

*Making a Difference
While Making a Living*

WORKING *for* GOOD



Jeff Klein

“Jeff Klein provides insights on how to uncover one’s best self and help co-create businesses where everyone flourishes.”

—**John Mackey**, chairman and CEO of Whole Foods Market

PRAISE FOR JEFF KLEIN

“Jeff Klein, one of the earliest champions of Conscious Capitalism, offers a highly practical yet profoundly intuitive blueprint for achieving your purpose—and making a difference at work. You will return to *Working for Good* again and again. It belongs on your desk and in your heart.”

—**Patricia Aburdene**, author *Megatrends 2010:
The Rise of Conscious Capitalism*

“A valuable resource . . . Jeff Klein has provided a model that will allow readers to live their lives and their work authentically, passionately, and ethically.”

—**Timothy L. Fort, PhD, JD**, Executive Director,
Institute for Corporate Responsibility, George Washington
University School of Business

“*Working for Good* is a marvelous guide for how to integrate a life of work and a life of meaning, resulting in a life of joy.”

—**Michael Strong**, author of *Be the Solution: How Entrepreneurs
and Conscious Capitalists Can Solve All the World's Problems*

“Jeff Klein's wisdom and passion shine in *Working for Good*—a practical, inspiring guide to creating a life of purpose that makes a difference in the world.”

—**Brian Johnson**, Founder & Philosopher of PhilosophersNotes +
co-founder of eteamz and Zaadz

“When you live in love and let your mind support your heart, then good things happen. Similarly, when business expresses itself in a heart-felt way, then business has the potential to truly create good. Jeff Klein's book shows us

how it can be and is being done in our world today. Jeff talks the talk and walks the walk—he knows what it is to feel good, be good, and do good.”

—**Kartar Khalsa**, CEO Golden Temple Natural Foods,
makers of Yogi Tea and Peace Cereal

“In *Working for Good*, Jeff Klein helps us get in touch with our primary, natural purpose—which gives priority to the common good of us all.”

—**Terry Mollner**, Chair of Stakeholders Capital, Co-Founder and Member of the Board of the Calvert Social Investment Funds, and Member of the Board of Ben & Jerry’s

“The Working for Good model uncovers the mysterious dance between self and other, culminating in the expression of what is truly possible.”

—**Bijoy Goswami**, Founder, Bootstrap Austin,
and author, *The Human Fabric*

“In the new business paradigm, which manages for positive outcomes for all stakeholders, bringing your best self into the workplace is critical for individual, team, and business success. Jeff Klein’s insightful book makes remarkable use of story and guided reflections to provide readers with insights on how to uncover one’s best self and help co-create businesses where everyone flourishes”

—**John Mackey**, Chairman and CEO of Whole Foods Market

Sounds True, Inc.
Boulder, CO 80306

© 2009 Jeff Klein

SOUNDS TRUE is a trademark of Sounds True, Inc.
All rights reserved. No part of this book may be used or reproduced in any manner without written permission of the author and publisher.

Working for Good is a registered trademark of Platinum Marketing & Management, LLC.

FLOW, Conscious Capitalism, and Peace Through Commerce are registered trademarks of Freedom Lights Our World (FLOW), Inc.
Accelerating Women Entrepreneurs is a trademark of Freedom Lights Our World (FLOW), Inc.

Excerpt from *Prophet, Profits, and Peace* by Timothy L. Fort, copyright © 2008.
Used by permission of Timothy L. Fort.

Excerpt from *Rules of the Dialogue Game* by Peter Gryffon Winchell,
copyright © 2009. Used by permission of Peter Gryffon Winchell.

Cover and book design by Dean Olson
Published 2009
10 9 8 7 6 5 4 3 2 1
Printed in Canada

Library of Congress Cataloging-in-Publication Data

Klein, Jeff.
Working for good: making a difference while making a living / by Jeff Klein.
p. cm.
ISBN 978-1-59179-726-5
1. Social responsibility of business. 2. Work—Social aspects. I. Title.
HD60.K554 2009
658.4'08—dc22

2009009217

CONTENTS

PREFACE	xv
Chapter One: WHAT IS WORKING FOR GOOD?	1
Chapter Two: AWARENESS	35
Chapter Three: EMBODIMENT	95
Chapter Four: CONNECTION	127
Chapter Five: COLLABORATION	159
Chapter Six: INTEGRATION	185
Chapter Seven: RETURN	207
A REMINDER ABOUT THE EXERCISES	215
ACKNOWLEDGMENTS	217
NOTES.....	221
ADDITIONAL RESOURCES	223
ABOUT THE AUTHOR	233

Chapter One

WHAT IS WORKING FOR GOOD?



*An individual has not started living until he can
rise above the narrow confines of his individualistic
concerns to the broad concerns of all humanity.*

—MARTIN LUTHER KING JR.

This book is about us—you and me and everyone else—and what we can do together to address the challenges and make the most of the opportunities facing humankind, to manifest a world that reflects our highest aspirations and most compelling visions.

In the opening of his classic book *Working*, Studs Terkel writes, “This book, being about work, is, by its very nature, about violence—to the spirit as well as to the body. It is about ulcers as well as accidents, about shouting matches as well as fistfights, about nervous breakdowns as well as kicking the dog around. It is, above all (or beneath all),

about daily humiliations. To survive the day is triumph enough for the walking wounded among the great many of us.”

This book, and the very idea of Working for Good, are meant to be an antidote to the violence people do to themselves and each other through business and work.

You may be reading this because you would like to do something to address some of the challenges facing humanity, because you believe that business provides an opportunity to do so, and because you want to understand more deeply how this vision can be manifested. This is what motivates many of us, especially young people; members of the Millennial Generation almost require that the companies they work for or build have a higher social purpose and act responsibly. You may also sense a calling to service and want to pursue it more fully. You may want to change your existing business or job, start a new business, or find a new place to work that is more deeply aligned with your purpose and principles. And you may want to learn new skills that will make you more effective in building a conscious business and make your business more responsive to the increasing market demand for good corporate citizenship. Working for Good acknowledges the power of these desires and provides tools for addressing them. It is a way of approaching work to serve the greater good.

Working for Good is a philosophy, a way of conducting business and approaching work that orients us on a path of personal growth, development, and service. Based in the skills and practices of awareness, embodiment, connection, collaboration, and integration, Working for Good guides our thoughts and actions to create businesses that value more than financial return on investment, respect people and the

planet, deliver broad-based service to society, and promote widespread well-being.

By applying the skills of Working for Good, we bring out the best in ourselves and in others, increasing creativity, productivity, and sustainability. As measured by the Great Places to Work Institute, companies that treat employees as people, building trust and relationships, typically outperform their competitors and have lower absenteeism and workforce turnover. Happy employees have less stress and stress-related illness, and they cultivate happy customers—leading to sustained relationships and deeper loyalty. The virtuous cycle goes on. Companies that authentically serve the goals of Working for Good similarly engage sustained support from customers, employees, and their communities.

By Working for Good we find deeper meaning, make a greater impact through our work and, in the process, elevate each other and ourselves. Working for Good prepares us to adapt quickly, evolve continually, and respond skillfully to difficult people and challenging situations. And it opens us to opportunity and creativity. When we orient ourselves toward the Working for Good model and cultivate the five essential skills that are its focus, we can make a significant difference in our world. Perhaps the most difficult challenge of Working for Good is that of sustaining our faith—the faith that we *can* change the way people conduct business and conduct themselves in business. Each moment and in every situation, we have the choice to approach the people and situations we encounter, even the most challenging ones, with openness and compassion. And we can institutionalize the skills of Working for Good to cultivate a conscious culture within

our business and between our business and the greater community. With sustained support from our internal and external communities, we can face ever-greater challenges while continuing to cultivate a more conscious way of conducting business.

The essence of Working for Good is a calling, a sense of passion and purpose that stirs us from deep inside and calls us to action. It is based on the belief that what we do matters, that we can make a difference—for ourselves, others, and the world—through the expression of our creativity and the application of our productive energy.

Working for Good is vital, invigorating, life-giving, meaning-making, fulfilling, and artful. It is also a strategy for success—for yourself, your colleagues, your business, and the broader community around you.

This book honors you for aspiring to Work for Good and for the Working for Good you are already engaged in. It is designed to inspire, validate, and deliver practical information. Choosing to Work for Good does not mean you are alone, crazy, or destined to poverty. On the contrary, you will begin to head toward a life full of meaning, joy, growth, and prosperity, in the fullest and deepest sense. In this book, you will be introduced to a larger vision of Working for Good, examples of the countless people successfully Working for Good, and practical tools to support you in your own pursuit of Working for Good.

The practical tools and exercises in this book are designed to cultivate the skills of Working for Good. The core of the book describes the five skills and their significance, presents exercises to cultivate them, and underscores the value of consistently practicing and employing them. With the book as your guide, you can proceed on your journey with confidence and energy.

WORKING FOR GOOD AND THE WORLD AT LARGE

We can't solve problems by using the same kind of thinking we used when we created them.

—ALBERT EINSTEIN

We live in a time of great change, significant challenges, and tremendous opportunity. Old ways of doing things don't work the way they once did, and we must continually experiment, adapt, and evolve. Globalization and the Internet exemplify an emerging new reality—or the recognition of a long-standing reality: we are all interconnected and interdependent. What happens in one place and to one person affects others and, in some way, affects us all. And in tangible and visible ways, issues like environmental contamination, financial system instability, HIV/AIDS propagation, water and food shortages, and political conflict clearly have global consequences. The world seems to be simultaneously more connected and more chaotic.

In this context, we ask ourselves, “What can I do?” “Who am I to make a difference in the face of such dramatic change on such an enormous scale?” “Where do I begin and how do I proceed?”

Human beings are the root of the problems we face, and of their solution. But, as Einstein suggests, to solve any problem we have to change the way we think and, thus, the way we act: from a me-centered worldview to one which is we-centered, which recognizes our interdependence; from short term to long term; from linear to holistic; from a perspective based on greed, fear, and delusion to one based on love, compassion, and trust.

Human beings have many extraordinary capabilities and capacities, and we can make a significant impact upon the

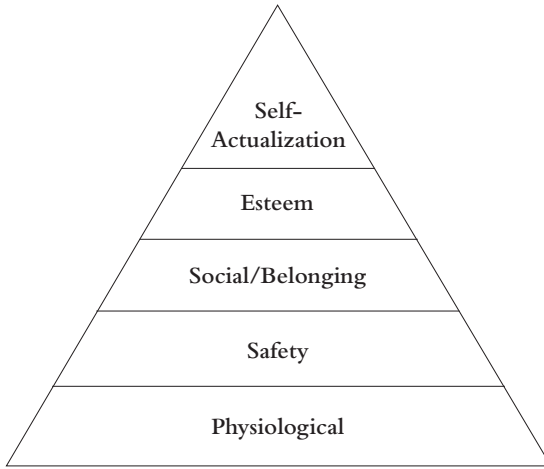
world around us. Our challenges are to recognize and cultivate our talents and to apply them with purpose and passion, informed by deepening inquiry and awareness and refined and amplified through collaboration with others.

More than fifty years ago, pioneering psychologist Abraham Maslow introduced his “hierarchy of human needs,” which represents a progression of human focus and orientation, from survival to transcendence, based on our material and social conditions and our cognitive, emotional, psychological, and spiritual development. Maslow observed that humans have certain universal needs. We need **physiological** sustenance: food, water, and air. We need **safety** from harm, including protection from the elements of nature (weather, fire, flood, etc.) and other people. We need **society**: relationships with others and a sense of belonging to a tribe or community. We need a sense of **self-esteem**: to be of value to others and to have a sense of self-worth. Finally, we are called to **self-actualization**, to fulfill our potential and, ultimately, to transcend our identification with an individual self and serve a higher purpose.

While people can feel fulfilled at any level to varying degrees, Maslow noted an almost universal pattern of progression through these stages. It seems that these needs build upon one another, with a person focusing on the more basic needs before progressing to the next level. In visual form, the hierarchy looks like Figure 1.

Maslow’s model, which is congruent with many traditional spiritual systems, provided roots for the human potential movement that emerged in the 1960s and continues to evolve. New branches of this movement, validated through ongoing, rigorous research, recognize that we are complex and multi-dimensional beings, with multiple kinds of intelligence and

FIGURE 1



tremendous capacity for learning, growth, and development. They acknowledge that we can systematically become more consistently happy and fulfilled, and more present, creative, and effective. We have agency over our lives, and our lives can influence others and the world we co-create.

Driven in good part by the aging of the baby boomers, the largest generation in history, and fueled by the idealistic, impatient, action-oriented Millennials, we are witnessing a search for purpose and meaning on a massive scale and a reorientation of collective values from material to spiritual: we are now focusing on experience, beauty, and meaning rather than on things. The prominence of linear, rational, left-brain thinking is waning as that of holistic, intuitive, right-brain thinking waxes.

Arguably, there is a massive exodus, or elevation, from lower levels of Maslow's hierarchy to higher levels, and increasing recognition of the necessity and rewards of focusing on the

greater good. Coincidentally, brain research indicates that doing good for others creates pleasure for the do-gooder on a biochemical level, and psychological research substantiates the common-sense notion that serving others creates a sense of purpose and increases happiness.

As our work at FLOW reflects, a growing transpartisan or nonpartisan movement is emerging, with similar reflections in many fields. Philosophers like Ken Wilber maintain that we are witnessing the emergence of significant numbers of people who embody a new level of integral consciousness focusing on what unites rather than separates, what adds to a greater whole rather than “my idea versus yours,” and what elevates us all rather than what puts me ahead of you. We are celebrating unity in diversity, the individual and the interdependent whole.

Our recognition of interdependence, quest for meaning, and drive to do good are all influencing business. For more than a decade, consumer polls have indicated that people expect companies to provide more to the community than merely selling products and services, and they reward companies that are good citizens. A new model for business is emerging in which entrepreneurs and corporate leaders acknowledge interdependence and bring it to the forefront, catalyzing systems of interrelated stakeholder groups—customers, team members, investors, vendors, the community—connected by shared purpose and cultivated through thoughtful consideration and engagement.

Stories of new ways of doing business appear in countless books and studies—by researchers, entrepreneurs, and successful CEOs—addressing the topics of authentic leadership, relationship marketing, workforce empowerment, and similar themes, celebrating the power of nonmaterial and nonrational factors. Purpose and relationship have

become driving forces in fueling business success, in even the largest of companies. For example, John Mackey tells of meeting with Indra Nooyi, CEO of PepsiCo, and her goal of leading Pepsi to become a “good company.”

The healthy functioning of the market process is driving much of the transformation of business as we collectively recognize the need to consider the effects of our activities on the environment and each other, and as we demand that businesses address them as part of their service.

OPPORTUNITIES ABOUND

People must be motivated by a deeper cause. I believe that people don't come to work to earn money for themselves and the company. They come to work because the product does something worthwhile, and this is what gets people inspired.

—BILL GEORGE

The dramatic circumstances of our times, an emerging new reality, and increasing new demands provide profound opportunities for business. And while business as an institution is often criticized and even demonized, business is a powerful force for positive change. Its processes and products captivate our attention and energy, influence our consciousness, and affect our material, psychological, and spiritual well-being.

Through business, entrepreneurs catalyze the convergence of ideas, energy, and resources to create new products and services, develop new technologies, solve problems, capitalize on opportunities, stretch our imaginations, and increase our concept of what is possible.

Business is not a mechanical system that exists separately from humanity, but a way of organizing our collective productive activity that reflects our view of nature and the world and our needs, desires, and expectations. It exists within the context of the natural, physical world and our perceptions and expectations. And as the world and our perceptions change, so too does this context.

We increasingly recognize interdependencies and the effect business has—on the environment, society, and individual people—when it is viewed and operated as a mechanistic, independent process that is not responsible to the communities and environment that form its context. And we are revisioning and redefining why businesses exist, what they do, and how they do it. As entrepreneurs, investors, employees, consumers, or citizens, we *are* business. Since we conceive it, manage and staff it, legislate it, and buy its products and services, we influence what business is and what it does.

While the popular view has traditionally been that “the business of business is business,” a new concept is emerging that balances the pursuit of profit with service to life: human beings and their communities, present and future, and the natural world.

We require that what we do and how we do it through business have more depth and meaning. The way we communicate and work together can be clearer and more collaborative, creative, and productive. Our decisions can be more considerate of our customers, our employees, our community, and the environment. We observe that the world and how we think about it are changing, and we see the possibility—in fact, the necessity—for the way we view and do business to change as well.