



Conscious

The Power of Awareness in Business and in Life

THE SUMMARY IN BRIEF

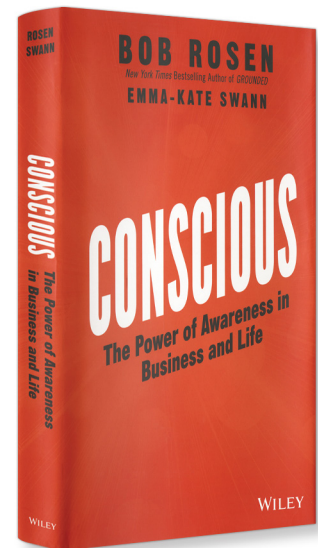
Our world is changing faster than our ability to adapt. Ambushed by speed, complexity and uncertainty, many of us are unprepared for this acceleration. We act on autopilot as new challenges confront us. We are too reactive to problems and miss out on opportunities. We get hijacked by conflicting values and polarizing relationships. We face uncertainty with fear and mistrust. Stress and burnout are pervasive as many of us do not perform up to our potential.

Conscious is our wake-up call — to be aware, awake and accountable. Nothing is more important than understanding ourselves, our relationships and our surroundings. Being conscious helps us think deeper, learn faster and collaborate better. Authors Bob Rosen and Emma-Kate Swann reveal that the more conscious we are, the faster we adapt and the higher performing we become. Being conscious is the new smart.

Conscious is your personal roadmap through transformation, helping you adapt and accelerate into the future. Why not be the one with your headlights on while others are driving in the dark?

IN THIS SUMMARY, YOU WILL LEARN:

- Why being conscious is the new smart.
- To know yourself honestly and discover your innate wisdom.
- To combat tunnel vision and develop a “Google mind.”
- To live your higher purpose and build a shared consciousness.
- The true meaning of legacy and how to act on it.



by Bob Rosen
and Emma-Kate Swann

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THE COMPLETE SUMMARY: CONSCIOUS

by Bob Rosen and Emma-Kate Swann

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Conscious Is the New Smart

The Wild, Wireless World

As humans, we find ourselves living at a critical inflection point in our history. Everything is changing around us, from technology and demographics, to geopolitics and climate, to lifestyles and marriages, and the list goes on. Our challenge is that the world is changing faster than our ability to adapt.

Only you can embrace these changes and adapt into the future. Lifting your gaze outside yourself while looking inward to remove the roots of resistance is how you become more conscious. With just enough urgency, resilience and curiosity, you can activate your mind to adapt. This requires transforming yourself in an increasingly disruptive and accelerating world.

Let's look at the six main disruptors we experience every day:

1. **Speed:** The pace of life is escalating, and it doesn't appear to be slowing down any time soon. This forces us to see, think, feel and act faster.
2. **Uncertainty:** Stability is an illusion, and uncertainty is reality. We want to believe that we will find comfort in the predictable, but it doesn't exist.
3. **Complexity:** Complexity is part of the DNA of the modern world.
4. **Technology:** As a powerful disruptor, technology is both our liberator and our slayer.
5. **Competition:** How do we find purpose and meaning in a world of powerful competitive urges?
6. **Globalization:** How do we succeed individually while thriving as one global planet and society?

How you respond to these forces can be energizing and create unlimited opportunities, or they can be demoralizing and sabotage our best efforts.

Conscious Is the New Smart

In an age of acceleration, being aware is your single most important asset. It helps you stay agile in a frenetic world. It keeps you curious as the world becomes more uncertain and complex. And it helps you stay authentic and generous as your relationships get bumpier.

Being aware occurs at three levels of introspection:

Aware of yourself. This refers to your own understanding about who you are — how you see, think and feel; what motivates your actions; and how you impact other people.

Aware of others. This refers to your insights about other people, what motivates them and makes them tick, and how their actions affect you and others.

Aware of your environment. This refers to your understanding of life's situations and circumstances — the organizational, community and societal forces that affect you every day.

We need a new approach to living and leading. Being conscious is the new smart. By knowing who you are and staying committed to developing yourself, you can develop the confidence and bearing to effectively navigate in uncertain times.

The Path to Being Conscious

Conscious people stay awake and aware of their own personal power while accepting the uncertainty of life. By living in an evolved conscious state, you can travel into the unknown, keep the bigger picture in mind and recognize the natural impermanence of life.



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Here's the new road map to guide you through uncertainty and change — to help you adapt, transform and accelerate into the future; to prepare you for the changing times; to expand your potential and performance.

Research has found that the most successful people and leaders practice these four steps:

1. **Go deep — harnessing the power of introspection.** Learn how to get to know who you are, where you come from and why you act the way you do.
2. **Think big — getting curious and adaptive.** Explore how to deal with complexity and paradox.
3. **Get real — being honest and intentional.** Get real about your accelerators and hijackers. It is the best way to become more honest and intentional in leadership and life.
4. **Step up — acting boldly and responsibly.** Step up to your highest potential. Learn what a conscious leader looks like — how to champion your higher purpose, stretch people in constructive ways and be generous in your relationships. ●

Go Deep to Discover Your Inner Self

The purpose of going deep is to take off your blinkers and eliminate what is holding you back. What's in it for you? Being more aware of yourself and others. Living up to your potential. Coping with the speed and uncertainty of change. Turning knowledge into wisdom.

A deeper mind enables us to be more broad-minded and less shackled by outdated assumptions about the world. Going deeper helps us access more positive emotions, by living with more hope, empathy, trust and generosity. It also helps us to make deeper connections with others and frees us to embrace new ideas and solve even bigger challenges.

Who Is That Person in the Mirror?

When we look at ourselves in the mirror and reflect on who we are, some of us only see what we don't want to see: imperfections, insecurities and weaknesses. Others of us look into the glass and only see our idealized versions of ourselves: filled with wisdom, beauty and morality. Neither perspective takes you to the whole truth. For your whole story to emerge, you need to look deep into the mirror and become self-aware.

In the fast, disruptive world, it is too easy to lose our center and become vulnerable to the accelerations around us. If we don't know what is core within us, we

are easily blown around by the winds of change. The key is to get centered, to get to know ourselves and to accept who we are trying to be.

To discover your real self, it's important to take a 360 approach to self-awareness: to look at yourself, others and your surroundings.

- Reflect on who you are and who you aspire to be — your values, passions and purpose.
- Seek feedback from family, friends and colleagues about how you are showing up in the world.
- Notice how your surroundings (challenges/opportunities/organization) are affecting you.

As we enter the cruel, crazy world, it doesn't take long, if we are lucky, to learn about what it will take to be successful to be our best selves. We immediately bump into three needs that are essential for getting ahead in life: our need for security, our need for acceptance and our need for control.

The need for security is about feeling safe and protected in the world. The need for acceptance is based on our desire to be loved and connected to others. The need for control is about shaping and influencing our own destiny.

If any of these three needs go unmet, they can be even more disruptive in our accelerated lives. There are two insights you can use to protect yourself. First, we often deny that we have unmet needs. We do this by distracting ourselves through negative behaviors like overeating, over-shopping, drug and alcohol addiction, staying busy, and the biggest addiction in the modern world — overworking.

Second, what we resist will persist. Many of us resist being present with the full gamut of our emotions. Acknowledging and accepting our feelings allows us to meet our unmet needs within ourselves.

Discover Your Innate Wisdom

Part of being human is having innate capacity, an innate wisdom. We each have a natural intelligence, a genuine sense and sensibility, a fundamental sanity. Minds are naturally curious; hearts are naturally compassionate. What stands between us and our innate wisdom is the tough, cruel world we live and work in.

There is a wellspring of wisdom in each of us. And it's up to us to find and awaken it. How do you do this? You open your heart and you open your mind. An open heart fuels the fire: It enables us to be emotionally honest, compassionate and joyful. An open mind shines a light: It enables us to be self-aware and curious, practical and relevant. An open

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mind and an open heart are both expressions of the better angels of our nature — principally, love.

There are four ways we express love:

1. **Love of purpose** — devoting ourselves to a greater purpose.
2. **Love of accomplishment** — having a desire to achieve.
3. **Love of others** — showing concern and care for those in your personal ecosystem.
4. **Love of yourself** — showing compassion for yourself.

Love is foundational, for sure. Yet in a bumpy, accelerating world, you must also build a strong sense of self to protect against the arrows on the streets. You must learn to exercise your inner resources: grit, self-control, willpower and self-compassion.

Our innate wisdom is based on a simple dilemma — live in love or live in fear. You choose each moment of every day. With an open mind and heart, you can be naturally authentic, joyful, forgiving and grateful.

Discomfort Is the New Immunization

When you feel discomfort, don't shy away from the heat. Instead, walk intentionally across the hot coals. Like physical pain, discomfort serves a critical role for alerting you to what needs to be accepted, changed or avoided. You will be a more agile and resilient person if you make friends with the ups and downs of life.

You are far more capable of handling discomfort than you probably believe. Humans have a real capacity to transform discomfort into positive energy and momentum for change. The more conscious you are with your discomfort, the more seamless this immunization process will be. Most important, you have the power to learn from the bumps in your work and life and not be ruled by them.

An ancient Buddhist parable in the Sallatha Sutra explains that pain comes in two parts. The first arrow is the initial pain, such as a failure, rejection, loss or a simple backache. The second arrow is self-inflicted pain, caused by the story we tell ourselves about the situation.

The Buddha taught that there is no relief from the first arrow. It hurts and we must accept that. It's what we do with the second arrow that matters. Conscious people embrace discomfort by acknowledging it — by allowing negative emotions to arise, flow through you, like a wave rising and falling. If we accept the reality of the first arrow, we don't need to subject ourselves to the second arrow.

Pain is part of being human; suffering is self-imposed, and interferes with our ability to adapt to change.

Conscious people accept that reality and avoid the suffering of the second arrow.

Your Roots of Conscious Living

We all have the internal tools available to keep our feet on the ground while striving to achieve our potential. They are our roots for conscious living: how you live (physical), how you feel (emotional), how you think (intellectual), how you interact (social), how you perform (vocational) and how you see the world (spiritual). Our roots work together to nourish our mind and our heart. They help us thrive in the pressure cooker we often find ourselves in.

Physical roots include mind/body awareness — understanding how your body and mind work in tandem helps you manage health risks and rebound quickly from adversity, injury or illness; energy management; peak performance — practicing healthy habits every day boosts your ability to manage stress, enjoy work-life balance, tackle challenges head-on and optimize your health.

Emotional roots include self-awareness; positive emotions — demonstrating emotions like hope, compassion, joy, empathy, generosity, forgiveness and love is what sets the most effective people apart from their less successful counterparts; and resilience.

Intellectual roots include having deep curiosity; an adaptive mindset; and paradoxical thinking — evaluating ideas from all angles and considering seemingly contradictory concepts enables you to grasp complexity and make well-informed decisions.

Social roots include authenticity — being your true self in all situations and aligning your thoughts, words and actions; having mutually rewarding relationships; and nourishing communities.

Vocational roots include focusing on a meaningful calling; personal mastery — playing to your strengths and overcoming your weaknesses allows you to stretch yourself and perform your best; and having a drive to succeed.

Spiritual roots means living with a higher purpose; global connectedness; and generosity of spirit. ●

Think Big to See a World of Possibilities

To think big will challenge you to look outside yourself to see the world clearly — to expand your mind, to inspire your curiosity and to tap into your creativity. To see the future as a world of possibility, you first need to overcome the pitfalls of being too narrow.

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A 280-Character Universe

Digital technology is the great human disruptor of our time. Unlimited global access to information allows anyone to learn just about anything, anywhere, at any time.

The trouble is more and better access to knowledge is no guarantee that we can make sense of it all. A plethora of information can make our mind feel as if it's in a constant state of hyperventilation. Our outer world is simply changing faster than the ability of our inner world to process it all. That is why the modern learner is overwhelmed, distracted and impatient.

Also, we have always tended to surround ourselves with like-minded people. Digital technology reflects this phenomenon. Left on its own, our technology encourages us to stay in our fishbowl. If you choose to live too narrowly, the machine can help you. If we mindlessly surf the Net, algorithms customized to our preferences perpetuate our unconscious biases. This dynamic contributes to polarizing people and reinforces the divisions among us.

Thinking big is the best way to navigate this ever-shrinking 280-character universe. But that is a conscious choice only you can make for yourself. You must become your own editor. The Internet is a big feedback loop that you can train to expand your horizon.

- Make a conscious decision to subscribe to both sides of an issue. Get Google Alerts for both sides of an argument.
- Read (and click on links) across disciplines, across industries, and include fiction.
- Pursue fresh ideas. Actively search for sources of information that will help you grow and develop.
- Ask others from different persuasions for alternative perspectives and suggestions.

Leverage Your Personal Ecosystem

What's your #1 personal asset? Your skills? Your job? Your ambition? Your looks? Your mind? None of the above. Your greatest asset is your personal ecosystem. Who we know and how we connect to people in our personal ecosystems provide the strongest foundations and advantages in life and business.

To help you think big, you need to create a perpetual motion machine of ideas, energy and relationships to achieve your goals. You can only do this with a high-functioning personal ecosystem. Our sharing economy, powered by technology, is connecting people all over the world. Those who have personal power to make things

happen — the networkers and collaborators — are the ones who will get ahead.

Think of yourself, your reputation, as a brand, like Coca-Cola, Land's End or Nike. We are all entrepreneurs, leading the brand of "You" — complete with our personal values and career aspirations, intellectual and emotional assets, and unique market differentiators. The key is to manage your career as if it were a startup business. Like entrepreneurs, we must invest in ourselves and take our product to market.

Promote your personal brand, virtually and in person. Communicate your passions, values and strengths. Don't be afraid to share your real self. Stay in touch and top of mind.

Choose to share what you know. Don't be shy or protective about giving information away. This helps others and builds trust. The more you share, the more people will share with you.

Get connected. Open your eyes. Your network is all around you. See each person as a gateway to new connections. Use technology to connect. But then meet in person to discuss shared life and business interests.

Develop Your Google Mind

The need to learn faster, expand our minds and rewire our brains for growth is the personal and economic imperative for living in the 21st century. To apply a simplistic metaphor, we need to function more like a Swiss Army knife, rather than just a corkscrew or a carving utensil. Organizations are asking their people to work in expanding jobs, pushing them to learn outside of their proficiencies. More and more of these jobs require a combined set of skills, while the half-life of our knowledge and skills is shrinking quickly. The real challenge today is to stay relevant — to learn how to learn.

That's where the Google mind comes in. Curiosity, imagination and creativity are the core drivers to 21st-century learning. Just like Google's search engine, our mind needs to continuously refresh itself. With a Google mind, new insights are created, which expands our possibilities.

When you encounter something new, your brain tries to fit it into the world you already know. By adding more connections and associations, you expand your understanding. This, in turn, emboldens your creativity. Active curiosity strengthens your brain's wiring. The opposite is also true. If you do not stretch your brain, certain regions begin to atrophy. This is the principle behind the "use it or lose it" slogan.

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Cultivate a beginner's mind. Reach back to your younger days, when you were most open and eager to learn. Remind yourself how you felt, the pleasure you experienced of learning something new, having an "Ah-ha" moment, or the excitement of sharing the moment with others. Keep those feelings top of mind. They will help you find motivation (when you're not feeling it) to get unstuck.

Activate the search engine of your mind. Tap into your curiosity by taking the time out of your busy days to be curious — stop and wonder for a minute, listen to a podcast, go searching on the web. Make curiosity part of your routine.

“And” Is the New “Or”

A high-altitude mountaineer climbs the summit of Mount Everest carrying something that will surprise you. Aside from filling his pack with essentials like bottled oxygen, ice axes and high-calorie food, he carries a bottle full of little blue pills. That's right, Viagra. Mountaineers experience far fewer cases of frostbite or altitude sickness if they've taken Viagra before entering the “death zone” at the top of Everest.

The history of Viagra is a case study in unexpected discoveries and applications. Researchers were trying to solve the problem of poor oxygen transportation in the body that exacerbated cardiovascular diseases. In the process, they discovered Viagra. Without thinking big and exploring multiple uses, Viagra researchers would have produced a failed drug instead of one that is helping millions of people around the world.

A complex world requires a complex mind. Conscious people excel at “both/and” thinking. They broaden their perspective and create more choices by holding opposing ideas in their heads at the same time.

Approach challenges as paradoxes. Problems are to be solved; paradoxes are to be managed. In a complex world, we need to deal with paradoxes with a “more than one right answer” mindset.

Look for the “both/and” when making decisions. By getting the benefit of opposing viewpoints, you generally will arrive at a better decision. ●

Get Real With Your Accelerators and Hijackers

To get real means to become honest and intentional in your life. It's about learning how to transform yourself and shaping the environment around you. If you can learn

how to create the change you desire, you will thrive in a disruptive and accelerating world.

Feed Your Accelerators

Accelerators drive us forward. They activate positive energy and support us to move across the gap. The more aware we are of our accelerators, the more we can use them to activate change.

What is needed to create real change in our lives and inside organizations is to raise awareness about what accelerates us forward. Examples could include our hope and optimism, confidence and generosity, or focus and practice.

Let's look at five common accelerators in more detail:

Courage. Courage is not the absence of fear. Rather, courage is moving forward in spite of your fear. Being courageous means practicing grit and persistence to face difficult situations with grace and dignity. Courage is not something you are born with. You need to practice being courageous so that it will be there for you when the going gets tough.

How would you show up and what would you be doing if you were more courageous? Who do you admire who demonstrated great courage? What could you emulate about them? How could practicing courage help you to thrive in uncertain times?

Drive. Drive is having and showing the motivation and commitment to achieve your goals in life. Drive is a go-to accelerator for leaders. Success comes from a combination of factors — from character and talent to ambition and practice. Drive is the common fuel that moves us forward.

Practice. Change requires focus, attention, repetition and practice — deliberate practice! All great performers — in sports, music, entertainment and, yes, leadership — practice intensely. Experts are made, not born.

The key is to focus. Our mind has a tendency to get distracted when bombarded with lots of external stimulation. Deliberate practice is about challenging yourself slightly above your competency level, repeating yourself and getting real time feedback.

Resilience. Resilience is being able to recover quickly from setbacks and adversities. You are much more resilient than you think. Resilience is like a muscle that must be exercised. The more you use it, the stronger it becomes.

Ask yourself, “When was the last time I fell down and got up?” “What did I say to myself?” “How do I consciously maintain my resilience in the moment?” “In a disruptive environment, what can help me get up more quickly?”

Vulnerability. In the eyes of others, you are more likeable, more trustworthy and more authentic when you

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allow yourself to be vulnerable. Really. It sounds very counterintuitive, but being willing to accept and show your uncertainty or weaknesses is your strength.

Many people, especially men, run away from or work hard to hide their vulnerability by never showing their emotions, weaknesses or mistakes. But people are hungry to be with real people who expose themselves emotionally and show up as real human beings.

In what way will facing vulnerability bring you release, strength, truth and peace of mind? What weaknesses can you accept and share with others? How would doing this make you feel?

Befriend Your Hijackers

In a disruptive and accelerating world, we are all vulnerable to being hijacked. Just about anything can kick us off center — disruptors and distractions, wanting to escape and ignoring reality, getting lost in our emotions and being blinded by our thoughts. Wherever we turn, our hijackers are lurking just under the surface.

Hijackers function a lot like Homer's sirens. We are easily lured by them and end up being tossed on the rocks. When we stop to look around, we notice our hijackers are controlling us versus us controlling them. We undermine our best selves and weaken our credibility and our leadership.

Let's look at five common hijackers:

Self-criticism. Are you hard on yourself? Do you criticize yourself and everything you do? Do you always look for ways you were responsible for a problem? These are common attributes of self-critical people. People who are hijacked by self-criticality have trouble expressing their full power in the world and push people away by their poor self-esteem.

Notice when you are self-critical. What triggers these thoughts? What other thoughts could you replace them with? Find the real reason for your self-criticism. What is it that you are afraid will happen? How realistic is that?

Cynicism. In a world of mistrust and "alternative facts," cynicism becomes a popular commodity. Doubting others and questioning people's motives becomes the norm. Everyday cynicism grinds you down and can sap your energy and joy. It is the primary indicator of burnout at work. What lies behind your cynicism? Is it your personality or a long history of disengagement? Might you be facing reduced resilience and/or burnout? What are you doing to nurture yourself?

Being too controlling. As the world gets more uncertain, the less control we have over it. Yet, in a strange

way, the less control we have, the more we want to grasp for it. The more we grasp, the less control we actually have.

What is the difference for you between influencing and controlling? Where is the line? How do you distinguish between these? If you could dial this hijacker down, what would your actions look like?

Aloofness. People who are aloof create a feeling that they don't care about others, causing both separation and alienation. They generate feelings of contempt, and this makes others feel inadequate. Generally, this hijacker is driven by the fear of intimacy and human connection. Aloof people are distant and detached without even knowing it.

How might this hijacker constrain your career if you don't address it in our connected world? Who do you feel closest to at work? How did you make that happen? What can you take from this experience and apply to others?

Hypercompetitiveness. Healthy competition fuels our energy and accelerates performance. But when the need to win takes precedence over everything else, we can lose ourselves, our friends and our opportunities.

What effect does this hijacker have on your life and leadership? When it intrudes, how does it take over? How might you stop that? What will you do differently? And what will the payback of that be? ●

Step Up to Your Highest Potential

Stepping up is about leadership and action. Many of us approach the world too cautiously, too timidly, too small. We fail to unleash our personal power, which is central to bold leadership. When we step up, we catapult ourselves into a much bigger version of ourselves.

Everyone today must be a transformational leader. Whether a web designer pushing the envelope on design, a sales manager finding new customers in unusual places, a government official streamlining bureaucracy, or a global executive bringing new solutions to Europe, we must all be champions of change.

Live Your Higher Purpose

An irony of human life is that we all possess a higher purpose, yet many of us have no idea what it is. Our minds and bodies are intended for more than merely survival — they are vessels for deep social and emotional drives that give us meaning.

Ultimately, purpose is the connection between what we do and why we do it. Indeed, surveys show that three out of four executives report their principal driver in life is the

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belief that their work has purpose and meaning. It's about being bold and stepping up. If we want to be conscious people, we really need to personify and champion our purpose. So, ask yourself these questions:

- What do I love doing and what am I passionate about?
- When do I feel most alive?
- What are my natural talents and skills?
- What do others say are my special abilities and qualities?
- What values am I most committed to and when do I feel best about myself?
- What would I change in the world if I could?

Build a Shared Consciousness

What makes humans stand out is our capacity to be aware of our connections. True connectedness is based on shared consciousness — a belief that we need one another to excel and are stronger together than apart.

There are three essential behaviors needed to build shared consciousness: show up and be real, make and keep commitments, and make “we” your highest priority.

Show up and be real. Showing up involves the obvious: your physical presence, body language, tone of voice, what you say and do. It also means being mentally present and invested in others and what is going on around you. Being your real self means you share your thoughts and feelings, and you have the courage to expose yourself psychologically.

Make and keep commitments. People are hungry to be led by real people — leaders who are comfortable in their own skin. But it's the trust between people that holds everything together. Trust is the cornerstone for every great family, team and organization. Be credible, dependable, predictable and emotionally safe.

Make “we” your highest priority. Our accelerating world is quickly leaving the big “I” behind. Research on connections shows that people with larger and more diversified personal networks are higher performers; they get promoted earlier and are considered better leaders. They are successful because of their ability to energize people and attract high performers, raising the performance of the entire group.

Organizations of tomorrow will be concentric circles of interconnected relationships. Shared consciousness will be the glue that holds the community together.

Leave a Legacy

Most people think of legacy as an altruistic celebration of self rather than what it could be, a positive contribution to the world.

We hope our life matters. It's only human to want to be remembered and recognized. Legacy evokes pride, joy, a sense of accomplishment and purpose. Our meaning comes from working toward something and giving something away. Only you can author your life and be your own human story.

Yet, we need to remember that we are building a legacy by every choice we make. Ours is not a legacy in waiting; it's a work in progress.

Conscious people see life in context and know what's important. They are leaving a legacy in every moment, every interaction, every day, to actively create a new and better world.

Very few of us get the chance to leave footprints on the moon or build a pyramid or create a company like Apple. Yet all of us can create a legacy that is just as meaningful. The real treasures we leave behind are when we take a new job, build a great team, mentor a colleague, care for an aging parent or volunteer in the community. It's the ethical choices we make, the artistic creations we produce, and the little acts we perform to protect the environment.

Conscious people deeply understand this. They know they can shape how the world sees them today and how they might be remembered tomorrow.

It's up to you to carve your legacy not in stone but in the hearts and minds of the people you have touched. ●

MORE SV CONTENT ON LEADERSHIP

Summary: *What Happens Now?* by Mark D. Nevins, John Hillen. *What Happens Now?* shows leaders how to reinvent themselves in order to attain personal growth and organizational success by inspiring people, nurturing relationships, energizing teams, grooming successors and influencing stakeholders.

Webinar: *How to Integrate Brand and Culture to Power Your Company* by Denise Lee Yohn. In this Soundview Live webinar, Denise Lee Yohn provides a roadmap for increasing competitiveness, creating measurable value for customers and employees, and future-proofing their business.