

Business May Be Your Life - But - Life Is *Your* Business



James A. Cusumano, PhD

“Water is fluid, soft and yielding. But water will wear away rock ... whatever is fluid, soft and yielding will overcome whatever is rigid and hard ... what is soft is strong”.

**Lao-Tzu, Chinese philosopher,
Taoism founder**

KEY CONCEPTS:

- **Organizational leadership is rapidly evolving to a new way of thinking and being in order to manage the global challenges and opportunities of an increasingly complex and interconnected society.**
- **Created and popularized by Dr. Lance Secretan, Inspirational Leadership® succinctly embraces and addresses this transition.**
- **Inspirational Leadership® is based on the CASTLE Principles, an acronym for *Courage, Authenticity, Service, Truthfulness, Love, and Effectiveness*. When internalized and practiced proficiently, these principles form the basis for creating an organization that is personally rewarding, commercially advantageous and socially responsible¹⁾.**
- **In this last part of a series of three articles, we discuss the last two CASTLE Principles, Love and Effectiveness.**

CASTLE PRINCIPLES

In Part 1 of this series, I presented the concept of the **CASTLE Principles**. The word CASTLE is an acronym developed by Dr. Lance Secretan for *Courage, Authenticity, Service, Truthfulness, Love, and Effectiveness*, the key elements that underpin all Inspirational Leadership®. In Part 1, we explored the role and power of *Courage* and

Part XI: Inspirational Leadership® Inspire: Self - Others - the World: Part 3^{A,B,C}

Authenticity in leadership and how these attributes are an integral part of the foundation of Inspirational Leadership®. In Part 2, we described the importance of *Service*, and *Truthfulness*. In this final part of the series, we address the last two attributes - *Love* and *Effectiveness*.

LOVE

“Use the word ‘love’ in a business environment - are you crazy?” That’s the normal reaction by executives schooled in the old business model - the Motivational Model. The problem emanates from the fact that in the English language, we have only one word for love, while in Sanskrit there are 96 words, 80 in Persian, and 3 in Greek. Therefore, in English, “love” can mean a broad spectrum of feelings and attitudes ranging from a simple pleasure such as “I loved that meal,” to a platonic state of being, “I love the way she dresses,” to intense interpersonal attachment such as, “I love her with my whole heart and soul.”

From a philosophical point of view, love can also be seen as a virtue, where one extols a sense of compassion, caring and kindness. Consequently we find that in much of the Western world, this diversity of meanings for the word “love” often causes confusion and makes it difficult to define and to communicate what is truly meant in a given situation. However, love is perhaps the most important psychological concept and force in any culture. In its various forms, it is the prime facilitator in all interpersonal relationships and has the most significant power to make things happen. It matters not whether the relationship is one based on business, or a passionate connection with your lover.

Therefore, it cannot be eliminated from the business arena if one expects to inspire oneself and others. In business, the word love equates precisely to a sense of caring, compassion, kindness, understanding and commitment. If you have ever been inspired by a person, you may recall that, even though that person may have been demanding, he or she also had a deep sincere interest in your wellbeing and demonstrated the caring and compassion that supported that commitment.

As Lance Secretan reminds us in his recent book, *The Spark, The Flame and The Torch*,²⁾ this critical attribute of Inspirational Leadership® appears throughout successful businesses and the arts. For example, in James Cameron’s film *Avatar*, the Na’vi people from the planet Pandora greet each other with, “I see you.” This acknowledges that they see the other person as being like themselves and in this sacred recognition, they understand that they are connected in some way, and that whatever they do to the other, they do unto themselves. Similarly, the Indian Sanskrit greeting, “Namaste” means “The spirit in me respects the spirit in you²⁾.”

Being a caring person does not mean always doing what others may want or like. But in the end, your actions should inspire them because of your compassionate commitment to their wellbeing. Allow me to share a personal example. Some years ago, I hired a Vice President of Sales & Marketing for Catalytica. Ron (not his real name) was a bright young man with lots of energy and experience in the pharmaceutical industry so I felt he could help us build Catalytica Pharmaceuticals. Shortly after hiring Ron, I began to hear rumblings from customers that he was at times quite arrogant. Over a period of time, I found out that Ron was an alcoholic. I was dismayed, but determined to help him.

¹⁾ **EDITOR’S NOTE** - This is Part XI in a series of articles based on the author’s experience as an entrepreneur, having founded several successful businesses, including Catalytica Pharmaceuticals, Inc., a billion-dollar public company. His business experience base spans “5 lives” - A multimillion record sales recording artist; R&D Director for Exxon; Chairman & founder of 2 public companies; CEO, founder and Executive Producer for Chateau Wally Films; Chairman & Owner of Chateau Mcely, an international award-winning luxury hotel & SPA. This article is extracted from his latest book, presently in preparation and entitled, “My Little Book of Business - Tales of Purpose, Passion & Enterprise.” Parts I-V of this series deal with “Creating A Fulfilling Life.” Part VI addresses “Building A Successful Business,” and the current series focuses on *Conscious Capitalism and Inspirational Leadership* as a means to lasting fulfillment in life and success in business.

²⁾ The author may be reached at Jim@ChateauMcely.Com.

³⁾ Parts 1 & 2 of this article appear in the prior two issue of LEADERS Magazine.



Figure 1: For all the bravado and our legacy of warrior leadership, we now realize that inspiration comes from love, not war; from compassion and empathy, not victory, violence, and domination.



I confronted Ron and told him that Catalytica would pay for him to enroll in a program to help him deal with his challenge. However, I pointed out that should he ever be caught drinking alcohol again while working, he would be fired immediately. He was pleased with Catalytica's and my personal commitment to him and agreed to undergo several weeks of treatment.

Ron returned to work and for awhile all was well. However, two months after his return, he showed up at a customer's office blatantly intoxicated. I immediately and much to my chagrin, fired Ron. I received an urgent telephone call from his wife to please reconsider. I refused, at which point, she became quite angry with me.

Three years later, I ran into Ron and his wife at a dinner. They asked to see me in private, at which time they both expressed their gratitude for my "tough love" in dealing with Ron. It forced them to face up to a critical issue and even though they went through "hell" for awhile, after receiving psychological counseling and extensive medical treatment Ron had now been "dry" for two years and had landed a successful job with another pharmaceutical company. I was so pleased to see his recovery and success.

Ironically, love is the most difficult of the **CASTLE Principles** to define, yet arguably the most powerful attribute for inspiring people around you. Or as Lance Secretan states so eloquently, "For all our bravado, and the legacy of learning about warrior leadership, we are now realizing that greatness and inspiration come

from love, not war; from compassion and empathy, not victory, violence, and domination (see **Figure 1**). Our "old-story" model of leadership is evolving quickly: the ruthless, ambitious, hard-charging A-type achiever is giving way to a "New Story" – the caring, listening, mentoring leader who yearns to make the world a better place and to serve³."

EFFECTIVENESS

Effectiveness is the last of the CASTLE Principles and is actually the result of doing the first five principles well (see **Figure 2**). And in fact, in a circular way of thinking, Effectiveness is both a cause and an effect. Inspirational Leaders are most effective when they have developed the skills to be Courageous, Authentic, Serving, Truthful and Loving (or Caring, if you will). When these attributes become a true part of our character, we cannot help but be personally inspired and we cannot help but to deeply inspire others to perform well beyond all expectations.

The famous architect, futurist and philosopher, Buckminster Fuller had a profound perspective on inspiration and the genius of creativity and innovation. He noted that, "Everyone is born a genius, but the process of living 'degeniuses' them." Following on Fuller's philosophy, Lance Secretan notes that there are six elements to living effectively and therefore to supporting the first five **CASTLE Principles**:⁴

1. There is nothing to learn to be Effective, only old habits to break and to restore our innate personal qualities.
2. Pursuing number 1 is quite *simple*, though not *easy*.
3. "If it's not broke, don't fix it," does not apply to being effective. We need to constantly look for rebirth and re-creation.
4. If anything is negative in any way, e.g., unappealing, complicated, harmful, hurtful, dangerous, destructive, or dishonest, it will ultimately fail. Negative energy requires forcing something that is unnatural – and Nature always wins out in the long run. If it is graceful, elegant and honest, it will ultimately win because the very essence of Nature is elegance and grace. Every successful scientific insight and theory into the workings of Nature has always found surprising simplicity and elegance.

5. Uninspiring tasks are very difficult to achieve and more often than not, they fail.

6. If a strategy or goal is an overt and purposeful personal affront to others, it will have negative consequences and in the end, fail. Respect the concept of

Figure 3: Practicing the CASTLE Principles will inspire you and those around you. You can change the world.



"Oneness" – the interconnection with others – and in this recognition success will follow⁵).

In an analogy created by Buckminster Fuller, one can see that it only takes a single person to bring about incredible results that can change the world through Inspirational Leadership®. Fuller reminds us that steering a large ocean liner requires moving the large rudder at the rear of the ship. But how is this accomplished in practice? At the edge of the large rudder, there is a tiny device called a trim tab. It's a miniature rudder. Moving the trim tab just a little bit builds up a low pressure on one face of the large rudder and consequently pulls it around. This takes almost no effort at all.

To be an Inspirational Leader, you too can be a trim tab. You can inspire yourself, and those around you. You can change the world (see **Figure 3**).

James A. Cusumano, PhD ■

¹ Much of the substantive content of this article is based on the CASTLE PRINCIPLES, which have been developed by Dr. Lance H. K. Secretan. See for example, "ONE – The Art and Practice of Conscious Leadership," The Secretan Center, 2006.

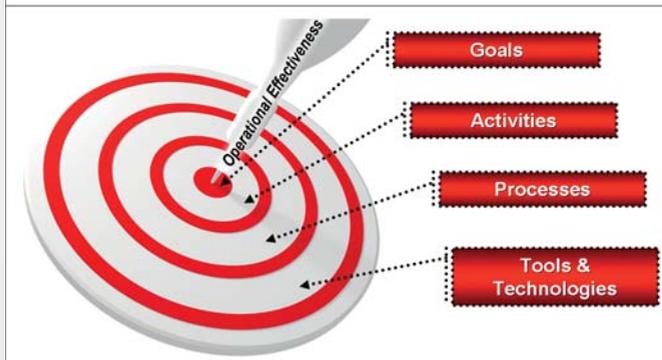
² James A. Cusumano, "Cosmic Consciousness – A Journey to Well-Being, Happiness and Success," Fortuna Libri, 2011.

³ Lance Secretan, "The Spark, The Flame and the Torch – Inspire Self. Inspire Others. Inspire the World," The Secretan Center Inc., 2010, p. 160.

⁴ Ibid, p. 163-4.

⁵ Op. cit., James A. Cusumano.

Figure 2: Operational Effectiveness is actually the result of doing the first five principles well. All of our activities, skills, and strategies must be based on these attributes if we are to inspire ourselves and others, and our organization is to achieve its goals.



About the Author: James A. Cusumano is Chairman and Owner of Chateau Mcely (www.ChateauMcely.Com), chosen in 2007 by the European Union as the only "Green" 5-star luxury hotel in Central and Eastern Europe and in 2008 by the World Travel Awards as the Leading Green Hotel in the World. He is a former Research Director for Exxon, and subsequently founded two public companies in Silicon Valley, one in clean power generation, the other in pharmaceuticals manufacture via environmentally-benign, low-cost, catalytic technologies. While he was Chairman and CEO, the latter – Catalytica Pharmaceuticals, Inc. – grew in less than 5 years, to a \$1 billion enterprise with 2,000 employees. He is co-author of "Freedom from Mid-East Oil," recently released by World Business Academy Press (www.WorldBusiness.Org) and the author of "Cosmic Consciousness – A Journey to Well-being, Happiness and Success," published in English and Czech by Fortuna Libri, 2011.