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A BIRD IN THE HAND ...

By Jerry McIntosh
Rev: 05/14/12

A Capitalist firmly insists that
“A bird in the hand
is worth two in the bush”.

An Entrepreneur would argue that
A bird in the bush
is worth two in the hand.

A BUSINESS CONSTRUCT

By Jerry McIntosh

Rev: 04/06/13

An Organization is nothing more than
two or more people attempting to complete a task.

Management is the facilitation
of task completion.

Servant Leadership is the most reasonable
form of Management because
it engages every mind in the Organization.

Vision is the responsibility of the Servant Leader
because s(he) is lifted by the organizational mind(s)
to see beyond the horizon.

The Organizational mind(s) creates
the Business Construct to fulfill the vision.

Clients are almost employees.

Employees are almost managers.

But most importantly,
Managers are Servants to all.

ANALYSTS AND ENTREPRENEURS

By Jerry McIntosh

Rev: 06/19/12

Analysts always look for hidden potential of failure.

Entrepreneurs always look for possibilities of success.

Positive stress between the two will produce long term success for both.

BUSINESS STOP SIGNS

By Jerry McIntosh

Rev: 08/07/14

An entrepreneur wakes up in the night or has a long plane ride and an idea comes like an epiphany. A need has its solution in the entrepreneur's mind. Now s(he) must marshal the necessary resources to make the idea come to reality. Resources such as money, people, process, etc.

If the plan to use the resources is appropriate the product or service will soon emerge and the company, its people and its customers will be happy. The entrepreneurial event will have happened, but the story has only begun.

The new company, with growth and success, will now develop growing pains, also known as "business gaps". A "business gap" is any disconnect between employees, customers or both. Business gaps result from many things of which success is one. As the Business Gaps become sufficient enough to impede the company growth we have a "Business Stop Sign". The company begins to stutter and lose its energy.

When Business Stop Signs begin to appear there is a readily available antidote...Servant Leadership and Smart Hiring. Servant Leadership is the practice of all corporate employees serving each other, starting with the CEO or equivalent serving the next level of management, etc. all the way to the employees serving the customers. When Servant Leadership is accomplished, teams will naturally form to eliminate Business Stop Signs and growth and energy will return.

Smart Hires are the follow up processes of resetting corporate goals and then reassessing the resources needed.

With the Business Stop Signs removed, process teams in place and smart people hired, the company will again be a fun place to work and ready to move to new Business Stop Signs.

BUSINESS SUCCESS

By Jerry McIntosh

Rev: 05/15/12

Business Success is considered to be directly linked
to a robust cash register;

but, I would suggest that the cash register
should follow:

**Joy of Effort,
Sense of Productivity and
Comfort of Continuity**

For there is no success in Effort without Joy,
Productivity without Purpose, or
Comfort without New Beginnings.

BUSYNESS

By Jerry McIntosh

Rev: 05/16/12

Are you busy ... or are you busy?

One's importance is often measured
by the number of interruptions received
from pagers, cell phones and other apparatuses;

Some mistake activity for achievement;

but maybe . . .

the truly important receive fewer interruptions
for they have delivered their vision
into the trusted hands of others
who are wonderfully competent.

Activity can mask thoroughness of thought and
steal the joy of achievement.

CHANGE

By Jerry McIntosh

Rev: 10/31/13

Deep inside many human beings there is a belief that if we could only plan appropriately, work diligently or be persistent long enough, we would complete our job expectations, finish our home projects, patch our marital differences or be perfect parents, children, lovers or employees. To be specific, we all labor under the perception that we never quite “get it right”. If only we would try a little harder, we could rest.

Is it possible that “getting it right”, so that we can rest, will always elude us? Even as we craft a solution in a system that involves other people, the system is changing. Incoming employees replace outgoing employees and, therefore, new ideas replace old ideas. As we experience life, we discard old thoughts and adopt new ones. When the corporate system experiences success and subsequent growth the old way is no longer attractive and there is need for a new way.

So, **when our belief that we can fix our environment by hard work comes in conflict with our observation that change is constant, we feel frustrated and helpless** in our personal pursuit to “get it right”. Some are blind to the need to **change**, some are strongly opposed to **change**, some are fearful and some are tired.

Denying **change** permanantizes red tape, makes our jobs seem trite, saps our energy and begins a slow death process in the organization, whether it is our business, our homes or our personal relationships. Maintaining the status quo denies the possibility of new opportunities, new hopes and new joys.

So, how do we embrace **change** and yet require it to be responsible? We don't need **change** for the sake of **change**, but rather to take us to a future that is more fulfilling than the present. Maybe we could ask those who relish **change** to dream for us, paint pictures of how it could be, break us out of our present rut. Maybe we could ask those who resist **change** to evaluate those dreams and pictures the **change** makers have presented. Maybe we could ask those who put systems together and see things to a finish to supply the “thought bridges” that will connect the past with the future. And most of all we need to listen, actively, to every person's dreams, fears, anxieties and hopes, then transform possibilities into probabilities and, finally, realities.

We need to be willing to **change** when our world changes, encourage our dreamers and listen to those who possess the wisdom of the past.

COMPETITION

By Jerry McIntosh

Rev: 04/16/14

To annihilate ones competitors in order to attain success is a myth;
rather, one must collaborate.

Competition is required for defining boundaries and
sharpening the steel of our character.

Competition should be to improve oneself and
hence, be available to overcome corporate weakness and lack of vision.

When competitors openly educate employees, legislators and customers and
when competitors fund research to improve their product or service,
there will be only winners...the Industry and the

CORPORATE CONSISTENCY

By: Jerry McIntosh

Rev: 08/10/14

Business consistency results from acceptance of a single management style, personally and corporately, followed by an explanation of the style and then practice of the style.

The job of management is to search for Corporate Consistency by identifying the management style and then defining the differences of personal and corporate styles in the organization... insisting on coordination of the two.

CORPORATE CONTROL

By Jerry McIntosh

Rev: 08/09/14

Most lawyers and accountants, by inclination and by training,
strain to keep corporate activity within tight boundaries.

However, corporations must grow to stay alive, and
the employees within corporations are the bone and muscle that must be
fed with hope and freedom to think.

Therefore, the sales and service managers must provide mechanisms
for the employees and other stakeholders,
to break out of the boxes and to think outside the boundaries.

There is a fear that sales and service managers
in control of the corporation would produce chaos.
That fear may be born of a pervasive mistrust of other people's abilities.

Ask the employees in touch with the customers
how to run your business and
you will experience healthy corporate growth.

So, lawyers and accountants
must work in healthy tension with
sales and marketing managers.

CORPORATE INTELLIGENCE

By Jerry McIntosh
Rev: 05/15/12

Corporate Intelligence is
shared downward by wise management
and shared upward by secure employees.

When Corporate Intelligence is sequestered at either level,
the organization slowly dies.

CORPORATE MEMORY

By Jerry McIntosh

Rev: 08/08/14

Corporate Memory is the compilation of the specific events
that define the character of the corporation.

This memory of past events is the formation
of the perpetuation of the foundational principles.

All who participate in a corporation
with memory of the foundational principles
will know and understand
the corporations future and
will know how to contribute.

When there is no Corporate Memory
the corporation loses it's soul...
and is usually never recovered.

CRISIS MANAGEMENT

By Jerry McIntosh

Rev: 05/15/12

There are some who seem to search for crises to manage.

Care must be practiced when associating with these Crisis Managers.

In some cases, crises could be avoided rather than managed;

and further,

some Crisis Managers may be experts in the handling of crises of others,
but abominable at handling their own.

DO LESS BETTER

By Jerry McIntosh

Rev: 08/15/13

“Do” – change a Dream into a Vision by hard work.

“Less” – Entrepreneurs have too many ideas.
Have a mechanism for focusing on the important ones.

“Better” – with Vision, Hard Work and Focus
our lives will be better,
along with the lives of those surrounding us.

FAILURE

By Jerry McIntosh

Rev: 04/16/14

Failure = Compressed Learning

The threat of failure provides a panorama of possibilities
to those who refuse to quit and
to those possessing an insatiable curiosity.

The threat of failure separates the doers from the dreamers,
the courageous from the cowards, the performers from the actors,
the thinkers from the listeners and ultimately,
the winners from the losers.

The threat of failure destroys routine,
defies old habits and is intolerant of laziness.
It excites the use of dormant gifts and talents.
But, mostly it defines character and catapults
those willing to new possibilities never before imagined.

Even in defeat, those willing who expend every effort
are already reordering, reevaluating and reformatting
for a new possibility they are about to observe.

Failure occurs only when one makes a choice
to reject (compress) the learning
of difficult life circumstances.

When the threat of failure appears ... ATTACK!

HIGHEST AND BEST USE

By Jerry McIntosh

Rev: 06/08/12

It stands to reason that the creator of a new product or service would be exercising his (her) talents and gifts in the most appropriate manner – the “Highest and Best Use”.

As the Enterprise experiences success and then differentiates, additional talents and gifts are needed for corporate development.

Care needs to be taken when filling these new positions that the person whose “Highest and Best Use” will match the need.

When studying Enterprises that have slowed or are in decline, we find employees (including on occasion, the founder) filling positions that do not match their “Highest and Best Use”.

So hiring is critical. Be rigorous in matching corporate needs with available talents and gifts.

If the corporation is in decline, what to do? Ask every employee (if the corporation is small) or every group (if the corporation is large) how their area could be more effective. Then implement.

Efficiency and Energy will increase wonderfully.

ImagiNEERS

By Jerry McIntosh

Rev: 05/15/13

If organizational ImagiNEERS could be counted on
to develop Dreams, Possibilities and Directions
never before contemplated for the Organization...

Then should we not expect ConducTEERS
to Fashion, Mold and finally Integrate these new directions
into an ever-evolving engine that will fill the
custoMEERS with Fun, Fulfillment, and even Excitement?

Maybe if the CustomeERS were excited,
they would become ImagiNEERS or even --- ConducTEERS.

CustoMEERS EmeriTEERS!

JOB DESCRIPTIONS

By Jerry McIntosh
Rev: 05/15/12

Job Descriptions not only define
what you do,

but also define what others
should not ask you to do.

LEADERSHIP

By Jerry McIntosh

Rev: 05/15/12

If we could define FEAR
as the acknowledgement of danger
(real or imagined), then

We could define BRAVERY
as action in the face of FEAR.

If TRUST is derived from BRAVERY
in an atmosphere of FEAR
in which one must rely on
another's responsible behavior, then

LEADERSHIP must be TRUST
in action.

MANAGEMENT INERTIA

By Jerry McIntosh

Rev: 05/15/12

Management inertia is more often due to lack of capacity than to lack of desire. By that, I mean that management has not developed the systems to handle change. The evidence of good managers is that they have developed the mechanisms (people and systems) to think through and incorporate change. Without these systems, Management is forced to handle every change as if it were another form of crisis.

MR. JACKSON'S LESSON

By Jerry McIntosh

Rev: 05/14/13

As a teenager, I worked in a small country store.

The work invigorated me so I learned everything I could, stocked shelves, prepared produce, was fast and engaging at the check-out stand, did inventory, etc.

I also admired my manager, Mr. Jackson.

One day Mr. Jackson hired a new employee, our first assistant manager, who was to operate between Mr. Jackson and me. From the start I did not like this man – the feeling was mutual. He was lazy, ignorant of our store, mistreated all of the employees and sometimes offended customers.

Finally one day, I stormed into Mr. Jackson's office and let weeks of frustration explode. He listened attentively and then motioned me to sit down.

He stated simply, "Hiring employees is very serious business. Everyone has high expectations...the new employee, the boss, other employees and even customers. If the new employee is right for the job, everyone's expectations are met...but if not, there is no joy anywhere. SO the lesson is this: Learn all you can about the person before hiring and learn even more if the person is in management because the higher in the organization the new hire, the more difficult it is to terminate them. Now you go back to work and practice excellence and leave me to correct my mistake".

Two months later, the assistant manager was gone. Mr. Jackson never said a word...he only winked!

OPPORTUNITY LOST

By Jerry McIntosh

Rev: 07/04/13

Our society has become so constrained
with the preoccupation of “security”
that Exploration has been declared
risky ... rendering us incapable
of contemplating the wonders of Adventure.

ORGANIZATIONAL CHANGE

By Jerry McIntosh

Rev: 05/17/12

When Organizational Change is needed,
make every effort to effect the change!

When necessary change is resisted,
practice Patience.

Patience begets Trust and
Trust introduces Humility.

Patience, Trust and Humility can
effect enormous Organizational Change.

ORGANIZATIONAL CHEMISTRY

By Jerry McIntosh

Rev: 03/18/13

All organizations are intrinsically different. It makes no difference that the organizations are described by the sameness of business, franchise, church, government, educational institution or private foundation. To categorize organizations by their extrinsic and readily observable common goals and say hospitals are the same because they treat the sick, schools the same because they educate the unlearned, fast foods the same because they feed the hungry is to demonstrate limited thinking. Even to subdivide the larger categories into smaller categories such as children's or women's hospitals in the search of sameness will not allow for organizational understanding.

To describe organizational behavior on the basis of organization sameness relative to the organization's product or service is the result of shallow or lazy thinking. Organizations are not made up of "developing products or services", but rather organizations are made up of people who bring the talent to develop the product or service and much, much more. They also bring negativity (the pain and defeat of the past) and positivity (gifts and personality tools), all of which will not lay dormant but will contribute negatively or positively to the "Organizational Chemistry" where they work.

If we, then, as organizational scientists could look beyond the first "cut" of talent and search for the gifts, tools and even baggage of individuals, we could then build powerful organizations.

PAY --- UNIONS VS. MANAGEMENT

By Jerry McIntosh

Rev: 05/14/12

Unions battle Management over the Law of Supply and Demand
as it relates to Pay-For-Performance.

Unions believe there is too little "Pay"
and Management believes there is too little "Performance".

If we could change the paradigm to Value and Self-Respect
where the employee is Educated and given Responsibility,
then the organization would excel.

The employees would grow in Self-Respect and
the organization could pay according to increased productivity.

To be certain, some would be left out.
They could look for further training, become entrepreneurs
or go on to other Supply and Demand organizations.

PRICE? OR VALUE?

By Jerry McIntosh

Rev: 01/15/13

A new or insecure business person often will sell a product or service **cheap** to gain sales.

A mature business person may, rather, sell the product or service for its **value**.

The lesson is that the customer who comes to the merchant for **cheap** will leave for **cheap**, while the customer who comes for **value** stays.

PROJECT SUCCESS

By Jerry McIntosh

Rev: 06/10/12

Enlightened managers attempting to start a new business project, tend to gather people with the highest academic or practical skill levels available to ensure Project Success.

It is, therefore, confounding that while so great attention is paid to the skill levels, so little attention is paid to the requirement for continued Personal Growth coinciding with Project Growth.

RISK TAKERS

By Jerry McIntosh

Rev: 05/15/13

Risk Takers come in a variety of packages.

Some risk takers take emotional risks,
while others take financial risks.

Some take risks in their families,
while others risk their jobs.

The amount of risk is related to
the change in one's relative position of comfort.

SHARING IDEAS

By Jerry McIntosh

Rev: 05/15/12

In all organizations there is a scarcity of individuals with original ideas
but an abundance of individuals who will enhance original ideas.

The problem emerges when the enhancers take credit for the originators,
causing the originators to stop the vital flow for the company.

Both are necessary and great results are produced when
originators join with enhancers to share the credit.

THE ASCENT

By Jerry McIntosh

Rev: 08/08/14

The transformation of a Dream into a Vision requires the sacrifice of the Present for the Future. That is, the Present must be reduced to the bare minimum of living with the excess of time and money dedicated to developing the necessary elements to fulfill the Vision.

Those elements are education (formal or on the job), money (to buy into the vision if needed) or relationships (to add missing human elements to the vision). The time required to Ascend from Dreamer to Visionary is long and arduous even as a young tree loses its leaves in the fall and gathers nutrients during the winter so that it may explode with beauty and growth in the spring. The period spent in sacrifice is seen by others as foolish because they do not understand the process of nutrient gathering to convert Dreams into Visions.

After the Ascent, the Visionary will now have new horizons, new opportunities, new friends and yes...new Visions.

THE BIG PAYDAY

By Jerry McIntosh

Rev: 09/14/12

Business owners come in two mentalities –
the Business Manager and the Business Entrepreneur.

The Business Manager uses the capitol (both invested and earned)
to deliver consistency of Product and Service,
and expects pay for his work every month.

The Business Entrepreneur also uses the capitol
to deliver consistency of Product and Service and
expects to leave most of his pay in the company
to further build the Company and
one day receive “The Big Payday”.

THE BRIDGE

By Jerry McIntosh

Rev: 05/15/12

The Entrepreneur

Wretches at the Bridge of the Mundane,
Revels crossing the Bridge of Opportunity,
Reconsiders from the Bridge of Defeat,
Reorganizes on the Bridge of Synthesis, and
Rejoices looking toward the next Bridge.

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THE CHILD

By Jerry McIntosh

Rev: 03/01/13

It is with intense trepidation and expectation that we receive a Child, newborn or adopted.

It is with anxiety and hope that we open the door of a new Business.

Aren't both the Child and the Business our Children? Both are dependent upon our genetics, learning...our worldview.

The Child and the Business will not only learn from us but will also teach us.

There will be triumphs and failures for both...those twin teachers.

There are no "Magic Bullets" or "Secrets" to raising our Children...only work...hard work.

But it is the exhilaration of the triumphs and the pain of the failures – the twins – that provide the growth for our children...no short cuts.

Is it any wonder then that in the giving away of our children in marriage to another we have more trepidation, expectation, anxiety and hope?

We should rejoice in their continual growth, learning, pain and sorrow as they develop their worldview.

Sometimes I see Parents and Business owners not let loose of their Children when they should. I am sad because this Child or Business will remain less than it could be.

So, the magic elixir of life that brings joy, goodness and a job well done is "hard work."

Hard work, love and learning will promote the Child and the Business into maturity... and the Circle of Life continues.

THE DELTA

By Jerry McIntosh

Rev: 01/14/13

A business is a relatively simple proposition: The Merchant buys low and sells high. He then pays the business expenses and takes the profit (the Delta from the business transaction) home.

If the Delta is positive the Merchant is successful and if the Delta is negative he is not.

The "Rule of Thumb": A start-up business should have a positive Delta within two (2) years and an acquisition business should reach the same stage within one (1) year.

A common misperception is that the pathway to a positive Delta is to sell more cheaply than your competition, but this usually leads to a negative Delta and slow death.

A correct perception is to gather business tools (financial statements, management reports, insider wisdom (from competitors)), listen carefully to customers for ideas and direction, provide higher quality products, provide excellent customer service, tweak costs and continue learning. And, finally, charge more to increase the Delta.

The Merchant that lets fear of a large Delta drive him will fail, while the Merchant that charges more for excellent products and services will flourish. The Merchant will then enjoy his customers, his employees, his friends and family.

THE HUMBLE LEADER

By Jerry McIntosh

Rev: 09/22/12

Some are gifted with attributes of leadership.

But leadership can be arrogant without the experience of life.

Life experience teaches humility and,

humility in a leader attracts those who would be led,

rather than demanding those who must follow.

Thus, the Humble Leader is a joyful gift to mankind.

THE IMPORTANT vs. THE URGENT

By Jerry McIntosh

Rev: 09/22/12

There is a saying that we must discern the value of “the Important vs. the Urgent”.

Too little attention paid to the Important allows the Urgent to consume us.

Yet many live only in the world of Urgent...by happenstance or by choice?

There is danger to the person living continuously in the world of Urgent.

Is it possible that those living in the Urgent are there by choice

so as to fill a need to be important?

If one lives continuously in the Urgent one must come to understand...

There is a better way.

THE MOUNTAINTOP

By Jerry McIntosh

Rev: 08/08/14

For those who stand on the floor of the valley and
long for residence on the mountaintop,
for those dreams of “what could be”,
agonizing for the smell of success,
please understand – the mountaintop has two faces.
While the second contains a harshness fit for a warrior,
the first is a panorama fit for a king.

So success must be redefined as the process
of becoming a warrior-king,
hewn to stand secure on the mountaintop of success.

Although one begins to conquer the dream mountain
with a decision, success comes by enduring the
Rains of criticism, the
Winds of rejection, the
Darkness of depression and Self-doubt and the
Fatigue of yet another difficult range.

When we embrace the adverse elements as the toughening of our soul,
needed to expose weakness and develop strength,
we begin to understand that
The essence of success is in the climb!

It is easy to dream in the valley and
simple to quit on the mountainside, but
hard to contain our joy at the top!

THE PETER PRINCIPLE - RESTATED

By Jerry McIntosh

Rev: 08/07/14

There is a common understanding that employees with exceptional ability will move up the organizational ladder to positions of more responsibility. At some point they reach a level in which their abilities begin to fall short and dissatisfaction becomes a part of the life surrounding the employee. This is commonly referred to as the “Peter Principle” and the employee is now considered expendable.

The assumption is that the abilities that allowed the ascension of the employee are now insufficient. I demure. The employee has rather moved to a position that requires a different skill set. The solution is simple – move the employee to a position where he/she may excel. Hire a new employee with the necessary skills for the new position.

Example: The fantastic salesman who fails as a sales manager.

THE SELF-APPOINTED ANTAGONIST

By Jerry McIntosh

Rev: 08/08/14

Into each of our lives, on occasion, individuals will appear who feel obliged to point out our deficiencies (or the deficiencies of those for whom we are responsible). These individuals will force their opinions (disguised as help) and seem to have little regard for accuracy. In our childhood, we called them bullies, while in adulthood we call them Self-Appointed Antagonists or SAA's.

Understanding the motivation of the SAA is confounding. They may be sensing a need to put the world in order (their order) while deflecting attention from themselves. However, very little time should be spent trying to understand the SAA because the very act of attempted understanding deflects us from our purpose in life to the SAA's purpose (agenda).

Rather, we might be thankful to the SAA, as intrusive as they are, for valuable insights into our hidden weaknesses. They force us to add thoughtfulness to our decision. By forcing their opinions into our lives, we are forced to rise above the field of feelings into the stately mountains of values.

Even though we feel justified in our anger at this unwanted intrusion, their intrusion does develop genuineness and humility in our life patterns and gives us a sense of relief when we see the "real us" and an image of self we can appreciate.

In the final analysis, our friends like to be near us when we have survived the attacks of SAA's and now listen to an attack, analyze it, accept or reject the criticism and choose to change or move ahead better people despite the motive of the Self-Appointed Antagonist.

WEAK ASSOCIATE

By Jerry McIntosh

Rev: 05/15/12

If we exercise control over
a weaker associate
then there should be no surprise
when control is exercised over us
as the weaker associate becomes strong.

Would it not be better to demonstrate
Consideration and understanding to the weaker associate?
Then as the weaker associate becomes strong
we would receive consideration and understanding.

WEALTH

By Jerry McIntosh

Rev: 03/15/13

Wealth is assumed to have great powers of healing which is largely illusory; illusory because of a far too narrow definition of its powers.

Most assume that with greater wealth...children, marriages, businesses, even societies may be healed...so we strive and spend, the antithesis of wealth accumulation. What if we place this preoccupation with the gathering and hoarding of wealth on the table of introspection and dissect it? Would we find sickness in our narrowly focused search for peace and happiness?

Who cannot remember:

- the multiple shades of spring green and not know that nature will again convert foul air into fresh?
- the feeling of majesty while observing the ocean crashing against mountain walls that momentarily disappear into the sea?
- the joy of a mother holding a newborn, her first, and wondering, wondering...
- the excitement of a scientist who has just unlocked another of God's secrets?
- the pride of parents following a child's choice of deferred gratification?

A wider definition and focus of wealth is the beginning of the search for happiness and contentment...the demise of sickness.

The accumulation and focus on material wealth then is the primordial of the unhealthy...sickness. So what do we do with accumulated wealth?

It has been my observation that those who have little or much wealth and who exhibit happiness and contentment see wealth as a gift, to be used as a connector. To protect the environment, advance science, encourage families and most of all extol the giver of wealth....GOD.

In the end, those who hoard die unfulfilled and those who give find life that is real rather than illusory.

WHEN CONSENSUS IS NOT

By Jerry McIntosh

Rev: 09/23/12

There is often a corporate battle regarding decision making –
by fiat (the boss),
majority vote or
consensus (100% agreement to move forward).

Consensus is often avoided because it can be contentious and time consuming.

If consensus could be redefined as agreement
that all possibilities have been vetted,
then voted with the majority opinion standing
I wonder then...
would problems in the future be avoided if in the present,
we had gained consensus?

WORTH

By Jerry McIntosh

Rev: 05/15/12

Some work hard and become wealthy,
while others work smart and become wealthy;
and, of course, a few work hard **and** smart and become Wealthy.

Now, some work humbly and become fulfilled,
while others work patiently and become rewarded;
and a few work humbly **and** patiently and become Learned.

When life is complete, who is the greater recipient ---
the Wealthy ... or the Learned?