

Professor Dr. Erhard Meyer-Galow

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„MANAGEMENT BY THE GOLDEN WIND---

MASTERING THE CHALLENGE OF THE PARADIGM SHIFT”

16th WORLD BUSINESS DIALOGUE-EXECUTVE SESSION

13. März 2013 15:30 Uhr in KÖLN

You will see no charts. You will see me. You will hear me. If you look at me and listen with deep awareness, then we are linked together and then my experience may become your experience. I don't want to transfer knowledge. I don't want to teach you anything. My intention in this session is to recount my experience and by doing so, lead you to your own experience.

OUR EGO-MIND IS LIMITED

“We experience much more than we know” says my friend Hans-Peter Dürr, the well-known Quantum Physicist, scholar of Heisenberg.

You will hear nothing about TOOLS, RULES, or TO DO'S , because these are completely dominated by your EGO-MIND, which is the source of many problems and prevents you from developing your capabilities. But you don't know that yet.

Typical EGO-MIND attitudes aim for knowing more, doing more, working more, performing more and having more. It's fine for you to harbor these attitudes. But if these EGO-MINDED motivations are your only focus, I must point out that problems will occur along the way—and they may even weaken the achievement of your own personal development targets.

And so, in participating in this EGO-driven program, you have made a deal, in accordance with Depth Psychology, i.e. of C.G.Jung :

1) The more eager you are to know more, the more you will build up the anxiety that you are all of a sudden not able to know something.

2) The more eager you are to do more, the more you will build up anxiety, and all of a sudden you are not able to do it. Anxiety predicated on failure will develop.

3) As such, the more eager you are to have more, the more you will build up the anxiety to lose it.

EXPERIENCE

You will hear more of what I call the LETS. LET it be. LET the hurry of your life be. STOP running through your life without any reflection from time to time.

It's not a crash course here for fast success. It's an impulse for a lifelong learning process.

What I am going to tell you can be the start of a better career, and it can also improve your personal life.

If you don't completely understand what I am talking about, it's OK. I would not have understood such a speaker when I was of your age. But I would have been glad, if an older much

more experienced manager would have told me what I am going to tell you today.

You are privileged. You can be very successful and happy, if you don't forget what I tell you today.

I will try to make it easy for you to listen and follow my experience.

According to my friend Roland Ropers, who is the first and only expert for ETHYMOSOPHY, the combination of ETHYMOLOGY and PHILOSOPHY, the word "experience" comes from Latin "ex-per-ire". This means to move out of your EGO-MIND-STRUCTURE and go through the barrier between EGO-MIND and SELF-SPIRIT, the inner dimension of a human being.

It is a dramatic misunderstanding in our world, which has achieved so much in science and technology, when we still follow DESCARTES "Cogito ergo sum". When I am guided only through my thinking and emotional capabilities this is not enough for our BEING in the world. It is therefore not the unity of BODY-SOUL-MIND we should aim for, but is the unity of BODY-SOUL-SPIRIT. That makes a big difference.

Albert EINSTEIN: "Through only logical thinking we cannot achieve any knowledge about the world of experience; all knowledge about reality comes from experience and flows back to experience."

MY MISSION

I am now 71 years old and my professional career is almost over except for my involvement with a COMPUTER SIMULATION business BASED on COMPLEXITY MANAGEMENT wherein I am Chairman. The company is called SAT Strategic Advisors for Transformation AG in Freiburg. You may check it under www.sat-ag.com.

At any rate, I have now 25 years of experience in MANAGEMENT BY THE GOLDEN WIND of myself and others.

What is my MISSION?

I want to help others along their own life journeys by sharing my own experiences, from which they can learn and afterwards continue on their own journey. My basic own experience is that we are not separate individuals but we are all connected with each other.

You are all YOUNG PROFESSIONALS, well prepared for a successful business career. My experience may help you to be very successful and stay healthy and be happy even if turbulences occur.

Thank you for signing up for my Executive Session after having read my abstract.

Obviously you all want to live in the GOLDEN WIND and you don't know yet how to achieve that.

We have everything in us. You must not always look for it in the outside world. We can learn to be aware of the obstacles which block us.

WE ARE ALL SPINNING TOPS!!

We turn without any interruption, even when we dream, around our EGO. We believe that the more we turn the better we are. We are always in a hurry of doing. We are EGOZENTRIC spinning tops. We believe that we are stable when we turn, and the faster the better.

But this is an illusion.

(KICK THE SPINNING TOP)

As soon as an outside disturbance occurs, we tumble over, we fall down. As a result of our education our center of gravity has moved up to our head, to our brain.

We are "cephalopods, footed heads". We are no longer connected to our heart (soul) and the spirit, the divine dimension within us.

Tim Schlenzig, an ex-consultant, was always listening to Jack Johnson's "You and your heart feel so far apart". This song

was a daily reflection for him during his working hours, which he describes on his homepage www.mymonk.de as follows:

“The world is turning faster and faster. ...We are running from one appointment to the next, one meeting, one more and then driving home, reading mails on the Blackberry. Fast stop in the gym. Stress in the heavy traffic, squeezed out people squeezed in the Subway. Finally at home. Come on, relax. Manage the family. Clearing up the home, ironing the laundry, cooking, watching TV, sleeping. Very often you cannot sleep. And then, the next day, it starts again from the beginning. When the outside world is turning faster, our inside world in our head, our body, our soul, is turning faster as well. A Thousand To Do's, a thousand targets a thousand plans, a thousand thoughts.....but are all these important and are all these yours?”

He got the insight to change his life.

But even very successful Top managers feel all of a sudden exhausted and are completely at a loss how to change. They are all in a kind of trance without knowing it. Suffering a lot is the signal to wake up.

UNHAPPY TOP MANAGERS

My first teacher, Karlfried Graf Dürckheim, often told the following story:

“Once a very successful Manager with a great reputation came to me and said:” Professor, please tell me what I am missing. I am very healthy. I have no financial problems. I have nothing to apologize for, I have a so called clean record, I am well respected from my employees and all others. Many could envy me. And nevertheless, something is wrong in my life.

In spite of all my privileges, I have an incomprehensible fear and in spite of my own rightness I have feelings of sin and guilt, and inside of all my wealth I have the feeling of darkness and emptiness.

Dürckheim:” May I ask you what the main principle of your life is?”

“It’s all about performance!” , said the Top manager.

Dürckheim:” You are a poor guy. I am not surprised what you told me. Do you really believe that performance is the most important thing in life and that life has only to be focused on performance?”

“What else is important?” he said.

Dürckheim:” Did you ever hear about the inner path, which the human being has to fulfill as well as the outer path, the work in the world.....Did you never hear about the inner growth as a condition for your inner peace?”

With a disrespectful gesture the manager said: “Do you mean something like religion or so? My dear professor, we as top

managers do not have any time for that kind of stuff. We cannot use it to manufacture our products and achieve leading positions in the business world!”

Dürckheim:” These people, very often busy, well-educated, conscientious and orderly, well-meaning people are so greatly limited to a mania to be successful that they believe they can subvert all their inwardness. The result is a high-performance animal, who is- because of his oneness- a caricature of that what a human-being should be, a unit of body, soul and spirit.....

If you would paint such a human being, he would have a giant head, a blown-up breast, mechanical limbs of steel, which are directed by a tenacious will. But in the middle, where the guiding center of soul and spirit should be, is a vacuum, which is sheltered by an anxious and easily vulnerable EGO.

The human being, who corresponds with this picture, remained inside a child in spite of all, what he knows, what he can do and what he has achieved , because the soul remained small and the spirit was blocked from being able to develop in the person and in his attitude.....

The results are emptiness, guilt and fear. These symptoms are occurring for people who seem to be on top of their career. Others, who aren't aware of this inside dilemma, may admire his visible façade, but behind the façade is an unhappy human being whose suffering soul and lack of inner

peace is the result of having remained an immature individual.

Very often these individuals don't see any other possibility to keep a minimum of inner peace than to practice an iron self-discipline to keep the inner tensions under control. But the suppression of the tensions will not lead to any improvement.

It begins with frustration, anxiety and nervousness. Mood swings and a lack of zest for life will follow. These inner problems are kept under control in business, but at home the family members will suffer. When the valve cannot keep the pressure anymore, explosions of impulsiveness will follow. In many cases it's ending up in a Burn-Out or a depression or any other form of psychological illness or psychosomatic illnesses."-----end of citation. Translated by me.

For me Burn-Out is the implosion of the EGO-centric EGO when outside pressure is increasing. And if then inside nothing has been developed, that can hold you, you get a breakdown, a Burn-Out. Therefore the healing can only be reached by inner growth and not through a lot of wellness programs and reduction of workload.

Do you know how we how we can detect those people?

- 1) There is always someone else to blame
- 2) They are easily hurt by criticism
- 3) They need permanently recognition and reward

Do you know one such person or more?

Why do I tell you all that at such length?

I want to protect you on your way into a bright future of your business and private life.

You have two options:

- 1) You wait until you are in deep trouble and then remember what I told you. What a pity!!!
- 2) You start tomorrow or even today your CHANGE to be prepared and protect yourself. You take my Session here as an immediate impulse. Great!!!!

GROWING PSYCHOLOGICAL ILLNESS

It is not easy to get a great job and it is not easy to be promoted step by step to higher positions, but it is much more difficult to get out of your job uninjured.

According to recent studies 38% of the people in the EU have a psychological illness.

According to the "STRESSREPORT 2012" every fifth person feel himself overburdened and overstrained in his job. 43% complain about too much stress. In Germany we had 52 million absences from work due to psychological illnesses, very often anxiety disorders. According to the Gallup-Institute 25% have mentally already cut the ties with their job. The consumption of psycho-pharmaceutical drugs is increasing double digit year by year, at the universities and in the companies and after retirement. The price we pay for a

wrong life is high. “Work hard and party hard” is leading you directly into the collapse after years. I know, it’s a lot of fun and success itself in business is a drug. One cannot stop it. We are addicted to it. I enjoyed it many years.

THE PARADIGM SHIFT

Why do I mean that we are in a PARADIGM SHIFT?

When I started my career everybody wanted to be very successful in business. This was target No. 1. ..Period!

Today, in your generation, we assume that 30-40%, the so called Y-GENERATION, have very different priorities and values. Of course they want to have an interesting job and want to work for a financial success.....But...

- 1) The work-life –balance is important
- 2) They don’t want to be the managers I described
- 3) Free time is important
- 4) Fitness is important
- 5) Training and further education is important
- 6) Family is important

- 7) Friends are important
- 8) Parental leave is important
- 9) They are less materialistic oriented

10) Work ethic is important

11) They want to discover the meaning of life

12) A good and fair working environment is indispensable

....Many of you may help me to add more essentials

Already in 2006 in a survey among business students, 50% named work-life-balance as factor No 1 to decide for a company.

This is a dramatic PARADIGM SHIFT. The employers are not yet prepared. They are still surprised, because companies are very often run by onesided managers. For them business is number 1.

Cashflow and value generation is the game. They talk nicely about the positive culture in the company. But the reality is different.

THE Y-GENERATION

The Y-generation doesn't want to work in a company where

----ethic is mere lip service

----they cannot develop their skills

----balance sheets are manipulated

----customers are cheated

----products are manufactured which harm people, animals and the environment

----price fixing with competitors is common

----the brake of antitrust laws is common

---- bribery is common

----the representatives of the workers council receive a special escort service

----in lower levels personal costs are cut and while extraordinary bonuses are paid to senior managers

----mobbing is common

----greed and egoism flourish

----the egoists are promoted

You may add more of what you hate.....

GREED OR GENEROSITY

Is John STEINBECK still right, who wrote the following insight some decades ago:

“It has always seemed strange to me.....the things we admire in men, kindness and generosity, openness, honesty, understanding and feeling, are the concomitants of failure in our system. And those traits we detest, sharpness, greed, acquisitiveness, meanness, egoism and self-interest, are the traits of success. And while men admire the quality of the first they love the produce of the second.”

LIFE- BALANCE

WORK-LIFE-BALANCE is a terrible misleading expression. It includes the assumption that work and life are oppositions. That work is not life and life is not work. Of course I know that many people live like that. This misunderstanding is the reason for many problems. Make your work part of your life! Work is life as well, it is part of our life. LIFE- BALANCE is the better word.

WORK-LIFE-BALANCE should not mean the balance or equilibrium, between the time to work and to relax and chill or enjoy wellness. Chilling and wellness will not SAVE YOUR SOULS!! It will become boring and you will nevertheless enter into the same psychological problems because no inner

growth has been developed. You are working on a trick. You are adding a foot to your spinning top.

WE DEVELOP US AS FOOTED SPINNING TOPS

It will not help you with stabilization.

LIFE-BALANCE means for me an equilibrium between outer and inner growth

To prevent the a.m. psychological problems and Burn-Outs it is absolutely necessary to use your free time outside your working environment to practice actively AWARENESS or MINDFULNESS. This is the door through which you have to go, to let your inner growth develop.

If this process is advanced you can easily practice it in your business.

Managers are always managing in a style that corresponds to their inner growth. If nothing has developed, they are managing with a big EGO, they are EGOISTS. They work for their own advantage. The more you grow inside the less you are egoistic, and the more compassion grows.

MY OWN LESSON TO CHANGE

When and how did I change my life into a MANGEMENT BY THE GOLDEN WIND?

Until 45 I was a very busy and successful manager. I was rewarded year by year and I thought...that's it. But even when I needed urgently the evenings, the whole weekend and the vacations to recover...I did not reflect on my situation.

Obviously, for my own reflection a deep crisis was needed to shock my solid world. I experienced a double-crisis.

- 1) My marriage failed
- 2) I unexpectedly lost my job as a top manager

At the beginning of the Eighties I visited Karlfried Graf Dürckheim in Todtmoos/Rütte, in the Blackforest. His base for his life was Depth Psychology by C.G.Jung and Neumann, Christian Mysticism and ZEN-Buddhism.

I was in a similar situation to the Top manager from the story I just described. But furthermore I suffered from being on the way to divorce and made redundant at work.

Dürckheim knew precisely how to wake me up and how to lead me in the experience of reflecting on my life as a misunderstanding in the past.

THE ROSE AS A FOCUS

“Look at the rose on my desk and do nothing else!” he said.

I looked at the rose and after some seconds to him.

“No, no, look at the rose and do nothing else!”

I focused on the rose a bit longer and then looked out of the window. No need to tell you of further failures.

Dürckheim said: “You want to be a Top manager? Ridiculous, you cannot even do what you have decided to do.”

It affected me like a lightning.

Then he stood up. He was 85 years old and recently recovered from a heart attack, and he stretched his right arm and said:” Try to turn it down with all the power you have!”

I tried with all my power and my weight....No chance!

He said:” Obviously there is a power, which you have not expected and you don’t know. Your capabilities are very limited. You have not yet developed your potential! The Chinese call this power “CHI”, the power of the universe in you.”

For Dürckheim, three presumptions are necessary for inner growth:

- 1) Insight
- 2) Experience

3) Exercise

OK, I had the insight, because of my crisis, to urgently change my life. Secondly, Dürckheim was leading me into these direct experiences.

MEDITATION

These two experiences led me to start ZEN-MEDITATION under his guidance. It should become my exercise until today.

This is just one practice to let your inner growth develop. For me, the best practice. This is different for everybody. You must find out what your best practice can be. It doesn't make a difference, as long the practice follows the principle steps of meditation

- 1) Decide to start day by day without escape
- 2) Practice awareness or mindfulness as a door to inner growth
- 3) Focus
- 4) Let the focus be
- 5) Let everything be, no thoughts, no emotions, nothing

6) Experience the GOLDEN WIND

Then the gate for inner growth may open.

The GOLDEN WIND is a metaphor for EMPTINESS in BUDDHISM. This is what we Christians call GOD, or Divine Principle, or other religions Allah, Jahweh, Brahman....all words for something which cannot be named. The Quantum physicists call it "Background field", or Quantum field or O-field.

Daio Kokushi tried to express what we cannot express:

ON ZEN

"There is a reality even prior to heaven and earth;

Indeed, it has no form, much less a name;

Eyes fail to see it; it has no voice for ears to detect;

To call it Mind or Buddha violates the nature,

For it then becomes like a visionary flower in the air;

It is not Mind, nor Buddha;

Absolutely quiet, and yet illuminating in a mysterious way,

It allows itself to be perceived only by the clear-eyed.

It is Dharma, truly beyond form and sound;

It is TAO having nothing to do with words.

Wishing to entice the blind,

The Buddha has playfully let words escape his golden mouth;

Heaven and earth are ever since filled with entangling briars.

O my good worthy friends gathered here,

If you desire to listen to the thunderous voice of the Dharma,

Exhaust your words, empty your thoughts,

For then, you may come to recognize this ONE ESSENCE.

Says Hui the Brother, The Buddhas Dharma

Is not to be given up to mere human sentiments.”

We are today in a very exciting situation that the Quantum physicists are coming to the same insight recognition as the mystics of all religions. Both recognize the same space, a source, out of which everything is developing as reality, moment for moment, always new, unexpected.

We are not able to understand it, but we can experience it,

for example through meditation, prayers, rituals.

I described in my book, LEBEN IM GOLDENEN WIND (LIFE IN THE GOLDEN WIND) that there are many spaces for practicing meditation like in nature, music, arts, sports, dance, encounter,...even in business.

CHANGE YOUR LIFE

The change of your life is very simple,
but not easy. It needs a tough discipline day by day.

The more you practice, the more your inner growth is developing and the more your center of gravity is moving down from your head to the center of your belly, some cm below your navel.

Dürckheim pushed me unexpected a little bit and I almost fell
“Your center of gravity is not in your belly, what the Japanese ZEN masters call “HARA”. You are too much in your head.!”

He gave me a slap to my belly that I experienced immediately what he is meaning.

BE A TUMBLER TOY

When I am waiting at the red light to cross the street, I am sometimes, when I am really aware of my imbalance, I feel as if I am standing on my toes with my body inclining forward. Then I correct my standing and recline until I am exactly standing in the vertical. That is a meditation. The vertical is a metaphor for the male power in me while the horizontal is the female power.

From the first meeting with Dürckheim on, I tried to practice ZEN-Meditation.

Well, how to learn it. Ella Wheeler Wilcox pointed it out in her poem "ONLY BE STILL":

“ ‘Only be still, and in the silence grow,’

If thou art seeking what the gods bestow.

This is the simple, safe, and certain way

That leads to knowledge for which all men pray

Of higher laws to govern things below.

But in our restless discontent we go

With noisy importuning day on day—

Drowning the inner voice that strives to say

‘Only be still, and in the silence grow’.

We doubt, we cavil, and we talk of woe—

We delve on books, and waste our forces so;

We cling to creeds that were not meant to stay,

And close our ears to Truth’s immortal lay.

Oh wouldst thou see, and understand, and know?

‘Only be still, and in the silence grow’.

I began and gave up, began and gave up,..and so on. It needs a while to keep on daily. When you feel the change, then this good feeling will keep you practicing. Over 25 years, twice a year, I was in a ZEN-Meditation retreat for a week and sometimes after retirement for a whole month. Change is so difficult, because we are conditioned decades of our life to always continue what we have learned, even if it is wrong.

Well, what is in us, what should grow? It is the UNIVERSE WITHIN says BEDE GRIFFITHS, a great Master:

“There is a space within the heart

In which all space is contained.

Both heaven and earth are contained within it.

When we pass beyond the mind

With its measuring and judging facilities,

With its categories of space and time,

We find the very ground of the universe.

There is energy, life and intelligence.

Inner stillness is necessary if we are to be

In perfect control of our facilities and if we are

To hear the voice of the Spirit speaking to us.

Stillness within the individual

Can affect society beyond measure”.

Through this change- program I practiced more and more a personal MANGEMENT BY THE GOLDEN WIND.

“If you change, the whole world is changing “ said a ZEN-Master.

“Be the change you want to see the world change”
Mahatma GHANDI said.

Only if you change can you change others.

Your own MANAGEMENT BY THE GOLDEN WIND is an essential condition to practice a MANAGEMENT BY THE GOLDEN WIND with others.

From my point of view this is the only valid and sustainable management style to master the PARADIGM SHIFT. Lead the people in your business, for who you are responsible, into more inner growth.

They will be much more efficient, healthy and happy. Your business is going to be much more profitable as a result of the change in you and in others.

AWARDS

The awards for you and your people are wonderful:

SERENITY, JOVIALITY, PEACE, HUMOR, COURAGE,
AUTHENTICITY AND COMPASSION.

Would you like to be very strong in your life and in business?

OK, practice the exercise to experience the GOLDEN WIND with the will, discipline and consequence of a SHAOLIN or SAMURAI.

Then you will develop the power and strength of a SHAOLIN or SAMURAI. They can break a thick wood or throw a needle through the glass of a window.

MANAGEMENT BY THE GOLDEN WIND makes it possible to focus all power on the very moment. Forget the past and the future. Life is ONLY PRESENCE, this moment, moment for moment

During meditation you don't lose energy, you accumulate energy. This energy can be used in the moment you need it.

Isn't that exciting for you as young professionals to start?

RESILIENCE

The key-word of today's psycho-therapy is RESILIENCE. With your personal program to admit your inner growth you are automatically much more resilient to overcome the downturns in your life and to enjoy the upturns more intensively. Your soul will not anymore suffer from the pressure during business hours.

INTUITION

Your inner growth does not only stabilize you and gives you more power. It has a wonderful side-effect, the enhancement of your creativity. INTUITION comes from latin “intueri”, to turn inside. It is a meditation. Within the limits of your thinking capability, creativity is very limited. But INTUITION and INSPIRATION are flowing without thinking, just out of the EMPTINESS, out of the COOPERATIVE BACKGROUND- FIELD, coming from the DIVINE PRINCIPLE. It may happen all of a sudden, in nature, in music, during walking, dancing or just having showers, unexpected spontaneous flashes. Some people call it gut feeling. Many NOBEL-PRIZE -winners report of the INTUITION for their breakthroughs.

There are many reasons to become a professional who practices the GOLDEN WIND MANGEMENT style.

SUSTAINABLE PERSONAL MANAGEMENT

I would like to apply the expression “SUSTAINABLE DEVELOPMENT” to our leadership performance.

For Hans-Peter Dürr, sustainable development means:

“To let the living become more lively”!

I cannot better define sustainable development. Can you imagine, when we as leaders follow this principle, for instance, when we do everything we can, to make the living in the other one, we meet, more lively and enjoyable? Then and only then, motivation, enthusiasm and engagement will grow. We develop people in their inner growth. Success in the business world will follow, no doubt.

Empathy, care and appreciation are the expressions of THE GOLDEN WIND. This is for me SUSTAINABLE PERSONAL DEVELOPMENT.

Then, we as managers are not only prepared to employ the Y-GENERATION, but we fulfill better the expectations of all our employees, customers, suppliers and other stakeholders.

EXISTENTIAL ETHICS

In a survey “About the integrity of entrepreneurs and managers in leading positions” (Science of Consciousness-Transpersonal Psychology and Psychotherapy 2/12, Vianova-Verlag) Hartmut-W. Frech writes as a result of his research:

“In many companies ethical values are increasingly being propagated through rules of ‘cooperative social responsibility’. But they remain abstract claims on the cognitive level and are interpreted according to current requirements. Through spiritual education and practices the conventional moral will be substituted through EXISTENTIAL ETHICS.’ (My own translation from the German text).

CONCLUSION

We altogether can better master THE CHALLENGE OF THE PARADIGM SHIFT with a MANGEMENT BY THE GOLDEN WIND.

The key messages for you are:

- 1) Never injure others!
- 2) Find your inner peace with all you do, think and decide!

Do you want examples of managers who followed the GOLDEN WIND?

1) Kazuo Inamori

Now 80 years old. The magazine Focus reported recently (51/2012): “In the age of 27 he founded the High-Tech-Giant KYOCERA. ‘With the right enthusiasm each wish is going to become reality’ he said. The one who is enthusiastic notices things which others overlook. A strike of his workers was opening his eyes and was leading him to his own Management Philosophy. He had recognized that a company doesn’t have the duty to self-fulfill the founder’s ideas. The company exists only to make employees happy—materialistic and non-materialistic.

‘I focused all actions of the whole company on these targets. This was my KEY-FACTOR –OF-SUCCESS’.

He is still Honorary Chairman of KYOCERA, but after his cancer with 65 he became a Buddhist monk.”

2) Hermann Ricker /Master Han Shan

It's wonderful that he is giving a workshop on "MINDFULNESS" here during my presentation.

After having been Manager of a ROLLEI subsidiary in Singapore for the production of plastic parts for the cameras he founded his own company. After many years it was a large, very successful business. He earned a lot of money, had cars , apartments all over and lived like a member of the jet-set. He survived in a car accident with his wonderful sports-car. When one saw the wreck, nobody could believe that he was still alive.

After recovering, he discovered that his whole life was wrong and rather superficial. He gave the whole company to his directors free of charge and became a Thai monk.

I highly recommend his book "Wer loslässt, hat zwei Hände frei".

It is very popular in Asia to enter a retreat and continue your inner growth.

In the Western World we be prefer to act in the outside world we live, for example in our business.

I practiced MANAGEMENT BY THE GOLDEN WIND as CEO of HÜLS AG and STINNES AG for many years, and this my proof that it can be done very successfully.

It is encouraging for me that obviously more and more of the younger generation are following my FOOTSTEPS and those of other leaders.

