

Praise for *The Power of Full Engagement*

“Tremendous! *The Power of Full Engagement* is a remarkable application of the athletic metaphor to high-performing people and organizations. This reader-friendly book is filled with compelling insight, real-life illustrations, and practical to-dos. Loehr and Schwartz will inspire you to increase your energy capacity in all dimensions: physical, emotional, mental, and spiritual.”

—**Stephen R. Covey, author of *The 7 Habits of Highly Effective People***

“Now, and I’m sure for the future, anything that can lead to healthier minds and bodies of executives—and therefore to more responsible leadership—is almost a national imperative. To that end, this book is a real contribution.”

—**Barry Diller, chairman and CEO, USA Interactive**

“A true wake-up call. At a time when the media is filled with stories of executives with warped values, this book will give you the confidence and a clear road map to tackle your problems with positive energy and moral strength.”

—**Dan Brestle, president, Estée Lauder Companies**

“The principles articulated in *The Power of Full Engagement* have been important to me personally and as the leader of a large company. We really do have to train in business in the same way that great athletes do, learning how to peak at critical moments, but also to rest and regroup in order to build back capacity.”

—**Scott Miller, president and CEO, Hyatt Corporation**

“Fantastic! At the heart of this book is a simple truth: the secret to lasting success—individually and organizationally—lies in how we manage our energy. This is a phenomenal insight that most of us ignore. Tony Schwartz and Jim Loehr provide a very practical map for marshaling our energy—physically, emotionally, mentally, and spiritually—to live much more productive and fulfilling lives.”

—**Marcus Buckingham, coauthor of *First, Break All The Rules* and *Now, Discover Your Strengths***

“At last here’s a book that takes on an endemic problem in American life: why do we never have enough time and energy for the things that matter most? In lucid, transparent, and elegant prose, the authors lay out a coherent solution with unassailable logic. I can’t imagine any person who won’t find a mirror image in every section of this book.”

—**Betty Edwards, author of *Drawing on the Right Side of the Brain***

“In a fiercely competitive world, we are all looking for every possible advantage. *The Power of Full Engagement* lays out a program for establishing highly specific routines that produce measurable results. My team is very tough-minded and skeptical, and this program had a profound effect on how effectively we work together and on shaping our priorities on and off the job.”

—**Peter Scaturro, CEO, The Citigroup Private Bank**

“*The Power of Full Engagement* achieves the ‘optimal simplicity’ that Einstein advocates. The approach is compellingly practical, immediately applicable, im-

peccably rational and scientifically sound. It also brims with heart and soul. This book will change the way you do your work and live your life.”

—**Michael Gelb, author, *How to Think Like Leonardo da Vinci***

“I manage a thousand financial advisers and I have been bringing them to the Full Engagement program for seven years. It changes how they think, the way they live their lives, and their level of commitment to their work. *The Power of Full Engagement* makes the program accessible to anyone interested in a richer, more productive life.”

—**Rob Knapp, first vice-president, managing director, Merrill Lynch**

“For too long the art of performance has superstitiously been left to chance. Over the years, I’ve seen countless highly skilled chess players and martial artists simply dissolve under pressure. After reading *The Power of Full Engagement*, you will understand why great champions seem to smile serenely beneath their intense focus, and what is more, you may feel those first warm tingles of ecstatic presence filtering into your own pursuits.”

—**Josh Waitzkin, subject of the film *Searching for Bobby Fischer*, International Chess Master, current middleweight Tai Chi Chuan Push Hands National Champion**

“What a great book! The message about a holistic approach to development, leadership, and renewal is so desperately needed in this age. Loehr and Schwartz transform Einstein’s classic $E = MC^2$ into a formula for professional and personal sustainability by showing us how to convert energy into productive activity.”

—**Richard E. Boyatzis, professor and chair of Organizational Behavior, Weatherhead School of Management, Case Western Reserve University; co-author, *Primal Leadership: Realizing the Power of Emotional Intelligence***

“In *The Power of Full Engagement*, Schwartz and Loehr have isolated the core components of performance in any area of life. Focusing on the management of energy and the oscillation between engagement and renewal, they have provided a road map not just to success in corporate life, but also to happiness in personal life.”

—**Harville Hendrix, Ph.D., author, *Getting the Love You Want: A Guide for Couples***

“This book is deceptive. You might pick it up thinking it will help you a little, but you’ll discover that it can transform your entire life! If conditioning helps Tiger Woods and Larry Bird play a simple game with a ball, imagine how it can radically turbocharge the very complex skills you need to succeed at work every day.”

—**Seth Godin, author, *Survival Is Not Enough***

“The fundamental idea that the authors richly develop here—the need to respect our oscillatory nature—is like a pebble. Drop it into the middle of your life, and watch the ripples keep spreading. I did, and I have.”

—**Robert Kegan, professor of Adult Learning and Professional Development, Harvard University Graduate School of Education; author, *How the Way We Talk Can Change the Way We Work***

“Reading *The Power of Full Engagement* is a gift to yourself, to your organization and to those you care about. In very direct, clear and practical ways Loehr and Schwartz give readers rituals to change their lives: physically, mentally, emotionally and spiritually. In real ways, I learned that while I can’t create additional time nor have less stress, I can generate something of greater value: more energy!”

—**Pat Crull, vice-president of Learning and Development,
McDonald’s Corporation**

“The methods described in *The Power of Full Engagement* helped me to achieve my ultimate goal in sports, an Olympic gold medal. Jim Loehr and Tony Schwartz have now expanded those methods to business and to life. Most people don’t understand what it means to be fully engaged. This book explains it perfectly, and better yet, shows you how to get there!”

—**Dan Jansen, 1994 Olympic gold medalist**

“As an executive with a very full business life, a wife, five kids, and a commitment to run thirty-five miles a week, I have found that life is all about balance, energy and attitude. *The Power of Full Engagement* makes a compelling case for how to simply and dramatically improve all three.”

—**Steve Burke, president, Comcast Cable Communications**

“A practical book that tells it straight and captures the essence of what life balance should look like. *The Power of Full Engagement* inspired me to stop talking and to establish rituals that will change my life.”

—**Rita Bailey, former director, University for People, Southwest Airlines**

“Reading *The Power of Full Engagement* was a revelation. It fills in the missing element in mastery and accomplishment—how to build, sustain and renew the energy necessary to consistently perform at the highest level. With the digital world placing new demands on our time and attention, this book teaches us how we can keep our spirits, bodies, and attitudes in balance.”

—**George F. Colony, CEO, Forrester Research**

“A wonderful high-impact book. Loehr and Schwartz have outlined a powerful model for personal, professional and organizational performance enhancement. The ideas in this book not only had great meaning for me personally but should resonate deeply with executives and leaders.”

—**Fred Studier, vice president, partner, Bain & Company**

“Logical, streamlined, engaging, and highly relevant to the business challenges we all face today. I am planning to buy copies for all my friends and associates.”

—**Peter Rummell, chairman and CEO, St. Joe’s Company**

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The Power of Full Engagement

Managing Energy, Not Time,
Is the Key to High Performance
and Personal Renewal

JIM LOEHR AND TONY SCHWARTZ

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To Our Parents

Con & Mary

Felice & Irving



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Part One

*The Dynamics
of
Full Engagement*



One

Fully Engaged: Energy, Not Time, Is Our Most Precious Resource

We live in digital time. Our rhythms are rushed, rapid fire and relentless, our days carved up into bits and bytes. We celebrate breadth rather than depth, quick reaction more than considered reflection. We skim across the surface, alighting for brief moments at dozens of destinations but rarely remaining for long at any one. We race through our lives without pausing to consider who we really want to be or where we really want to go. We're wired up but we're melting down.

Most of us are just trying to do the best that we can. When demand exceeds our capacity, we begin to make expedient choices that get us through our days and nights, but take a toll over time. We survive on too little sleep, wolf down fast foods on the run, fuel up with coffee and cool down with alcohol and sleeping pills. Faced with relentless demands at work, we become short-tempered and easily distracted. We return home from long days at work feeling exhausted and often experience our families not as a source of joy and renewal, but as one more demand in an already overburdened life.

We walk around with day planners and to-do lists, Palm Pilots and BlackBerries, instant pagers and pop-up reminders on our computers—all designed to help us manage our time better. We take pride in our ability to multitask, and we wear our willingness to put in long hours as a badge of honor. The term *24/7* describes a world in which work never ends. We use words like *obsessed*, *crazed* and *overwhelmed* not to describe insanity, but instead to characterize our everyday lives. Feeling forever starved for time, we assume that we have no choice but to cram as much as possible into every day. But managing time effi-

ciently is no guarantee that we will bring sufficient energy to whatever it is we are doing.

Consider these scenarios:

- You attend a four-hour meeting in which not a single second is wasted—but during the final two hours your energy level drops off precipitously and you struggle to stay focused.
- You race through a meticulously scheduled twelve-hour day but by midday your energy has turned negative—impatient, edgy and irritable.
- You set aside time to be with your children when you get home at the end of the day, but you are so distracted by thoughts about work that you never really give them your full attention.
- You remember your spouse's birthday—your computer alerts you and so does your Palm Pilot—but by the evening, you are too tired to go out and celebrate.

**Energy, not time,
is the fundamental currency
of high performance.**

This insight has revolutionized our thinking about what drives enduring high performance. It has also prompted dramatic transformations in the way our clients manage their lives, personally and professionally. Everything they do—from interacting with colleagues and making important decisions to spending time with their families—requires energy. Obvious as this seems, we often fail to take into account the importance of energy at work and in our personal lives. Without the right quantity, quality, focus and force of energy, we are compromised in any activity we undertake.

Every one of our thoughts, emotions and behaviors has an energy consequence, for better or for worse. The ultimate measure of our lives is not how much time we spend on the planet, but rather how much energy we invest in the time that we have. The premise of this book—and of the training we do each year with thousands of clients—is simple enough:

**Performance, health and happiness
are grounded in the
skillful management of energy.**

There are undeniably bad bosses, toxic work environments, difficult relationships and real life crises. Nonetheless, we have far more control over our energy than we ordinarily realize. The number of hours in a day is fixed, but the quantity and quality of energy available to us is not. It is our most precious resource. The more we take responsibility for the energy we bring to the world, the more empowered and productive we become. The more we blame others or external circumstances, the more negative and compromised our energy is likely to be.

If you could wake up tomorrow with significantly more positive, focused energy to invest at work and with your family, how significantly would that change your life for the better? As a leader and a manager, how valuable would it be to bring more positive energy and passion to the workplace? If those you lead could call on more positive energy, how would it affect their relationships with one another, and the quality of service that they deliver to customers and clients?

Leaders are the stewards of organizational energy—in companies, organizations and even in families. They inspire or demoralize others first by how effectively they manage their own energy and next by how well they mobilize, focus, invest and renew the collective energy of those they lead. The skillful management of energy, individually and organizationally, makes possible something that we call full engagement.

To be fully engaged, we must be physically energized, emotionally connected, mentally focused and spiritually aligned with a purpose beyond our immediate self-interest. Full engagement begins with feeling eager to get to work in the morning, equally happy to return home in the evening and capable of setting clear boundaries between the two. It means being able to immerse yourself in the mission you are on, whether that is grappling with a creative challenge at work, managing a group of people on a project, spending time with loved ones or simply having fun. Full engagement implies a fundamental shift in the way we live our lives.

Less than 30 percent of American workers are fully engaged at

THE POWER OF FULL ENGAGEMENT

Old Paradigm	New Paradigm
Manage time	Manage energy
Avoid stress	Seek stress
Life is a marathon	Life is a series of sprints
Downtime is wasted time	Downtime is productive time
Rewards fuel performance	Purpose fuels performance
Self-discipline rules	Rituals rule
The power of positive thinking	The power of full engagement

work, according to data collected by the Gallup Organization in early 2001. Some 55 percent are “not engaged.” Another 19 percent are “actively disengaged,” meaning not just that they are unhappy at work, but that they regularly share those feelings with colleagues. The costs of a disengaged workforce run into the trillions of dollars. Worse yet, the longer employees stay with organizations, the less engaged they become. Gallup found that after six months on the job, only 38 percent of employees remain engaged. After three years, the figure drops to 22 percent. Think about your own life. How fully engaged are you at work? What about your colleagues or the people who work for you?

During the past decade, we have grown increasingly disturbed by the myriad ways in which our clients squander and misuse their energy. These include everything from poor eating habits and failure to seek regular recovery and renewal to negativity and poor focus. The lessons we seek to impart in this book have proved to be profoundly useful in managing our own lives and in leading our own organization. When we follow the energy management principles and the change process that we share on these pages, we find that we are far more effective, both personally and professionally, in our own actions and in our relationships. When we fall short, we see the costs immediately, in our performance and in our impact on others. The same is true of tens of thousands of clients with whom we have worked. Learning to manage energy more efficiently and intelligently has a unique transformative power, both individually and organizationally.

A LIVING LABORATORY

We first learned about the importance of energy in the living laboratory of professional sports. For thirty years, our organization has worked with world-class athletes, defining precisely what it takes to perform consistently at the highest levels under intense competitive pressures. Our initial clients were tennis players. Over eighty of the world's best players have been through our laboratory, among them Pete Sampras, Jim Courier, Arantxa Sanchez-Vicario, Tom and Tim Gullikson, Sergi Bruguera, Gabriela Sabatini and Monica Seles.

These players typically came to us when they were struggling, and our interventions have often produced dramatic turnarounds. After we worked with them, Sanchez-Vicario won the U.S. Open for the first time and became the top-ranked player in the world in both singles and doubles, and Sabatini won her first and only U.S. Open title. Bruguera went from number 79 in the world to the top ten and won two French Open titles. We went on to train a broad range of professional athletes, among them golfers Mark O'Meara and Ernie Els; hockey players Eric Lindros and Mike Richter; boxer Ray "Boom Boom" Mancini; basketball players Nick Anderson and Grant Hill; and speed skater Dan Jansen, who won his only Olympic gold medal following two intensive years of training with us.

What makes our intervention with athletes unique is that we spend no time focusing on their technical or tactical skills. Conventional wisdom holds that if you find talented people and equip them with the right skills for the challenge at hand, they will perform at their best. In our experience that often isn't so. Energy is the X factor that makes it possible to fully ignite talent and skill. We never addressed how Monica Seles hit her serves, or how Mark O'Meara drove the ball, or how Grant Hill shot his free throws. All of these athletes were extraordinarily gifted and accomplished when they came to us. We focused instead on helping them to manage their energy more effectively in the service of whatever mission they were on.

Athletes turned out to be a demanding experimental group. They aren't satisfied with inspirational messages or clever theories about performance. They seek measurable, enduring results. They care about batting averages, free-throw percentages, tournament victories and

year-end rankings. They want to be able to sink the putt on the eighteenth hole in the final round, hit the free throw when the game is on the line, catch the pass in a crowd with a minute to go on the clock. Anything else is just talk. If we couldn't deliver results for athletes, we didn't last very long in their lives. We learned to be accountable to the numbers.

As word spread about our success in sports, we received numerous requests to export our model into other high-performance venues. We began working with FBI hostage rescue teams, U.S. marshals, and critical-care workers in hospitals. Today, the bulk of our work is in business—with executives and entrepreneurs, managers and sales people, and more recently with teachers and clergy, lawyers and medical students. Our corporate clients include Fortune 500 companies such as Estée Lauder, Salomon Smith Barney, Pfizer, Merrill Lynch, Bristol-Myers Squibb, and the Hyatt Corporation.

Along the way, we discovered something completely unexpected: The performance demands that most people face in their everyday work environments dwarf those of any professional athletes we have ever trained.

How is that possible?

It's not as anomalous as it seems. Professional athletes typically spend about 90 percent of their time *training*, in order to be able to *perform* 10 percent of the time. Their entire lives are designed around expanding, sustaining and renewing the energy they need to compete for short, focused periods of time. At a practical level, they build very precise routines for managing energy in all spheres of their lives—eating and sleeping; working out and resting; summoning the appropriate emotions; mentally preparing and staying focused; and connecting regularly to the mission they have set for themselves. Although most of us spend little or no time systematically training in any of these dimensions, we are expected to perform at our best for eight, ten and even twelve hours a day.

Most professional athletes also enjoy an off-season of four to five months a year. After competing under extraordinary pressure for several months, a long off-season gives athletes the critical time that they need for rest and healing, renewal and growth. By contrast, your "off season" likely amounts to a few weeks of vacation a year. Even then, you probably aren't solely resting and recovering. More likely, you are

spending at least some of your vacation time answering email, checking your voice mail and ruminating about your work.

Finally, professional athletes have an average career span of five to seven years. If they have handled their finances reasonably well, they are often set for life. Few of them are under pressure to run out and get another job. By contrast, you can probably expect to work for forty to fifty years without any significant breaks.

Given these stark facts, what makes it possible to keep performing at your best without sacrificing your health, your happiness and your passion for life?

You must become Fully Engaged.

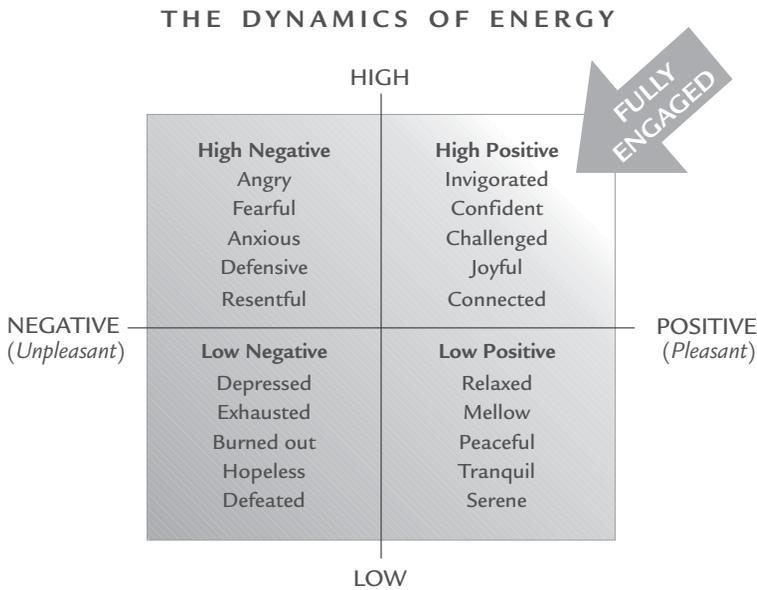
The challenge of great performance is to manage your energy more effectively in all dimensions to achieve your goals. Four key energy management principles drive this process. They lie at the heart of the change process that we will describe in the pages ahead, and they are critical for building the capacity to live a productive, fully engaged life.

PRINCIPLE 1:

**Full engagement requires drawing on four
separate but related sources of energy:
physical, emotional, mental and spiritual.**

Human beings are complex energy systems, and full engagement is not simply one-dimensional. The energy that pulses through us is physical, emotional, mental, and spiritual. All four dynamics are critical, none is sufficient by itself and each profoundly influences the others. To perform at our best, we must skillfully manage each of these interconnected dimensions of energy. Subtract any one from the equation and our capacity to fully ignite our talent and skill is diminished, much the way an engine sputters when one of its cylinders misfires.

Energy is the common denominator in all dimensions of our lives. Physical energy capacity is measured in terms of quantity (low to high) and emotional capacity in quality (negative to positive). These are our most *fundamental* sources of energy because without sufficient high-



octane fuel no mission can be accomplished. The accompanying chart depicts the dynamics of energy from low to high and from negative to positive. The more toxic and unpleasant the energy, the less effectively it serves performance; the more positive and pleasant the energy, the more efficient it is. Full engagement and maximum performance are possible only in the high positive quadrant.

The importance of full engagement is most vivid in situations where the consequences of disengagement are profound. Imagine for a moment that you are facing open-heart surgery. Which energy quadrant do you want your surgeon to be in? How would you feel if he entered the operating room feeling angry, frustrated and anxious (high negative)? How about overworked, exhausted and depressed (low negative)? What if he was disengaged, laid back and slightly spacey (low positive)? Obviously, you want your surgeon energized, confident and upbeat (high positive).

Imagine that every time you yelled at someone in frustration or did sloppy work on a project or failed to focus your attention fully on the task at hand, you put someone's life at risk. Very quickly, you would become less negative, reckless and sloppy in the way you manage your energy. We hold ourselves accountable for the ways that we manage our

time, and for that matter our money. We must learn to hold ourselves at least equally accountable for how we manage our energy physically, emotionally, mentally and spiritually.

PRINCIPLE 2:

Because energy capacity diminishes both with overuse and with underuse, we must balance energy expenditure with intermittent energy renewal.

We rarely consider how much energy we are spending because we take it for granted that the energy available to us is limitless. In fact, in-

THE MIND AND BODY ARE ONE

The primary markers of physical capacity are strength, endurance, flexibility and resilience. These are precisely the same markers of capacity emotionally, mentally and spiritually. Flexibility at the physical level, for example, means that the muscle has a broad range of motion. Stretching increases flexibility.

The same is true emotionally. Emotional flexibility reflects the capacity to move freely and appropriately along a wide spectrum of emotions rather than responding rigidly or defensively. Emotional resilience is the ability to bounce back from experiences of disappointment, frustration and even loss.

Mental endurance is a measure of the ability to sustain focus and concentration over time, while mental flexibility is marked by the capacity to move between the rational and the intuitive and to embrace multiple points of view.

Spiritual strength is reflected in the commitment to one's deepest values, regardless of circumstance and even when adhering to them involves personal sacrifice. Spiritual flexibility, by contrast, reflects the tolerance for values and beliefs that are different than one's own, so long as those values and beliefs don't bring harm to others.

In short, to be fully engaged requires strength, endurance, flexibility and resilience in all dimensions.

creased demand progressively depletes our energy reserves—especially in the absence of any effort to reverse the progressive loss of capacity that occurs with age. By training in all dimensions we can dramatically slow our decline physically and mentally, and we can actually deepen our emotional and spiritual capacity until the very end of our lives.

By contrast, when we live highly *linear* lives—spending far more energy than we recover or recovering more than we spend—the eventual consequence is that we break down, burn out, atrophy, lose our passion, get sick and even die prematurely. Sadly, the need for recovery is often viewed as evidence of weakness rather than as an integral aspect of sustained performance. The result is that we give almost no attention to renewing and expanding our energy reserves, individually or organizationally.

**To maintain a powerful pulse
in our lives, we must learn
how to rhythmically spend
and renew energy.**

The richest, happiest and most productive lives are characterized by the ability to fully engage in the challenge at hand, but also to disengage periodically and seek renewal. Instead, many of us live our lives as if we are running in an endless marathon, pushing ourselves far beyond healthy levels of exertion. We become flat liners mentally and emotionally by relentlessly spending energy without sufficient recovery. We become flat liners physically and spiritually by not expending enough energy. Either way, we slowly but inexorably wear down.

Think for a moment about the look of many long-distance runners: gaunt, sallow, slightly sunken and emotionally flat. Now visualize a sprinter such as Marion Jones or Michael Johnson. Sprinters typically look powerful, bursting with energy and eager to push themselves to their limits. The explanation is simple. No matter how intense the demand they face, the finish line is clearly visible 100 or 200 meters down the track. We, too, must learn to live our own lives as a series of sprints—fully engaging for periods of time, and then fully disengaging and seeking renewal before jumping back into the fray to face whatever challenges confront us.

PRINCIPLE 3:

To build capacity, we must push beyond our normal limits, training in the same systematic way that elite athletes do.

Stress is not the enemy in our lives. Paradoxically, it is the key to growth. In order to build strength in a muscle we must systematically stress it, expending energy beyond normal levels. Doing so literally causes microscopic tears in the muscle fibers. At the end of a training session, functional capacity is diminished. But give the muscle twenty-four to forty-eight hours to recover and it grows stronger and better able to handle the next stimulus. While this training phenomenon has been applied largely to building physical strength, it is just as relevant to building “muscles” in every dimension of our lives—from empathy and patience to focus and creativity to integrity and commitment. What applies to the body applies equally to the other dimensions of our lives. This insight both simplifies and revolutionizes the way we approach the barriers that stand in our way.

**We build emotional,
mental and spiritual capacity
in precisely the same way
that we build physical capacity.**

We grow at all levels by expending energy beyond our ordinary limits and then recovering. Expose a muscle to ordinary demand and it won't grow. With age it will actually lose strength. The limiting factor in building any “muscle” is that many of us back off at the slightest hint of discomfort. To meet increased demand in our lives, we must learn to systematically build and strengthen muscles wherever our capacity is insufficient. Any form of stress that prompts discomfort has the potential to expand our capacity—physically, mentally, emotionally or spiritually—so long as it is followed by adequate recovery. As Nietzsche put it, “That which does not kill us makes us stronger.” Because the demands on Corporate Athletes are greater and more en-

during than those on professional athletes, it is even more critical that they learn to train systematically.

PRINCIPLE 4:

Positive energy rituals—highly specific routines for managing energy—are the key to full engagement and sustained high performance.

Change is difficult. We are creatures of habit. Most of what we do is automatic and nonconscious. What we did yesterday is what we are likely to do today. The problem with most efforts at change is that conscious effort can't be sustained over the long haul. Will and discipline are far more limited resources than most of us realize. If you have to think about something each time you do it, the likelihood is that you won't keep doing it for very long. The status quo has a magnetic pull on us.

**A positive ritual is a behavior
that becomes automatic
over time—fueled by some
deeply held value.**

We use the word “ritual” purposefully to emphasize the notion of a carefully defined, highly structured behavior. In contrast to will and discipline, which require pushing yourself to a particular behavior, a ritual pulls at you. Think of something as simple as brushing your teeth. It is not something that you ordinarily have to remind yourself to do. Brushing your teeth is something to which you feel consistently drawn, compelled by its clear health value. You do it largely on automatic pilot, without much conscious effort or intention. The power of rituals is that they insure that we use as little conscious energy as possible where it is not absolutely necessary, leaving us free to strategically focus the energy available to us in creative, enriching ways.

Look at any part of your life in which you are consistently effective and you will find that certain habits help make that possible. If you eat in a healthy way, it is probably because you have built routines around

the food you buy and what you are willing to order at restaurants. If you are fit, it is probably because you have regular days and times for working out. If you are successful in a sales job, you probably have a ritual of mental preparation for calls and ways that you talk to yourself to stay positive in the face of rejection. If you manage others effectively, you likely have a style of giving feedback that leaves people feeling challenged rather than threatened. If you are closely connected to your spouse and your children, you probably have rituals around spending time with them. If you sustain high positive energy despite an extremely demanding job, you almost certainly have predictable ways of insuring that you get intermittent recovery. Creating positive rituals is the most powerful means we have found to effectively manage energy in the service of full engagement.

THE CHANGE PROCESS

Making all of this happen is another story. How can we build and sustain the multidimensional energy that we need—particularly as the demands in our lives intensify and our capacity diminishes inexorably with age?

Making changes that endure, we have found, is a three-step process that we call *Purpose-Truth-Action*. All three are necessary and none is sufficient by itself.

The first step in our change process is to *Define Purpose*. In the face of our habitual behaviors and our instinct to preserve the status quo, we need inspiration to make changes in our lives. Our first challenge is to answer the question “How should I spend my energy in a way that is consistent with my deepest values?” The consequence of living our lives at warp speed is that we rarely take the time to reflect on what we value most deeply or to keep these priorities front and center. Most of us spend more time reacting to immediate crises and responding to the expectations of others than we do making considered choices guided by a clear sense of what matters most.

In the purpose stage, our goal is to help clients to surface and articulate the most important values in their lives and to define a vision for themselves, both personally and professionally. Connecting to a deep set of values and creating a compelling vision fuels a uniquely high-