstances, changes tactics and strategies, makes decisions, makes choices, builds its own credibility. From time to time, you have to monitor these complicated processes. You have to make inspection trips to your own inner being, and do so very consciously. To see what is happening within you. To ask yourself whether you like the person that you are at a given stage. You have to do this quite systematically. In reality, you are your business, and the company, its marketing or service, is only your mirror, an extension of your identity, its expression in the world of business. Regardless of whether you are only an employee, or the head of a large corporation. Those on the pedestal are just more visible, but everyone will eventually bear responsibility for their own attitude and actions in the same way.

For me, this book is a type of internal monitoring. Earlier, people carried out this process by writing memoirs or diaries. If they were sincere, and not written “for the audience,” they perfectly filled their role of keeping the human ego in check. Today, due to our chronic lack of time, it is rare for anybody to use this method.

During my travels, visits and consultations, I have met many sad, stressed-out, guilt-ridden people. Seeking pleasure and fun
at all costs. This is particularly visible in business. Why are they like that? Why do businesspeople have so little joy, enthusiasm, love and desire for development?

I am convinced that they most often harbor regrets because they know that they have not used their potential well; they have wasted their energy, their lives. They feel that they have deceived themselves. Instead of living joyfully, ecstatically, they have allowed themselves to be pulled into a game in which they were cheated. They know that very well, and that is why they are so angry with themselves. So frustrated. Because they resent themselves, and they do not want to admit this in front of other people, they shift this anger onto everyone around them. Blaming others, and so looking down on them, the ego allows them to feel superiority as a poor substitute for true vitality. They do not know where to start to change their approach. They are afraid of the new effort of redefining themselves. After all they have invested so much in their present image!

My life is my message, and I would like it to be evidence that you can consciously combine success in material life with realization in the inner world. Success in business with success in personal life; with love, trust and the desire to deepen your consciousness. That is how I understand the path to a happy life. Because our lives, the matter and the spiritual essence are unity, they are one. Dividing this whole into spheres of the material and the non-material serves manipulation. It is a way of controlling and using people that has been practiced for thousands of years. Opposed to the unity are our egotistical instincts, which people constantly attempt to satisfy. Unfortunately, the need to control and search for ways to use others for one’s own purposes are the mainstream of civilized man’s life. What we need to change this is
the ability to use both our hearts and our minds. Otherwise we fly through life like a bird that uses only one wing. Our lives are full of discomfort and turbulence. This is a low and unpleasant flight. To break free and soar higher we need a new consciousness. An understanding that the material and spiritual spheres mutually influence one another, they complement each other, and there is no way to separate them. Like the two wings of a bird.
Your brain is programmed to resist change.

(Robert Maurer, One Small Step Can Change Your Life: The Kaizen Way)

In the code of the samurai, shinya, or trust, was a tenuous thing that had to be constantly nurtured and reinforced by specific types of behavior. Failure to do this successfully always had serious consequences.

(Boye L. De Mente; The Japanese Samurai Code: Classic Strategies for Success)
Is it possible to spiritualize business? Is it possible to combine two seemingly different spheres? If such a synthesis is achievable, what is the unifying factor?

We live in a very unique era. Almost unlimited access to information from around the globe creates perfect conditions for rationalizing everything. Even feelings, the spirit or the heart. We often ask: “What do you think about this?” and much less often: “What do you feel?”. This is an ideal situation for our rational mind to justify, explain, downplay, postpone and convince us that certain emotions and feelings are good, while others are bad or inappropriate. This is also an ideal environment for speculation on problems. As I have noted, the mind loves problems, and can ceaselessly feed on them. But it is not problems, much less thinking about them, that are the main current of our lives. You need to realize that feelings and emotional states cannot be valued in the categories of “good/bad.” All of them are simply needed, because they are signs of the condition in which we find ourselves at a given moment. Some of the feelings are toxic, like shame or guilt. But you need to be aware that a mind that is poisoned – for example, by a feeling of guilt – after a while will cleanse itself of this poison, and we will emerge out of the state of apathy and resentment towards the world, strengthened by another meaningful enriching experience. Happiness will never give us such depth as, for example, sadness. Everything on this earth casts a shadow. It is impossible for there to exist only good,
desirable feelings, without the opposite polarity – emotions that are seemingly undesirable or even toxic. Similarly it is impossible for good to exist without the possibility of choice between it and evil. This is the old Faustian' dilemma, and a host of philosophers from every age have struggled with it. Our misfortune is that the moment we choose one, we reject the other. At that point, the other becomes our nemesis. In reality the dark side is the source of our potential. Without pride we would not learn the value of humility; without dependence, autonomy; without blindness, vision; without doubt, faith; without fear, courage; without egoism, consciousness; without hatred, love; and finally, without obsession we would not learn the value of freedom. Life is a whole and includes polarities.

I am not saying anything new or groundbreaking here, but there is a reason I am bringing up these simple truths. They help us to understand the essential meaning of connecting two worlds: business and spiritual values. The human being is the link between these two seemingly distant worlds. Business is only one of the manifestations, one of the effects, of our consciousness. I feel, as a human being, that in my life everything is generally integrated. Business is only one of the areas through which my inner world reveals itself and acts. The inner world, meaning the consciousness, reveals itself on the basis of a set of consciously chosen values, ideas and principles. If my consciousness is authentic, if I am real – and not virtual, invented by the mind – then my system of values is also authentic. I identify myself with it and I am integrated with it. If my business, as an element that

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1 Faust – a fictional character, portrayed in a great number of literary, musical and other works. Faust is a scholar who calls up the Devil and signs a pact offering his soul in exchange for the Devil serving him for some time.
is in a certain sense external, is a manifestation of it, then it is based on the same values, ideas and principles. If the substance of relationships in my family is love and partnership, then the same values should be a component of my business endeavors. If business is something different from the family, if I deal with people differently at work than I do with my family, that means that there is a lack of consistency somewhere. In one of the two worlds I am untrue – either in business, or in the family. If in one of the areas we are not authentic, that means that we still have not built our own identity. This shows that we are not authentic, real, in either of the worlds.

As she was growing up, the daughter of a friend of mine asked him what he did for living. He replied that he worked as a director in a tobacco factory. She asked whether that meant that he produced cigarettes that ruin people's health. The answer to this question became a reason for my friend to make drastic changes in his life.

All of our actions reflect, as in a mirror, our motivations. Ours, meaning either those that we have consciously chosen, or those that we apply unconsciously, out of habit, in line with what is actually dictated to us by our environment. I am aware that most handbooks for businesspeople suggest separating personal life from business. The authors of these publications claim that connecting these two areas leads to conflicts, stress and burnout. Of course, this can be difficult to understand for someone who works long hours, and still brings some work home, if professional problems become a recurring subject at the dinner table, and the secretary is banned from putting calls from his wife through. The reason may be that work has become his escape rather than a means to live a full life.
But our analysis concerns a deeper level. The level of values rather than just behaviors.

If when coming home you feel that you need to break away from what you were doing at work, there is only one reason: you are doing something at work that is not in accordance with your inner being. The home, family and friendship setting is what, at this moment, allows you to be clearly aware of it. To hear alarm bells ringing. To understand that something is not right. That “something” often destroys and burns out your inner being if you do not change it in time. It is a common belief that at work people think, deliberate, plan, use their brain, and when they come home they have to use their feelings. So it would appear that the key ability is to “switch” from the world of the mind to the world of the heart and vice versa. But that is not how it works. Both in business and outside of it, the mind and the heart should work together, as equal partners. I do my best to balance them. I work as much as I see fit, and I dedicate as much attention my family as I can. It is my own inner decision how much I work and how much time I devote to myself or spend with my family. It depends on the phase of my business, on my needs and on the condition of my relationships with my loved ones. By their nature, these are processes. None of them is holding still. They should develop harmoniously.

There have been periods in my life when this balance was lacking. I would start work at 6 a.m., and end after 9 p.m. This was a result of fascination with success, which in the dynamic growth phase of the company worked like a powerful drug. I could hardly go to sleep at night, excited that the next morning once again everything would be filled with passion, growing in every area, rising like dough. That stage was fascinating. The problems came
later, and they were inevitable in such a situation. If we exploit ourselves for years, poorly managing our energy, it will start to run out. This leads to growing frustration, culminating in burnout. But that does not mean that we have to give up on our passion. We only need to pay special attention to controlling the interpretation and realization of this passion by our minds. We should avoid becoming too attached to it. Give ourselves internal freedom. Distance.

We see an excellent example in young doctors and nurses who are full of enthusiasm and passion. They want to help people. They treat their profession as a calling. They know that their work is a series of sacrifices, extra shifts, sleepless nights, stress and great responsibility. But not infrequently their work, which once was a calling, after a while becomes a burden to some of them. They change their profession, or grow indifferent; often in fact they cannot stand their patients – the very people they once wanted to sacrifice themselves for. It is due to burnout caused by overexploitation of their own body. The same thing often happens to managers. You can learn to manage your energy properly, but this is a great challenge and requires years of practice. The farther we have departed from balance in our life, the longer our journey back will be.

Another example is the flow of energy in relationships. If we look at these processes in business, the leaders who manage teams or trainers who lead workshops, for example, perfectly know the feeling of energy being “sucked out.” Often they allow themselves to be energetically exploited by the group they lead; they cannot control the one-way flow of energy. We may consciously pass our energy to other people, but if we do not know how to set boundaries, we will lose too much of it. We also need
to remember to regenerate. In general, our energetic balance usually has an unfavorable net effect. We give more than we get back. The problem does not lie in our giving. We can give a great deal. The problem results from the lack of ability to effectively acquire and manage energy. There is a method known as channeling\textsuperscript{2}, or receiving energy from the highest plane. At this level, not accessible to everyone, people are able to acquire the energy that flows through them from various sources and share it with other people. At this stage you can become a distributor of the energy emitted by emotions, knowledge, feelings, spirituality, faith and finally by nature and the entire universe. Some people are born with these predispositions. For others it is a higher stage of spiritual development, and they need many years of conscious practice under the tutelage of the right teacher in order to master this ability, or at least to comprehend its essence. On a smaller scale, we all make use of this effect. Sleep is the best example. During sleep we renew our powers and regenerate ourselves, even though we are not physically connected to any power source. It happens on a different level. On the level of energy. But most often we ignore this fact, and we do not attempt to explore our potential in this area. We leave this question for various kinds of “weirdos.” This is how the average person often describes people who possess unconventional abilities.

It is important for business leaders to consider various possible views of their “power supply.” For this is related to their strength and to the values they believe in. Leaders are an energy source for their co-workers and employees. In learning to consciously manage their inner energy, that is spiritual energy, they

should simultaneously lead others onto this path. This is an important aspect of spiritual management of business. Without this, organizations will lack authenticity, strength, faith and vision. A barbaric rather than truly human approach will then prevail. This is also a helpful aspect in building trust and in preparing one’s employees to assume ever greater responsibility or higher positions in management. It is particularly important because inspiration drawn from a leader is passed on further in a similar form. The organization becomes his or her mirror reflection. A leader, as the most influential person in a social group, should pay special attention to his or her motivations and their sources. And each of us is a leader for someone.

Another controversial point to examine while discussing values and their consistency across all areas of our lives is the question of friendship and close relatives in business. This sphere has become overgrown with many myths and false interpretations. At this point it is worth realizing that in different business cultures,
different values are placed on “business among friends” and “family business.” In the West, the use of family connections in state-owned companies or public administration is called nepotism. The practice is generally condemned, and in certain countries, for example Canada or the Scandinavian countries, it is even regulated by law. Meanwhile, in Latin American cultures and in China it is entirely appropriate, culturally and socially accepted. In Greece, positions as government officials are informally “inherited.”

I do not draw boundaries between friendship and business. If I can help someone, I help them. I gladly help a friend in business, just like I would help him or her in private life, or help a person I have met only recently. If I can be of service to somebody, change their life for the better, I do it. I understand friendship in business differently: I try to bring my friends into everything I do, meaning equally into pleasure and into business. Why? Because I like to spend time with them, be it at a round of golf or at a company meeting. The benefits may be material or emotional. This is another way of building relationships and trust.

My approach has other consequences, too. Frequently, my business partners become my friends. It is a wonderful process where partnership becomes something more: alliance.

Our values and the emotional maturity of the co-workers play a critical role in business. Work with close relatives can be pleasant and fruitful, but it can also be a huge challenge. I believe that this is an individual matter, and no generalizing judgments should be applied. The best example is the family company. The management structure of such a firm brings all the family interdependencies and hierarchies into business. If the family’s relationships are healthy and good, management in the family company will also be effective.
My business is a family business, but in a different way. It has that quality. At this very moment, as I am writing, my kids are jumping all over my back, which does not make the work easier. But when I ask them, sending them a signal from my heart, rather than an order from my brain, they will stop. They simply respond to love with understanding. My managers would also like to repeatedly climb on my back with their problems. In these situations, just like in my family, I use my heart, so they can feel my attitude and give me a moment of calm. This is not to say that I do not set clear boundaries. Love and understanding have their place in business too, but we are not used to it and we fall into stereotypes. And I am no exception, but I have a broader scale of reactions than the average businessperson, and on this basis I build a new corporate culture. I want to infuse the corporations with a new spirit. Trust is the key. In pursuit of this value let’s stand at the head of the line...

When we are in the family or with friends, we use our hearts more often. When we are in a company or in the market, when we are creating something in the material world, we more often engage the speculative part of our brains. As I have mentioned, our culture sees the heart and the mind as tools fit for different actions. This is also why there is so little tolerance, understanding and love in the world. Business rules the world. If we change business, we will change the world.

Assertiveness is another important tool for building values and trust in business. It is, first of all, the ability to protect your boundaries, fight for your own needs, but also the ability to respect the boundaries and recognize the needs of others. Assertiveness is not only a fashionable subject for business training, it is an essential skill in everyday life, as one of the pillars of
emotional intelligence. Meaning, as I have mentioned, a harmonious, synergetic cooperation between reason and emotions. Bearing in mind these high standards, we must still be aware that saying “no” to something or somebody, is an aggressive expression. It means setting boundaries, which is what we do when we do not trust and believe that the other party will approach our needs responsibly. Regardless of whether we are right or not, remaining in relationships where we have to be assertive builds up defense mechanisms inside us. There is no place for feelings, which causes the brain to dominate. Our minds are aggressive, and because business has become primarily a manifestation of the mind, as a result it is also aggressive. Hence the great role of assertiveness.

Just as I myself have been progressively coming to understand the relationship between my own authenticity and business, so little by little our deliberations are turning to the topic of integration, or harmony, and the proper balance between all aspects of our actions. How far does it go? How far does the unity of our thoughts, words and actions go? As the Americans say: Do you walk your talk?

Here again, I am stirring up a hornets’ nest. This is because extreme examples make the point clearer. If I am the leader of a team, and yet I smoke cigarettes, then as far as I am concerned integration does not exist. Being a leader, I should be a trustworthy person. A person who inspires the confidence of others. Even though I know perfectly well that smoking is harmful, that it is unhealthy for me and those around me, I do it in spite of myself. That means that I cannot believe myself, because I do not trust myself. If I am not credible for myself and do not trust myself, how am I supposed to be credible and trustworthy for others?
Let me give a drastic example: The great cardiac surgeon Zbigniew Religa, who performed Poland’s first successful heart transplant, smoked several packs of cigarettes a day, well aware of the consequences of this addiction. He had exceptional qualifications in the world of surgery, in the material world, but apparently slightly less so in the field of consciousness and spiritual values. Tiger Woods is another example. Does this outstanding athlete's inability to handle his inner and personal life hinder his perfect golf game? He is the best in the world! The problem becomes evident when this kind of person enters relationships with others.

So why do others trust them, and where does this trust end? This is a key question. We cannot answer it without referring to the realm of culture. Maybe the problem of the human race lies there, if it leads people to such dilemmas? How is this related to the human nature? Can feelings and values in a company be effectively managed? Are values subject to marketing?

As Jack Hawley writes in *Reawakening the Spirit at Work*, “Trust has elements of faith, confidence and obligation in it. [...] It’s like constant spiritual awareness. You first make yourself aware of inner voice, then you encourage its around-the-clock participation. Listening to one’s inner truth *is* being whole – it *is* integrity.”³ I would suggest that we broaden this definition. Trust is a relationship produced in the process of interpersonal communication. It is an internally conscious condition that creates a certain positive attitude toward the other parties of the relationship, an attitude full of faith, and inspiring. That means that if people trust each other, this also reaffirms their trust in themselves.

The foundation of trust is integrity. Being honest to yourself. Once you understand yourself to a certain degree, you cannot lie to yourself as easily as you can to others. As a general rule, it tends to be the other way around. Here again a great role is played by awareness of yourself, of your motivations, convictions, emotions, feelings and the climate in which they grow. Without this there is no true honesty. There is only false morality and ethics. The more untrue and falsified they are, the more dogmatically and rigorously they will be forced onto others. Morality and ethics are the domain of today’s world. The more unconscious and internally corrupted the society is, the greater significance and the stronger promotion of morality and ethics. This is a certain form of behavior automation, taking shortcuts. This is what civilization is heading for. This is its main product: a comfortable, luxurious life. As a consequence, it turns out that it is easy to deceive yourself, though to deceive others may be more difficult. This is also why true honesty is a rarity. If all of us were honest and responsible, we would need no collective standards of morality or ethics. In harmony with our inner beings, nobody would harm others, much less ourselves. The harm we do to ourselves is the biggest one. It is the cause of the problems in this world.

But we live unconscious, superficial lives. Only when our world begins to crumble do we begin to analyze similar dilemmas. With consciousness rapidly developing in our world today, thanks in part to the existence of the Internet, more and more people are looking for true answers to hard questions. I do not avoid those questions. For me, they became the reason for writing this book. As always in my world, action follows words. As I have mentioned, I support meditation centers where people can experience their real selves, and thus find answers to the
questions that trouble them. This is a very refreshing process, which has made a great contribution to my success. So I am just sharing with others the best that I have. I also see how it brings success and gives second chances to those who dare to look deep inside themselves. In the business context this contains great motivating force and energy, bringing out the best aspects of cooperation in people and teams. I see in this the future of our world and the next generations.

Trust also undoubtedly has a market aspect. This is the first reason for claiming that it is subject to marketing. You do not have to search very far to find several marketing campaigns that refer to an element of trust. “Trust our experienced specialists,” “Trust years of tradition,” “Look at the future with confidence,” “Thousands of women have trusted us” – these are the slogans designed for an infinite variety of products. From cosmetics to complex financial services.

In this marketing aspect, does trust retain its relational, bilateral essence? I am convinced that it does. In offering a product or service to consumers, I ask them to bestow their trust on me. Consumers, buying an advertised product, grant it to me by this very act. Everything’s fine as long as it does not turn out that the product is faulty, poor-quality or does not deliver on the promises of the advertising. Those who have been deceived once “won’t be fooled again.” Since such cases are numerous, distrust is rampant.

The marketing of values, such as love, is the norm in social campaigns. This can be seen in campaigns against domestic violence. “Love – don’t beat,” their slogans exhort. It can also be seen particularly clearly in the example of political marketing, where values and ideas are the primary “product.” In essence, all political campaigns refer to them. They say: “Trust us – we’ll do
things better than our rivals.” This is usually followed by an array of arguments, assurances and promises of varying value. This is a type of bilateral relationship between political parties and citizens, which over the course of time shows how much the political “product” is really worth. If it turns out to be of poor quality, trust declines, which translates into the result of the next elections. Significantly, it also makes voters aware of the deep discrepancy between the marketed values and the consciousness, authenticity and inner truth of their political leaders.

A great example of similar marketing is the relationship formed between friends or two lovers, who try to present themselves in the best possible light. Nowadays this process often starts at Facebook, with the creation of an avatar by which we “market ourselves.” The truth comes out when it is time for the “product consumption” meaning marriage, and “post-sale service,” meaning delivering on the promises you have made. Then it becomes apparent who we really are. The courtship is over and life itself starts to deal the cards. We become our own judge and tormenter. Was it worthwhile bluffing to satisfy a momentary need? We pay a high price for coming to maturity if we do not act consistently with our inner self. But nowadays we so often forget that our whole world is not contained in our cell phone, but in every cell of our body. In the real world, represented by our actions. So it is the one to which we should devote as much time as possible.

A similar mechanism operates in business. The first time I saw an application of the marketing value of trust was at the beginning of my career. As I have said, my first leader, in introducing me to the rules by which we would work together, announced that I myself would evaluate the effects of my work after two
months. In this way he offered me a sort of credit of trust and I, and nobody else, was to decide how I would repay it. There is an essential difference between this way of managing trust and the common approach of “I’ll take you on for a trial period and after two months I’ll assess the results of your work and the prospects of our continued work together.” The first form is more motivating both for the new employee and for the leader who hires him or her. Such conduct on the part of the boss, giving the employee the possibility of self-assessment, showing him the degree of trust bestowed on him, is an excellent way to promote values. Granted that promotion is an element of marketing, such a conscious act of motivating through trust is also an act of marketing, since we assume that it will result in better, more effective operation of the business.

Later, as I came to know business outside, I met with partner relationships that were only minimally based on trust. But I myself applied trust by design. I felt that I could build something truly great and valuable only if trust were its main pillar. This ensured incredible growth, because it removed the distrust that had been a powerful drag on the business, along with the resulting need for control. It takes up a gigantic amount of our energy, time and money. We do not believe ourselves, so we do not believe others, and we control them in all possible ways, clipping their wings in the process. That kills their faith in themselves and their potential. Who is going to believe in them if not the all-powerful boss? Who is to know that they are capable of achieving success, if not the all-knowing boss? In these settings only those who do not believe their bosses do achieve anything. Because they can only count on themselves. But then they are alone in everything they do. The synergy of teamwork is drained
away. Consequently, the most efficient teams are those which deliberately or out of necessity manage themselves. I build my business on synergies of actions of individuals and teams, and I owe them everything I have. Trust in business, just like intimacy in personal contacts, is the key for me. It is a quality that either we have in ourselves or we do not. Similar to qualities like curiosity, courage or intelligence. You can acquire them by living truthfully. Without this quality, contacts with others have no meaning for me. They become disgusting exploitation of others for your own needs. This is degrading and painful. Deplorably, this is our today’s business reality.

“Never go even a little beyond your own sense of rightness,”\(^4\) says Hawley, thus making us, business leaders, aware that we ourselves are the ultimate criterion for the value of trust. It is our consciousness, based on inner truth. We ourselves must assess

whether the criterion of “inner truth” will be an effective test of the appropriateness of our actions. It seems to be a significantly better option than depending on evaluation forms and the classic tools of auditing and monitoring. But this is what we are taught en masse in schools. As a result, these methods are commonly used.

For millennia, philosophers, religions and their messengers have tried to bring a new consciousness into our lives. But it gets under the control of cultures and churches, which try to simplify, organize and automate it as much as possible. In this way they do not give us the chance to ask ourselves our own questions, or time to reply. We are fed on prepackaged spiritual food, and the end result is that we all live and consume in the same way. The chance for our humanity to manifest itself is slim. But in the end each of us decides for themselves whether they will fight for their human potential and get closer to the divine quality, or fall, getting closer to animals. This way of controlling people’s conduct results in a fall or merely sluggish growth of human consciousness and unnecessary suffering. However, evolution will always find a way. And it seems to have been clearly gaining pace in recent times.

Those who follow the path towards realizing their potential, become spiritual people. This concept goes beyond those who go to church, practice religion. One does not exclude the other. A spiritual person is a person who follows the inner voice, the truth, which he or she uncovers within. And that alone is meaningful for such a person. It is their own sense of direction, quality and value in life. Integration of these qualities in daily life becomes the primary goal, and manifests itself in conscious actions.
Deliberately granting trust to others and trust in yourself also have another significant business aspect. Granting it is, as I have mentioned, a type of mental credit that is binding on both sides. Like every credit, this obligation must be repaid. Ralph Waldo Emerson⁵ speaks of this: “Pay every debt as if God wrote the bill.” This is also spoken of in one of the principles of the teaching of the Hindu educational reformer Sai Baba⁶: “Always pay.” This principle advises us to have no debts, neither mental nor material ones. If we owe nothing to anyone or anything, we are strong. Which makes us free. This is the attitude of the spiritual warrior: “Don’t have any arrears: don’t owe anything to anybody. Ever.”

I am convinced that this principle applies to trust in a very important way. Mental debt and the inner necessity to pay it are something of great significance in business, often bigger and more decisive for the business development and success than material debts. Once this was referred to as a matter of honor. It was fundamental. A proof of empathy. A matter of preserving humanity in a savage world. Evolution is a powerful natural process so we’d better respect it or it will wipe us off the face of the planet. Today, when we do not care as much for values as our ancestors did, when we are more interested in effects than causes, when the world is losing its grounding in morality and ethics, it is particularly important not to forget our roots. A tree can be changed starting from the leaves, but this will be a very long process. Start from the roots.

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⁵ Ralph Waldo Emerson (1803-1882), an American poet and essayist, famous for his oratorical talent; one of the most influential thinkers and writers of the 19th century, a proponent of democratic egalitarianism; seen as a philosopher of idealism.

⁶ Sathya Sai Baba (1926-2011) a Hindu spiritual master, guru, educational reformer, social activist, with millions of followers around the world.
Chapter 10

SHAPING VALUES

Reason does not of itself provide a guide to truth. It produces massive amounts of information and documentation, but lacks the capability to resolve discrepancies in data and conclusions. All philosophical arguments sound convincing on their own. Although Reason is highly effective in a technical world where the methodologies of logic dominate, Reason itself, paradoxically, is the major block to reaching higher levels of consciousness. Transcending this level is relatively uncommon in our society.

(David R. Hawkins, Power vs. Force: The Hidden Determinants of Human Behavior)

If our spiritual path does not take us back to daily life it means it leads us astray.

(Willigis Jäger)
Everything in this book up to this point is a certain proposition for change, for a different approach to business and to your own personality. I realize that a change in attitude, giving up habits, personal and cultural limitations, taking yourself to another level of thinking and consciousness, also suggests a new approach to education, both for business and in general. Education whose effect will be, perhaps in the near future, a new type of leader who is open to change. A leader who acts consciously, by building relationships of trust. A person with a deeper consciousness, who knows better the motivating power of authentic values. A person who is conscious of the need for balance between the mind and the heart.

Our education begins well before primary school. Already at the moment of birth, or even conception. What does it typically look like? From the moment a pregnancy is announced, the immediate and extended families wait impatiently, with joy and curiosity for the new child to come into the world. Right from the beginning, the newborn is surrounded by admiration. Everyone showers the baby with kisses, makes funny faces, just to show the newborn a friendly attitude, full of acceptance. They spin out plans for the baby’s future, and when the child poops, they look with admiration and exultation into the diaper, discussing the child’s first creation. When the child grows up a bit and the first teeth cut through, phones ring all around the family circle, full of delight. When it starts to walk, stand up and fall, everyone
waits impatiently for the moment when the child will walk a few feet on its own into their parents’ arms.  

Children live in a wonderful world of acceptance, in an amazing world of development and possibilities, until the moment when they go up to the TV and press the red OFF button while daddy is watching a ballgame. Then they hear “Hush! Don’t bother me!” They do not understand what has happened. With time, however, they begin to understand those prohibitions, commandments, character-forming, standardization, expectations, demands and limitations appear more and more often in life. This begins a typical “formatting” stage. Everything that exceeds the margins is cut off. Instead, there come more and more responsibilities, expectations and consequences. Not only in the family, but also in school, among one’s peers, on the playground. Later in college and in the first job. Here there is no more doting mother, who firmly believes that the child will finally walk no matter how many times it falls down. Here things are governed by other laws and expectations. This is a world of responsibility in relation to new rules, and of punishments for failure to follow them. Responsibility understood this way does not become what it should: freedom. Rather it provides a rationale for society to enforce its expectations, becoming a tool of control and punishment.  

And so we have the “formatted” person. But what kind of “format” is this? It is more of a pigeon-hole, a box, in which we are squeezed and constrained. A box formatted this way can be put into the right container, and containers can be stacked on cabinet shelves. Then it is enough to paste on the right label, arrange the cabinets in neat rows, and we have an “ordered” society, in which each person has a defined role and everyone knows their place perfectly well.
Shaping values

In principle, this works fine for us. We do not feel the need for change. Why not? Because in exchange we get various kinds of rewards, praise, positions, money, fame, power etc. But these are not any real values like love, joy, pleasure, bliss. We have gotten used to trinkets. We have agreed to be corrupted. We were defenseless and had no choice. We were told that they’re diamonds, jewels, and it was easier for us to believe this than to struggle against powerful parents, teachers or other authorities. Even if later we may have had the strength for this struggle, perhaps our identity had become too costly for us to drop after all we had invested in it. As Osho\(^1\) says: “The world is fast asleep and people are enjoying their dreams.”\(^2\) The utter sleep of the human race in the Wachowski brothers’ Matrix is a grim vision, but a typical one for our times and our reality.

But your path does not have to lead to that nightmarish warehouse. You can also find your way into an environment that supports nature, development, change and individual creativity. Here, to your surprise, people don’t look at you as if you’re a thing, but in a way that makes you feel like a newborn. You get the chance to be a child again, and build your own world from the beginning. My first business vision, formed in the company Save

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\(^1\) Osho (1931-1990) – a contemporary Hindu guru, teacher and spiritual master. Founder of the Neo-Sannyas religious movement. By his personality he inspired the creation of the broadly understood Osho movement, which still has many followers and supporters all around the world. Author of hundreds of books. Osho’s books have been translated into more than 50 languages, but in some places including the Soviet Union they were strictly banned. The best-known titles are: From Sex to Superconsciousness; My Way, the Way of the White Clouds; The Book of Secrets. One particular book by Osho (which happens to be one of his various provocations) is No Book – a book with nothing but blank pages.

\(^2\) Osho, The Book of Wisdom: Seven Points of Mind Training.
Max, was such a model environment. Even today it remains for me a model of a business that creates an environment supporting individual personality development and building relations based on trust. That is why I would like to use the Save Max experiences in developing my next planned enterprise – the Soul of Business project. I would like to give leaders and co-workers the opportunity for “rebirth,” meaning a chance to be understood, accepted; to get the proper support for their development and fulfillment.

Each of us has an inner child. Natural, spontaneous or rebellious. This is described in what I find to be a very sensible categorization of personality types known as transactional analysis.³ This childlike, spontaneous, assertive and authentic part of our personality manifest itself too rarely. Our environment muffles it and is not willing to accept it. With time we ourselves do not allow the child within us to show up. We are ashamed of it. Our inner child is a source of motivation, curiosity, strength, beauty and many other aspects that are essential to achieving success. By suppressing the child within, to a high degree we kill the chances for success and happiness in life. The childlike aspect is very important. Look at the men who are capable of freeing their inner child – how much more attractive they are for women, how much more easily they make friends. Finally, look at business. Creativity is crucial in business, and of course it is children who are the most creative. Because they do not set any limitations for themselves, and they do not act out of habit. “Adult” creativity is subject to various limits and barriers, which are no concern of children’s.

Children, naturally, want to learn. They enjoy school and are happy to go there, but after a few years they begin to hate it.

Adults, who have been set on children’s development path to play the role of teachers, are not capable of properly harnessing the great resources of childlike passions and cognitive energy. This passion is not used to help children become what they want to become, but to impose on them the rules and laws that govern today’s world. That control the economy, social policy and the market. We try to shape a child so that it will be a good lawyer, engineer, economist, politician, manager. And actually, no child dreams of a career as a manager or politician. The dreams of our children are completely different. But we know better, remaining in our labeled boxes and dreaming our soothing dreams. To survive, we have to forget about our inner child, our delicacy, our sensitivity.

We try to give the child what it needs, according to our criteria. This approach is used by parents, teachers and government bodies responsible for the development of children in our society. At this early stage of human development, children are the most vulnerable and receptive. So we try to squeeze into them everything that we believe should be found in them. As a result we do not teach them how to develop their talents, but work to produce cursory knowledge of a range of fields. Children dedicate the vast majority of their time to this very superficial learning about everything. If we are not capable of teaching them to understand a certain element, we force them to knock it out by heart, without understanding. This is a waste of time, which demotivates, causing stress and burnout at a young age. A child educated this way begins to rebel against teachers and parents. We underestimate this, pushing the blame off on the hormones, on the process of growing up. In fact, these are clear symptoms of
defensiveness on the part of a childish personality, which rejects the knowledge presented as indigestible and useless.

This does not just apply to academic knowledge. We find a similar approach in the vast majority of families. We teach our children that they must adapt to life in our world, not asking how they would like to live. We suggest ideas and solutions to them before they begin to ask for themselves. We do not teach them how to be happy, joyful, loving, but how to be effective, useful, organized, to cause no trouble. They are defenseless against this knowledge; with time they become slaves of convictions packed into them by force. In growing up, they begin to rebel, and then we push some new ways of living on them. But this time, because they have become less humble and harder to “shape,” instead of threatening them with the stick, we offer the carrot: life in luxury and security. And thus we force our children to exchange their passions and love for security and the comfort of conformity. They have no other models, so they take these. These are the gifts our culture offers to the new generations. Civilization is “a level of social development in a given historical period, which is characterized by a given level of material culture, a degree of mastery over the natural environment and a set of social institutions. It constitutes the highest level of organization of societies, with which individuals identify.”

But do they identify with it consciously, or are they forced to do so since childhood? Pigeon-holed, constrained, so that living in a box becomes their lot. They are born to live in cages like animals in the zoo. With time they will do anything to make their cages, the boxes in which they live, in which they move and which they use every day for

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4 [https://pl.wikipedia.org/wiki/Cywilizacja](https://pl.wikipedia.org/wiki/Cywilizacja) [access date: 2.3.2016].
work, communication and leisure, ever larger or smaller, more expensive, safer, more comfortable and with more functionalities. And like the animals that were born in a zoo, they have no idea of what freedom is. They are actually afraid of it.

For many years, at various colleges, whether in the humanities or technical fields, it was easiest to get into the education departments. That is where the competition was the weakest and entry tests the easiest. Today that generation is teaching our children. In today’s world, developing so fast, this determines the standards of education in our country. Even in countries where teachers have more potential and better qualifications, they are being limited by the curriculum. The curriculum, in turn, depends on social preferences and thus on the level of development of the educational culture. Even if parents believe that to a great degree they determine the curriculum and the quality of education, in fact they are not specialists in methodology, and in most cases have no idea about modern educational methods, tools and techniques. The majority of teachers do not have this knowledge, either. I witnessed this first-hand when raising my children.

I know of numerous cases of titled “scholars” from renowned institutions deriding the methods and content that people with new consciousness use in training rooms during managerial meetings, workshops, coaching and training in the development of competencies. These pseudoprofessionals of education will never move on from the era of boring lectures, chalk and blackboards, and ex cathedra readings of their own often outdated lecture notes. This kind of school or institution definitely will not liberate a person’s potential and energy, and will not help them build the authentic identity of a person or a leader. Of course, there are Waldorf or Montessori schools, which have a policy of
supporting children’s talents. But this kind of education is not available to everybody. Universal education programs should offer a choice of content and method, rather than imposing them from above. In this way the teacher is reduced to a tool, their dignity and responsibility are taken away.

At the beginning of my business career, incapable of understanding these anomalies, I invited a Czech professor, recognized as a specialist in teaching and marketing, to visit my office for a day of observation. I hoped that he would help me to better understand the field I was operating in. He was fascinated by the methods and effects of our work. That day I didn’t learn anything new, but he learned a lot, as he said himself. That was a great motivation for the people who worked with me. They understood that they were pioneers in what they did.

We learn geography, physics, mathematics, management, music, biology and how our bodies work, but why don’t we understand how to apply this knowledge from various fields in our lives, in practice, in reality? How can we effectively see to the development of the body as well as personality? Why aren’t we shown how to use the knowledge that we acquire in our daily functioning? Why don’t we learn to steer the work of our brains so that it will have an effect on our priorities in thinking? Why don’t we give children the opportunity to get engaged and gain experiences so they can independently draw conclusions and go on building models that are useful in their life and work? We give them “lessons” and “lectures.” Why do the practical classes in “general education” schools take up only a fraction of school hours and are treated very superficially? Maybe it’s because the teachers have only theoretical knowledge about the subjects they teach, but do not have the competencies to apply it. So what does
the school teach? Only knowledge? In that case, where can you learn to live? As a consequence, this ability only appears as a side effect of random interactions in our lives. It depends on whom we meet along our path. And the world is rarely friendly. It is oriented more toward exploitation than to support.

Instead, we need to teach children self-confidence, acceptance, understanding, that is the ability to manage themselves in various aspects. Trust, spontaneity and integrity would help to heal our civilization to a significantly greater degree than what we learn in schools. Competition or ever more sophisticated ways of exploiting the environment and other people for one’s own purposes are the main motivators. Let’s teach young people through emotionally engaging experiences, games, educational play. Let’s create model situations, let’s show various perspectives, let’s simulate various environments, so that we can successfully prepare children to live in them. Let’s give them a chance to make their own choices. It calls to mind the first phase of fighter pilot training, when the person is placed in the simulator and taught to respond to various changing situations, conditions and dangers. For such a pilot to be able to fight and win, it is not enough to be given a handbook and have some diagrams drawn out on a chalkboard. Why should the pilot’s education be more important than the education of a future teacher, businessperson or politician? After all, business, politics and life itself are like flying at high speed at a low altitude, in the midst of dangers lurking on all sides, which must be responded to properly and decisively. Perhaps a pilot is more important from the economic point of view, because he flies a plane worth a huge amount of money, but then that means that we do not believe in the potential of our growing youth.
What is stopping us from teaching emotional intelligence, which means teaching this “internal control” of thoughts and emotions that I have described? Of course, it takes time and qualified teachers. We will not do it right away, but we can test out pilot projects. I see great potential here. We have many retired businesspeople, outstanding retired teachers, business trainers, coaches, many experienced people who would gladly do something worthwhile. They could go back to the schools, train the teachers, dedicate their time to the children. Yet in our reality this is a utopia, because it would require a new educational policy, new laws, programs, budgets and finally and most importantly: the desire and energy to make changes. But why should we want changes, when you can go on without changing anything? If we can, as Osho said: “Sleep well, and dream sweet dreams while awake”? After all, who in contemporary societies and at the heights of power is interested in the sphere of values, the spiritual sphere? Who judges the growth and development of society in terms of citizens’ happiness? Economic indicators matter more than anything else. We pay a huge price in politics, economics and culture for citizens’ maladjustment, unproductivity and inefficiency. This soporific dance of our society has to finally come to an end. Something in our history has gone awry. Whole masses of people are subject to the new, contemporary culture, and it is difficult to change direction when carrying such a burden. Many, however, make efforts, remaining in harmony with their inner self. I would also like to make my contribution. And what is your choice? It is like the dilemma faced by the hero of the Matrix movie: The red pill, or the blue one?

Yes, we often hear about values. All of us, and especially politicians, refer to them, but nothing comes out of talk alone.
It does not bring change. That is why it is hard for us to trust either our politicians or other people, and in the end ourselves. Our media mostly feature examples of embezzlement, manipulation and incompetence, because that is how we maintain our faith in our defensive system, our culture of precepts, commandments and punishments. Only a few show and want to be shown examples of harmony, understanding and love. Our society is corrupted.

If we taught methods of building trust to the children in our schools, maybe both our lives and our businesses would look different? Such changes are possible. A friend of mine, who lectures at the meditation centers I support, managed to officially write the study of yoga into the curriculum of Greek state schools. With the full approval of the authorities. Of course, to achieve such a success, you have to engage politicians and convince them that this kind of change could bring great benefits to society. But are our politicians capable of understanding arguments other than whether it will bring them more voters? Are they aware of what kind of world they are preparing for their children? Or maybe our politicians are aware of this, but we are not ready to accept a different order of things?

In any case, we are facing a very difficult and long road. Because we have traveled a long and arduous road in moving away from our natures. To make great changes, you have to cause a general change in society’s consciousness. I do not believe in revolution. The world has gone through a number of them, and after thousands of years they have only brought us to an age in which wars and crimes have proliferated on a mass scale. But I do believe in people. In the human being. The human can be trusted. This is also why I say that everybody must start with
themselves. Find their inner freedom. The other side of this choice is responsibility. As we find our inner space, we will be able to start deciding on our destiny for ourselves. To attain the ability to take actions here and now; ones that serve the welfare and development of humanity. Not to operate predictably and automatically. This change would enrich our lives and be a driving force for business, as well as a new chance for the world.

I would like to contribute to this so I support experimental human development centers through the Osheanic Foundation for Therapy and Human Development. These are primarily meditation centers. An extension of my work is the Soul of Business project, focused on leaders’ consciousness and self-management. It is anchored in business, because this is the real world for most of us today. This is what I can do best.

Education should lead to life and business being based on values. It should become a source of motivation, creativity and noble values. Altruism and love. In this type of project, it is crucial to develop a concept of teaching in which the person undergoes the necessary transformation. I designed it as a multi-step process similar to a pyramid. The base represents personal competencies, understanding oneself and the essence of one’s actions. Next come interpersonal competencies, meaning communication and the ability to present yourself. At the next levels are leadership and management skills.

All levels of the pyramid should include teaching ways to acquire, manage and replenish one’s energy. The body is fuel for our thoughts, emotions and spirit, but we often forget about it. Yet, its role is fundamental.

Still, undoubtedly the most important aspect of the project is the approach and consciousness of the teachers, coaches and
mentors. High spiritual consciousness is essential. This is precisely the source of true, inexhaustible motivation for action.

My enterprise is a challenge to fly high. Only a bird that uses two healthy wings is capable of this kind of flight. In my project, one wing is the material realm, and the other – the spiritual. Only by joining them together can we reach a new threshold and achieve the planned range of our actions.

The motto of my educational activities is the following sentence: “Let’s change our consciousness so we can change our environment.” Not the other way round. From my younger years, I remember the song “Jeszcze Polska” as performed by the group Kaenżet. They still apply.

The experiment is done, but unfortunately it’s failed
So get back to the past, to grab what has already fled
And imagine a heaven for you, and a hell for others!
This land is dying, nobody can stop it anymore.

If we don’t want this prophecy to come true, it is time for our consciousness to start changing the environment we live in. It takes strength. This, insofar as we are able, we can draw from within. Today I know that a change in consciousness beings greater effects than effort. It is not about creating a different world, but a different person. That person will change the world. Just give them some tools to discover themselves anew.

The path to changing the world by joining aspects that seemingly don’t fit together was shown by Steve Jobs, who introduced modern technology to people’s daily life. What enabled that success was acceptance and good use of human nature, its inclina-

5 The title alludes to the Polish national anthem Jeszcze Polska nie zginęła (‘Poland has not perished yet’) [editor’s note].
tions and habits. In this way, he created the most modern and highest-value company in the world. His business has changed the lives of each of us.

And how can our lives be changed by combining two aspects like the material and spiritual worlds? The efficient approach of the West and the flexible one of the East? My story, described in this book, is an example of this.

I believe that the greatest and most wonderful business enterprise is to effect change in the world through self-discovery and self-creation. This kind of business is within everyone’s reach. A side effect of such actions is happiness and wealth, which in another world, deprived of spiritual values, we in vain try to achieve in another way. Through rivalry, extortion, divisions and exploitation. As we discover and create ourselves our road becomes our goal, and this causes a change in our attitude to everything we do.

Happiness and frustration will always coexist in our world. Your destiny is not determined by what happens to you, but by the kind of person you are. It’s you, not the events themselves, that give them the ultimate meaning. You do it when you manifest yourself through action. You as a whole are your business. You are everything that concerns you. You are the creator of your entire world. The personal and the professional. Everything else is just your mirror. It is a delayed reflexion of your inner quality and your external approach. Perhaps precisely because it is delayed, you do not see the cause. Time is the fourth dimension, which in the end will verify even our ego. Because destiny is a sum of consequences. Get to the causes and don't worry too much about the effects you expect. If you are only interested in the outcome, it will never happen. Your mind must be absorbed in action, focused
on technique, not on the outcome. The outcome stems from your attitude, and in most cases you have no influence on it. Believe in yourself and allow yourself to be surprised. The world has more to offer you than you can imagine. Openness to spirituality is the quality that creates a better tomorrow. A happier life and more effective business. Reach for your potential.

You are the master of your destiny, and if you wish to change it, you can do so instantly. Use the right tools. Your destiny is determined by your attitude. I have chosen the attitude of openness, faith in life and trust. What will you choose? What is your purpose for living?
Acknowledgements

This book is a tribute to the nature of things and an expression of deep gratitude for all the people I have met along my path, who have ever taught me anything in life. I am thankful for the faith that fills me, that life is generous and just, and people are brothers by nature.

I thank my parents, who decided to bring me into this world, and tried to create a paradise on earth for me. My mom, for teaching me to track my own shadows and convert them into strength. My dad, for teaching me generosity. My teachers, who in their life full of challenges showed me that they could be authentic, that they dared to do so. My classmates for being my companions in fun. My friends and enemies, for allowing me to see both the bright and dark sides of life. I am thankful for having experienced that loving one’s enemies is not something unattainable and impossible – actually, it is the only true path of life. I cannot love them. I would have to be a hypocrite and an ignoramus not to admit the feelings I harbor toward them. At a particular moment they can reveal themselves as hatred, or any other emotion. But if feelings do manifest themselves, that means that I am not indifferent to them. In the end, sooner or later, such feelings will change into love. It has taken me some time to become aware that in essence they have the quality of love. All of my life is love; every energy that I manifest, that I use, is only a derivative of it. The awareness of this comes and goes, becoming the magic of my life.
This was caused by those who joined me along my path and helped me to create and implement a common vision in building our own world. I thank all those who took on this challenge. There were many who did not face up to the challenge. There were also many who took it on, but left at some stage. Still, they did not lose, because they at least made an attempt. I know that in the end you cannot lose, because every challenge, everything that we do, helps us to stand in our full splendor and strength.

I thank my former wife Karin for being with me when I needed her. I thank my children, Nina and Robert, for teaching me love. I thank them for being authentic, strong and courageous enough not to accept from me anything other than love. Sooner or later, that was the only aspect that could get through to them. It had to build up in me, so that I could come close to them.

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of the friends that I have made in life, like Wojciech Eichelberger, Krzysztof Czupryna, Thierry Pucciarelli, Statis Karakevas, René Grebeň, Alex Wurm, Nisarga, Premdas, Leela, Megha, Paksha, Ioannis, Devo, Johny Perfecto, Layla, Katarzyna Andersson, Piotr Ostaszewski, Dušan Tejkal, Jan Mróz, Paweł Gąsior, Grzegorz Gancewski, Wojtek Twardowski, Ewa Bąk, Miriam Kusyová Galic, Ondřej Taláb, Jurek Ciszewski, Mirek Bujko and Łukasz Milewski – who gave me strength to believe that my actions, my words provide meaning, that they bring about quality and deepen consciousness. I am moved.

I would like to add many other people to these acknowledgments. I do not remember them by name, but by roles they played in my life, or the emotions they left behind: all of them helped me to find myself and to create myself anew.

I would like to give special recognition to the masters, first of all Anthony Robbins, Premarta, Svarup and Deepak Chopra; then Rafi, Sarita and Bruce Lyon, and finally the one who has my highest respect, OSHO. It is they who gave direction to my life, in which the quest became not how to help a select few, but how to strive for everyone to grow. They taught me what can be done, but a great lesson was also what one should not do. Their mistakes did not go to waste, because error is our constant companion, more common than truth. In our lives, we make many more mistakes than right moves. But each of our mistakes is a sign, it eliminates wrong paths, so we can take the right ones. Nothing that has happened, in this context, was out of place. Everything has deep meaning. I find it in every moment of life. The mind occasionally tries to look for meaning somewhere else, only to entertain itself. Our culture does the same thing – it imitates, it is only a reflection of our minds. Perhaps this is precisely where we
find our existential mission. To move deeper, to move to the next step of evolution, to give ourselves a chance to survive, we need to step beyond this mind. Just as we transcend the animal instincts, just as love is our human knowing, so perhaps transcending the mind is essential for our further stage of evolution. Perhaps this is the universe’s intention, God’s intention for us. And the way in which we can connect with him – stepping beyond the part of our being, our existence, that has come to be dominated by the mind. Becoming trust, love, unity.
**Afterword**

**Business** is the realm that has the greatest influence on our lives. So that is where I remain, creating ever new projects. Ranging from entrepreneurship to self-reliance, responsibility and freedom.

*Soul of Business* is a training in mindfulness. It is also a comprehensive map that helps us to find our feet at work and in personal life. It is an approach that embraces body, mind and spirit. It is concerned with the way we live our lives. It includes inner and outer knowledge. It allows us to be ourselves once again. To be our own master. To know exactly what we want, to have clarity. For this should always be the starting point.

How can we live the way that becomes our passion? Because how we approach life is a game with the highest stakes. It determines whether we live our legend or experience our life as a nightmare.

The road to the goal leads through finding oneself and shaping one’s personality by experiencing and deepening consciousness. Our tools and our achievements are: intuition, spontaneity, sensitivity and creativity, precious gems gained through the deepening of awareness. They are what amounts to our lives’ magic, the bedrock of life success and fulfillment. They are the foundation of effectiveness in the realm of business and happiness in private life. If you miss one or the other it means you are not living up to your potential. Your life is determined by the
unconscious, which means it becomes a matter of chance. To change that, take up your life challenge with us.

Why us? Because nobody can teach you things they have not experienced themselves. Though many attempt to. Exploring the world without knowing oneself expresses one’s ignorance and arrogance. It results in creation of a false identity, thus leading to a life of fear and frustration. One often begins at the wrong end, and his mind becomes weary. For this reason, his or her life lacks quality. But there are ways to change that. Take control of your life, start to decide your own destiny, taking your first steps with us. Dare to embrace learning and knowledge that stem from the examination of your inner world. To this end, we use various concepts and techniques, but the key point is that we start from the beginning, from what is most essential, that is self-investigation.

Begin with the *Soul Quest* – our introductory program. In order to meet your greatest enemy and your best ally, face the challenges we will offer. We will help you by leading you along the way to mindfulness.

*Mindfulness* is the path and the goal. The other qualities and abundance come as byproducts. Mindfulness is over psychology, a spiritual approach that includes lower dimensions: mind and body. Mindfulness “means maintaining a moment-by-moment awareness of our thoughts, feelings, bodily sensations, and surrounding environment.”¹ We can cultivate mindfulness as the first step of love and compassion, because we cannot notice suffering and offer compassion if we are not aware of what is happening within and around us. Mindfulness has holistic impli-

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¹ Definition from the site of University of California Berkeley Greater Good Science Center, http://greatergood.berkeley.edu/topic/mindfulness/definition, accessed on March 9, 2016.
cations in our lives. Without it we are driven by outside impulses and by other people. But then “...whenever commandments are given they create difficulties for people, because by the time they are given they are already out of date. Life moves so fast; it is a dynamism, it is not static. It is not a stagnant pool, it is a Ganges, it goes on flowing. It is never the same for two consecutive moments. So one thing may be right this moment, and may not be right the next. Then what to do? The only possible thing is make people so aware that they themselves can decide how to respond to a changing life.”

We invite you to make a journey together with Soul of Business and the Osheanic Foundation. You have come to know us better through this book, written by their founder. Take another step. Learn practical methods that help you be more conscious and realize your potential.

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About the Author

Robert Zagożdżon
Is a leader and entrepreneur, owner of investment funds in Europe and America, and at the same time, a successful mentor and coach. By integrating the personal, spiritual and professional spheres in his daily life as well as seizing the opportunity brought by liberalization and opening of telecommunications and energy markets, it only took Robert three years to create from scratch an international group of companies valued at more than 100 million euros. They include Poland-based Energia dla Firm S.A. and Energetyczne Centrum S.A., alternative electricity and gas suppliers that serve hundreds of thousands of clients and successfully compete with the biggest players on the Polish market.

Today Robert plays the roles of his companies’ strategist and business angel. As an active investor and entrepreneur, he keeps developing new business platforms and investment projects. He believes intuition, spontaneity, sensitivity and creativity to be his most valuable assets and greatest achievements, precious gems gained through mindfulness, the way of deepening one’s awareness and consciousness. He is convinced these are the qualities that amount to our lives’ magic, as a source of success and fulfillment. They are the foundation of effectiveness in the realm of business and happiness in personal life.

In his opinion, there is great unused potential in each person. In the age of globalization, corporations most often work on the
assumption that the human being is the weakest link, and the human factor works against effectiveness. Robert believes that we need to look at it from a different perspective. Individuality and human dignity cannot be overlooked. We are creating a world for people, and not the other way around.

Robert also emphasizes that his business career would not have been possible if he had not paid attention to his inner life, the spiritual aspect. This change in his mental attitude allowed Robert to achieve true wealth, which is inner freedom. But this would not have been possible without being a rebel. This is his response whenever an obstacle stands in his way. Rebellion is the essence of his life. Wishing to share his experiences, he wrote the book *Facing the Truth: A Journey towards Total Integrity in Business and Life*, founded the Soul of Business project, as well as the Osheanic Foundation for Therapy and Human Development and set up five centers for personal development in Poland, the Czech Republic and Slovakia, which he actively supports. Robert is living proof that success and happiness are not a result of chance, but can be a conscious choice for each one of us. This is how he inspires people around the world.
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“This is a unique book on business written by a businessman in a personal, enthusiastic and vigorous style. The author recounts how he created and managed his business organizations, and reveals the values which he relied on. Almost everything he has done in those areas is unparalleled in business today. (…) The author has undergone personal transformation, which had to also have effect on his business activities. In this way, managing people and organizations became his testing ground for practical implications of his new and deeper vision of reality. It has been a special process, one that is rarely described. (…) It is living experience of a man who on his way to success fell several times, only to get up and go on, without giving up on his most important values which directed both his business and personal life. I fully recommend this extraordinary book to anyone who is currently managing people in organizations or intends to do that in the future.”

WOJCIECH EICHELBERGER
Psychotherapist, counselor of managers and business organizations

“In his book, Robert Zagożdżon demonstrates by his own example how important it is in life to initiate action and to have the courage to change and make decisions in that direction. These are, in his opinion, the most essential virtues without which all others lose much of their value. By his own example, the writer shows his readers what it means to be effective in life, and effectiveness is his yardstick of truth and authenticity. Is the truth you rely on in your life still valid? Robert invites you to ask this question as the first step to effective achievement of your goals at work and at home”.

„MANAGER“

„Robert Zagożdżon, author of Facing the Truth shares his own experience, pointing out to freedom as the primary factor that shapes a person. He tells us about his business path, challenging many of the conventional rules and relationships in our professional as well as personal lives. According to him, engaging in business does not imply giving up on happiness and success in other aspects of life. The balancing is of vital importance”.

www.HRSTANDARD.PL

“We often look at instances of success and wonder about the way covered by those who achieved them. Why do some people are lucky to succeed and others fail? What is important, talent or determination? Robert Zagożdżon stresses in his book that the greatest risk is... to take no risks (…) Zagożdżon presents his road to success in business, which was not free of stumbles and mistakes. One thing is certain: someone’s success is not a result of luck since the word “luck” suggests random chance when in fact that road definitely had more to do with being determined, betting on oneself and one’s ideas, and embracing a philosophy rooted in personal development”.

www.WPROST.PL

Robert Zagożdżon disrupts the popular idea of separation between the personal and the professional. He believes that it is important to grow in both spheres. His way to that goal involves discovering and creating himself by deepening his consciousness. His book deals with how to blend the material and spiritual worlds. The writer proves that such blending is not only possible but indeed necessary for our success to be complete. When the two areas are artificially divided, all life becomes artificial. How then do we unite them? How can we attain happiness and joy in our lives? And how can we become rich in this material world as well? The answers are to be found in the book”.

„PERSONEL I ZARZĄDZANIE“
(Personnel and Management magazine)