

Francisco). Other authors include Thomas Moore, Matthew Fox, Charles Handy, Gary Zukav.

Hogan's chapter, co-authored with Colleen Burke of Arthur Andersen, is a fable about a prince whose father sends him on a quest for a cure to the widespread malaise & apathy in his kingdom. On his search, the prince meets several wise people who talk with him about how business has wounded the soul thru its use of:

- **Time:** "The people of your kingdom often don't know how to become un-busy. They are human doings -- no longer human beings."
- **Space:** "...look at those glimmering corporate towers, those identical malls with their identical stores with their identical merchandise, & those identical fast-food restaurants spreading everywhere along strip roadways in every city of your realm, and ask yourself, 'Whom do these serve?'"
- **Language:** "And what of your warlike language? Corporations wage price wars & create sales campaigns aimed at target markets. Companies entrench, retrench, & build war chests. Some even create strategies in war rooms while their people earn their stripes by serving on the front line. Everyone in the kingdom knows that the big guns are at the top of the organization. Sometimes I wonder if, when your people talk of occupations, their psyches are not the occupied lands in this realm of conquest."
- **Currency:** "So many of the people of your kingdom believe that money is happiness. Your kingdom has learned to fear the darker emotions of sorrow or sadness or depression -- the dark nights of the soul. Your people must stay busy, making more & more money, in order to hold on to the hope of finding that happiness."

It's written like a fairy tail because that format "makes it easier for readers to consider ideas without judgment." (Book available from Hogan, JJ&W, 14 Front st, Exeter, NH 03833; 377 pgs, at author's discount price of \$20)

IS THERE ROOM FOR SOUL WITHIN YOUR ORGANIZATIONAL CULTURE?

Two areas to consider:

- 1) **What do you celebrate in your organization?** The *personal* victories/ events of employees' lives? Or what they do or accomplish *on the job*? "It's important to take the time to honor the *person*" -- birthdays, anniversaries, weddings, births & deaths.
- 2) **Listen to the language used in your organization.** "We seem to be imprisoned in the language of machines & the military. As practitioners, we need to be aware it has an effect on how people feel about being in that organization. It is soul deadening. It can make people feel like machines or soldiers rather than human beings. We need to be language guardians, educating management about the effect of mechanistic language."

Special Issue About A New Opportunity for PR CASE: PUTTING SOUL BACK INTO WORK PAYS OFF BOTTOMLINE

"Unleashing the human spirit at work is the next frontier for business to explore. It's going to fill the gap between what employees are yearning for (more control over & meaning in their lives) & what employers need (a more committed, dedicated workforce)," Shirley Richard of The Richard Company told prr. Richard left her officer-level position at Arizona Public Service (she was exec vp of customer svc, mktg & corp rels) to focus fully on what she successfully piloted at APS -- a program to **unleash the human spirit with "impressive" bottomline results.**

BACKGROUND

For 15 yrs Richard has been studying the baby-boomers (BBs) -- "typically gungho, workaholic employees" -- who represent over half of today's workforce. In the past 2-3 yrs, BBs have gone thru significant changes as a result of: 1) breaking of the corporate contract, 2) reaching midlife & questioning the meaning of their lives -- at the same time reengineering & downsizing hit. BBs "are burned out, stressed out. They are finding little meaning in their lives. For the most part, their jobs were everything to them."

"I think the cost of reengineering is yet to be determined. In the end, its cost in terms of the human spirit being trampled & lost may far outweigh the bottomline benefit that has been proved so far."

EMPLOYEE / EMPLOYER DISCONNECT

"At the same time employees are no longer emotionally committed to their jobs, employers want them to do more -- to be more committed, more creative, do more with less. I don't think companies recognize that disconnect."

Employees' need for more control, more meaning hasn't reached a conscious level, believes Richard. "They just know they're not happy, that they feel out of control, overwhelmed with stress & that work is no longer their primary source of satisfaction. They know something is wrong but they haven't completely gotten their arms around what to do about it."

APS' PILOT PROJECT TO RELIEVE THE DISCONNECT

Sparked by Michael Murphy's *Future of the Body* -- about the untapped potential every human being has. Key is how to tap it. "That was exactly what we needed -- to find a way to tap into the extraordinary potential of our employees for *both* on & off the job benefits." 265 employees across APS joined the pilot project. They were:



- Taught the same skills athletes use to improve individual & team performance:

- ¶ (1) **concentration** to calm the mind;
- ¶ (2) **visualizing** the positive outcomes desired;
- ¶ (3) **affirmation** -- using positive present tense, eg, "I am in control of my life" rather than "I want to be in control."

Murphy teaches that if you affirm in the positive present tense, actions will support it. Pilot group learned & practiced these 3 skills and were asked to keep track of how it benefited APS on the bottomline.

- Because this process demands an inside-out look, employees went thru a 3-day **personal strategic planning exercise**, led by an outside facilitator, to discover & define their purpose in life. The theory is that an integrated person has defined his or her personal mission & the consequent choices toward fulfillment spill over into all areas.
- Create **support groups** around all of this.

"It does not cost a lot of money. And it is not like reengineering where you just impose it on people. It takes each individual saying yes, this is something I want to do. And the result is *you get to tap into the extraordinary potential we all have.*"

RESULTS "They've been phenomenal." Richard, before entering pr, was a certified public accountant -- thus her need to quantify & show how this affects the bottomline. On the business side:

- **Healthcare costs** reduced by 25% -- "that's significant when you consider healthcare is the single fastest rising cost in business today."
- **Absenteeism** down 50%.
- **Industrial safety** improved -- "a group of linemen with the worst safety record in the company agreed to practice concentration skills & visualizing. Since doing so they have not had one recordable OSHA incident. They have the only perfect safety record in the company."
- **Meetings** are more productive, getting done in 1/3 the time because they're more focused using concentration skills.
- **Effective confrontation** with peers, subordinates, a boss -- all with positive outcomes after visualizing success.
- Employees attribute about \$1 million in savings over 1 year "but I think the benefits are far in excess of that ... & we're in the early stages."

Employees were not asked to document personal results but many did. There were cancer remissions, marriages brought back together, mended family relationships, people feeling in control of their lives again, a sense of well being.

ROLE FOR PR? "Public relations is based on how stakeholders perceive an organization. If employees are enthusiastic & go the extra mile, they're creating important relationships & bottomline value. **PR professionals are logical champions for unleashing the human spirit within their own organizations or for their clients.**"

(More info from Richard, who also speaks on this subject, 602/504-1895)

"While most corporate leaders can accept the need to recognize the physical & emotional dimensions of employees, **they have great difficulty when it comes to accepting 'spirituality' at work.** It is reserved for off the job. We contend the largest obstacle to rationally discussing spirituality is the misperception of what it is. When you mention the term to most people, they think of it in terms of religion. Let us be clear: we are not talking about religion. What we are talking about is human spirit -- an individual winning back active control of his or her life & being fully & enthusiastically engaged in whatever they're doing." -- From a draft of *Creating Miracles in Business*, co-authored by Richard & Cherry McPherson.

ORG'L CULTURE & EMPLOYEE RELATIONS MAKE SOUL PR TERRITORY

"There is a huge interest in this topic -- a hunger for wholeness that is palpable. Now we need visionaries who can translate this into practical ways that will affect our practice," Lois Hogan, sr counsel, Jackson Jackson & Wagner & Ph.D. candidate in this field of study, told prr.

"We're actually using the words 'soul' and 'business' in the same sentence and they're being heard without being judged or felt inappropriate. But we're not beyond that initial stage."

NO "PROGRAMS" PLEASE!

"This is unmapped territory. No one has the answers; nor do we want answers that can be made into programmatic models. It's up to those of us who have this passionate interest to ask, 'How can I make this work for me? How can I help my organization move into this?' We just have to be careful about merchandising it as neat little programs."

Hogan sees **an obvious link to public relations** -- e.g., corporate culture & employee relations. Welcoming "soul" within corporate cultures means acknowledging the whole person -- the light & shadow sides and all that we need to feel fulfilled including

1. **Time for reflection** -- "we move so fast we totally forget about the role renewal plays in the cycle of life";
2. **Beauty, art, grace** -- "business has become so functional it doesn't often provide these or they're the first things cut."

"A soulful way of working would be to look at ways to integrate these things so an employee's life could be fuller & richer, so they wouldn't feel fragmented."

TREND IS CLEAR

Not always called "soul," trend is also referred to as "community building," "authenticity," "intrinsic fulfillment." Recent edition of Megatrends talks about the inner search & identifies it as one of 10 megatrends. There are at least 25-30 books on this subject. Hogan is one of 25 contributing authors in *Rediscovering the Soul of Business: A Renaissance of Values* (New Leaders Press, San