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**Contact: Barbara Cave Henricks**  
VP, Director, Goldberg McDuffie  
Business  
(512) 301-8936  
bhenricks@goldbergmcduffie.com

**Managing Energy, Not Time, is the Key to  
Full Engagement and Optimal Performance**

“Tremendous! *The Power of Full Engagement* is a remarkable application of the athletic metaphor to high performing people and organizations. This reader friendly book is filled with compelling insight, real life illustrations and practical "to dos." Loehr and Schwartz will inspire you to increase your energy capacity in all dimensions: physical, emotional, mental and spiritual.”

**Stephen R. Covey**  
*Author, The 7 Habits of Highly Effective People*

“A very compelling, pragmatic and universal model for how change occurs. The program described so clearly in *The Power of Full Engagement* transformed the way that I and many of my executives look at our lives, not only at work but at home.”

**Steve Reinemund**  
**Chairman and CEO, Pepsico**

Eliciting optimal performance from every employee every day is the ultimate goal in corporate America. Instead, faced with a sputtering economy, continuing layoffs, corporate scandals and the demand to do more with less, companies are suffering from an epidemic of disengagement. Recent statistics suggest that more than two-thirds of America’s workforce is disengaged – a cost in productivity that exceeds \$250 billion a year. Unprecedented numbers of people are going to work each day feeling physically fatigued, emotionally on edge, easily distracted and drained of passion and commitment to the companies for which they work.

Extraordinary performance, say authors Jim Loehr and Tony Schwartz, demands full engagement—a state they define as being physically energized, emotionally

connected, mentally focused and spiritually aligned with the organizational mission.

**THE POWER OF FULL ENGAGEMENT: Managing Energy, not Time, is the Key to High Performance and Personal Renewal** (The Free Press; February 10, 2003; hardcover; \$26.00; ISBN: 0-7432-2674-7) offers a unique, practical and proven approach to transforming individual and organizational performance.

The key, say Loehr and Schwartz, is learning to manage energy more skillfully. The authors first learned these lessons during 25 years of working with world class athletes such as Jim Courier, Monica Seles, Mark O'Meara, Eddie Cheever, Grant Hill and Dan Jansen. **THE POWER OF FULL ENGAGEMENT** applies these insights to helping people become Corporate Athletes®, training in the same multidimensional way that elite athletes do.

Four principles lie at the heart of the Full Engagement model:

- 1. ENERGY IS MULTIDIMENSIONAL.** Human beings are complex energy systems. Full Engagement requires drawing on four separate but related sources of energy: physical, emotional, mental and spiritual. Both individuals and organizations must have a sufficient quantity of energy, but also the right quality, focus and force of energy.
- 2. FULL ENGAGEMENT REQUIRES PERIODIC DISENGAGEMENT.** Because both increased demand and the natural aging process progressively deplete our energy reserves, we must learn to balance energy expenditure with intermittent energy renewal. When we live highly linear lives – spending too much energy without recovery -- the consequence is breakdown, burnout, atrophy and even premature death. Recovery is a critical component of sustained high performance.
- 3. TO BUILD ENERGY CAPACITY, WE MUST PUSH BEYOND OUR NORMAL LIMITS.** Stress is not the enemy in our lives, but rather the key to growth. Where capacity is insufficient to meet demand, we must train in the same systematic way that elite athletes do, This is true not just for building strength in a physical muscle such as a bicep or a tricep but also for building

“muscles” in every dimension of our lives, from patience and empathy, to focus and optimism, to integrity and commitment.

- 4. POSITIVE ENERGY RITUALS ARE THE KEY TO MAKING CHANGE THAT LASTS.** Because we are creatures of habit and because will and self-discipline are severely limited resources, change is difficult. The key to building and sustaining behaviors that serve full engagement is creating positive energy rituals – highly precise behaviors that become automatic over time, fueled by deeply held values.

*The Full Engagement Training System for Corporate Athletes®* has been embraced by CEOs and senior executives at Fortune 500 companies such as Hyatt, Estée Lauder Companies, Bristol-Myers Squibb, Pfizer and Merrill Lynch. “Great leaders are stewards of organizational energy,” write Loehr and Schwartz, “They begin by effectively managing their own energy. As leaders, they must mobilize, focus, invest, channel, renew and expand the energy of others.”

**THE POWER OF FULL ENGAGEMENT** picks up where Stephen Covey’s classic work *The Seven Habits of Highly Effective People* left off, introducing a new paradigm for maximizing individual and organizational full engagement and high performance.

**Old Paradigm**

Manage time  
Avoid Stress  
Life is a Marathon  
Downtime is wasted time  
Self-discipline rules  
The Power of Positive Thinking

**New Paradigm**

Manage Energy  
Seek stress  
Life is a series of sprints  
Down time is productive time  
Rituals rule  
The Power of Full Engagement

**Jim Loehr** and **Tony Schwartz** are senior partners and principals at LGE Performance Systems. They co-developed the Full Engagement Training for Corporate Athletes® and they have each worked with hundreds of executives and managers. As a performance psychologist, Jim has also trained hundreds of athletes. The author of 12 books, including *Stress for Success*, Jim Lives in Orlando, Florida. Tony is co-author with Donald Trump of the #1 bestselling *Art of the Deal* and of *What Really Matters: Searching for Wisdom in America*. He lives in New York City.

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**THE POWER OF FULL ENGAGEMENT**

Authors: Jim Loehr and Tony Schwartz

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256 pages

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## **THE POWER OF POSITIVE RITUALS**

Change is difficult. Human beings are creatures of habit and routine. What we did yesterday is what we are likely to do today. The problem with most efforts at change is that conscious effort can't be sustained over the long haul. Will and discipline are far more limited resources than most people recognize.

**Positive rituals – highly specific routines for managing energy – are the key to full engagement and sustained high performance.**

In contrast to will and discipline, which require that we push ourselves to a particular behavior, rituals pull at us. Their power is that they don't require conscious effort. The bigger the stresses and storms we face, the more inclined we are to revert to our survival habits, and the more important positive rituals become.

### **THE KEYS TO BUILDING RITUALS**

- Focus on only one or two major changes at a time.
- Design rituals that are highly precise in time and in behavior.
- Create a supportive environment to help you sustain your rituals – removing temptations to old behaviors and enlisting others to keep you on track.
- Focus on doing rather than not doing. “I will check my email at three specific times a day” rather than “I will stop checking my email so often.”
- Failure is part of the change process. Setbacks are both predictable and inevitable. They create an opportunity to learn and make adjustments. Creating a ritual that lasts often takes three or four tries.

### **THE BENEFITS OF RITUALS**

- Rituals create structure, order and harmony in our lives.
- Rituals help insure that we live in alignment with our deepest values, both on and off the job.
- Rituals help us to build the capacity to more gracefully and resiliently manage life's biggest storms.

An Interview with Jim Loehr and Tony Schwartz, authors of

## **THE POWER OF FULL ENAGEMENT**

### **Q: Who is this book for – individuals, organizations, leaders?**

**THE POWER OF FULL ENGAGEMENT** was conceived as a business book. It is designed to address what we believe is the primary issue in Corporate America today: disengagement in the workforce. Managing energy has profound implications for leaders, line workers and organizations alike. At the same time, we have used our training successfully in many other walks of life -- with FBI hostage rescue team members, critical care physicians and nurses, high school students, full-time homemakers and anyone looking to systematically increase capacity in the face of high stress and increased demand.

### **Q: Why is full engagement at the center of your training system?**

Full engagement means to be fully alive, to fire on all cylinders, to recruit every cell in your body in the service of your intended mission. It is not a one-dimensional concept. To be fully engaged is to be physically energized, emotionally connected, mentally focused and spiritually aligned with a mission larger than your immediate self-interest. Full Engagement is the key to igniting talent and skill, both on and off the job.

### **Q: What is energy exactly, and why is it so important?**

Energy is our most precious resource. It is how we get things done in life. In physics, energy is defined simply as the capacity to do work. When we lack sufficient energy, we can't exert force. All of the qualities that we find most admirable in people – courage, kindness, commitment, generosity, perseverance -- require extraordinary energy. The irony is that we take energy for granted. We assume that in the face of increased demands, the energy that we need will somehow just show up. The result is that we don't care for this precious resource in the way that we should. *The Power of Full Engagement* is about how to more efficiently manage our energy individually and organizationally.

### **Q: You suggest in your book that corporate America is suffering from an energy crisis. How so?**

The demands on our energy have never been greater, individually and organizationally. In the face of layoffs and a weak economy, the pressure to do more with less is intense. At the same time, capacity naturally diminishes with age – especially in the absence of conscious intervention to slow the decline.

To conserve our limited stores of energy, we often progressively disengage – from our jobs, but also from our families, our friends and communities. Frequently we

aren't even aware that we are disengaging until we find ourselves in crisis – from the loss of a job, a marriage irretrievably broken or a breakdown in health. The same pattern applies in companies as a whole: progressive disengagement undermines corporate productivity and performance.

**Q: How does managing energy relate to leadership?**

Great leaders are first and foremost the stewards of organizational energy. Each individual in the corporate body is a cell of potential energy. Leaders inspire or demoralize others first by how they manage their own energy and next by how effectively they mobilize, focus and renew the energy of those they lead in the service of the corporate mission. The ability of leaders and managers to skillfully manage energy is what makes possible a fully engaged corporate culture.

**Q: Isn't it a lot to expect that people will draw simultaneously on four different sources of energy?**

Human beings are complex energy systems. If we simply address one dimension or another of energy, full engagement is impossible. Dan Goleman has written cogently about emotional capacity. Martin Seligman has explained brilliantly how managing our cognitive capacity shapes our experience. Steven Covey has compellingly described the spiritual dimension of everyday effectiveness. Virtually no one has addressed the role of physical capacity in performance. We believe that full engagement and sustained performance ultimately requires recruiting all four dimensions of energy – physical, emotional, mental and spiritual. The failure to address performance multidimensionally helps to explain why a crisis of disengagement persists in corporate America.

**Q: Why do you say that managing energy is more critical than managing time?**

The time management movement of the 1980s and 1990s undeniably helped people to become more productive and more efficient. Day planners, To Do lists, Filofaxes and Palm Pilots are all powerful tools for managing busy lives. Our contention is simply that managing energy is more *fundamental* than managing time.

Think about your own life for a moment. Have you ever had the experience of talking with someone who was there but not really there? Have you ever had the same experience yourself? Committing time without also investing energy doesn't yield much return for anyone.

**Q: Where does multitasking fit when it comes to managing time and energy?**

In a world moving at mach speed, multitasking is something that the culture has come to value and even to celebrate. The problem is that multitasking means being

partially engaged in several activities and never fully engaged in any one of them. Think about it: You don't want your surgeon multitasking when he's operating on you. You don't want the driver of a big truck next to you on the highway multitasking while he roars along at 70 miles per hour. You don't want the person the other end of the phone doing email while you talk to her. The highest levels of performance depend on the capacity to fully engage in one challenge at a time.

**Q: You seem to be suggesting that physical capacity is business relevant. Should companies really pay attention to whether their employees are working out, eating right, getting recovery during the day and sleeping enough hours at night?**

If energy is the basic currency of performance, then we have to look at anything in our lives that either compromises or enhances our capacity to produce energy. Physical energy is fundamental to every aspect of our lives. Anything that companies can do to help employees build and sustain physical energy increases the chance that they will perform at their best. Increased physical capacity influences the ability to control emotions, to focus attention and even to persevere on a mission. To carve the body out of the business equation is self-defeating – both for individuals and for organizations.

**Q: What about spiritual energy. Isn't spirituality outside the box in business?**

In working with athletes over the years, we discovered that we could not explain extraordinary performance simply in terms of physical, emotional or mental capacity. Every time that athletes achieved something extraordinary, they seemed to draw on another kind of energy entirely – one that we came to recognize as the energy of the human spirit. This source of fuel is most powerful, we found, when people align their actions and behaviors with their deepest values and beliefs. Spiritual energy is unleashed organizationally when we are able to align our personal values with the corporate mission. When we can make this connection, we truly become forces to be reckoned with – willing to fight harder, to persevere for longer and to deal more resiliently with setbacks.

**Q: How does your work with athletes relate to average people who may not think of themselves as athletes at all?**

Over the years we have worked with hundreds of top athletes, including many who were number one in the world in their respective sports. When we began applying our training principals to the corporate world, we were amazed to discover that executives and managers face demands each day that often vastly exceed those of any athlete we have ever trained.

Athletes typically *train* 90 per cent of the time in order to be able to perform 10 percent of the time. In the corporate world, most people spend almost no time training and yet they are expected to perform on demand 100 per cent of the time.

Professional athletes typically enjoy a three to six month off-season during which they can take time to heal, recover and rejuvenate themselves. For most of the rest of us, an “off season” amounts to two or three weeks at best.

Finally, athletes have an average career span of 5-7 years, after which they often retire financially secure for life. Most of us, by contrast, can expect to have a career span of at least 40-50 years. To stay fully engaged for that long, we *must* learn to train in the multifaceted way that athletes do. How else can we expect to sustain high performance without sacrificing our health and our happiness?

**Q: Everyone understands what it means to strengthen a physical muscle such as a bicep or a triceps. What do you mean when you talk about building emotional, mental and spiritual “muscles”?**

We know how a lot about how build strength and endurance physically. The key is to expend energy beyond normal limits and then allow time for recovery, which is when growth actually occurs. The same approach works in all dimensions of our lives. At the emotional level, patience, empathy and optimism all effectively operate as “muscles.” Building patience, for example, depends on exercising that muscle repeatedly in challenging situations. At the mental level, logical thinking, focus and creativity are all muscles. Spiritually, character is a muscle. As Aristotle put it: “We are what we repeatedly do.”

**Q: You talk a lot about the importance of full engagement, but you also emphasize the value of something you call “strategic disengagement.” What is the relationship between stress and recovery?**

All great athletes understand the importance of “work-rest” ratios – the systematic balancing of energy expenditure with energy recovery. Unfortunately in business people are often measured by how relentlessly they push themselves. Taking time to rest and recover is viewed as a sign of weakness. In fact, full engagement depends on periodic disengagement. It is only when we fully shut down our energy systems that real healing, regeneration and renewal can occur. Without strategic disengagement, we eventually become energy bankrupt. This may show up as physical fatigue, negative emotions, poor focus and even lack of commitment. Overuse it, in short, and you lose it.

The opposite is also true. Too much recovery without sufficient energy expenditure leads to atrophy and weakness. Think about an arm placed in a cast for an extended period of time in order to protect it from the “stress” to which it is ordinarily subjected. In a very short time, the muscles of the arm begin to atrophy from disuse. Use it, we have learned, or you lose it.

The key is to learn to rhythmically balance stress and recovery. This is true not just physically, but also emotionally mentally and spiritually. We call this phenomenon “oscillation” and it represents the fundamental pulse of life.

**Q: You write in your book about how the advances in technology that make it easier to be more connected also make it nearly impossible to disconnect. What do you mean by that?**

We've lost the ability to create boundaries in our lives. We're always juggling multiple priorities that bleed into one another. We celebrate breadth rather than depth, quantity over quality, quick reaction rather than considered reflection. Between cell phones and pagers, email and Blackberries, we never really give ourselves the opportunity to fully change channels or shut down.

Managing energy more skillfully requires learning to build boundaries back into our lives. In practical terms, that means operating not as marathoners, but as sprinters. Marathoners plug along with no finish line in sight, forever conserving energy but never fully engaging. Sprinters, by contrast, are able to see the finish line 100 or 200 yards away. They learn to push hard for short periods and then recover before fully engaging again.

**Q: For all that you say about the importance of recovery, you also take the position that stress is critical to growth. Can you say more about that?**

The things in life that push us the hardest also often prompt the most growth and the greatest rewards. Stress is the primary means by which we build functional capacity. The one caveat is that in order to grow from stress, we must take time to recover. The way to strengthen a muscle is to literally break it down first – voluntarily subject it to a storm – and then follow up with a 24-48 hour period of rest. We grow stronger in all dimensions of our lives by pushing past our current limits and then recovering.

**Q: What are the biggest mistakes most of us make in managing our energy?**

The first mistake is that we assume energy is our birthright and behave as our access to it is infinite. We pay almost no attention to systematically building and renewing energy capacity in the face of increased demand and of the loss of capacity associated with aging.

The second mistake we make is to assume that energy is one-dimensional. We fail to recognize that in order to fire on all cylinders we need not just a sufficient quantity of energy, but a certain quality, focus and force as well. The more physically energized we are, for example, the less prey we are to negative emotions and the better able we are to concentrate. The more spiritually energized we are, the more we can use this fuel in the service of whatever we set out to accomplish physically, emotionally and mentally.

**Q: Why are so-called “rituals” important to energy management?**

We learned very quickly in our work with athletes that the best ones excel not by using conscious will and discipline, but rather by establishing rituals that become

automatic in their lives. These highly precise routines help them to stay fully engaged even under severe competitive pressure. A growing body of research in a field known as “automaticity” has confirmed that human beings are deeply habitual and that conscious will and discipline are very limited resources. The trick, instead, is to make the right behaviors automatic as quickly as possible.

Positive rituals are every bit as important to high performance in Corporate Athletes as they are for professional athletes. Rituals turn out to be critical in every dimension of energy management, from how and when we eat, exercise and recover to how we manage our emotions under stress; from what sort of mental preparation routines we build to how we stay connected to our deepest values.

**Q: What hard evidence do you have that full engagement improves productivity?**

For 25 years, we have lived and died by the numbers with athletes. Sports represent a hard, unforgiving world. Fractions of seconds define success or failure. In all of our work, we measure everything that we can in order to establish baselines, set targets and hold our clients and ourselves accountable. Powerful evidence, much of it gathered by the Gallup Organization, suggests that people’s level of engagement can be directly correlated with performance, longevity in the job and even health care costs. These findings confirm our own conclusions: the more fully engaged people become, the more productive they are on the job. Our own measures include comprehensive physical testing to assess physical capacity as well as our four-dimensional Full Engagement Inventory, which can be used to measure both individual and organizational engagement.

**ADVANCE PRAISE FOR  
THE POWER OF FULL ENGAGEMENT**

"Fantastic! At the heart of this book is a simple truth: the secret to lasting success -- individually and organizationally -- lies in how we manage our energy. This is a phenomenal insight that most of us ignore. Tony Schwartz and Jim Loehr provide a very practical map for marshaling our energy -- physically, emotionally, mentally and spiritually -- to live much more productive and fulfilling lives."

**Marcus Buckingham**

**Co-author, *First, Break All The Rules* and *Now, Discover Your Strengths***

"Now, and I'm sure for the future, anything that can lead to healthier minds and bodies of executives -- and therefore to more responsible leadership -- is almost a national imperative. To that end, this book is a real contribution."

**Barry Diller**

**Chairman and CEO, USA Networks**

"If you want to finally make positive changes that last and build a healthier, more balanced life, *The Power of Full Engagement* offers a step by step path that is unique, scientifically-based, easy to follow and full of wisdom."

**Dean Ornish, M.D.**

**Author, *Love and Survival***

"Most of us have experienced moments when all our resources are working in concert - when our spirits, creativity, and productivity are at their peak. Attempts to describe the feeling are usually as futile as the struggle to resurrect that perfect state of mind. **THE POWER OF FULL ENGAGEMENT** not only explains this phenomenon, it lays out a way to marshall it, each and every day of our lives. Reading this book is an exercise in hope - a reminder of what's possible when we tap the full scope of our resources."

**Susan Lyne, President, ABC Television**

"At last here's a book that takes on an endemic problem in American life: why do we never have enough time and energy for the things that matter most? In lucid, transparent and elegant prose, the authors lay out a coherent solution with unassailable logic. I can't imagine any person who won't find a mirror image in every section of this book."

**Betty Edwards *Drawing on the Right Side of the Brain***

"A true wake up call. At a time when the media is filled with stories of executives with warped values, this book will give you the confidence -- and a clear roadmap -- to tackling your problems with positive energy and moral strength."

**Dan Brestle**

**President, Estée Lauder Companies**

“The principles articulated in *The Power of Full Engagement* have been important to me personally and as the leader of a large company. We really do have to train in business in the same way that great athletes do – learning how to peak at critical moments, but also to rest and regroup in order to build back capacity.”

**Scott Miller, President and CEO, Hyatt Corporation**

“In a fiercely competitive world, we are all looking for every possible advantage. *The Power of Full Engagement* lays out a program for establishing highly specific routines that produce measurable results. My team is very tough-minded and skeptical, and this program had a profound effect on how effectively we work together and on shaping our priorities on and off the job.”

**Peter Scaturro, CEO, The Citigroup Private Bank**

“*The Power of Full Engagement* achieves the "optimal simplicity" that Einstein advocates. The approach is compellingly practical, immediately applicable, impeccably rational and scientifically sound. It also brims with heart and soul. This book will change the way you do your work and live your life.”

**Michael Gelb**

**Author, How to Think Like Leonardo DaVinci**

“I manage 1000 financial advisers and I have been bringing them to the Corporate Athlete program for 7 years. It changes how they think, the way they live their lives and their level of commitment to their work. *The Power of Full Engagement* makes the program accessible to anyone interested in a richer, more productive life.”

**Rob Knapp, First Vice-President, Managing Director, Merrill Lynch**

“For too long the art of performance has superstitiously been left to chance. Over the years, I've seen countless highly skilled chess players and martial artists simply dissolve under pressure. After reading *The Power of Full Engagement* you will understand why great champions seem to smile serenely beneath their intense focus, and what is more, you may feel those first warm tingles of ecstatic presence filtering into your own pursuits.”

**Josh Waitzkin, Subject of the film *Searching for Bobby Fischer*, International Chess Master, Current middleweight Tai Chi Chuan Push Hands National Champion**

“What a great book! The message about a holistic approach to development, leadership and renewal is so desperately needed in this age. Loehr and Schwartz transform Einstein's classic  $E=MC^2$  into a formula for professional and personal sustainability by showing us how to convert energy into productive activity.”

**Richard E. Boyatzis, Professor and Chair of Organizational Behavior, Weatherhead School of Management, Case Western Reserve University**

**Co-author, *Primal Leadership: Realizing the Power of Emotional Intelligence***

"In *The Power of Full Engagement*, Schwartz and Loehr have isolated the core components of performance in any area of life. Focusing on the management of energy and the oscillation between engagement and renewal, they have provided a road map not just to success in corporate life, but also to happiness in personal life."

**Harville Hendrix, Ph. D.**

**Author, *Getting the Love You Want: A Guide for Couples***

"This book is deceptive. You might pick it up thinking it will help you a little, but you'll discover that it can transform your entire life! If conditioning helps Tiger Woods and Larry Bird play a simple game with a ball, imagine how it can radically turbocharge the very complex skills you need to succeed at work every day."

**Seth Godin, Author, *Survival is Not Enough***

"The fundamental idea that the authors richly develop here--the need to respect our oscillatory nature--is like a pebble. Drop it into the middle of your life, and watch the ripples keep spreading. I did, and I have."

**Robert Kegan, Professor of Adult Learning and Professional Development, Harvard University Graduate School of Education, Author, *How the Way We Talk Can Change the Way We Work***

"Reading *The Power of Full Engagement* is a gift to yourself, to your organization and to those you care about. In very direct, clear and practical ways Loehr and Schwartz give readers rituals to change their lives: physically, mentally, emotionally and spiritually. In real ways, I learned that while I can't create additional time nor have less stress, I can generate something of greater value: more energy!"

**Pat Crull, Vice-President Learning and Development, McDonald's Corporation**

"The methods described in *The Power of Full Engagement* helped me to achieve my ultimate goal in sports, an Olympic gold medal. Jim Loehr and Tony Schwartz have now expanded those methods to business and to life. Most people don't understand what it means to be fully engaged. This book explains it perfectly, and better yet, shows you how to get there!"

**Dan Jansen, 1994 Olympic Gold Medalist**

"As an executive with a very full business life, a wife, five kids and a commitment to run 35 miles a week, I have found that life is all about balance, energy and attitude. *The Power of Full Engagement* makes a compelling case for how to simply and dramatically improve all three."

**Steve Burke, President, Comcast Cable Communications**

"A practical book that tells it straight and captures the essence of what life balance should look like. *The Power of Full Engagement* inspired me to stop talking and to establish rituals that will change my life."

**Rita Bailey, Former Director, University for People. Southwest Airlines**

"Reading *The Power of Full Engagement* was a revelation. It fills in the missing element in mastery and accomplishment -- how to build, sustain, and renew the energy necessary

to consistently perform at the highest level. With the digital world placing new demands on our time and attention, this book teaches us how we can keep our spirits, bodies, and attitudes in balance.”

**George F Colony**  
**CEO, Forrester Research**

“A wonderful, high impact book. Loehr and Schwartz have outlined a powerful model for personal, professional and organizational performance enhancement. The ideas in this book not only had great meaning for me personally but should resonate deeply with executives and leaders.”

**Fred Studier Vice President, Partner, Bain & Company**

"Logical, streamlined, engaging and highly relevant to the business challenges we all face today. I am planning to buy copies for all my friends and associates."

**Peter Rummell**  
**Chairman and CEO, St. Joe's Company**

“*The Power of Full Engagement* presents a strategy and a blueprint for energetic integration of work, life, self, family and success that is logical, methodical, holistic and - of greatest importance to busy executives -- accomplishable.”

**Erica P. Kantor, Director, Executive MBA Program**  
**Kellogg School of Management, Northwestern University**

"*The Power of Full Engagement* is the first book I've read about growth and development that addresses the whole person. Without any fancy hocus-pocus, Loehr and Schwartz lay out a step-by-step, multidimensional process that will help you become stronger, more confident, and more effective."

**Charles Cohen, President & CEO, Benco Dental Company**

“In *The Power of Full Engagement*, Tony Schwartz and Jim Loehr have provided powerful insight into the dynamics of performance and the renewal of personal energy reserves. If you are interested in being more fully engaged in your work, family, community or faith, you will find this book to be highly accessible and extremely valuable.”

**Fred Harburg**  
**Chief Learning Officer and President, Motorola University**

“None of us can operate flat out 24/7 for 30 to 40 years at peak performance. To spend more time in the "value-creating zone," executives need to condition themselves through physical, emotional, mental and spiritual training. The program described in *The Power of Full Engagement* helped me to understand that training would not only benefit me, but also my company. It is the only program I've ever done that caused me to truly change my life.”

**Randall Larrimore**  
**President & CEO, United Stationers Inc.**

“The Corporate Athlete principles changed the way I operate as a leader. Most of us in business don't understand the concept of pacing ourselves and how managing energy fuels performance. This book will do more to make your leaders effective and your employees productive than 1000 traditional management programs.”

**Augie Nieto,**  
**Chairman, Life Fitness**