

COPIA Mentoring and Leadership Workbook

Section 1: The Foundation

Professional Development Topics: The Power of Choice, Professional Commitments, Process Versus Outcome, and Root Cause

Personal Development Topics: Resilient Leadership, Mindful Leadership, Comfortable with Uncertainty, Self-inquiry for Potent Leadership, and Personal Commitments

The Foundation

The Power of Choice

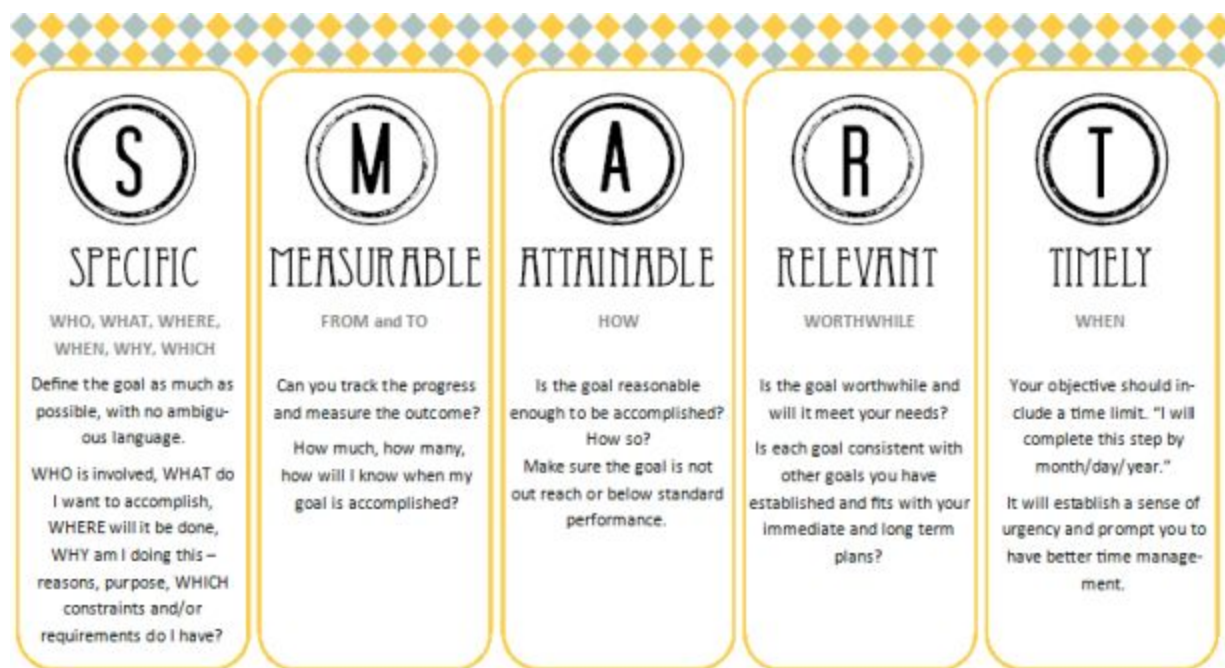
What does it mean for a visionary person to form a company? Many health and wellness practitioners, coaches, conscious entrepreneurs, educators, leaders, and social change activists struggle to activate their visions concretely in the world. They become overwhelmed with "possibility paralysis" or "analysis paralysis" and have difficulty implementing their purpose. Through mindfulness, self-inquiry, integrative health, personal empowerment, and acts of courage - we can begin to re-connect our visions with our actions, potently and effectively shaping our world. As entrepreneurs, we are required to make choices continuously. In fact, every moment is a choice, whether conscious or unconscious. We are choosing to be dedicated to bringing fierce presence into our daily life, in order to create a conscious business and a balanced life.

Professional Commitments

How can we be fierce and committed in our goals, and still remain open to different pathways and modes of getting to those goals? One of our primary texts of yoga, The Yoga Sutras of Patanjali, the following advice is given: Sthira Sukham Asanam. This can be

translated in the following way: The way in which we relate to the manifest world should embody both a resilient understanding (compassion), and a steady focus (determination). When setting goals, plan to bring compassionate determination. Stay determined to align with what you are here to do and your metrics for success, while bringing compassion to the process of getting there.

Setting SMART goals and creating useful tools for measuring our success is an essential tool for community leaders. It is important to consider clear parameters for your goals (e.g. filing for incorporation, building a team, reaching X operating budget, being able to work from home, publishing a book, discovering platforms for your knowledge to be shared, etc.). The process of starting an organization or building a program is never linear. Creating unique and individualized goals, as well as adapting to and refining goals as your ideas are re-shaped through interaction and experience, is important. The less clear you are about what is most supportive to you now, the more likely you are to be overwhelmed by “everyone else’s ideas”.



Process Versus Outcome

Many of us have been taught to invest in the results or the attainment of a specific goals in a way that can sometimes lead to rigidity and stress. Over time, we define our happiness in

such a way that it becomes conditional on the outcome. Although it can be crucial and supportive to create goals, it is also important that we remember to invest in the process (not the outcome). Many organizational leaders become caught in the cycle of defining themselves and their value on quantitative and sometimes unrealistic parameters. The moment we couple our happiness (or sense of self) with something conditional, we have entered a contract that will result in either: temporary and shallow happiness or guaranteed unhappiness.

Learning to take advantage of the utility of goal-setting, without attaching one's happiness to it, allows enjoyment and excitement in the process, even when it (as is so often the case) does not happen in the way that we expected it to. At a deeper level, this is the practice of learning to be with the reality of the present *as it is*, not *as we want it to be* AND moving from the present moment with the capacity to *manifest our visions*. From this perspective, we are embodying the belief that *everything is fundamentally okay* and that we are *inherently and unquestionably valuable exactly as we are*. Moving from this assumption, we create goals simply as tools to organize our thoughts, actions, and the physical world around us - honoring the absolute gift of the experience of being alive.

Resilient Leadership

It is important to ask ourselves, *who do I need to BE in order to manifest my goals?* You will undoubtedly need to modify and refine your goals. A true leader allows space to grow and learn - meeting every challenge as an opportunity. This process is not always immediately available to us. Over time, however, we can learn to find purpose in all that arises.

A great place to begin is to become curious about the tendency to label things as "good" or "bad". Studies have shown that defining something as "bad" drastically increases your chances of actually experiencing that thing negatively. This tendency can change the course of the development of your organization, creating an unpleasant experience and disempowering the progress of your programming.

Mindful Leadership

The quality of equanimity, arising partially from the decision to meet life's adversities as opportunities, inspires contentment and ease - two qualities many people desire to feel in their lives. This equanimity can also help to unearth unconscious limiting beliefs that are embedded into the culture's narrative about "work". As an example, several hospitals in the United States have begun to prioritize healthy foods as an important part of healing. The University of Wisconsin is now obtaining its food from a nearby greenhouse, operating at a financial loss in order to prioritize long-term health. Critiques about the "time-intensive" food preparation and short-term profit loss are being re-framed as "educational opportunities" and opportunities for "long-term health" (and thus less overall health care cost). This represents not only a shifting of the industrial business model's prioritization of profit over all else, but also the incorporation of an extended time horizon into a strategic model.

A common impact of meditation and mindfulness practices is the tendency to consider one's life experience on a more extended time horizon. We often have experiences that we label as "bad" or "unwanted" in the moment, but later recognize a deep gift, learning, or opportunity that was generated. Creating the habit of mindfulness can establish the internal conditions that allow one to remember, in moments of perceived challenge, that this experience may have the potential to create growth, opportunity, or self-discovery over time. Breathing into the challenge, one may be able to even find pleasure in the opportunities for growth that arise from perceived challenges, inviting them in as the soul's yearning for depth and discovery.

The quality of your life is in direct proportion to the amount of uncertainty that you can comfortably live with.

– Tony Robbins

Comfortable with Uncertainty

The path of an entrepreneur is exciting and adventurous. We often feel a sense of increased freedom in our ability to shape our own schedule, take on new and interesting projects, work remotely, and choose what will give our attention to. This freedom also requires that we learn to tolerate a degree of uncertainty as well, which can sometimes include less

predictable income streams, less structured scheduling, more self-directed project management, and the willingness to courageously move forward into unknown experiences...constantly. The deeper path of conscious entrepreneurialism is about finding delight in the unknown, and learning to invite the spaciousness from which potent ideas and experiences arise.

Self-Inquiry for Potent Leadership

According to the yogic perspective, suffering primarily arises in one of two ways: First, when we are attempting to control something that is out of our control and second, when we do not act in alignment with those things that we can directly affect and which are life-affirming for us. Applying this perspective to organizational development and leadership, it is important to practice self-inquiry, the quality which develops within us the capacity to discern which things are in our control and which are not. Further, practicing surrender to things which are not in our control (e.g. a client returns a large order, your website content is lost) and mindful action to those things which are (e.g. how we respond to challenge, diversifying income sources). In this way, self-inquiry and self-knowing can create potent leadership, as we do not waste time or emotional energy attempting to change that which we cannot or missing opportunities because of lack of responsivity.

Personal Commitments

Learning to balance of professional and personal commitments is a process that we will continuously refine as conscious entrepreneurs. It is important to establish "non-negotiables" in your own self-care practice, so that you are embodying the wellness that you are bringing into the world. You cannot generate something while embodying the opposite. In other words, building a business model that does not fundamentally support optimal health and well-being in its very structure will not ultimately generate optimal health and wellbeing for the world.

Root Cause

The ethos of truly integrative health care is to understand the root cause of dis-ease and choose those remedies which address that cause which are least invasive, most beneficial to all living beings, and sustainable. When establishing a practice, it is important to consider whether your company's solution is addressing the root cause of a given issue. One of the biggest mistakes an organization can make is to make assumptions about the needs and desires within a community without directly communicating with that community,

We may assume that our community needs something, when they actually need something very different. There is a helpful story of a woman who was visiting a small village in India. She was endeared to the people of the village and surprised by the living conditions, which she found to be inadequate. She noticed that the people did not have fresh water in their homes and that the women had to walk a mile every day to the well to obtain water. The woman became determined to help the people of the village. She came back to her home in the United States and began to raise money to support the village. She raised a large sum of money and came back to the village. She emphatically announced to the women of the community that she had raised money for them to build a piping system to deliver water to their homes. The women looked forlorn and some even started crying. The woman could not understand why the women were upset. When she finally listened to the women, she learned that in this culture arranged marriage was the common practice. Once married, the women lived with their husband's families and were often isolated from one another. Their walk to the well to obtain water was the one opportunity they had to engage with one another socially and this was a very important and meaningful time for them. It is important that we inquire and research into the needs and desires of our community. This process can help us to unearth root causes of the challenges faced by the community and more successfully address those needs.

Activities:

- ___ The Golden Circle
- ___ Introductory Worksheet
- ___ The Power of Choice
- ___ Body Wisdom
- ___ Needs Assessment

Resources

Audio: Dr. Srikumar S. Rao: Finding Happiness at Work...and in Life

Video: Fred Kofman: How to Build Value through Values