

2014 Cohort of Exemplars for the Conscious Leadership Yearbook

By John Renesch

This new edition adds to [the original edition](#) which was published in 2013 and features over thirty exemplars from various sectors of society. These included business, mass media, civil society, government, education, and law. This edition includes 30 additional exemplars. There are three additional sectors included in this 2014 cohort – entertainment, service providers and consciousness/spirituality. Here they are categorized by social sector:

Education:

Ilia Delio, OSF, is a Franciscan Sister of Washington D.C. and Director of Catholic Studies at Georgetown University, where she is also Visiting Professor. Prior to Catholic Studies she was a Senior Research Fellow at Woodstock Theological Center, concentrating in the area of Science and Religion. She was Professor and Chair of Spirituality Studies at Washington Theological Union where she taught courses on the History of Christianity, Franciscan theology, and Science and Religion. She holds a doctorate in Pharmacology from Rutgers University-New Jersey Medical School and a doctorate in Historical Theology from Fordham University.



I came to know Delio through one of her 14 books - *The Unbearable Wholeness of Being: God, Evolution and the Power of Love* - which I found to be an incredible integration of subjects that are normally famed as opposing, such as evolution and religion. I first learned of Delio's work from another nun, Mary Waskowiak, who also happens to be a cherished friend.

Peter Senge is the founder of the [Society for Organizational Learning](#) ("SOL"), a global community of corporations, researchers, and consultants dedicated to the "interdependent development of people and their institutions." Based at MIT's Sloan School of Management, Senge was named by *The Journal of Business Strategy* as one of the 24 people who has had the greatest influence



on business strategy over the last 100 years. In 2000 *The Financial Times* named him one of the world's top management gurus and, in 2001, *BusinessWeek* rated Senge one of the top 10 management gurus. He is the author of the widely acclaimed book, *The Fifth Discipline: The Art and Practice of The Learning Organization*, which has sold over one million copies since it was published in 1990. This book introduced the corporate world to systems thinking and championed a new model for companies – "the learning organization."

One of my favorite Senge-isms is this: "Leadership exists when people are no longer victims of circumstances but participate in creating new circumstances. Leadership is about creating a domain in which human beings continually deepen their understanding of reality and become more capable of participating in the unfolding of the world. Ultimately, leadership is about creating new realities." Senge has a meditation practice and, according to *Wikipedia*, "recommends meditation or similar forms of contemplative practice."

Michael Ray is one of the most innovative educators I know, especially when it comes to teaching alternative courses at high-profile mainstream schools. He is also a dear friend. Now Emeritus, Ray held a chaired professorship at Stanford University's School of Business. One of his most popular courses was Creativity in Business which he started teaching in 1980. In this course he taught and advocated meditation and other experiential approaches, addressed the inner voice of the ego (which he calls the Voice of Judgment or "VOJ"), and ultimately authored a book with the same name with Rochelle Myers.



Ray also started a leadership course based on the Enneagram, a model of human personality consisting of nine interconnected personality types and developed perhaps the first university course on new paradigm business. He introduced a community-building model and retreat for his course on developing innovation in organizations. Many highly-successful entrepreneurs took his classes or were guest speakers, including many Silicon Valley elites. *Fast Company* magazine featured him in a 2000 issue as "[The Most Creative Man in Silicon Valley](#)." Ray is a longtime devotee of the [Siddha Yoga Teachings](#) and has hosted an auxiliary meditation group for the teachings in his home.

Valita Jones holds an Ed.D. in Educational Leadership, an M.A. in Postsecondary Educational Leadership and BA degrees in both Psychology and Africana Studies. Additionally, she holds several certificates in *Management and Leadership* and *Community College Teaching*, both from San Diego State University. She came to my attention when I learned she had completed her dissertation on conscious leadership – specifically "[In Search of Conscious Leadership: A Quality Study of Postsecondary Educational Leadership Practice](#)." Here is an excerpt from her conclusions:

Conscious leadership is not a leadership practice of obligation. It is a leadership practice of thought and balanced spiritual ecology, not only for the leader but the organization and employees as well. Conscious leaders have a sense of inner and outer well-being and exist as a cultural democracy. It is and does require a complete paradigm shift, from the traditional trait-based leadership model to a relational paradigm, where context is important and cooperation and collaboration are the norm.



In this video (left) Jones presents at a women's conference on conscious leadership at the University of California at San Diego in 2014.

Judi Neal is the founder of the *Spirit at Work* newsletter, which led to the formation of the Association for Spirit at Work, a membership organization, She taught management classes at the University of New Haven for 17 years, consulted to large companies and is now the retired director of the Tyson Center for Faith and Spirituality in the Workplace at the Sam M. Walton College of Business at the University of Arkansas. She is an officer at the Academy of Management and co-founder of the *Journal of Management, Spirituality and Religion*. She is the author of *Edgewalkers: People and Organizations that Take Risks, Build Bridges and Break New Ground* and remains Chairman of Edgewalkers International, a global network of thought leaders inspired by her book. She also serves as Academic Director of the Master of Arts in Organizational Leadership (MAOL) program at The Graduate Institute.



In 2002, Neal and I co-founded the annual International Spirit at Work Award which was presented to companies which employed spiritual principles in their cultures. Recipients include *The Times of India*, Eileen Fisher Inc., The Body Shop, Conner Partners, Search for Common Ground and several dozen others.

Civil Society:



Frances Hesselbein, former CEO of the Girl Scouts of the USA, is a staunch supporter of women, diversity and inclusion. Based in Pennsylvania, she received the Presidential Medal of Freedom in 1998 (see picture at the left with President Bill Clinton who presented her with the Medal).

She presently serves as President and CEO of The Frances Hesselbein Leadership Institute, originally founded as The Peter F. Drucker Foundation for Nonprofit Management and renamed in 2012 to honor her own legacy. She also serves as Editor-in-Chief of the *Leader to Leader* journal. Hesselbein is often quoted as saying, "Leadership is a matter of how to be, not how to do it."

Craig and Patricia Neal founded [Heartland Inc.](#), which was mentioned amongst the 2013 cohort of conscious leaders, but they were not profiled. Heartland convenes leaders, organizations and communities to increase authentic engagement and create positive, lasting results. Heartland programs are dedicated to creating *authentic and essential conversations* among individuals and within organizations through training and convening events that serve to bring about the

desired systemic personal, social and organizational transformations needed in these extraordinary times. They started Heartland in 1996 after Craig left his job as publisher of the *Utne Reader*.

Together they train and certify people in convening “conversations that matter” – virtually and in person – and host and organize Transformational Leadership Circles. The Neal’s (right) are based in the Twin Cities area in Minnesota. They coauthored (with Cindy Wold) a book called [The Art of Convening: Authentic Engagement in Meetings, Gatherings, and Conversations](#).



They are longtime members of the [Social Venture Network](#), founded in 1987 to “build a new paradigm: one in which business operates to add value to society – without compromising the well-being of future generations.”



Thomas Paine (1737-1809) laid the foundation for the American Revolution, resulting in many people considering him to be “the father of modern democracy.” Paine’s 1776 bestselling pamphlet – [Common Sense](#) – became a bestseller for the day. As John Adams has been reported to say, “Without the pen of the author of *Common Sense*, the sword of Washington would have been raised in vain.”

As a war reporter for the Continental Army, which was teetering on dissolution and thus losing the war, Paine wrote and published the first pamphlet of the *American Crisis* series which rallied Americans in 1776 and 1777 to stand for liberty and support the cause of the colonists.

This resulted in militiamen who had previously planned to return to their families changing their minds and staying on, for additional men joining the militiamen and fighting for what they believed in, and gaining additional support from the Continental Congress. All of these were crucial to America’s independence.

Dag Hammarskjöld (1905-1961) was a Swedish diplomat and economist who was the second Secretary-General of the United Nations (1953-1961), the youngest to ever hold that post. He was a former Chairman of the Swedish delegation to the United Nations General Assembly.



In a 1953 interview with famed U.S. newsman Edward R. Murrow, Hammarskjöld said “...the explanation of how man should live a life of active social service in full harmony with himself as a member of the community of spirit, I found in the writings of those great medieval mystics for whom 'self-surrender' had been the way to self-realization, and who in 'singleness of mind' and 'inwardness' had found strength to say yes to every demand which the needs of their neighbours made them face, and to say yes also to every fate life had in store for them when they followed the call of duty as they understood it.”

In 1961, he was awarded the Nobel Peace Prize posthumously after being killed in an airplane crash en route to cease-fire negotiations in Northern Rhodesia, now

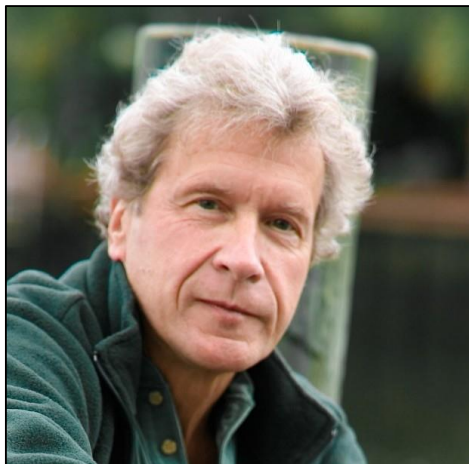
Zambia. John F. Kennedy said of him: "He was the greatest statesman of our century."

Adebayo "Bayo" Clement Akomolafe is a lecturer at Covenant University in Nigeria. He is also Coordinator of the International Alliance for Localization, a project of [Local Futures](#), a non-profit organization whose mission is to protect and renew ecological and social well-being by promoting a systemic shift away from economic globalization towards localization. Bayo, as he likes to be called, is an international speaker, author, poet and activist for a radical paradigm shift in consciousness.

The five-minute video to the right will give you an opportunity know Bayo better. Here, he is being interviewed during the Global Conference 2014 in South Africa last November, at which he was a keynote speaker.



John Perkins possesses an eclectic background that includes two lives. In his first life he was chief economist at an international consulting firm, working directly with heads of state and CEOs of major companies. Those days were full of intrigue, economic entanglements and international corruption. In the 1980s, Perkins left that life behind and embarked upon his second life in which he became an award-winning author of best-selling books and founder NGOs and foundations intended to improve the state of the world. He began working with indigenous people in the Amazonian rainforest, founding or co-founding two foundations and authoring several books including *Shapeshifting: Shamanic Techniques for Global and Personal Transformation* and his *New York Times* bestseller *Confessions of an Economic Hit Man* which revealed much about his first life.



In his second life, Perkins challenges people to soar to new heights, away from predatory capitalism and into an era more transformative than the Agricultural and Industrial Revolutions. His writings detail specific steps each of us can take to create a sustainable, just, and peaceful world. He is devoted to establishing a world our children will want to inherit. Perkins founded [Dream Change](#) and co-founded [The Pachamama Alliance](#) with Bill and Lynne Twist, who were profiled in last the [2013 yearbook of Conscious Leaders](#). He is also associated with my company – FutureShapers, LLC – as one of [our team of consciousness coaches](#).

Entertainment:

Philip Douglas "Phil" Jackson is an American professional basketball executive, former coach and former player. Widely considered one of the greatest coaches in the history of the National Basketball Association



(NBA), Jackson was the head coach of the Chicago Bulls from 1989 until 1998, during which time Chicago won six NBA championships. His next team, the Los Angeles Lakers, won five championships. In total, Jackson has won 11 NBA titles as a coach.

Jackson is known for his use of a holistic approach to coaching that is influenced by Eastern philosophy, earning him the nickname "Zen Master." He also applies Native American spiritual practices as documented in his book *Sacred Hoops*. In 2007, Jackson was inducted into the Basketball Hall of Fame. In 1996, he was named one of the 10 greatest coaches in NBA history.

Jim Carrey is mostly known for his physical comedy and comedic acting. As shown in these videos, however, there's a deeper aspect to the man – one that is consistent with the principles of conscious leadership. Carrey, co-founder with spiritual teacher Eckhart Tolle and movie publicist John Raatz of the Global Alliance for Transformative Entertainment ("GATE"), offers opening comments for one of their conferences in one video (below). In the second video, Carrey delivers the commencement address for the 2014 graduating class of Maharishi University of Management.



Video: opening comments at GATE video from Maharishi University

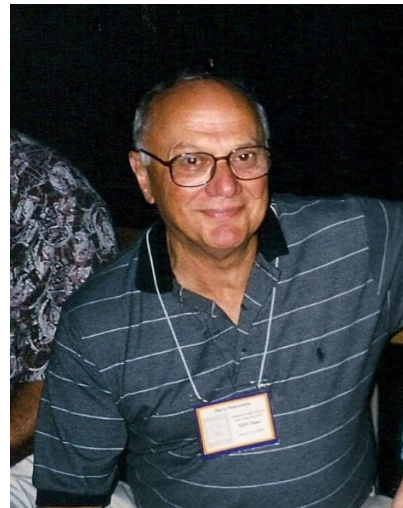
Mass Media:



Belva Davis was born to a 15-year-old Louisiana laundress during the Great Depression. Raised in the crowded projects of Oakland, confronted by racism and abuse, Davis was destined to achieve a career beyond her imagination. She was the first black female U.S. journalist west of the Mississippi. In a career spanning more than half a century, she has won eight local Emmys and a number of lifetime achievement awards -- including honors from the International Women's Media Foundation, the National Association of Black Journalists and the Northern California chapter of the National Association of Television Arts and Sciences.

Noted feminist leader Gloria Steinem states, "Belva Davis has lived this country's history as only a brave black woman could and has witnessed it as a journalist with a world-class head and heart."

Perry Pascarella was managing editor of the team that created [Industry Week](#) (“*IW*”) magazine in 1970. He became well known for his exploration of new styles of leadership and ways of transforming organizations. He worked with such vanguards as Peter Drucker, Tom Peters, and Frederick Herzberg. From 1986 to 1989 he served as editor-in-chief of *IW*, leading the magazine to national prominence and record levels of readership. In 1989, he was named vice president for editorial and graphics operations of Penton Publishing Inc., the magazine’s parent company and publisher of 42 business and professional magazines.



Pascarella has earned several awards for his editorials and feature articles. In 1992, the American Business Press awarded him the G.D. Crain award for a distinguished career in journalism. He’s authored seven books including *The Purpose Driven Organization* and *Leveraging People & Profit: The Hard Work of Soft Management*. For more than two years after entering “early retirement” in 1996, he wrote a monthly column for the American Management Association’s *Management Review* in which he interviewed and profiled thinkers who challenged the code. That same year I had the honor of being interviewed by Pascarella for an *IW* article entitled [“Design a Better Future.”](#)

Business:

Jay Harman first came to my attention when I heard about a new impeller pump he invented which is able to circulate 10 million gallons of liquid with the same energy footprint as three 100-watt light bulbs. Not only was energy usage cut by a huge percentage but the cost of the pump was considerable less – a win-win! As I held this



little odd-shaped pump in my hand I marveled at how it took this long for someone to see that Nature is pretty good at efficient design - so why not mimic that really efficient design?

Harman has developed a number of successful companies. As founder and CEO of ERG Australia Ltd, he took the company to a highly successful IPO. Now living in the U.S., he is founder and chairman of PAX Scientific, which designs more efficient industrial equipment such as fans, air conditioners, and mixers based on Harman's revolutionary concepts. The culmination of his work is the development of “Nature’s Streamlining Principle,” a guideline for translating nature’s extraordinary efficiencies into industrial applications.

Jeff Cherry started New York City based Conscious Ventures Lab as an early stage business accelerator with the goal of developing companies and leaders who embrace capitalism as a powerful catalyst for good in society. He and his partners asked, “What would happen if businesses around the world started caring as much about people as they do about profit?”



As a CEO, hedge fund manager, designer, entrepreneur, educator, mentor and consultant, Cherry has a diverse and unique career spanning more than 25 years of executive leadership. Influential in the areas of stakeholder management and the emerging discipline of conscious capitalism, Cherry had the honor of consulting with authors David Wolfe and Raj Sisodia on their book *Firms of Endearment, How World Class Companies Profit from Passion and Purpose*. He later expanded on the ideas of conscious capitalism to form Concinnity Advisors, a hedge

fund focused on identifying and investing in companies operating from a more holistic, long-term value mindset.

Eiichi Shibusawa (1840-1931) was a Japanese industrialist widely known today as the "father of Japanese capitalism." He spearheaded the introduction of Western capitalism to Japan after the Meiji Restoration founding the country's first modern bank based on joint stock ownership. The bank was aptly named The First National Bank. Through this bank, he founded hundreds of other joint stock corporations in Japan, many of whom still survive to this day. He also founded the Tokyo Stock Exchange, the Japanese Chamber of Commerce and Industry and was involved in the founding of many hospitals, schools, universities (including the first women's university), the Imperial Hotel in Tokyo, along with various charitable organizations, including the Japan Red Cross.



Another notable aspect of Shibusawa's career is that, despite being the founder of hundreds of corporations, he refused to maintain a controlling stake in these corporations, effectively preventing himself from forming a [zaibatsu](#). What is known as the *Shibusawa Zaibatsu* was a holding company established to look after his estate for his family. The *Shibusawa Zaibatsu* did not hold controlling stakes in any companies. Despite his origin as a farmer, Shibusawa was granted the title of "Viscount," while all other *zaibatsu* founders were awarded the title of "Baron." He was also awarded *Shōnii*, (or Second Honour) which is usually given to high ranking nobility and prime ministers.

Kazuo Inamori is a Japanese businessman who founded two successful companies as well as a charitable foundation, and established the Kyoto Prize. He has a visionary perspective on a new civilization. His own words about what is possible in this world do more to express who he is than my characterization of him:



[W]e can shift from growth to maturity, from competition to coexistence, and walk the path of harmony. As we traverse this path, we will witness the birth of a new

civilization that is motivated by the virtue of selfless service to others. The driving force behind our current civilization is the desire for more: more leisure, more food, more money. In contrast, the new civilization will be based on love and consideration for others, the desire to help others grow and make them happy.

. . . I don't know exactly what form this civilization will take or what its contents will be. Perhaps it is just a pipe dream. But I am convinced that it is not the creation of this new civilization that is important but rather the daily effort we make to build it. It is the process of getting there, not being there, that refines our souls. If we elevate our minds by striving to create a new, more loving civilization, I believe that the path to a service-oriented society will be far shorter than we ever imagined.*

*from his book *A Compass to Fulfillment: Passion and Spirituality in Life and Business*, McGraw Hill, 2010

Ray Anderson (1934-2011) came to my attention in the early 1990s. He was the founder of Interface, Inc. and had grown the company into the world's largest maker of modular carpet tiles after taking the company public. He took a bold stand when he announced that the company he founded would become environmentally neutral. I interviewed him for *The New Leaders* while I was Editor in Chief there and hosted him on a panel about the role of consciousness in leadership for the 1997 World Future Society conference in San Francisco.



Anderson passed away in 2011 after being diagnosed with cancer. He received many awards including Global Green's 1996 Inaugural Millennium Award, presented by its founder, Mikhail Gorbachev. In 2007, he was named one of *Time* magazine's Heroes of the Environment and received twelve honorary doctorates before his passing. A year after Anderson's death, Interface, Inc. was named the Most Sustainable Large Corporation at the 2012 International Green Awards.

Eileen Fisher started clothing designer Eileen Fisher Inc. in 1984 based on simple designs and sustainable business practices. The company has since grown to over 1,100 employees, with more than sixty stores in fifteen states in the U.S., Canada, and the U.K. She is a fan of measuring Gross National Happiness versus GNP, a regular meditator and an advocate of spiritual values.



I first met Fisher in 2002 while presenting her with the Willis Harman Spirit at Work Award in New York. She says of herself, "I've always looked at clothing through the lens of confidence and empowerment. I focus that lens in many other aspects of life.....To me, this kind of holistic vision is a huge and vital shift. It is about rethinking what it means to live in a world with finite resources, as individuals and as businesses."

Recently, she made the cover of *Mindful* magazine, a rare incidence for a business founder. The magazine said, in part, about Fisher: "Her company is not only doing well...it's doing good — for employees, young women, and the planet."

Bob Chapman is Chair of 129 year old Barry-Wehmiller Corporation, a \$1.5 billion family-owned company that practices "truly human leadership" model of management. Under Chapman's leadership, Barry-Wehmiller has used strategic acquisitions and organic growth to achieve a 20% compound growth rate over the past 20 years. At the heart of its successful economic model, however, are more than 7,000 outstanding team members worldwide. The company prides itself on, and is fiercely committed to, building great people through its distinctive people-centered leadership initiatives and innovative learning institute, the Barry-Wehmiller University. "At Barry-Wehmiller, we measure success by the way we touch the lives of people," says Chapman, who is co-authoring a book on human leadership with Raj Sisodia, one of the founders of the [Conscious Capitalism Institute](#).

Chapman spoke at the TEDxScottAFB event in 2012. A 22 minute video of his talk can be viewed here (right).



One of Chapman's inspirations is a former rector of his church in St. Louis, Reverend Edward Salmon. During his formative years, he recalls telling Salmon he wasn't sure he believed in God. The rector responded by saying, "That's okay. God believes in you."

Government:



Like Jim Carrey, **Prince Charles** is another man who doesn't come across instantly as an exemplar of conscious leadership. But those who know him vouch for his state of mindfulness. One of his former royal family photographers writes that "he finds innumerable ways to respond to the plight and situations of his subjects and is guided by his heart and a pragmatic, no nonsense style of leadership."

In his book on the Prince - *Radical Prince: The Practical Vision of the Prince of Wales* - author David Lorimer writes that "[his] ideas are linked by an underlying spiritual and ecological philosophy. Prince Charles adopts an integrated approach to his work, blending the best of the traditional with the best of the modern."

Edgar "Ed" Mitchell is a former American naval officer, aviator, test pilot, aeronautical engineer and NASA astronaut. As pilot of Apollo 14's lunar module, he was the sixth person to walk on the moon. On his return to Earth, Texas-born Mitchell had a profound "samadhi" experience (a sense of oneness with the universe) while looking out into space and seeing the "blue marble" that is Earth. This is what he said about his experience:

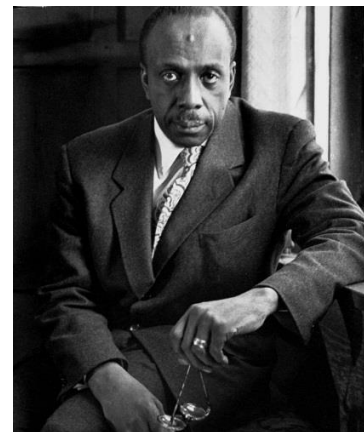


You develop an instant global consciousness, a people orientation, an intense dissatisfaction with the state of the world, and a compulsion to do something about it. From out there on the moon, international politics look so petty. You want to grab a politician by the scruff of the neck and drag him a quarter of a million miles out and say, 'Look at that, you son of a bitch.'

Mitchell founded the [Institute of Noetic Sciences](#) (IONS) in 1973. I first learned of him through my mentor and friend Willis Harman who had taken on the presidency of the Institute. IONS has since become one of the most respected research institutes on such topics as consciousness, meditation, psychic abilities, ESP, spontaneous remission and related subjects. Mitchell has written several books, including *The Way of the Explorer: An Apollo Astronaut's Journey Through the Material and Mystical Worlds*, and, in 1970, received the Presidential Medal of Freedom.

Consciousness/Spirituality:

Howard Thurman (1899-1981) has had much positive influence in the world, especially in the United States. After his 1935 meeting with Gandhi in India, he brought Gandhi's message of nonviolence to the U.S. In my view, one of his most meaningful legacies was his mentoring Martin Luther King, Jr. on the subject of nonviolent social change. A former classmate of King's father, he paid close attention to the young King while he was in graduate school, ultimately becoming his spiritual advisor. Some believe Thurman was the pastoral leader of the civil rights movement. During his lifetime Thurman had authored 20 books.



Another of his legacies is The Howard Thurman Center for Common Ground, located on the campus of Boston University. [The Center](#) was founded by Dean Emeritus George K. Makechnie in 1986 "to preserve and share the many legacies of Dr. Thurman, who spent his life working to break barriers of divisiveness that separate people based on race, culture, religion, ethnicity, gender, and sexual identity."



Desmond Tutu was a key player in the demise of apartheid in South Africa in 1994 while serving as Archbishop of Cape Town as a bishop in the Anglican Church. The other key players were Nelson Mandela and F. W. de Klerk. In my view, riots and civil war were averted largely due to an indigenous cultural philosophy called "ubuntu." After the fall of apartheid, Tutu headed the Truth and Reconciliation Commission, which allowed victims of injustice to confront their tormentors, share their pain and ask for forgiveness – a process that for whatever reason has not been adopted in other cultures despite its success twenty one years ago. He received the Nobel Peace

Prize in 1984, the Albert Schweitzer Prize for Humanitarianism in 1986 and numerous awards since then.

Since his retirement in 2010, Tutu has worked as a global activist on issues pertaining to democracy, freedom and human rights. He is the patron of the Institute for Justice and Reconciliation, the successor organization of the South African Truth and Reconciliation Commission. In this role he presents the annual South African Reconciliation Award. He is widely regarded as "South Africa's moral conscience" and has been described by former Mandela as "sometimes strident, often tender, never afraid and seldom without humour, Desmond Tutu's voice will always be the voice of the voiceless"

Service Providers:

Gina Hayden is the founder of the Conscious Leadership Consultancy based in the UK, where she specializes in conscious leadership coaching. She is also director of Sphere Consulting Services - a people development consultancy operating in various countries and continents all over the world: the United Kingdom and Europe, the Middle East, AsiaPacific, and Africa. Most recently she co-founded and serves as Director of the Global Centre for Conscious Leadership. She is also on the Steering Group of the Conscious Capitalism Institute, UK Chapter.



Hayden works internationally with a variety of clients including PwC, Barclays Bank, Anglo American, Novartis, VW, Royal Institute of Chartered Surveyors, ZolfoCooper, Duke Corporate Education, Cass Business School and London Business School. She is passionate about developing conscious leaders around the globe who, in her words, "are able to transcend their egos and run their organizations in a fundamentally different way so that business can fulfil its potential to become a force for good in the world and contribute to the benefit of many."

Betsy Sanders is in the third phase of a career of exceptional performance. She became Nordstrom's first female store manager, which positioned her to open the chain's first Southern California store - their first outside of the Pacific Northwest - in 1978. She and her team made retail history as they built that business literally from nothing to \$1 billion in annual sales over a twelve-year period, quickly

becoming this retailer's largest and most profitable region. She has been widely credited with having set the industry and international standards for customer service and subsequently authored the book [Fabled Service](#). Since leaving Nordstrom in 1990, as a vice president and general manager of the burgeoning chain's Southern California stores, Sanders has spent the last 24 years serving as a director of several public companies, including Wal-Mart, Wellpoint, Wolverine Worldwide, Washington Mutual Bank, Von's Supermarkets, Sport Chalet and Denny's.



In this third stage of her career she is a personal coach, trainer and facilitator with a focus on helping people discovering their unique gifts as well as determining how most effectively to share them. She is one of the inaugural team of nine [FutureShapers Consciousness Coaches](#).

Law & Justice:

Named a "legal rebel" by the American Bar Association, **Linda Alvarez** is a maverick attorney who is committed to transforming the way law is practiced, shifting from the traditional adversarial approach to a practice that incorporates principles of nonviolence. Perhaps not surprisingly, her main influences have been Gandhi and other advocates of nonviolence.



Based in the coastal town of Half Moon Bay in Northern California, Alvarez works with clients in discovering where they have agreement with their adversaries then mediating win-win reconciliations for all parties. Here's what she writes: "Finding ways to join forces with others and—together—design sustainable, beneficial and enjoyable relationships and enterprises is better than approaching deal-making as an encounter between opposing forces seeking to win an advantage, one over the other."

With these principles obviously well-entrenched in her practice, Alvarez served as a consultant to Irish poet and philosopher John O'Donohue until his death in 2008, protecting rights to his work as well as working out a satisfactory resolution for his family. Alvarez also offers "conscious contracts for conscious business" as part of her practice and is a member of the international integrative law community