

Forward Thinking Pro

# PORTFOLIO

Discover the space beyond  
your boundaries...

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# WHAT OTHERS ARE SAYING

*“This book will help you discover the space beyond your boundaries by reprogramming and unbounding your subconscious.”*

– **John Ryskowski, Transformational Leader**

*“It’s clear you’ve given much thought to the prompts and ideas you’ve assembled and the insightful illustrations to match those thoughts. The catchphrase of creating and exploring the ‘space beyond boundaries’ encapsulates your overall intention brilliantly. There is so much value in these prompts, especially for developing reflective thought practices to help us make and lead more purposeful, positive change in the world.”*

– **Michelle Bondesio, Growth Sessions Founder, Coach & Consultant**

*“I find the visualization of actual jobs, tasks, ways of organizing, and the kind of human leadership we seek critical in building the intuition necessary. Paying attention, pausing, probing, paraphrasing, and putting new ideas forward are some of the critical behaviors that will carry us forward into the kind of tender experiences we want to hold and become a part of in the future of work. A heartfelt congratulations to Bill on carrying the flag forward.”*

– **Sesil Pir, I/O Psychologist, HR Executive, Leadership & Transformation Expert**

*“Bill. I am indebted to you for sharing both your crystallized thoughts and the process behind them – it is brilliantly useful and relevant, even urgent. While folks like me continue to be appalled by the wastage of the human spirit, especially in the working world, you have figured a way to originate knowledge and inspire answers, action to address this. Kudos!”*

– **Sharath Jarugumilli, Analytics, Product Management, and Solutions Architecture Leader**

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# INTRODUCTION



Thirteen years ago marked a significant turning point for me. It was when my journey of personal transformation began in earnest. I didn't see it or realize that

was happening at the time. I only became aware of it in hindsight.

An incredible number of people, experiences, courses, and books have impacted my journey. To help me master what I was learning, I recorded what was most helpful along the way.

In the summer of 2020, I learned how to turn many of these ideas into graphic designs.

Images that communicate the essence of the ideas more clearly and succinctly.

I began to share many of these images in newsletters and social media. The responses from readers and encouragement from colleagues have moved me to give this work more attention and resulted in this book.

I hope you will find a collection of designs that will help you jumpstart your own transformation and bring positive change to yourself and the world around you.

Bill Fox

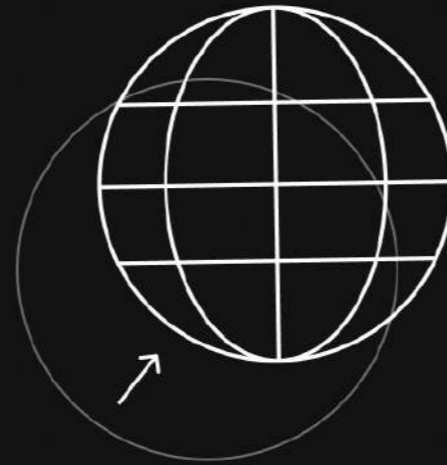
# FORWARD THINKING



# FORWARD THINKING

## Forward Thinking Pro

Power to Shift Your World



Forward Thinking Pro

# FORWARD THINKING

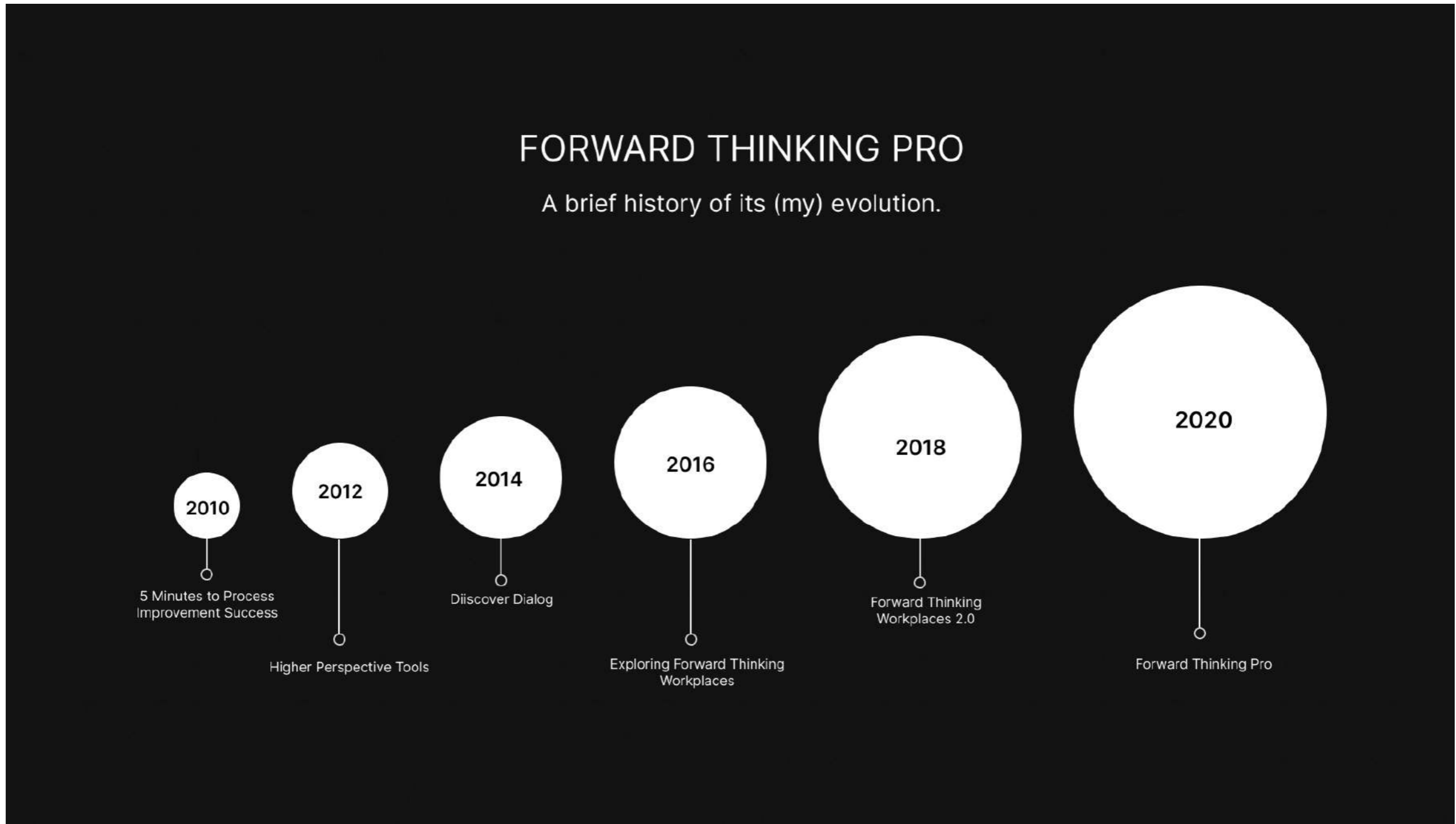
## Power to Shift Your World from the Inside-out



Make the Shift



# FORWARD THINKING



Forward Thinking Pro Evolution

# FORWARD THINKING

## FORWARD THINKING DESIGN

Making the invisible more visible and the immeasurable more tangible.

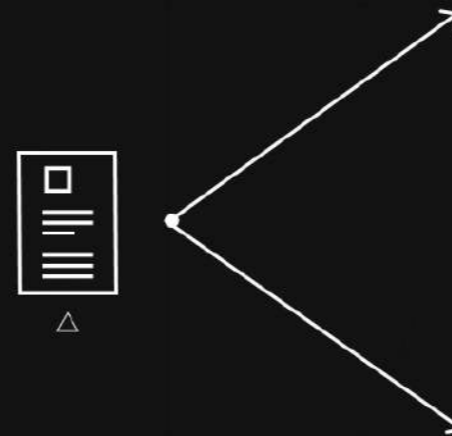


Forward Thinking Design

# FORWARD THINKING

The top story is the one that informs our narrative, and our narrative changes our future.

— Seth Godin

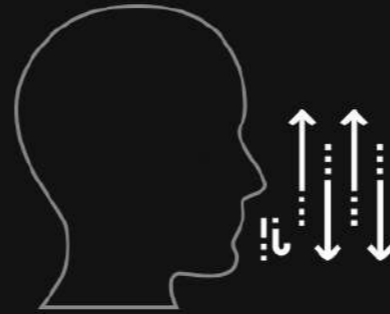


The Top Story

# FORWARD THINKING

With every breath, we have the opportunity to make a difference that matters to create value. No matter how small. We're seemingly inconsequential. But it's never inconsequential. It always matters.

— Peter Demarest



With Every Breath

# FORWARD THINKING

Pay a little less attention to generating yet another and yet another action plan  
and paying more attention to what are the ways forward that are  
opening up in front of us.

— Patricia Shaw

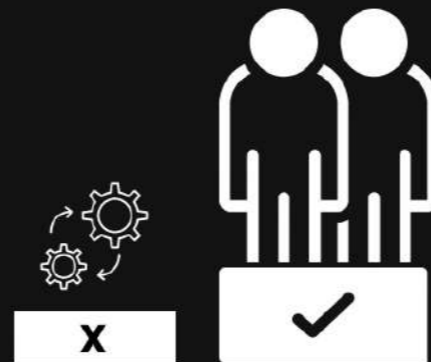


Pay Attention

# FORWARD THINKING

It is time for people who trust people more than process, who rely on horizontally coordinating experiences and innovations, who push back against petty rules and coercive compliance, and who help recover the dignity and expertise of human work.

— Sidney Dekker

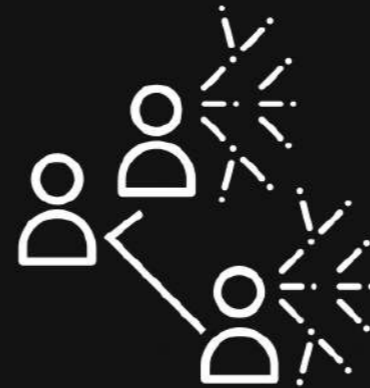


Recover the Dignity

# FORWARD THINKING

The best way to make a hit is to build something for the smallest viable audience  
and make it so good that people tell their peers.

— Seth Godin



Make It So Good

# FORWARD THINKING

The constant quest for position and power in a hierarchical structure leaves the most important and knowledgeable people out of the dialogue.

— Marilyn Jacobson



The Constant Quest



# FORWARD THINKING

What choice can I make and action can I take in this moment to  
create the greatest net value?

— Peter Demarest



The Greatest Net Value

# FORWARD THINKING

Living in the question is an ever-evolving, creative process in full alignment with the wisdom of the universe. As long as we are able to stay "in the question," miracles will happen.

— Kurt and Patricia Wright (Breaking the Rules, 2015)

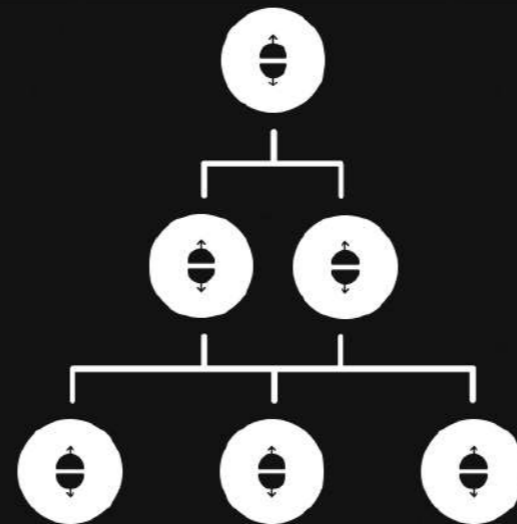


Living in the Question

# FORWARD THINKING

Hierarchies alienate instead of engaging those who wish to collaborate and contribute.

— Marilyn Jacobson (Turning the Pyramid Upside Down, 2014)

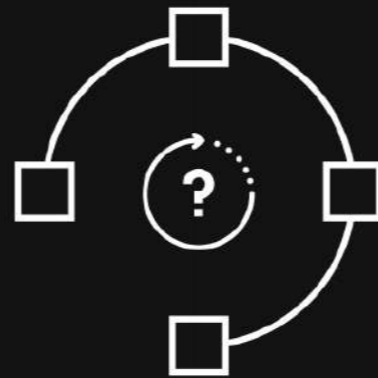


Hierarchies Alienate

# FORWARD THINKING

The Future of the Workplace set of questions opens a space of discussions, which encourages reflection and further exploration of human thinking and doings.

— Iuliana Ancuta Ilie

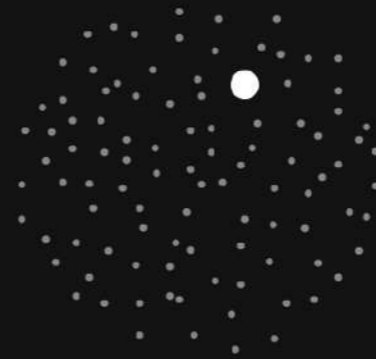


The Future of the Workplace Questions

# FORWARD THINKING

The reason that you're checking your email and social media right now is you don't know what to do. You haven't figured out what the highest top 1% or 5% activity is that you could possibly be doing.

— Perry Marshall



The Top 1% or 5%

# FORWARD THINKING

Almost everyone is stuck in a paradigm of doing more and more. Never has the need for simplicity and focus been greater than right now.

— John Bell (Do Less Better, 2014)

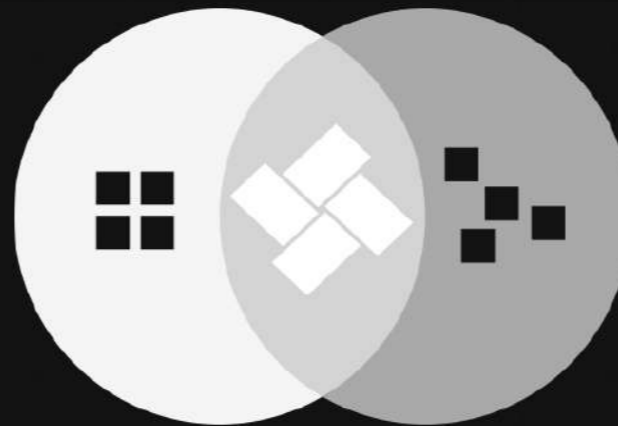


Stuck in a Paradigm

# FORWARD THINKING

chaordic: the behavior of any self-organizing and self-governing organism, organization, or system that harmoniously blends characteristics of chaos and order.

—Dee Hock, Founder, Visa



Blending Chaos and Order

# FORWARD THINKING

What on earth are you going to do to change the world?

— Richard Koch



What Are You Going to Do?



# FORWARD THINKING

It's not brand for brand sake. It's brand for the sake of focus, purpose, and clarity.

— Lindsay Pederson

Focus —————○

Purpose —————○

Clarity —————○

It's Not Brand for Brand Sake

# FORWARD THINKING

What I advocate is that silos disappear. The moment we change that perspective,  
all mental barriers that limit true collaboration vanish.

— Masa K. Maeda

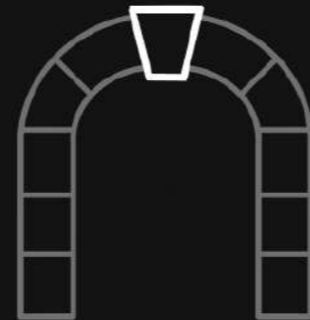


Mental Barriers that Limit True Collaboration

# FORWARD THINKING

*You need to think about what habit seems to contain a value statement or represent our culture? That's going to point the way to your keystone habits.*

— Charles Duhigg

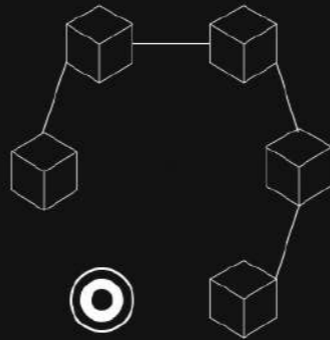


Keystone Habits

# FORWARD THINKING

*We need to address ourselves to creating a world of extraordinary people who look beyond what they were programmed to become.*

— Wayne Dyer

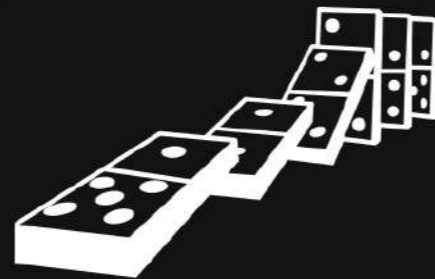


Look Beyond Programming

# FORWARD THINKING

When one thing, the right thing, is set in motion, it can topple many things.

— Gary Keller (The ONE Thing)

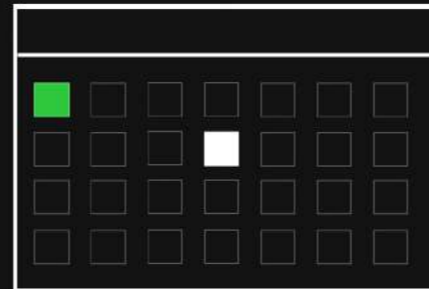


The Right One Thing

# FORWARD THINKING

Our time is a time for crossing barriers. Emotionally, it is much more gratifying and secure to live in Bonanza-land. It is the old environment. Every time a new environment forms, people go back and live in the old one.

— Marshall McLuhan, *The Medium is the Massage*

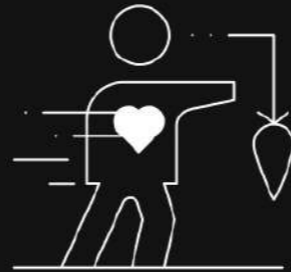


It's More Secure to Live in the Old Environment

# FORWARD THINKING

That is what intrinsic motivation does. When matched with extrinsic motivation, which defines the framework, you've created that alchemy we are all looking for.

— Hrund Gunnsteinsdottir, *The Future of the Workplace*



Intrinsic and Extrinsic Alchemy

# FORWARD THINKING

The future is already here, and it's unexpectedly and suddenly different than we'd planned or imagined—even just yesterday.

— Bill Fox, *The Future of the Workplace*



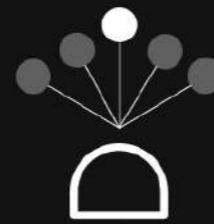
The Future Is Already Here



# FORWARD THINKING

We need to make sure there's clarity about what level of authority and autonomy employees have in performing their jobs and that leadership supports them in exercising that autonomy and authority.

— Martha Kesler



Role Clarity

# FORWARD THINKING

If we think of our workplaces as a community, our mindset begins to shift.

— Jon Mertz, Founder, Santa Fe Innovates

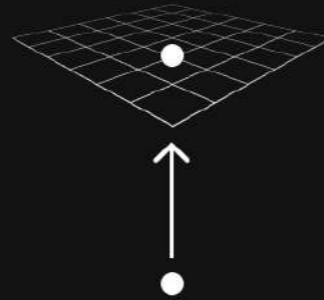


Community Mindset

# FORWARD THINKING

Our current perspective is creating our reality. Until we make an effort to take a different perspective, not much is going to change—no matter what else we do.

— Bill Fox



Take a Higher Perspective

# FORWARD THINKING

The best strategy for improvement success is to ask great questions that help organizations get in touch with the ideal end state they'd like to achieve and why.

— Bill Fox, Cutter Business Technology Journal

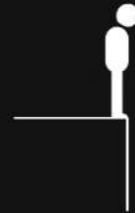


The Best Strategy

# FORWARD THINKING

Why do we keep implementing change like this? It's like going to the edge of a 50-foot cliff and jumping when all you've witnessed are others ahead of you jumping away!

— Bill Fox, Cutter Business Technology Journal



Why Do We Implement Change Like This?

# AWARENESS



# AWARENESS

The task is not to see what has never been seen before, but to think what has never been thought before about what you see everyday.

— Erwin Schrödinger



What Has Never Been Thought

# AWARENESS

When I see a sparkle in people's eyes, I know something wonderful is happening. I realized that that was an energy I wanted to see and feel and be a part of.

— Hrund Gunnsteinsdottir



Sparkle in the Eyes



# AWARENESS

If you pay enough attention to the present, you can see the future.

— Om Malik



Pay Attention to the Present

# AWARENESS

To take part in truth we must see our part in it.  
— Peter Senge

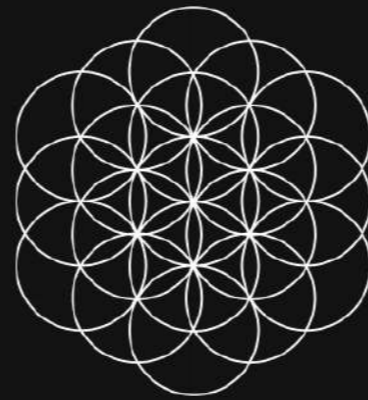


See Our Part in Truth

# AWARENESS

A different kind of consciousness is possible among us, a  
participatory consciousness.

— David Bohm



Participatory Consciousness

# AWARENESS

The ultimate source of all these problems is in thought itself, the one thing that is  
"hidden" because of our failure seriously to engage with its actual working in  
our own individual lives and in the life of society.  
— David Bohm

• • • • 1

One Thing that Is Hidden

# AWARENESS

I just noticed a shift in you. What happened there?  
— Sue Elliott



I Noticed a Shift

# AWARENESS

Your truth may not be the only truth. Discuss gaps between “your truth” and “my truth,” with the intention of creating bridges of understanding.

— Judith Glaser

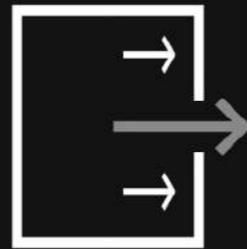


Not the Only Truth

# AWARENESS

The need to connect and belong is more powerful than anything else. People will wait and see what others think before speaking their minds. They will often modify their “out of the box” thoughts for fear of looking stupid or challenging a group norm.

— Judith Glaser, Conversational Intelligence®

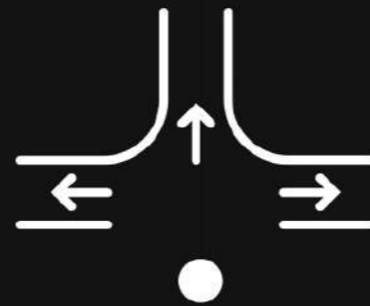


The Need to Connect

# AWARENESS

Being more human means becoming less of a human robot on autopilot.

— Dr. Helena Lass



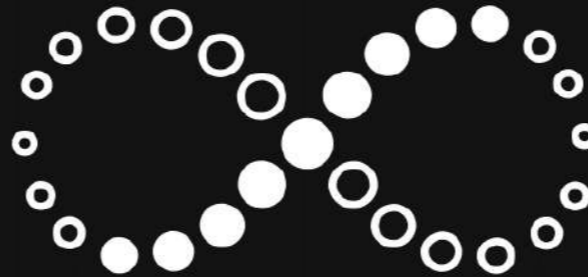
Being More Human



# AWARENESS

Bohm outlines a listening of a different order, a listening in which the very mis-perception of one's spoken intent can lead to new meaning that is created on the spot.

— Peter Senge



Listening of a Different Order

# AWARENESS

We have experienced for ourselves that, ultimately, collaboration is not just an interaction between two people but is really a listening for a shared wisdom.

— Bettinger and Swerdloff (Coming Home, 2016)

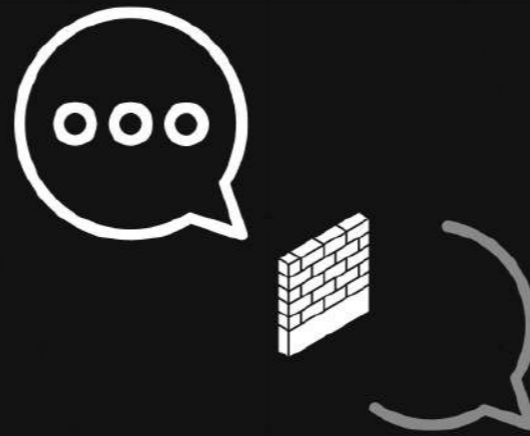


Listening for Shared Wisdom

# AWARENESS

If each one of us can give full attention to what is actually 'blocking' communication while he is also attending properly to the content of, then we may be able to create something new between us.

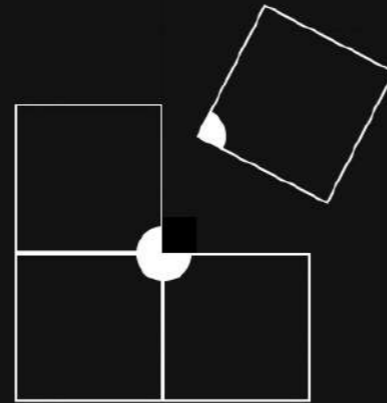
— David Bohm



Full Attention to What's Blocking

# AWARENESS

The principles I've learned and taught sound simple because they are based on basic human truths. But putting them into practice is hard because it is human nature to avoid the truth, both with ourselves and with others.



Your part is to discover your truth.

— Howard Behar (*It's Not About the Coffee*, 2017)

Discover Your Truth

# AWARENESS

Wisdom comes with the ability to be still. Just look and just listen. No more is needed. Being still, looking, and listening activates the non-conceptual intelligence within you.  
— Eckhart Tolle

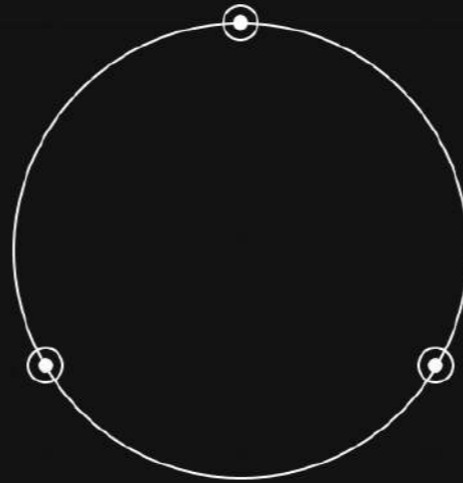


Be Still

# AWARENESS

When a living system is suffering from ill health, the remedy is found by connecting  
with more of itself.

— Francisco Varela

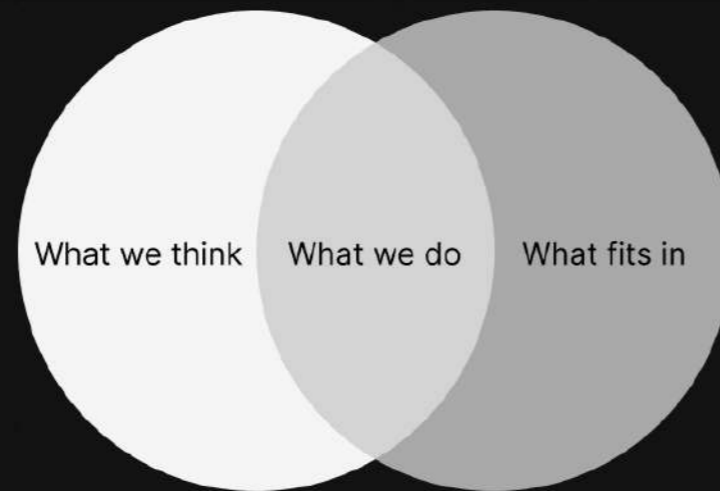


Connecting with More of Itself

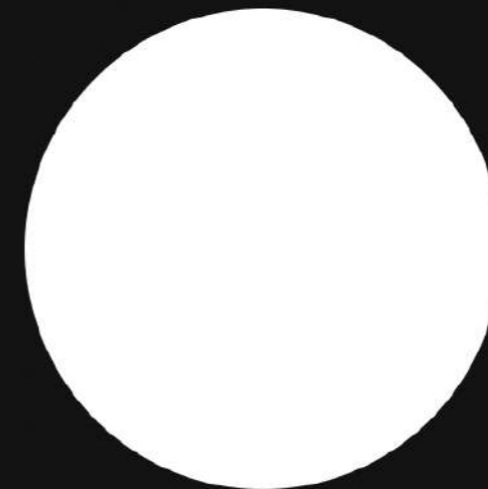
# AWARENESS

When we authentically engage with each other, we create new possibilities  
and new energy for change.

— Bill Fox



Inauthentic



Authentic

New Energy for Change

# AWARENESS

If each one of us can give full attention to what is actually 'blocking' communication then we may be able to create something new between us.

— David Bohm



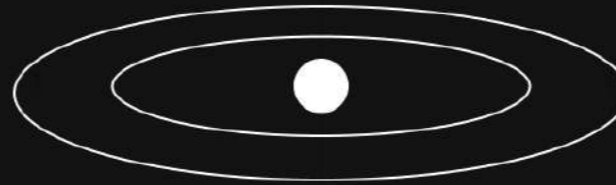
Give Full Attention



# AWARENESS

Far more important than what you are listening to is the act of listening itself, the space of conscious presence that arises as you listen. In that space, you are joined together as one awareness, one consciousness.

— Eckhart Tolle



The Act of Listening

# AWARENESS

Asking yourself deeper questions opens up new ways of being in the world. It brings in a breath of fresh air. It makes life more joyful.

— Dianne Collins



Fresh Air

# AWARENESS

Deep in most of us, below our awareness, indelibly implanted there by three centuries of the industrial age, is the mechanistic, separatist, cause-and-effect, command-and-control, machine model of reality.

— Dee Hock



Deep In Most of Us

# AWARENESS

When we deepen our awareness, the ordinary becomes extraordinary and an everyday encounter can become a life-changing conversation.

— Sarah Rozenhuler



Deepen Our Awareness

# AWARENESS

The more spaciousness you create, the more effective your thinking will be when you start thinking again because thinking can then link into this creative intelligence that is the unconditioned intelligence in you.

— Eckhart Tolle



Create More Spaciousness

# AWARENESS

The thoughts within this book don't say, "Look at me," but "Look beyond me."  
Because the thoughts came out of stillness, they have power.

— Eckhart Tolle (Stillness Speaks)

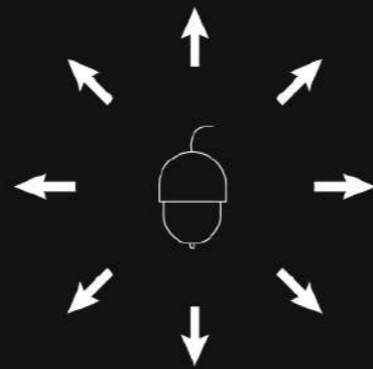


Look Beyond Me

# AWARENESS

We think of an oak tree as coming from an acorn, but actually it's more accurate to see the acorn as this aperture through which the oak tree unfolds.

— Sarah Rozenhuller

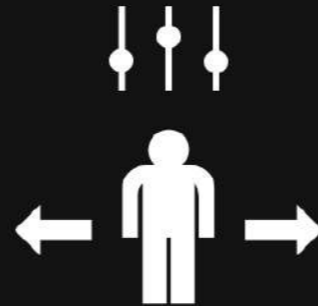


Acorn as This Aperture

# AWARENESS

When awareness is dependent on stimulus, we call it attention. When it's your own skill, we call it awareness. Attention is always random. Awareness always listens to your own will and is always self-directed.

— Dr. Helena Lass



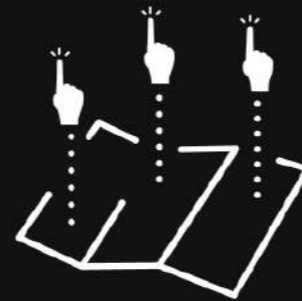
Awareness Is Self-Directed



# AWARENESS

Every time we use our awareness to map the circumstances, we notice the details that are here and leave out the mental apparatus. Every time we leave out our mental apparatus, we have a chance for insights.

— Dr. Helena Lass



When We Use Our Awareness

# AWARENESS

The spirit of emptiness is immortal. It is called the Great Mother because it gives birth to Heaven and Earth.

— Tao Te Ching by Lao-Tzu

The Spirit of Emptiness

# AWARENESS

The middle of the space is empty. It is itself the space of invitation, a space of possibility, a space that gives rise to any potential, any direction, any result.

— Chris Corrigan

The Space Is Empty

# AWARENESS

One of the principles I use is follow the energy. People always give you clues about where their energy is and where it's blocked.

— Dale Emery

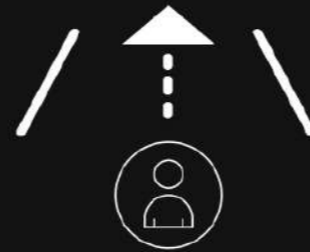


Follow the Energy

# AWARENESS

*In spiritual terms, unconscious means you are at the mercy of your mind's conditioning and emotions.*

— Eckhart Tolle



Wake Up

# AWARENESS

At meetings, instead of jumping immediately into the agenda—which is based on everyone’s memories of what has already been done and projections of what should now be accomplished—a group can be still and listen to what is “true right now.”

— William Isaacs, *Dialogue*



True Right Now

# AWARENESS

You don't need these narratives anymore in order to continuously enhance your mind made sense of self. Then you can be with situations and allow them to be as they are without imposing any unnecessary story on it.

— Eckhart Tolle



Drop the Inner Narrative

JOURNEY





# JOURNEY

You enter the forest at the darkest point, where there is no path.  
— Joseph Campbell



Enter at the Darkest Point

When you have a transformative moment, you need to transform yourself and be brave and take smart chances.

— Randall Lane, Editor & Content Officer, Forbes



Transform Yourself

Eventually, we realized that these other courses actually promoted a way of life through the unspoken, fundamental assumption that economic success, together with its trappings, is the ultimate goal.  
— Michael Ray (The Highest Goal, 2005)



The Unspoken, Fundamental Assumption

# JOURNEY

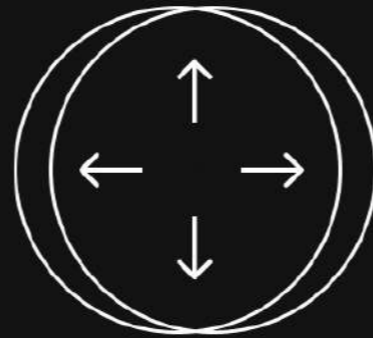
Your highest goal is always something that is there for you beyond the ordinary definition of success.

— Michael Ray, *The Highest Goal*



The Highest Goal

Change — real change — comes from the inside out.  
— Stephen Covey



Real Change

# JOURNEY

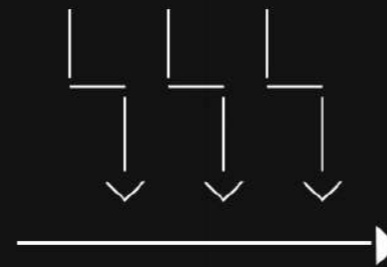
Try not to become a man of success but rather try to become a man of value.  
— Albert Einstein



Person of Value

Find your own way to go deeper to move forward.

— Bill Fox



Find Your Own Way

# JOURNEY

You don't want a million answers as much as you want a few forever questions. The questions are diamonds you hold in the light. Study a lifetime and you see different colors from the same jewel.

— Richard Bach

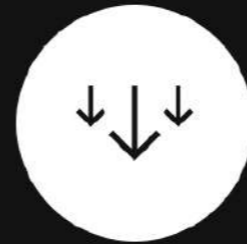


Forever Questions



The secret to finding the deeper level in the other is finding the deeper level in yourself.

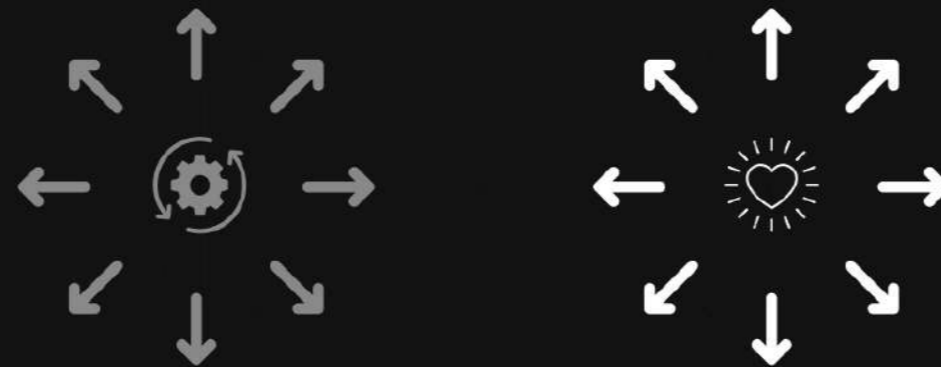
— Eckhart Tolle



Find the Deeper Level

# JOURNEY

People should not consider so much what they are to do, as what they are.  
— Meister Eckhart



What You Are

# JOURNEY

I don't make my mind think. I don't cause my heart to beat. Yet, I have this notion that I have to make things happen. You start to practice saying, I don't want to check inside of me first to see what I want and don't want.

— Michael Singer, *The Untethered Soul*



Living from a Place of Surrender

# JOURNEY

Synchronicity is the story of one man's journey toward the place we all must go  
in the century ahead.

—Dee Hock, Founder, Visa

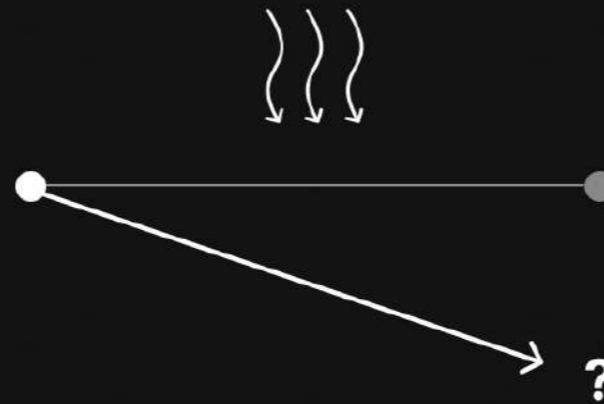


Where We All Must Go

# JOURNEY

Some things cannot be...discovered until we have been stuck...or blown  
off course for a while.

— David Whyte, *The Heart Aroused*



Blown Off Course

Eventually you realize that connecting with intuitive wisdom is not just connecting with something inside of you, it is connecting with the highest.

— Michael Ray, *The Highest Goal*



Connecting with the Highest

Commitment is the ground of being that enables the free will that is not “controlled  
by things and instincts” to operate.  
— Joseph Jaworski



Commitment

What you do in your life today creates energy that will affect the future and your future generations.

— Abraham Fenster, *Seize the Moment*



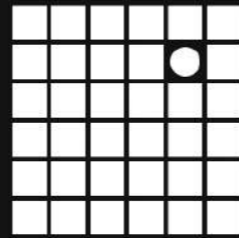
Seize the Moment



# JOURNEY

I believe it is the duty of each of us to act as if the fate of the world depended on him.  
Admittedly, one man by himself cannot do the job. However, one man can make a difference.  
We must live for the future of the human race, and not for our own comfort or success.

— Admiral Hyman G. Rickover



One Can Make a Difference

# LEADERSHIP



# LEADERSHIP

Synchronicity speaks of insight for new leadership residing not in the other but rather insight as accessible to everyone through newly honed sensibilities of looking and listening within.

— Joseph Jaworski



Leadership Is Accessible to Everyone

# LEADERSHIP

Everyone was talking about me instead of we. No one was looking at the big question:  
Who are we and what are we here to do?  
— Howard Behar (It's Not About the Coffee, 2017)



Who Are We?

# LEADERSHIP

A good part of leadership is knowing when to do do nothing. When to curb the insatiable urge to decide and act; when to savor contemplation; when to be instructed, and guided by providence.

— Dee Hock, Founder, Visa



Knowing When to Do Nothing

# LEADERSHIP

If we could only see reality more as it is, it would become obvious what we need to do.  
—Joseph Jaworski



Most of what we “see” is shaped by our past history, social programming, and preconceived notions.

See Reality More as It Is

# LEADERSHIP

We see the world we describe.  
— Joseph Jaworski



We See the World We Describe

# LEADERSHIP

When things are going poorly, we blame the situation on incompetent leaders, thereby avoiding any personal responsibility. When things become desperate, we can easily find ourselves waiting for a great leader to rescue us.

— Peter Senge



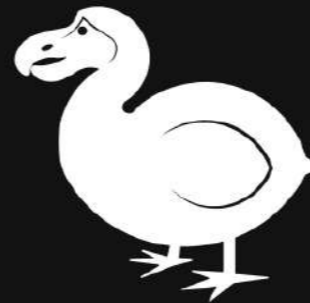
Waiting for a Great Leader



# LEADERSHIP

The leadership you are waiting for is as rare as the DoDo bird. Every voice and perspective are needed now. The leader you are waiting for is YOU.

— Bill Fox

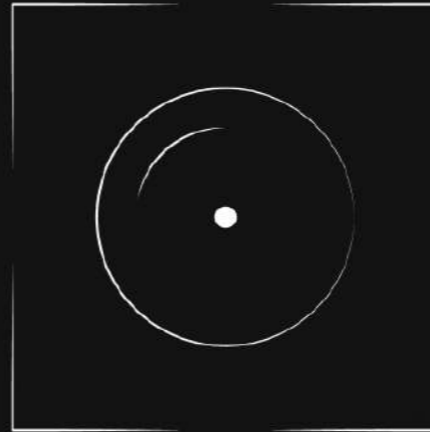


As Rare as a DoDo Bird

# LEADERSHIP

*Leadership through Trust & Collaboration* provides a lens through which to see the present, and to be present – recognizing how you're showing up in the world and seeing the value of leaning forward into opportunities to grow.

— Helene Lollis

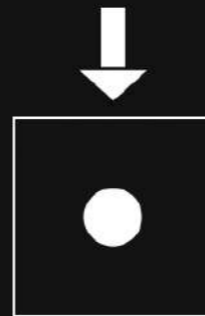


A Lens to See the Present

# LEADERSHIP

We only know how to live based on truths from the past, which today inevitably results in one group attempting to impose their truths on another.

— Peter Senge (paraphrasing David Bohm)

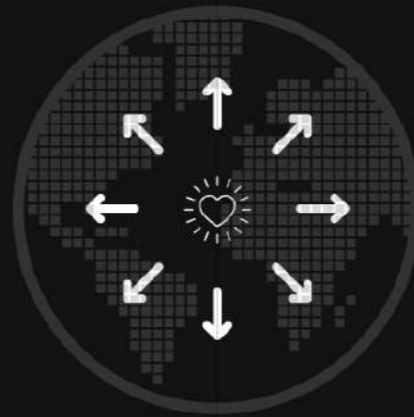


Truths of the Past

# LEADERSHIP

It is true leadership; leadership by everyone; leadership in, up, around, and down  
this world so badly needs, and dominator management it so sadly gets.

— Dee Hock, Founder, Visa



True Leadership

# LEADERSHIP

It's so powerful when we give people the time of day, and it's so rare that it happens!  
— John Ryskowski

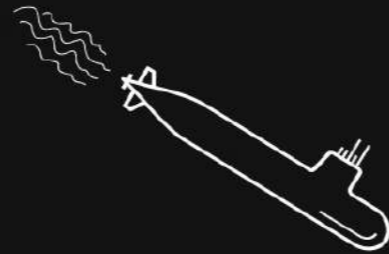


Time of Day

# LEADERSHIP

That sinking feeling you get when all systems are failing, you're slipping into the deep abyss, and you're waiting for leadership to show up.

— Bill Fox



Aboard the USS Pintado deep under the Pacific Ocean a long time ago.

Waiting for Leadership

# LEADERSHIP

The work of leadership is about opening spaces for reflective inquiry in the midst of our institutional life.

— Patricia Shaw



Opening Spaces

The limitations of the leader are the limitations of the workplace.  
— Pierre-Boris Kalitventzeff



Limitations of the Leader



# LEADERSHIP

Every single interaction with another human being is a leadership opportunity, and your day is filled with them.

— Simon Heath



Every Interaction

# LEADERSHIP

More leaders have been made by accident, circumstance, sheer grit, or will than have been made by all the leadership courses put together.

— Warren Bennis

\$45 Billion Annually<sup>1</sup>

1. Daniel Howden in The Leadership Illusion

Accidental Leadership

# LEADERSHIP

Leadership is broken everywhere. All this spending and cajoling has resulted in unhappy employees outnumbering happy ones by two to one.

— Lance Secretan, *The Bellwether Effect*

**200,000**

Leadership books on Amazon.

**\$170 Billion**

Annual spending on leadership  
(North America)

Leadership Is Broken

# LEADERSHIP

Listening to the inner voice — trusting the inner voice — is one of the most important lessons of leadership.

— Warren Bennis



Listening to the Inner Voice

# LEADERSHIP

The great teachers have set up a system that doesn't require permission. They trust people to make the right decisions for their organizations and themselves.

— Norman Bodek



Trusting People

# LEADERSHIP

One of the ways of thinking about leadership is thinking about convening conversations that might not happen otherwise. The consequences will ripple out beyond what you will ever know.

— Patricia Shaw



Convening Conversations

# LEADERSHIP

Jaworski suggests that, in a deep sense, my capacity as a leader comes from my choice to allow life to unfold through me.

— Peter Senge



Allowing Life to Unfold

# LEADERSHIP

There is an underlying intelligence within the universe that is capable of guiding us  
and preparing us for the futures we must create.

— Joseph Jaworski



Underlying Intelligence



# LEADERSHIP

Leaders who choose to practice self-control and know how to stay calm, confident, kind, and excited about the future, even in the middle of the chaos of change, are worth their weight in gold.

— Jill Ratliff



Practice Self-Control

# LEADERSHIP

*When it comes to leadership, it's important for us to remember that it is a lifelong journey. There are no pills for it and we are not as alone as we think we are. We are in it together.*

— Sesiil Pir



Leadership Journey

# LEADERSHIP

*Graciousness is at the heart of everything I do. It is the ultimate tool and benchmark for getting the absolute best out of people and their full attention.*

— Steph Holloway



Graciousness is the Ultimate Tool

# LEADERSHIP

What wants to happen?

— Alan Seale



What Wants to Happen

# LEADERSHIP

A culture that allows people to speak their truth enables more than just true thought leadership. A culture where everyone can tell their truth allows collaboration and co-creation to flourish at all levels.

— Bill Fox



Collaboration at All Levels

# LEADERSHIP

When people can freely express their truth, it flows naturally and effortlessly. And it has enormous power to create something new.

— Bill Fox

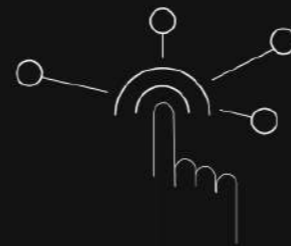


Freely Express Truth

# LEADERSHIP

Every single interaction with another human being is a leadership opportunity.

— Simon Heath

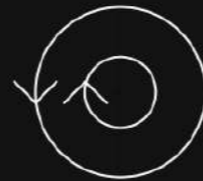


Every Single Interaction

# LEADERSHIP

Every big success had taken place when I was going against the crowd. My trading style was clearly “contrarian,” and it taught me a key lesson: The crowd is always wrong.

— Kurt & Patricia Wright, *Breaking the Rules*



The Crowd Is Always Wrong

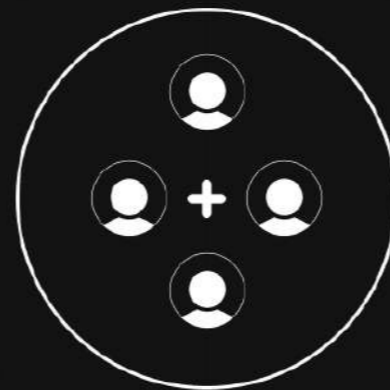


MIND



One of our automatic habits is that we spend so much time and energy and effort talking about what doesn't work.

— Dianne Collins

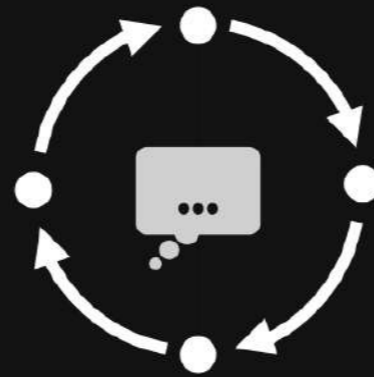


We miss the point that we have the power to create something that works ... for everyone.

We Miss the Point

If all we have to do is change our thoughts to change the world, then with six thousand years of wisdom available to us at the click of a mouse, how is it we are still not living it?

— Dianne Collins



We imagine we think freely, but we don't.

We Imagine We Think Freely

The real crisis is not in these events which are confronting us, like wars and crime and drugs and economic chaos and pollution; it's really in the thought which is making it – all the time. Each person can do something about that thought, because he's in it.

— David Bohm



The Real Crisis

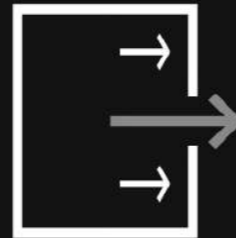
Shift what you bring to your observation – of a person, a situation, of yourself – and  
circumstances are likely to shift, too.  
— Dianne Collins



Shift What You Bring

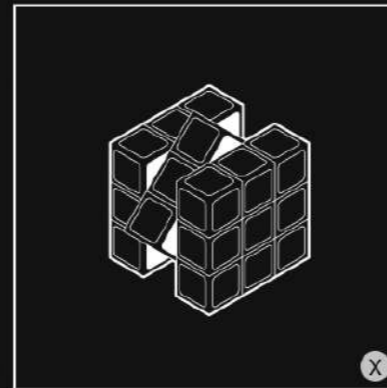
The need to connect and belong is more powerful than anything else. People will wait and see what others think before speaking their minds. They will often modify their “out of the box” thoughts for fear of looking stupid or challenging a group norm.

— Judith Glaser, Conversational Intelligence®



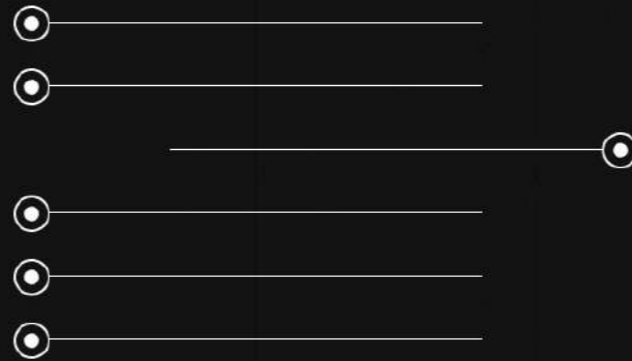
People Wait and See

To reflect means to set aside all attempts on your part to try to figure anything out.  
— Bettinger and Swerdloff (Coming Home, 2016)



Reflect

The ability to perceive or think differently is more important  
than the knowledge gained.  
— David Bohm



More Important than Knowledge



At present, people create barriers between each other by their fragmentary thought.  
Each one operates separately.  
—Joseph Jaworski



Fragmentary Thought

There's really no juice for the squeeze in doing because doing is just a natural ripple  
out of a state of consciousness.

— Mara Gleason



No Juice for the Squeeze

Most people are living in a LOT OF THOUGHT and don't know it—or don't know that it's optional.

— Mara Gleason



Living in a Lot of Thought

**The power lies in that invisible, formless place where your  
thinking comes from.**

— Charbit, Manning, and Krot (Invisible Power, 2015)

Where Thinking Comes From

What I want people to see is—the mind works one way. Period. It works  
from the inside-out.

— Sandra Krot



The Mind Works One Way

Understanding that the mind works only one way — from the inside-out — gets us  
in closer touch with our wisdom and deeper intelligence.

— Bill Fox



Wisdom and Deeper Intelligence

The key to getting on a roll and staying there is learning to frame questions in such a way that they cannot be processed analytically.

— Kurt Wright



## Framing Questions

Down one branch of the fork is a life of trying to fix the thinking you already have, chasing after what your thinking has manifested. Down the other branch is a life of you seeing for yourself that the power lies in that invisible, formless place where your thinking comes from.

— Manning, Charbit and Krot (Invisible Power, 2015)



Where the Power Lies



Your experience of life is not set in stone. Your experiences are like clouds that come and go. You no longer have to believe your daymare.

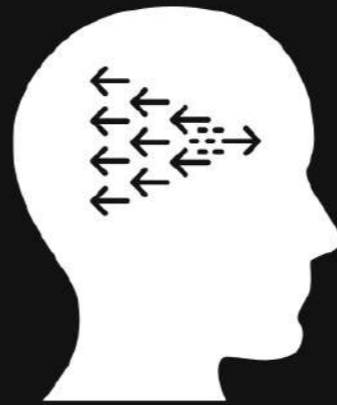
— Bettinger and Swerdloff (Coming Home, 2016)



Experiences Are Like Clouds

The real fundamental changes in societies have come about not from dictates of governments and the results of battles, but through vast numbers of people changing their minds.

— Willis Harman



Real Fundamental Changes

Break the chains of your thought, and you break the chains of your body, too.  
— Jonathan Livingston Seagull



Break the Chains of Your Thought

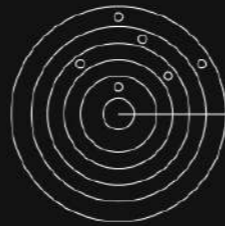
The more we pay attention— to everything—the more our awareness expands  
allowing us to more powerfully, effectively, and authentically respond.

— Alan Seale



Pay Attention to Everything

In an old world view, circumstance rules. In a new worldview, Intent rules.  
Context is everything.  
— Dianne Collins



Old World



New World

Context Is Everything

Working with mental images activates a different mode of consciousness  
which is holistic and intuitive.

— Henri Bortoft



Working with Mental Images

Any significant change in our outer reality, including our conversations, is always preceded by a shift in our consciousness.

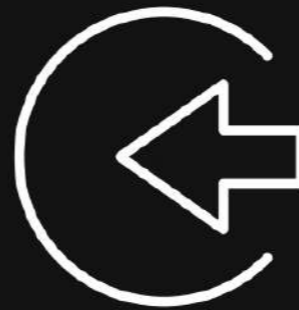
— Sarah Rozenhuler



A Shift in Consciousness

I don't know why human eyeballs face outward. It would help if they face inward! I say that only because I think everything about us wants to look outside us first. What made me feel that way? How do I fix that person?

— Mara Gleason

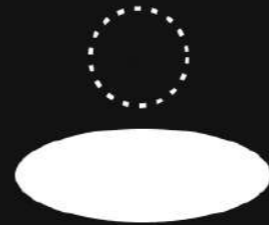


We Want to Look Outside



*One way to undo all habits of thought, which are in the subconscious mind, is to see that you are not the mind.*

— Lester Levenson



You Are Not the Mind

The equivalent of external noise is the inner noise of thinking.

— Eckhart Tolle



Inner Noise of Thinking

When I walk around the corporations, I work with, what strikes me is how busy people's minds are. It is very difficult to get people's full attention.

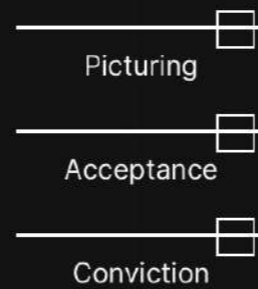
— Sandra Krot



Busy Minds

A mental picturing of that which we want, with the complete acceptance and the conviction that it is ours now, will bring it quickly.

— Lester Levinson



### Mental Picturing

# DIALOGUE



# DIALOGUE

What do we not yet see that is at play when people attempt to truly talk together?

— Peter Senge, *Dialogue*



What Do We Not Yet See

# DIALOGUE

We can just simply share the appreciation of the meanings; and out of this whole thing, truth emerges unannounced — not that we have chosen it.

— David Bohm, *On Dialogue*

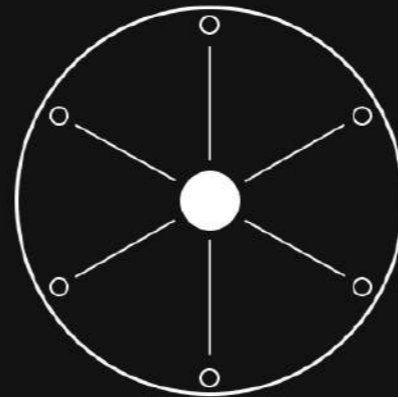


Truth Emerges Unannounced

# DIALOGUE

If we can see what all our opinions mean, then we are all sharing a common intent, even if we don't agree entirely. And if we can see them all, we may then creatively move in a different direction.

— David Bohm, *On Dialogue*



Sharing Common Intent



# DIALOGUE

The object of Dialogue is not to analyze things, or to win an argument, or to exchange opinions. Rather, it is to suspend your opinions and look at those opinions — to listen to everybody's opinions, to suspend them, and to see what that all means.

— David Bohm, *On Dialogue*

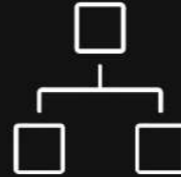


Suspend Your Opinions

# DIALOGUE

Most of our workplace conversations are characterized by rigid roles: by all movers, pushing past one another to champion their views; by disabled bystanders, paralyzed at not being able to bring their voice.

— Peter Senge, *Dialogue*

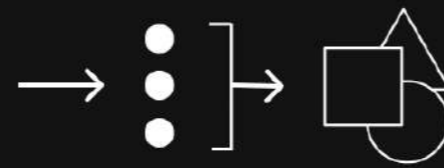


Conversations Characterized by Rigid Roles

# DIALOGUE

Our conversations organize the processes and structures which shape our collective futures. The nature of the aperture rests in the spirit that shapes the undertaking.

— Peter Senge, *Dialogue*



Conversations Shape Our Future

# DIALOGUE

Most often we know what we want to say and wait our turn to say it. We are closed to hearing the unexpected from others, cutting ourselves off from honest exchanges that leave us enlightened and inspired to take action.

— William Isaacs

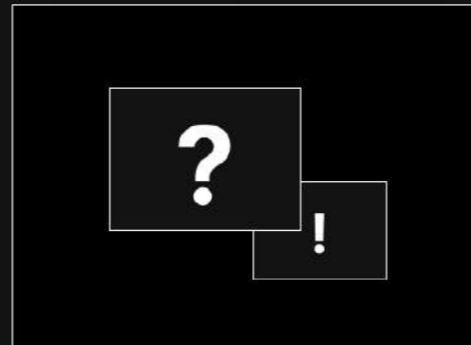


We Know What We Want to Say

# DIALOGUE

A container is a field of exchange in which possibility is the answer and the question. Not winning or losing. Not even win-win. New possibilities emerge when the questions are more important than the answers.

— William Isaacs

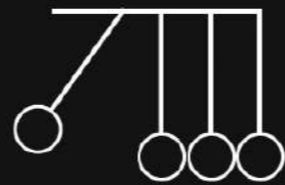


Possibilities Emerge When Questions Are More Important

# DIALOGUE

People are caught up in reflexive reactions to what they believe others said, leading to a momentary self-absorption and blindness. Dialogue involves learning to let go of these reactions, and become aware of a flow of new possibilities.

— William Isaacs

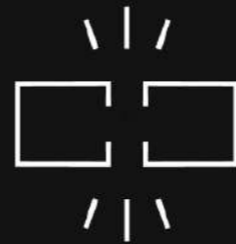


Learn to Let Go of Reactions

# DIALOGUE

Dialogue is often the missing-link that frees people to take a quantum leap  
in vision and action.

— William Isaacs



A Quantum Leap in Vision and Action

# DIALOGUE

Dialogue addresses problems farther “upstream” than conventional approaches. It attempts to bring about change at the source of our thoughts and feelings, rather than at the level of results our ways of thinking produce.

— William Isaacs



Address Problems Upstream



# DIALOGUE

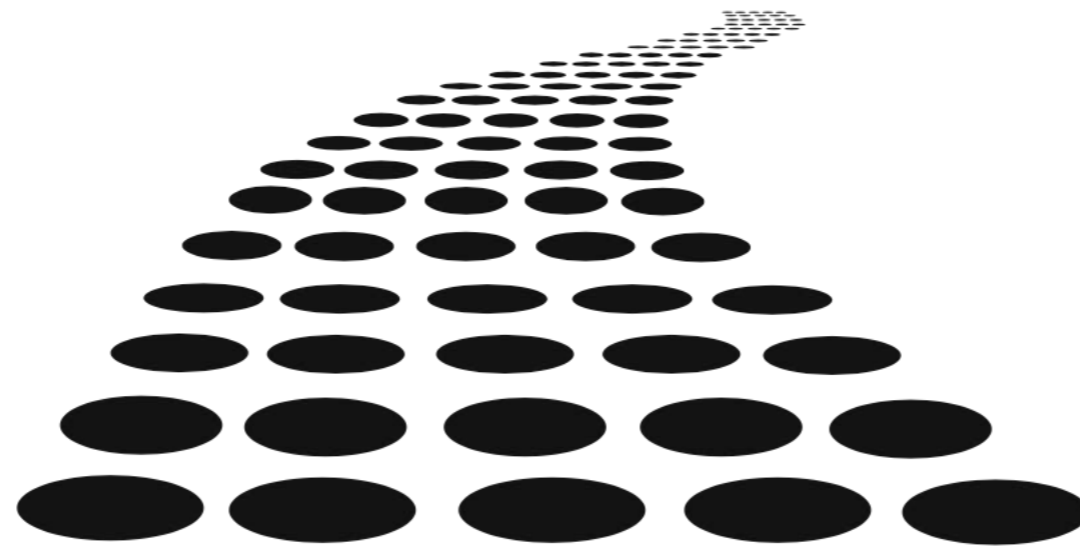
When a person sees a difference between what he meant to say and what the other person understood. On considering this difference, he may then be able to see something new, which is relevant both to his own views and to those of the other person.

— Peter Senge, *On Dialogue*



Misperception of Spoken Intent

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