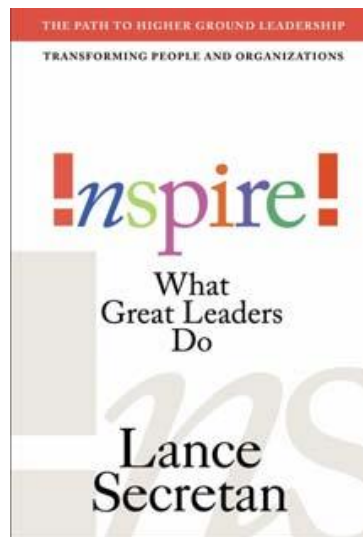


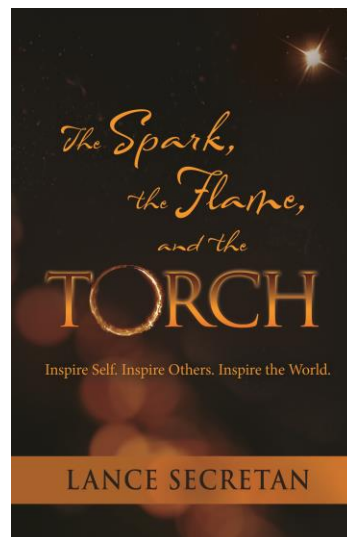
The “Why-Be-Do®” Handbook

Revealing Your Destiny, Character, and Calling

This handbook is intended to be used in conjunction with [*Inspire: What Great Leaders Do*](#), and [*The Spark, the Flame, and the Torch: Inspire Self. Inspire Others. Inspire the World*](#), by Dr. Lance H. K. Secretan



THIS



HANDBOOK BELONGS TO:

Note to readers: This handbook has been thoroughly updated in order to reflect the changes in methodology, philosophy and processes that have occurred since these concepts were first published in “[*Inspire: What Great Leaders Do*](#)”



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Life is change. Growth is optional. Choose Wisely.

Karen Kaiser Clark



The Purpose of this Handbook

The purpose of this handbook is to inspire positive change by redirecting focus from the personality to what Carl Jung referred to as "the birth of the Self by defeat for the ego". The intention of this handbook is to help you ask

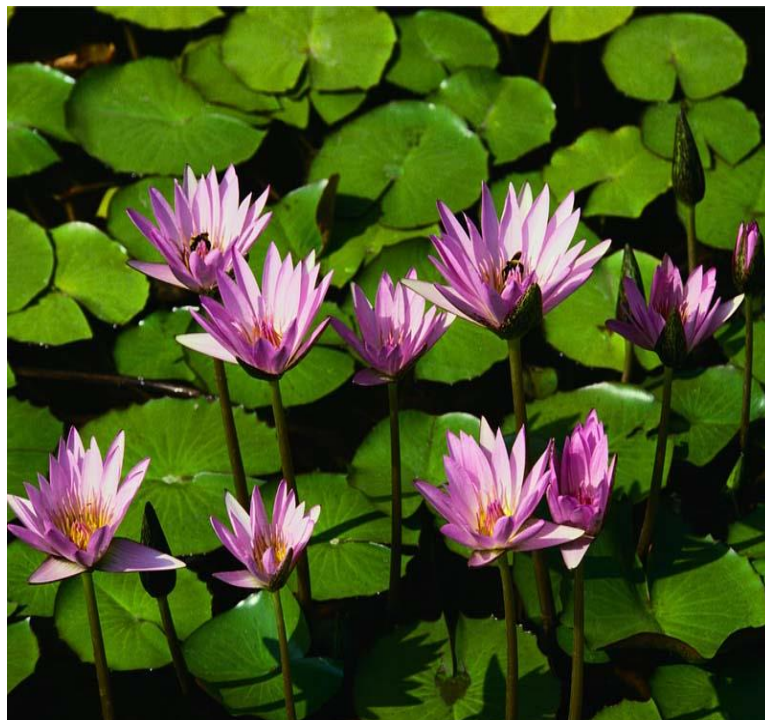


yourself the right questions that will lead you to a breakthrough in self-discovery. Through the use of reflection, this newly designed handbook will refresh your awareness of how you want to show up in your life.

Of course, how you choose to act on the discoveries you make will determine the degree of difference you achieve in your life. If you engage in deep and honest reflection you may just change your life. And your life, if lived to its full potential can make a miraculous impact on your family, or organization, your community and the world.

Hard choices, easy life. Easy choices, hard life.

Jerzy Gregorek





Moving from Personality to Soul

How might the world look if we became fully conscious, inviting the soul—the leader that resides within—to complement our learned leadership style?

Let's start with a clear definition of leadership that will guide us throughout this handbook:

Leadership is a serving relationship with others that inspires their growth and makes the world a better place.

Lance Secretan

Next, let's think about the soul for a minute. How can we define the soul? Most theories of leadership revolve around the ego and the personality. The central idea of contemporary leadership theory is that successfully manipulating, exploiting, and controlling the behavior of other people is a set of teachable concepts. Many of the 200,000+ books on leadership listed on Amazon.com are examples of this thinking. But the secret of leaders who *inspire* is that they have grown beyond just the personality and the ego.

What if we could inspire others by appealing to something within them that is far greater than the personality or the ego? What if we could excite something emotional or intuitive that is at the very essence of our humanness? What would we call this if we could find it, work with it, and engage it? I think we would call this ineffable thing "the soul"—the holiness and sacredness within us that is larger than anything we can imagine in the narrow definition of personality or ego—something that is the mystical, magical, and extraordinary essence that is the life force in each of us.

While our personalities may be excited, stimulated, motivated, or intimidated—this can never be enough. We all need and want more, and that more is to be found in a very deep place.

Most of us never connect at that level. But what if we did? What if our leadership talents and understanding were such that every relationship honored this special place—the soul—and engaged it, excited it, and nourished it? We all have a sense, each of us in our own ways, of what that would be like. It is something bigger, something that embraces meaning and fulfillment, something that we experience far too rarely in our lives. All of us can name those sacred moments, for many of us, too few and far between,



when we felt so engaged, so inspired, and so filled with spirit, that we were certain we had made a soulful connection. These extraordinary moments almost always pass too quickly. But what if we could sustain them? What if we could revisit them? What if we knew how to reach those places in each of us, anytime we wished to? Then we would have the power to inspire the soul.

Mechthild von Magdeburg, the thirteenth-century mystic and visionary, said, "The soul is made of love and must ever strive to return to love. Therefore, it can never find rest or happiness in other things. It must lose itself in love. By its very nature it must seek God, who is love."

We cannot inspire unless we have let go of our fears.¹



¹ Please visit <http://www.secretan.com/tools/media-and-learning-tools/leading-from-the-soul/> to experience a multimedia version of this section entitled "Leading from the Soul."



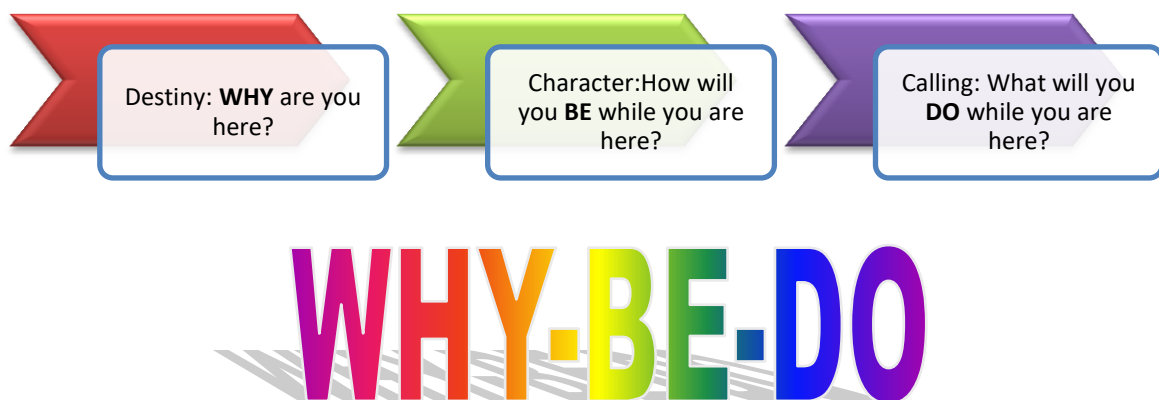
The "Why-Be-Do"

Looking back over history, we can all see that there is a common theme among the most inspiring people that have ever lived. They all had a clear inner knowing about their:

- ✚ Destiny (**WHY** I am here on Earth)
- ✚ Character (How I will **BE** while I am here—what I will stand for)
- ✚ Calling (What I will **DO** and how I will use my talents and gifts to serve)

We call this combination the "**WHY-BE-DO**®"

The most inspiring people in history all knew these things, although they probably did not use this terminology. The essence of their greatness as inspirers and leaders was about *being*, as well as doing—how they *lived* inspiring lives and therefore inspired others and themselves, rather than learning "a method" of inspiring. Will





Defining Your Destiny—Why Are You Here?

O Me! O Life! By Walt Whitman (1819-1892)

O ME! O life!...of the questions of these recurring;
Of the endless trains of the faithless—of cities fill'd with the foolish;
Of myself forever reproaching myself, (for who more
foolish than I, and who more faithless?)
Of eyes that vainly crave the light—of the objects
mean—of the struggle ever renew'd;
Of the poor results of all—of the plodding and sordid
crowds I see around me;
Of the empty and useless years of the rest—with the
rest me intertwined;
The question, O me! so sad, recurring—What good
amid these, O me,



Answer: That you are here—that life exists, and identity;
That the powerful play goes on, and you will contribute a verse.

If you have never thought about your Destiny, you are probably wondering how to begin. Let's walk together through a process we call "reframing."

We must feel inspired before we can inspire. The singular inspiration comes from a clear knowing about one's Destiny, the reason for being on this planet, the way we are connected on our journey with each other and the universe. Few of us know the reason why we have been put on this planet—our Destiny—the uniqueness within us that calls to be lived. We cannot be great, nor will we earn the right to lead, until we understand our Destiny, our higher purpose. The first step towards becoming a Higher Ground Leader®, therefore, is to identify one's Destiny— *our uniqueness within that calls to be lived.*

Reflect for a moment on what you believe to be the greatest threat to the planet and the future of humanity. Now reframe it as a solution or a "fix." We will call the threat a "*Terrathreat*" (*terra*, Latin for Earth) and the fix a "*Terrafix*." Great manifestos, such as the Magna Carta, the Bill of Rights, the American Declaration of Independence, Vaclav Havel's Charter 77, or the Communist Manifesto, were all statements of

hope written in response to oppression. They described the problems deemed to be insufferable by those who drafted the manifestos at the time, and who wrote their declarations as statements of hope and antidotes for repression—



cures for the issues that afflicted them. In other words, such great manifestos provided a blueprint for the way in which an oppressive or intolerable situation could be reversed. From these sentiments of discontent were born passionate descriptions of the solutions the authors prescribed for creating a more sacred and loving planet. In much the same way, our personal Destiny statement can provide a blueprint and a higher purpose for our lives as individuals that will make the world a better place.

There are only three ways to approach anything in life:

- ✚ We can complain about how things are.
- ✚ We can ignore or walk away from the *Terrathreats* and from the issues and relationships that we find painful or unsatisfactory.
- ✚ We can do the nobler thing—we can roll up our sleeves and work to change things.

Let's use Lance Secretan's Destiny as an example. His Destiny is: *To help create a more sustainable and loving planet.* By applying the reframing process, his Destiny can be seen as a positive mirror of the problems he sees on the planet. It provides him with his sense of personal purpose and a *blueprint* for how he will contribute to the resolution of what he sees to be the *Terrathreats* in the world. He believes that there are two *Terrathreats* that tower above all others on Earth. Lance believes he is here to contribute in some measure to their resolution:

Tell me, what is it you plan to do with you one wild and precious life?

Mary Oliver, *Collected Works*

1. The first *Terrathreat*, Lance believes, is that there is too much violence on Earth—domestic violence, verbal abuse, hostility, anger, and the ultimate violence—war. Unless we learn to curb our aggressive instincts and to love each other instead, he feels, we are in danger of destroying each other, and the planet.
2. The second *Terrathreat*, Lance believes, is that Earth, as we know it, is currently unsustainable. If we continue to consume and destroy our environment at our current pace, we will eliminate the means by which our species can survive and be sustained.



After considering these two *Terrathreats*, Lance reflected on how they might be resolved by reframing them as *Terrafixes*—problems seen in the mirror of solution. This enables him to discern his Destiny as a commitment to reversing what he believes to be the two major and potentially terminal ills of violence and environmental degradation. Through reframing, one can see that the reverse of violence is love, and the reverse of degradation is sustainability. So, from this awareness, he has crafted the words that are the opposite of the *Terrathreats*. The resulting *Destiny Statement* is: *To help create a more sustainable and loving planet*. Lance will thus measure the success of his life by how much he has helped to lessen the presence of these two *Terrathreats*. It is to these ends that he has dedicated his life. This, then, becomes the articulation of his Destiny.

The two most important days in your life are the day you are born, and the day you discover why.

Anon

Here are some other examples of personal Destiny statements:

- ✚ Joe Calvaruso, former CEO of Mount Carmel Health System, a world-class healthcare system in Columbus, Ohio: *To illuminate the sacredness in every soul*.
- ✚ Rick Goldring, Mayor of Burlington, Ontario: *To transform the politics of division into the politics of inclusion*
- ✚ Deanna Stull, Chief Experience Officer, CoachVille Inc., *To create a more courageous and inspired world*.
- ✚ CJ Shelton (experiential artist): *To contribute beauty, truth and wisdom to the world*
- ✚ Wauleah Larson, Native American healthcare executive: *To awaken the spirit of Ho (Cherokee for "It is so") in the world*.
- ✚ Christopher Todoroff, General Counsel, Humana Inc.: *To create greater harmony, justice and peace in the world*.
- ✚ Denisha Tate, former COO, Boys and Girls Clubs of Great Milwaukee: *To generate contagious hopefulness*.

As you can see, each of these statements describes a magnificent vision of a world that would be enriched by the presence of each of those described above; a world that will become a better place because each of them has lived; a world to which, you too, are here to contribute.



A Guided Visualization - A Divine Conversation²

One way to visualize your Destiny is to imagine that you have an imaginary dialogue with God that goes something like this:²

God has summoned you to an important meeting—just the two of you—you and God. You are about to be born on Earth, although at this moment, you are simply a probability. In your pre-human form, a spiritual presence, you are deeply engaged in conversation with God in Heaven's Boardroom. This is the opportunity of a lifetime.



God opens the discussion by inviting you to participate in The Greatest Consulting Project of All. Then God gets down to business. "As a new spirit with God's Consulting Company, you will be given a very important assignment. There is a place out there called Planet Earth."

God points to a map of the universe and shows the location of the assignment He has in mind.

"It is one of our greatest successes," He continues. "The Greatest Consulting Project of All is in this dossier. It is called Planet Earth. It has been underway for a long time, and we have completed many projects over the millennia, and by and large, we are very pleased with the results. However, there are a few tasks that we agreed to undertake in our original proposal, but that, as yet, we have been unable to complete. Therefore, we have not yet been able to close this file. We need to facilitate the evolution of Planet Earth and guide it in finding better ways to create and sustain life and to improve its capacity to be a more caring, compassionate, and loving place, whose inhabitants honor the sacredness in all relationships—not only between people, but also between every other living and inanimate thing.

"I want you to go there and represent us in this very important

² Please visit <http://www.secretan.com/tools/media-and-learning-tools/divine-conversation/> to experience a multimedia version of "A Divine Conversation"



assignment," God continues. "Planet Earth is my favorite project, and I want you to take care of our unfinished business there. Your responsibility is to dedicate your life in a way that will serve these aims, and thus help make Planet Earth more like the perfect place we first envisioned. You will be become a Higher Ground Leader in your community, and I will give you a century or so to complete your assignment. We will provide you with all the help you need to successfully complete the tasks. No request will be ignored or unreasonably declined. The file for this assignment is entitled 'Your Destiny.'

"I should tell you in advance that many consultants who have visited Earth before you have found that the countless distractions there caused them to lose their focus, to forget this file, and to overlook the original purpose of their assignment. These distractions are a necessary part of your learning and your journey, but they are not the purpose of life. I encourage you to remain focused on the real purpose of your life—your Destiny—while enjoying every moment of your short journey on Earth."

You have your assignment (your Destiny) and your brilliance and passion—the Creator's divine gifts to you. How you choose to use your brilliance and passion is your gift back to your Creator. You have a lifetime in which to fulfill your Destiny. Remember, it's never too late.

It's never too late. *In fact, you should know that you may become sidetracked in carrying out my request and instead pursue other tasks for part of your life, but don't think for a minute that it is ever too late in your life to regroup and define your Destiny. It's never too late. Because as long as you are not following your Destiny, you risk leading an inauthentic life—Destiny is Authenticity*

We are depending on you.

*I love you and will always be at your side.*³

Through divine intervention, you are dispatched to Planet Earth, and before you know it, you find yourself busy living your life. God has given you a spiritual attaché case, which contains background data and briefing files. You review the contents for guidance. As you examine the papers, you find a helpful checklist entitled, "Defining your Destiny." Some of the suggestions included are:



Destiny is Authenticity: We are each called to follow a specific journey. As long as you are unaware of, or ignore or deny that call, you are compromising your authenticity. Higher Ground Leaders have an intimate relationship with their inner purpose and the path that inspires them. Your duty is to clearly identify and then follow your own Destiny, and thus become authentic. This will help you to become a Higher Ground Leader with the responsibility to help others, so that they, in their turn, will be able to identify and follow their own Destiny and help others to do the same.

Why are you here? This is the question that your personal Destiny statement must answer clearly. What is your purpose on this Earthly journey? What is the uniqueness within you that calls to be lived? This is the important starting point for you. Everyone has a uniqueness within that is a special purpose waiting to be lived—like a song asking to be sung, a symphony wanting to be played. Unless you can find the answer to the question of why you are here, you will be in danger of dying with your music still inside.

To find the music that waits inside you, and yearns to be played, reflect on the conditions that you see around you, that you feel are contributing to the problems being experienced on Earth. What are the most damaging and obstinate problems that are contributing to the ails of the world? How will you live your life in a way that reduces or eliminates these problems wherever you are? (Know that others have also been assigned to help you with this project—you do not have to do this all by yourself.) How will you help to change the Planet for the better? I want you to be inspired to make Planet Earth more exquisite. How will you help to leave it in better health than you found it? Which are the Terrathreats that you will help to resolve, and which are the Terrafixes to which you will contribute?

Your Higher Purpose. Your Destiny is your connection to the Divine. How does your purpose on Planet Earth connect you to the Divine? How are you integrated with the greater Universe? How will your time here, and the role you have assumed, create enchantment and bliss in your life and in the lives of everyone with whom you are connected? How will you inspire divine results?

Whom does your Destiny serve? Answering this and other questions, and by listening carefully as the answers are revealed to you, you will be able to reach your full potential, to give birth to your whole self. This discovery and the resulting journey are the warmth that will kindle your passion, help you to fall in love with life again, and discern your Destiny. This will then lead to the life well lived, according to your true Destiny—no matter where you are on your life's journey.





The Terrathreats and the Terrafixes

In the next few pages, we will work together in a process that will help you to discover the passion that burns inside you and the issues of the world that animate you, so that the higher purpose of your life will be revealed and so that you will be able to refine this into a clear, personal **Destiny Statement**. Consider these questions and reflect on them for a few moments, perhaps using a journal, as well as this handbook, to note the ideas and answers that come to you.

1. What *Terrathreats* do you feel interfere with or degrade the potential of humanity and our planet? What makes you sad when you think about the human condition? What do you think needs to be improved, changed, or resolved in order for these *Terrathreats* to recede or be reversed? What excites you and calls to you to make a difference? What do you consider to be the *Terrathreats* that are preventing the world from becoming a place where all human and natural life can flourish and reach its true, divine potential? Write down your thoughts below, using just a single word to describe each Terrathreat:



2. Which of these *Terrathreats* are uniquely calling to you for resolution? Which ones are inviting your attention? How could these *Terrathreats* be lessened by your presence on Earth? What could you do that would roll back these *Terrathreats*? Give each one a number from 1 to 10, measuring your passion for and connection to each one, that truly speak to your heart, and then rank them. Choose just one, (or at least no more than two—you can't solve every problem in the world!) from your ranked list:

1) _____

2) _____

3. Now write the opposite of these words in the spaces below—not an interpretation or paraphrasing, and not a solution, either—but the exact opposite word, the antonym. For example, the opposite of fear could be love, or of poverty could be abundance, and so on. We call these "exact opposites" *Terrafixes*:

1) _____

2) _____

4. When you have collected your thoughts around these subjects, you may find it useful to write in your journal. Don't worry about being pretty or literate—just write as fast as the thoughts come to you, gibberish and unconnected thoughts, and whatever else flows! Write until it feels right, until you feel you have described and released all of your concerns, until you feel complete.
5. Now take a look at all of your journal notes and see if you can find some common themes. What stands out? What are the main issues? How would you make a contribution to the healing of human and planetary wounds?
6. Write some additional, concise statements distilled from your journal writings. Don't fuss with this; just write some five to ten-word statements, incorporating the single word definition of the *Terrathreat*, that come easily to your mind.

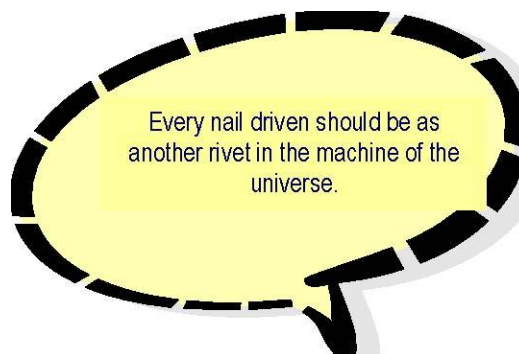
When you feel ready, write the statement, incorporating the one-word



Terrathreat with which you resonate most in the space below. Choose only the top one (or, at the very most, two) *Terrathreat(s)*:

(see the examples on page 9. Also, see hundreds more Why-Be-Do® Statements on the [Why-Be-Do® Forum](#))

hat is your Destiny Statement?



Every nail driven should be as another rivet in the machine of the universe.

Henry Thoreau,
Walden



Defining Your Character—How Will You Be? What Will You Stand For?

The Purpose of Our Lives

*The next step of the Higher Ground Leader is to identify a your personal brand—your "Character". How do you want people to know you? (This answers the question: "How will you **BE** while you are here?") What are the character traits that you want to live every day and be known for? What characteristics would the ideal person you're growing into possess? This is your Character—your "personal brand"—"If my Character were a "brand", what would I stand for?" What is the value in knowing you? What would you like the first words to be that come to people's minds when they think about you?*

Perhaps you have, at some time, wondered what the purpose of life, and especially **your** life, was all about. What if the purpose of life is simply to be born, go to school, grow up, be happy, get a job, get married, buy a house, have children, retire, and then die? Millions of people do these same things every day—all with varying levels of success. And millions of people think that this is all there is. But *why* do we do these things? And what distinguishes any of us from the rest of the teeming millions shackled to the relentless assembly line of life? Could we *be* much more than this?

Our Character describes the way we want to be in the world, the ways in which we wish to touch others' lives and set an example. It describes how we want to be remembered—our moral legacy. Abraham Lincoln put it this way: "Character is like a tree and reputation like its shadow. The shadow is



what we think of it; the tree is the real thing." How will your tree grow, and what shadow will it cast? You might think of it as your own personal "brand". If someone were to ask someone who knows you, to describe you, what words would they use? What characteristics would immediately come to their mind, when they think about you?

1. Considering the Terrathreats that you have previously identified, and that you believe are currently limiting the potential of humanity and our planet, ask yourself:



- ✚ What special behaviors, characteristics and aspirations for being do I wish to embody and which could help me to inspire others, deal with these *Terrathreats* and thereby improve the world?
- ✚ What is the *practical* interpretation of my Character while I am here on Earth that will enable me to gather the necessary resources, find the right channels, take the right actions, and be a special, positive influence on the future of people and the planet?
- ✚ How will I serve?
- ✚ In what way will my day-to-day activities, characteristics and behaviors (corporate and personal) contribute towards a richly imagined future?
- ✚ How will my Character positively influence what I believe is in need of improvement, change, or resolution on earth?
- ✚ What behaviors, attitudes and actions of mine would overcome the *Terrathreats* I have defined?

Write your thoughts below:



2. In what way will your character—your brand, your behavior, the ideal ways of being to which you aspire, your ideal self—be dedicated to the resolution of these *Terrathreats*?
- ✚ What is your vision of your self—your Character—that, when realized, will make the world a better place?
 - ✚ What must happen, in the way that you live your life— how you will be— (described in your Character) in order for your Destiny to be fulfilled?
 - ✚ How can the way you live your life be a means for realizing this aspiration?

The difference between the Destiny and the Character is that a Destiny is connected to a higher purpose (and answers the question, "Why am I here on earth?"), while the Character is very much concerned with the here-and-now, our earthly activities and aspirations (advances the question, "How do I want to be while I am here on earth?".)

Remember that the Character Statement should serve your Destiny, and try to describe your Character in a way that will lead to the successful realization of your Destiny. For example, Lance Secretan's Character Statement describes how he will *be* every day in his life (or at least, strive to *be*!) to make his Destiny a reality. In his case, he plans to achieve his Destiny by "*Being a loving and inspiring person*" because, he reasons, if he is able to see the sacredness in others in this way, it will lead to a more sustainable and loving planet. Do you see how this works? *Lance's Character leads to his Destiny.*

Example is not the main thing in influencing others. It is the only thing.

Albert Schweitzer



Write your thoughts below:

3. Think about the values in your professional and personal life that are the most important to you. What concepts or principles do you hold most dear to your heart that speak to you personally and directly, that call to you to be lived? Choose two or three that resonate for you—that are absolutely essential to the sacred practice of your life. Write these thoughts below:



4. Now take a look at the words and phrases you have chosen:

- ✚ Will they inspire others to support you in your work and life?
- ✚ When you think of actions that you wish to take to create a magnetic vision that will invite the passion of others—your Destiny—do these words fit comfortably?
- ✚ Connect these words together. How well do they link or connect?
- ✚ What ideas and concepts are evoked?
- ✚ What phrase is beginning to come to mind?
- ✚ Does a complete thought emerge?
- ✚ How could you fashion those words into a statement of your Character—a statement that will cause you to be an inspiring human being who is a *magnet for passion* (yours and others) and which, in turn, will lead to the achievement of your Destiny?

5. Do these words and phrases describe:

- ✚ How you will *be*?
- ✚ What you will stand for?
- ✚ How you will serve?
- ✚ The way you will *live* your life?
- ✚ The impact and influence you will have on others and the environment, in order to support the reason *why* you are here: to contribute in your own way to the healing and growth of humanity and the Earth—your Destiny?
- ✚ How you will contribute to the resolution of these human and earthly shortcomings—the *Terrathreats*?
- ✚ How you will inspire others to action, to share this vision, so that they are moved to resolve these issues, too?



Don't worry if the words haven't jumped out at you yet. Just use the words that work for you. What we are doing here is not trying to "get it right"—there is no magic formula and no need to be perfect. Remember the words of actor *Michael J. Fox*, "I am careful not to confuse excellence with perfection. Excellence I can reach for; perfection is God's business." The purpose is to get your creative juices flowing and to invite your soul to describe what you yearn to do with your life. Be intuitive.



6. Imagine that what you now think of as the end of your life's story is actually the middle. How would you complete the rest of the story?

7. Now, describe how you will *be*, how you will become a Higher Ground Leader, and, through your example, what you will teach, and how this will lead and serve others. Describe the positive effect that you will have on people, how you will touch them, inspire them, and make their lives and the world better:

(see the examples on page 9. Also, see hundreds more Why-Be-Do® Statements on the [Why-Be-Do® Forum](#))



What is your Character Statement?

8. Lastly, do not expect finality here. This process of redefining the meaning of your life will probably last much longer than the time it takes to complete this handbook, or complete these exercises. You may be fortunate and find that everything falls into place. Our experience is that



it is more likely that you will find that everything will need to marinate in the juices of your consciousness over the next few months. Describing the meaning and purpose of our lives is new to most of us—it is not therefore likely to be completed overnight!

(see the examples on page 9. Also, see hundreds more Why-Be-Do® Statements on the [Why-Be-Do® Forum](#))

Rainer Maria Rilke has written:

If at any time, anyone struggles with unanswered questions that disrupt serenity, I offer the following reflection: Have patience with everything unresolved in your heart and try to love the questions themselves. Don't search for the answers which could not be given to you now, because you would not be able to live them. And the point is, to live everything. Live the questions now. Perhaps then, someday far in the future, you will gradually, without even noticing it, live your way into the answer.





Defining Your *Calling* What Will You Do?

Is not life a hundred times too short for us to bore ourselves?

Nietzsche

After achieving pure clarity about one's Destiny, then defining and championing their Character, Higher Ground Leaders first reaffirm their commitment to their own Calling and then coach others to find and master theirs. A calling is a sense of authenticity and knowingness about one's capacities and genius. It is the intersection of our passion and our talents and gifts, and an awareness of their relevance and applicability to a Character. It is the awareness of how the alchemy of this passion and talent can be used to serve

So what is the point of your role in life? What are your unique gifts and talents that, if polished and practiced with mastery, could help you to become matchless? What is your path? Why are you following the path you have chosen? What is the way in which you can best serve? Beyond all your instinctive responses, beyond the material, the metrics, and the mundane—what is the *real* point of the tasks you undertake every day?

What is meaningful, noble, or divine in your daily practice that lifts the hearts and souls of others and stirs their passions? Is there something greater, something more inspiring than just going to work each day, making your widgets and your budgets? *Do you not deserve to be inspired by what you do in your work through the sure knowledge that what you do and how you contribute will make the world a better place?*

Our Calling is the work we love, how we are when we are *in flow*, whether we are being compensated for in the conventional sense or not—think of parents and volunteers. Our Calling is the intersection between our passion and our talent:



1. Considering the *Terrathreats* that you have earlier defined as currently limiting the potential of humanity and our planet, what is your personal mastery, your unique gifts and skills that you wish to contribute and that could lead to their resolution?

I always wanted to be somebody. I see now that I should have been more specific.

Lily Tomlin

- ✚ In what fields do you excel?
- ✚ Where are your natural gifts?
- ✚ What activities, skills, practices call to you that, given the chance, you would pursue?
- ✚ In which new fields could you excel, with appropriate training or coaching?
- ✚ What special talents and expertise do you possess that could be used to deal with these *Terrathreats* and therefore improve the world?
- ✚ What gifts do you bring, such as special knowledge, personal intellectual or physical characteristics, intuition, and natural abilities, or material circumstances that might enable you to be a special influence?
- ✚ In what way could your special talents, your personal mastery—both those already realized and those yet to be revealed and tested—be used to serve others and to improve, change, or resolve the *Terrathreats* of the world?



What we really want to do is what we are really meant to do. When do we do what we are meant to do, money comes to us, doors open for us, we feel useful, and the work we do feels like play to us.

Julia Cameron

Reflect on your personal mastery (personal mastery describes the special talents and skills that are unique to you and which you love to practice, and which you do very well)—the exact skill you practice when you are doing whatever it is that you do best, or would like to do best, to the highest standards of which you are capable. Choose two or three competencies that best describe the skills, trained proficiency, or natural gifts that, when you practice them well, truly inspire you—

where your deepest passion lies (for example, teaching, speaking, consulting, coaching, nursing, caring, selling, parenting, painting; or it might be a task definition, e.g., long-distance transport driving, neurosurgery, computer code writing, performing music, etc.). Or it could be a field of interest, such as art, nature, music, business, academia, medicine, animals, etc.



Be specific and succinct. Write your thoughts below (use your journal, too, if this would be helpful).

- ✚ Which two active verbs describe the specific activities or skills you are practicing when you are at your very best at work, or how you would like to be at work—your highest levels of personal mastery?
- ✚ When you are relating with others and you are inspired and inspiring them—what tasks are you performing?
- ✚ What would you like to see happen in these situations?
- ✚ What outcomes are you seeking?
- ✚ What would you like to be different as a result of the application or sharing of your skills, gifts, and talents with others? For example, Lance Secretan's passion comes from his being able to lead and serve—servant-leadership—in every way he can. It also shows up in his passion for outdoor sports including skiing, kayaking, mountain biking, and horseback riding which he uses to teach the concepts of Higher Ground Leadership® So it shows up in his Calling: *To lead and serve through my writing, teaching, and speaking.*
- ✚ What are the two or three words that describe what you are doing when you are in flow? Perhaps your passion might be ignited by teaching, serving, inspiring, leading, honoring, etc.
- ✚ Which active verbs best describe this passion and exhilaration for you?



The place God calls you to is the place where your
deep gladness and the world's deep hunger meet

Frederick Beichner



Write your thoughts below:

Reflect for a moment on what you have written.

Put it all together to describe your Calling.

hat is your Calling Statement

Don't worry about making this pretty—eloquence or literacy is not a priority at this stage; just capture the essence, so that it describes the longing deep inside you. Now⁴ you are ready to meditate on your Calling.

(see the examples on page 9. Also, see hundreds more Why-Be-Do® Statements on the [Why-Be-Do® Forum](#))

⁴ Please visit <https://secretanstore.com/collections/audio/products/the-calling-meditation> if you would like to purchase a full audio version of Lance Secretan's Calling Meditation.



Aligning Destiny, Character, and Calling

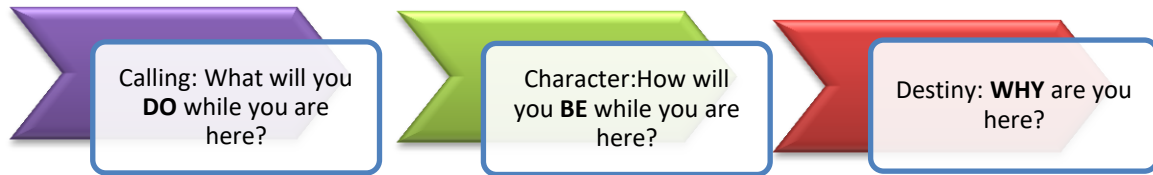
After achieving pure clarity about their Destiny, defining and living their Character, reaffirming their commitment to their own Calling, and coaching others to find and master theirs, the Higher Ground Leader aligns their Destiny, Character and Calling and enables followers to do the same. When followers hear about, and are drawn to the leader's Why-Be-Do, the Higher Ground Leader then asks them, "What is your Calling?" and proceeds to help them identify their true Calling and develop their mastery within it. Thus, followers make a passionate and seamless connection between their Calling and their Character, achieving full alignment with the two, and then direct both towards living out their Destiny.

Now that you have arrived at a measure of clarity about both the divine and the pragmatic purpose of your life, it is important to test the alignment of the components, because nothing is as reassuring as the certain knowing that you are living your life *on purpose*. The sense of wholeness and freedom that comes from this alignment can be completely uplifting.

Until we clearly identify and follow our own Destiny, making it real by defining and then living our Character, and doing this by using our gifts to serve—our Calling, we cannot be authentic leaders and help others to identify and follow their true paths. Higher Ground Leaders have a very clear understanding of their Destiny, Character, and Calling. They have an intimate relationship

with their personal purpose and the path that inspires them. And this is one of the main ways in which they become inspired themselves so that they are in a perfect place to inspire others.

Another way to test the integrity of these three statements is to reverse the order and test their flow in that reverse pattern:



WHY-BE-DO

1. If I have found my true Calling, that unique intersection between talent and passion and spirit, and if I practice it with exquisite mastery, will it help me to live into my Character?
2. ...and if I am successful in living into my Character, will it make a difference in the world; will it lead to my Destiny?

So aligning our Destiny, Character, and Calling is an important step towards the validation of our lives, confirming that the new sense of clarity we are experiencing is not an illusion, that discovering and being thrilled to know our Destiny, Character, and Calling is not just "an exercise," but a *real* arrival at a new stage in our personal growth and development as spiritual beings enjoying a human experience.

A rigorous way of aligning your Destiny, Character, and Calling is to ask yourself some clarifying questions about how, and whom, you are serving, and how the world could become a better place through the practice of your Calling.

Thus, you might ask:



1. Why is my Calling as I have described it?

2. How will my Calling serve my Character and therefore lead to my being a more inspiring presence in the world?

3. How will my Character give my Creator sufficient reason to be proud of me?

4. If my Character is successfully lived, will it lead to the realization of my Destiny?

Answer these questions quietly to yourself.

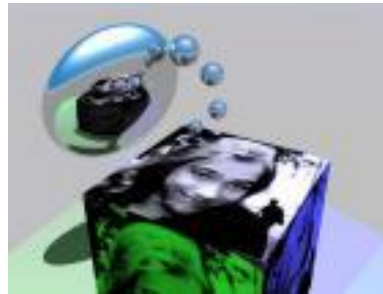
Pause.

Reflect.

Then ask them all over again. Do this slowly, reflectively and with sacred questioning, listening, and understanding. As we absorb the meaning and learning that comes from reflecting this way, we ease closer and closer to the essence of why we have been placed here on this earth—our Destiny. We ease closer and closer to a true alignment between the tasks we do every day—our Calling—and how we will harness these skills and tasks in the interests of others—servant-leadership; the way we will make our time count while we are on Earth—our Character; and the Divine reason for doing these tasks, the reason we are here on this planet—our Destiny.



The point is to ensure that the sacred practice of our Calling, using high levels of personal mastery and service, will inexorably contribute to the realization of our Character, and that this will, in turn, lead us to our Destiny.



The Three "WHYs"

An old technique for testing the logic of an assumption is to ask "why" three times. Here is how it works: Beginning with your Destiny statement, ask three "WHYs" in consecutive order. Begin by asking the first question "Why?" fully, before answering the next question "Why?" and so on.

The idea is to test the logic of your Destiny, Character, and Calling Statements. For example, suppose you have written a Destiny Statement like Deanna Stull's, General Manager, CoachVille Inc., I described on page 9 of this handbook, "To create a more courageous and inspired world", then you would ask the question like this: "Why?" meaning, "Why do I think it is a good idea to create a more courageous and inspired world?" "What would happen on Earth if the world was more courageous and inspired?" "What would generating more courage and inspiration on Earth lead to?" Perhaps your answer might be something like this: "People would love each other more, there would be more empathy and compassion, and we would have greater reverence for each other and nature, and therefore we would be more effective," and so this would be the answer you would offer (or write in your journal). It can be very helpful to ask your learning partner to ask you this question, and for them to take literal notes of your answers, and without editorial comment entering them in the space below in this handbook, or in your journal.

Forgive, O Lord, my little jokes
on Thee. And I'll forgive Thy
great big one on me.

Robert Frost



~ Why 1 ~



Why is it important for you to achieve your Destiny? What difference or improvement will result? Why would this be better for the world? What *Terrathreats* would be lessened or removed?

Because:



After repeating this sequence once, repeat the process by asking "Why?" again. Do this slowly, reflectively and with sacred questioning, listening, understanding and absorbing, and as you do so, you will ease closer and closer to the essence of why you have been placed here on this Earth—your Destiny. You will ease closer and closer to a true alignment between the tasks you do every day—your Calling—and the reason for doing these tasks, and the way you will make your time count while you are on Earth—your Character.

To use the earlier example again, why is it important, and what would be the beneficial results if you had answered, "People would love each other more, there would be more empathy and compassion, and we would have greater reverence for each other and nature, and therefore we would be more effective," Try it this way: Ask the question, "Why will (what you have written in Why 1 above) happen?" Reflect on your answer, perhaps asking your learning partner to once again pose the question to you and to fully record your responses in the space below in this handbook or in your journal.





Why?

Because:

[illegible]



Now let's repeat this process once again by asking "Why?" one last time. Look at your response, to the second "Why?" question above. Using this statement, ask why this (your response above) is so important, and what would be the beneficial results if the positive outcomes you have attributed to the second "Why?" question were to be realized. What improvements would result for the universe? Why will (what you have written in Why 2 above) happen? Reflect on your answer, and again ask your learning partner to pose the question to you, and to fully record your responses in the space below in this handbook or in your journal.

~ Why 3 ~

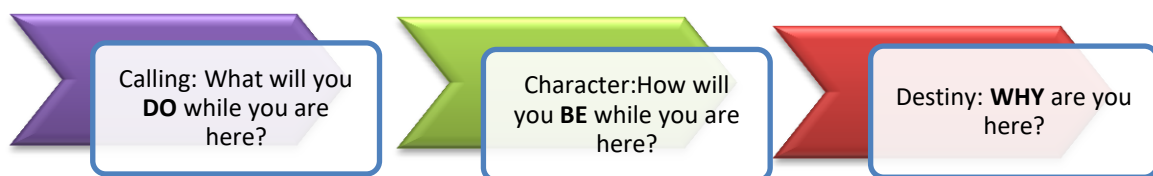


Why is it important for you to achieve your Destiny? What difference or improvement will result? Why would this be better for the world? What *Terrathreats* would be lessened or removed?

Because:



What this exercise will do for you is help you to polish the logic, intent, desired outcome, and language of your Destiny, Character, and Calling. It will help you to align all three, so that they serve each other and lead to the achievement of each. Some people find it easier to start the other way around, by beginning with their Calling, and asking "Why?" "Why would you practice this mastery, these skills or talents?" "What larger purpose will it lead to?" "How will the vision of your ideal self, the Character that you aspire to be and are living into, be supported by the practice of your Calling?" Then one can ask "Why?" again—"How will your Character, if successfully lived into, lead to the achievement of your Destiny?" "How will living your Character Statement contribute to the resolution of the *Terrathreats*?" Be sure that there is a solid, logical, and spiritual connection that flows from your Calling to your Character and to your Destiny: "If I practice my Calling really well, it will lead to the achievement of my Character, and if my Character is realized, it will enable me to live out my Destiny."



WHY-BE-DO

Sleep on It

When you have completed the work this part of the handbook, find a special piece of paper—parchment, or a card that has special meaning for you, or perhaps your journal. Write the three statements of your Destiny, Character, and Calling on this special writing material and place the writing under your pillow, and sleep on all this for the night. You have done an awesome thing—something very few people ever do in their lives—you have clarified your life's purpose and vastly increased the likelihood that you will live a meaningful and fulfilling life that enhances the lives of others and our Planet—a life lived *on purpose*.

Tomorrow morning, look over your Destiny, Character, and Calling statements with the eyes of a fresh day. Do they resonate with you? Are you excited?



Moved? Challenged? Do you feel whole and clear? If you feel complete, then this part of the task of changing your life is done. You are now ready to serve the world.





Inspiring Others to Inspire You by Living the CASTLE® Principles³

CASTLE® is an acronym that describes six very obvious concepts, which distinguish the Higher Ground Leader from the old story leader and that, when fully lived, is profoundly inspiring to others. These are concepts that are within us already, but yearn to be recalled and lived. It is through the CASTLE® principles that we guide the contribution of brilliance from followers.

The Higher Ground Leader is guided, in life and work, by these six principles:

1. **Courage**—nothing happens until we become brave enough to reach outside our existing paradigms. When we are gripped by fear, we become ineffective and our performance is diminished—at work and at home. It all starts here: to leave our old story paradigm and strike out on the journey towards Higher Ground Leadership® requires great courage, but courage overcomes fear and provides new, bold lenses with which to see life at home and at work;
2. A Commitment to **Authenticity**—showing up and being present in all aspects of life, removing the mask and becoming a real, vulnerable, and intimate human being, living our lives according to our deepest values—a person who is genuine and emotionally and spiritually connected to others and to our inner selves;
3. A desire to **Serve**—departing from an old story, self-focused, fear-based mode, and instead focusing on the needs of others by listening to them, identifying their needs, and meeting them—and thus inspiring them;
4. A passion for and commitment to the **Truth**—the refusal to compromise integrity or to deny universal truths—even though in these testing times, avoiding the truth might, on the face of it, seem easier;
5. The capacity to **Love**—the source of a Higher Ground Leader's ability to inspire others, and the spiritual and psychological antidote to fear, stress, and anger, which, when freely given, results in people who are,
6. **Effective** in all aspects of life.

Read the statements and questions below, and think deeply about how you might change and grow, and therefore become more inspiring to yourself and others, by increasing your commitment to the CASTLE® Principles:

Courage:

People admire courage, because they are inspired by courageous people who live courageous lives.

✚ Do you practice a level of courage that inspires others?

³ For a full description of the CASTLE® Principles visit this web page: <http://www.secretan.com/tools/media-and-learning-tools/higher-ground-leadership-challenge/>



✚ Are your decisions and actions courageous?

✚ What courageous acts do you admire in others?

✚ Are there times when you could have been more courageous?

✚ Are you willing to become more courageous?

✚ When will the next opportunity for you to be more courageous present itself? How will you act?

Courage is the power to let go of the familiar.

Raymond Lindquist

Drawing on your answers to the questions above, describe your commitments to living a life of greater Courage:

Authenticity:

We yearn for people who are rigorously authentic—people who think, say, feel, and do the same thing. We are inspired by those who live an authentic life and lead in an authentic way—people who are reliably consistent in aligning what they think, say, feel, and do.

✚ Do you sometimes catch yourself being inauthentic?

✚ Are there ways that you would like to reclaim your authenticity?

✚ What recent authentic behavior caused you to be inspired or to inspire others?

✚ When, and with whom, have you been at your personal, authentic best?



- ✚ Are you willing to become more authentic?
- ✚ When will the next opportunity to test your authenticity occur? How will you choose to act?

Drawing on your answers to the questions above, describe your commitments to living a life of greater Authenticity:

Service:

All of the greatest leaders have been servant-leaders. How will you become the servant-leader of others—at home and at work?

- ✚ Do you serve others?
- ✚ Do you ask (and mean), "How may I serve you?"
- ✚ Do you maintain a boundary between service and sacrifice?
- ✚ Are there occasions when you serve others before self?
- ✚ How might you better serve others?
- ✚ When will the next opportunity for you to serve even more empathetically and energetically than before, present itself? How will you plan to act?



Drawing on your answers to the questions above, describe your commitments to living a life of greater Service:



Truthfulness:

Truthfulness is simple, but not easy. Because it is so hard to do, those who hold a deep commitment to truthfulness are greatly loved and admired. Their consistency and reliability are inspiring.

- ✚ Do you practice a level of truthfulness that inspires others?
- ✚ Do you refuse to compromise the truth?
- ✚ When did you last speak the truth so courageously that you were an inspiration to others?
- ✚ Are there times when you could have been more truthful?
- ✚ Are you willing to become more truthful?
- ✚ When will the next opportunity for you to be more truthful present itself? How do you plan to act?

Whoever is careless with the truth in small matters cannot be trusted with the important matters.

Albert Einstein



Drawing on your answers to the questions above, describe your commitments to living a life of greater Truthfulness:

Love:

People who love others more than themselves inspire others, and therefore themselves. We cannot help ourselves—we fall in love with those who love us because they inspire us.

- ✚ Are you loving towards others and therefore inspiring to them?
- ✚ Are your decisions and actions loving?
- ✚ What loving attitudes do you admire in others?
- ✚ Are there times when you could have been more loving?
- ✚ Are you willing to become more loving?
- ✚ When will the next opportunity for you to be a more loving person present itself? How do you plan to act?

A loving person lives in a loving world. A hostile person lives in a hostile world. Everyone you meet is your mirror.

Ken Keyes, Jr.



Drawing on your answers to the questions above, describe your commitments to living a life of Loving others more:

Effectiveness:

So often we miss opportunities to be effective. How could you be more effective in your life, and therefore inspire others, who, in turn, would inspire you?

- ✚ Do you practice a level of effectiveness that inspires others?
- ✚ Are your decisions and actions effective?
- ✚ What acts or results of effectiveness do you admire in others?
- ✚ Are there times when you could have been more effective?
- ✚ Are you willing to become more effective?
- ✚ When will the next opportunity for you to be more effective present itself?
How do you plan to act?



Drawing on your answers to the questions above, describe your commitments to living a life of greater Effectiveness:





The Environment that Encourages Inspiration: The Magic Ingredient X

We all know, whether we admit it or not, that we need to be inspired just as much as others need us to inspire them. This is natural—we are just like everyone else—we are human. The most important source of this inspiration is from those whom we inspire. Of course, we cannot demand inspiration from others; we must create the environment that encourages others to inspire us. I call this "Magic Ingredient X" because it is a missing component in all leadership and community theory. We can most effectively create an inspiring environment by committing to and practicing the CASTLE® Principles. Inspiration can only come from love—it cannot come from any other place. Every Higher Ground Leader makes a soul connection with followers at a level that engages the spirit of both leader and follower. This creates the environment that inspires others to inspire us, and thus, we are able to inspire the world—together.

