

Structural Edit

Managing From the Heart: How I Created a Nurturing Workplace and Business Success

Current Chapter	Add	Move or Delete	Other
<p>Chapter 1: In the Beginning</p> <p>The chapter begins in the 1980s when the author was only 19. The reader learns how she met her initial business partners and that they are all in the entertainment industry. The author then explains that the business they initially created evolved, the structure changed, and a new company emerged.</p> <p>The challenges of having students as their main clients is explained, and how this required a different business approach. The author explains how she naturally gravitated toward dealing with the people, and the workplace culture. She refers to a general shift in management styles at that time, with an example about employees at IBM. She refers to her management philosophy as the workplace being like a</p>	<p>Since your dad's book was a big influence on you, is there a relevant quote you could add to the beginning of this chapter as a call-out?</p> <p>As this is intended to be part memoir, add more details about your story. I think the reader would want to know if you were fresh out of high school or in university, what you were studying, or if you even finished your studies.</p> <p>Add details about what you and your partners actually did in the entertainment industry to help establish your authority. Readers would also want to know what the merged business was that you created with your partners.</p> <p>Add details here about why this partnership changed, and why you created a private training school.</p>		<p>It is best to avoid cliché, so can you think of another title that is more descriptive?</p> <p>I have suggested adding headings in each chapter, so a table of contents would be helpful.</p> <p>I also suggest to add an appendix with updated resources.</p>

Current Chapter	Add	Move or Delete	Other
second home. She then describes how the management guide written by her father has been a great influence on her. After this, she describes how the business grew, and what her role was.	<p>Provide another recent example of a management style using a current example of workplace culture. This will provide contrast and highlight the change in attitudes. Look at some of today's leading-edge companies such as Google, Apple, Amazon for examples.</p> <p>Look for where you can add headings to help the reader navigate.</p>		
<p>Chapter 2: Are you this kind of manager?</p> <p>This chapter outlines the qualities of heart-centred managers. The author states that in her experience most good managers are women.</p> <p>The qualities are listed along with explanatory paragraphs.</p>	<p>Add a quote from your dad's book to the beginning of the chapter as a call-out.</p> <p>Examples of headings: You are Sensitive You are Compassionate You are a Leader You are Street Smart You are Intuitive You are Fearless</p>	<p>Replace Chapter 2 with Chapter 7: Transition. This will flow better because it continues telling your story, providing more background information about your experience and your management philosophy.</p> <p>The text about women and men presents stereotypes that may alienate readers. Instead, reframe it and talk about nurturing qualities that both men and women possess.</p> <p>Replace the statement "You're a woman" to align better with changes regarding stereotyping above.</p>	<p>Chapter 2 now becomes Chapter 3</p> <p>Most of the other chapter titles are not in the form of a question. Either change to a statement or change the other titles to question format. For example, "Qualities of a Heart-centred Manager"</p>

		Move each quality/heading to the beginning of its associated descriptive paragraph(s).	
Current Chapter	Add	Move or Delete	Other
Chapter 3: What are Staff? In this chapter, the author begins with the common ground between employees and managers. She talks about the family atmosphere they created and how outsiders noticed it. She emphasizes equality and respecting all employees no matter their position. She goes on to caution about the dangers of feeling threatened by your employees' success and how a good manager supports growth and gives credit when due. She provides an example from a popular television program to illustrate this point.	Same as with the previous chapters, add a quote from your dad's book to the beginning. Add headings to help navigate the text.	Delete the first paragraph referring to the book as not being suitable for every employee. It doesn't contribute to the topic. Start the chapter with paragraph 3 referring to the "family feel" that was created and noticed by outsiders. Continue with the paragraph starting "Staff are not aliens" and merge with the paragraph starting with "The people you manage are not unlike yourself." Insert the first three lines of paragraph 3, "I consider all staff to be equal...defining it" to the beginning of paragraph 4 "The value of a receptionist is equal to the value of a director." Remove the paragraph starting with "Most people are receptive to assistance" because it refers to the importance of listening to your employees. It would be a better fit merged into Chapter 5, Fifteen Minutes of Fame.	Now becomes Chapter 4 Consider changing the title to sound less formal and impersonal, such as "Employees" or "co-workers." Also, change it to a statement to align with the style of the other chapter titles. For example, "Employees are People Too"; or "Your Work Family"

Current Chapter	Add	Move or Delete	Other
Chapter 3: What are Staff?		Edit your example of the <i>Top Chef</i> competition down to one paragraph. If you can think of a more recent example that would be even better.	
Chapter 4: Building the Trojan Horse This chapter addresses the notion of team building that is now a part of all management practices. It also discusses the need to be inclusive when trying to create a good team. The importance of listening and follow-through is also discussed.	Add a quote from your dad's book to the beginning. This chapter is too short and needs more content about team building. It should be a similar length to the other chapters—4 to 5 pages. Add headings to organize the text for the reader. Expand on the concept of what it looks like when a team is working well together. Provide some specific examples of good—and bad—team experiences at your company. Update the television references with more recent programs that portray work teams. For example, the various CSI programs that show how a forensic investigations team works together to solve crimes. Or certain reality TV programs?	Move and merge the section about listening and follow-through in paragraph 4 to Chapter 5, Fifteen Minutes of Fame .	Becomes Chapter 5 Consider changing the title to align better with the new title of the book. Trojan Horse is also the name of a malicious computer virus, so it can have a negative connotation.

	Mention some specific resources about team building and provide them in the appendix.		
Current Chapter	Add	Move or Delete	Other
<p>Chapter 5: Fifteen Minutes of Fame</p> <p>This chapter covers the importance of communication, emphasizing that it is usually the most problematic area in any organization. The author introduces the practice of the “personal meeting” to improve the lines of communication. She explains how to approach it, and how everyone benefits. She provides concrete examples of questions to ask, and how to use the information once it has been gathered. The author also provides three examples of how this approach worked at her organization.</p>	<p>Add a quote from your dad’s book to the beginning.</p> <p>Add material from Chapter 4 about the importance of listening and follow-through.</p> <p>Organize material under headings, for example: We’re all Talking But We’re Not Communicating (importance of communication, especially in nurturing workplace, communication issues) The Personal Meeting (what it is, the approach, goals, benefits) What to Ask (list of questions, rules of engagement) Taking Action (examples of follow-through, in your experience) Everybody Wins (sharing the information, importance of follow through, summary of benefits)</p>	<p>This chapter should be edited down to about 4-5 pages to be the same length as the other chapters.</p> <p>There is repetition in the first few paragraphs on communication that can be eliminated. There is repetition</p> <p>Review each paragraph and move to relevant headings.</p> <p>Of the three examples of the actions you took as a result of the personal meetings, choose only two. Edit (shorten) the remaining two examples.</p> <p>Move the last two sentences starting with “Your receptionist is one of the most important communication areas...” to Chapter 3, Staff.</p>	<p>Becomes Chapter 6</p>

Current Chapter	Add	Move or Delete	Other
<p>Chapter 6: The Pursuit of a Blank Day</p> <p>This chapter discusses the concept of downtime, and the resistance to it in the corporate world. The author provides her perception of it and how she supported it in her organization. She provides some examples of the difficulty implementing downtime because of old attitudes, and how she handled it.</p>	<p>Add a quote from your dad's book to the beginning.</p> <p>This chapter should be expanded to 4 or 5 pages. Consider updating with new material related to technology and what we now call "unplugging." Expand on your definition of downtime. Explain what it meant then and what it means now because of changing attitudes and the prevalence of technology that keeps us plugged in. Clarify downtime at work versus downtime outside of work.</p> <p>Can you come up with any headings to help guide the reader?</p>	<p>The reference to the <i>ER</i> television episode is a good example, but a bit dated. If you wish to keep it, move it to Chapter 4, Building the Trojan Horse. Try to come up with a more recent program that illustrates the benefits of downtime to bond with colleagues.</p> <p>Delete the reference to television programs <i>Dynasty</i> and <i>Friends</i> as it is repeated from Chapter 4, Building the Trojan Horse.</p> <p>I suggest to move the example of the artist friend to the beginning of the chapter as a call-out. It will set the tone and have more impact.</p>	<p>Becomes Chapter 7</p>
<p>Chapter 7: Transition</p> <p>This chapter talks about the author's first years in business, her inexperience, and experimentation as a manager. She then goes on to describe how the business succeeded and evolved, and had to "grow up" and adhere to more rules. She gives examples of her personal, fun-loving approach.</p>	<p>Add a quote from your dad's book to the beginning.</p> <p>Add headings to help navigate.</p> <p>Add more details about how the business evolved over the 18 years that has elapsed. You could add some milestones achieved, perhaps in terms of student enrollment and success, employees, and revenue. You</p>	<p>Move this chapter up to the Chapter 2 position to create a better flow, continuing your story from Chapter 1.</p> <p>The paragraph describing the party for the students and employees would fit better in Chapter 1, where you refer to your approach to students as your main clients.</p>	

Current Chapter	Add	Move or Delete	Other
Chapter 7: Transition	<p>could also talk about how the entertainment and film industry in Vancouver evolved and how that affected your business.</p> <p>Add more details about your specific role and how it evolved.</p> <p>Were there any other influences on your management philosophy besides your dad's book? Can you pull out some details from his book that particularly influenced your approach?</p>	<p>Shorten the two main paragraphs about the Employee Review Form to one paragraph.</p>	

Copysedit for Chapter 4, Building the Trojan Horse

Managing From the Heart: How I Created a Nurturing Workplace and Business Success

4. Building the Trojan Horse

One hears the term ~~Team-team~~ ~~Player-player~~ all the time. ~~Usually-usually~~ accompanied with ~~by~~ dynamic, the most overused word in business language. -At one time ~~this-these~~ terms ~~was-were~~ new and incredibly powerful. -Now they seem to ~~appear~~ on the lips of one and all, standard corporate language. -If I read one more ~~Job-job Advertisement-advertisement~~, asking for a “dynamic individual wanting to become a team player in an exciting, new, growing company,” I will be sick.

It takes a leader to build a team. ~~A-a~~ leader among equals. -I consider a team to be one entity. ~~One-one~~ perfect player. ~~The-the~~ sum of all parts. ~~Its-It is~~ a living, breathing organism with a mind of its own. ~~powerful and dangerous, productive and lazy, fun and agony~~. -It requires constant care and feeding.

There is a wealth of information about team building in popular television. -The current hot programs are full of trends and the things society (and most likely your staff) ~~are-is~~ focusing on and worrying about. -In the '80s, the program *Dynasty* was big, focusing on ~~indulgence and the endless pursuit of money, and indulgence~~. -The '90s saw *Friends* take the number one spot. ~~Good-good~~, reliable friends and relationships protecting people from the workplace and career ills.

Commented [L1]: In addition to its original connotations of war and subterfuge, this term now has an additional negative meaning. It is the name of a malicious software program that causes problems for unsuspecting computer users. As mentioned in the structural edit, you may want to re-consider.

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Commented [L2]: Consider meaning of appear is “to be seen” and words can’t be seen. Could substitute with “be heard from” or the more colourful “spout from”

Commented [L3]: For grammatical correctness, you will see that whenever I encountered sentence fragments such as “A leader among equals,” I have combined them with a sentence or another clause using punctuation.

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Commented [L4]: These should all be parallel modifiers. “Powerful and dangerous” is not quite an opposite construction like the other pairs. Can you think of another two opposite adjectives to put here? “Fun and agony” are nouns. Adjectives with a similar meaning would be “fun-loving, yet serious” for example.

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Commented [L5]: Revised for proper verb agreement with the object.

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There are many books on team building, and seminars and consultants are abundant. You can find them anywhere. -If you do not at least give voice to these terms and conditions, no one will work for your company. -But words are not enough-. They they are so hollow when not followed through on. -There is nothing more damaging to staff trust than talking the talk talk and not walking the walk. They figure this out very quickly. -A lack of follow-through is fatal with emotional management. -We had a General-general Manager-manager who was an expert on listening and terminology. He had read all the pre-requisitesd books and taken all the right courses. -He could give instant comfort to a troubled souls and when they left his office, there was that initial feeling of relief and assistance. However-, eventually, staff realised-realized that he never actually followed through on any of these problems, just gave an ear to them. -At times, simply listening is enough, but -more often you have to check back with the personpeople, follow an action plan for change, or take some agreed action agreed upon to solve the problem.

Commented [L6]: When "terms and conditions" is used as a phrase, it has a legal connotation. I don't think this is your intended meaning here, so consider re-phrasing.

Commented [L7]: This phrasing is a bit awkward. To be grammatically correct it needs a clear subject performing the action. Consider re-phrasing as "...if you do not follow through on them" or "...without your follow-through."

Commented [L8]: Plural to agree with "they"

Commented [L9]: Revised for consistency with plural pronouns "souls" and "they" above.

The main key to the emotional side of a team is inclusion. -After a team is established, it is important to include everyone on most topics-. Even-even if it is just to relayinging information on something that doesn't require their input. -Make sure they always realize what's-what is going on-. There-there is nothing more damaging that than a team player who feelsing left out, or not in the know. -A good team thrives on being party to everything, right down to office gossip. -A team lives in the trenches waiting for a battle cry, feeding on crisis and problem solving. -With enough repeated inclusion on a variety of issues, they become so well-versed in all aspects of the corporate operations that together they can solve any situation. -To watch a

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Commented [L10]: Consider switching to "problem" as more accurate when using "solve" as the verb.

good team work is an incredible experience. -They ~~just~~ bounce off each other, adding their specialized input to the whole, building a solution ~~with no holes in it~~ without any holes. Every department and concern is addressed. ~~-Like a Trojan horse-Horse,~~ it is impenetrable and solid. ~~-~~ Unbeatable-unbeatable and proud.

Commented [L11]: Revised to smooth out language. Alternatives could be "without any gaps" or "without any cracks"

Commented [L12]: Here it appears that you are only using the Trojan Horse itself as the analogy, or do you mean to refer to the story behind it? If so, this could be clarified to say "Like the story of the Trojan Horse..." and descriptors such as "clever" and "tenacious" could apply.

Style Sheet:

Managing From the Heart: How I Created a Nurturing Workplace and Business Success

General

References: English Oxford Living Dictionary for spelling (but note the word list below); Chicago Manual of Style, 17th edition (online) for style.

Abbreviations

Avoid if possible.

Contractions

Avoid uncommon contractions such as that's, here's.

Italics

Use for the titles of books, magazines, television programs. Do not use for emphasis.

Lists

No end punctuation on bulleted lists unless the item is a complete sentence. Capital letters at the beginning of bulleted lists only when the statement is a complete sentence.

Numbers

10 and over as numerals; numbers under 10 as words (except for specifics, e.g., phase 1, chapter 5, grade 3, etc.). Use commas in numbers longer than 999 (e.g., 1,234) with the usual exceptions (addresses, telephone numbers etc.).

Spell out large numbers: 10 million

Headings: Headline style, all main words capitalized, no end punctuation.

Punctuation

Apostrophes: None in plurals such as 1980s and CFOs. Use directional or “smart” apostrophes (right or end single quotation mark) to take the place of other characters (e.g. '80s).

Commas: Use serial (Oxford) commas.

Ellipsis points: Use only for missing information in quoted material, or to indicate an incomplete thought or faltering speech. When used, “true ellipsis” (no spaces on either end, and half spaces between dots).

Em dash: No space on either side.

Exclamation marks: Use very sparingly.

Hyphens: Use when necessary to make the text clear and easy to read (e.g., re-evaluate, but not prerequisite). Use in compound modifiers before a noun (e.g., long-term job), but not in compound modifiers following a noun (with exceptions, such as time-sensitive).

Parentheses: Punctuation inside if parentheses contain a complete sentence, outside for words or phrases.

Periods: None in academic degrees, professional designations or acronyms (e.g., BA, MA, PhD, PEng, CPA, RCMP). Use in initials in personal names, as in F. Scott Fitzgerald and L.M. Montgomery (no spaces between two initials).

Quotation marks: Do not use “scare quotes” for emphasis or sarcasm, and use sparingly for slang or nonstandard use. Use directional or smart quotation marks for direct quotes. Punctuation goes inside.

Scare (single) quotation marks: Avoid use for emphasis or sarcasm, as above.

Spacing: Single space after period, colon, semi-colon, exclamation point, question mark.

Words and terms with specific spellings and capitalization

1980s ’80s, not eighties; ’90s, not nineties (right single closing quote mark) big league (no caps, no scare quotes) calibre corporate mentality downtime ego-driven ’em (them) (right single closing quote mark) email Employee Review Form Extreme Croquet follow-through (as noun) general manager labelling lawsuits	organization post-secondary prerequisite Protestant pyjamas realized re-evaluate team building (noun) team-building (as a modifier, e.g., team-building exercises) time-sensitive Trojan Horse schtick videotape vigour workplace
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like-minded organization overused	worksheets
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Introduction

I am one of the lucky ones.

My life's work provided me with constant challenge, endless learning, a forum for debate, experimentation and exploration in the world of business. I had the luxury of choosing my working companions and my projects. Together we build a unique working environment, filled with humour, personal growth, achievement, and relationships that would endure a lifetime. While following my dreams, I reaped constant rewards. At times, it seemed we could not fail. Blazing trails, fighting the norm, we were labelled whiz kids and with that youthful arrogance we found the brass ring. And in the end, it afforded me the greatest gift of all...retirement at 42.

After 22 years, the company was all grown up. The next phase of its life encompassed a whole new realm of knowledge along with a new group of working associates. They were mostly lawyers, accountants, bankers, capitalists, and professionals who really knew what they were doing. Although I fully understood the need for this influx and transition into the big leagues, this new job held no interest for me. I wanted different things for the second half of my life.

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2 Managing the Emotional Workplace

The first of which was to write this book and give life to the idea of the workplace being a second home. A business environment where employees feel secure, valued, and empowered to explore their creative side while honing their

inherent skills. It would be a place for supported failure and recognized achievement, where people like going to work. Although this sounds hokey, we had attained this culture and maintained it for years. Like other great rewards, it isn't easy to get there, but it is possible.

In this book, I will tell you stories and pass on ideas. I have included both the successful and the unsuccessful ones. I have attempted to give an honest account of my years of personnel and corporate management. There are interviews with my team members, those who liked me and those who did not. There is so much ~~much~~ to learn from both. I have this picture in my mind of being on a talk show about this book and one of my disgruntled employees calling in and saying, "not true, she was a bitch." So, as my style and teachings dictate, bring them in on the ground floor, include them and they will be your best allies.

No matter how the world changes and whatever management concepts are trendy and, what they may be called, the principles remain constant. Treat your people with respect, treat them how you wish to be treated, and walk a mile in their shoes.

This book alone will not make you a good manager, solve all your workplace ills, increase your bottom line or make your employees like you. However, the information

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in this book in addition to your caring nature, intelligence, thirst for confrontation and passion for ferreting out solutions, along with your desire for creating this kind of workplace, can indeed make you a happier, more successful manager with a productive and loyal staff. Within this environment, all things settle to the bottom line.

My career has been one of talking, listening, responding to my gut and intuition, while thriving in a workplace filled with like minded companions. This book is a blank canvas upon which I will talk and tell my story filled with ideas, tools, validation and experience. My ideas and unique management style have oft been called "touchy, feely crap," but the outcomes, if not understood, have been lauded and respected by many.

This book is not for everyone. It is not for the CEO who wants to change his workplace from a distance, as he is tired of staff turnover, lack of loyalty and the perception of staff "not doing enough." It is not for the naturally autocratic, ego driven manager who wants to be viewed as kind and heartfelt by utilizing a few select words and techniques. It is not for the hoards of consultants looking for a new schtick to sell through charming, outrageously overpriced seminars and retreats.

This book is for you because you picked it up, because you are still reading it. The person who was attracted and excited by the title. Someone who is unafraid of the word "emotional" when combined with workplace. And someone who truly values the happiness of staff while understanding the need for dealing with the emotions of the workplace. Someone who is simply fearless.

QUERY:
Change "emotional"
to "heart" to align
with new title

Cap
Corporate

Stylistic Edit, Chapter 6, The Pursuit of a Blank Day

Managing From the Heart: How I Created a Nurturing Workplace and Business Success

6. The Pursuit of a Blank Day

Why does Corporate Mentality shun the idea of downtime? What is so sinister about a day of doing nothing? Is it an unpaid benefit for the employee, precious time we are not being compensated for with productivity? Is it our protestant work ethic working overtime? I love the way we automatically consider this time non-productive...

I can remember an ER television episode where there were no patients...they sat around throwing crumpled newspaper balls at the garbage cans. During this time, they solved several critical personnel issues, became better friends and bonded. When the first emergency did come in, the team reunited and responded in an excellent and cohesive manner. There lay the benefit of emotionally rested staff. If you had a choice between a stressed-out doctor who had been working for 24 hours straight or a well-rested, confident one, who would you choose to operate on you?

There is a wealth of information in popular television. The current hot-programs are full of trends and the things society (and most likely your staff) are focusing on and worrying about. In the eighties, the program Dynasty was big, focusing on indulgence and the endless pursuit of money-and-indulgence. The nineties saw Friends take the number one spot—, showing us how Good-good, reliable friends and relationships protecting people from the-workplace and career

Commented [L1]: It would help to define downtime more according to your philosophy, and differentiate between downtime at work and outside of work, as I think you are talking about both.

Commented [L2]: I find this sentence slightly confusing. I'm not sure what you mean by "unpaid benefit". You could simplify, for example: "Losing productivity?" or "Loss of precious productivity?"

Commented [L3]: I like this as an example of downtime while at work, but it may be better placed in Chapter 4 talking about teamwork. You could expand on this concept of taking the opportunity of a slow time at work to bond as a team. It would be good to have an example of this from your own company experience.

Commented [L4]: You could reinforce the team aspect here by adding something about also being surrounded by a tight-knit team.

ills.

Homework for the manager should always include television. It is a time sensitive window on the world.

I took a different approach to 'down time'. I encouraged it. When I designed job descriptions or reevaluated them with staff, I ensured there was inherent down time. If the job took 40 hours a week, we pared the actual duties down to 36 hours. I know that sounds strange in a time when a 60 hour work week is the norm, but remember the old adage about working smart not hard.

Like everything else in the universe, we are cyclical. There are up times and down times, ebb and flow. For some reason the business world fights it tooth and nail, always ups and downs. For some reason, the business world has a tremendous amount of resistance to this. We wish to be fully productive and profitable every day of the year. I can remember one manager taking a rare holiday in Hawaii where of course he was plugged into the internet, and emailing us and actually working more than if he were at home. On the phone to me the Friday afternoon before Christmas, he was concerned that the staff may be wasting time, and were not being fully productive as Christmas holidays and such were looming approaching. I told him not to worry, I had already sent everyone home for the afternoon.

Go with the flow, indulge it, hell, wallow in it. When the staff come back, they are more than ready to work with energetic productivity making up for the loss energized and ready to make

Commented [L5]: Since we consume information and entertainment in many other ways now, to update this point you could also mention other forms of media such as Netflix and social media.

Commented [L6]: Delete this reference to *Dynasty* and *Friends* as it's repetition from Chapter 4. If you decide to remove the example above from *ER*, can you think of an example from a more recent TV or Netflix program that relates to the theme of downtime or work-life balance?

Commented [L7]: It's best to minimize your use of idioms. I suggest substituting "window on the world" with something like "glimpse" or "snapshot" of the world, or the times, (albeit the Hollywood version!)

Commented [L8]: Add a subheading, "Downtime in the Nurturing Workplace"

Commented [L9]: I would replace all instances of "staff" with "employee" as it seems less formal and more friendly.

Commented [L10]: Is this cliché replaceable?

Commented [L11]: It would flow better to place this paragraph after the first paragraph to build on the definition of downtime with your approach to it.

Commented [L12]: With more focus on work-life balance, a 60 hour work week is no longer the norm. You can update this by saying perhaps you were ahead of the times by creating shorter work hours for your employees.

Commented [L13]: I combined these two sentences to clarify and to avoid redundancy and cliché.

Commented [L14]: "Looming" has a negative connotation.

Commented [L15]: This is an overused expression. Can you think of another way to put it?

up for lost of time.

Commented [L16]: “energetic productivity” is redundant. You could also say “they are more than ready to work and make up for lost time”

Commented [L17]: Move this to the end and merge with the conclusion

This same manager decided to have all his meetings on a Friday afternoons. In his mind, This

Commented [L18]: Revised to emphasize that he was probably the only one who thought it was a good idea.

brilliant idea would fill standard down time with precious productivity. The senior people

Commented [L19]: Suggest more colourful verb here. For example, “rouse” or “muster”

involved in the meeting were less than ecstatic...it was tough to get up any energy on a Friday

afternoon after a grueling week. They obliged him for some time...until one day someone said

“I wonder what all the junior staff are doing while we are all in a meeting on good old a Friday

afternoon?” Enough said. It isn’t a question of just accepting down time and working around

Commented [L20]: This sentence appears in the paragraph below, so was probably inserted here by mistake.

it...it is the wonderful Stay clear of meetings at the beginning and end of the week. Let people

set up their week on Mondays, returning phone calls, emails, and planning. Allow Tuesday to

get it-rolling. Meet on Wednesday where so ideas and projects can still be started on the

Thursday, and leave Friday alone.

Commented [L21]: Edited to improve parallel construction.

Commented [L22]: This section would stand out and have more impact formatted as a list.

It isn’t a question of just accepting down time and working around it...it is the wonderful

Commented [L23]: Try a less common adjective here. For example, “delightful” or “marvelous”?

benefits of a blank day.

Commented [L24]: Move this and merge with your concluding paragraph.

An artist friend of mine was often sitting around, doing nothing. At least it certainly appeared to

be nothing. No desk beneath him, no papers in his hand, no phone to his ear...Being a Type A, I

was unimpressed with this lack of activity, but the caliber of his work was so incredible...how

could he sit around and do nothing?

Commented [L25]: I really like this anecdote. I suggest moving it to the beginning of the chapter as a call-out. It will have more impact. Be sure to get permission first and give credit.

He said, “I’m waiting. If you leave the doors open long enough something comes in”

You must provide space for random thoughts, new ideas and perspectives. It takes time to turn off and float downstream. Teach your mind to be quiet. After a while, these blank spaces will provide more productivity than you can handle.

Commented [L26]: This needs some expansion. Can you add more about how productivity improves? Can you sum up the benefits?

I would encourage all business folk to pursue a blank day. Pursue a lot of them. Time without structure, ~~or~~ expectations, ~~framework~~ or instructions...time just being receptive.

Commented [L27]: Redundant, same as "structure"

Commented [L28]: Receptive to what exactly? Can you expand on this?

Commented [L29]: I suggest merging these paragraphs for your conclusion.