



New Mindfulness for Personal and Business Success



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Centered FocusSM: New Mindfulness for personal and business success

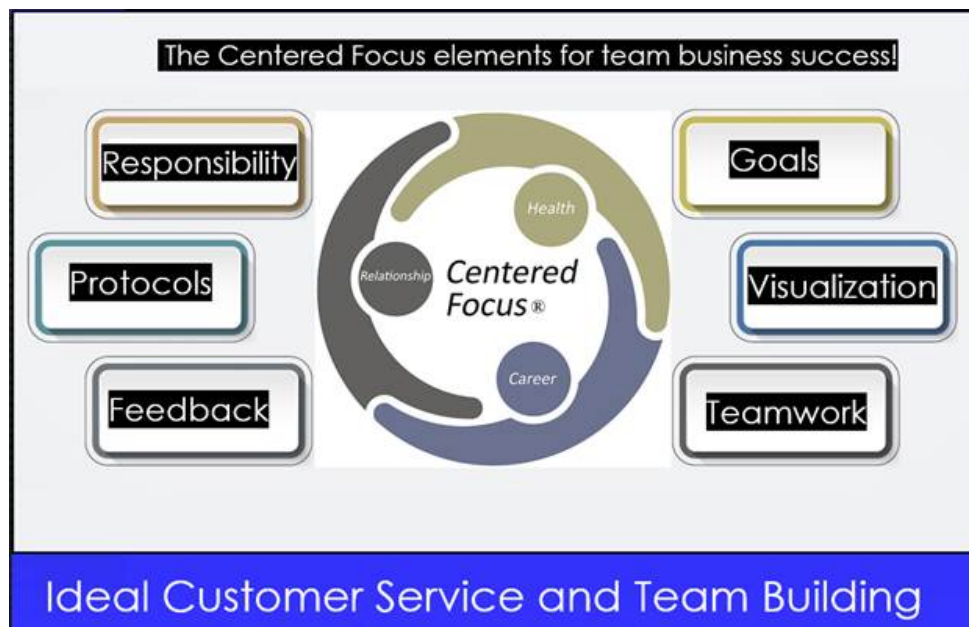


Table of Contents:

Preface

Introduction

The foundations for personal success

- 1) Background**
- 2) Meditation**
- 3) The Mind Body Connection**
- 4) Personal Goal Setting**
- 5) Success Experiences Setting Goals**
- 6) Your Health**
- 7) Your Career**
- 8) Your Relationships**

The foundations for team success

- 9) Personal success creates team success**
- 10) Taking Responsibility**
- 11) Setting Company Goals**
- 12) Vision Boards for Business**
- 13) Teamwork in a Corporate Environment**
- 14) The Importance of Feedback and Appreciation**
- 15) The Importance of SOP's and Policies**

Conclusion

Preface

As a dentist, the first book I wrote was directed to patients, to explain different options for dental implant treatment. I decided to write this book “Centered Focus: New mindfulness for personal and business success”, for anyone that wants to bring a unique mindfulness perspective into their personal and business aspects of their lives. After 30 years of building and transacting my businesses in the dental field, I wanted to share mindful concepts that I used in my life to live a balanced personal and work-related relationship. These concepts are applicable to any business or corporation and anyone involved in a business on any level. At 58 years old, I wanted to reflect on lessons I have learned so that I can help others. I am dedicating this book to my father Dr Buzzy” Tischler, who not only influenced my professional life as a dentist, but in his search for Eastern mindfulness has affected my personal life and my family and friends around me.

My wife Jan and my daughters Lauren and Natalie are the most important center of my life, and I am blessed that I have been able to raise my children and live a balanced family life because of the principles in this book. I hope you enjoy these centered focused concepts and see how balance and conscious living has allowed me to guide towards my personal and business intentions.

Introduction

“Centered Focus: New Mindfulness for personal and business success”, is intended for every person and every person that is working with a company towards a company’s success. When people that are part of a company’s workforce are individually strong, conscious, mindful, and working together in focused unanimity, the company is stronger with respect to many objective business parameters. This book is about the relationship between an individual’s personal strength through mindful goal setting and living, and how that relates to working together to create ideal business success for a company overall. When all team members, including the leadership team has a formula to set goals, visualize success, and take responsibility, greatness happens. The tools shared in the book affect both a person’s personal self-image and the culture of a company which in effect is a company’s self-image.

I will offer tools and mindful background concepts for personal success based on my own life experiences and success growing and benefiting and exiting from my nationally recognized dental related businesses. Through sharing principles and stories showing how I created personal and business success through being centered and focused on my balanced life goals, the principles of this book will be made apparent. I will also guide you towards the many authors and speakers that have influenced me over the years, so that you can follow up with their work. The balancing of an individual’s goals with respect to health, career and relationships, is the starting point for living a centered and focused life. This *centered focus* on goals in a person’s major areas of their lives, is a key to personal and business success. When the tools of creating this balance are understood, a person can then *center into this focus* of balance, and from there, miracles happen in their life. These tools which I will share in this book to create personal

control and balance, will then be related to a group work environment. Through adapting personal strength with mindfulness, employees and company leadership can transform mindful focus towards company success and growth.

When a group of people work together with shared passion and mindful personal responsibility, a company can reach new levels of production, culture, and sustained growth. The synergy between people and a company sharing mindful, mutual goal-oriented objectives, allows for harmony and growth within a company.

The experiences I share in this book, are based on my own personal growth from when I was a teenager and was exposed to transcendental meditation and other mindful tools, to learning the power of goal setting, personal responsibility, and having a centered focus. I continued to use these tools after graduating from the Georgetown School of Dentistry, and as a dentist created this centered-focus system for my businesses. These tools allowed me to be a dentist, after I dropped out of my undergraduate biology program at SUNY Albany with frustration and diagnosed with having a learning disability. Eventually as an implant dentist, I took my goal driven systems creating national recognition as a dental implant surgeon with a nationally recognized dental practice and office with 25 employees, teaching surgical techniques through in-office courses, main podium lectures and 75 published articles. I also simultaneously started the largest dental implant franchise in the US called Teeth Tomorrow and the only dental laboratory in the US dedicated exclusively to full arch implant dentistry, the Teeth Tomorrow Dental Laboratory. These companies also had 25 employees. I learned to overcome the label of having a learning disability and prove success. My story will help many people that have obstacles in front of them, in the way of their goals. The mindful principles I practiced

personally, were shared successfully with my company employees and my 40 Teeth Tomorrow franchise offices. This is how I created and proved success with my center-focus concepts.

I realized after I successfully ended ownership of my companies at age 58, that the systems I have used to vault my businesses, are applicable to any business in other business sectors than dentistry. The concept and tools of having conscious, mindful employees all working together in harmony to co-create excellence is applicable to all business large and small. When concepts that provide balance, purpose, health, and harmony for an individual are applied to a company, the company becomes harmonious and more competitive in the business world. A company is only as good as the sum of its parts. The parts of a company that create success are its employees, its culture, its vision statement, it's customer service and its product. Imagine if all this could be attained through creating a purpose driven employee base, working together with a sustained mutual vision.

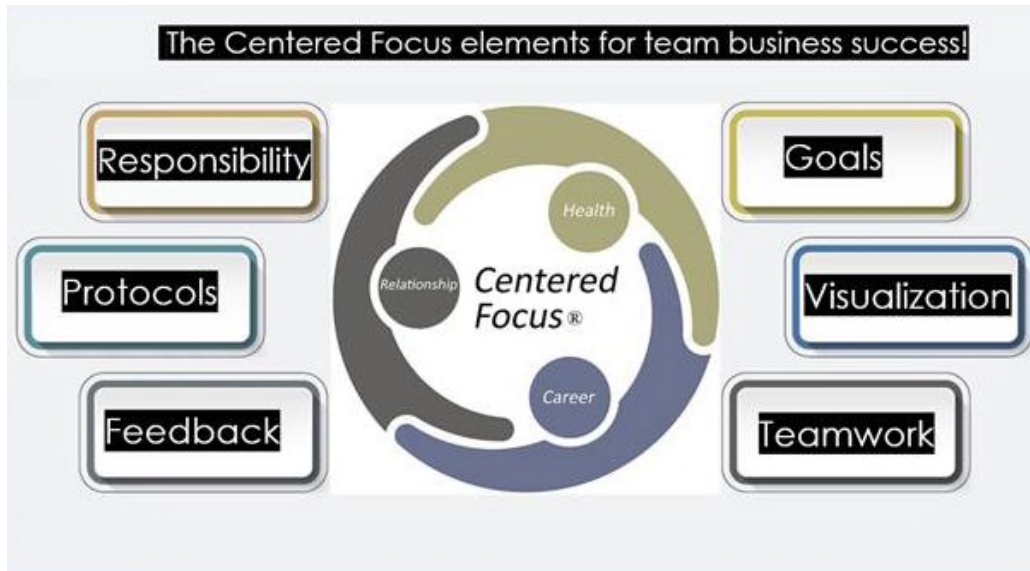
Centered Focus: New Mindfulness for personal and business success, spells out these principles in a methodical structured manner. I will have exercises throughout the book to back up concepts, allow you to bring them to your reality. The value of a coherent strong team cannot be overstated. The financial rewards of employee retention, passion driven production, and a harmonious working culture are invaluable. This book is not only a personal resource for your life, it is also a great resource for staff meetings, team building meetings and corporate retreats.

The concepts I cover for the corporate applications that stems from personal growth are, taking responsibility, goal setting, creating visualization techniques including vision boards, team building concepts, using feedback and appreciation, and creating policies and manuals that incorporate these into a culture. The difference here is that all of this is done with employees that are excited to participate in these amazing principles, because they also have bought in to all of

this in their own lives. This allows for a culture of willing participants that co-own these concepts, instead of a group of non-interested employees that pretend to participate.

When the principles in this book are applied, the energy in a company is palpable. The business world is so competitive now and fast paced, mostly due to our internet-based culture. Concepts in business are duplicated so fast now, compared to just 10 years ago. Differentiating a company from its competition has become so much more difficult, with almost instant access and change available online. Just try to think of one sector of business that isn't affected by this digital influence. Amazon for instance has affected almost every business with its immediacy of products. Research and published articles are available instantly, allowing for rapid growth of concepts and applications. All of this adds up to an increasingly competitive business environment.

It's ironic that the fundamental Eastern philosophical applications I outline in this book, have the potential to transcend, the fastest digital growth. Sometimes less is more, and through learning these mindful energy-based principles applied to the business world, companies can create cultures within that are able to sense change, be scalable, and surpass this rapidly growing business world.



(Figure 1) The Centered Focus elements for team business success

The foundations for personal success

1) Background

The terms conscious living, mindful living, present living are all phrases that come to my mind when I describe Eastern philosophies. In my path to understand life over the past 58 years, I have evolved to a philosophy that I will describe here. What I have now realized is that my own searching, and the formula that I have put together for myself to live my life, ended up being based on Eastern philosophies along with more recent mindful concepts. We will now look back, and I will show you my path, and how it ended up that many of the pieces I put together through my own searching, can be summed up in Zen teachings.

As I mentioned in my introduction, I have been a dentist for the past 30 years, and my focus was on dental implant surgery. My father Maurice (Buzzy) Tischler, was also a dentist, he practiced with me for 30 years, was a professor at NYU College of Dentistry, and retired at the age of 83 because of a medical issue. He is still alive, and at 87 years old still influence's

my life. His influence is not with dentistry anymore, but instead it's his continued influence is on answering some of life's burning questions of existence. He has been a searcher of life's meaning throughout my life. In the 60's he was a student of George Gurdjieff, The late Ram Dass, and many other spiritual teachers. That was his passion throughout my life, and he has always been a student of life's meaning. In the eighties he and my late mom Phyllis, were disciples of spiritual leader *Bhagwan* Rajneesh (OSHO) , and they visited him in Poona India. When they came back, they were both wearing orange clothing exclusively and wore a "malla" necklace with Rajneesh's photo on it. My dad practiced dentistry for many years, wearing his orange robes and clothing as a disciple. While later in the 90's there were some controversial issues surrounding Rajneesh's compound in Oregon, to this day my father and many others follow the teachings of this spiritual leader. I often listen with my dad now to these teachings and Rajneesh's concepts I find to be very spiritual, and I consider him an amazing teacher as does my dad. While wearing orange robes in Woodstock, NY isn't a big stretch, it is an example of his commitment to his search for life's meaning.

Looking back, I feel my father's search for life's meaning rubbed off on me. As I started my own path for answers in life, many of my father's teachings have helped me evolve. Of course, as a child growing up, I didn't show any real interest, but I think being around my parents interests subliminally rubbed off on me.

As I matured as an adult, and experienced many of life's challenges, I realized that the experiences I was exposed to while growing up, could help me. Through my path of discovering ways to live life as being the best I can be, I realized there was a pattern of information that when put together made sense to me. It seems that a lot of the Eastern philosophical wisdom, combined with more modern concepts were able to meet in the

middle. I discovered this Centered Focus concept of this book, through my path of searching for life knowledge. I will share my personal path of discovery, and how these Centered Focus concepts can relate to your personal life and how it relates to a company's success and growth. Being Centered and Focused works daily both personally and in business. The concepts behind Centered Focused living will be shared in the pages ahead, as will exercises that will help you succeed with these concepts.

The best way to describe the concept of what Centered Focus is, is to look at figure 1, "The Centered Focus elements for team business success. This diagram will be referenced throughout the book as it offers a great context to the overall picture being presented. In the middle of the diagram are the topics of health, relationship, and career. I look at these 3 areas of life, as the center for everything around it. In the first half of the book I will focus on these 3 areas and how meditation, personal responsibility, intuition, combined with balance of health, relationships, and career creates a base of success for a person's life. When there is mindfulness, accountability, and a centered focused structure within a balanced personal life, then the 6 areas outside in the chart can then be utilized for business success. The concept is that a person is centered through meditation and intuition and focusing on goals created with passion for balance within their life. The importance of balance within a person's life is directly translated to the success seen in the business environment, and throughout the book this concept is explained.

Many of the tools used to create success personally, are then analogously translated to the 6 business tools for success in the second half of the book. Responsibility, Goal setting, visualization, teamwork, feedback, and protocols, are all processes that are used for personal success, and now are directly related to business success Centered Focus model. Through a

person taking control of their personal life through mindfulness, then those tools translate to business success in a powerful manner. When the staff of a business is Centered and Focused as a whole, with individuals who are Centered and Focused on a personal level, a collective mindful energy is created, allowing for intuitively passion driven success.

Each of the six business-oriented areas outlined, are directly related to the creation of a balanced personal life with many analogies. This book highlights this mindful interrelationship between personal and business principles and guides the reader with tools that present an actionable strategy for success.

The mindfulness revolution that has been seen in our society over the past 10 years, has been focused on techniques that allow a person to live in the moment. The many Apps that are available and courses that are available, offer techniques so that a person can be in the moment throughout the day. The “Centered Focus” concepts I present in this book are not only about being mindfully in the moment, but from there I take the reader to understanding how that level of presence can be used to create balance in their personal and business life. The balance of living a present and focused personal and business life, brings mindfulness to a new level with tangible intent and transformational results.

2) Meditation

When I was around 14 years old, my parents introduced me to transcendental meditation (TM). TM was a popular Eastern technique brought to US by Maharishi Mahesh Yogi in the 1970's. The technique is a way of quieting your mind through repetition of saying a ("mantra") that is given to you by a certified TM teacher. At the age of 14, I did this technique and experienced a euphoria from meditating. At a young age I had a technique to quiet my mind, and I remember feeling something very relaxing that I liked. I continue to meditate every morning. I believe meditation is a key principle to the Centered Focus system I have created. It is a core starting principle, that allows you to be aware of your thoughts, quiet your mind, and allow your mind to reach an alpha frequency state. I will explain what an alpha state is later. The virtues of meditation for health and wellbeing are well documented, and now with the media push for mindfulness, is mainstream, purported by almost every respected spiritual leader and self-help mentor out there. Depak Chopra, Tony Robbins, Jack Canfield, the late Wayne Dyer, Oprah, Eckart Tolle, and many more advocate meditation as a daily practice.. I now practice a breathing meditation as well in conjunction with TM, based on Coherent Breathing or HRV breathing. HRV stands for Heart Rate Variability. HRV breathing is scientifically proven to calm the body and reduce stress through its effect on the autonomic nervous system. A book I discovered called "The New Science of Breath" by Stephen Elliot covers the science and math of why coherent breathing works. I am not going to cite references in this book, as a simple Google search on topics, can enlighten you on information much more than references, I cite. I will say, as a health care practitioner, and science major in college, everything I do is scientifically based on my own research. It must make sense for me to believe something. I also must prove it to myself

and experience it on a sustained level. That is how true belief works, you must know it for yourself 100%. Everything I say in this book are things I have lived and proven for myself and known as my truth. I would like you to experience many of the techniques I talk about yourself, so you can also make it your truth. The physiological science behind HRV breathing is fascinating if it interests you, as it relates your breath pattern to measured physiological signs that affect your heart, brain and body. As we proceed, I will show you how the mind and body are connected, and HRV breathing is a great intermediary between mind and body.

The key point with any meditation technique is that it puts your body in what is called an alpha wave brain state. In 2005 Harvard Neuroscientist Sara Lazar published findings that meditation can change the structure of your brain and help to control your attention and emotions. An alpha wave state is another physiologically measured relaxed state where your brain emits measured alpha waves as opposed to beta waves when you are awake. Alpha waves are slower and are higher in amplitude. Alpha waves are associated with right brain activity and imagination, creativity and intuition. There are 5 different brain waves: Alpha, Delta, Theta, Beta, and Gamma each with a normal frequency wave. Theta waves for example are seen in deep sleep. There are many “mind machine” devices available that can be purchased with headphones and lights that can help elicit brain wave states for relaxation and meditation. I personally use the Kasina machine (www.mindplace.com) sometimes. These machines are a way of helping achieve meditative states through creating sound and light patterns that affect the brain.

I have found that coherent HRV breathing is something I can do not only daily easily in the morning, but I also do it throughout the day. Many professional athletes use this technique to

help the deal with the stress of competition. (www.heartmath.com) is another great web source for more information on coherent breathing. Learning coherent breathing is easy, and like any exercise the more you do it, the easier it gets. I use it as a daily way of life throughout the day to help stay in a relaxed state. Studies also show, the effects of HRV breathing and meditation are cumulative over time. In other words, the more you can be in an alpha state, the more those beneficial effects maintain throughout the day. Why is this important? Because life is constantly throwing you “problems”. I call these distractions. Distractions are things that occur during the day that people perceive as bumps in the road. They could be from other people not acting as you expected and disrespecting you, it could be upsetting financial news, or an illness for example. Anything that occurs and causes you to get “stressed” I label a distraction. Sometimes amazing news can be a distraction also, that can cause worry and stress. We have all heard the phrase “be careful what you wish for.” That phrase is true. Great news and not so great news can at times be overwhelming and act as a distraction to you. When you can train your mind and body to know what it is like to be in an intensely relaxed state, you now have centered place to go to when distractions occur. You also gain a baseline state so that distractions can be recognized. The more familiar you are with being in this relaxed alpha state, the easier it is to go back there. Another advantage of achieving a relaxed alpha state, is that your mind is more susceptible to observing thoughts and consciously changing them if they aren’t working for you. As I proceed in this book I will also talk about the importance of visualization. Visualization is seeing a picture in your mind of what you desire. In an alpha state, visualized images and thoughts go into your subconscious, and this allows you to create new realities over time. This process of creating reality from visualized thoughts will be covered in this book many times.

When stresses in your life occur and you don't have a ground zero centered place to go to, your mind can take over and can overcomplicate things. Author Hermann Hesse has said "Within you, there is a stillness and a sanctuary to which you can retreat at any time and be yourself." This mental overcomplication and anxiety that can occur, leads to many unhealthy physiological signs of disease. Stress has been shown to increase cortisol production, epinephrine production, and many other complex hormonal and chemical reactions in the body. As a health care provider having studied human physiology, biochemistry, pharmacology, embryology, and anatomy, I know the body is complex and amazing. When you study embryology and see how a sperm and an egg replicate to form a human body, it is truly mesmerizing. Another example of how complicated the human body is, is the hormone endocrine system. The inter-relationship between hormones produced by the body and the physiological effects of those hormones is incredibly complex.

A meditative person can observe distractions, intuitively see solutions, and remain calm, better than a person who does not have the tools of meditation. This is the goal of living mindfully. A well-known inspirational leader Dr Joe Dispenza often talks about the connection of the mind to the body. On meditation Dr Dispenza has said "When you can completely relax your body and remain conscious, this is realm when the unknown and mystical happens."

Why would you not meditate? There are various reasons a person would not meditate. One is you don't know how. There are many resources online and at local studios to you on how to meditate. Another reason is you don't have time. I believe that if you meditate and feel the benefits to meditation, you will want to make time. Meditation practice daily, will change your life in so many positive ways. You won't know this unless you try it. The entire concept

of Centered Focus is based on having a mind that is in an alpha state. If you have bought this book with the intentions to benefit your life, then meditation is a crucial step towards this. I highly recommend you follow the exercises at the end of this chapter and dive into the world of meditation. You owe it to yourself to try it at least. Please look at it as a new experience and allow yourself some time to feel the benefits. I am quite sure it will be worth your efforts.

When a person is part of a group in a business organization, they are a stronger contributor to the group and organization when they can have the tools of meditation in their life toolbox. As we proceed in this book, I will tie in how everyone's spiritual strength can contribute to the health of a company they are part of. These meditative principles I have outlined are an important part of this process of a company's growth that includes individuals contributing to that growth. Centered Focus is about individuals centering into their true passion and using that as a contribution to business growth and sustainability all working together. Meditation is the first step towards this cohesive group process that starts at a personal level.

Chapter 2 Exercises on meditation:

1. If you are not meditating daily, write down on a piece of paper or computer document why you are not meditating.
2. Look at the reasons why you are not meditating that you have written down and note the feelings you have about them. Please this document aside to look at in the future.
3. Learn how to meditate! Type in how to meditate on Google and look at the different methods available. Try one that feels right for you. Try it for a week each day. If you can join a local meditation group at a yoga studio or meditation workshop that is even better

as it is guided in person by someone experienced. Look into HRV breathing at www.Heartmath.com

4. Look at your list of why you were not meditating again and see if those excuses look different now.
5. Continue meditating for another week.
6. Look at your list again and see if those reasons look any different now.
7. Make it a routine to spend 20 minutes meditating every day!

This exercise combined with journaling which I will discuss in a later chapter is a great start to a new chapter in your life.

3) The Mind Body Connection

The relationship of the mind to the body is another area of science that is well documented. The simple fact that a sudden loud sound, or sexual thoughts can produce hormones that effect human physiology is proof of this mind body relationship. The more we can stay in a relaxed alpha state through meditation, the healthier we are. The human body is constantly trying to maintain homeostasis and equilibrium. The balance of the multiple organ systems that regulate breath patterns, blood flow, blood chemistry, cellular turnover, immunity, neurological chemistry, heart rate, temperature and much more is complicated. It's almost incomprehensible how complex the human body is and how we survive as humans for so many years. A human heart beats on average 86,000 times a day at 60 beats per minute and 31,500,000 times a year. That around over 2 billion times over 60 years. Behind all this amazing physiological activity is the brain. The brain has a big part in the human bodies homeostatic equilibrium regulation through its effect on the nervous system. Meditation helps create a healthy state that effects your entire system. It is a natural way other than artificial pharmaceutical intervention, to positively affect your body. Like exercise, which is also healthy, meditation must be done on a regular basis to be most effective. Similarly, both meditation and exercise require that time be put aside for them. Later in the book, I will talk about the importance of policies and standard operating procedures for a company's success. Through creating time in your personal life, you are creating a rule that allows for meditation and exercise. Allotted time for both these activities, is something that will benefit you in many ways.

When you live your life in an established alpha state through meditation, there are more than just physiological benefits. Being in an alpha state also allows you to be more aware, and

intuitive. When a person is more aware and intuitive, they can make better decisions. Think about how poor your decision-making process is when you are outraged and stressed. We all know, decisions made in those “crazy” states of being distracted are not the best ones. Now I am not saying that if you meditate you will never get distracted and in states of anger, rage or imbalanced. What happens when you are in a relaxed alpha state is you are calm, and from that calm state, you can not only respond better, but you can also observe distractions easier without allowing them to suck you in and cause stress. Through meditation you put yourself in a position to react better and be in tune with the present moment to be able to make better decisions. As we proceed in this book, you will see that being in the present moment is a key to both mindfulness and the “Centered Focused” process.

One key principle I have learned through my life searching for meaning, is that awareness of your thoughts allows you to help dissociate from them instead of being mentally lost in them. Self-awareness allows you to step out of your mind and “watch the watcher.” It allows a person to leave the narrow world of just thoughts and see that there is more than that. It’s like being in a movie theater and never leaving, thinking the theater is all there is. Once you step out of the theater, you realize it was just a movie. When someone is only living in their mind, they are in the movie of their thoughts and not able to differentiate their thoughts from many more valuable assets in life. Thoughts are very useful, but it’s like building a house with only one tool. Without self-awareness, often the thoughts a person is thinking are just rehashes of unsuccessful past events, concepts and beliefs. Thoughts can be a trap if a person doesn’t use them properly. Eastern philosophies say that awareness of a thought or emotion, will dissipate it. Meaning if you are caught up in anger, just being aware of it and watching it will

dissipate it. A goal of mindful living is to watch your thoughts as a bystander. This is where meditation is helpful.

The effects of meditating are cumulative. While you can't walk around all day with your eyes closed doing meditation, the more you meditate and practice breathing exercises, it allows you to be in a constant meditative alpha state. A state of high function, where you can make better intuitive decisions, a state where you can be in tune with your intentions, and confidently project your intention out to the world. Each time you meditate that reached alpha state resides in you and accumulates. Through performing meditation consistently, people feel your energy and often without knowing it they respond to your intentions. Another thing meditating on a regular basis does, is allow you to be present in the moment. One of my favorite authors and nationally recognized spiritual leaders, Eckart Tolle, has written some great books on being present in the moment and the importance of it. His book "The Power of Now" was a New York Times best seller. I studied this book and understand better the power of the present moment after reading it. I realized how we only have "now" as a real moment. Everything else is the past or the future and only in our mind as a thought. By the time you describe the present moment it is gone and just a memory. This being in the moment is the essence of many eastern philosophies of experiencing the present, as much as you can. Being present and in the moment the best you can as a goal, has so many benefits. When you think about it, the present moments of life are a razors edge of time. By the time you say "this" is the moment it has already gone. So, if we can't "really" articulate or talk about a present moment then why is it so important? The answer is when we can be as present as possible into the present moment, we can use that presence to see signals and signs from the universe to make a choice towards our objective goals. When you can be as present

as possible you also can also better see the lessons from the past and see your visions for the future clearer. Basically, from being as present as you can in the moment, you are able to better see and create future present moments towards visions of your best. Through listening to messages and lessons and seeing your vision clearly, you are in the best position to create the life you choose.

Learning how to be present, translates to many beneficial things both personally and from a business perspective. Presence in a person can be felt. When a person is stressed and not present that also can be felt. Through meditating, and using coherent breath patterns throughout the day, a person can be more present. When a person is in the “now”, they are in the zone. Being present allows you to create the “impossible”. I say the “impossible” as that is the best way to describe some of the achievements I and many others have created in their lives with these techniques. I will share some of these stories in this book. I can only describe the feeling for myself as it is like you are being automatically guided for your decisions and actions. As part of my career path as a dentist, I had a goal/vision that I wanted to be an excellent public speaker. I had never spoken publicly, and even though I was nervous about it I still felt a burning desire. Within a few years I was lecturing, holding seminars, giving lectures, and on main podiums throughout the US. That vision to be a public speaker was in accordance with my vision to be a leader in the implant dentistry field. It was also in accordance with my lifestyle, and other areas of my life regarding family and health. It just fit in, but it did take some “work”. For instance, on the path to becoming a speaker, I took training through the Dale Carnegie institute. That was a fun experience. I was enjoying it, as I was committed to my vision and its fun for me to do things that I know will be towards my intentions. The choice to take Dale Carnegie was just one of many things that

were part of this path to speaking success. The fact that I chose to enroll in the Dale Carnegie training, was just one part of the process that allowed me to achieve my goal of being a good public speaker. This is part of the Centered Focus process, when one goal can create many opportunities and steps towards that goal. For me it seems that once I have a goal set, the answers such as taking the Dale Carnegie training, just occur. Opportunities just present to you when you have goals in your heart to be your best as a person. As you proceed towards passion, messages and signs are presented that re-affirm your journey. Squire Rushnell's series of books called "God winks" are great stories and messages about how one receives messages that you are on the right track with your visions. Squire calls them answering to prayers, but he categorizes prayers as non-denominational and just a way to reach out higher with your inner passions.

The thoughts we have from our brain are not the only thing that guides us. There are really three centers in the human body that help us to make decisions and react. These 3 energy areas and others are called chakras. The brain creates thoughts that help us rationally come up with ideas and plans. There are two other areas of the body that also interact with the brain to guide us. The heart and the naval (gut area) area. Eastern philosophy says that the heart is responsible for our emotions and the naval area is responsible for intuition. The brains thoughts, the hearts emotions and the gut areas intuition, all interplay and help create our actions. We have all heard the expression a "gut reaction". That area below the naval/belly button is the area where our intuition comes from. In the Chinese art of Qigong and Tai Chi, the center of the body is the *lower dantien*, about two inches below your navel. In my opinion, the naval area has the most impact on our daily life's. In the end our intuition, is how we make our final decisions even with thoughts and emotions interplaying. Eastern

philosophy talks about different chakras in the body and how these chakra areas relate to health and wellbeing. The brain, heart and gut are examples of chakra areas.

Dr Sue Mortor (www.drsmortor.com) has many resources on what she calls “center channel breathing”, and how to breath into these chakras. This is the premise of yoga, where breath is directed to areas of the body to improve the mind body connection. With this knowledge that the gut chakra is related to intuition, I personally do the HVR breathing exercise, that centers on my naval area. I find through doing this, I can achieve an alpha state easily.

Another key Eastern philosophical concept is that a person in an alpha state is more susceptible to allowing the brain to receive subliminal input. Additionally, the mind can’t differentiate something that is intensely imagined from what is experienced. Therefore, many Olympic athletes and actors, visualize actions they want to perform well, before they perform the acts. In the book “Mind to Matter” Dawson Church shows the science of how your brain creates material reality. That is an amazing concept that thoughts have been proven to help facilitate physical reality. Through visualizing a goal in a meditative alpha state, you are programing your subconscious towards a chosen path. The science is there that proves your thoughts and intentions create physical reality. Your thoughts and intentions create energy that is felt from others and many things in life. Once you understand this and know the tools, you can then center and focus into your true passions and choices in life. Many people instead use their fears and anxiety to guide them. When a person is projecting their life’s in an unconscious manner from fear, that’s what they get. More fear and a “fear based” cycle of living. When a person instead comes from conscious intentions that are passion based and in harmony with their life’s they are truly living a life of true purpose and joy.

4) Personal Goal Setting

Goal setting is key to the Centered Focus concept. In Maxwell Matz's bestselling book "Psycho Cybernetics", he talks about how a person's goals are really their self-image. Goals define a person's view of themselves. I believe this and have lived it firsthand. In his book Mr. Maltz talks about how a guided missile attains its target. A guided missile has a goal target, and as it focuses in on it, the missile makes corrections on its way. We all do that without knowing it, on some level. If you are sitting down, and you decide to get a drink of water in the kitchen, you have set a goal. In order to fulfill that goal, you must get up and go to the kitchen and get a glass and fill it with water. Doing that process takes various steps to achieve it including, navigating a walk to the kitchen, getting a glass, and filling it. That entire process started with a thought, and a goal. While this a very simple example of this process, the same concept exists when a person decides to set a career and become a dentist for example. When I chose to be a dentist, I saw my goal and over 8 years performed the tasks to achieve my goal. Although these are extremes of examples of goal achievement, a commonality to both examples are they started with a passion. In one someone was thirsty for water, and in the other someone was thirsty for many more things such as knowledge as the result.

The key to goal setting is passion. The more passionate you can be for what you want, the more powerful your drive is to achieve the goal. The more passionate you are about your goal, the easier it is to see the result, and visualize it. The concept of seeing the result, and

“living as if it has already happened” in your mind is very powerful and effective. Through meditation practices, a person can get in tune with what their true passions are, and goals are.

Goal setting has so many nuances to it and aspects to it that interplay. Dr Wayne Dyer’s 2004 book “The power of intention” is a great reference for the essence of goal setting. Goals are intentions, and when you focus on your intentions with passion, the journey towards the goal is fun and not “work.” A major concept in Centered Focus is to set goals that are in accordance with your life in balance. When you have goals that are balanced for your life in harmony, they all inter play with each other. I recommend setting goals in 3 main areas of your life. Your physical health, your relationships, and your career. When the 3 of these areas of your life are being focused on, and they are in balance with each other, I believe a person is living whole. When a person is focused too strongly on one goal, money for instance, they might forsake good relationships or their health. If one of these 3 areas are out of balance then, all three could be in jeopardy. You could have all the money in the world, but if you’re not healthy or have no friends, what good is it? If someone is stressed about a relationship, it could affect your career etc. I am not saying that on the way to achieving goals for these three areas there’s not going to be temporary imbalances on the way, there are. But if the goal is a vision of balance for all three, then overall there will be synergy and they will all support each other.

I will share some nuances and mechanics for setting goals that I have used over the years. First is I find setting my goals in 5-year increments works best for me. I like knowing that at any point in time, I am listening to messages from around me and guiding like a missile to its target, in a broader time frame. It allows me to mentally allow for difficult times, and distractions and adjust. I just find that when I look at shorter term goals set for days, months

or a year it doesn't resonate with me for success. Now many mentors of mine advocate shorter term goals, this is a personal preference. I set larger goals and allow them to mature over a 5-year period. Each goal has subsets of steps and occurrences that must happen for a goal to occur. The process for instance to obtain a vision of completing a college degree has thousands and thousands of occurrences that must happen for success. The good news is that whatever you imagine will always be different than what occurs. It just will, because by the time an event happens in the future from when you visualized it, it is by nature different as things are always changing. I have learned that techniques for setting goals is different for everyone as everyone sees things in their own manner. I have learned that what works best for me is to base my visions on what I feel and feel those feelings and my true passion inside. I combine the core feelings of passion with some tangible items. I then visualize what I have written down as my goal master document. I add some financial numbers in my visions as it offers me something objective to see easily. My general rule is to simplify things, and let the details work out through the universe's incredible collective energy. I release the details to come along with main visions. For instance, within a vision for someone that is seeing for themselves financial security and a great lifestyle. It doesn't mean you have to know or see each detail of that for instance a specific location for vacation, or a specific car you want, or house. From a broad vision I will see the main vision and allow details to fill in. I say to myself, "the best I can be the best I can see", and in that statement I allow for flexibility for change. "The best I can see" means, the best I can see now. That means in the future, as I shape my intentions from meditation and my intuition of my gut, I can shape my vision. An important aspect here is the importance of what being your best is. That concept of coming from a perspective of being your best, is a deep concept. When you are living your life,

passionate about being your own true best, then you are living as a unique individual. When you come from the perspective of being your very own best, you are now not competing with anyone else. You are living to be your own best, not be better than someone else. When you live to be your own best, then you are in a better position to help others. When you are living in your own joy to be your best, you are listening to signals around you for guidance and help. You are flexible, and open to adapting to allow for creation of your personal goals. This is an important point when I bring this concept to a team of people working for a company. When individuals understand the importance of flexibility in their personal lives, they can translate that to how a company need to listen to the “companies’ intuition” and make intuitive changes as a collective mindful group. When coworkers understand the power of guiding through intuition, then collectively the company can benefit from that.

Another principle I use is to break up the 3 areas of personal goals of health, career and relationships into details within. For example, with my vision of my personal health goals, I see various things within that vision that is written down and visualized every day in a meditative state. I see myself as being centered and present, I see myself as being a certain healthy appearance and weight that I am proud of as my personal God given best, I see myself as being healthy, I see myself as having integrity. I also see myself as being aware and accepting of occurrences and energy around me that I can then use to guide to and my visions of where I want to be and make changes in those visions as needed. So, for the area in my life of physical health, there are many detail visions that are included in that interplay, not only within my health goals, but within goals set in the other areas of my life with career and relationships. For example, I make sure that when I work out the time it takes to do that isn’t excessive and interferes with my relationship with my family or career. I also responsibly do

physical actions that have less potential to injure myself and curtail that as I age. These goals within this personal health category must be defined as objectives that are your true personal best that resonates inside and just feels right to you. These goals are your personal statement of your life and why you wake up in the morning. When you set these goals and commit to them on paper and meditate and visualize them, they are your powerful statement and message. They are as Maxwell Maltz says your “self-image” When I set a goal for instance for my ideal appearance and weight, it is something I am proud of in mind and I am willing to do the hard work to make that happen. Through that commitment I eat foods that help create that. I have for instance subscribed to a Mediterranean diet of low carbs, healthy proteins etc for many years. Now that specific way of eating is not listed in my goal statement, but it comes with the territory automatically for me, since I have a goal set. Once you have set a vision and goal for your health and appearance, the right foods and exercise routine will come to you. People have called this intuitive eating, where through intuition you know what is best for you.

Once again it is crucial to write these goals down and commit to a date for completion. Many of the books I have mentioned so far will advocate that concept, starting with Napoleon Hill’s “Think and Grow Rich”. In his book Think and Grow Rich, Napoleon Hill interviewed the most successful people of his day, Henry Ford, Andrew Carnegie, Harvey S Firestone etc and they all shared that they did this writing down of goals. An important point when writing down or verbalizing your goals is to state them as though they have already happened. For example, don’t write as your goals statement page, “I will be”, say and write instead “I am” “I am healthy” “I am confident” etc. There is immense power to committing to the expected completion that your vision has already happened. You are living your life with expectation

of it. It sends an energy message to everyone around you and the energy in the universe. I am a believer and as are many others, that we are all made of energy, and your intentions are projected into the universe as a life force that affects many things. Everything in life is made of energy, from tiny atoms that make up our physical world, to our bodies and weather around us. It makes total sense to me that our thought energies affect the energies around you. Once again the more centered and focused you can be in an alpha state, you can feel this energy, see your intentions, respond to others energies in accordance with you visions for yourself, and lastly mesh with similar energies that support your vision.

Remember this vision and goal statement of your true God given purpose, is from your core, and represents what you believe is why you are living. You are not competing with anyone, because no one can be you and you can't be them. We are like snowflakes, each of us are unique. I learned years ago a how my personal responsibility is so powerful, I also tuned into how I am unique to others as is everyone else unique. It's really when you think about it, the start of a person loving themselves in a non-ego manner. If you love yourself in a true manner of essence, and your gift from God, others feel that. It's the start of gratitude. I will talk about gratitude in a little bit. Once you tune into your own true best, then the work that is needed to achieve your visions, is not work. It is your life's work, and it becomes fun. We have all heard the phrase "I don't work, I love what I do" Work is part of life and the amount of time a person spends at work for a 40 hour week is a large part of the time in a person's life. Through centering and focusing, you can obtain this reality of loving your work.

Through your visions that are set from your true intensions, the feelings inside that feel right for you, and only you. I love to work out, I have for 35 years. I work out in the AM alone, and see how I want to feel and look and enjoy it. I personally like cardio work and hitting

heavy bags and training for boxing. I don't like weight exercises other than body weight exercises such as pushups and sit-ups. That is what I like to do to achieve my personal vision. I am not relatively strong with weights, as I am 6ft tall and a medium build. Now my brothers are naturally strong and enjoy lifting weights. Their bodies are different than mine, they are shorter physically and a thicker build and build muscles easier. I realized this years ago, that they can never be tall, and I can't be their height or have their strength. There were times I was frustrated about this as I wanted to be strong also. Once I realized the importance of my God given talents, I embraced myself more, and felt confident. That was a paradigm shift for me and is the core of truly appreciating your personal best when goals setting and coming from self-love not comparison. Meditate and feel your inner best and vision. Work with what you have and what you have been given!

When a person has balance in their lives, living with their true passion, they can contribute to their occupation with their team in a very effective way. When an entire team is centered and focused on an individual basis as well as focused together as a team, the chance of business success is enhanced substantially. This is what this book is about, but that Centered Team approach needs to be made up of individuals that are strong in balance for it to work best. If the sum of parts makes up the whole, then the stronger the parts are the better. Centered and focused individuals make an amazing team that jointly is centered and focused in a laser like manner. I will talk about the specific structure of how individual, centered focus, translates to a team later in the book. After witnessing this many times, it is very powerful.

How does a person set goals that are right for them, and in balance with their lives? There are many variations of this and many theories for what works best. My belief is, since goals work

best when passion is fueling them, then a person should come from their passions. Passion is something that is different for each person and only that person knows that truth.

This is where I feel the concepts of awareness, and understanding that your brain, heart and intuition, are part of the decision process is important. Since you are setting a vision that involves 3 areas of your life then the task is even greater than setting a goal for one area of your life. These goals in 3 areas of your life need to be melded together in one holistic balanced picture that all compliments each other.

These important goals need to paint a picture of what you see as a complete life, that represents your absolute personal best. A key concept here is to start with the philosophy that you want to be your absolute best as a statement of your life's work. Maxwell Matz's says your goals are your self-image, and this combination of goals in these the crucial life areas, takes that to the next level. This goal vision will define you in every area of your life, from physical health, your career and your relationships. This is your brand! I feel a person can best feel what passion is, when you think about it and it brings you joy inside. First you must take your thoughts, feelings and instinct and "know" what's right for you and commit to it. Bestselling author Jack Canfield in his book "The Success Principles" talks about the importance of writing down your goals. There is so much power to having your intentions written down and looked at as a reminder. Many other authors, such as Napoleon Hill in his book "Think and grow rich" also talk about how when you write down your goals' there is almost magical power to it. The laws of physics say that energy cannot be destroyed. When you take the energy to write down goals, it adds energy to them that the universe's energy sees as your commitment. I use a Word document to write my goal vision down and save it on my computer. I have my visions stated in 5-year goal increments. I periodically revisit this

document and revise it as I see needed as life evolves. At the end of my daily meditation after I wake up, I then visualize and internally verbalize my visions while I am in a relaxed alpha state. Writing down goals on a document either written by hand or on a computer has a lot of power. I am also an advocate of keeping a personal journal. Writing down your thoughts is a powerful process and a way to observe your own inner dialogue. Through keeping a daily journal of your thoughts, you are bringing your attention towards your inner dialogue instead of to all the distractions around you. With so many distractions available to all of us, it is important to have a venue to have inner dialogue expressed. While this can also be done with a therapist also, writing a journal daily allows for expression of inner dialogue on a daily basis. When you have a journal with date entries you can also look back and see progress of your thoughts as you navigate life's constant changes. You can learn from yourself, by seeing how you handled situations in the past. Journaling allows you to heal the past, look at relationships, look at your thoughts more objectively, be more cathartic, strengthen yourself, and much more. I.N.C Magazine and Entrepreneur Magazine have had features on this topic and its benefits. Many famous authors such as Steven Covey advocate the process of personal journaling. Another benefit of journaling is that it allows you to express feelings to yourself that help you sort things out. Journaling also allows you to watch your true thoughts and get more in tune with your intuition and see patterns.

Author Gabrielle Bernstein in her books “The Universe Has Your Back,” and “Super Attractor: Methods for manifesting your life beyond your wildest dreams” eloquently shares many principles from “The Course in Miracles” and how listening to your intuition and signals from the universe can help you make better decisions and choices. She offers various

meditation exercises in her books that will help you tune into your intuition in accordance with the energy of the universe.

Coming from a meditative alpha state, quiets your mind and allows you to feel and hear subtle messages as to what is best for you to be your best and what your true passions are. These decisions to set these life goals, involves your rational thoughts, feelings and in the end your intuitive decision. Being in a meditative state, allows the best decisions to be made, and it allows you to best listen and work with the energy of the universe or energy field that is bigger than yours alone. Gabrielle Bernstein talks about how our intentions work with the universes power together. She states we are a team combined of our intentions and the universes incredible guidance. Many people feel this faith in organized religion, Christianity, Judaism, Buddhism, etc. and others don't. For me, just meditating into the energy around me, and feeling my "dance" with it helps me in many ways to achieve my goals. In other words, it allows me to take my thoughts, feelings and intuition, and put it all together or a final answer for me. I have found the more I do this the better I feel. I have also found the challenging times in my life have helped me build up strength for the next challenging time. This is part of goal achievement and life. Ups and downs, yin and yang. Like a guided missile the more on track you can be the less energy is spent. Through being centered and focused, I feel you can achieve goals in the most efficient manner. Through being centered, I feel you can best set your focused goals that are true to your passion.

Goals that are truest to your core beliefs are best set when you feel inside the power of your own responsibility in life, and ownership of your choices and don't blame others or situations. Goals that are truest to your core beliefs are also best set when you feel the power and ownership of being your true best of who you are as a unique individual. I learned these

two principles through experiencing difficult times. I say difficult times and not failures, because I don't believe there is such a thing as failure. Failures are just opportunities to learn. This concept of using opportunities that are challenging, is used best when you have goals that you have chosen as a reference. When a sailboat is in the ocean, and it doesn't have its sails up and a rudder to steer it, it's at the ocean's mercy being tossed wherever the currents go. Once sails are up, and the rudder is set for a destination, it is on a directed path. This becomes even more important when harsh weather challenges the boat. The destination like a goal is a reference that allows context for the rough times and it corrects to achieve the goals. Distractions and hard times (failures?) are opportunities to learn and grow. As has been said by many, the biggest failure is not trying. Thomas Edison "failed" many times before succeeding. Jack Canfield was rejected by many publishers before his bestselling "Chicken Soup for the Soul" was accepted by a publisher. Imagine a group of coworkers all in line with their true intentions, working together for a company defined goal that is defined as the company's culture. Through people being in tune with their energies and the energy around them in synergy, a true team is formed that leads to corporate success. Goals define you and, when it's your true inner intentions the world feels that power.

Chapter 4 Exercises on goal setting:

1. In your personal journal, write down goals of where you would like to be in the future with relationship to your health, career, and relationships. These goals represent the best you can be the best you can see that right now in your life. This will be a working rough draft as you define your vision statement. You are starting to paint a picture of your future. Look at areas of your life that you feel need improvement in your mind in these 3

areas. What would it look like in a vision if areas of your life that can be improved are improved? This is a starting point to defining a vision statement of you at your best.

2. Now next to each goal write down the true feelings you have with regards to these goals. Why do you want these goals? What resistance are you feeling with each of these goals? These written down feelings will allow you to stand back and see any resistance to them you might have.
3. Note any feelings of resistance stopping you from living your life the absolute best you can be. Are your parents or anyone else holding you back in your mind? Is there guilt involved with being who you really want to be. Write those feeling down and ask yourself: Who would be wrong if your life was what you envisioned as your best? Look at how your visions benefit other people?
4. Once you have inner peace in your mind on the goals and images of you at your best, write them down as positive affirmations as though they have already happened.
Example: I am healthy, happy and present. I am amazing and successful at your occupation. Create a vision sheet of all your goals and visions of you at your best in each category. These visions are the best of yourself as you can see and feel comfortable seeing at this moment. The exercises in chapters 6,7,8 will help you define the goals in these 3 areas of your life.
5. Every day at least in the morning after waking, meditate and once in a centered relaxed state, see and say your visions. If it can be done twice a day, it's better. The goal is to live this movie of your life you have created and allow it to be seen while you are in a relaxed alpha state. This will be done every day and as time proceeds your vision will be

updated as you reach your goals. The exercises in the upcoming chapters on health, relationships and careers will also help define the goals in these 3 areas of your life.

5) Success experience with setting goals

When I was 18, I learned a lesson about the power of owning my personal responsibility in life, when I dropped out of SUNY Albany undergraduate. I entered SUNY Albany in 1982 pre-med with the intention of going to dental school after receiving my 2-year associate degree from SUNY Ulster County Community College. After a year in Albany I decided I couldn't handle the pressure and I lost all hope to be able to get into dental school and dropped out of college. I sold real estate in Albany NY for a year instead. I had wanted to be a dentist like my father since I was a little boy. My dad sent me for academic testing in

Boston to see why I was having such a hard time in college. I drove to Boston for testing, and I was told I was leaning disabled. I said to myself, “Ah now I have a reason as to why I was not doing well” For some ridiculous reason I took solace in it. I did I what many people do, looked for excuses. That is the easy way out to blame. You could blame your parents, you could blame a physical disability, or a million other things in your life. Once you realize the power of personal responsibility and setting goals that are from your true purpose to be your best, excuses become less powerful. When people that work together also understand these principles, now collectively, they can consciously set out as a team to do things many consider impossible. It’s an attitude and attitude is everything. A good attitude is a conscious perspective that is positive and allows amazing things to happen. Looking back, I know why I took solace in liking the excuse that I had a learning disability, it was because I didn’t have the right tools to guide to my goal as a dentist. During that time period I was out of school, my sister Barbara invited me to attend Werner Erhard’s EST self-improvement weekend program in NYC. This was a popular program in the 80’s. I left that weekend retreat with the empowered feeling that the story I was telling myself of being a bad student, and I would never be able to get in or make it through dental school was just that, a story I was listening to in my mind I learned that though understanding I am responsible for my thoughts, that I could change that story. There was an exercise during the weekend where we were asked to change the mental story, we were telling ourselves, and say it to the group. I got up and said, “I didn’t do well, in high school, I am learning disabled, I dropped out of college, AND I am going to be an amazing dentist.” As soon as I said that statement magically everything changed. I felt a sense of responsibility I had never felt. I felt a personal empowerment that changed my life and that I feel to this day. I wanted to own my choices, not blame anyone or

anything that would stop me from achieving my goals and be my genuine best I can be. This was a paradigm shift from blaming, to an empowered sense of self responsibility. I also learned in the EST training about the importance of goal setting in conjunction with responsibility and how I could reset my inner counterproductive thoughts. I then at about that time, read Maxwell Matz's Psychoybernetics, and put everything I knew together with my Transcendental meditation experience and started visualizing myself as a successful dentist.

I reentered SUNY Albany with these new tools, graduated in 1985 and went on to Georgetown Dental School after being accepted at 7 other dental schools. I learned to shut off counterproductive thoughts, and re-program my subconscious mind. From that point on in 1983 to the present, I have used those tools to achieve some goals I am very proud of. I had learned to look forward and not look back, and to set goals and achieve them. Since I "owned" the goals with the vision to be my absolute best with passion, I was able to overcome negative thoughts that were holding me down and overcome many challenges along the way as happens when you guide towards goals.

After practicing general dentistry for 10 years and had my feet on the ground to be a dentist, I felt a passion for an area of dentistry called implant dentistry. Basically, a dental implant replaces a missing tooth through surgically implanting a titanium post that has an artificial tooth mechanically attached to it. It is one of the most demanding areas of dentistry as it involves almost all areas of dentistry including surgery, cosmetics, pharmacology, occlusion (bite), radiology, and more. As I intuitively got into this area of dentistry, I felt a deep passion for it. I committed in my vision to be a nationally recognized implant expert and be a leader in the field. I had this vision written down and visualized it every day. Within 5 years

from making that commitment, I became a prolific author in the field, the implant editor of the most widely published dental magazine the US (Dentistry Today) , having credentials that were the highest in the field, doing hundreds of full mouth tooth replacement cases, and starting the largest dental implant franchise in the US (teeth Tomorrow) and only dental lab exclusively committed to full arch tooth replacement (Teeth Tomorrow Dental Laboratory). The amount of work and steps it took to do all of this was immense. It never felt like work though, as I enjoyed the process. As I obtained all these accomplishments, they seemed to just happen without effort. When things are happening in a way that is easy and feels right, you know you are on the right track.

As time when on I learned to set goals in balance of my life of good physical health, career health, and relationship health. I have been maintaining an exercise workout routine consistently for the past 40 years, I have an amazing wife and family life for the past 30 years with two amazing daughters, and I had a remarkable dental career for the past 30 years and had 3 businesses related to my practice and dentistry at age 58. I believe having a balance of health, career and relationship allowed me to be home for dinner every night and provide for my family, have a great marriage and family life, and maintain my workout routine. Through balance I have been able to succeed with my goals through great times and difficult times.

Life will offer us difficult times as we live. I like to say that setting goals is about “ being the best you can be the best you can see” I like that phrase I use, as it is powerful in the sense that it signifies the importance of being responsible and being your best. It also says, “the best you can see”, That means it is your best that you can see now. Goal setting is an art, and I have learned how important it is to come from visions of your best now and allow flexibility to shape those goals as life around you changes. I learned this in a strong way in

2019 when I suffered a health setback. I had a bilateral pulmonary embolism, from a blood clot in my leg. I had gone for a physical every year passing with flying colors, I don't drink alcohol, I work out daily and am a healthy weight. My family, the doctors, and I were shocked. I realized at that point after listening to my body and messages I felt that, treating dental patients through the intense surgical procedures I was doing, was something I couldn't do anymore more. I just couldn't keep up with those intense job responsibilities that I had performed for the past 30 years. This was a clear distraction that I had to listen to.

Through listening to my guidance, and the messages that were given to me I made that decision and am entering a new phase of my life with a career that is appropriate for where my physical health is at in my life. I look at this change in my health and distraction from my visions, as a message to move on. Now that I look back there were other signs before that. I am trusting that future path and listening to messages of what that might be best for my future. Setting and achieving goals is about allowing flexibility. When I don't have a clear message being given to me that I can feel as far as a direction to go in, I allow that transition time. I say to myself a saying that helps, "If I don't know, I don't go." Sometimes the energy in the universe needs a pause to re acclimate and adjust. I have learned to allow these times of the "unknown" and time where pauses are needed. This is especially true when large re-adjustments are being made in a person's life. It is similar to a large ship turning, it takes time for that to happen. I Have learned to respect these times when messages are not being felt by me as to what to do. I would rather wait and know what to do inside then proceed on a path that is not the best one for me. These decisions on when to wait or take action are ones that you will learn to make better as you gain experience with the Centered Focus goal setting process. Just like driving a new car, you must get used to the controls and feeling of

driving it. You don't drive fast or in challenging situations unless you can trust and feel the vehicle. Allow time. I have learned to trust times of pause, just as with sleep, rest is needed in life at times to regroup. When I am in a pause mode, I am patiently waiting with optimistic trust that things are still in process towards my visions of my best. I am allowing things to happen. When you ride a bicycle, there are times to pedal and times to coast. You learn that timing over time. As you gain experience in goal setting and the nuances to setting goals, you will be more comfortable with the process.

When we incorporate these principles of living consciously to a team at work, working together, flexibility becomes even more important. Use struggles that can't seem to be overcome as a sign to make a change in some way. These challenges in life are there I believe as a message if you pay attention. I look at it as the energy in the universe is showing me and giving me a sign.

The business world is ever changing on many levels with technology upgrades, and competition. Through allowing flexibility as a culture in a company, especially with people that personally understand this, allows for intuitive culture-based adaptation. Some companies that come to mind that didn't really listen to business trends and adapt are Blockbuster, and Kodak. When a business culture is defined from the core employees that understand adaptation is imperative to personal living, then it allows the business itself to see trends in a non-cerebral way and make changes. That intuitive driven culture forms an individual, then translates to achieving company goals. A big part of this process that makes it work is financial reward systems that encourage company growth for all. I will speak of that later in the book.

When I ran my businesses involved with Teeth Tomorrow, it was a great lesson in both the need to always improve and innovate, and in how to handle early adaptation. Through following my passion of implant dentistry and then starting the Teeth Tomorrow Franchise and Laboratory, I was suddenly running businesses producing multi million dollars along with big investments to create them. Be careful what you ask for. My dental laboratory business was exclusively dedicated to making one product. I made that decision early on as many dental labs produce many different products and I wanted to both focus on one and differentiate us from every other dental laboratory. We were the only dental lab in the US out of around 30,000 labs that only created a full arch zirconia CAD CAM, milled bridge. Zirconia is a very hard, esthetic material that is white in color and perfect for tooth replacement bridges. A few years after my new dental office and lecture center was completed in Woodstock, NY, 2 doctors from Barcelona Spain, the Olivia brothers, visited us in Woodstock to give a lecture on their implant system. They knew I had just opened a new dental laboratory and brought with them, a full arch tooth replacement bridge that they were manufacturing back in Spain in their laboratory called the Prettau Bridge. The materials to produce the bridge and the machines to create it were by a small company in Italy called Zirkozahn. They named the zirconia product Prettau after the Prettau region in Italy near them in the Alps. The second I picked the Prettau zirconia bridge up, I felt a strong feeling that this zirconia product was something I wanted to both manufacture and provide for my patients. This bridge is a way to replace a person's entire set of teeth with a stable, bridge attached to dental implants. The previous alternative to this in the US was an acrylic version. The problem with the acrylic version of this dental implant bridge, was that it often broke and cracked. A dental bridge for tooth replacement that breaks is not good for the patient or

doctor. The entire choice of a patient to replace their teeth, is a huge decision. Patients rely on the dentist they are working with to use products that will have longevity. I had seen these acrylic bridge failures in my own practice and was relieved to have found a possible solution. I almost immediately equipped my new lab and created and used this new zirconia product exclusively. At that point in 2011 my new lab had 2 employees with the intention for the lab of only servicing my own dental practice. At this point also this new zirconia Prettau material was not known very well at all in the US.

After about a year I was seeing a lot of success with this new zirconia bridge for my patients, I started inviting dentists to use my lab for this product. As basically one of the few labs to use Prettau zirconia we had immediate fast growth. I was basically the first to market this product in the US, and it was a game changer. Being first to market, with a solution for a problem is a great thing in business. I just knew with my gut intuition that this product was brought to me at the right time. I had just opened a lab, and there was a real need for the product. I was also at this time a key opinion leader in the dental implant field and was followed by thousands of dentists on Facebook and LinkedIn. This public exposure allowed me to share my videos of my surgical cases and build protocols. We had 2 landmark studies published in the Journal of Prosthetic Dentistry showing a 99% success rate over a multi-year period. I was first to market and I was running with it at full speed. I knew that being a leader in this product and taking a risk on my reputation was the right one. Just like when I took on my new multimillion-dollar dental office investment, I knew inside my bones that I was doing the right thing.

As I developed the lab, I also had a strong feeling inside to take my successful protocols and create a national franchise, Teeth Tomorrow. I was once again just going with my intuition.

Realize the major shift in the growth of the lab from discovering and choosing to create the Prettau Bridge and the franchise would not have happened if I didn't have a dental facility to attract that. Goals work in a step wise manner, one building on another. A little over a year after starting the Teeth Tomorrow Franchise, we had almost 35 franchises located throughout the US. Each location paid a franchise fee and they sent their Prettau Bridge cases to the Teeth Tomorrow Laboratory for the case work on their patients. It was a closed loop system of educating the doctors with the Teeth Tomorrow protocols for full-arch tooth replacement and creating revenue from the exclusive franchise location and the product from the lab. I divided the US up into 250 exclusive territories. With there being 150,000 dentists, the territory geographic boundaries were an attractive exclusivity. I had put together a specific surgical, laboratory and prosthetic protocol using the Prettau Bridge, and packaged this into a franchise and training for the doctor and staff. In 2017 Mark Siebert the author of "Franchise your business" said we were one of the fastest growing healthcare franchises he has seen in the last 20 years.

I had never run a franchise or a dental laboratory, and suddenly, I had 2 businesses on my hands that required tooling up for success. The dental laboratory literally had to be tooled up with major milling machines, ovens, and digital scanners to create the needed CAD CAM Zirkonzahn protocols. The process of creating this full arch Prettau bridge was complex and involved many different stages of manufacturing based on information on the patient sent from the dentists performing the case. A lot of training was involved, as were logistics of timing the manufacturing process. Suddenly, we had 25 employees in the lab, and 7 milling machines. We were a major lab and franchise and a major player in the game of full-arch implant dentistry. We were competing with some big players in the billion-dollar full arch

implant market. The concept of predictably replacing a person's teeth, without dentures, was broadly advertised by a company called Clear Choice Dental Implant Centers. They were a group at that point of around 50 locations throughout the US. Private equity money allowed them to run many advertisements, showing happy people with new teeth. The concept of a person with clinically determined hopeless teeth could start their life over with predictable new teeth started an acceptance of that concept in the dental patient world. Clear Choice really pushed the concept in the media, of replacing a person's teeth with temporary teeth all done in one day. The patient comes in, in the morning with hopeless teeth, and leaves that day with stable temporary teeth on dental implants, and an esthetic smile. The temporary bridge was later converted to more permanent teeth. The Teeth Tomorrow protocols involved providing a patient new temporary tooth the next day, "tomorrow". I had discovered advantages to next day, vs same day delivery of temporary teeth. The temporary teeth would then be converted to a permanent zirconia bridge over a 3-month period during healing of the implants. I found by waiting an extra day to deliver the temporary teeth allowed for time to create a lab processed bridge that was stronger, the patient was able to go home after surgery, and other advantages. I had differentiated a technique and was using it as my brand. I felt that the differentiating clinical story was important as patients who were candidates often did a lot of research online about their choices of treatment.

I felt I had started my lab and franchise with perfect timing to compete with Clear Choice and other well established large dental labs. As I was learning the dental lab manufacturing full arch business on the fly, I was tuned into my goals and visions of defined success to be my best. Through staying centered and focused on my visions of my best, I was able to enjoy and navigate the many decisions and needed to create success with these two new ventures. I

was learning on the fly and enjoying it. There were many good signs intuitively that I was going in the right direction. I was also being shown I was going in the right direction, by the objective business growth numbers on every parameter.

As I was doing my best starting up these unique first to product companies, I was doing a lot of tasks but always felt in the groove. I was centered and focused. Once I got systems in place and had looked at how to scale for future growth I felt even better. I let my vision guide and show me what I had to do. When I'm in that zone of Centered Focus, I feel like I am only using a small part of my brain and my decisions are coming from my gut and intuition. Intuitively I knew that a standing target is easier to hit, and I knew other businesspeople in the industry would catch on to the success of the Prettau Bridge. We were first, but when something is good and new, people pay attention. Especially when a respected opinion leader in the industry, me, is broadcasting its success with clever social media and other marketing. I had a full-page AD every month in Dentistry Today Magazine that is distributed to over 150,000 dentists in the US and Canada. Everything was growing nicely and well managed for around 3 years. In 2015 the Teeth Tomorrow companies were well recognized, and the successes I was publishing, and sharing on podiums and courses, was valid and being seen by other dentists in the US also. Suddenly competitive products and protocols were popping up on social media and podiums in the dental industry. I wasn't sure how long our dominance in this important sector was going to last. I am sure Henry Ford felt that way when GM and Chrysler started showing him competition. This was an important time for the company culture in my business to be flexible as we adapted to competition. I feel because of my understanding of the importance of change, I was able to convey that to my staff of almost 50 employees at that time. Through the centered focus principles of meditating, being centered

and focused on my objectives of my true best, I was able to work with my staff to see the competition with awareness, work together through good communication and share intuitive ideas, and implement plans of actions and protocols to keep up with the competition. This was a time to make sure our marketing image and culture was in line with the competition. The decision to differentiate the lab, a few years earlier, as the only exclusive full arch lab, has maintained its value now for many years. My intuition helped make that decision along with good communication and input with my employee's. That strategy of employee inclusiveness is an important one and something I will speak on later in this book. I learned the importance of implementing team leaders in each department and having multiple daily and weekly team meetings. I saw firsthand how when your employees are in tune with your vision, culture and leadership, great things happen. I created a model of a true team approach, that allowed my teams to not only work together but also liked to work with each other. Many businesses are tainted by negative chatter and groups broken up into clicks amongst the staff. In my opinion any negative energy in a business needs to be extinguished like a fire. Negative talk amongst staff, not only spreads, it spreads fast. I have seen this in many dental offices, including my own office early on. Negative vibes communicated between employees is a total breach of the principles to succeed as a business. That disconnection among employees, even if it's a few employee's, has major repercussions throughout the company. Through educating my staff on these Centered Focus principles, we were a coherent team. I will address this more on the techniques I also used as this book proceeds.

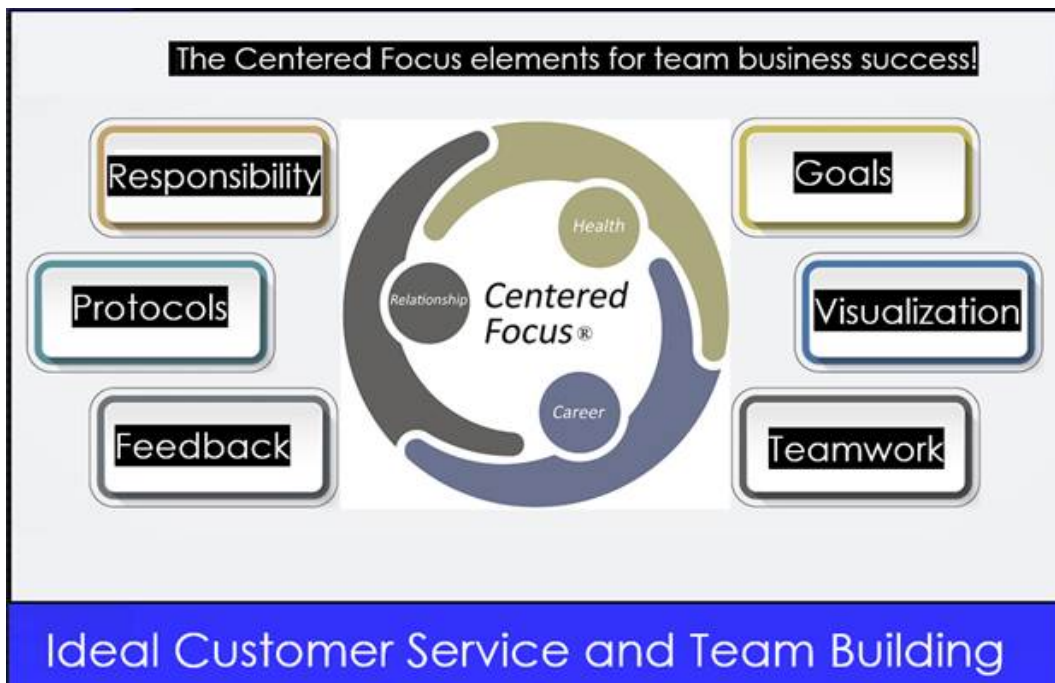
As you shape your goals in the 3 main areas of life, health, career and relationships, I would like to offer some thoughts. Each of the three areas have nuances that I have found that I

want to share. They also as I mentioned, must `be carefully constructed so there is balance amongst them. The connections between the three are multiple and only once again your intuition will best allow balanced progress. When you have used your brain, heart and guts to create a plan, that's your best, the best you can see, you now have a framework to center and

focus into. From a mechanical level, I have my goal vision statement written down on a document, and I update it when needed as life evolves. I do this as a file on my computer or it can be written down by hand. Basically, as I create my goal vision sheet, I am writing down affirmations of success for these 3 main areas of life. Each area contains visions of what I desire as being my personal best. For instance, there was a time I felt I needed to be more compassionate, so I affirmed in my vision sheet as part of my relationship area that I am a compassionate and loving person. When I see that and say that about myself every day when meditating, it becomes part of my subconscious, and I start to live it over time. The mind can't tell the difference between something vividly imagined on a regular basis, and what has occurred. Through envisioning myself with areas of my life that are at my best, I then consciously and subconsciously attract and guide towards these chosen goals. Your vision goal sheet is a document you create for yourself. Consider it a flight plan, and your destinations are ones you create as your best. Through meditating, you can become more aware and from awareness, start to see areas of your life that could use improvement to be your best. If you notice that for instance jealousy is in you, you might center in on a vision of yourself being confident and self-dependent. Once you start seeing yourself in a certain manner, over time you will see steps towards the direction you have chosen. For me, once I

saw how this worked, and how I had a responsible say in my life, I built on one success after the other. I eventually have lived knowing that through awareness, I can make changes in the things I feel need improvement in my life. Through being aware, and paying attention in the moment, you can start to see and feel what actions you should take. Meditation and the concepts spelled out in this book, allow this transforming awareness to happen. With my goals and intentions written down, I then every morning at least, mentally verbalize this personal vision statement after I meditate for 15-20 minutes. After I meditate, I have opened my subconscious to allow me to see my visions vividly. I mentioned that your subconscious can't differentiate from a vividly imaged scene. Through doing this practice daily, you can engrain your desired visions of you at your best and over time these images become reality. It's important when you visualize your success as though they have already happened to include as many emotions and senses in your vision as you can. The more real you can make it the better. For instance, if your vision includes having a lot of money, feel the inner emotions and feelings you have with this. The New York Times bestselling book "The Secret" by Rhonda Byrne is all about how these self-determined visions manifest. Through doing this you are clearly putting your intentions out there and increasing the chances that you will shape your life as you see best. Your able to use distractions in a positive way to remind you of your intentions. Through having these set intentions, you can use the abundant energy available every second to intuitively make decisions towards your personal goals. Practicing this method of being centered and focused has allowed me to create things in my life I never would have believed could have happened. I found from my teams being aware of the centered and focused concepts and them knowing as a leader that I was also, we all

worked together well. I will spell out the details of how these personal principles all come together for business success later in this book.



6) **Your Health**

The health area of your life as with all goal visions, must be from your intuition after you rationalize and think about things with your brain, feel your feelings from your heart, and feel what your gut says about all three. While your brain can rationalize and analyze, what is needed, you need your heart to bring the feelings associated with this process into the equation. After the brain and heart offer their input, your gut/naval area and intuition can make the best decision. The only way to know your gut's intuition is to meditate and be able to leave your mind to be quiet so the gut can work and feel the energy of intuition. As you meditate you will learn how to listen to your intuition more. Therefore, I like breathing meditations centered to my naval area mostly. I also find that by centering into my naval area, I am bringing my intentions away from my brain and thoughts. Health is the core of all areas of your life, and the first in priority over your relationships and career goal areas. You can't have either of those goal areas work without good health to both perform your best, and simply just be alive to enjoy it. From a health standpoint, mindfulness and meditation have been proven to increase many aspects of health. Many studies have shown that with consistent meditation, blood pressure is improved, anxiety is decreased, a person's immune system is strengthened, cognitive ability is increased, and much more. Just committing to meditation is a major step towards better health.

When I had my health issue this year, this became very apparent to me. I listened to the message, re-assessed where I was at, and redirected. This shows the importance to listen and be able to change plans. Goals allow you to refocus when distractions such as disease occurs. When ill health is noted, you can then center into your vision of health and then intuitively

take steps to heal. Just having a vision of what you feel like as healthy, allows the body to heal, as your intentions can set healing in motion through complex physical changes. Setting a goal for your own health to be your best requires that you, as with any goal feel that it is right for yourself. Messages especially in the health area of your life, are there to give you feedback in a very direct way. You can feel it when your body is giving you signs to readjust. If your goal is to be healthy, then when feedback occurs such as a cold or other symptom, you have a signal to make changes. You physically can feel feedback via pain, sickness or anxiety. The key is to listen to the messages. The body as a barometer is also great for reading about guidance of goals for the other areas of your life, relationships, and your career. Through meditating and listening to intuition on your path to be your best, your gut/naval area and physical body constantly offers messages of what feels right to you. Just like the outside messages that the universe gives us, the body also offers feedback. The trick is to listen and feel all signs and look for lessons as you proceed towards your vision of being you best. Through having a Centered Focus, you are in a zone of listening to all signs of guidance while being centered into the moment and intuitively focused on your visions of life.

Some areas to think about when forming a health goal, is to feel/think about what important priorities for you are individually important with regards to being healthy. Realize in this goal formulation for health, mental health must be included. Happiness and joy are something that should be part of your health vision. Just through having intentions of happiness and joy, you are creating space in your life for that to happen. It's all about intentions. The more joyous you can be the more you can share that with others. Everyone benefits. When you feel your health priorities, is your physical image important to you? Is

being confident important to you? These are just some of the things I visualize for myself. I like to start my health vision with the statement “I am calm and centered”. That sets the tone for everything else for me. From there I visualize myself at my best in every health-related area. I also see myself feeling happy and joyous as a goal.

When you center and reach inside allow yourself to feel and see yourself at “your” absolute best. Don’t hold back from seeing yourself as the most amazing you can be. Think of this as your personal responsibility, because it is. You are allowed greatness. In fact, greatness allows you to better help others around you from your strength. In order to see yourself as great from a health standpoint you must start with appreciation for yourself and feel love for yourself. If you don’t come from a starting point of love for yourself, then I feel your visions will not be as strong. Loving yourself really starts with accepting yourself as you are and forgiving yourself without guilt.

How do you love yourself especially when you might see faults in-yourself? The starting point for that is from connecting with the energy of the universe and feeling your connection with life. For me when I feel that universal connection, I gain a sense of responsibility and feel how I fit in as part of the big picture. I feel a sense of approval to be my best. I think the best way to sum up that feeling of connecting with the energy of the universe is that I feel a partnership with life. A partnership as opposed to fighting against it. It is a partner I trust. The reason I know I can trust that, is that I wouldn’t be here today alone. Something bigger than me looked after me. I didn’t cause my heart to beat every day for the past 58 years, I didn’t cause the many “coincidences” that have happened over the years and the list goes on. Through meditating and breathing into my core gut area, I feel how my unique connection can contribute to life as a whole and from that I gain self-love. Through feeling that intuitive

guidance, I can connect to my true self, and the universes messages that are there every second when you look for them. It's like having a radio tuned into the right frequency. When you listen to life's messages from this centered focus perspective, you can learn from messages such as health message feedback. The body is a wonderful tool to gauge feedback. When you pay attention, there are so many clues. For instance, if you are not sleeping well, look at why. Is it stress? Is it caffeine? If you are coughing, is it because you smoke? Just through centering and focusing on your best, you can then use feedback from your body to make corrective changes towards your goal of health. The alternative is to not be aware, and unconsciously continue habits and patterns that are not guiding you towards being your best. When this happens, there is a negative cycle set up. When you are centered and focused, the corrections needed to guide towards your visions come automatically as you guide. You will just know what to do at the right time. This process of guiding intuitively and making better choices, improves as you go down your journey of being centered and focused. You will build these skills and adjust for improvement over time. In fact, this is a process that I feel is refined throughout your entire life. My dad is 86 and still learning. This is what life is about, improving and learning. Trying things and adjusting to what works. "Failure is defined as not trying", as has been said by many others.

Another key to success regarding living in a centered focus manner, is to be grateful and appreciative. The power of having gratitude is important in life but especially with health as it is "healthy" for you. Gratitude I feel is a key to physical and mental health. Just a simple search in Google on the term "gratitude" will offer plenty of rationalization of the benefits of gratitude. I think we all know this but for me it became very clear to me after I realized that I am part of the universe as a team in life. Once I realized my connection and dance with the

energy of the universe, I then understood the importance of being thankful for everything in your life around you and what you are experiencing. A great book on gratitude is “The Power of Gratitude: The Thankful Way to A Happier, Healthier You” by Lois Blyth. Ms. Blyth’s book explains how important gratitude is and how important journaling your gratitude is. When you are centered and focused you are living in a dance with life and you are supplying your love and passion for your life. How can’t you be thankful, as it is a miracle. Also, once you are centered and aware of messages to guide you, you realize that messages and guidance signs can come from many places and living in gratitude helps you to look everywhere for guidance. Your friends with life and just appreciating and being aware of the miracles around you. Gratitude for me is a reminder that there is a higher energy than me and one that has wisdom beyond what I can do alone. Gratitude puts you in touch with a higher energy. I remember hearing how important gratitude is, when I was going through various challenging times in my life. I heard Eastern philosophical teachers saying that being grateful for even difficult things is the key. I couldn’t really understand what that meant until I was so overwhelmed with difficult things in my life that I felt overwhelmed and physically sick. It was a perfect storm of health issues, career issues, and more than just hit me all at once. While I was lost in the “problems” I was anxious and stressed. Once I was able to meditate on what I was feeling, I saw it was my mind and thoughts that were causing my physical symptoms. I was fighting what was real and presented to me, instead of accepting it. The first step was to be aware of the problem and I was able to do that through mediation and being able to watch what was happening. I then saw that whatever was happening, was a message for me. I used that message to realize it was time for me to update my visions of myself at my best. My visions needed an update, and I kept hitting roadblocks. I then realized

that when you trust the universe, you can listen for messages better and be truly thankful for messages that are presented to you. I turned my entire perspective of the distractions into an opportunity instead of an obstacle. I became appreciative of the lessons presented and chance to re direct my intensions. It's a constant process when you are living in a centered and focused state of living of listening for feedback and adjusting. You are present, conscious, and guiding through constant feedback given to you from the energy of life. With this perspective, you can be appreciative of everything in your life. Every book I have read on gratitude says the more you focus on what you are appreciative of, the more will come. It makes sense as what you focus on in general is what you attract towards yourself. Therefore, when someone worries and visualizes problems, more problems seem to come. My brother Matthew who is a chiropractor, was diagnosed with an aggressive form of leukemia last year. His attitude of gratitude is really helping him with his recovery process. He is an amazing example of someone accepting a situation and consciously using gratitude for what he has and not what he doesn't have. He is an inspiration to me and many others. An example of taking what life gives you and adapting.

When you can use a problem as a trigger to center and focus to your higher intensions, you are now living in a conscious manner and guiding your life from your joy. I feel that unless you are in a centered place from meditation, it's difficult to be grateful during difficult times. I know the feeling I get when I am "caught up" in worry and anxiety. Once I am aware of it, I can then see it as a message and re-center. Having a meditative center, allows you to have a base to go to as a home and starting point that is clear of thought. The more you meditate the more you build up that base of tranquility, that allows you awareness of distractions and problems and allows you to be able to live in gratitude.

When you are in tune with your vision of being your best and feel an inner “OK” to be amazing, then things like quitting smoking, or drinking or building a workout routine, become fun and not a chore. When you are in tune and on a path to be your personal best, you can ride the energy of that for strength. I personally have loved to work-out for many years. If I didn’t have a goal to look and feel a certain way and be healthy, I doubt I would have worked out consistently for the past 35 years. Goals do that, they are a beacon that reminds you why you are doing the sometimes-hard things it takes to succeed. Imagine a group of people working together that share this same philosophy as they collectively target towards a defined corporate vision. I will cover this later in this book.

This vision of your health and physical body is unique to you, and only you. When you feel a complete vision of who you want to be at your best, it creates completeness in you. That feeling of completeness is a feeling of accountability and being in tune with who you truly are. Your health and physical presence set the stage for the other two areas of your life, your relationships and career. Your physical presence projects an energy to others around you whether you are aware of it or not. When a person has conscious responsibility for their personal vision and is centered, this energy is projected. Career’s and relationships are at their best when you are Centered and Focused, as your consciousness is felt by all. Being centered and focused allows for better communication to others, as your communications are done with true intentions. When clarity of purpose is the foundation of a relationship, the relationship is enhanced and all aspects of that relationship including business is improved.

Chapter 6 exercises on your health:

1. After meditating and quieting your mind, write down each aspect of your mental and physical health you would like to improve on to be your personal best. This could be your

physical appearance, improvements on any physical ailments you may have, wanting to be more centered, wanting to be less angry, and anything that you feel you desire to have in the future to be your personal best. Remember to come from the perspective that you are looking at your God given potential of your personal best.

2. Look at this list and as you read it, note the feelings you have about each item. Note the feelings you have of resistance if any, and what obstacles you see from achieving them. Obstacles could be guilt, a feeling of unattainability, fear of disruption in other areas of your life if these goals were accomplished, and more.
3. After looking at your list and your obstacles, commit in writing in the health area of your master goal sheet, where you will be in the future, and the relative time those health visions will be manifested. These first visions can be changed, so this is a starting point. Often, I change my visions after meditating on them, and feeling inside more clarity. Meditate and then see these written down objectives in an alpha state. From here you can tweak these visions, as from your meditative state you will see and feel input.
4. Start a gratitude journal or document. Every day write down things that you are thankful for. Through acknowledging what you are thankful for, you put your energy on positive things and that energy brings more positive things into your life.

7) Your Relationships

Relationships are a fundamental aspect to functioning in life. The most important relationship in your life is with yourself. Through taking responsibility, and setting your health goals to be your best, you have taken a large step towards self-accountability and have set the stage for now building visions for your relationships and career. When you think of a relationship with yourself, the question arises what does yourself mean? Is it your brain and thoughts? I believe it's a combination of things that make up who you are as an individual. I don't believe it is just your thoughts. There is more to you than just your thoughts. There's emotions and feelings from your heart and there is intuition from your gut. Through meditation you gain a better understanding of who you are, and the essence of you as a unique individual. This is the "person" that is in a relationship. Through meditating regularly, people can feel that you are centered and how present you are. People want to be around others that are grounded. It is intuitively something people gravitate to. Have you ever been around a person that is chaotic in nature, or someone who is just taking energy away from you when they speak? It is much more enjoyable to be around a person that is in harmony with themselves, that is present and aware of the energy around them. It is palpable and something often felt but sometimes hard to describe.

When your relationship goals and intentions are ones that are from your true center, starting with your health, then your relationships are more genuine, and your communications are more meaningful with others around you. When you are living in a centered and focused manner, you are living from your true intentions and people around you feel that about you. The energy frequency you project is one of inner peace and confidence. This is now what is being spoken, projected, and communicated both verbally and non-verbally. In fact, a lot of your

communications right now are non-verbal, if not most. People can read your inner energy through not only facial expressions and body language, but through the inner energy and coherence you present without trying. When you are in line with your intentions and centered and focused, then relationships become very harmonious and in line with many areas of your life. You are communication with intension, and awareness, and because of that your communications with others is at a higher level. This is an advantage in both your personal life and work life. Through living in your own true intentions to be your best, people won't feel that you are threatening to them as you are not competing.

My relationship visions in my life, start with the relationship with my wife and daughters. I feel the love I have and see their wellbeing and how great I feel being with them. From there I see my relationship with others. I say, "I accept and respect others and communicate to others with clarity and love" This is written down as part of my relationship vision and said in my mind. Once again, the statement is in the form as though it has already happened. I also see protecting myself from others that are not supporting me. I have a defined vision of having amazing friends and family. When I talk to people, through having those committed intentions, I believe they can feel it. This area of setting your intentions of your best with respect to relationships, will become important when we talk about working with your business teams and your job in general. The effective communication as a team is crucial for success. When most of the people in a group have personal responsibility to having great relationships, the group is now incredibly more effective. My relationship goals are all written down on my vision sheet that I meditate and then visualize every day.

Realize that through setting your intentions in the relationship area of your life, you have now set yourself up to protect yourself from distractions that will occur. These distractions in the

relationship area of your life, occur from others relating to you. Sometimes others communicate in a nonconscious manner and words can hurt. We have all experienced others hurting our feelings. Especially people that are non-conscious, words can be spoken that are not of their true intentions. Through having presence, personal responsibility, and a clear commitment to how you relate to others, you are equipped better to handle these often-difficult distractions. As you become more aware and your self-image/goals of how you are best with relationships, you will be able to better and better communicate with others while protecting yourself from others that do not support your energy. This vision is now another part of your brand as a person along with others in your centered focus vision statement. Personal relationship communication probably mimics a person's work relationship and vice versa. There is no difference as they are both you relating to people hopefully with compassion, based on visions of being your best.

When your intentions are from your heart and you are comfortable living with progress towards or with your choices, you become more confident. That confidence is palpable in many ways especially to a person who is receptive towards that energy frequency. When intentions towards a relationship have included intuitively defined feeling-based parameters, that energy is broadcast all around you, and when someone picks that energy up and it matches. magic happens. It's called love. Love is trust.

On a business level, relationships require a form of love called "like." How you see yourself in your mind through your goals in relationships will affect how people want to help you, be around you, trust you. The word trust is a powerful word. When you trust someone, you love them. Trust is a component of integrity and that is something I recommend on your vision story. Integrity is a heart-based feeling goal. It's a good example how these 3 goal areas interrelate not only with each other, but how they relate to the 3 chakra areas of the brain, heart, and gut.

Chapter 7 exercises on relationships:

1. After meditating and quieting your mind, write down the areas in your life that you would like to improve the relationships in your life. Look at all of your relationships, and how you relate to others. Look at the relationship you have with yourself. Are you compassionate? Are you a good listener? Are you communicating with others from your heart? Are you humble? Do you communicate with confidence? Are you accepting of others and their differences? Write down what you feel would allow you to be your God given best at honoring relationships in your life. Look at any “problem” areas in relationships and patterns and see how they can be improved.
2. Now look at the list and examine any resistance you have to achieving these relationship objectives. What feelings come up when you look at your written down thoughts on being your best. Note any obstacles you might have and why you are resisting them. See how resolution of these relationship problems might hurt or help the other 2 areas of your life with regards to health and career.
3. Now commit to your best relationship goals as though they have already been achieved. Write them down in a time frame of accomplishment that is comfortable. This time frame should be the same as with your goals of your health and your career, so they all can coincide. Now meditate and see these goals and feel them. From here after meditating on them, you can then make corrections and subtle changes that make them feel better to you.

8) Your Career

A person's career, the many aspects of it, and the story about how they got there, I feel says a lot about a person. People spend around one third of their lives at work or around 90,000 hours according to an article by Gettysburg College. That's a lot of time! As I said earlier, I don't differentiate work life from other areas of life, as it is just life and another part of life where you are spending your time and energy. It's important that you love what you do. The importance of taking responsibility and owning your choice of an occupation is an important step in my Centered Focus balance of life. If you are not passionate about your job, and enjoy doing it, the repercussions are multiple. While of course earning, money is important for a healthy lifestyle, there is no reason why a person can't enjoy their occupation and earn an income. In fact, once you understand that you not only have many choices, but you have a choice to set intentions for a well-paying occupation with something you love to do. The key is to envision yourself in an occupation that is everything you desire so that you can help attract it and co-create it. When a person is living from their true intentions and passion, work is just another joyous extension of a person's life. It is another aspect of their personal brand and part of their legacy and story.

When a person commits a personal vision of them at their best with respect to both an occupation and in balance of the rest of their life, harmony exists. Once again, the more a person can meditate and be in touch with their intuition, they can better tune into what is the right thing for themselves as a unique individual. When someone can sense what makes them joyous and are passionate about, then a successful career happens. Once that true intention is committed to as best as a person can see now, a cascade of positive events happens. I say now, as that vision may change in the future.

For myself when I realized I had accountability in my life for my choices, and re committed to becoming a dentist after dropping out of college, the rest of the journey was fun. I had set my path, visualized success and the studying, tests, and challenges along the way were hard work but purposeful. As soon as I wrote down my vision and started meditating on it and visualizing myself already as a dentist, magic started happening. I immediately improved my grades, scored high on the entrance exams, and eventually successfully completed all national dental exams and graduated from Georgetown University School of Dentistry. Once I accomplished that, I then set further goals within my career and ended up as a nationally recognized leader in implant dentistry. It didn't matter that I spent more time than my friends studying in Dental School. I had accepted myself; I knew I had to study harder to overcome my "learning disability" and did what I had to do. My self-image of being a dentist, was projected to the world and doors opened once I committed and felt an inner proudness of my choices and vision.

I wasn't struggling in school with a self-image of being a poor student. My self-image was now as a successful dentist, and to be a successful dentist I had to do well on tests, and many more things. It was an immediate transformation once I realigned my thoughts, visions, and focus. It was like a switch was turned.

Through my meditating, creating a new self-image of my true personal best and living it in my mind as though it already happened, my world changed fast. It felt like I went from climbing uphill, and being totally out of shape, to enjoying the climb and not being out of breath. The "fitness" that allowed that was my change in attitude and mental conditioning. I learned to use the distractions of negative thoughts, past influences and worry, to rise above them. Through centering my focus with visualization, I was now strong and ready for the journey.

One of the great things about setting and achieving goals that are within your true purpose and in balance with your life, is with each step towards success you get confirmation that you are on the right path. With each small success towards your goals, confidence is built, and the vision becomes more tangible. The trick is to start somewhere. If you can't feel exactly what is right for you, just look for the feelings inside of what you want and let the details work themselves out. This is the same for every goal in the Centered Focus process, just start with your feelings and intentions to see and feel the best you can be. The details will not only fill in, but they will change as the process evolves. Life is a dynamic process, and the only constant is change. Go in a direction.

The occupation you are in right now might contain some aspects of where you have interests or passions. This is more the case, when someone has been through college and defined a major as an area of interest. That doesn't mean you can't change your mind at any point if you look at your past choices and realize they may not be right. It may also be the case that you chose the right direction, but you want to improve your current position and advance it. Just reset your vision, see where you want to go and allow the right steps to come to you automatically.

Once you are on a centered focus path for your success, opportunities and doors will just open for you as your defined balanced energy just leads you in the right direction. An important piece of any career choice is to also consider how that career choice fits in with the other aspect of your life with respect to your health and relationships. Right away your health will be improved on every level, as every cell in your body is passionate about where your intentions are taking you. As you become better at meditation, and more in tune with your intuition, every aspect of your life will fit into each other. While intuition ends up making the final decision, don't negate the input value for your mind and heart. Your mind can help rationalize such choices as the

amount of income you want to earn, how much travel you want to do with a job and more. Your heart can help input feelings you may have about people you have met in interviews, or the integrity of a company you are interviewing with. In the end your intuition will make the final choices, with the help of your mind and heart. Just having a roadmap that blends in all aspects of your life, offers you a framework structure that helps guide you. That commitment alone is very powerful and a large part to start your way to your own personal formula for success as time goes on. You are in the driver's seat of your choices and how you handle life's distractions and challenges.

Once you are in a career and a stable job position that you love, the more centered and focused you are on your intentions, the more opportunities for growth in that job exist. I feel landing the right career choice the best you can see at that time, is the first step. Once you are firmly in a direction you feel is right for you, then through tweaking your vision you can attract and create improvement on that direction. The path to how that improvement occurs I feel, is proportional to how in tune you are with not only where you want to go as the next step, but also how present you are while doing your job. When you are centered and focused into your job, you will just know the steps to take, and opportunities will present. When I am centered and focused and things are in synch it just seems opportunities present to me out of nowhere. It's almost like I am a magnet.

When you are at work and in a zone of being centered and focused, you can really start to be more effective at your job and contribute more to the team. You can even help create teams that work in better harmony and communication with each other. Being present and centered and focused is contagious, as people sense calmness and focus and want to be around you. Your

superiors and company leaders may notice you more and look to promote you, especially if that is what your intentions are.

Chapter 8 exercises on careers:

1. After meditating and quieting your mind, look at your career and see where you are at with regards to your passion for your career and if that career represents your vision for you at your best. Write down these feelings and observations. This is an introspective exercise in your true reality. Through meditation and writing down your feelings, you will be able to open your true feelings about your career. Many times, people suppress what they really feel. Does your career provide enough income for your objectives? Do you see yourself in that career advancing? Is the lifestyle and time associated around your career, something you feel is your highest potential.
2. Now examine this list of feelings about your career. Look at your resistances and thoughts on these feelings. Question yourself as to why you feel resistance or questions about where you should be as your best in life. Ask why you shouldn't have these. These questions are a starting point to create career visions for your master goal list that you will visualize every day.
3. Now do an initial commitment on your goal master vision sheet in line with the same timeframe as your health and relationship goals. Create your career goals so they are in balance with your goals of health and relationships. Write them down as though they have already happened. Write "I am...." "I have.....". Meditate on your master goal list and visualize your career area and your other areas of health and career as though they have already been achieved. As you meditate and visualize these goals in these 3 balanced areas, make changes to them as you start. Only see and feel what feels right to

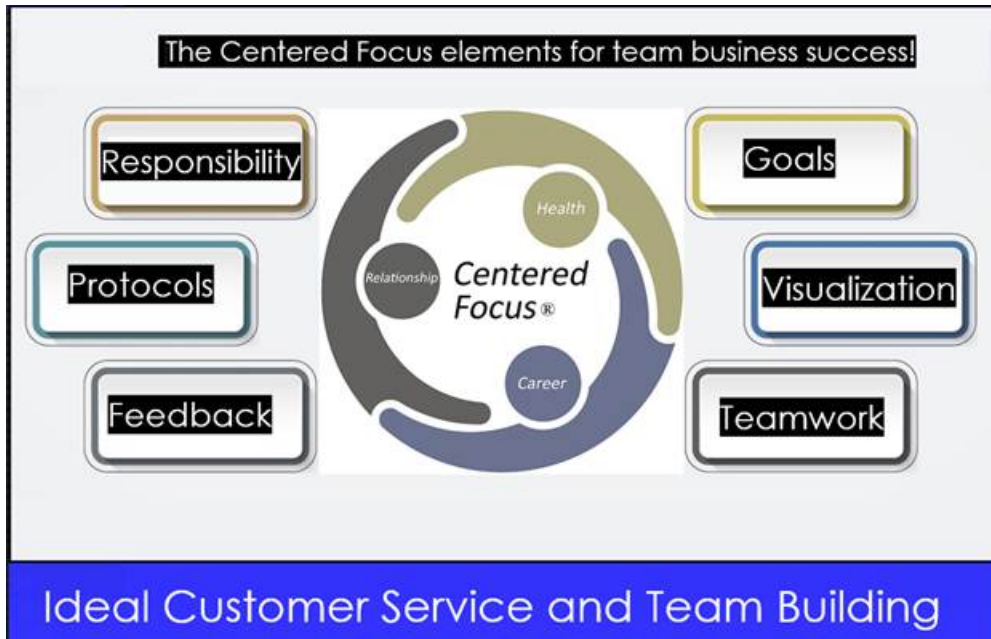
you. If there is resistance, then look at that and make changes on your vision sheet. These visions are the best you can be the best you can see.

Summary of what being Centered and Focused is on a personal level.

I realize I have offered a lot of information so far and it might be a little difficult on what to do, to live centered and focused in your life. Where do you start? If I had to sum up everything, I have said so far, before I then bring these steps to integrating them at work, it would be this.

1. Practice meditation daily. Make it routine in the morning and or night. From this calm presence you become more aware and allow yourself to see where you are and where you want to go.
2. Create a goal vision sheet of where you see you as your best in the 3 areas of your life. Your health, your relationships, and your career. Make sure these 3 areas of your life as an overall vision are in balance and support each other.
3. Use your meditation practices to create a calm state where you visualize yourself as living the successes you have outlined in your goal vision sheet. See these goals and verbalize to yourself as though you are already living the successes of your visions. From here you will then be able to project this defined self-chosen path to the universe around you. With that projection, you can then choose through intuition the right choices to make as they are presented to you. You now not only have a beacon to guide you, you also have a place to redirect yourself when life offers distractions.

These are the basic steps in being centered and focused. Taking responsibility for yourself, centering yourself with meditation, and defining your self-image through goals you have created to be your absolute best you can be the best you can see. You are living a life with awareness, consciousness, and dance with the energy of the universe as you every day stride towards living in the moment at your best self. Through defining your life individually as your best, and feeling the pride in that, you are living your true purpose. It's important to create your vision sheet, after centering and assessing where you are at right now in each area, and where you feel your true purpose in life should be directed. The goals and areas in your life you commit to, are true passions of yours. They come easy to you when you think about them and feel them. When you visualize them it is like watching a movie of yourself at your best, It is a fun movie to watch, and each time you do this, you are reaching your subconscious and changing your self-image to be one that is more amazing. You can see yourself as more confident, healthier, loving, wealthier etc. This is your script and individually you create this vision statement. You now have a personal document that you can lead your life with. This goal document is in line with all areas of your life and is now something you can refer to daily as to your intentions in life. The important thing is they are all in balance and through, centering and focusing into these visions with meditation, you can then in the moment use these visions as a base to always refer to as your true intentions. You can now use distractions that occur in life to, redirect your intentions back to these balanced visions. These balanced visions transcend your life in every area and allow you to navigate the most important aspects of your life in harmony with your career. These personal visions will now allow you to navigate the challenges of your business life with an amazing advantage as will be shown now in the second half of this book.



The Foundations for team success

9) Personal success creates team success

There isn't any company that would not benefit from employee's or management being grounded with the centered and focused principles. When employees are centered and focused, the company's culture is elevated to a higher quality. Centered and focused employees can contribute to a company with better communication amongst coworkers, are more focused on the tasks at hand, and contribute in general better compared to employee's that are distracted and not centered. I have seen this firsthand in my own companies. It started with my dental practice with 25 employees'. When I started integrating the principles of being centered and focused with my staff, many parameters of the business's success improved. Staff turnover was decreased substantially, once my staff understood and practiced consciousness and intention. I use the terms consciousness, intentions, and awareness synonymous with centered and focused. When

you are centered and focused you are conscious, aware, and coming from your true intentions. Many dental practices including my own had a large staff turnover rate. I saw the pattern over the years of staff being distracted by gossip amongst the staff, or miss communications causing people to quit suddenly or others to quit their jobs.

The cost to a company of staff turnover is large. It's not only the time and money to train a staff member that is wasted, but it's the moral lowering when employees are leaving often, that is the real cost. When the moral of a company is low and there isn't a feeling of trust in a workplace, the entire company culture is affected. Once I started having scheduled staff meetings, started a library of recommended books, and shared centered focus principles, my staff loved being there and working together towards common goals. Through my leadership of living by example of being centered and focused on our goals, my staff's attitude changed totally for the better.

Through understanding the principles of leadership from many books and courses, I encouraged employees to grow and have pride in their work. Centered Focus is really about leadership and taking responsibility, setting goals, and encouraging others around you to be better. The entire culture of my dental practice changed and was positive and self-correcting. We embraced and learned from problems that arose instead of ignoring them.

In 2005 I planned to move my dental practice in Woodstock, NY to a new facility that was being built a few miles away. I was going from my father's home office on a stream, with around 12 employees to a brand new 20,000 square foot facility, on 9 acres with double the amount of employee's. This was my vision to grow the practice and build a dream facility set for future growth with dental implants. I knew that I couldn't move the current staff from the old office to the new facility without doing some major infrastructure employee work. This is a good example of leading from passion and allowing the details to fill in as I proceeded. The previous office had

a culture that was not ready for growth, change and new responsibilities. There was staff that was partially from my dad's practice and culture, and some newer employees. I recognized through awareness, that I needed some changes and set my intentions towards those changes. Fortunately, I had around 2 years to turn the culture around and get ready for the move. Building the new facility was filled with challenges like zoning changes and construction that would take time. Having a vision of what I felt was my path ahead, allowed me to navigate the distractions and challenges along the way. These challenges included attainment of financing from banks, swaying town boards for zoning changes, and much more. I was determined to move the practice with a staff that was ready to handle a new vision, growth and culture. It was during this time, that I first implemented the centered focus principles and saw directly how effective it was. It was like my own experiment. I then was able to use these principles when I developed the Teeth Tomorrow dental implant franchise and laboratory and then with the 40 Teeth Tomorrow franchises at their training seminars. Attainment of goals and the navigation of challenges allows you tools to use for the future. It is a process that builds on itself as you reach new levels and expand your horizon with new assets and skills you build on the way. The work involved with achieving passions pays off in many ways in your life.

The process to prepare for the move started with me sharing my thoughts on meditation and taking personal responsibility with my staff. I was also at that time studying many leadership books by authors such as John C Maxwell, Kenneth H Blanchard, John Wooden, Dale Carnegie, and many more. I saw a pattern in all the books of the importance of living by example. It makes sense that a leader in order to be a leader needs follower. The concept that people won't follow someone they don't trust rang deep in me. I had to set an example so that my employees could learn from example. I also started to understand that leadership was about encouraging others to

be their best. I was trying to be my best, but once I understood that leadership was about also helping others be their best, I changed my attitude.

I was good at setting goals and creating visions for myself, I now brought those skills to my staff and used leadership principles to make my office a group effort of combined targeted goals. It started with more frequent staff meetings and then the staff meetings became daily and more for team leaders.

At the time I was starting to direct my staff to our new direction and vision, the book “The Secret” by Rhonda Byrne was a New York Times best seller. The first book discussion at my staff meetings was the Secret. There was also a “Secret” video that we watched together. I was already firsthand experienced in the principles taught in “The Secret”, as it was all about the law of Attraction and how visualization and goals can create physical reality. The Law of Attraction is a concept often written about by authors Jack Canfield and Jerry and Esther Hicks. My staff felt the passion I had for living my life with these principles, and right away I had buy-in because they knew it was real. I was living through example, and that is the strongest approach to leadership.

I held 2-hour staff meetings reviewing the principles of The Secret, creating vision boards together, and building my team with leadership from my vision. I was including my staff in my vision and that was powerful. I encouraged my staff to use these principles in their personal life with respect to their health, relationships as well as their careers. I created a safe environment to have better communication while they were at work. I started a bonus program built on performance and rewarded my staff as the business grew. They had tiered incentives for compensation as the office reached levels of collection based on profits. This allowed them and I to measure their performance and for them to be rewarded when money collections were above

certain criteria. I feel this is an imperative aspect to team building, including growth as a tangible reward.

I then appointed team leaders in each department of the office, and gave certain people increased responsibility with increased rewards. By taking each department in the office, administrative and clinical areas and connecting them, I allowed each department to focus on what they did best and inter-related them all in one big picture. They in turn would inspire the staff in their own department to excel and everyone benefited through increased bonuses, moral, and productivity. Through changing the mindset and perspective of my staff to include themselves in my vision with given new responsibilities and compensation and empowerment, I changed the culture and performance of my business.

I think the fact that I was living the principles I shared in my personal life, and they knew I wanted success for them and for us, it resonated with them. I feel for a leader to effectively lead these principles of centered focus, the leader must truly believe the principles they are sharing. I also believe that for a leader to best implement these principles, the leadership team must be involved with the training right from the start. By doing this, I was able to totally turn around my companies' culture, employee attitude, and business growth.

One key aspect of my success with changing my staff, is that I personally had a strong vision of where I wanted to go and grow. It was defined. I saw in my vision the new facility, the culture I wanted, the production and collections I wanted, and more. I was then able to communicate and include my personal visions and include a group of people, my staff that also bought into my vision. In the year before we moved into, the new facility, the office production in the old office doubled from \$1,000,000 to \$2,000,000 a year. Once we were in the new facility, the production

of the office was \$6,000,000. These techniques had worked. I was then able to duplicate and scale these centered focus principles for my franchise and lab business.

I believe that leadership in a company needs to be true leadership and be inclusive and encouraging to the rest of the employee's for growth and sustainability. I see many companies that are too compartmentalized, and not communicating with each other focused on a unified vision. This should be a core principle of any company's culture, inclusion and respect. Once true leadership policies are implemented and employees understand the concepts of individual responsibility and how individual responsibilities can work together in focus, then real company success happens. Sharing the concepts of being centered and focused requires some effort. More frequent staff meetings, setting up a company library of recommended books, building reward bonus programs to help build engagement and mutual desired growth, working with coaches such as myself, and any other changes it takes to implement a desired direction change. Each company has unique circumstances based on company history, industry specific needs, present culture and the defined vision that they want to achieve. The details of how to implement a centered and focused approach are unique but the principles of a defined vision and inclusion are the same for any company.

The starting point of implementing change in a company is to reach out to employee's and share knowledge and principles of being centered and focused. Once they see that positive energy being presented with commitment in a company, the change starts. Just having heartfelt staff meetings to engage communication with these principles, is a valuable first step in creating positive change for a company. Before I work with a company and their employee's, I meet with the leadership and make sure we are all on the same page. I want to see what has and hasn't worked in the company, the company's goals and the competition the company has. As I work

with a company, I am looking to see how the company can be differentiated from the competition, and how that differentiation is in line with the company's culture and vision statement.

The process of integrating centered focus into a company is dynamic and empowering for a company. It lights people's imagination and gets them to start thinking and being more conscious and mindful. This is the start of a process that is an ongoing work and becomes part of the company's fiber and culture as it grows. The good news is the work and infrastructure in building these centered and focused principles in a business, will become part of the company's journey as time proceeds. As time proceeds many things will change as business is about constantly adapting to the competition. Through having a dynamic focused team, a business is equipped to adapt together, and through inclusion and respect of each employee contributor, a company has set themselves up for sustained future growth together.

Through empowering a team of employees, a company is strengthened and opens the door for a combined effort together instead of leading just by authority. When a company leads from just authority without a culture of inclusion in the company's vision, employees are just coming to work without an aware conscious approach. I saw with my companies, that when employees are conscious and included in many ways, their pride in being part of the company is elevated.

Through increased pride of being part of the company and its mutual vision, I saw many surprising benefits. Not only was employee retention increased, but my companies were destinations for people to want to come to work.

My dental laboratory Teeth Tomorrow Dental Laboratory was a great example of this. The process to create a Prettau full arch zirconia bridge, was very specialized with respect to the skills needed to produce this bridge. It required a detailed knowledge of both dentistry and

computer CAD CAM design skills. My lab was in a rural area of the Hudson Valley and finding 25 employees to fulfil the needs for the tasks at hand was considered difficult by other people. I found that through having this inclusive centered focus culture in the lab, I was able to attract employees from all over the country to be part of my vision. The lab had national exposure, and I was often asked how I built such a strong lab business in such a rural area. The competition to the lab was in large US cities with a larger pool of employees to choose from. I also found that when new employees interviewed for a position, the joy of being part of working at the lab was nonverbally conveyed by the existing employees. Another benefit of having such a conscious culture at the lab was that my employees were able to easily cross train for different positions. They understood the concept of teamwork, and how redundancy amongst job positions were a benefit to the company. Previously, before my staff was consciously working together, many employees were protective of their job skills and afraid to share knowledge. Once they were unified as a true team, looking at the big vision together, they all encouraged excellence from each other. As I did, they saw each other employee as an asset to themselves instead of a threat. This is what happens when a centered focus approach is part of the culture of a company.

Besides comradery in the work environment, my company benefited from increased adaptation to change. Change is difficult for employees in general as it requires increased effort and learning. Once employees understand that change and adaptation is needed for excellence, I found that they wanted to embrace change and they became instrumental in helping foster that change. At our staff meetings I saw many suggestions being made help implement change. Employees started their own training programs for other staff, to bring them to another level. I also saw many employees researching the laboratory industry to recommend directions we should go in for the future and laying out recommendations for implementation. That is the

culture you want in a company and one that a centered focused approach creates. My employees were looking at new materials, machines, approaches, systems, and more on a weekly basis. We had software programs that would track the progress of projects and brought in accountability of the people contributing. Change as in personal life, is always evident in business. When an employee understands that personally, they are more apt to adapt to change at work. As a leader in my business, I noted I had set up teams that were self-regulated through checks at meetings and this allowed me to focus on vision and other leadership items. I am careful to differentiate the terms employee and leaders, as every person working in a business is valuable and I don't want to elevate the status of higher-level staff too much. I eliminated the concept of having an office manager with my businesses as I wanted the culture of leadership responsibility spread amongst the staff and not be reliant on one person. Most dental offices I knew were dependent on one office manager, and I saw the vulnerabilities in that not just with regard to being reliable on one person, but also the resentment I often saw when one person other than the owner had that much responsibility.

My business situation was unique in that the dental surgeries I was doing for full arch dental implant tooth replacement in my practice, was an incubator genesis of the techniques taught for the franchise and for the techniques used in the laboratory. All three businesses were connected, yet there was a different subset of employee responsibilities at each company. Through all the employees in each company being unified with a centered focused approach, they were all able to connect as one unified vision amongst 3 companies. Monthly we had staff meetings with employees from all 3 companies together, and solidified the overall vision and direction we were all going in. I will address the importance of communication and meetings later in the book. Meetings and communication are imperative as you bring centered focus from a personal

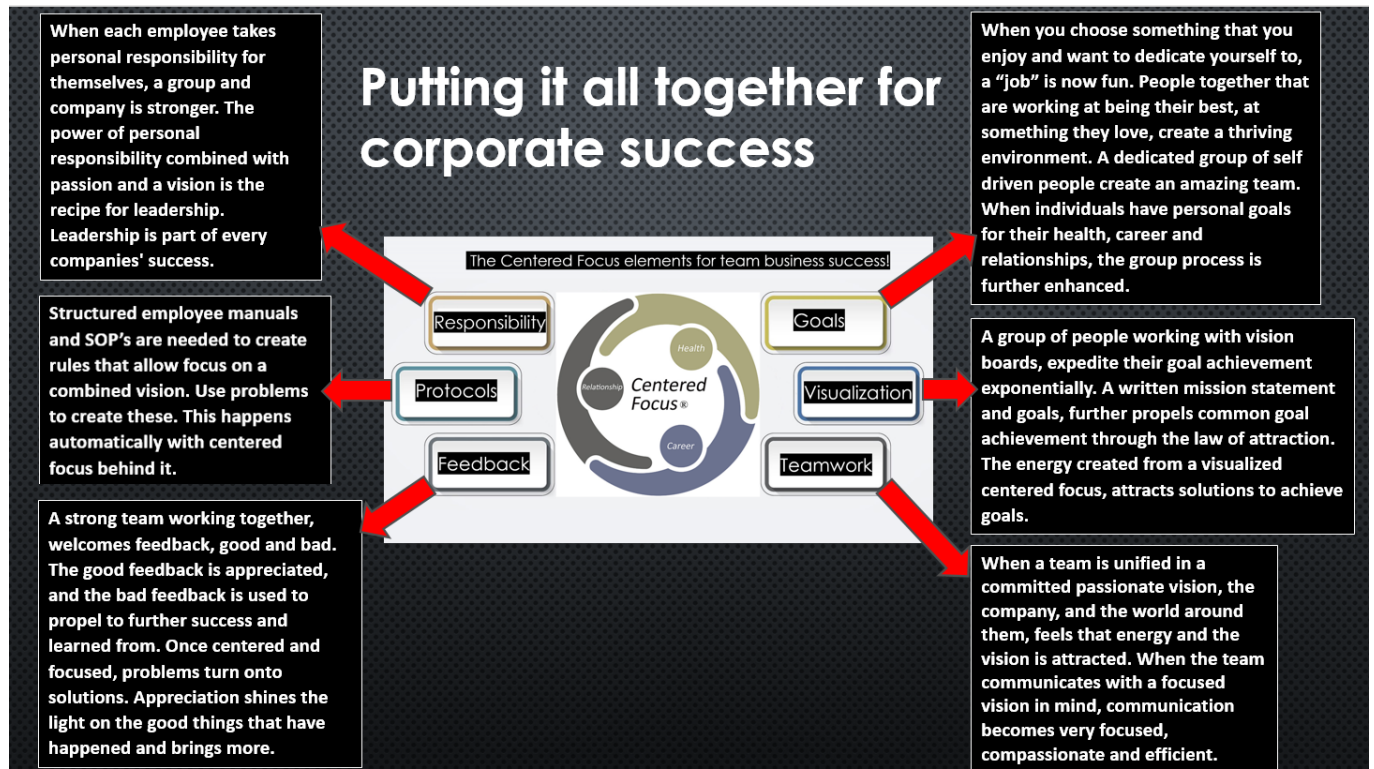
approach to a team. I will also spell out the importance of creating company policies together, policing policies with structured actions, and more later in the book. All the components of normally unwelcomed needed background steps such as policy creation, takes in a new image when they are done with a centered focused approach in a company. There is suddenly, an understood necessity to everything that is normally menial, if, as a unified group, the company is to be very successful. A well thought out company vision statement, high employee morale, and specific well-structured policies allows for a company that will not only be productive but be built for sustained growth and adaptation. It all starts once an individual in a company subscribes to the centered focused principles on a personal level, as then they can relate that to a group of co-workers in a heartfelt manner. Through education, inclusion, and communication all of this can take effect.

Chapter 9 exercises on personal success for team success.

1. Write down in your journal, what makes you special with regards to your health, relationships and career. Use your vision statement and write down what you feel sets you apart that will allow you to contribute to a company as an asset. Writing these down in your journal increases your consciousness of your assets and will help you as we transition from personal accountability to integrating to a team at work. Fall in love with yourself and be grateful for what makes you unique at your best. This gratitude will go a long way as you relate to the business world, contributing your best god given talents.
2. Use these observations to tweak your career vision statement. As I said, visions are a work in progress and this exercise can help tweak your balanced vision as you bring your consciousness to your career. When you are secure in who you are, you can better integrate into your career with a sense of balance for the rest of your life.

3. In your journal, write your feelings on the importance of change and embracing change.

It is important to have a strong handle on your inner feelings about change and adaptability when you are bringing that concept to a company.



10) Taking responsibility

Earlier in the book I spoke of the importance of understanding personal responsibility as core principle of being centered and focused. I saw in my life how shifting blame from people outside my life or circumstances, to myself was a major influence in my life. When I had a self-image of being a poor student, I was struggling with the vision of being a dentist. Once I was able to step back and look at my self-image, and that I was seeing myself as a poor student that couldn't become a dentist, and change that to be an amazing dentist, there was instant change. I had accepted myself for what I was thinking and how I was seeing myself, and through taking responsibility for myself, I then decided to change course. How many readers of this book are personally blaming things for a situation you are in and feeling helpless? Once you feel the personal responsibility you have, and the power you must change things, many new things can happen. How do you really feel the power of personal responsibility? I believe it starts with acceptance of where you are right now and appreciating everything that has happened in your life up to this moment to allow you to be in this moment. Think about the many things that have happened to you and you chose, that allows this moment and how if things were different this situation right now would be different. It could have been your parents chose different partners, or you didn't take an opportunity that was presented to you. Any one of a billion things could have happened differently, and your current situation would have been different than it is now. I find it powerful to look at my life in that manner and be grateful for what I have right now. Truly grateful to the universe for allowing this moment in time right now. That awareness and appreciation creates a power that allows you to see how both you are responsible for your present situation, and so is the universe for presenting it. There is a partnership with the energy of life,

with your choices and input and intentions, working with the universes energy to allow every situation. I believe it is a partnership. When you can see that relationship personally, you can then communicate that to others in a work atmosphere.

Realizing your responsibility in your own life, opens the door for you to center and focus into passion focused visions. If you are blaming others and don't feel your role in choices of intentions and choices to help create those intentions, then you are at the mercy of many distractions around you. You are the boat in the ocean without sails, a motor, or any way to navigate. Once you understand the power you have in your life and then how that power of how responsibility can work with others, you are at a position to create the life you desire around you at home and work. Having that understanding of responsibility creates an immediate light around you and an energy that others can feel. It is an inner confidence but in a humble manner. You are in a dance with life and working together. That understanding will then translate to working with other people, as you see that just as with yourself, all others have their own power to choose things. Once I understood this, I gained more respect for others and compassion for others, as they also are living the same life and battles. We all know people that go around life blaming others and their situation on external forces. They just wonder why difficult things keep happening to them, and they are a victim. Many people live their entire life this way. Instead of feeling their power, they rest on a victim's attitude. It is easy to be a victim because then you can blame and not take responsibility. Whether you know it or not, you are responsible for the way you respond to many things presented to you in life. Once you are aware of this, then real change happens. When you can take that responsibility and shape your life in a centered and focused manner in the key areas of your life, you then can live a life of your choosing and shape it in many ways. Through changing your attitude and perspective, the world around you will change.

Once again through meditation, you can quiet your mind and feel what your passions are and look at what thoughts you are having. I am sharing this information with you only because others have shared this with me. Through sharing this knowledge, transformation can occur. I did the same thing in dentistry; I used the information shared with me from mentors and added my own clinical experience and shared it with others. When you understand your role in life of your responsibility and power, it is natural to share that with others and anything that goes along with it. Understanding your power in your life, automatically allows you to share that with those around you. You don't even have to try as it emanates from your being. Everyone has a level of intuition in them, some are more preceptive than others. When someone understands their own role in responsibility for their choices and life, people around you will feel that. They may not be able to define it, but they will pick up on your strength and power. People like to be around others that are strong, and centered. When someone can take this role of personable responsibility and include in it visions of compassion and humbleness, it goes a step further. Therefore, I advocate including in your personal vision statement, visions of compassion, respect and being a great communicator that listens well. When those are your intentions as part of your relationship or health vision, it is palpable. You are living with intentions that are now able to connect with others around you. You are the captain of your ship in the ocean of life and sculpting toward and living in your passions you know are best for you. This understanding and awareness allow you to take control and be powerful in life instead of the victim. When this is done, you also realize that you are not competing with others. You can't, as each person is different, as different as every snowflake. You are living to be your absolute defined best, and by doing that you are elevating others around you without even knowing it. When you include in

your intentions, sharing your responsible power with others, this awareness is even more transformational.

This level of personal responsibility integrated in a centered and focused lifestyle, has many direct affects when you are working with a group of people in the work environment. You enter this relationship as a centered focused person, with strength and assets on a personal level. When you have this strength on a personal level, you can now through being centered and focused with your visions, feel what is right to contribute to this group of people in an organization. You are starting off with an advantage with strength and able to feel your way intuitively to best join a group and help them. This is true whether you are an employee or are in leadership. When you re centered and focused, you have the advantage of being receptive within your personal vision of inclusion of others. You see other people as assets to you instead of being distractive or competing. You can intuitively be inclusive with others ready to offer your special talents, in a positive way. Once you have established a position in a company either in leadership or as an employee, you can then re assess your visons to possibly be specific for your situation. For instance, if your centered focused visions allowed you to intuitively choose a job position or career, once you have become integrated into that situation, you may feel a passion to excel in that position or create something bigger. You can then start including that new vision in your vision sheet to visualize every day and guide to.

I had many employee's in my companies that started in certain job positions and through them finding this passion for a higher position, got promoted. A person might even decide to start their own company if it is right for them. I for instance was using many dental labs over my first 20 years as a dentist and had a vision to start my own laboratory. I always encourage progress in employee's no matter what as a leader. I had employee's that would be hired as a dental assistant

and would mention that one day they would like to go to dental hygiene school and be a hygienist. I never looked at that as a threat of losing an assistant, I was always there to encourage people to grow to be their best. Having that attitude is one of living without fear, and instead living with a big picture of allowing change and trusting it. That's an advantage of living with centered focus, you are adaptable and open to change and ready to go with the flow of life. Life is dynamic and always changing. Living in a centered focused manner allows you to shift with life's flexibility. When you are in a company with this perspective, you also can be part of the changes that naturally occur in business. This puts you at an advantage on many levels, no matter what position you are in, with a company. You are dancing with the energy of the job you are in and ready to contribute and change with them as your chosen passion allows this.

Bringing your passionate ideas and input to a company shouldn't be disruptive to a company, and when you are centered and focused it won't. You may feel a passion or intention that will benefit you and your company, but through being centered and focused, you will feel the right time and place to suggest it or integrate it. It is subtle as your intentions when you are centered and focused on your best, will automatically just fit in when it is right. You are feeling your way to where you want to go to be your best, and through intuition you will just know the right moves. The more you live in a centered focused manner; this process will become natural and your intuition will become more powerful. It's like anything in life the more you do it the better you get; this is no exception. It is a skill you develop. Right now, you may be reading this with skepticism, and the only way to believe it is to experience it.

Team meetings are a great opportunity to share your thoughts and bring your vision to a company. With so much communication these days via e mails and text, there is nothing better to communicate than eye to eye contact. When meetings are in person, a person's intentions can be

best communicated through energy levels and inflection of communication. If you don't have meetings at your company, suggest it. Meetings with employees and leaders, are a great venue to communicate ideas and intentions, and when you have determined your passions and want to share them, it is a very powerful venue. A big part of communication is listening, and it is important to really hear intentions from others when you are communicating in meetings. When someone knows you hear them, they will hear you better. Through being centered and focused, you are centered and not only listening, but feeling energy also. This also puts you at an advantage, as most people only hear and don't feel energy. Through intuitive sensing in a centered manner you are absorbing information that is nonverbal and intuitive. This allows you to make better decisions and is part of your approach when you are centered and focused.

Your taking responsibility of your life and being centered and focused, allows many new opportunities in a work environment. The discipline of taking the time to meditate and have conscious intentions for your life, sets you apart from most people, this offers major advantages in a group business environment. Owning the concept your responsibility of your choices, guided by intuition, can lead to new positions at work, new business, and anything you can dream.

Chapter 10 exercises on responsibility:

1. In your journal, write down how you feel about being responsible in your life. Use this as a launching point to be honest with this important aspect of both personal and business roles of responsibility. What barriers exist that don't allow you to feel that you are responsible for the choices you make in your life. What are your feelings with regards to responsibility within the context of your faith? How much do you blame others for your circumstances, and how much accountability do you have? These questions open up great journal entries into this important topic.

2. Look at and journal about what areas of personal responsibility can be translated to your feelings of being responsible when working with others? What adjustments in your level of personal responsibility can be used to better represent responsibility at your work environment? Journal some thoughts on how you can introduce the concept of responsibility at your work environment. Through exploring these questions, you can better transition your personal attitudes on this crucial topic for your work environment. This again shows the power of journaling and how self-introspection can offer growth.

11) **Setting company goals**

In this entire book so far, I have been talking about goals. Centered focus is based on living from your goals or visions of yourself at your best and using that as a guide as you center. Once a person understands their power of choice and responsibility for their choices, goals are the next step. There are so many aspects to goal setting, and how they are created and how they are used. Once a person can appreciate and utilize goal setting in their personal life, and guide to those visions in a centered manner, those skills are easily transferred and interrelated to career and business goals. Life and work are really the same in my opinion, as when all goals are in harmony between health, career, and relationships, there is a seamlessness to the process. When your vision sheet has harmony in all three areas of your life, then your career is just an extension of everything else in your life. Your career represents you and creating a vision of your career balancing with the rest of your life allows you to live in a healthy way.

It really makes sense when you think of how many aspects of your life are centered around your career. When everything is included in the overall picture, your career is truly not work, it's just one of your choices you have passion for. Most people I know that are financially successful, have a passion for what they do. Not every person who is financially successful has balance in their life with health and relationships. To me that is real success when the three main areas of a person's life is in balance.

How do you set goals that are right for you and once you do how do you set goals within your career that keep everything in balance? Goal setting and goal achievement is obtained through experience and is somewhat different for each person. I mentioned that I like 5-year goals as my

target for my goal vision sheet that I see and say every day. I am also a very disciplined person and goal oriented. Some people might feel intimidated by such a long-term goal and it could frustrate them. In fact, early in my exploration of the world of goal setting and achievement, I used shorter term goals. Once I felt comfortable setting and achieving goals, I adapted a longer-term strategy. In my mind, having a longer term 5-year vision allows me time for corrections along the way. I also allow for the fact that I might achieve my goal sooner and re set it for something that excels it. Remember I use the phrase the “best I can be the best I can see”, which means I adjust and tweak my vision as situations change. Goal setting and achievement is a dynamic process. As you are centered and focused, your intuition will show you when it is time to adjust your target. I want to clarify that I don’t live life waiting for goal achievement to happen. I am enjoying the process of being centered and focused on my visions, and the steps and choices I take each moment. When times are challenging, I use the challenges or distractions as a message to re center and listen for the message intuitively to come to me. I accept what is happening and use it to re-focus on where I am going. It is also important to know when a major redirection of a goal in an area of your life must happen. There are times that so many signs are being given to you, and it keeps hitting you over the head as a message. When you have used problems to readjust and learn from them, but nothing is changing then it might be a sign that you are heading in the wrong direction completely. I am a big believer in sticking with something and working out problems with solutions, but sometimes things are just not meant to be, and a re-direction is needed. Once again through being as centered as you can be, you will know the right thing to do and when you must do it. Centered focus and goal setting are an intuitive and ever-changing process. It really is a process and not a formula. As life changes, so do the decisions you make and what action you decide to take. Through being in touch with your

intuition, you can adjust according to what is needed in both a daily decision perspective and from the perspective of tweaking your visions.

If you do end up choosing to make a major shift in your vision because of intuition, don't be afraid. Sometimes when a guided missile is heading to a target, it makes extreme corrections. Theoretically a missile may need to go backwards on its corrective way to a target to re-adjust. If you were to look at the missile going backwards you might say "it's failing." Goals can take time and may take major corrections, and that is not failure. This is an important principle I feel as it lends to the overall concept within being "Centered and Focused" of allowing for time and the natural rhythms of things. Therefore, I like having enough time for larger goals, as it allows time for corrections. When someone makes a major goal correction, it might at times look like they have lost a lot of what they have gained. For instance, someone switching a career or switching a major in college. The truth is nothing is ever lost. Experience and the lessons in personal growth, are very valuable to a person and something that will benefit them in the future in many ways. That "failure" or change in course was needed. When you live with trust to the universe, you learn to trust large corrections also. There is a reason for them that will be shown. I also look at large changes as allowing space for something new to come in. When you think of large changes that allow a void, I feel looking at it in this manner is helpful. Since life is about energy, it makes sense that energy will go where there is space. Another important point with large corrections is to allow yourself time to heal if you are emotionally jolted and making a change. Changes are disruptive to people in general. If you are making a goal correction while you are not feeling mentally strong, then allow yourself time to heal while the new goal takes course. It is like a large ship turning, it takes more time. Allowing yourself time to heal, and or receive help from a mental health professional is important. Consider it part of the process if that is how you feel. It

is important to have your mental health in place within the context of your overall health goals. Life is about constant change, and contrasts. Allowing for changes and knowing they are inevitably coming is a powerful perspective. When large changes are being made in your life, feel the energy of that and allow for it. It's like being under construction, it is just temporary until the project is done.

Having your visions in place for your personal life, will make you stronger as an employee, on your way to be an employee, starting a business or running a business. When you go for an interview, or talk to a bank to start a business, the confidence you feel being centered and focused in tune with your visions, will come through. Your enthusiasm and energy will be contagious. Through centering and focusing on your best in a balanced way in your life, you will present an energy of calmness and vision of who you are. Your visions of yourself are your self-image, and when you have visualized yourself as already having a career for instance, the things needed for that will present. You will attract it and know when and what to do as it presents, once you are centered and focused. This confidence will make a difference in all aspects of business that deal with people.

When decisions need to be made while you are at work, you will know what to do and what to say when you are conscious and aware where you desire to go. Your visions that drive your passions in life are like ropes that you hold to and guide you to the end. There are many meditations that you can do that are metaphorical, like picturing a rope and it is guiding you. I have seen other meditations involving colors and light that open your energy. Many books on guided meditations are available online and You Tube. Instead of those types of meditations daily, I prefer doing coherent breathing and centering into my intuition area and then visualize larger goals in the 3 areas of my life. I like to see a bigger picture on a consistent basis and allow

the details to fill in as part of the process. I simplify things as much as I can in general in my life. I did that when I taught and performed dental implant surgery. Consistent steps based on fundamental principles. I will use guided meditations in my life as needed to re-focus at times. Centered focus with visions, is especially important for people in a leadership role. Through conveying your visions as inclusive passions for everyone, you can affect many people. When I was leading my teams, I felt my staff really appreciated me sharing these fundamental life principles. I felt I gained respect by sharing this information with them, and they showed that respect by helping me implement policies and chosen tasks for growth. They were on my team and I was on their team. Leaders that present inclusive solutions, vision and guidance, are the most effective leaders. They are now working together as a true team. The policies leaders create, and implement should be centered around the culture of the company. I am a big believer in rules and guidance structure, but each company should have rules reflective of their culture. I will address this later in the book.

The culture of a company is really determined by its goals and visions. The first thing every company must have is a mission statement. A mission statement is a statement of purpose of a company. It's like a person's personal vision statement for themselves, which is really a person's self-image. The vision statement of a company is really it's self-image and part of the company culture. The culture of a company is many things including a company's history, performance record, logo, branding, employee's, leadership, policy manual, SOP's and much more. A mission statement is a large part of what drives a company. A mission statement summarizes what the purpose of a company is and is the overall goal of the company. Each word in a mission statement is important, as the statement should be concise and powerful. As with goals mission statements can change over time to reflect changes in the times.

The goals of a company can also be represented with vision boards. I will talk about vision boards and visualization in the next chapter in detail. Goals for a company should be in balance with different aspects of the company so to be in balance just like personal goals. The goals should not only be about profits and finances, but employee health, and employee relations should also be part of it. It's reflective of a person's personal goals with regards to business, health and relationship. While a company should have strong business goals, a company also need to have employee's that are healthy mentally and physically and get along with good communicative relationships and respect. When a company proactively implements visions and policies that are holistic like this, the company is built on a solid foundation that will sustain success. Each goal area of the company should have sub goals as with personal goals. For instance, in the employee health area, goals could include health insurance, incentives for gym memberships, health screenings, structured feedback meetings etc. With respect to employee relations, goals could be set for employee appreciation awards, awards to recognize employee kindness, and other rewards and incentives that promote employee participation at meetings. Through just recognizing these employee areas as part of a company's goal list, the company is more balanced and in a better position for financial growth. When a company has balanced goals like this, the company culture is based on a sound structure. Goals set in business create a company's culture and self-image just like personal goals do individually. While a person may have a sheet of paper to commit to their goals in the three areas of their life, a company can use organizational software to track their goals. Asana and Lattice are just a few of the many software programs available. Since multiple people are involved, a software program that offers organization and objective listing of goals is important. In the next chapter I will talk about how companies can also use intuition to guide for the choices being made to create and achieve goals.

One thing I really like about goal tracking software is it allows an entire group to see the goals and track progress. When individuals are also living their life through their own goal setting, they can relate to company goals almost in a natural way. It is an extension of what they are already doing and in most cases the goals have similar paths and complement each other. If an employee sees themselves as having growth in a company, then the company's goals are part of that vision. As the entire universe is connected, so are you and your career when this happens. Employees and leaders that live their lives in a centered focus manner, work together in a homogeneous manner and have fun in the process. If you are an employee and your company doesn't do this, then maybe leave this book around for the leadership to read or start a book club meeting and talk about this book and the many others I have recommended. That could possibly easily create a large change in your company.

Other advantages of a goal tracking software program are you can create new goals as time goes on, you can prioritize goals from a sense of urgency, and you can set alarms for completion dates. These programs create organization and tracking of success which every business needs. The organization of these software programs allows for the goal process to be fluid, yet accountable for the company's growth. For personal vision pages I use my computer to create it, and I occasionally make changes and additions versus having a written piece of paper.

When goals are looked at on a regular basis as a team in a company, that process is empowering. From these meetings, committees can be set up to complete tasks, and engagement in the company occurs. Goals and goal program organization is a great team builder for a company and compliments leadership guidance very well. Goal meetings are the ultimate focus for a company and tracking and figuring out how to make changes as a group build moral in a company and shows inclusion of all parties.

One area of company goal setting that relates to company culture, is a company's goals in relation to giving back. I know for me personally I have a goal of helping others and being generous. That goal of mine is part of my self-image. Just as with a person's self-image, a company's self-image is its culture. Within that culture should be a commitment to give back as a company. There are so many benefits to giving back, and the best benefit is from increasing the karma by the act of giving. The act of giving is a message to the universe that shows empathy and a connection to others. Once the consciousness of giving is part of a company's culture, it reverberates throughout the company. The employees feel the value, the customers feel the value. A culture of giving back is a benefit with many values and is not only highly recommended but almost necessary for a company's success. In 2016 a Viet Nam veteran with the nickname "smiley" came to my dental practice for a consult to replace his failing teeth. In my dental practice we had a commitment to give back some pro bono work to certain patients in the past. When I met "Smiley" he wore a Viet Nam Veteran hat proudly and presented with almost no teeth. He was a local volunteer fireman, and his nickname from his team there was "Smiley". Ironically, he didn't have teeth to really smile with, but his attitude earned him that name. When we presented a plan for him to have new teeth with dental implants, the cost of the plan presented was over \$,40,000. Smiley said to me that he had saved some money towards the cost of replacing his teeth but didn't nearly have that amount of money on any level and his credit wouldn't support a loan for it. At his next appointment for a re consult to discuss his options of possibly having to wear a denture, I said to him that I decided to restore his mouth ideally with dental implants at no cost to him. He started to cry. We subsequently completed his has around 6 months later, and Smiley was smiling again with permanent teeth supported by dental implants. What a great feeling it was to be able to provide this gift to this gentleman who had bravely

served our country at war and help so many people in his life. It was because of the culture in my dental practice to give back, that allowed this decision to happen. When a personal or company vision includes such things as giving back, or any other valuable goal, the personal or company culture benefits. Later in the book I will talk about the importance of company rules and standard operating procedures. Having committed goals are a form of procedures or policies that allow energy to flow in a direction. From having that pre-determined commitment, decisions such as helping Smiley, or creating a fund-raising event can occur. Intentions and visions create reality, but unless those intentions and visions are written down and committed to, actions are less likely to happen.

Chapter 11 exercises on company goals:

1. In your journal write down how your personal goals are in line with your career goals.

Write down why you have committed to your career goals and why they fit in with balance to the rest of your goals in your life. This will strengthen your convictions and allow you to tweak your goals if needed.

2. Write down in your journal how your goals can be integrated into your company's goals, and how that process may look. Strategize in your journal on ideas that you can bring to the table that can be an asset to the company you have chosen to work at or lead. The goal here is to look at what you can bring as a unique individual to your company in the most appropriate way.

12) Vision Boards for Business

Individuals and companies centered and focused on balanced goals and visions is a path to success on every level I feel. One key component of being centered and focused either individually or in a business environment is visualizing goals. What does visualization mean? Visualizing something is the process of picturing in your mind a result. Through seeing an end result in your mind, you are using your reticular activating system (RAS). The RAS is a collection of nerves in your brainstem that basically helps you sift through unnecessary information allowing important things to come through to your brain. It allows you to concentrate. The RAS through neurological connections reaches the cortex of the brain, and from the connection to the cortex the RAS is involved with many things we do involving arousal, behavior and consciousness. Visualizing something activates the RAS and your subconscious mind, allowing you to see things you may not have seen. The RAS is a filter between your conscious and subconscious mind. In Jack Canfield's book "The Success Principles" he talks about how important visualization is, and how it can work with the RAS to achieve goals. The RAS is involved with both physical and thought processes in your body. When I say visualize something, the literature shows that you don't have to be able to "see" something to activate the RAS. I think a better term would be intentions. The concentration on intentions also reaches your subconscious and creates both physical and emotional/mental effects. Remember I said that your mind can't differentiate between something vividly imagined and what is real? The RAS is why this is true.

Once you understand that you can reprogram your RAS with intentions and visualizations, you can really start to guide your life. Therefore, being centered and focused works so well. You are

centering and creating a platform to see clearly and then focusing on what is best for you. It is an interplay between conscious and unconscious states. Through meditation you are reaching your unadulterated intentions and choices and suggesting to your mind where you want to go.

Through centering and focusing on these intentions on a consistent basis and committing to them as though they have already occurred, you are opening up your subconscious to make choices and attract these goals. Remember that your visions of you at your individual unique best, are created by you and are deeply right as guidance for your path forward. This is your dynamic path towards what you are waking up for and guiding with daily.

The methods to use for reaching your subconscious with your intentions are through creating a master vision sheet, meditating and seeing those visions in a relaxed alpha state. When I visualize my goals for myself, I also verbalize the vision. For instance, if I am seeing a vision of myself healthy, I will see myself at my annual physical and my physician saying, “you are very healthy, everything looks great”. I try to include as many senses as possible in my visions. If you are not a visual person, just saying an affirmation and seeing anything related to your vision will work. Realize that as time goes on, your vision may become more vivid as it progresses. I remember when I built my new dental facility, I had a vision of a two-story building to start. I saw this two-story building in all its grandeur and used that vision during my meditations for around 6 months. As the architectural plans started solidifying, I changed my vision to a one-story structure that matched the architectural plans. The point is I used a vision of the best I could see at the time to get started and then refined it. That is an important point and continued theme in the centered focus technique. See the best you can be the best you can see. See the best you can and allow the details to fill in. Visualizations are really intention based as a core theme. Once you have inside your mind and gut a feeling towards a goal, that pursuit can just start with

a verbal affirmation. From there your verbal affirmation can be supplemented with visual clues of its accomplishment. Eventually the more senses you bring into your visualization the better. I have visualizations that I can include other senses of smell, sound, and touch. There are other goals that I can't seem to do that with. The message here is see and feel the best you can. As I have said centered focus is a dynamic process, and one that evolves. When you understand the core principles of awareness, personal choice and responsibility, and awareness, you can enter the realm of being centered and focused and allow the process to fill in. I did this when I did my implant surgeries. Through understanding the biological surgical principles of vascular supply, bone biology, prosthetic principles, biomechanical forces, and more, I was able to use those principles to adapt to each unique surgical case. Just as every patient is different, each one of you are different and you can take the principles I am sharing here to tweak the best plan for yourself to guide your visions. The timeline length may be different, the amount of detail may be different etc. The key is to enter the process and allow it to develop as you gain experience. The principles of being centered and focused are being laid out, how you use them are unique to you.

Ingredients for a meal can be used in many ways at the preference of the chef, but the ingredients remain the same.

In a business environment, a powerful tool for visualization is a group vision board. Just like goal tracking programs, vision boards can be shared and either done on paper or digitally. I have also used vision boards on a personal level, by creating a digital picture as a screen saver. You could make a digital vision board on Pinterest, or there are many vision board websites available online. Through taking the time and energy to create a vision board of any type you are adding energy to your intentions and creating an easily referenced reminder to look at along with your internal visualizations. I used to have vision board meetings at my companies where we would

all sit in a room with large poster boards and create both personal and team vision boards with magazine cut outs. This powerful exercise builds many things like creativity, team building, company vision, and allows employee input for the future. These are important parameters when you are building a team. We then used to hang the group vision boards in our meeting room as a powerful reminder of where we are going. The more you can surround yourself with commitments to your chosen success the more powerful the centered and focused process works. As I have said being centered and focused requires some energy input of meditating, meetings, and things like creating vision boards. Everything you do towards your goals is progress.

The images chosen for a vision board are subjective. It's really anything that emotionally guides you towards what your vision feels like when achieved. The vision images could be metaphorical like a corporate jet on a runway. It doesn't mean you want to own a corporate jet, but that image might conjure up financial success for someone. It could also be a type of car you dream of as a goal. That would be a more tangible reminder of the goal you are reaching for. When my employees created their personal and group vision boards, I just asked them to make the images meaningful to them. It is a very individualized process on what motivates someone and how they see their vision. When you stand back and look at the process of committing to any kind of vision board, it is very positive any way you look at it. It is energy put towards focusing on intentions. That awareness of focusing on intentions is very powerful both personally and in a business environment.

So, what happens when you visualize your intentions and how does it create change around you through being centered and focused? Through setting your intentions or the intentions of a group towards desired goals, many things start happening. First since your RAS is focused on a result,

you will start coming up with ideas and seeing solutions that guide towards that result. Your subconscious mind will be looking for ways to make your goals happen. You might hear someone say something that you would not have heard if you were not conscious. It's like an automatic mission that is in process and all you must do is center and focus for it to work. The second thing that is happening when you are seeing a defined vision that you have passion for, is that energy is put into the universe and it affects other people. People start tuning into your energy frequency of vision and feel your passion. That energy of passion and commitment can be transferred nonverbally, across the telephone and across the earth. This is important information for employees that spend time with customers on the phone. I will talk about that next with the importance of communication.

When I undertook the vision and task to build my new facility, I had to convince town boards to allow my project. The area I was building was vacant land for the past 25 years in a high-profile area of the Hudson Valley in Woodstock, NY. As I conveyed my vision at town meetings and went through the process, I could see people on the boards and the public coming on my side to allow my project. I knew my project would be beneficial to the community, supply health care and architecturally fit in. Through having a strong vision and belief in myself, I convinced not only town boards to approve the project, but financial institutions also came in to back it up. Visions are powerful and when you understand that power, they can be used in positive ways. Another thing a vision does is allow you to stay focused amidst challenges. I have said before that I use challenges to re-focus into my visions and allow myself to make corrections in a subconscious matter. Just like a guided missile correcting itself as it goes towards a target, you will correct and adjust on the way towards your visions. If the visions were not there to guide you, distractions become much more disruptive and can de-rail people from their purpose.

Therefore, it's important to visualize on a daily basis in meditation and have visual reminders around. The stronger reminders are that you see your visions both visually and, in your mind, the less distracted you will be.

As goals are the backbone to a company's culture, visions are the vehicle to help implement that culture. Visualized goals are goals in process. Visions allow a person or people in a group to put the attainment of goals in process. Once visualization starts, the rest of the process of choices, influencing others, and tweaking of goals can occur. While intuitively guiding towards visions is a subconscious process that requires little thought, the mind along with the heart was part of creating those goals that became visions. You took reasoning, feelings and put that together with intuition to form your true passions. Once your goals are in the visualization stage, there is less thought involved. When you are centered and focused, you are just in the moment, glancing at your visions and automatically making choices and dealing with what is in front of you in the moment. There is a dance throughout the entire centered focus process of using your mind, heart and gut to start and guide to your visions of you at your best. As the process proceeds, you will learn more about yourself and tweak your goals and visions and update them. A truly dynamic process that is adaptable to your entire life.

When a group of people in a company create a vision board, they are now a team working towards those committed visions. Just as each team member contributed to the vision board, each team member will take responsibility to help implement those objectives. Creating a vision board for a company is a major step towards true team building as a bond and accountability for actions is started. When a vision board is combined with goal tracking software, now there is an engine for accomplishment. When the team members understand the personal concepts of being centered and focused and responsibility and choices, then they will work together in a

harmonious interactive manner. Meaningful communication between company employee's is crucial to this process and I will cover the topic of communication later in this book.

One theme of being centered and focus is the importance of focus. This is especially true when multiple people are working together towards business goals. There are so many distractions and energies happening in the world at every moment. With 24-hour news, the internet, social media, and cell phones, it is very easy to be distracted at any moment. When intent and focus is brought in, it allows people to stay on task. This is different than just thinking your way around things to get somewhere. It is a higher level of allowing the energy that is out there in the universe to guide you. Unless you are centered as well as focused, there is a higher chance of being overwhelmed and making the wrong choices or missing messages being offered to you. When a group of employees are all unified in a centered focus vision for a company, then as a group they start to beneficially relate each other in an intuitive manner as they progress towards their focused dynamic goals. The work environment now becomes an incubator of innovative ideas, implementation techniques, and a supercharged thinktank for growth and sustainability. This is the culture every company wants. Empowered employee's focused leadership, and a common vision. The subtleties with centered focus are that the employee/ leadership relationship is dynamic and sustainable over time and course changes. When centered based intuition is driving the process, it is leagues different than just a scripted process that is only thought based.

A vision board is an excellent example of commitment and focus that a company can do as a group together. The vision board process creates so many benefits to a company and something that should be considered a mandatory tool for success.

Chapter 12 exercises on Vision Boards for business

1. In your personal journal write how you feel about vision boards. The purpose here is to make sure there is not any personal resistance to the concept before you bring it to your company. If there is any resistance from you internally, then look at it in your journal and resolve in your mind any inner conflicts. I want you to feel totally comfortable with the concept.
2. Think about how you can recommend and implement a vision board project in your company, whether you are a leader in the company or an employee. The way this concept is introduced is important.
3. Think about how you would implement a vision board project in your company from a logistical standpoint. Who will be involved in the project, where will the project be created, what materials are needed for the project?
4. Think about resources that will help you with the vision board project. Books that are available for this are available online as are web resources for this project.
5. Think about the importance of company leaders, spearheading this project and the importance on that message to the rest of the company.

13) Teamwork in a Corporate environment

There are many books available on team building and teamwork. Each book approaches the concept of people working together in a unique manner. My approach is to simplify things and stick to core principles and allow those principles to work things out. Team building and team relationships are integrated in the centered focus approach to everything we have spoken of so far in this book. The principles of goals, visions, personal responsibility, and centering now bring on additional factors for teamwork to be effective. As people work together with a common vision, the communication between people in a company, and the rules of a company become important. I will talk about standard operating policies (SOP's) and company policies in a later chapter, I want to focus now on communication in the centered and focused workplace.

Every good relationship requires good communication. This is true for a marriage, a family or people in a company. Every person that is part of a company's success has a role. When I read basketball coach John Wooden's books on leadership and teamwork, I appreciate his approach. He saw teams as a group of people that needed structure of principles. He talks about his "pyramid of success" and the structure and values that go along with it. It wasn't just about basketball skills for him as a coach, it was about character and respect. That is really culture when you think about it. When you look at teams that win super bowls or any major championship, it is the culture of the team along with talent that creates success. A successful

team knows its strengths and weaknesses and works together to help each other as one unit. The only way for a team to know each other is through communication with intention. When team members in a company are centered and focused on a common goal, clear grounded communication is part of the process. When there are mutual focused intentions, and people are there not only to be their best but be successful together, then effective communication is naturally happening. People that are truly focused on being their best, are less apt to be competitive with other team members, and with that comes respectful and well thought out communication. Through having team members that understand about being conscious and aware of their choices, and want to be on the team, then success happens together.

When employees and leadership are not centered and focused, then ego's, personalities, and conflict is more likely to happen. Through understanding the principles of accepting the energy of a diversified group and how each person can complement each other, centered focused teams complement each other's strengths and weaknesses. Through understanding acceptance on a personal level, acceptance of others in a group is natural when you are conscious.

This conscious centered focused approach with a team, is ideally organized by the team leaders and is also represented by the culture throughout an entire company. As I mentioned earlier, even the policies of the company and guidelines can encourage team building, through structure and intention. When a company's culture is based on the principles of centered focus, then structuring effective team communication is a much easier task. I recommend that an entire company be educated in the principles of centered focus, as a starting point. Once employees understand these principles, then having effective communication and implementing policy and working together is much easier.

When a company has a culture that is not unified with the principles of being centered and focused, then there isn't a unified vision to point to and problems happen without a team to solve them. Common things that happen in a non-centered focus approach, is blame and less accountability, uneasy feeling amongst employee's competing with each other for individual success, non-kind communication between employees, lack of respect for leaders, and more. When problems occur in companies like this, the problems are not looked at as opportunities because there is not a core reference philosophy to point to that has been established. When a company has prevalent problems like this, the best thing to do is for the leadership to use those problems as a sign and build a culture around the company being centered and focused as the culture. After establishing a base of consciousness in a company, then structured meetings can be had along with policies that support that culture. If each problem within the company is addressed without a change in culture, then it will be like putting band aids on wounds that need stitches. It will be like a dog chasing its tail, it will never catch it. To many companies that don't have a culture based on centered focused principles, look at problems that occur in a myopic manner and not tied into the overall picture of the company. Every problem presented to a company is an opportunity, but unless there is a unified big picture focus, people will get lost in the problem not the solution. Every aspect of a company is interconnected on some level. When there is problem in one area, then all other areas will be affected in some manner. This companywide connection of all aspects of a business further shows why effective companywide communication is crucial. When staff is caught up in a culture of blame and fear, it is not the time for effective communication and problem solving.

The systems of employees and leadership working together to solve problems should be somewhat ubiquitous for any problem presented. There needs to be systems in place to use the

appropriate people and departments for the type of problem being solved. The way a company addresses production issues as a team, should be the same as it addresses problems between staff members. The systems in place should be ready to direct it to the appropriate people and from there resolutions and policies can be created to address it. When the culture of a company promotes being centered and focused, then any problem is an opportunity to learn from it, set policy and or set new goals. A conscious team likes problems as an opportunity. The framework of culture must be there. The cost to a company to constantly need to solve the same problems is huge and unproductive. In a later chapter I will address the importance of using feedback in general to create policy and learn from. The learning from feedback or problems doesn't happen unless that culture of unified teamwork is in place and understood by a company. If a problem happens that needs a group effort to fix, then the natural reaction is for people to blame someone else for the problem. Blame is the catalyst for unkind feelings, and from there it cascades, and the problem is not really solved in an efficient manner. A culture of blame stems from people not understanding their role of personal responsibility and responsibility of their role in a company as a team member. The attitude of welcoming problems and using them as a guide to success must be implemented. It doesn't just happen.

Ideally when a problem occurs, it is attacked by the team for not only resolution, but to learn from it and create systems and policies so the same problem isn't repeated. It is a process that once in place, creates efficiency and a seamless workflow. Systems and policies need to be in place and committed to on a regular basis for a company to be efficient in group communication and problem solving. It is important to have regularly scheduled meetings that build on company culture and allow expected time in those meetings to address problems and create solutions.

When a company doesn't meet and communicate together prior to addressing problems together,

then there is no baseline established for problem resolution. When a company has meetings that implement respect for leadership, and a culture based on centered focus, the culture and employees are ready not only to address problems efficiently, the teams are ready to bring on new challenges for growth and address those learning steps as they occur. This is a ground up philosophy that builds a base of principles that supports both personal and company growth. I have seen too many companies that don't subscribe to this philosophy and the ramifications can be seen in every area of the company.

You can sense a company's culture easily if you look for it. Examples of great company culture are the Ritz Carlton Hotels, Disney, Mercedes, Rolex and Apple. Right from these companies' logos and advertisements you can tell they care about details. Mercedes tag line for their advertisements is "The Best or Nothing" That statement says it all. Each of these companies are different, and have different products, but they all maintain consistency, quality and great customer care. That isn't by accident. Each of these companies have different teams, and approaches to corporate culture, but in the end, they deliver what is needed at the highest level for their sector. Their culture is spot on. Even though they each address different problems, the culture allows them to deliver products that are excellent with a system that allows scalability, adaptability, great customer service and more. They each check all the boxes of success. The employees also in each of these companies project a positive attitude and convey a feeling that they believe in each company and are proud to represent it. Through having a great customer service network and culture, these companies deal with problems very well. Mercedes has amazing loaner cars and pick up service when there is a problem for instance. Apple has elaborate systems in place with their Genius bar, and Apple Care. They have teams in place for inevitable problems and systems ready. There is so much to learn from when you look around

and pay attention. It's so important to learn from what is working and improve on it with your own style.

During this point in time, and for the future, I believe that due to the digital advances available, competition is happening very fast, and unless you have a differentiating culture based on adaptive principles, a company's long term sustainable success is vulnerable. Because of advances in computers and communication, every aspect of a business is faster. Product delivery, technical advances, production rates, promotion methods, and much more. When a company has a centered focused based culture, they can work together intuitively and adapt, make growth decisions, and product changes with scalability in a group centered manner. This time more than ever these principles are important for business. As I said in the beginning of this book, it is meditation, consciousness and other Eastern principles that are available to counter technology. Basic principles that encourage consciousness and intuition are excellent tools in modern business success. Through calmness and awareness, the frantic state of business growth can be competitively navigated. Sometimes simplicity is better. Until artificial intelligence is advanced, simple meetings, with aware people are the best solution to keep up with such rapid growth.

Technology and communication advances are a real asset to having great communication in a company. Even in live or video meetings, technology with available interactive white boards, large screen presentations, and other videoconferencing advances, make communication to groups better. Texting, e mail, social media, and cell phones make staying in touch immediate. While these are great tools, the company's culture and policies must have strict rules on how company employees can communicate and what they can communicate about the company's business. If those guidelines are not in place, those communication tools can create large problems fast. There should also be policies on how inter-employee communication is done.

That aspect of communication also represents your company culture, and sometimes it's done right in front of customers. When a team is conscious about themselves and centered and focused, they will communicate to each other on a higher quality level. They are working as a true team. They understand there is no I in team. They want to help each other and make sure each other is helped so they all can benefit. They are using all available technologies in a responsible way to make things work. In fact, maybe some employees had input towards suggesting some of the steps towards choosing the how they communicate. When employees work together in harmony that is what happens.

At my dental practice for example, all communications between employees during the workday were done in a stealth manner by a special text paging system that everyone wore on their person. E mail was also used to communicate during the day. I learned this from my old office where there was a lot of yelling down the hall, or voice paging on a speaker when someone needed to talk to another employee. A simple use of technology like that can transform the culture of a workplace. Communications like that also allow for archived communications that allow for accountability if there are miss communications between employees.

The most important communications for a company are with its customers. The direct communication from the employee to the customers, is an opportunity to represent their company in the most effective manner. When an employee isn't totally in tune with a company's vision, the customer will feel it. That missed opportunity by an employee to correctly represent a company can negatively affect the entire energy of the company. Through having effective meetings that bring the employee on board with the company's vision, communication with the customer can be transformational. A centered and focused employee will convey the true essence of a company's culture, as they are on board with the mission statement they represent.

Each communication opportunity in a business, is an opportunity for growth and sustainability. When employees are aware of this, they will communicate with intention and a positive message. This is to coworkers as well as customers. This is also applicable to people that employees speak to about their job and more. They are proud to represent the company, and that energy exudes from their core. Through educating staff about centered focus principles, this is what happens. It happens through intention and focus and a consistent message throughout the company.

Communication occurs in many ways. The ultimate communication driver is a person's intentions. Through educating employees on these sound principles, and building a culture that is centered and focused, all communications within a company are in synch with the company's culture and vision statement. Educating and building a culture from the ground up and setting the parameters for success in a company is far superior than chasing problems without an overall plan to proactively address them. Problems are crucial barometers to any business and through teams being armed with core principles to use the problems presented in line with the company's culture, a sustainable process is created. A centered focus platform is one of objective driven intentions through a conscious group delivery method. When communications within a company are focused and conscious, harmony can exist daily.

Chapter 13 exercises on Teamwork in the corporate environment

1. In your journal, write down what unique attributes you bring to your company. Look at this list and realize that your inner strength and belief in yourself will be a big part of how you contribute to teams at work.
2. In your journal evaluate your personal relationship goals. Do they include a vision of relating well with others and communicating well with others? Do you see yourself as a confident communicator in your vision statement? I believe a personal goal of having

ideal relationships and being a great listener and communicator is needed to be able to have ideal relationships at your occupation.

3. Think about ways you can relate team building and clear communication to your company. Either as an employee or a leader in the company, you can be a facilitator of bringing teambuilding to your company culture.

14) The importance of feedback and appreciation

Being able to listen to feedback from customers, is crucial to business success. The key is to listen and really dissect the feedback, so the lessons needed are learned. So much can be learned through listening, especially when the intentions are there to create policies and protocols to address the lessons. The title of Sean McDade's book Listen or Die: 40 lessons that turn customer feedback into gold, says it all. Listen or Die is really the truth. Like everything in life through the centered focus approach, listening to feedback will help guide you. Another great book and title on customer feedback is "A complaint is a gift" by Janelle Barlow and Claus Moller. A complaint is a gift when you have the right perspective. Just as on a personal level, a company can use feedback in an intuitive manner, when all systems are in place with the staff and people involved are centered and focused. Since employees are in tune with the company's vision and culture, the entire experience of handling a problem or negative feedback is different than a company that isn't solidified with employees that are conscious.

There are so many opportunities to gain customer feedback in a business, especially when you are aware and looking for it. When employees are conscious and looking for feedback a culture of awareness is present. That attitude once again must be cultivated proactively. Education, effective meetings and policies can implement this attitude in a company. Awareness through education can go a long way. The attitude perceived by a customer of an employee that is consciously looking for feedback is often felt nonverbally by a customer. When employees truly understand and cares about feedback, the entire process is more effective as it is sincere and not scripted. Just having that conscious attitude from the employee, will make the information gathering and processing of feedback natural and with ease. It's all in the attitude.

It's what is done with customer feedback that is an important key to success in a company. Having systems to direct customer feedback to the right department is important. In smaller companies, those feedback responses can be discussed in a group and used as meeting topic. When the group discussing the feedback is conscious, then the information can be used as a catalyst for progress. A conscious group will work together to take the information and really use it to learn and grow. When employees are gathered with the intentions of welcoming feedback, then it is a fun process vs a chore.

When I was developing my dental lab, I used customer feedback and information from competitors to build policies and protocols. In the beginning some customers were complaining that the shipping process wasn't easy for them when they sent us dental lab cases. That feedback was discussed with my team members and a project was created to improve the shipping process. After a few weeks, a few appointed employees presented solutions and along with the feedback to their presentation, we decided as a whole group to make changes. Realize that one area of change affected other departments, so it makes sense to involve as many people in a decision as possible. By doing this, I also am encouraging group input and accountability of employees in the growth process. One change in an area of a company affects many other areas. For instance, through making ordering and shipping easier, it increased the number of cases that came into the lab. From there all departments with regards to workflow, were affected starting with administration. Having other departments involved avoided a later problem as they were expecting this and were ready to adapt.

When you look at airport operations, it is a good example of how a workflow is affected by many different departments. A plane can't take off on time unless the passenger can find parking easily, get through security on time, the baggage is transported to the plane efficiently,

the passenger feels comfortable in the airport while waiting with regards to food and restroom facilities, the gate boarding process has to be orderly, the planes have to be ready to fly, fueled and maintained, and much more. Each area of operations makes for a good customer experience for the objective of that business. Although computers are behind a lot of the flow at an airport, in the end people relied upon heavily in the process. In a way every business is like this from a restaurant to a car dealership. There is a chain of responsibilities as a total team that needs coordination for a product or service to be produced. The more communicative a team can be and consciously working together, the more efficient that process will be.

Feedback in general is difficult for most people. We have all received feedback throughout our lives, either through grades in school or from one form of evaluation or another. Feedback can open a person up to vulnerable areas that need improvement. Unless you have an attitude that you want to be your best, feedback may not be well received. If employees in a company don't respond well to feedback on a personal level, then they might not use feedback from a customer or a business source in the right way. Personal attitude can affect how they perceive something on a business level. Therefore, it's important to have employees really understand the importance of using messages in their lives as guides for action. When this is understood personally, the transference of principles to a business is understood better. When an employee is centered and focused in their personal lives, they will enjoy the process of helping the company they choose to work for, improve and grow.

Each industry and company must customize how they request feedback from customers. The options are multiple, e mail surveys, in person I Pad or PC surveys, phone surveys, CRM (content relation manager) programs, anonymous form boxes, and more. Online options like Survey Monkey make creating a survey easy and affordable. The manner to obtain information

responses from customers should be a process that a company can routinely address, and something the employees are excited about doing. Therefore, I feel employees should be part of designing the process to collect and review customer responses. By making the staff part of the process, all options can be looked at and protocols put in place.

The voice of the customer (VOC) data that a company receives has different meaning for each department in a company. Customer service departments have will use VOC differently than marketing departments. Through gathering VOC data, a company can assign roles for tracking ongoing problems, seeing new problems, create teams to address issues, look at the economics of the problems and issue resolution and more. The timing of when VOC data is obtained, and the sector of the customer must also be looked at. There are obviously s lot of aspects to listening to customers and how it is done. A centered focused team will take the entire task of customer service and hearing the voice of the customer on as a task with subcategories and staff to implement it. All options will be presented and the pros and cons of each. In the end policy will be set and a workflow that is the most efficient, financially feasible, and fits the needs for the specific company. An effective program to obtain the VOC and effectively integrate that data into a company can be done efficiently and with the least expense when a centered focused tram addresses that task together for a company wide solution. This is just another example of the importance of inclusion with teams to resolve problems and policy. A shared spreadsheet or file program, with tasks and responsibilities can be a great way to integrate data and ideas for resolution throughout the company to all levels.

Sound repeatable policies need to be implemented for collection and analysis of VOC data. Each stage of that process affects and requires the entire company to respond on some level. When a centered focused approach to tackle this project can be made with an energized group looking for

success, then an effective and sustainable system can be implemented. When an energized group is sifting through all standard options for these solutions, in the end they will intuitively find the ideal solution. Realize that once a policy is set to obtain and analyze customer responses, those methods should be revisited monthly at least, to monitor effectiveness and updates. This is where the goal tracking programs are helpful. This customer service project will be tracked and updated on the goal program and its history or progress and techniques can be looked at. Through using a combination of centered focused intuitive based teams combined with the latest digital tools, the combination is powerful.

Chapter 14 exercises on feedback and communication.

1. In your journal, ask yourself what your feelings in your personal life are about listening to and using feedback and communication. It is important to have an inner appreciation of feedback in order to share that with your company.
2. Look at the strengths and weaknesses in your company with regards to policies on processing feedback on every level.
3. Look at opportunities that exist to be able to either create meetings to talk about feedback and communication or help facilitate this topic at current meetings or groups.

15) The Importance of SOP's and Policies

The glue that keeps companies and societies together are the rules that define them. This chapter on rules and standard operating procedures, is really a summary that brings everything we have spoken of together so far in this book. We are talking about boundaries and the importance of boundaries in an organization. There are different levels of boundaries in a company each with defined levels of structure. A company's mission statement is a defined boundary of expectations for a company's direction. Standard Operating Procedures are a more defined boundary that are more specific than a mission statement, but in many ways reflective of the mission statement. Company policy manuals are yet another organized rule list that defines the culture and mission of a company.

The centered focus approach has boundaries and guideline of defining the 3 areas of your life with regards to health, relationships and careers. Those are core principles that help define the culture of the centered focus objectives of being your best. When employees are centered and focused and have chosen a job or task to be in with passion, guidelines become appreciated. It is guidelines that are pre-determined with a company's mission and culture in mind, that allow employees that are centered and focused to be able to intuitively guide towards resolving problems and solutions and really just be able to focus on the problems needed to be solved. This is a much more effective strategy than tackling projects with a group of people that are not centered and focused.

Therefore, I am a big believer in employees having input and a say in creating policies that affect them daily and build ownership in them and their companies' culture. Employees should also I feel, have a say in maintaining and upgrading policies that affect them. When employees are coming from a perspective of consciousness and being centered and focused towards a unifies company objective, input towards policies by them will be the most effective and enforceable towards mutual success for all. This is different than just presenting rules to a group without any input of explanation for justification. If input for formation of policies or revision is not feasible in a company, a meeting to review all policies in a conscious manner with respect to the company's mission, culture and goals is needed. The goal is to include employees in all aspects a business that effects them and for them to understand their roles towards group success and how their roles are appreciated by the company. Inclusion and appreciation like this go a long way towards employees truly respecting company rules versus, constant battle of employees not regarding them as important.

A company policy manual will have all the standard legal requirement sections of compensation, time off, benefits, safety and health, work rules, the office environment etc and all the subtitles beneath them. Instead of just handing an employee this manual to be read, I feel a review meeting should be done to personally review it, in the context of being centered and focused on the mission at hand at a company. Adding humanity and personalization towards the company with consciousness, is more powerful than just giving it to an employee. I feel it brings more compliance, as the employee will respect it more. It's often how things are presented that make the difference. When employees understand how important rules are for their success, it allows them to want to respect them and get to the work at hand together instead of fighting needed rules.

Simply explaining certain rules and why they are in place, can add relative meaning for an employee. For example, if there is a rule on working on commuters from home, and the reason is because there was a breach of confidentiality in the past from this being done, the employee might respect that better after understanding why the rule is in place. A review and update meeting on rules a couple of times a year as a group is also a good idea for team building and input to see if any rules need to be changed or added. Policies are a dynamic process and centered focused groups understand this.

John A Goodman's book "Customer Experience 3.0" is a great resource on the technical aspects of organizing customers feedback. After reading this book, I am sure you will see there are many ways to gather and look at information from customers. In the end, the staff must be able to gather, analyze and present methods so the process will be done consistently and be able to be upgraded. It's a formattable task and one only that each specific company can only really know what is right for them. When the team is responsible for the process and they are emotionally invested through centered focus into making this successful, the process is both dynamic and well-integrated throughout the company. Feedback on any level in business is crucial to growth and success. This area commands intense structural set up and systems.

Once rules are accepted by employees and better, yet they are enthusiastic about them, guidelines become safety nets to grow with. Ideally employees understand that systems are needed for progress. Even on a personal level, structured intentions combined with parameters, allows you to function with very little thinking and more intuitive guidance. For instance, I know that exercise is important for good health, so when I exercise in combination to my commitment towards good health, I just enjoy it and give it my all. I have set a protocol to exercise daily. When an employee is tasked to prepare a specific report for a meeting on a weekly basis as their

role to inform the team, that task is important and in line with both the companies vision to be excellent and in line with the employees vision to help be there best and grow that amazing company. This allows the report to be done with conscious intention of excellence. Through setting the parameters with the staff of a centered focused philosophy, each person knows their roles, likes and does their roles well, and feels connected to all other members of the company because they have buy in of vision and they feel respected and included. Those are the parameters of a successful work and employer relationship.

The great thing about having teams that are emotionally invested in a project, is that each part of the team can take roles that help each other. Dividing the team into different categories of a project is often needed. There might be a contact investigation research area, or manufacturing solution area, or a reporting area of the groups. They all work together to collectively report. When each person is following their roles with full intent and focus, productivity happens, and a seamless workflow is happening. Having thinktanks with whiteboards are a great way to sculpt ideas and form departments within a group. Teams that work together, and feel comfortable working together, know each other's strengths and weaknesses and can help assign tasks for the best person for the job. Everyone is objective driven from their hearts when centered and focused and when this happens, amazing ideas seem to just pop up at think meetings. Once again, the important thing is making sure all ideas are universally beneficial throughout the company with the result being increased productivity and quality of product. I see a lot of business books excellently written, but very technical. Unless there is this conscious centered focused unified mindset behind the process, I don't feel sustainability of any process will happen. Long races are easy to start, not easy to finish. Projects such as a sustained customer response program that effects the entire company on any level requires staff that really

understand who they are and why they are there to work for a company. Once again training employees and losing them is a huge cost to a company. When teams are included, paid well based on growth, and they feel respected, employee retention is higher. It makes for a better and more profitable company and work environment.

The process of organized group conflict resolution is a core function to maintaining centered focused team building. It's just another way to bring a team into the realm of inclusion and giving them responsibility in company growth. I feel too many companies miss this opportunity and make this needed task burdensome and non-effective. Unless there is an inclusionary conscious effort, I feel the process will not be as effective. The purpose behind what is being done for the employee themselves and the company must be connected.

When employees are included in processes, and understand their chosen roles are important for the entire group, this culture of inclusion is contagious everywhere. The employees feel it amongst themselves and customers feel it also. Through this process there is an unspoken presence of a company's culture that is just running like a well-oiled machine. Through building infrastructure that includes conscious interactive teams, collectively communicating with guidelines and working on success at every level, the company presents as it's well put together and doing well. Through having teams that are functioning at this level, company profits rise, as each team is efficiently focused on that goal.

Chapter 14 exercises on SOP's and policies

1. In your journal, look at how you use and perceive the importance of policies and protocols in your personal life. Do you have guidelines on when you exercise, guidelines about having integrity, guidelines on dedicating hours to your work in balance with to the

rest of your life? It is important to be clear on the values on this topic before you bring it to your work environment.

2. What personal policies can be implemented in your life that would allow you to think less and just follow self-determined guidelines for success.
3. What areas in your company could use improvement with regards to implement or following guidelines? Think about this with respect to your company's vision statement.
4. How can you contribute towards helping to create or implement policies in your company to use and abide by policies for employees. This is a great topic to implement change for company and growth in your job position.

Conclusion

Centered Focus: New Mindfulness for Personal and Business Success, has presented a platform philosophy for individual and business success. I have drawn the parallels from how an individual's personal goals when well-constructed and formed around key areas of their lives, can then translate that similar philosophy to a company as either an employer or leader. This has been a journey from understanding how using the tools of personal responsibility and conscious personal living, that the centered focused approach can then be an advantage when being involved at a company for business on any level. The first half of the book is geared towards personal transformation, and the second half of the book takes personal transformation to a

business perspective. Throughout the book I have made author and book recommendations, that you can refer to for direction. I have tried to be a resource here, using my experience, thoughts, and direction for more detail if needed. My goal in this book was to show how personal and business visions can combine for a complete picture and balanced lifestyle. The theme in the Centered Focus concept is balance in both your personal life that includes your career. It's about living your life with goals you are passionate about and in the moment are centered and living and projecting to all around you your passion for who you are what you have chosen.

When an individual understands how their choices in the areas in their lives pertaining to health, relationships and careers, affects every area of their lives, they can make choices for balance.

When people understand the tools of personal responsibility, meditation, intuition, and consciousness, they can then set goals in their life to both create balance and elevate their lives in all areas. Once a person can understand the personal principles and benefits of being centered and focused, they can then relate that to their employment roles on many levels as either an employee or leader in the company.

With technological advances that are coming our way on a more rapid basis, the opportunity for competition and distraction from a task has never been greater. Advances in every area of life are making it more difficult to remember core principles of meditation, mindfulness and grounding principles. When a group of people are knowledgeable of these eastern principles and they can combine them in a manner that allows them to center and focus together, great progress can be achieved, that can rival the best technology available, while at the same time using the benefits of progress.

The personal visions an employee has, can be related analogously to the vision statement and culture of a company. When both the employees' vision for themselves and their personal goals

are in line with the company's goals, synergy happens, and an ideal worker employee relationship is formed. When this happens with multiple employees and leaders together, businesses can be transformed towards substantial sustainable progress. When like-minded conscious people work together in a well-structured atmosphere that is built with bonus incentives, and a totally inclusive atmosphere, the entire formula allows for business excellence on every level. Within this framework of an inclusive workgroup at a company should be clear well intended communications between each employee and between employees and customers. Through an organized well communicating team, then valued feedback from customers can then be used by the team to effectivity make improvements and adaptive changes as time goes on. Centered Focused employees are personally strong in their lives through setting balanced conscious personal goals and are appreciative and ready to bring their individual employment skills to the work environment and work together with their team members to all be their best. This idealistic concept of a productive work environment was proven with my 3 dental nationally recognized dental companies. Through my experience in life and experience starting these companies from scratch, I have shared both my personal and business stories and tried to relate them to general life and business purposes. Throughout the book I have tried to re-introduce key principles multiple times, so to build a strong foundation and show how they interrelate. The entire concept of centered focus is about the inter relationship of personal areas of life, business areas of life, and how when you are centered and focused you can create intentions that allow balance everywhere. I believe all the energy in life is connected on one level or another and through conscious intentions and mindful eastern philosophical techniques, that connection can be used for personal and business success. This life journey I have shared with you, will hopefully open your eyes with a new perspective of how mindfulness can transform so many

things and how groups of mindful employee's and leaders can transform business with collective consciousness.