



**Applying  
*The Diamond Cutter*  
In Your Work and Life  
*Fundamentals of Karmic Management  
& "Enlightened" Business***

**Amsterdam 2007 / Cologne 2007 & 2008**

**A World of Abundance,  
Creativity and Kindness**



**A Life full of Radiance**

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## About Your Instructor



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You can find more information about much of what we discuss today at one or more of the following websites.

[www.enlightenedbusiness.eu](http://www.enlightenedbusiness.eu)  
[www.enlightenedbusiness.com](http://www.enlightenedbusiness.com)  
[www.world-view.org](http://www.world-view.org)  
[www.diamondmtn.org](http://www.diamondmtn.org)  
[www.compassionate-economy.de](http://www.compassionate-economy.de)

## The Whole Point

- 1) You should be able to reach your financial and other goals.  
Businesses should be profitable. All organizations should meet or exceed their goals and have all of the resources they require.
  
- 2) You should understand how you make money or get any other thing you desire.
  - a) Understand where it comes from.
  - b) Understand what to do to ensure that it continues.
  - c) Understand what to do with it as you make it.
  
- 3) You should enjoy your success.
  - a) You must maintain healthy minds and bodies.
  - b) You should create success, prosperity or whatever you wish in a way that does not harm you or others mentally or physically.
  
- 4) You should create and maintain an environment that supports success, personal growth and health—for you, your employees, your colleagues, your family, etc.
  
- 5) At the end, you should be able to look back at your work and life and honestly say that your life has had some meaning.

# The Fundamentals of “Karmic” Management & “Enlightened” Business

## **Impermanence**

- ?? Create a sense of urgency
- ?? Determine what matters most

**Cause and Effect (Action and Result):** Defining a reliable, replicable system that explains the causes for what we experience and that we can use to create a predictable future.

- ?? Hidden Potential (Emptiness): Appearances
- ?? Mental Imprints (Karma): Experiences
- ?? Assess those imprints that are ripening in this moment
- ?? Learn to enhance or change current experience

**Application:** Learning to use this system and our understanding to create more of what we like and less of what we don't.

- ?? Prescriptive
- ?? Analytical
- ?? In the moment
- ?? Short term
- ?? Long term

## **Keeping (on) Track**

- ?? A Four Wisdoms Journal
- ?? The Six Times Book

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# Impermanence

?? All things begin and end.

- Businesses
- Reputations
- Market positions
- Contracts
- Trends
- Customer and personal relationships
- Our lives

?? We don't know when they will end and often they end abruptly—without warning due to:

- A Poor economy
- Scandal
- Innovation by others
- Financial problems
- Sale
- Natural disaster
- Accident or Death

?? We can derive benefits by maintaining an awareness of this life cycle.

- It should create an urgency to do first those things that are most important
- It promotes prioritization of these choices and fosters the elimination or reduction of extraneous things
- It creates a motivation to help others

## Exercise 1: Working with Impermanence

### Instructions

For this exercise, please answer the following questions. Then make eye contact with one other person. With that person spend ten minutes in discussion addressing the following questions.

If I knew that my life and my business would end in one year:

What would I do differently in my day-to-day life?	
What would I do differently in or with my business?	
What activities or business priorities would I eliminate?	

## *The laws of gravity*

ལས་ངེས་པ།

ལས་འཕེལ་ཆེ་བ།

ལས་མ་བྱས་པ་དང་མི་ཕྲན་པ།

ལས་བྱས་པ་རྒྱུད་མི་ཟ་བའོ།

- 1) Every action produces a similar result.
- 2) The results of every action increase.
- 3) If you never do an action, you cannot get a result.
- 4) Once you have done an action, it never simply goes away.

—Je Tsongkapa  
Tibet, 600 years ago

## Creating Causes for What We Want Most

<b>Wisdoms</b>	<b>Main Focus</b>
To plant positive seeds for profit share wealth	?? Promote corporate generosity and be generous yourself. This imprint is driven by motivation, not the size of your gift. ?? Share profits with those who have helped produce them. ?? Focus your attention and resources on taking care of other people—all people.
To plant positive seeds for harmony share power.	?? Share your resources with others in the company; work joyfully toward common goals. ?? Honor leadership not coercion; delegate authority and celebrate successes. ?? Avoid speech and actions intended to divide people. Make efforts to bring people together.
To plant positive seeds for creativity be happy when others succeed.	?? Rejoice in the success of all around you; colleague or competitor. Avoid taking pleasure in the problems of others. ?? Wish others well—even competitors. This creates a stable market & economy. Resources are not limited—there is wealth enough for all to grow and prosper.
To plant positive seeds for happiness: ?? Be unwilling to tolerate pain and suffering in others, even if you must take personal responsibility for relieving that pain. ?? Adhere closely to whatever moral code you choose to embrace.	?? Promote social justice and equality. ?? Treat employees, friends, colleagues and even strangers with kindness. ?? Succeed in all endeavors with a motivation to help and serve others. ?? Oppose what oppresses others. ?? Support people who teach others to succeed—people who work to eliminate poverty, homelessness, hopelessness, disease, illiteracy and similar problems.

<b>Ten Principles Summary Sheet</b>		
<b>Problem</b>	<b>Principle</b>	<b>Antidote</b>
People get sick or injured. Health insurance costs go up. People burn out.	Enhance the well being of others.	?? Provide safe, comfortable work areas. ?? Make sure all employees have balance in their lives. ?? Have time off—time with family.
Customers pay you late. Employees or others steal from you. Cash flow is difficult. You have financial problems.	Respect your financial commitments.	?? Be generous. ?? Maintain absolute financial integrity. ?? Pay on time. ?? Share profits. ?? Reward the discovery of errors even when not in your favor—especially then.
New employees don't work out. You have discrimination or harassment claims or lawsuits.	Maintain equanimity.	?? Hire only on merit. ?? Free your workplace of discrimination—don't tolerate it. ?? Train in cultural difference.
Forecasts are inaccurate. People you hire have lied on their resumes. Suppliers and customers are dishonest with you.	Convey only true impressions.	?? Communicate with clarity and honesty. ?? Make sure their impression matches your intent. ?? Make only true claims. Be consistent with your brand.
Teams don't work out. Alliances with other companies fail. Key employees leave. There is dissention among employees or divisions.	Bring people together.	?? Find ways to bring people together, in your company and elsewhere. ?? Foster teamwork. Think like Ben Franklin...work for the greatest good of the greatest number.
Employees and others are constantly yelling—berating others. It is difficult to find quiet space.	Speak professionally and respectfully	?? Speak to be kind and helpful. ?? If you must criticize do so constructively.
Employees are gossiping—starting and sustaining rumors. People speak aimlessly and meetings have no purpose.	Speak of meaningful things.	?? Try to make the purpose of your speech to help others. ?? Discourage gossip or meaningless talk. ?? Structure meetings and keep them focused.
You are never satisfied. No matter how big your company gets you always want more. You are willing to violate your own values for more gain.	Find happiness in what you have.	?? Develop an attitude of gratitude for what you have. ?? Contemplate the life cycle of your business and your life—realize it is not permanent. ?? Be happy while you have what you do.
You or your employees are happy when others face misfortune or failure. You exhibit envy, anger and jealousy. You wish competitors harm.	Celebrate others achievements.	?? Focus instead on serving your customers and keeping your suppliers healthy. ?? Win by promoting your strengths, not by denigrating your competitors. ?? Celebrate achievements of all. ?? Don't begrudge others their successes.
You routinely overreact and can't see why people don't see things your way. You deny the relationships of cause and effect and are ignorant of the workings of principles 1-9. You think the glass is half full from its own side.	See the hidden potential in all things.	?? Develop your wisdom of cause and effect. ?? See things as not inherently existent and use that power to create a beautiful workplace and a beautiful world. ?? If you undertake a harmful action to get a good result, you fly in the face of the way things work. ?? Understand hidden potential, the way things really work. ?? The key is understanding the principles we are putting forth here.

## *Speeding things up*

དེ་ཅེ་ལའང་གཞི་དང།  
བསམ་པ་དང། ལྷོད་བ་དང།  
མཐར་ཐུག་སྟེ་བཞི་བཞི་རྩེ་དགོས།

For each of the deeds  
We do to others,  
All these four  
Must be complete:  
The object, the thought,  
The undertaking, and the conclusion.

—Lama Quicksilver, Dharma Bhadra  
Tibet (1772-1851)