

**Think  
Like  
Einstein**

**Business and Leadership Applications**

adapted from

**Attract It. *Beyond* Positive Thinking**

By Award Winning Health Care Leader and Author, Gisèle Guénard

**The only way to solve any problem is to  
change the thinking that created it. *Albert Einstein***

## **Introduction. *This Is No Secret***

What are the thinking habits of C-Level executives and Board members? Do you think successful leaders, business owners and millionaires sit around thinking about what they *do not* want? ...moping around when times are tough, whining about what is *not* working in their organizations? Are their thinking processes scattered, confused and responding to events like reeds in the wind?

Not a chance. We are *thinking like Einstein*. Applying the elements of solution-focused thinking, trendily known at this time as the law of attraction, is nothing new to successful business people, nor is it a “secret” to us. We already have this knowledge and are skilled at using it for the good of our organizations. We may not used the term *attraction*, but we are most certainly operating with the same basic strategies written about for centuries.

Positive thinking alone will not suffice. Albert Einstein’s philosophy on problem solving has been described in varying forms of the following quotes, attributed to the man:

*When I examine myself and my methods of thought, I come to the conclusion that the gift of fantasy has meant more to me than any talent for abstract, positive thinking.*

*We can not solve a problem using the same consciousness that created it.*

And so I, along with leaders world-wide, have adopted the *think differently* approach to problem solving philosophy, with excellent results in the Positive Change Movement, business leadership and personal life.

### *A note about my interpretation of the Law of Attraction*

This phenomenon is really just basic healthy thinking. I describe it as a 2 step process. Clarity in *Decision* making is first required, combined with strong consistent attention, *Energy* and focus applied to that decision. In organizational development, it also means the alignment of all involved, towards that end result. A calm, confident *Knowing*, or belief that the end result will be reached, is the fuel that drives success.

As a health care professional and having been in executive leadership for several years, I am concerned about current popular messaging suggesting that one simply needs to sit around imagining a desired result, and it will materialize. The principle currently promoted under the title of law of attraction is really proven success psychology, heavily evidence based and too important to be solely linked with suspect new age fluff.

## *What's the Boss Reading?*

Many, if not most business leaders have a library of “success oriented” motivational or inspirational reading material, including the same books I frequently refer to in my leadership work, and many more. Though leaders also study success, brain plasticity and modern positive psychology, many prefer to stay “in the closet” and not reveal their personal reading material choices, especially if there is a perceived “new age” element to certain ideas.

The farthest thing from new age, and having been used for millennia, healthy thinking ideology is taught in universities worldwide under the umbrella of principles for success, in one form or another.

Whether or not a business or organization chooses to use trendy or popular terminology is irrelevant. The process for success is the same. To paraphrase Shakespeare, *A rose by any other name is still a rose*. At the very least, all business and service organizations would benefit from the incorporation of the basics of healthy positive thinking, or law of attraction if you will, into their strategic planning and day-to-day operations.

I know you and your organization will enjoy this short eBook, adapted from Chapter 8 of *Attract It. Beyond Positive Thinking*.<sup>1</sup>

Note: Many Board Directors, CEOs and executive leaders have shared with me that they regularly practice strategies such as guided imagery, positive visualisation, intention exercises and positive affirmations in their day-to-day leadership activities, including:

- Before board meetings
- For department meetings and other staff events
- Prior to performance appraisals
- When dealing with difficult employees

## **Vision Mission and Values: From So-So to Spectacular**

Successful organizations, from small businesses to large corporations, have a basic set of beliefs and desires they operate from, whether they have ever actually written these down or not. These unfortunately, have a significant “yawn factor” for the majority of their employees, and often, no one ever really pays any attention to these, once crafted. Sadly, a key tool for organizational development and success is being left on the shelf.

Conversely, once everyone “gets it” about the Vision Mission and Values, they will “buy in” and *feel good* about these, creating pride of membership *feelings* in their place of work. We all know the bottom line results *that* feeling produces... a good one, for the consumer or the client we are ultimately serving.

## **The Big Three: VMV**

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<sup>1</sup> Guénard, Gisele, *Attract It. Beyond Positive Thinking*, 2<sup>nd</sup> edition, iUniverse, New York, 2007

For our purposes, consider my definitions for these well-worn terms:

Vision: Whatever your organization would like to see in an “ideal world”, where resources and time are abundant. If everything were perfect, what would be the scenario? What would your organization have accomplished?

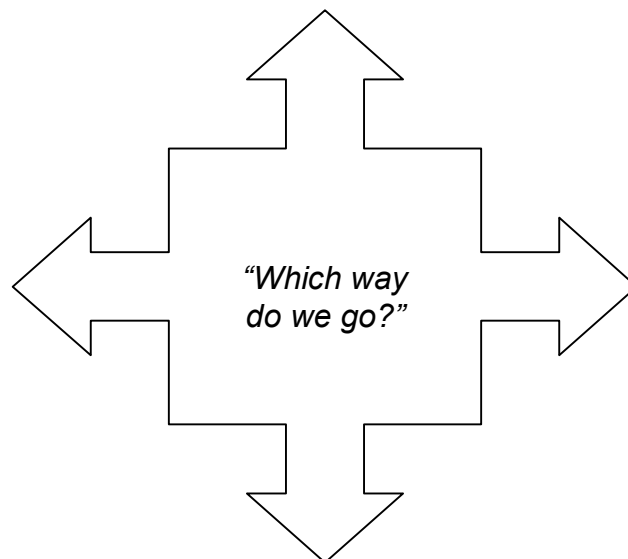
Mission: What your organization’s “job” is. What the organization is funded or paid for, whether through government funding, charitable intake or sales revenues.

Values: Your organization’s beliefs. The concepts and philosophy that everyone should be working with, and practicing.

### **The Key is in the Vision**

Visit the web sites of the world’s most powerful and successful corporations. Read their Vision statements. Bar none, they are crafted to elicit a *feeling*. A strong, clear Vision statement will work the same way as the Decide step in attracting the desired results.

*Remember:* either you can choose to pilot your ship with a clear course, or you can be a passenger on someone else’s. Your Vision statement guides your organization in the right direction.



An effective Vision Mission Values “piece” elicits *good feelings*. It should make people feel better about associating with the company. Successful organizations know that this “feeling stuff” is so important to the success of their

business, or to the achievement of their goals, that huge amounts of money are spent on creating “Vision Mission Values” statements. These statements are not only meant to clarify what they are about, these are intended to get people to “bond with the company”, “buy in” or even “get all fired up”. *That feeling is what attracts the desired results.*

### **The Leader Should Lead**

Isn't that obvious? Yes, and it is not always the case, unfortunately. Job One for the person in the corner office, the entrepreneur launching a one-person new enterprise, and for the head of every department, is to get everyone in alignment with the Vision, Mission and Values, but most importantly, the Vision. The leader should have the skills to work with others in the organization to develop the Vision and *attract* the resources to *make it so*.

For organizations which are currently dysfunctional, at a very minimum, while developing a healthier organization, the leader must have her or his organizational Vision clearly defined for themselves.

The following Exercise is an example of healthy positive thinking, and yes, *realistic* law of attraction principles<sup>2</sup> at work on a complex Vision project.

### **GroupThink**

Attempts at organizational change, as well as basic system development, can be sabotaged by GroupThink. If 100% of the people involved continue to think negative, cynical, discouraged thoughts, positive change *cannot* occur.

A group of people thinking a particular thought is quite powerful: the result either supports the organization's mandate... or acts as a force against it. Remember: our thoughts trigger and contribute to the creation of things and experiences. The solution to this problem, in existence since we humans began to think as we do now, is to “turn the ship around”. *It takes one captain, and a small group of like-minded individuals* to change the course from a dangerously negative one, to a hopeful, positive, sustainable and successful one.

Do your own research on organizational change and development, and you will find many examples of this process at work. My favourite example is that of the now world famous FISH™ philosophy<sup>3</sup>. From its inception at Seattle's Pike Place Fish Market™, to boardrooms and staff lounges of organizations world wide, big and small, this simple strategy has positively changed countless workplaces.

“Be There, Play, Make Their Day and Choose Your Attitude™” is the simple path “FISH” leaders take to attract and foster Healthy Thinking and organizational health to their companies.

I have been fortunate enough to work in a company where the Executive Director had decided to implement the FISH™ philosophy. The positive change was phenomenal, to the ultimate benefit of the client.

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<sup>2</sup> The No Genies, No Secrets kind. Just basic healthy effective focus on the goal.

<sup>3</sup> FISH Philosophy, Charthouse Learning, [www.charthouse.com](http://www.charthouse.com)

## What is Your Company's Vision?

Do you know exactly what your goal is? Are you attracting that, or something else, by default? Decide what your Vision is, apply renewed attention, energy and focus behind that Decision, and enjoy the results.

Here are some practical examples where this is of key importance, as well as some suggestions for process.

Setting	Vision Process
New business venture	Spend one day thinking about your Vision, and putting some words to it. Try it on for size using sheets of paper on your office walls. Sleep on it...what does it look like to you the next morning? Will the client be attracted to your product or service? Will your Vision inspire you and your partners or employees?
Large organization where major change is required	Have your staff answer the following question in an email or anonymous suggestion box: "In a perfect world, where resources and time is abundant, what do you see our company doing or being?"
Small business or charitable organization operating with no actual publicized Vision	Spend a day working through the question above, creating, revising and constructing your Vision statement. It should be one that everyone would be proud to tell people about. This will have many positive side effects including team building as well as boosting ownership and accountability feelings within staff.

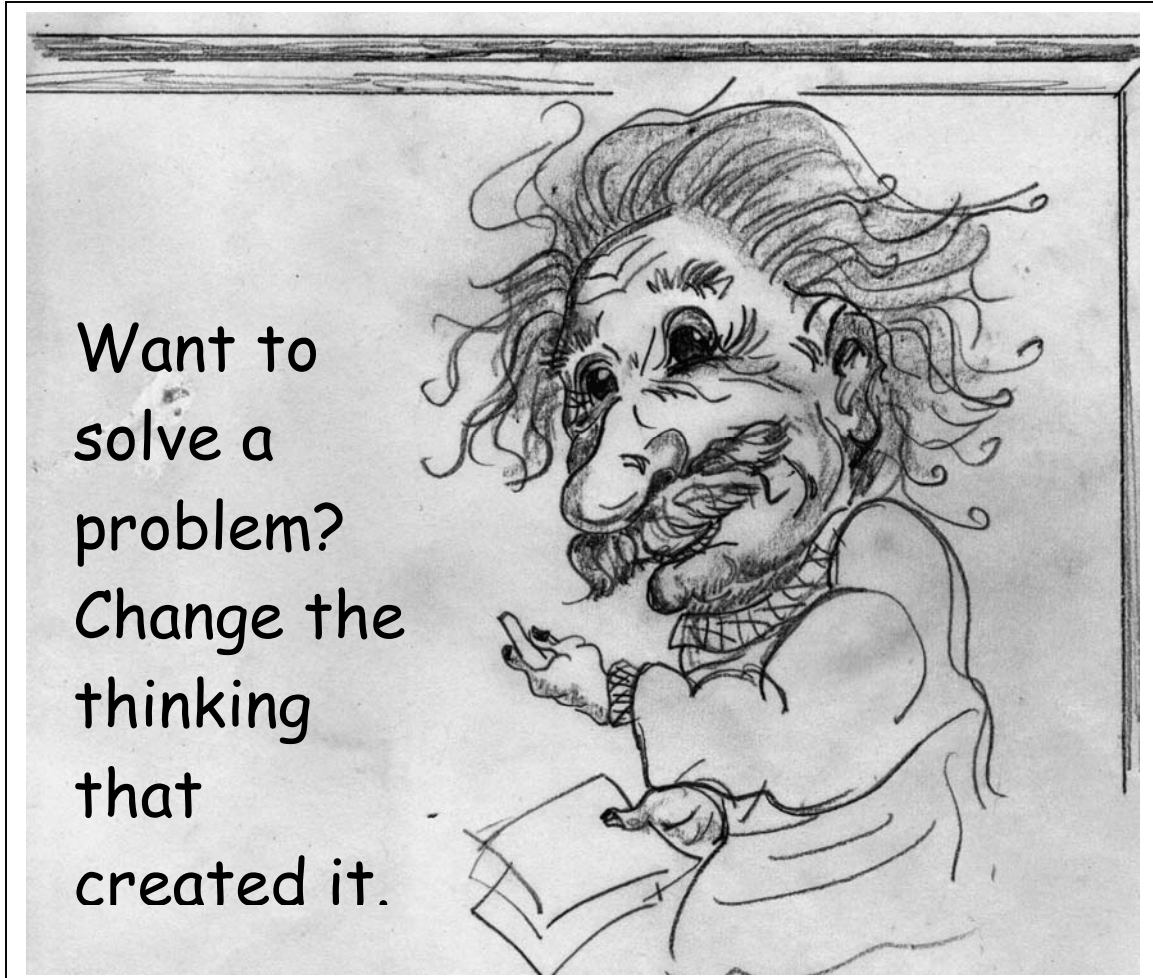
Once you and your company have a strong, clear inspirational Vision, your Mission and Values will be simpler to craft. Next, you will find the development of your Strategic, Business and Operational Plans will flow, enabling you to more easily enlist the partnership of financing and funding bodies as well as the right people to make it all happen at the front lines.

### Applying the Basic Formula

How does one think like Einstein and create a successful business using these principles? Simply by following the same process you would follow in your personal life. Remember, it is still people... individuals with thinking minds, and desires of their own, who are expected to create success in the business.

The process remains: the key to attracting what you want in business and organizational development, as in personal life, is that *whatever you repeatedly think about, with simultaneous good feelings, **combined with aligned action**, will eventually manifest... or something equally beneficial.*

And so, if you are serious about creating a successful business, know that the



application of that same attraction principle will help you and your organization succeed, possibly at a level you would not have predicted.

The following template will guide you and your organization in this process:

<b>Effective Thinking for Businesses and Organizations</b> <small>Based of the <i>Decide + Energize / Know</i> Process<sup>4</sup></small>	
Healthy Thinking includes vocabulary	Work with your administration and management group to minimize, and eventually eliminate, negative vocabulary being currently used in your organization's meeting rooms, offices, documents and publicized materials.
Decide	<p><b>A.</b> Identify all the problem areas in your organization, the “things you don't want”, or all the areas needing improvement. Create this list with your leaders first. Together, you can then work with the front line staff, using the same process.</p> <p><i>Remember:</i> someone has to pilot the ship.</p> <p><b>B.</b> Model and encourage everyone to start talking about what they <i>do</i> want.</p> <p><b>C.</b> Use a standard strategic planning exercise to now Decide on the main Goals for your business or organization.</p>
Energize	<p><b>A.</b> Apply Energy Attention and Focus to the organization's strategic goals, using as many of the senses as possible.</p> <p>For Example:</p> <p><b>Visual:</b> new advertising, use of your new Vision statement everywhere, new logos, and paint colours, creative use of media and promotional material. <i>Visual cues are powerful.</i></p> <p><b>Auditory:</b> Use of music appropriate for your business, as cues, matching your Vision and the message you are promoting. Use it in waiting rooms, bathrooms, elevators, meetings.</p> <p><b>Tactile:</b> Renovations to facilities, improved seating and flooring, temperature control, exercise facilities. In-servicing and training for front line staff performing any work, which actually involves human contact, be it shaking hands or health care procedures: the goal is to match the skill and style of touch used to the organization's Vision.</p> <p><b>Scent:</b> eliminate scent or use the appropriate scent to match the Vision and type of organization.</p> <p><b>Taste:</b> Review and improvement of all ingested fluids and foods available in the organization, to match these to the Vision and goals where possible. Provide and offer healthy refreshments to clients.</p> <p><b>B.</b> Initiate action in the direction of each of your strategic plan's goals or strategies, while <i>Knowing</i> you will succeed, and achieve these, or</p>

<sup>4</sup> Decide + Energize while Knowing © is the realistic version of what is currently termed law of attraction,

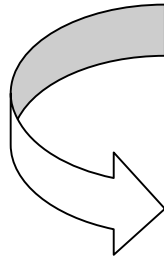
## Effective Thinking for Businesses and Organizations

Based of the *Decide + Energize / Know* Process<sup>4</sup>

	<p>something better.</p> <p><u>For Example:</u></p> <ul style="list-style-type: none"> <li>▪ Do The Tough Stuff First: apply new ideas and move in new directions, from decisions which are evidence-based wherever possible. Certain initiatives can be radical or unpopular with some who are more resistant to change</li> <li>▪ Seek out new funding sources you may have hesitated to approach previously</li> <li>▪ Explore new partnerships, alliances and collaborations with like-minded groups an business peers</li> <li>▪ Hire and/or promote positive thinkers, people who are able to think differently from the majority, while engaging in your Vision</li> <li>▪ Bring in new “non task related” learning activities for your managers, enabling them to boost their own leadership capacity</li> <li>▪ Seek out the leaders within the front lines, and enlist their energy</li> <li>▪ Approach new client bases and develop new alliances for improved service, using new and even radical techniques</li> </ul>
Know	<ul style="list-style-type: none"> <li>- In meetings or conversations with managers and employees, use factual anecdotes and stories about other similar type or size organizations who have achieved similar goals.</li> <li>- With new one-owner/one worker business enterprises, use the same strategy as part of your own Attraction process to grow your business.</li> <li>- Express gratitude and appreciation, for real events and results, with all those involved in your organization.</li> <li>- Acknowledge clients for entrusting their needs to you.</li> <li>- Celebrate events and small successes which move the organization towards the Vision.</li> </ul>
<p>Review and renew all the above quarterly, with all involved, and re-adjust as required.</p>	

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## Think Like Einstein to Improve the Culture of Your Organization



Once you have a Vision for your new business or existing organization, it is much simpler to begin to change and improve the culture, should that be required. Unfortunately, with the pace and rate of change everyone is subjected to, most places have a certain level of negativity which threatens to keep the “what we **don't** want” issues at the forefront of people’s minds, perpetuating problems.

The following are some basic tips to get you and your organization re-directed, day-to-day, in order to get more of what you want, and less of what you do not want.

### Fundamental Change

From the boardroom, to the top levels of administration and throughout the workplace, be alert to conversations and meetings turning to complaints or repetitive “broken record” comments about seemingly unsolvable problems. *It takes is one person* to ask the following question, and get the Energy shifted to finding solutions.

•	What is it that we <b><u>do</u></b> want?
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In the development of successful healthy organizations, the same concept applies. I have always *Hired for Attitude – Trained for Skill whenever possible and appropriate*. Of course, where licenses or certifications are essential, those must be part of the hire’s basket of skills.

This approach has taken many a workplace from dismal and dysfunctional to leadership in their field. Leaders, small business entrepreneurs and human resources managers who are successful in attracting the right people to their organizations, do so by maintaining focus on the right kinds of people for the positions available. They purposefully want and focus on attracting only those who are like-minded, demonstrate positive attitudes in interviews, and can produce proof of this quality with strong references. The ability to develop teams, which are comfortable imagining and discussing the *possibilities* for their work,

and to *know the Vision can be a reality*, is organizational development magic.

Hiring staff with the right healthy attitude will prepare and take your organization through hard times, and contribute greatly to the achievement of your goals.

- It is better to hire a positive thinking person, with the basic core skills you require for the job, and train them for the more complex work required, than it is to hire the super-skilled PhD level candidate carrying a grudge and an attitude of entitlement to the workplace every day.

There is a monumental difference between organizations where a positive healthy attitude prevails, and those where gloom, doom and cynicism are the modus operandi.

- Which do you want for your business?
- Which do you think will improve the service goals and bottom line of your organization?
- Which will attract and satisfy the client, the shareholder or the Board member?

### **What is our Priority Decision?**

To make this choice, organizations can explore the Big FOHR issues and areas outlined below, and **Decide**, with clarity. Re-focus efforts and resources then, on clear goals you may have thought were previously unattainable. The *Decide* step launches the goals you have for your business, and the success principles you apply will support your efforts.

As a leader, you may have so many issues to resolve and situations you want to change, that you feel overwhelmed. However, the changes you want will begin to take place just as you intend, by adapting and applying the best mental principles, aligned strategies and tools.

The previous *Effective Thinking* table outlined the Decide step and its application. *Using the same strategies* you would for yourself in your personal life, you and your organization can determine the outcomes you wish to achieve. Use of these strategies can help any manager or leader to walk her organization through the goal-setting component of Strategic Planning... and possibly save some expenditure on consultant fees! You could develop a few in-house experts to become your own strategic planning crew, and create leadership within the ranks.

Examples of Prioritizing in the Big FOHR areas:

## The Big FOHR

Finances  
Occupation  
Health  
Relationships

### **Finances**

Decide on the financial, sales, investment and growth goals for the organization. This list can be further developed into sub categories by department, or other criteria appropriate to your field. Remember to encourage your employees, managers, and each other, to aim high. Healthy thinking strategy, such as ***Decision clarity*** can easily be applied in a group workshop for your program or strategic planning, using a SWOT or Contrast exercise.

Examples of the decision your organization may come up with:

1. The entrepreneur's fledgling one-person business: earn a 6-figure income to independently support his family
2. The 20-employee real estate company: double their sales in one year
3. The newly launched foundation for support of the independent elderly: meet the needs of 1000 frail elderly who wish to stay in their own homes
4. The internet retail sales outlet: become the consumer's number one choice in 6 months

### **Occupation**

What are your organization's main occupation-related goals? Management and Human Resource departments grapple with these every day. Is there one area that challenges your potential progress? Is there one main issue that could potentially sabotage your efforts? Is there one problem that, once solved, would catapult you into a more successful future?

Examples of the Decision your organization may come up with:

1. The large governmental organization paralyzed by bureaucracy: simplify the organization's structure and processes in order to double productivity and better serve the people
2. The health care organization facing major staffing shortages: be the model/magnet organization in the area
3. The small service business: find one highly skilled team leader
4. The church group: build and maintain a committed group of volunteers

## **Health**

What are the main health-related issues your organization needs to address? Evidence now shows that ignoring these issues and acting as if the organization as an entity has no responsibility toward employees' health, is counter-productive. Addressing and making progress in even one area of individual employee health can make a big difference. Companies who rank in the "most favoured to work for" take employee health seriously, to everyone's benefit, and to the benefit of the bottom line.

Examples of the Decision your organization may come up with:

1. The construction company: work 365 days without any lost time injury
2. The telemarketing company: enable all staff to become smoke-free
3. The restaurant: win public health healthy eating awards 5 years in a row
4. The banking conglomerate: the best employee wellness and attendance record in the industry

## **Relationships**

This one comes easy to any business involved in sales or direct customer service: put the client first. The client/customer/patient/buyer's satisfaction is at the center of the company's number one goal. With even just one competitor, should the client not be satisfied, he or she will simply go across the street, or to another website, and spend their hard-earned money there.

Examples of the Decision your organization may come up with:

1. The health care organization: patients consistently report they feel their needs are the organization's number one priority
2. The investment group: clients will remain with the company through their life span
3. The school: parents and children will report they feel happy, satisfied and proud to belong to the school
4. The travel agency: clients will book with the agency year after year and refer others to us

### Ask One GREAT Question

Applying the basic principles of Einstein's solution oriented thinking to the existing day-to-day operations of your organization *will* yield results. You may have some doubters or negative reactions initially. However, organizations which have implemented these tried and true positive thinking, results-oriented methods would never go back to the way it was. Change must come from the top down. However, if you are not in a leadership position and feel you want to trigger positive change, remember...

It only takes one person to ask...

•	<b>What is it that we <u>do</u> want?</b>
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...and watch what happens.

## Proof

Whether in the front lines or in leadership positions, I have been on many teams in the course of my career. From the powerful vision of one or more leaders, through many challenges, opposing forces and sometimes “from zero resources”, here are a few examples of manifestations I have been a part of, which were classic Think Like Einstein, *attraction in action*:

- Accumulation of cash reserves far beyond those of other peer organizations
- Acquisition and sales of several real estate and development properties
- Amassing of real estate required to achieve growth goals
- Awards and recognitions won
- Building of a new hospital
- Construction of a new nursing home
- Creation of a new community college
- Creation of multiple & diverse sources of income
- Implementation of healthy workplace philosophies
- Launch of an innovative health care community center
- Launch of the first computerized electronic “e-mail-able X Ray” system in our large geographical area
- Successful implementation of the first “a laptop for every student” program in our organizational peer group...and everyone said it couldn’t be done... it is now the norm
- Transforming service from local to international programming
- Zero vacancy rate

These are just a few examples I have experienced or been a part of, where the power of Thinking Like Einstein helped manifest success in the organizational and business world. There is no question in my mind that the process is the same for all examples of creating positive change. Though termed in varying and sometimes more complex ways... the reality is always unwavering application of attention, energy and focus to the Vision. The catalyst is always *thinking differently*.