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— ROBERT SUTTON, AUTHOR OF *THE NO ASSHOLE RULE*

DON'T BRING IT TO WORK



Breaking the
Family Patterns
that Limit Success

SYLVIA LAFAIR

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More praise for *Don't Bring It to Work*

"I always thought people chose to be the way they are. Sylvia's teaching, now available in this book, showed me a whole new perspective on how my family patterns were bearing upon my interaction with others. Using her framework, I have broken through to new levels of patience and understanding in crucial relationships including my mother, fellow executives, and even my kids."

—Andrew Cornell, CEO, Cornell Iron Works, Inc.

"Wonderful insights for anyone who manages a business, works in a business, or leads a business. Read it now!"

**—Michael E. Gerber, author of the E-Myth books;
founder of E-Myth Worldwide and The Dreaming Room
LLC**

"Sylvia Lafair's book brings a rare view of 'systems' and 'systems thinking' that is helpful to individuals and families, as well as businesspeople working to build appreciation, cohesion, and success."

**—Frances Hesselbein, chairman and founding
president, Leader to Leader Institute**

"Dr. Sylvia Lafair has written a superb book on working relationships that should be on every executive's desk and used by anyone who is in the business of depending on efficient teamwork for productivity. Her reflections on how our family systems can sabotage our working lives are brilliant and totally applicable in practical terms. This book is a must-read for all business programs, regardless of how large or small."

—Dr. Frank Lawlis, author of Mending the Broken Bond

"Through Sylvia Lafair's astute work, you will see yourself, your co-workers, and your family dynamics in an entirely new light."

More importantly, this will help you change the patterns that have been keeping you from reaching your highest potential. This ranks with the best business and psychology books on the market; not only is it insightful and practical—it's a great read!"

**—Anita Sharpe, CEO and founder of GeniusSuite;
Pulitzer Prize-winning writer at the Wall Street Journal**

"A phenomenal book! Sylvia's insights, experience, and brilliant communication style make her one of the leading experts in this field. I have had the honor of working with Sylvia over many years and can attest to the power of her methods in transforming negative patterns into positive behaviors. This really works!"

**—Eslie Dennis, MD, vice president, Medical Head
Northeast, Novartis Pharmaceuticals Corporation**

"Most educators feel they are standing sentry over a system under siege on all fronts. It's exhausting! Sylvia Lafair shows us effective ways to make change happen. This seminal book provides me the Holy Grail to forge a strong team on behalf of our mission to prepare children for the future. I've been waiting for this for 35 years."

**—Linda C. Brewer, EdD, superintendent, Derry
Township School District**

"Sylvia takes a highly personalized approach to leadership development. She helps each person become more aware of their personal styles and their possible origins, and raises behavior patterns to a conscious level. From awareness comes change. I found great value in applying these lessons both at work and at home to successfully balance demanding jobs, motherhood, and a two-career marriage."

**—Nancy Singer, senior director, Global Sales and
Marketing Leadership Development, Merck & Co., Inc.**

"This book brings a new way of doing business. It changed the way we run our company and the results are significant. This sentence says it all: 'It is time to get out of the sandbox of childhood and gain a deeper knowledge of the fact that we are all connected and no one wins unless we all do.' This

book is a 'must-have' for supervisors all the way up to the executives of the company."

**—Yvonne Cangelosi, executive vice president, SPEX
CertiPrep, Inc.**

"Amazing! Sylvia Lafair tells us what every successful person already knows: that business and personal lives can never be totally separate. She destroys this myth and gives us the tools to bring people together to build great companies and deliver bottom-line results. Groundbreaking work!"

—Richard Harris, CEO, Spa Sydel

"Sylvia Lafair's life work is helping people reach their potential. Like many brilliant ideas, the pattern recognition process described in *Don't Bring It to Work* seems obvious in hindsight. Its power is the power to transform not just life in the workplace, but the total quality of human life. Vital for those working in a family business."

—Edwin Neill III, president, Neill Corporation

"Dr. Lafair is on to something that will totally change how you see yourself and others in the workplace. The PatternAware Leadership Model helps people recognize and address their core issues. This is so much more than 'dress for success' advice. Buy it, read it, apply it! It will transform you and your relationships."

**—Dorene E. McCourt, vice president, Product
Development & Management, MedImpact Healthcare
Systems, Inc.**

"*Don't Bring It to Work* is a wonderful tool for anyone wishing to make their work environment more successful. It addresses the baggage that we all bring to the workplace and gives wonderful revelations as to how to move forward from this and build on our strengths. It is about leadership of the highest level."

**—Carole Haas Gravagno, board member, Philadelphia
Orchestra**

"This book distills various behavior patterns at work and helps you identify negative patterns, and then takes you through personal transformation. Every leader and manager should read this book. Wow! It's wonderful!"

—Nancy Duarte, CEO, Duarte Design; author of *slide:ology*

"This is an incisive exploration of the limiting patterns that hold us captive and sabotage our efforts to be effective leaders in our organizations. Sylvia Lafair's call is simple and practical as she sets out to offer her readers clear steps to unravel their past and transform limiting habits into pathways of success and well-being in our organizations. I highly recommend this book."

—Amber Chand, founder, The Amber Chand Collection: *Global Gifts for Peace & Understanding*

"This book offers keen insights into how individuals process information and guides leaders in helping employees at every level become the best they can be. It is amazing how quickly conflicts can be resolved when we understand the meta-messages that lie at the core of most communication. It should be required reading for all leaders and leaders-in-training."

—Lynn Rolston, CEO, California Pharmacists Association


"This engaging book has a powerful core message. We're bringing family dynamics—from childhood and even from our parents' childhoods—to work, and the results are not pretty. Packed with stories of workplace dynamics gone awry—and then, amazingly enough, transformed by Lafair's compassionate approach—the book is immensely readable. You will be motivated to create change for the better."

—Amy Edmondson, Novartis Professor of Leadership and Management, Harvard Business School, Harvard University

DON'T BRING IT TO WORK

Breaking the Family Patterns
That Limit Success

Sylvia Lafair

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*For my daughters,
Mikayla and Julie,
bright lights of truth and integrity,
and, of course,
For Herb, my strong-willed and gentle husband*

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Our workplace colleagues have been true pioneers, exploring the complex interface between individual contribution and collaborative efforts, between self and others, and how to find the “sweet spot” for extraordinary work relationships. It hasn’t always been easy to move out of old, patterned mind-sets, yet their tenaciousness shines through. Thanks to Marty Minniti and Matt Emmens who were the first to open doors to exploring the depth of emotions that reside in the workplace. To Brian Keefe, Kathleen Belknap, Eslie Dennis, John Rex, Denise Fantuzzi, Joanne Manidis, Richard Harris, Andrew Cornell, Mats Parup, Edwin Neill, Debra Neill, Joanne LaMarca, Tyler Mathisen,

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And to family, where it all begins. My love of words from my mother and my questioning of philosophy from my father are there in my writing. My yearning to go beyond the obvious comes from my older brother Jerry, who always challenged me to see the bigger picture even when I just wanted to be with the "in group." And again to Mikayla, Julie, and Mark, and those great grandkiddies, Arielle and Dylan, who are the future in present form. And to Herb, always encouraging and loving, we sure have lived a lot of life together. Thanks.

We carry our ancestors in our hearts, and sometimes on our backs.

—AUSTRALIAN ABORIGINE SAYING

INTRODUCTION

Jeanette Walters, a senior financial analyst, was an annoying person. Not just a little annoying; *very* annoying. She wore bright red lipstick and interrupted everyone. She answered every question whether she knew anything about the subject or not. She took up so much airtime that the rest of her group was suffocating. “Jeanette just doesn’t get it,” her boss said. “Sure, she’s highly accomplished and has amazing skills. But her coworkers would love to stuff a sock in that big, red-lipped mouth. Frankly, I would too.”

Every workplace has a Jeanette, or some version of her. That guy on your team who never stops complaining. The hotshot executive who steamrollers others with his ideas and never listens to people. The coworker in the next cubicle you can hear on the phone all day, spreading gossip and rumors. The board member who always challenges yet never adds anything useful.

In fact, haven’t you found that just about everyone at work makes you want to stuff a sock in his or her mouth at one time or another?

Such frustrations are understandable. But what most of us, including Jeanette’s boss, never really “get” is *why* people behave the way they do, and what can be done about it. The problem isn’t always other people’s behavior, either. How many times have you regretted something you said or did at work and thought, “Why do I always do that?”

Ever want to help your employees find out what’s holding them back? Or holding you back? Ever want to kick a habit that won’t let go or one you think you have mastered, only to have it boomerang with great intensity? Ever want to

create a new way of relating to colleagues but haven't a clue where to start? Ever want assurance that the executive chosen to take your place when you retire can fill your shoes?

This book will help you find answers. It will help you reinvent yourself, your team, perhaps your entire organization. You'll help employees discover new, more productive ways of behaving—and be able to do the same for yourself. You'll understand conflict as a creative force that you can harness. You'll help high-potentials gain personal power as they learn what really matters about positional power. And, as a special bonus, you can take what you learn about yourself in the workplace and transfer that learning to your personal life.

But first I'd like to offer a word of caution. When you understand the essence of this approach, you will become like a magnet. People will be drawn to you, to your charisma. All sorts of possibilities will begin to open—new ideas, amazing situations, and a sense of freedom that defies description. You need to be ready to use this information for the good of everyone rather than just for your personal gain. It prepares you to take a quantum leap into an exciting and rewarding world that was always there, but that you were just not able to see. The very fact that you have chosen to read this book indicates that you are searching beyond the obvious, beyond the superficial, to become the best you can be and to help others along the way.

Once you learn how people's past family life and their work behaviors connect at a core level, you'll know where performance problems originate and conflict starts. Then you'll gain skills to do something about it. The reason most organizational programs abort is that they fail to deal with

our life patterns, which are at the foundation of workplace anxiety, tension, and conflict.

Ever notice that even though companies spend billions of dollars each year on programs to enhance communication skills and team collaboration, interpersonal conflicts and disappointments continue to cause undue stress and unhappiness? We are still so frustrated when disputes waste productive time at work, and there is a sense of going round and round the merry-go-round. We all have that unsettled sense that something is missing. There are even “office politics” Web sites dedicated to assisting befuddled and confused employees. Yet not much changes.

This book helps you get to the bottom of workplace behaviors that simply don't work for you or your organization. More important, it shows you exactly what you can do about them. You'll learn practical steps you can take that improve your professional relationships and make you a better leader, a better mentor, a better teammate. You'll gain a remarkable new understanding of yourself and your colleagues almost immediately. The key is to apply the PatternAware™ Leadership Model, an approach based on my more than thirty years of experience as a leadership development consultant, executive coach, and family therapist.

Yes, I did say family therapist. I have taken the important skills from this arena into the workplace to help you learn how family baggage can derail even the smartest businesspeople and how to get back on track. **This book is all business with a human connection.** I have spent years at off-sites, in staff meetings, working with mergers and acquisitions, and in one-on-one executive coaching sessions looking for the magic bullet for fast and effective change. What I have learned I want to pass on to you. Just know that behavior patterns from our history are intimately

connected with every aspect of our adult lives, not least of all our work lives. And, more important, although you can never fully leave your family behind, you don't have to bring it to work.

Now back to Jeanette. When I was asked to speak with her, I learned that this accomplished financial expert had grown up with a mother deformed from childhood polio. At a young age, Jeanette became her mother's legs, participating in track and attending college on an athletic scholarship. When she gave up track to focus on her studies, her mother was furious and rejected her, saying that running was a loftier goal than "adding and subtracting numbers." That's when Jeanette's annoying behavior began to escalate. Having given up compensating for her mother's disability to pursue her education, she now needed to compensate for her mother's rejection—so she began to prove how much she knew by talking and talking and talking.

And now for the good news: with a bit of hard work, Jeanette discovered how the pain of disability had traveled through the generations, how even though she had two perfectly capable legs, she was becoming "disabled" at work through her uncontrolled talking. She was amazed at the revelation, and her behavior began to change. Did it take effort? Of course. Was there resistance? You bet! Yet as Jeanette learned to ask more questions rather than have all the answers, she found out how deep her sadness had been during the years of watching her mother cope with daily discomfort. She was astounded when she came to the realization that she talked and talked and talked to fend off anyone seeing into her own deep anxiety, which had been there since she was a little girl. Over time, her talking became less guarded; she became more relaxed and her team more appreciative.

Hidden patterns like these wreak havoc in the workplace. They rear their ugly heads in the form of power games, “cover your ass” strategies, and a variety of disruptive behaviors. Harboring old and often hurtful memories, we react to problems with preconceived notions about how our interactions with bosses, peers, and direct reports will turn out. And these notions usually become self-fulfilling prophecies. A circle of predictability ensues that produces ineffective behavior, poor work performance, misused sick days, lawsuits, and untold time wasted rumoring and gossiping. Understanding your family patterns is more than making friends with your “inner child,” more than liking or disliking your parents or the events from your childhood. **It is about claiming and taming the world of interpersonal relationships.**

This is critical learning for twenty-first-century leaders. Advanced emotional and social intelligence requires a strong comprehension of the workings of the interactive world of relationships and systems thinking. **Being “pattern aware” is an important component of mature leadership.** We can include, yet must go beyond, our personal internal worlds of likes and dislikes, hurts and disappointments. It’s time to get out of the sandbox of childhood and gain a deeper knowledge of the fact that we are all connected and no one wins unless we all do.

When we break the cycle of pattern repetition, we can then discard our burdensome family baggage and replace it with renewed creative energy; we enjoy better workplace associations and, with them, more career success. I’ve seen it happen again and again in my coaching and in the Total Leadership Connections retreats we run. Consider the following examples.

The director of a business unit in a health care company had a tendency to behave as a persecutor, judging and

micromanaging her colleagues. As she became aware of this pattern and its roots in her spoiled childhood, she was able to make the necessary adjustments. Her team excelled, and within two years she was promoted to VP of sales.

An attorney at a global electronics firm was intimidated by his boss. After recognizing that he had “inherited” from his father a tendency to play the victim, he was able to explore new, more confident ways of conducting business and was eventually offered the general counsel position.

A finance executive obsessed with obtaining the ever-elusive CFO job procrastinated on projects, afraid to make mistakes. Once she discovered that her paralyzing fear was rooted in old pressures imposed by her now deceased father, she chose to make a lateral move she would never have considered before. Successful in that role, she was asked—surprise—to become the CFO.

How would *your* world of work change if you learned to observe, understand, and transform the repetitive, patterned behaviors that drive most of your reactions, especially during times of stress and anxiety?

Don't Bring It to Work teaches you how to make the invisible visible and offers you concrete, proven tools for breaking the cycle of repetition so that you can transform the way you work at work. The message is simple: you can uncover your hidden behavioral legacies and reshape the patterns that have been limiting you.

Everything is connected—our unconscious thoughts and our behaviors, our family life and our work life. The more we as professionals gain access to the invisible, family-influenced part of our personalities, the more freedom we exercise in the workplace. And know that what you learn here is for every person in *any* family, for every individual in *any* business. These are basic building blocks of

relationships, the timeless human universals that affect us all from generation to generation.

Follow the prescriptions in this book, and you open the way for a profound and wonderful transformation that begins in the workplace but does not end there. Overcoming your antiquated knee-jerk behaviors, releasing the ties that bind, you become a more caring, capable, creative, compassionate, and collaborative individual. You free yourself to reach your full potential, not merely as a professional, but as a human being. And freedom is what we all want.

UNCOVERING THE CONNECTIONS

When I first started out as a family therapist during the 1970s, I didn't appreciate the powerful connection between family life and work behavior. Actually, I wasn't focused on the workplace at all; rather, I made my living helping couples and individuals with their marriages and parenting issues. The change in my perspective occurred during the mid-1980s, when my husband, Herb Kaufman, and I opened a wellness center in suburban Philadelphia. We both felt that talk therapy, even the best, was not enough. So we added music and movement and art therapies to our foundation of family therapy. One day, a real estate executive who had attended some of our programs asked me to work with her senior management team. "They're fighting," she said.

"So what?" I said. "I'm a family therapist."

"Yeah, but you work with people who have to learn how to get along. These guys have to learn how to get along, too."

Herb and I thought about it, and we decided she was right. Families and workplaces may seem different, but they are actually quite similar. How often have you heard people

say that their work group is “like one big happy family” (or, in many cases, like one big miserable family!)?

The similarity begins with the shared interests of the people involved. In the family, the shared interests are rooted in genetics, whereas in the workplace, the shared interests are rooted in economics. In either case, these shared interests give rise to *relationship systems* that interact with one another. Your past family life and your work behaviors cannot be separated, yet you can learn to bring the best of yourself into all areas of your life.

Armed with these thoughts, we decided to help the real estate executives communicate more honestly and effectively. It worked even better than we had hoped. During the early 1990s, we consulted again with the leadership team of a major pharmaceutical company. The success was more marked still. With our help, management effected changes at the corporate offices that made communication far freer and more productive. Teams in the field began to ask for our assistance. A year later, at the annual meeting, when management handed out awards to the sales force, eleven of the thirteen groups that won key awards were groups with which we had worked.

In both of these cases, I was surprised to discover that change was coming about even more quickly in the workplace than for people in traditional therapy. The key, I felt, was that people in the workplace were more willing to look at their behavior because financial success was involved. The economic factor at work proved very powerful as a stimulus to pursue change at a core behavioral level. In fact, even before coaching became widespread in the workplace, the people we encountered were willing to participate in a committed way in the context of both team building and individual development.

The other thing I learned during these early business assignments was just how powerful family experiences are in shaping workplace behavior. I'll never forget working with David, a competent, high-level sales executive who had alienated his team and was fighting with a key female direct report. When I asked him, on sheer impulse, what his relationship was like with his father, he almost threw me out of his office. In a loud, combative voice he said, "What the hell does that have to do with this?" I had to admit that I wasn't sure, and I told him so. I tend to be tenacious when these hunches come, so I asked him to humor me and just give me a sentence or two. Because his good friend had vouched for my effectiveness, he sighed and said, "OK, two sentences. One, I don't want to discuss it. Two, he was an SOB who hurt my mother and left."

Aha. It seemed that my hunch had been a button pusher. I followed up by asking him for just one more thought: What about his father had he disliked most?

"He was self-absorbed," David answered, "and needed to be the center of attention. I haven't talked to him in thirty years. Don't even know where he is. End of discussion."

It wasn't, however, the end of the revelation. Later in the conversation, when I asked David to describe the problem with the female sales executive, he said, "She's self-absorbed and needs to be the center of attention." Coincidence? I think not!

I didn't say anything then, but I realized that his conflict—and that of others with whom I was working—was not just with his colleague. The invisible battles going on, the unresolved struggle with traumas of the past, showed up in repetitive and unproductive workplace patterns. And so many people didn't recognize that they were struggling—even people who were otherwise sharp, observant, and socially aware.

It makes sense if you think about it: the original organization we join is our family. We didn't know it then, but that's when we started learning relevant workplace skills, such as how to find a role for ourselves, how to understand authority, and how to work with peers. Indeed, science is confirming just how fundamentally important the family system is in determining who we are as people. It turns out that the emotional programming provided by the family system penetrates as far down as the neurological level. Hardwired with concerns and thought processes, each generation both repeats the patterns of past generations and has the opportunity to stand on the shoulders of this past. Biologically and psychologically, we are all part of a story that began well before we were begotten, and this affects the way we behave in all situations, including at work.

Another thing I saw in my early work is that certain patterns showed up again and again, in workplace after workplace. I saw certain behavior patterns so often that they began to take on a life of their own, the way characters in mythology and fables symbolize kernels of human truth. But although most of us have never met an Olympian god or a talking mouse, these are characters familiar to anyone who has ever worked in an office, and I realized that these three patterns, along with others I eventually named, transcend gender, race, cultural background, height, weight, and whether you have curly hair, straight hair, or little hair at all.

- **The Persecutor:** humiliates work associates with finger pointing, demanding, judging, and blaming. The persecutor behaves like a bully and takes no prisoners. No resolutions occur because everyone is afraid to take him or her on.
- **The Avoider:** leaves the scene—either physically or emotionally—when the going gets tough, so that the

real concerns never are faced. Meetings get short-circuited or cancelled, projects are delayed, and resolution deteriorates into superficiality.

- **The Denier:** pretends everything is perfect, out of a desire to maintain the status quo. The denier will distort facts and statistics to keep situations from changing course, and only wants “yes people” around. The denier’s mantra is “Problem? What problem?”

This was the beginning of what we call The 13 Most Common Patterns™ We Bring to Work. As I identified these patterns, I realized that probing their origins was the critical step toward overcoming bad behavior at the office. The initial list was quite long, and I finally pruned it down to the thirteen in this book. Fewer than that would have undermined the essence of this work. So stick with me, and you’ll learn a lot about yourself, your workmates, and your organization.

In David’s case, it was clear that the disruptive behavior complained about by his coworkers adhered closely to the model of the persecutor. Determined to change this pattern, David eventually came to terms with the underlying cause, his unresolved hatred toward his estranged father. His father had been a finger-pointing, demanding type, and without realizing it, David had become just like the dad he rejected. Finally, David found and visited his now ill father. He managed to clear the air and resolve a lifetime of grievances. It was an important, albeit difficult step. He told me about the number of times he had picked up the phone to cancel his meeting with his dad only to hang up before it ever rang. And what David learned when they finally met filled him with a mixture of regret and relief.

David was shocked to learn that this man who had been such a disappointment stayed out of his life at the request of his mother. He told his son that having hurt his wife by

having an affair, he wanted to do whatever she wanted. When, during an argument those many years ago, she told him never to make contact again, he agreed, even though he missed them both terribly.

Although we can't make up for lost years, when truths surface we can gain a new perspective, and often that is all it takes to make a major difference in how we view any situation and how we continue to live life. If I had a dollar for every "I never knew that" after someone has researched an area where doors formerly locked could now open, I would be up there financially with Bill Gates. For David, the change at work was profound: learning that all things are connected and that he couldn't separate work from home, David eventually transformed his persecutor pattern and reinvented himself. He became a visionary leader who is now a senior VP in his company.

BREAKING FREE

Don't Bring It to Work takes you through the same coaching process I have used to help David and thousands of others. When I began working with AstraZeneca, Microsoft, Novartis, and other leading Fortune 500 companies, and when I began facilitating Total Leadership Connections, our highly successful leadership program, I determined that there are three main steps for becoming aware of patterns and finding the way **OUT**:

- **OBSERVE** your behavior to discern underlying behavior patterns.
- **UNDERSTAND** and probe deeper to discover the origins of these patterns.
- **TRANSFORM** by taking actions to change your behavior.

In following these three steps, you are essentially reconnecting with your deepest past in a way relevant to your present challenges. You do a variation of an organizational GAP analysis, on yourself! After first identifying your current behavior patterns, you proceed to observe and analyze in considerable detail the origins of these patterns in your earlier experience. You become aware of how not just family but also culture and crises impact the choices you make day in and day out. Then you make a conscious commitment to change what no longer works. You set up a clear and actionable plan to close the gap between how you behave today and how you would like to behave. What is exciting and of great benefit is your capacity to transfer this learning to help your direct reports, your colleagues, and even, if you choose, those to whom you report. The result: deep changes in individuals and organizations that enhance strengths and eliminate barriers to success.

This book is designed to make the process of overcoming your stubbornly ingrained behavior patterns as simple and straightforward as possible. The three chapters in Part One help you understand the importance of viewing all of life from a systems perspective. You begin to explore the connections between family background, cultural influences, and sudden unexpected occurrences that constitute bona fide crises. All these milestones, all these overt as well as the subtle life markers, impact your professional as well as personal life. Then you can connect the dots to understand how these situations apply to your workplace behavior.

The two chapters in Part Two take you through the process of recognizing specific patterns in your behavior, exploring the roots of these patterns, and taking action steps to transform them. You have an opportunity to learn about the newest research in psycho-neurology. You see how early attachment and relationship patterns have a profound and

lasting influence on each of us and on future generations. I describe the thirteen most common workplace patterns and show how you can transform them—using a proprietary process called Sankofa Mapping™. You are given a detailed outline of what to do and how to make this mapping process valuable for your career.

The three chapters in Part Three explore how, as you develop a new sense of self, you can mentor others and how an organization can grow. This is “where the rubber meets the road.” You learn to become a change agent who can handle the underlying anxiety that accompanies the chaotic environment of modern-day business. Then you are in a strong position not just to survive but to thrive.

Throughout the book, colorful stories and cultural examples will inspire you, and exercises and probing questions will lead you carefully through an adventure that just might change your life. Coming to grips with your entrenched patterns might seem a formidable task. I won’t lie to you—it is. Changing behavior in anything beyond a superficial way requires discipline, time, and commitment. As the narratives you encounter will reveal, it *is* possible to change. And when you do, the rewards are amazing—more honest communication, better relationships, optimized teamwork, better financial results, and, of course, the deep fulfillment that comes with living a more authentic life.

I have, understandably, changed both the names and industries of those whose stories I tell. I want to honor their privacy and also take this moment to let them know how much respect and appreciation I have for their commitment to growth and their willingness to be pioneers in their teams and organizations.

You can never leave home without your family patterns. Yet please remember that not all patterns are negative; in fact, some are the keys to a person’s success. **What you**