

Bellwether: noun;

A wether, or other male sheep, that leads the flock, usually bearing a bell; a person or thing that assumes the leadership at the forefront, as of a profession or industry; a person or thing that shows the existence or direction of a trend

(All quotes listed are by Dr. Lance Secretan unless otherwise noted.)

Chapter 3 – From Motivation to Inspiration

- **The Failure of the “Leadership Industry”**
 - “We teach leadership like engineering—a sort of cause-and-effect, mechanical formula: If you do these three things, then these outcomes will occur. Another reason so many of these initiatives fail is that they are often presented as a completely one-sided process—to help the company achieve its objectives (narcissism).”
 - “‘To align individual performance with corporate goals.’ In other words, the company’s intention was to motivate employees so that their waking hours were dedicated to achieving the company’s ambitions (share price, market share, revenue targets, etc.) while omitting any reference to how this training might benefit employee well-being or serve customers—all narcissism, and no empathy.”
- **The Social Self and the Essential Self**
 - “The essential self internally references, using joy as a measure. The essential self is a deeper, numinous source that connects us to our higher selves.”
 - “Eckhart Tolle writes, ‘Why does the ego play roles? Because of the one unexamined assumption, one fundamental error, one unconscious thought. That thought is: I am not enough. Other unconscious thoughts follow: I need to play a role in order to get what I need to be fully myself; I need to get more so that I can be more.’”
 - “Living a life that is inspiring, and that inspires others, requires that we listen to the essential self at least as often as we listen to the social self—hearing and respecting both.”
- **Motivation**
 - “Motivation is something we do to people. It consists of a combination of two pressure points: fear and material rewards.”
 - “...tapping into, and exploiting, the fears of the person we are trying to motivate, relying on shaming, bribing, rewarding, threatening, or pressuring—all of which trigger the primal fear instincts.”
 - “Most of our modern theory of marketing is based on motivation and is deployed in almost every part of society: “Buy my lotion or you will be ugly.” Our religions are often based on fear: “Join my faith or you will go to hell.” Politics run this way, too: “Vote for me or the other guy will raise your taxes.” The way we run organizations often falls into this same pattern: “Do what I say, or we’ll fire you.” And, of course, performance management has long followed this path: “Reach these goals, and we will reward you; miss them, and we will punish you.” Even some parents use motivation this way: “Do what I say or I’ll punish you.” Motivation is extrinsic, relies on fear and material rewards or punishments...”
 - “Motivation often gets things done—but at a price. And that price is often resentment, anger, lack of trust, and reprisal. Fear-based motivation is why 71 percent of employees were either “actively looking for new job opportunities” or had the topic on their minds “always, often or sometimes” at work...”
- **Inspiration**
 - “We have built theories of leadership and human resource policies around the fear-based system called motivation...”

- “Our leadership theories and human resource policy manuals are filled with motivation-driven compensation plans, models, and directives, and, as we have seen, they are not working very well.”
- “Inspiration is intrinsic. Unlike motivation, it does not come from fear, but from love. It is not about me—it is almost always exclusively about you. Great leaders and coaches want to inspire others to grow, to accomplish their objectives, to shine, to reach their potential and splendor. Any rewards for these inspiring coaches and leaders come from the joy they experience when helping others to reach their own goals or become larger as fully-realized human beings. Therefore, inspiration is an act of love and service to others, whereas motivation is self-centered...”
- “...inspiration is more effective in getting big things done over the long term. Inspiration is aimed at the essential self—the soul of another, and is most often generated from within; the inspirer is merely the facilitator of the inspired—this is the essence of a great mentor.”
- **How to Distinguish Motivation from Inspiration**
 - “Motivation is lighting a fire under someone; Inspiration is lighting a fire within someone.”
 - “Our capacity for leadership and coaching—in fact, any means by which we enhance the spirit of others—will become raised when we develop inspiring processes, make organizations and experiences inspiring, and focus on and grow our expertise in being inspiring for others—in every aspect of our lives.”
 - “We are drawn to the pursuit of personal growth, guiding us toward the aspirational desires we love, and this always emanates from the essential self. Love generates inspiration. We love what inspires us.”
- **Love-Based Desires**
 - Expansion on Maslow’s hierarchy: Cognitive Desires, Esthetic Desires, Self-Actualization Desires, Self-Transcendence Desires.
 - “As we cross over from the first four fear-based needs to the four love-based desires, things change. We shift from a focus on the social self to a focus on the essential self, from me to you, from fear to love, and from motivation to inspiration.”
 - “Leadership is the same: we all think that we know what it is, but when asked to define it or describe it, there are as many answers as respondents. How can we teach that which we cannot describe?”
 - “Structure, hierarchy, pay levels, endless (and boring) meetings, assessments, PowerPoint® presentations, bureaucracy, and the like are asphyxiating for the new wave of employees who are creative, digital, socially and environmentally conscious, independent thinkers.”
 - “Understanding the power and advantage of inspiration over motivation will bring about a transformation in our appreciation of what leadership is and regenerate corporate cultures so that they become magnets for brilliant people and passionate customers.”
 - “Harry Gordon Selfridge said, ‘The boss drives people; the leader coaches them. The boss depends on authority; the leader on goodwill. The boss inspires fear; the leader inspires enthusiasm. The boss says I; The leader says WE. The boss fixes the blame for the breakdown; the leader fixes the breakdown. The boss says, GO; the leader says, Let’s GO!’”
 - “Teams that are led will do as they’re told; teams that are inspired will do whatever it takes.”

Chapter 4 – From Separateness to Oneness

- **From Classical to Quantum Leadership**
 - “Newtonian mechanics, electrodynamics, thermodynamics, and the laws of special and general relativity form the toolbox of scientists practicing classical physics. This way of seeing things works well with physical objects at the level of atoms, molecules, and larger, but at the

subatomic level, these tools and laws become ineffective, failing to provide a correct description of life. Using these crude tools, we mistakenly believe that all observable objects are separate from each other. So we see competitors, colleagues, vendors, customers, media, unions, regulators, and shareholders as separate entities and as separate from us.”

- “...the newer science of quantum physics informs us that there are no separate entities—everything is connected—and that separateness is an illusion.”
- “...the act of measuring one thing determines the possible quantum state of another—the so-called Heisenberg Principle...”

- **How We Got to Separateness**

- “...whatever your personal explanation for the origins of the universe may be, you will probably agree that it was born out of something that was, at one time, one.”
- “The creationist believes that a few days passed between “the beginning,” when there was oneness, and the introduction of a human, and that a few more days passed before the fall of Adam and Eve. The evolutionist believes billions of years passed between the oneness of the beginning and the evolution of humans, but both refer to a mystery—the moment of oneness from which all this emerged.”
- “...the circular concept of time was the belief shared by Native Americans, ancient Hebrews, the Inuit of the Arctic, the Maoris of New Zealand, the Bantu of Southern Africa, the Aborigines of Australia, and many others. How could they have known and shared the same perspective and understanding of time being circular without any means of communication, unless they were one—in other words entangled at the quantum level?”
- “Copernicus, Galileo, Machiavelli, Newton, Descartes, Hume, Hobbes, and others who gave us the early versions of what we now call the “scientific method,” which we have since refined as we continue to deepen our embrace of separateness.”
- “Our entire education system is built on the notion of separateness.”
- “...we have undergone changes to the hardwiring of our brains over the last several centuries that have programmed us to think in terms of separateness rather than oneness.”

- **The Fallacy of Separateness**

- “If a particle is split and one half remains where we are and the other half is transported to a distant location, both will retain the same properties, regardless of their distance from each other. In another phenomenon, known as the Heisenberg Principle referred to earlier, the state of that particle will not be known until it is observed—the act of observation being the agent of the change.”

- **Embracing Oneness**

- “The outdated approach of classical physics, and some aspects of “the scientific method,” is what we have been using to study and teach leadership—as a subject consisting of separate parts—leaders, followers, organizations, contexts, goals, and more. We have even succumbed to the false belief that behavior displayed and exhibited within an organization is separate from, and sometimes not even appropriate for, life outside the organization—for example, at home.”
- “We falsely believe that defeating our competition is a separate act that will not affect us, or that self-dealing will benefit me while not affecting the whole, or that CEO pay can be hundreds of times larger than the average employee’s earnings without repercussions, or that my organization can poison the environment without affecting the people who live in it.”
- “...inclusion leads to inspiration and oneness. Separateness—when we are excluded or made to feel separate—is uninspiring and painful...”
- Thomas Merton wrote, “The deepest level of communication is not communication, but communion. It is wordless. It is beyond words. It is beyond speech. It is beyond concept. Not that we discover a new unity, but we discover an old unity.”

- “As our pace of life (and brain functions) is quickened by new technologies, it can take a little longer to slow our thought processes down sufficiently to allow us to consider how the decision we are about to make may ripple into other parts of our world.”
- “In the quantum organization, leaders (and everyone else) consider the whole, knowing that there are no actions without reactions. Life is energy, and everything we do has both intended and unintended consequences.”
- “The ability to understand the power of oneness is one of the greatest single opportunities for a leader to transform a corporate culture into an inspiring one.”