



*“Never mistake motion for action.”*

Ernest Hemingway

Most organizations have a vision and mission statement and a set of values or guiding principles. They include such items as Integrity, Customer Service, Quality, Respect, High Performance, Teamwork, Leadership, Innovation and the list goes on. Often, these words are prominently displayed on plaques, posters, laminated cards and even screen savers.

This can be extremely effective – *when these words are put into action*. When they are not, the culture becomes one of disconnection and apathy – respect for leaders is lost and people disengage from their work.

When values are put into action, people feel energy, enthusiasm, and the drive to go beyond the mediocre. When people connect to company values that resonate with their own personal beliefs, they have even more commitment, higher productivity, and better engagement with customers and stakeholders. The results show up on the bottom line.

Leaders are charged with taking personal responsibility for the organization’s values and for making sure people share a common set of principles. This is not easy. It is one thing to agree with ideals and words – it is quite another to translate those ideals into action. A leader is accountable for ensuring that people not only know the values, but also how to put them into practice.

*“Organizations have to have values. But so do people. To be effective in an organization, one’s own values must be compatible with the organization’s values. They do not need to be the same. But they must be close enough so that they can coexist.”*

Peter Drucker

*Management Challenges for the 21<sup>st</sup> Century (1999)*

Time – we never have enough of it. Everyone is in a hurry these days, juggling work, family, play... life. We pride ourselves on our ability to multitask. We use email, cell phones, and a multitude of other devices to keep in touch so we don’t miss anything. About the only thing that seems to be slowing us down is traffic, and then we use that to catch up on phone calls and messages.

*“The future is something which everyone reaches at the rate of sixty minutes an hour, whatever he does, whoever he is.”*



C.S. Lewis

And we say there is never enough time! We need more time to do more, accomplish more, be more. But the reality is – there is no more time than that which we have been given. There are only 60 seconds in a minute, 60 minutes in an hour and 24 hours in a day. No more. No less.

The real issue isn’t time—or time management. It’s energy – and energy management, and this requires us to rethink much of what we’ve believed about organizing our lives. Managing time efficiently is important, but no guarantee we’ll bring sufficient energy to whatever it is we’re doing. We need to learn two new rules:

1. Energy is the fundamental currency of high performance.
2. Performance, health and happiness are grounded in the skillful management of energy.

Energy is the key.

According to Jim Loehr and Tony Schwartz, in their book, *The Power of Full Engagement* (Free Press, 2003), the skillful management of energy—individually and organizationally—makes full engagement possible.

To be fully engaged in our lives, we must be physically energized, emotionally connected, mentally focused and spiritually aligned with a purpose beyond our immediate self-interest.



*“Energy and persistence alter all things.”*

Benjamin Franklin

Everything we do requires energy. As obvious as this is, we fail to take into account the importance of energy at work and in our personal lives. Without the right quantity and quality of energy, we are compromised in any activity we undertake.

We take energy for granted, assuming we have unlimited amounts. We don't take time for recovery or renewal. We get angry when we get tired or forgetful. We don't appreciate the impact focus and energy have on our successful interactions with others. The ultimate measure of our lives is not how much time we spend on the planet, nor how much we get done, but rather it is in the *quality of our moments*. And the quality of those moments is all about the energy we invest. Performance, health and happiness are the result of a skillful management of energy.

Research by the Gallup Organization reports less than 30 percent of employed people are fully engaged at work. Over half are not-engaged, and 17 percent are actively disengaged. That means over two-thirds of people at work are not enthusiastic about what they are doing. It's hard to fully engage when your energy is depleted.

*“Time stays long enough  
for anyone who will use it.”*

Leonardo Da Vinci

Four principles put forth by Loehr and Schwartz in their book:

1. Full engagement requires drawing on four separate but related sources of energy: physical, emotional, mental and spiritual.
2. Because energy capacity diminishes with both overuse and under-use, we must balance energy expenditure with intermittent energy renewal.
3. To build capacity, we must push beyond our normal limits, training in the same systematic way elite athletes do.
4. Positive energy rituals — highly specific routines for managing energy — are the key to full engagement and sustained high performance.

We cannot increase time, but we can learn to increase and improve the quality of our energy. The key to living a life more fully engaged—one leading to more health and happiness—is not in the quantity of things you do but rather in the *quality of crucial moments*. Attaining full engagement in life involves doing things that will help you connect with your deep sense of purpose – your life vision.

Work toward increasing energy - write in a journal, create a regular workout routine, read or simply plan for some quiet time to think and reflect on what you're trying to achieve in your life. Create rituals of those things that will help you connect to your purpose – and to your energy.

*There is an ancient legend* about a time in the history of humanity when society so abused wisdom that wise leaders decided to take the secret of happiness and success away from humankind and hide it where they would never find it again.

A council was called by the Chief to decide where to hide the secret. One of the council members said, “We will bury the secret in the dark depths of the earth”. The Chief replied, “No, that will never do, for humankind will dig deep down into the earth and find it.” Then the council said, “We will sink the secret into the darkest depths of the deepest ocean.” The Chief again said, “No, not there. Humankind will surely find a way to dive into the dark depths of the ocean and find it.” Then, another council member said, “We will take it to the top of the highest mountain and hide it there.”

But again, the Chief said, “No, for humankind will eventually climb even the highest mountain and find it and take it up for themselves.”



Then, the Chief said, “Here is what we will do with the secret of happiness and success. We will hide it deep inside every individual - they will never think to look for it there.”

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