

Summary of Contents

Part One: Departure

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Chapter 1 <i>The Hero's Journey</i> shows how both men and women move through different stages of growth in claiming their heroic selves, becoming purified and refined with each new phase of their development. Enduring the chastening well shapes our character and brings about a worklife of integrity.	1
Chapter 2 <i>Whatever Happened to the Great American Job?</i> is the point of Departure or Part One of the hero's journey and focuses on painful organizational challenges that call the hero to action; it represents the <i>Pain</i> stage of the hero's journey model. The chapter is primarily <i>descriptive</i> , answering the question "What is <i>real</i> ?" by detailing the general nature and trends of the workplace today. The chapter describes a wide array of factors that create organizational pain. We can think of these factors on a <i>continuum</i> by which to judge where our current workplace fits.	10
Chapter 3 <i>Refusing the Call: The Victim Response</i> is also essentially <i>descriptive</i> (more about what is <i>real</i>) and details the effect of current social trends that impact workplace attitudes, behaviors, and beliefs. Describing some common myths that limit our ability to know what is real, this chapter identifies different ways we reject the call to heroic action as depicted in the stages of <i>Working Wounded</i> and <i>Cynical</i> . Models create new awareness of self-limiting and self-perpetuating attitudes and behaviors and show how organizational pain becomes institutionalized. You will learn how we naively <i>collude</i> with adversity and pain—how we are often unsuspecting accomplices in our difficulties.	42

Part 2: The Initiation

Chapter 4 <i>Accepting the Call: A Commitment to Healing</i> corresponds with the stage of <i>Reconciliation</i> ; it is more <i>prescriptive</i> , describing the personal changes needed to resist the traps of self-defeating patterns of behavior and becoming a false victim.	77
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Part Two of the hero's journey is the *Initiation* or chastening that is necessary to integrate the experience into our character in a positive way. Grieving our losses is normal, natural, and necessary before we can develop the skills to prevent and protect ourselves against the abuse and adversity in the future. Self-assessment tools identify natural tendencies we adopt under stressful conditions, and more positive alternatives to these tendencies are given. We also learn to recognize

how survival roles adopted in childhood reinforce vicious cycles of self-defeating behavior and work characteristics of people who have a history of adversity and/or abuse. We focus on what is *repentant*—taking responsibility for what is wrong and doing something about it.

Chapters 5, 6, 7, 8, and 9 focus on the *Savvy* and *Prevention* stages, detailing key organizational fundamentals essential to enduring well at work. The central themes fine tune skills that help us to see organizations in a new light and to accept the ever-present need to move toward the middle as a model of coping with the new work reality.

Chapter 5 *Moving toward the Middle* reframes the chaos we experience **115**
at work as normal and natural. Indeed, out of this disharmony, unity is born. We do not grow by knowing all of the answers, but rather by living with the questions. Mutuality and forgiveness are proposed as essential business tools, not just religious concepts.

Chapter 6 *The Power of the Powerless* reminds us that in business, **142**
“Power rules the roost.” Yet, there can be alchemy in the anguish of feeling torn between our values and our livelihood. We learn to cope with these gut-wrenching crises of conscience—the affliction of double-binds inherent in making moral and ethical choices at work. The “learning” metaphor helps us transcend the politics, the games, the competition, the calamity of organizational life; we *reframe* our difficulties within new definitions of power. Specific skills are taught about managing boundaries, taking a stand, immediate first-aid tips, clarifying values, identifying and reclaiming innate gifts and talents that are often forgotten during hard times. We focus on restoring what is *relevant* and *reverent*, affirming our life purpose as the most important power focus.

Chapter 7 *The Organization as a Garden* addresses the need for continual **180**
improvement of interpersonal skills as a way to *anticipate* problems in our worklife. We learn to take risks and to live with an attitude of hope instead of indifference or despair because we trust our ability to adjust and prevail in adversity. Nine barriers to taking risks are given and eleven fundamental skills are discussed that help us to become *Savvy* and prepared to *Prevent* organizational pain.

Chapter 8 *Ropes to Skip and Ropes to Know* outlines the new realities **221**
of managing your career and identifies specific principles to redefine career success. The chapter covers some essential skills that will help prevent adversity and pain by adjusting to a “jobless” society.

Part One: The Departure

