

Obstacle 11

Manipulation—Reveal Your Vulnerability

Courage can't see around corners, but goes around them anyway.

—Mignon McLaughlin

Barbara Frum graduated in 1959 from the University of Toronto, married at nineteen and became a mother of three. She entered the work world in what was, at the time, a stereotypical female role—a volunteer. Nonetheless, Barbara courageously advanced her career to become an award-winning television broadcaster. Curious about Barbara's journey, I asked Canadian Gwen Randall-Young, a psychotherapist and a writer, if Barbara had influenced her. Her response was not surprising.

Barbara Frum was a role model for me. I grew up in a family where my mother was a homemaker. Neither of my parents attended university. I was raised to believe that my opinion did not matter. I was married at twenty-one to a husband who wanted a wife and a mother, not someone who was interested in pursuing a career. Each night, as I prepared dinner, I listened to Barbara Frum's radio program, "As It Happens." Here was an intelligent woman, asking hard, challenging questions of those involved in top news stories. She was confident and relentless. I realized with amazement that this woman was not afraid of her own voice, and that I was afraid of mine! She was not afraid to challenge those in positions of power. She aligned herself with truth, and no one could knock her off balance.

Slowly, in my own way, I began to emulate her. I worked in a school, and I began to ask hard questions of administrators when the wellbeing of children was at stake. This was never well received. How dare a woman/teacher challenge a man/administrator? They would get angry, just like my parents used to get angry when I spoke up. I became an

advocate for children, and I realized it was not my voice but the truth that those with eroded integrity found threatening. I stopped caring what people thought of me. What I discovered was that most respected me for having the courage of my convictions, whether they agreed with me or not.

Each courageous action I took empowered me for the next. When I realized that my voice was not respected in my marriage, I made the difficult decision to leave it. I moved forward, one step at a time, beginning a graduate program on the way to becoming a psychologist. I left the school system with its hierarchy and allegiance to policy and politics over authenticity. I had found my voice, and I began to value and respect it. I trusted my inner truth and my perceptions. I learned that just because I was the only one who held a particular perspective, it did not mean that it was wrong.

Ultimately, I even did some radio work myself and became a writer in addition to maintaining an active private practice. All of this is about the voice: letting the truth that we know, or the questions that need asking, be heard. Until this moment, I did not realize what a profound influence Barbara Frum had on my life. I guess no woman can know how much her own acts of courage are simultaneously empowering other women.

Barbara Frum started in radio with a program every weeknight at 6:00 called *As It Happens*, where she developed her tough, no-nonsense interview style. Her career transitioned into television, where she continued to ask people tough questions on *The Journal*. Barbara interviewed everyone from Margaret Thatcher to the grower of the world's biggest cabbage. When Barbara interviewed Margaret Thatcher for *The Journal*, she courageously sparred with the former British Prime Minister, who tried (unsuccessfully) to bully Barbara throughout the interview. For any woman to hold her own against the "Iron Lady" of British politics demonstrates ample courage, but Barbara's 1990 interview with Nelson

Mandela provides an even better portrayal of the depths of her courage. One of the few journalists granted an interview following Mandela's release from prison, Barbara was obviously moved by the meeting. Willing to reveal her "heart and spirit" before an international audience, Barbara exemplified the courage action

Reveal your vulnerability.

Barbara's career in media makes her an unlikely example of this particular courage action. After all, her experience put her in a position of strength in her interviews, and she could have easily practiced **manipulation** to feed her ego or promote an agenda. Perhaps she understood that when we manipulate others to achieve our own goals, we have become stuck in uncourageous behavior that undermines truth in order to perpetuate a false self-image. Revealing vulnerability, on the other hand, exposes a woman's true nature and refuses to get stuck in the ego's self-serving illusions. Barbara said, "I hate falseness... I hate a lie—the big ones as well as the little tiny ones ... and that really fuels me."¹

At age thirty-six, Barbara chose to not reveal her leukemia diagnosis, explaining later that "she wanted to be defined by what she did and not by her illness."² In March 1992, Canada lost an icon when Barbara passed on at the age of fifty-four. "After a heroic—and very private—battle with chronic leukemia, she left behind a country that loved, respected and admired her. For many Canadians, her face was as familiar as any prime minister's, and when she died, it felt like we had lost a bit of ourselves as a country."³ Barbara demonstrated vulnerability with calm dignity, and her courage provided an example, not only for other journalists, but also for leaders in all venues. Regardless of the trying circumstances, she blazed a trail that led to opportunities for many other women in the male-dominated media business. Sigmund Freud once said,

*Out of your vulnerabilities will come your strength.*⁴

Living Death

Dolly, Lili, Audrey, Fay, Sally and Vicky each had her own style. Capricious and uncontrollable, they wreaked havoc and left paths of destruction in their wakes. Who were they? Hurricanes!

While most of us will never experience the destructive force of a Katrina, we have all suffered the devastating effects of emotional storms, events that build in intensity and cause confusion and destruction. Professionals like to believe that, during turbulent times a person's behavioral tendencies can be predicted. As Dr. Hawkins notes, "Emotional storms demand energy and attention at a time when energy is low, resulting in anger."⁵ Robin J. Bell understands the concept of weathering emotional storms.

Since 2003 I feel like I have weathered many professional and personal storms, but I found my career. Professionally, I went through several different jobs just trying to make ends meet. I felt like I was the captain of a ship sailing to my destination, and from afar, I saw a storm approach quite abruptly.

At that moment I had options. One option was to turn the ship around and never reach my true destination (the best career choice). This option would have created self-doubt and encouraged denial and grief. My second option was to jump overboard in a state of panic, sustaining a victim role. The option I chose was to address my fears as they arose, one storm at a time, one day at a time. This option allowed me to foster my courage and to continue to endure, knowing that the storm would end and peaceful waters would come. Another thing that helped strengthen my courage was something I heard when Martha Stewart got out of jail: "America loves a comeback kid." For some reason, that phrase connected with me, and that became my daily affirmation! In July 2005, I finally found a position that works with my strengths and challenges my weaknesses. What I know is "within each of us, spirit can achieve the impossible." I am finally enjoying those peaceful waters.

Robin had experienced career storms before. She had learned that docking at the port of a new job did not require her to stick it out if the emotional climate turned stormy. She had learned that trying to

manipulate stormy work situations is no more effective than trying to change the course of a real hurricane. Instead, Robin relied on the compass of her aspirations to navigate to the safe harbor of a fulfilling job. What do you do when work-related storms gather? Have you recognized that manipulation is an obstacle that exposes you to the uncontrollable forces of emotional backlash?

No one is guaranteed a job anymore. Even if the company you work for is thriving, there is a creeping sense that no job is safe (or permanent), which means heightened uncertainty and confusion that reinforces the reluctance to step up in courage and reveal vulnerability. We witness emotionally battered colleagues, friends and neighbors trying to pick up the pieces of lives that are no less devastated than the victims of actual storms. Is the wind at your back or in your face? Are you being tossed one way and another by every new gust? How do you create a shelter from workplace storms?

The storms that enter your work life offer opportunities for an honest assessment of your vulnerabilities. You discover that vulnerability comes in many forms, such as acknowledging your unhappiness, learning to move on through disastrous events and learning not to manipulate failures or mistakes. "When we admit our downside, others cannot attack us there. As a consequence, we feel emotionally less vulnerable, and more safe and secure."⁶

"If you are able to fix your awareness on the quiet Center, the eye of the hurricane, you will be saved."⁷ Where is your quiet place in the storm? Is it centered in your courageous heart and spirit? The more intense the circumstances, the more risky it seems to admit our vulnerabilities, especially in the context of work, but trying to manipulate these unsettled circumstances serves only the ego's need to feel in control and generally backfires, producing unnecessary suffering. Few people have the courage to reveal vulnerability, grovel in it and overcome it. Hopefully, you support your courage with some form of meditation. Meditation is the protective shelter from the ego's storms.

Louisa May Alcott once said, "I'm not afraid of storms, for I'm learning how to sail my ship."⁸ It is in passing through the storms that suffering is diminished. Parker Palmer writes, "I do not believe that the God who gave me life wants me to live a living death. I believe that the God who gave me life wants me to live life fully and well. Now, is that

going to take me to places where I suffer because I am standing for something or I am committed to something or I am passionate about something that gets resisted and rejected by the society? Absolutely. But anyone who's ever suffered that way knows that it's a life-giving way to suffer—that if it's your truth, you can't not do it. And that knowledge carries you through."⁹ Revealing your shortcomings and acknowledging that you do not have all the answers earns you the understanding and respect of your peers.

Clean Up Those Missteps

Rather than focusing your energy on developing shrewd, manipulative schemes, consider admitting your vulnerabilities. Revealing your vulnerability demonstrates maturity in the development of your true self and demonstrates great courage. It takes enormous courage to forego manipulation, but manipulation only keeps us stuck in the false scripts of the ego, which desires to maintain the illusion of control such as the daily manipulation of advertisements or "public opinion." Coming clean purges the potential for future regret and releases us from past troubles and limiting attitudes. In *A New World*, Eckhart Tolle writes, "Your memories are invested with a sense of self, and your story becomes who you perceive yourself to be. This 'little me' is an illusion that obscures your true identity as timeless and formless Presence. Your story, however, consists not only of mental but also of emotional memory—old emotion that is being revived continuously ... through grievances, regret, hostility, guilt... Because of the human tendency to perpetuate old emotion, almost everyone carries in his or her energy field an accumulation of old emotional pain, which I call 'the pain-body.'"¹⁰ This human tendency to tote around so much emotional baggage represents an absence of courage and makes it difficult for us to love ourselves, much less the people with whom we work.

Love is the most difficult and dangerous form of courage.

*Courage is the most desperate, admirable, and noble kind of love.*¹¹

Do you confess your shortcomings and missteps? For example, if you lack knowledge about a topic, do you respond in a deceptive manner that keeps your ego intact? The honest response would be to confess your vulnerability by admitting that you do not know the answer. Confessing is

good for the spirit when done in a timely manner and with positive intent. The process helps us face the truth. We take responsibility for what is happening with our spirit and address those missteps that collect unhealthy energy. What manipulative behaviors do you need to purge?

- Do you need to confess that you responded at work to a political shake-up prematurely?
- Do you need to confess that you are hiding an illness for fear you will lose your job (or do you hide an illness because it means admitting you are ill)?
- Will you confess your judgments about a risky workplace topic or that you sense an element of corruption?

Yes, we invite potential trouble when we stand in our courage and confess our shortcomings, but more importantly, we hold ourselves accountable and establish our integrity. Confessing is a cousin to courage.

Damn, Bad Timing!

Challenged with a strong version of what Eckhart Tolle's "pain-body," Theresa Hart originally identified herself as courageous. Taking her courage to work, she met feelings of vulnerability head-on, but she was also attached to the false scripts that kept her from taking care of herself. She was a courageous, competent, strong leader and role model, but she reached a point where she could no longer look only in the rearview mirror.

I had worked hard to obtain my position at a wonderful engineering company, but after five months, my doctor told me that I would need to have a hysterectomy and take a two-month leave of absence. "Damn, bad timing!" was the first thought that entered my head. With less than a year on the job and no accumulated vacation, I was extremely upset. The company's top executives had already witnessed me working long hours to meet demanding standards, but I was apprehensive. How would this news affect my status?

Facing the music (which is something I hate to do), I sat down with my manager to explain my situation. To my

astonishment, he told me that I should consider having the surgery earlier. He asked if he could discuss the details with our director, another man. The next day the director asked me to meet with him to discuss my impending leave. Again, I explained the situation, and the director was distressed that I would put the company before my health. He felt that I was a productive employee, that I did not need to worry about my job and that he would be crazy to jeopardize the relationship. Quite frankly, I did not know how to react.

After my hysterectomy, I learned that my health issues were actually greater than just having a hysterectomy. Even though I perceived myself to be courageous, I was afraid to show any vulnerability. It is just too fearful for me. Sadly, I can't remember one time in my life where I was conscious of my personal body pain. How does this happen? I am not in tune with my personal needs. I now call this "self-forgetting."

When forced to adapt to major issues such as health problems, our perspectives about ourselves change. Physical problem after physical problem left Theresa defenseless and motivated her to look internally.

With no control over my current health situation, I felt exposed and raw. I was being forced to trust that things would work out just as they were meant to. Of course, it doesn't stop there. When you start the internal journal to look at inviting in vulnerability, it can't help but affect your work and marriage. After a few critical reinventions, I regained my courage. Courage cannot be abused or treated irreverently. It is too important. "Courage lite" is not acceptable. This I have always known, even in times of professional (and personal) transition. Courage shifts are a gift.

Fortunately, Theresa realized at a very young age that a life filled with mediocrity (a courage killer) was unacceptable. She said, "Because of my challenges, I faced life and grew. Self-awareness is not an easy road if you are faint of heart. By building boundaries and establishing guidelines,

I now recognize my pain-body. Ridding myself of the shackles that constantly controlled me allowed me to find inner peace.”

Theresa was beginning to bathe in the lovely energy of self-awareness rather than letting her ego deliver her into more suffering, and that is what courage consciousness is all about. Learning is about digging beneath the surface to reveal the roots of our personal limitations. While Theresa has boatloads of courage, she uncovered emotional pain that the ego controlled. “A person is vulnerable to emotional pain in exact relationship to the degree of self-awareness and self-acceptance. When people admit their downside, others cannot attack them there. As a consequence, one feels emotionally less vulnerable and more safe and secure.”¹² Theresa had the innate courage to overcome her missteps—the heartaches that reveal unfulfilled visions hidden in disillusionment.

If you choose to walk your Yellow Brick Road most often in the “yes-mode”; then, like Theresa, you will expand your courage consciousness and awaken to unconscious viewpoints that keep you stuck. This self-awareness hinges on two of our courage themes:

Flush out a deeper awareness of your heart and spirit by learning to stop and embrace some form of stillness that allows reflection.

Be more present to your heart’s intentions.

and

Evoke a courage-based shift in your consciousness. As you rise above the self-deception of the lower levels of consciousness, learn to observe the anguish you experience at work and make courageous self-corrections so that you no longer perpetuate suffering.

To claim your courage and take it to work entails a transformation process, a spiritual journey that demands a constant “letting go” of obstacles, even attachments to the most enjoyable things. This process of self-surrender frees us from the residual of the false self. The ego no longer manipulates us to just “keep plugging away.” Instead of trying to act out of love, we learn to *be* love. Tolle continues in *The Power of NOW*,

The ego believes that in your resistance lies your strength, whereas in truth resistance cuts you off from Being, the only place of true power. Resistance is weakness and fear masquerading as strength... Until there is surrender, unconscious role-playing constitutes a large part of human

interaction. In surrender, you no longer need ego defenses and false masks. You become very simple, very real... What the ego doesn't know, of course, is that only through the letting go of resistance, through becoming "vulnerable," can you discover your true and essential invulnerability.¹³

Theresa learned that courage consciousness increases even during times of spiritual suffering and emotional pain. Regardless of the circumstances, we grow stronger and more courageous when we face the storms, accept the situation and surrender. "Surrender is not weakness. There is great strength in it. Only a surrendered person has spiritual power. Through surrender, you will be free internally of the situation. You may then find that the situation changes without any effort on your part."¹⁴ Surrender, then, is not the negative act of admitting defeat that our competitive culture would have us believe. "It is the death of the false self, the egocentric life. It is the abandoning of the falseness to which our society habituates us."¹⁵ Vulnerability supports self-realization, underscoring a human being's essence—the true Self. Grow in the storms and the storms stop growing. "If you think about the things that created your character, created your ability to fight, and made a difference, in every case, it would be the storms."¹⁶

Stark Naked

For most of us, the "whole truth" lies hidden, and false statements automatically take truth's place. It has been such a routine that one hardly knows she is stuck. Interactions at work or in personal relationships generally trap people in their fixed roles. Speaking with intimacy is not easy. Most of us would rather jump out of an airplane and hope the parachute opens rather than reveal our honest feelings. It is scary to admit, "I don't trust my boss," "This isn't the right relationship for me," or "I don't want to be alone." So, how do you get unstuck? How do you reprogram your thought processes to eliminate the subtle, automatic manipulations?

"Choices determine consequences," Dr. Hawkins writes, "which is a mechanism that is really impersonal and operates automatically.... One then realizes that there is no hand on the tiller but one's own and that 'I myself am heaven and hell.'"¹⁷ What positive lifestyle choices have you

made to align your life with your heart? Theresa's experience revealed her path to vulnerability. We can only be intimate to the degree that we are willing to make ourselves emotionally vulnerable. The courage paradox is that when we protect ourselves by manipulating situations to feel safe we are actually feeding the storms created by our egos. As a result, we experience destruction and devastation followed by dejection. Tolerance and openness takes commitment and practice; otherwise, we die not knowing our truth. In *Growing into Soul*, Gwen Randall-Young writes, "Simply having the courage to acknowledge what you know in your heart is true, and bringing it out into the open with the intention of consciously creating a higher level of integrity in the situation, is enough to begin the process of positive change."¹⁸ Taking this step eliminates the need for manipulative systems.

Focused Intentionality

"Whenever any kind of disaster strikes, or something goes seriously 'wrong' ... know that there is another side to it, that you are just one step away from something incredible: a complete alchemical transformation of the base metal of pain and suffering into gold. That one step is called surrender."¹⁹ With surrender comes acceptance, "not adding to or taking away from anything that is already there ... it does not fret or struggle. This complete assent is the foundation for any truly whole state of mind to which human beings can aspire, because not a fiber of our being says 'no,' and life becomes ours to live 100 percent."²⁰ The simple act of acceptance removes many of our masks and paves the way for vulnerability. The constant choice is to be present in the moment. Then, during vulnerable storms at work, what surfaces in presence is inner (and often outer) laughter. "We surrender to the attraction of interior silence, tranquility, and peace. We do not try to feel anything... Without effort, without trying, we sink into the Presence, letting everything else go."²¹ How can businesses possibly support this type of shift?

Nancy Hoffman, a Catholic nun and senior vice president of Mission and Ministry for Colorado's Centura Health, was interviewed for an article in *The Post*. "There's so much frustration in the job market because people are not attached to their passion, or are disconnected from it... It's time to make the workplace safe for you to ponder your spirituality."²² In a follow-up interview, Sister Nancy added,

It takes focused intentionality to bring spirituality into our professional world, and the invitation to do so presents itself every day we show up at work. This is where courage comes in. It takes courage to be present in such a way that we interact with others from a place of centeredness, a place of calm—from our essence. Courageous spirituality will help keep us from becoming entangled in the ever-present interplay of corporate egos. One has to have a clear determination to function as a spiritual person in the corporate world...

I also focus my journey from my essence rather than my ego, and this requires courage. While many people would not use the word spirituality to express what they are searching for, there is no doubt in my mind that people are hungry to find purpose and meaning in their professional lives as well as balance. People are waiting for leaders to inspire them. The ever expanding and new technologies create the danger of spinning us out of control, and technology is not the answer. Heads of corporations will be courageous leaders when they bring balance back to the work place. These leaders will create opportunities for people to discover something new—what I call “their calling.” In this process, employees will rediscover what gives their professional lives purpose and meaning... One answer to this modern day dilemma is to have the courage, and the will, to bring a balance through reflection and silence.

Carla Dore is president of Herman Miller Resource Center. Her definition of courageous leadership includes a willingness to take risks, be passionate and be vulnerable. She revealed her vulnerability when she took a prominent position a month after her dad passed on. She said, “When my dad died, I had two small children. I wondered if my mom would be okay. I felt vulnerable and insecure about making decisions and being able to act on them. The opportunity to be president presented itself two years before, but I knew I was not ready. I wondered if the timing was right now. I knew someone else might have other strengths. But it became

clear that nobody else knew the organization or business better than I did, and no one was as committed and as passionate as I was."

Prior to becoming president, Carla had to confront the company's former president about a delicate situation. Rather than attempt to manipulate the situation from afar, she flew to meet with him in person. "I went in," she said, "knowing that if I walked out of there without a job I would be okay. My actions made me feel liberated and relieved." At the heart of vulnerability is admitting that you are nervous, tense or uncomfortable. "If you are a strong-willed and accomplished person, you may often give the impression that you are invulnerable to feeling inadequate or insecure or hurt. This can be very isolating and ultimately cause you and others great pain."²³ Keeping the issue in simple perspective, Carla was able to remain calm in her heart. "Simplicity of heart and life requires an appreciation of insecurity, vulnerability, marginality, and detachment... There is only the summons to transformation as part of human experience, and its requirements are universal."²⁴

"Back Channels"

A former university professor, Loren Ekroth has a hard time "recalling many examples of 'openly courageous women.' I observed that women colleagues would tend to work the back channels and form alliances with others. They had a 'to get along, go along' mentality." "Back channel" behaviors represent another aspect of manipulation or coercion. Dr. Ekroth believes that courage often appears or is required in situations of conflict. "The women I worked with generally tended to be conflict-avoidant. I do recall a woman speaking up in faculty senate meetings (comprised mainly of an older male-dominated group) to question motions and resolutions. This she did in a steady, low-key tone. As she did so, I had an uneasy feeling because her action was unusual. 'Wow! Is she really saying that?' Then I had a feeling of admiration for this woman who stepped into this lion's den." There is nothing wrong with healthy conflict; in fact, it serves to keep manipulation in check. "Courage at its best is often quiet, not personally confrontational," said Dr. Ekroth.

Easily distracted by our projections about people's personalities, we forget to focus on the main issues: getting results through collaboration. Rather than being retentive with our grace, we need to treat both genders

equally and experience the power of praise. While preparing a presentation on courageous leadership for a *Fortune 500* company, my client and I decided that having a panel of four internal employees (three women and one man) would be a great way to reveal situational courageous leadership within their organization. These four employees briefly shared a scenario about how they had uniquely displayed their courage at work. After they each shared their brief stories, an audience member asked the panel a question. Immediately, the male on the panel responded quite simply and strongly, “The bottom line is about getting results—that’s all!” Results mean a profitable business. Manipulation makes getting the results even harder. What are the results you are trying to achieve? Who or what can you contribute? Is your intention aligned with purpose? Does “*reveal your vulnerability*” need to be added to your Declaration of Courageous Intention?

The fundamental nature of vulnerability and its relationship to strengthening courage is not quantifiable. With self-awareness, we begin to notice our personal forms of manipulation—from bullying to indifference to passive aggressive behaviors. Facing a decisive moment provides an opportunity to reveal vulnerability. “The punishment imposed on us for claiming true self can never be worse than the punishment we impose on ourselves by failing to make that claim. And the converse is true as well: no reward anyone might give us could possibly be greater than the reward that comes from living by our own best lights.”²⁵ Revealing vulnerability allows our best lights to shine into the workplace. The difficulty arises from the ego mentality that refuses to believe this, insisting instead that vulnerability is a sign of weakness that must be hidden. While this may seem sensible in the workplace, the deeper truth is that revealing your vulnerability represents integrity and conveys your true identity. The alternative—hiding your mistakes and weaknesses—can only be accomplished through manipulation, which undermines your integrity, breeds distrust and stifles your true “heart and spirit” identity. As poet e.e. cummings wrote,

*It takes courage to grow up and turn out to be who you really are.*²⁶

Courage Development Questions to Ponder

- When was the last time you revealed a weakness or a mistake at work? What was the response?
- When you contemplate your day-to-day interactions with fellow workers, do you see how you have manipulated situations and conversations to hide your vulnerabilities?
- How does your best asset support your courageous leadership competencies and vice versa?
- Finish this statement: "I have a tendency to back off from being open when I..."
- What theme have you noticed about yourself that makes you feel hesitant to step up the leadership ladder?
- How does manipulation plague your day?
- Do you have a tendency to put mistakes behind you or face them head on?
- Why do you harbor secrets?
- Take an inventory of the hurts being held in your psyche.

¹ "The Life and Times of Barbara Frum," CBC News, Original Air Date - September 17, 2002, <http://www.cbc.ca/lifeandtimes/frum.html> (assessed February 2005).

² "Topic: Barbara Frum: Pioneering Broadcaster," June 1, 1969-October 16, 1996, CBC Archives, <http://archives.cbc.ca/IDD-1-74-368/people/frum/>, 3, (assesses March 2005).

³ "Topic: Barbara Frum: Pioneering Broadcaster," June 1, 1969-October 16, 1996, CBC Archives, <http://archives.cbc.ca/IDD-1-74-368/people/frum/>, 3, (assessed March 2005).

⁴ Freud, Sigmund, <http://www.bestinspiration.com/quotes-1/of/all/inspiration.htm>, (assessed April 2005).

⁵ Hawkins, David, M.D., Ph.D., *Transcending the Levels of Consciousness: The Stairway to Enlightenment* (Sedona: Veritas Publication, 2006), 94.

⁶ Hawkins, David, M.D., Ph.D., *Truth vs Falsehood: how to tell the difference* (Ontario, Canada: Axial Publishing Canada, 2005), 238.

⁷ Ferrucci, Piero, *Inevitable Grace: Breakthroughs in the Lives of Great Men and Women*, (Los Angeles: Jeremy P. Tarcher, Inc. 1990), 77.

⁸ Alcott, Louisa May, <http://www.quoteworld.org/quotes/281>, (assessed January 2006).

⁹ Krista's Journal, "The Soul in Depression," American Public Radio, "Speaking of Faith," October 6, 2005, <http://speakingoffaith.publicradio.org/programs/depression/emailnewsletter.html>.

¹⁰ Tolle, Eckhart, *A New Earth: Awakening to Your Life's Purpose*, (New York: Dutton, 2005), 140.

¹¹ Schwartz, Delmore, http://en.thinkexist.com/quotes/delmore_schwartz/, (assessed October 2007).

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¹³ Tolle, Eckhart, *The Power of NOW* (Novato, CA: New World Library, 1999), 216.

¹⁴ Tolle, Eckhart, *The Power of NOW* (Novato, CA: New World Library, 1999), 83.

¹⁵ Teasdale, Wayne, *The Mystic Heart*, (Novato, CA, New World Library, 1999, 2001), 223.

¹⁶ Tischler, Linda, "Vote of Confidence: Orlando," *Fast Company*, December 2002, 106

¹⁷ Hawkins, David, M.D., Ph.D., *Truth vs Falsehood: how to tell the difference* (Ontario, Canada: Axial Publishing Canada, 2005), 253.

¹⁸ Randall-Young, Gwen, *Growing into Soul: The Next Step in Human Evolution*, (Victoria, Canada: Trafford Publishing, 2004), 90-1.

¹⁹ Tolle, Eckhart, *The Power of NOW* (Novato, CA: New World Library, 1999), 220.

²⁰ Ferrucci, Piero, *Inevitable Grace: Breakthroughs in the Lives of Great Men and Women*, (Los Angeles: Jeremy P. Tarcher, Inc. 1990), 77.

²¹ Iacetta, S. Stephanie, *The Daily Reader for Contemplative Living: excerpts from the works of Father Thomas Keating*, (New York: Continuum, 2003), 31.

²² O'Connor, Colleen, "Spiritual life gives office pick-me-up," *The Denver Post*, "Style," Section L, January 30, 2005, 1L.

²³ Kabat-Zinn, Jon, *Wherever You Go There You Are*, (New York: Hyperion, 1994), 65.

²⁴ Teasdale, Wayne, *The Mystic Heart*, (Novato, CA, New World Library, 1999, 2001), 150.

²⁵ J. Palmer, Parker, *Let Your Life Speak: Listening for the Voice of Vocation* (San Francisco: Jossey-Bass, 2000), 34.

²⁶ cummings, e.e., <http://www.quoteworld.org/quotes/3310>, (assessed February 2005).