

# Y One good insight deserves another...

**YOU JUST NEVER KNOW WHERE AN INSIGHT** will come from or how one good insight will inspire another. One of the most rewarding things about writing this column is the response we get. Thanks to all who read this column and especially to those who have shared the following:

I just wanted to let you know how much I enjoyed your *Strategic Finance* article “Does Power Corrupt?” (April 2004) I am working on a Ph.D. in organization and management, with a specialization in leadership. I believe that now is the time for managers to begin behaving according to the Golden Rule. I am completing my dissertation on Greenleaf’s ideas regarding “servant-leadership,” which very much reflect the spirit of your article.—*D.M.*

I agree 100% with your statement that integrity is the most important thing, but I recently had lunch with a previous coworker that I think summed it up pretty well. In today’s world, integrity isn’t always possible given the need for the income and job.

I have been blessed in that we have always allowed ourselves to survive on one income, but many others didn’t do that planning up front and therefore have to compromise integrity to keep what they have. To some degree, I believe SOX is going to turn into just another means to point fingers versus building integrity. From what I have seen, most places aren’t seeking the underlying message,

just abiding by the letter of the law.

Our values have slipped a great deal in this country, but I am beginning to see a slight resurgence in them—which is a welcome sign—and I hope it continues. I will

know it has taken effect when executive salaries return to a more reasonable ratio than 300+ to 1. I wonder if these guys realize how many employees they could afford if their salaries were more reasonable, thus giving the average workers a chance to have lives and spend time with their families, etc.—*B.B., Raleigh, N.C.*

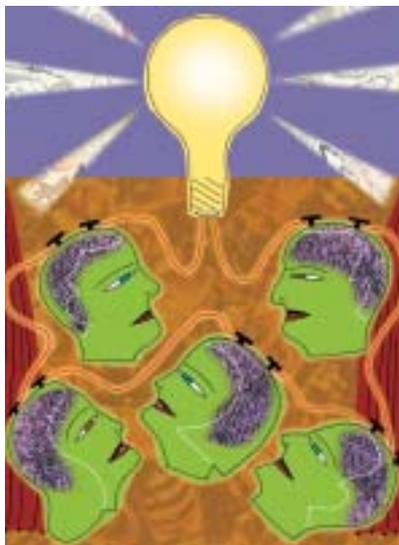
Bob and Betsy respond: *You’re right, of course. As General H. Norman Schwarzkopf said, “The truth of the matter is that you always know the right thing to do. The hard part is doing it.”*

*For added perspective on integrity, we offer two quotes. First, idealistically, from*

*Martin Luther King, Jr.: “The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.” And, pragmatically, from Warren Buffett:*

*“Somebody once said that in looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if they don’t have the first, the other two will kill you.”*

The article “Capability vs. Capacity” (January 2004) really struck a chord with me. It provided great insights that complement much of what I have been working on recently in terms of professional development. You drew



a clear picture for me of a way to connect with others, to be (forgive the buzzwords) authentic or genuine, to be in the moment with someone.

Your article also helped me better understand how knowledge is only part of the mix. The example showed exactly that anyone may only need to be reminded to draw upon his or her own instincts or inner voice rather than have anything more imparted to him or her.

My career so far has lacked this dimension in my working relationships, and that has held me back. I am much more aware now and am a very grateful reader for your revealing ideas. As a matter of fact, I just met with success after a job search of over six months. I plan to continue my development and find more success.—*S.M.*

Bob and Betsy respond: *Perhaps Ralph Waldo Emerson had “capability” and “capacity” in mind when he wrote: “What lies behind us and what lies before us are small matters compared to what lies within us.”*

The article on the topic of worry (“ThoLOSTught,” September 2003) reminded me of a story about worry and Henry Ford.

Dale Carnegie interviewed Henry Ford a few years prior to his death in 1947. Carnegie expected Ford to show the strains of long years spent in building and managing one of the world’s greatest businesses. Instead, he found Ford healthy and peaceful at age 78. When asked if he ever worried, Henry Ford replied, “No. I believe God is managing affairs and that He doesn’t need any advice from me. With God in charge, I believe that everything will work out for the best in the end. So what is there to worry about?”

Taking control of your worries is a

life skill that will positively impact every aspect of your life and those around you.—*T.P.*

Regarding “Time to Mourn” (January 2004): This past Sunday I came home from Louisiana after a week. My mother died on December 29, and I have found myself in a whirlwind ever since. I have been doing some of the things mentioned in the article—being distracted as well as being present. Mostly I was being present, facing the hurt, allowing myself to grieve this loss. I have to say it works—I am productive at a time when I thought I would be anything but. As an accountant, it’s a good thing, too, since we are in year-end right now!

Thank you for your timely article. I come into the office early to enjoy my coffee and read. This was the best reading I have done in some time. Isn’t it funny how things work out?—*C.D., Valley Forge, Pa.*

Bob and Betsy respond: *Our hearts go out to you. And we offer further support from My Grandfather’s Blessings by Rachel Naomi Remen, M.D.: “Grieving is the way that loss can heal... We trust our bodies to heal because of the gift of a billion years of biological evolution. But how might you live if you did not know that your body could heal? Would you ride your bike, drive a car, use a knife to cut up your dinner? Or would you never get off the couch? Many people have become emotional couch potatoes because they do not know that they can heal their hearts.”*

I enjoyed your December 2003 column on performativity (“Mirrors May Be Hazardous”), but why didn’t you offer suggestions about ways to “break the unseen mirror”?

While it’s important to determine if a person is looking too much into the unseen mirror, what help is that

if the person then doesn’t have the resources to address how to break the mirror or break the pattern of looking into the mirror?—*V.B.*

Bob and Betsy respond: *The bad news is that there’s no technique we can offer in answer to your question. The good news is that even though the solution may not be easy, it is simple. As soon as we see that we are “playing to the unseen mirror,” it begins to lose its grip on us. Another way to say that is: We begin to be liberated as we see our thoughts, and particularly as we see that we are the source of those thoughts—not some external, powerful force.*

*As a friend of ours, Clytee Mills, likes to say, imagine that you put your hand in a sock and make it a puppet. If you turn that sock puppet toward your face and say “Boo,” can you scare yourself? Hardly, because you know that it’s your hand in the sock!*

Regarding “You Show Me Yours...” (February 2003): I liked how you surprisingly debunked the power of positive comparisons. I was never comfortable with the “affirmation” practice so popular in the ’70s and ’80s (e.g., “I’m smart enough, I’m good enough, and people like me”). The need to say it implies that it’s not true, and you need to convince yourself otherwise. I hadn’t understood that discomfort until your article planted the seed around rewards and insecurity.—*D.D., Pleasanton, Calif.* ■

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