



weLEAD Online Magazine

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A Short Story of
**Personal & Organizational
emPOWERMENT**
Creating Company Environments that **ROCK**

Part 3

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By Michael Shenker

7 Passionate Leadership



After six weeks of Myron, six weeks of *The Science of Getting Rich*, seven days of TB and a comprehensive study of the *Four Agreements*, I was really ready to rock. My wife, kids and co-workers have all commented on my calm demeanor and upbeat attitude. What's really cool is that I'm starting to work out again and instead of getting up a couple of times a night I'm sleeping straight through until the alarm goes off.

As I walked through Myron's door he could tell that things were working for me. While he poured us some tea and we got comfortable, I could see by his smile that he was pleased with me and it made me feel a sense of pride.

"So Robert, how's life treating you?" He sat back in his chair eager to hear my response.

I felt myself sit up straighter as I raised my chin, "It's more like how am I treating *it*. Our work together is really starting to make a huge difference; in my business, with my family and especially in me.

“Excellent, so now what?”

“I’m not sure I understand what you mean,” I said as I leaned back into the sofa.

“Well, what are you going to do with all of this new found knowledge?” Myron took a slow sip of his tea and then looked at me probingly.

My confidence was suddenly evaporating as I tried to determine an appropriate response. “I plan to just keep improving and getting better.”

“Isn’t your Worthy Ideal to make a positive difference and be of service to as many people as possible before you die?”

“Yes.”

“Then share it.”

“What do you mean, share it?”

“Well, in addition to your immediate family, don’t you have over two hundred people in your company?”

“Yes.”

“What would be the impact to your company if your employees had the same knowledge and experiences you’ve had over the last seven weeks?”

“That would be a dream come true.”

“Would you like for that to happen?”

“Absolutely, but do you actually have the bandwidth to implement such changes in my company?” After all, this little guy was in his late nineties and two hundred people would be extremely taxing on anyone let alone a person of Myron’s age.

“No, nor would I want to.” He took another sip of tea. “That’s *your* job.”

I practically fell off the sofa and spilled my tea. “Me?” I said incredulously. “I wouldn’t know where to start.”

“Well then, let’s start with you,” as he handed me a napkin and refilled my cup.

“Business is essentially about profitability and a strong bottom line – that is a given. However, building a sustainable growing and profitable business requires much more than just financial acumen and having people turning out the work. Business leaders like yourself are faced with constant and unrelenting pressures. These pressures come from a wide array of sources including maintaining market share, interpersonal, cross cultural governance and maintaining profitability just to name a few. There’s no time for developing your people... right?...Wrong!” He set the teapot down and held his cup as if getting ready to sip.

“Great Leaders are constantly looking for newer and better ways to empower and leverage the passion of their employees. They know that irrespective of the circumstances, increasing the ROI of their human capital can make a *substantial* difference in their bottom line profits over and above the products and services they sell.”

“I never looked at it that way.”

“Well, I would suggest that you start. But don’t feel bad because very few leaders have this *empowered* perspective and consequently struggle because of it. Studies have shown that highly motivated employees are up to 127% more productive than your average employees in highly complex jobs. I would also suggest that motivated employees turn up to work because they *want* to, not because they *have* to. I would even go so far as to say that motivated employees are more cost conscious and have less sick days. That all adds up to a lot at the end of the year.” He takes a sip of tea and continues.

“Research has found on average that 70% of the employees are looking for more meaning in their work. That means that only 30% are relatively happy in their job. To me that says that there is a lot of underutilized human capital in the workplace. It makes sense to me Robert, that if you want to break away from the pack of the *unempowered* to the *empowered*, you had better implement modalities that create passion in your employees.”

I felt a rush of energy; a wonderful feeling of lightness slowly flowed through me as I began playing “what if” scenarios in my imagination. I knew that a change of this manner was possible if I wanted it to be so and I was excited about the possibilities as Myron continued to elaborate.

“And I’m not talking about a short lived blip of motivation typically provided by books, tapes or an off-site meeting at the beach. The passion I’m referring to is a conscious choice to live a life of meaning where at the end of the day you know you have made a difference, not only in your own life but in the lives of your employees and customers. How does that hold up to your Worthy Ideal?”

“It hits it dead on.” I looked at him and then down to my cup, “But I have no idea where to begin.”

“Again, Robert, it all starts with you. First you must know how to *feel*.”

“Feel what?” I asked, slightly frustrated.

“If you have to ask then you better really take a deep breath, step outside the vortex of normality, and step into the world of *leadership from the heart*. Feeling is another way of listening to that small voice within. That voice, or as I like to call it, the ‘Gollum,’ a character in the Lord of the Rings, is the balance between good and evil, right and wrong. It’s the voice that most people don’t listen to, the voice that gives you that ‘gut feeling.’ And when you follow this voice, you take ownership and responsibility for every thought, decision and action that arises both personally and professionally.”

“You mean I can’t blame other people, I can’t delegate the fallout?” I said with a smile.

“The answer is that great leaders, passionate leaders, take full responsibility for the outcome of their leadership. Great leaders constantly interact with their employees. They get out from behind their desks, and ivory towers and interact with those who are in the trenches.”

“But I’m constantly asking my people about what’s going on.”

“No one is ever going to tell you the truth if *you* ask them how things are going. But if you’re intermingling with your employees directly, you’ll be able to see the truth first hand.”

“I guess I see what you mean. To be honest, maybe I didn’t really want to know the truth. I just wanted to hear that everything was working well.”

“If you want to be a great leader, you must learn to build trust. Francois De La Rochefoucauld once wrote, ‘The trust that we put in ourselves makes us feel trust in others.’ To build true and meaningful trust you must first learn to trust *yourself*, then and only then will others learn to break down the barriers of skepticism and trust you.”

“Wow, I never looked at it that way. You know, this is all a little overwhelming but I know I can do it. Where do I start?”

“Robert, a change in your company starts with you. The desire to change is paramount due to the intestinal fortitude you’ll need in order to withstand the many blows from critics who’ll ridicule and try to put you down. Remember though, the majority are only willing to make a difference if it benefits them and their bank accounts. Working to the contrary is the stuff from which legends rise. Just ask yourself, how do I want to be remembered, what legacy do I wish to leave and how do I want to feel when I look back on my life at the end of it all?”

Myron picks up a hand written piece of paper next to the teapot. “The following is a general checklist I put together for beginning your journey of becoming a passionate, heart-based leader,” as he reads aloud:

- “Take a good look at yourself – the good the bad and the ugly. Understand and learn from the many benefits and lessons that lay within any pain, hurt or suppressed experience. An executive coach or mentor can be of tremendous help in this self evaluation process.
- Promote personal responsibility and ownership within your company. Always starting with *you* first.
- Pursue an impactful purpose for your organization that results in a positive sustainable difference within the company while still creating a strong bottom line.
- Promote personal growth, organizational leadership development and identify, nurture, recognize and reward your people and emerging leaders and those people with hidden talents.
- Open up the positive feedback channels within your company.
- Create an incentive based reward scheme that motivates employees to work towards creating and growing *their* company.”

He then handed me the paper and said, “Now, do a quick mental audit of how many of the above steps you are actively planning, encouraging and pursuing within your company!”

I looked at the page and quickly accessed it. “I’m embarrassed to say that I’m not doing any of these things. Up until now, I thought I had a pretty good company.”

“And Robert, I’m sure you do, but how would you like to have a world class company that really makes a real difference?”

“I’d love it.”

“Well it all starts with a single thought that develops into an idea that transforms into a plan that gives birth to a proposal that with care and commitment will mature into a fully blown embraceable cultural shift.”

“Wow, that was nicely stated,” I said in awe.

“Now Robert, the question is, do you think you have what it takes? Is your company ready for such an incredible challenge? What have you got to lose... your job? Forget about the college tuitions, the mortgage and all of your other financial responsibilities just for a moment. When you have a Worthy Ideal that is warmly embraced and your primary aim is to be ‘of service’ you won’t have to worry about where the money comes from, it will just manifest and flow to support you on your leadership journey.”

“Thanks to you, I believe that I am ready, Myron. In fact, I can’t wait to begin.”

“That’s what I want to hear. You have a lot of information to assimilate so let’s call it a day. Next week we’ll pick up where we left off.”

As Myron walked me to the door I felt that a new page was turning in the evolution of my company and more importantly, my life.

8 Measuring Up

“Good morning Myron, how’s it going today?” I said as I approached his front porch. Myron sat on an antique rocker, smiling back at me.

“Robert, it’s always going the same. In fact, that reminds me of a story my grandfather used to tell me when I was a young boy. Several thousand years ago in Lebanon, there lived a wise man by the name of Useff who, throughout his life was always happy. It didn’t matter if he had enough to eat, sufficient clothes to keep him warm or even a place to sleep, he was happy. People in the town would always ask him why he was always so happy but he would never tell them. On the last day of his life with just minutes to live, one of his oldest and dearest friends knelt down beside his bed and whispered in his ear, ‘Useff, before you leave this earth you must share with me your secret of how you have remained so happy all these years.’ With a smile, Useff looked up at his friend and told him that each day when he would awaken, God would ask him, ‘Useff, today you can be happy or you can be sad, which will it be?’ And very calmly, Useff told his friend that he always chose to be happy.”

“That’s a great story. I guess, all in all it’s really as simple as that,” I admitted.

Myron looked inquisitively at me and asked, “So Robert, how are you doing today?”

“Myron, I’m here with you on this nice sunny Saturday, how else could I possibly be but excellent?”

“On that note,” and a slight chuckle Myron replied, “Then let’s go to work.”

He then rose smoothly from the chair and ushered me into the house. “As a follow-on to last week’s meeting, I think we should get a reading as to how your company rates on the *Passionate Leader Scale*.”

I took my traditional place on the sofa as Myron poured us both a cup of tea. He then walked to his desk and began to look for something. As Myron rummaged through his desk, I was overcome by a feeling of gratefulness for having the opportunity to study with such a learned man. Myron, with all of his foibles truly sets a great example of how to live a quality life.

Finding what he was looking for, he turned from the desk and I could see he had a sheet of paper in his hand. He looked at it briefly and said, “Alright Robert, irrespective of which side of the ledger they’re on, circle the following items that most accurately fit your company. This will help to serve as a baseline measurement of where you are today. In addition, I would recommend that you retain an objective third party or consultant to come in and conduct internal and external audits of your employees and your customers. The information that you will glean from this process is invaluable in identifying the status quo and will help you identify your mastermind teams, which we will discuss later,” as he sat back down in his chair, he handed me the paper.

“But why do I need to hire a consultant for this. Why can’t I just do it myself?”

He shook his head in disagreement, “A consultant can say to the interviewees that they have a great opportunity to make changes in the company without being concerned about their name being associated with their comments as all interviews are conducted on an anonymous basis. You or one of your employees would not be able to pull this off effectively.”

“I guess I never thought about it that way.”

“OK, now take your time and start circling.”

I read over the paper and began to think about what to circle.

| Results of Passionate Leadership | Results of Highly Challenged Leadership |
|---|--|
| <ul style="list-style-type: none">• Enthusiasm• Encouragement• Fairness | <ul style="list-style-type: none">• Ambivalence• Organizational Ambiguity• Frustration |

| | |
|--|---|
| <ul style="list-style-type: none"> • Excitement • Strong Vision • Worthy Purpose • Clarity of Leadership vision • Commitment • Consistency • Congruent Behaviors • Loyalty • Fulfillment • Low employee turnover • Low absenteeism • Low union & employee disputes • High Performance behavior • High engagement scores • Encourage creativity • Values People | <ul style="list-style-type: none"> • Lack of Clarity • Inconsistency • Confusion • Moody • Incongruent behaviors • Lack of loyalty • Lack of fairness • Lack of fulfillment • Just a job mentality • Higher absenteeism • Higher than average employee churn • Mediocre or poor performance • Low engagement scores • Management does not get employee input or feedback • Head count (not people) |
| <p>= Sustainable Profitability & increasing Returns</p> | <p>= Short Term Profitability & decreasing returns</p> |

“OK, let’s take a look,” I hesitantly said as I looked it over. If I’m going to be honest, and I am, I think I failed this part of Myron’s lesson.

As Myron reviewed what I circled, my worst fears were realized as I could see by the frown on his face.

“What do you think?” I reluctantly asked.

He slowly looked up from the paper with a look of regard, “I think we’ve got some work to do.”

“You know Myron, before I met you I thought I had a successful company,” I commented in an attempt to lighten the mood of the moment.

“And in relation to most you do. But now I think you’re starting to see the vast untapped resources you have hiding in plain sight. I’m reminded of a story of a beggar in ancient China who sat on a great chest outside the gates of his village. Anyone who entered or left the village was approached by the beggar for food, clothing or some form of sustenance. One day a very wise man came to his village and was approached by the beggar for something to eat. The wise man asked him how long he had been begging. The beggar replied that both his father and his grandfather before him had sat on this very same chest. The wise man then asked if he’d ever opened the chest that he, his father and his grandfather had been sitting on for all these generations and the beggar said ‘of course not, it was just a place for them to rest.’ The wise man then said that nothing should ever be taken for granted and

bid the beggar good bye without offering him a single crust of bread. Although the beggar was disgruntled at his lack of compassion, he became unsettled with the wise man's comments. All these years he had never considered looking inside the chest, so he opened it up and lo and behold he found that it was full of gold." A smile warmed his features as he put down his teacup and continued.

"This story is similar to many of your contemporaries. Some will continue to run their companies with the idea that profits can only be made from external means and never consider the vast treasure they have in their employees and some, like you, will have the presence of mind to *open the chest and find the gold.*"

Myron rose from his chair and said, "In the meantime Robert, let's call it a day and go out and enjoy the sunshine."

As I was heading for my car I realized that it wasn't going to be easy but I knew I was about to open the chest and find the gold.

9 The MasterMind

As I drove up in front of Myron's house, I saw him on top of his roof. If this was someone else it may not have been such a peculiar sight, but Myron is almost one hundred years young as he likes to put it. With one eye on Myron I parked and got out of my car.

"Myron, what the hell are you doing up there?" I shouted.

"Oh, every so often my pine trees get the best of my gutters and I've got clean them out. I'll be right down," he said without looking down. He took off his gloves and with the grace and speed of a much younger man he glided down the ladder and met me with a big grin.

My curiosity got the best of me and I had to ask him, "Myron, why is a man of your years and means cleaning his own gutters?"

He started to sigh and patted me on my shoulder, "Because I can."

"What is that supposed to mean?" I expressed in amusement.

“Because I can, is the irrefutable reason why any one can accomplish anything they set their mind to...because they can. So just sit with that for a while and come in and have some tea.”

I followed him into the house and as I took my usual place on the sofa, Myron disappeared into the kitchen and returned with a tray that contained our traditional pot of tea and two cups. He set it down and poured us each a cup. Handing me mine he said, “Today Robert, we’re going to discuss a process for implementing what you have learned over the last nine weeks into your organization. Are you familiar with the concept of mastermind groups or teams?”

“I’ve heard of them but I’m not exactly sure how they work.”

“Well, mastermind teams have been around for a long time. Jesus and his apostles was one of the first. But on a more contemporary note, in 1920, Andrew Carnegie, considered to be one of the richest men in the world, formed the Big 6, whose members included: William Wrigley Jr. of the Wrigley Chewing Gum empire, John R. Thompson the owner of a large restaurant chain, Albert Lasker, owner of the Lord & Thomas Ad Agency which was the largest advertising agency in the country, Jack McCullough, owner of Parmalee Express, the largest transfer company in the country and John Hertz and Bill Ritchie owners of the Yellow Cab Company. At the time, the estimated annual income of this group was \$25 million which equates to about \$269 million today.” Myron sipped his tea slowly and seemed to reflect before continuing.

“In 1772 the Leather Apron Club, nicknamed the Junto, was formed by Benjamin Franklin. Some of the things that came out of the Junto included the first public library, the volunteer Fire Department, the first public hospital, paved streets and the founding of the University of Pennsylvania.”

“That’s pretty amazing.”

“Napoleon Hill, one of the greatest motivators in the world believed that you could examine any outstanding success in business, finance, industry or any other profession and without fail find that behind their success is an individual who formed a mastermind team.”

“I guess my company can use some mastermind teams.”

“The reason mastermind teams work is threefold; 1) everyone wants to be better than they are, 2) people have better ideas and more courage for each other than they do for themselves and 3) no one

individual can accomplish nearly as much as a team of people working together for the benefit of each other.”

“How many people are on a team and how often would they meet?”

“The mastermind teams I put together in my company ranged in size from four to seven people and would meet once a week for two hours. Through the dual dynamic of team support and peer group pressure, my team members would assist each other in achieving their individual goals as well as the goals of the organization. I can wholly attest that my company’s phenomenal success and eventual buyout was largely attributed to the mastermind concept. In fact, the conglomerate that purchased my company now uses mastermind groups in all of its various subsidiaries.”

“If mastermind teams are so effective, why doesn’t every company use them?”

“That’s a great question. Even though they have been around for many years, most business leaders are not familiar with their power and typically would not have the in-house expertise to set them up and run them properly.”

“Are they difficult to set them up and run?”

“Well Robert, for our purposes today, I just wanted to introduce you to the concept. For such a technology to be installed in your company is a story unto itself. However, let me give you some context for why you would want to set them up in the first place. Are you much of a sports fan?”

“Why yes, I played baseball and football in college and I’m still a big fan.”

“Great, then I’m sure you will be able to appreciate this analogy. Last week I watched the national football league Hall of Fame inductions in Canton, Ohio. As I listened to the introductions and the speeches of these great athletes, I was moved by what they had to say about their parents, past coaches, teammates and all of the people that had influenced them in their careers. Because of the support that these men received, they were able to utilize their potential to be the very best they could be.” He stopped and looked me in the eye. “You could do that, too.”

“I don’t understand. I could do what?”

“Whether you realize it or not, you have the power and ability to create an environment within your organization that promotes greatness. That brings out the talents and the abilities of your employees

which in turn will impact their families, affect your customers and impact your bottom line profits. And it's a beautiful thing because everyone wins, your employees, your customers and your company.

"I must say, that's pretty exciting stuff."

"Robert, between now and next week I want you to think about this and the tremendous opportunity you have to profoundly impact the lives of your employees, their spouses and children, your customers and basically all of the people your company touches." He effortlessly rose from his chair and winked, "Now if you'll excuse me, the gutters are calling."

That evening I had trouble going to sleep; I was so excited about setting up mastermind teams in all of the departments throughout my company. All this time building my company I never saw the possibilities, nor did I recognize the responsibility I had as the CEO. Many in my organization were very aggressive and considered ladder climbers. I used to think that was to my advantage. But when I compare that mentality to a team of people helping each other get what they want for the betterment of each other *and* the company, there's no question in my mind which methodology needs to be implemented. Visions of mastermind groups played in my mind as I gradually succumbed to the gentle coaxing of much needed sleep.

10 Dailey Formula for Success

Today is bitter sweet. Although I'm enthusiastic about Myron sharing his personal formula for success, our time together is coming to an end. I came to Myron because of my inability to understand and absorb the meaning of a particular book and now as Myron promised, I not only can understand the book, I could probably write one of my own.

Perspective is such an amazing adventure. One day you see yourself and the world in a particular way and then by being willing to open yourself up to another point of view or having a certain experience, everything can completely change and we can find ourselves with a whole new outlook on life. Knowing that we are capable of not taking anything personally, and having the ability to *decide* if a situation is good or bad, truly gives us the power to lead awesome lives if we so desire.

When I pulled up to the house, Myron was playing croquet on the front lawn with a young man about twenty years old. I couldn't help but smile. "Myron, you can't find enough to keep you busy during the day so you squeeze in a little croquet?" I asked as I approached the walkway with a smile.

"The day waits for no man." He replied without looking up from his shot. "I'm getting my butt kicked by my great grandson John for the third time. Let me just finish up here and I'll be right with you."

John and I exchanged pleasantries as I sat on the porch steps to watch. I couldn't help but admire Myron's energy and zest for life which always seemed so much beyond what his age would dictate.

He completed the game, barely losing this one, yet approached me with a completely satisfied look on his face. "OK, Robert, let's go to work, my ego cannot stand another defeat," punctuating it with his trademark pirate laugh. "Shall we have a cup of tea?"

I smiled warmly, "I insist on it."

"Today, I'm going to show you the exercise that I do every day in order to stay focused and to make sure that my wants and desires are in sync with my Worthy Ideal. By doing this, the Universe brings me whatever I want and I am happy and fulfilled," he said as we took our places.

He handed me some paper and a pencil and said, "Now, write a short paragraph of the expectations you have about today's session."

When I was done, he carefully read it over, then without saying a word, took out some matches, set it on fire and dropped it into a small metal wastebasket sitting next to him. He then looked up at me with a look that I have come to expect. "OK, do you have any other expectations we should discuss?" he said wryly.

"No, that pretty much covers it," I said with a slight chuckle. Myron was always a stickler about not having expectations. Throughout my lessons he brought me back to being *creative* and not *expectant*. "With expectations," he would say, "you spend a lot less time being upset which throws a wrench into the creative process. Remember, emotions trump thoughts"

"The first thing I do in the morning is spend forty five minutes with Dr. Kravitz doing my Transformational Breathing, the benefits of this are too numerous to mention, however, I'm sure it is the reason I never get sick, don't have high blood sugar and have an abundance of energy."

He then picked up a typewritten page and continued, “Next, I read what I call *My Practice*, which includes many of the concepts and ideas we’ve been discussing for the last ten weeks. By reciting *My Practice* I am reminded of how the Universe works and what I need to do to in order to have my life be as wonderful an experience as it can be. *My Practice* puts me in the right frame of mind to start each day.”

He holds it up to show me, “As *My Practice* is a living document, I continue to edit and refine it. As I grow and change, so does *My Practice*.” He then reads aloud:

“My PRACTICE”

1. The Universe desires to express itself through me and so every day I work at improving myself and the conditions around me. The more I improve and the more I can provide others, the more wisdom and prosperity comes into my life; growth begets growth.

2. The Law of Gratitude states that ‘action and reaction are always equal and in opposite directions.’ The more grateful I am for what I have today and what I will have tomorrow, the faster my dreams and desires manifest in my life.

3. Non-resistance is my daily practice. I experience a STRESS-FREE life as I never argue with ‘my current state of reality.’ When I see what I don’t want, I stop and give thanks for what I have and am blessed with more of the same.

I see that there is an abundant supply in the world - not scarcity, and I choose to *create* success from an unlimited supply, rather than *compete* for a limited one. By doing so, I cease to be a victim of circumstances and reclaim my power over my life.

4. Whenever I’m experiencing insecurity or have that ‘don’t have enough’ feeling in the pit of my stomach I:

- a) Become aware of the feeling
- b) I open myself up to experience all of the pain
- c) I then ask myself ‘what do I really want right now?’
- d) I then relax and take three slow deep breaths and listen
- e) When I get an image of what I really want in place of what I’m currently experiencing, I use the feeling of ‘I don’t have enough’ as a REMINDER of what I do want.

5. The Universe is a friendly place and there is an infinite supply of everything I want and need. There is always enough money, customers, time, love, friends, etc., so no situation can leave me without these things for very long, provided I invest my time in concentrating *on what I want* as opposed to *what I don’t want*.

I never need ‘any one certain thing,’ and am happy to move on to something even better should circumstances dictate.

Every situation is like a two-sided coin; one side is good the other bad and I get to decide which one to choose.

6. Although I am grateful for all of my accomplishments and blessings, I always know the value of accomplishing even more in the future as growth is the natural order of things.
7. The Universe works by law, not chance. There are no coincidences in the people and experiences that show up in my life. And because the Universe is friendly, no circumstance or person shows up to punish me, but rather to teach me and provide me with an opportunity for more growth.
8. I forgive everyone and take nothing personally as I know that the actions of others have nothing to do with me and *everything* to do with them. I am grateful for EVERYTHING that occurs in my life and forgive myself for all the supposed mistakes and imperfections that have occurred in the past.
9. *Through my giving, I demonstrate gratitude for all that I have been given today. I give money, time, support and encouragement for all that I will be given tomorrow.* I know that I live in an abundant, friendly, cause-and-effect Universe and by giving; I open the channel to receive in return.

THE GRATEFUL EXERCISE

- A. Now, make a list of everything you're grateful for (NOTE: If your list does not include at least 20 items, you're effort is questionable).
- B. Once your list is complete, take your time and review it.
- C. Now erase it and each day make a new list.

He gently lowers the paper to his lap as he looks at me. "That last part is essential. If I don't write down at least *twenty* things each day, I know I'm not trying very hard. The reason I don't just read what I wrote yesterday is because it wouldn't have any power and would be a waste of my time."

- Myron handed me the pages he was reading and affectionately placed his hand on my shoulder. "If you've been paying attention you know that this whole exercise adds up to be about an hour of my time each day which is a very small investment when you consider the tremendous value it provides.

So there you have it Robert, you now know everything that I know."

"Right, I wish," I said feeling a bit anxious. My mentor was cutting the umbilical cord and even though I thought that I was mentally prepared for this moment, I realized I wasn't.

"Just do what I do each day and you can stop wishing and start *having*. You can do it, I know you can."

I didn't know what to say as I found myself looking down at my shoes and feeling like I felt when I was going to school for the first time so many years ago. "I guess that's pretty much it, huh?"

He patted my shoulder, nodding his head and agreed, "Pretty much."

I looked at him and in that single moment I realized that Myron had given me a gift. A gift of unequalled proportions that would change my life forever. And in that moment I knew that everything was going to be alright. "Myron, thank you. Thank you for everything."

He smiled warmly and said, "If you really want to thank me then just make me proud and walk the talk." He opened the door, "Now get the hell out of here, I think I've got a fourth game of croquet left in me."

About the author:

Michael Shenker, Human Performance Technologies' founder and President, has been involved with the human potential movement for over twenty five years. He has been a business management consultant, an entrepreneur and has been involved in all phases of personal and organizational development. Michael's clientele ranges from individuals interested in personal growth to Fortune 500 companies like AT&T, Bell Labs, Intel, Planning Research Corp., Pitney Bowes and Coldwell Banker. In his career, Michael has consulted to over 150 companies on organizational development, marketing, sales and creating profitable work place environments. Michael, his wife Susan, of thirty years, son Troy and daughter Samantha reside in Portland, Oregon.

The concepts and ideas in emPOWERMENT, Creating Company Environments That ROCK, exemplify the services provided by Michael Shenker and his organization. He specializes in working with business leaders in developing company environments that dramatically increase the ROI of human capital - their employees. For a free consultation, Michael Shenker can be reached by e-mail at mshenker@a-teams.us.

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