

Making a Difference
While Making a Living

WORKING for GOOD



Jeff Klein

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Working for Good: Making a Difference While Making a Living

FOR IMMEDIATE RELEASE

New Book Celebrates a New Chapter in the Story of Capitalism

(Boulder, CO, October 2, 2009) — While Michael Moore’s new film, *Capitalism: A Love Story* paints a dark picture of Capitalism and calls for a different system, *Working for Good: Making a Difference While Making a Living* (Sounds True, September 2009) celebrates a new chapter in the story of Capitalism, in which a growing cadre of entrepreneurs, executives, and investors practice Conscious Capitalism – creating conscious companies, which are purpose-driven and deliver great value to all of their stakeholders, including their customers, employees, investors, vendors, and the communities where they do business.

“Working for Good is a way of showing up for work, regardless of the organization’s structure or the products and services it produces,” says author Jeff Klein. “It is a philosophy, a way of conducting business and approaching work that orients practitioners on a path of personal growth, development, and service. Conscious entrepreneurs and leaders, working with conscious team members, conscious investors, and other stakeholders, will create conscious companies. Together we will foster Conscious Capitalism.”

As President of the Conscious Capitalism Alliance and co-producer of the Catalyzing Conscious Capitalism Summit (www.consciouscapitalism.com), Klein is deeply immersed in the emerging Conscious Capitalism Movement.

By cultivating the essential skills of *Working for Good* – Awareness, Embodiment, Connection, Collaboration, and Integration – readers will learn to unleash passion, shared purpose, great energy and deep engagement for themselves and the stakeholders in their business. *Working for Good* lays out the following key skills and actions:

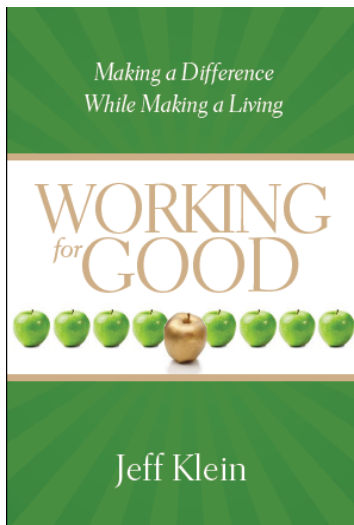
- Cultivating our minds through awareness practice;
- Finding and following our passion and purpose—knowing and being who we are;
- Connecting with others by letting go of our attachments;
- Listening deeply, and expressing ourselves authentically;
- Caring for ourselves and others;
- Cultivating the skills to facilitate true dialogue and collaboration; and
- Dealing with challenging issues and measuring success: to learn, refine, and grow.

Working for Good uses stories of successful conscious business to show that the approach does work. Readers will learn how bring out the best in themselves and in others, increasing creativity, productivity, and sustainability.

As measured by the Great Places to Work Institute, companies that treat employees as

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Many voices. One journey.

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Sounds True, 413 S. Arthur Avenue, Louisville, CO 80027



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people, building trust and relationships, typically outperform their competitors and have lower absenteeism and workforce turnover. Happy employees have less stress and stress-related illness, and they cultivate happy customers—leading to sustained relationships and deeper loyalty. The virtuous cycle goes on.

“*Working for Good* is an approach to business and work based on the understanding that the process is the product: How we conduct ourselves in business deeply influences the results we produce and the world we create,” says Klein. “My intention with *Working for Good* is to provide a meaningful context and essential tools to support people in deeply expressing their humanity through their work and to build great companies in the process”

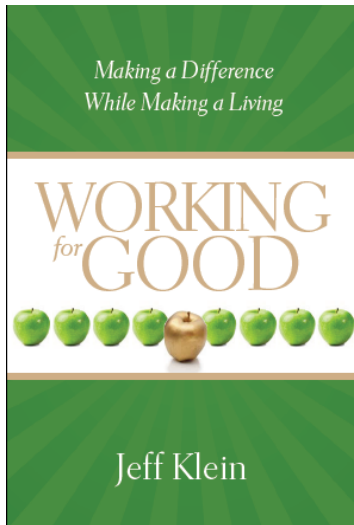
About the Author, Jeff Klein

As CEO of Cause Alliance Marketing, **Jeff Klein** designs and facilitates collaborative cause-related marketing programs. He currently serves as President of the Conscious Capitalism Alliance and Conscious Capitalism, Inc.—a nonprofit dedicated to “liberating the entrepreneurial spirit for good” co-founded by John Mackey, CEO of Whole Foods Market. Jeff was one of the visionaries and driving forces behind Private Music, the career of Yanni, Spinning, and Seeds of Change, and has consulted for the Esalen Institute, the National Geographic Society, GlobalGiving, the Institute of Noetic Sciences, among others. Jeff wrote his new book, *Working for Good: Making a Difference While Making a Living*, to support conscious entrepreneurs, intrapreneurs, leaders, and change agents at work. He resides in San Rafael, Calif. Visit www.WorkingForGood.com.

Jeff Klein Speaking Events in 2009

- October 4th: [Creativity in Business Conference](#), Washington, DC, 9am-5:30pm
- October 19th: Casa de Luz, Austin, TX, 7:00 pm
- October 20 - 23: [Catalyzing Conscious Capitalism Summit](#), Austin, TX
- November 11th: [East-West Bookstore](#), Mountain View, CA, 7:30 pm
- November 13 - 14: [NetImpact Conference](#), Cornell University, Ithaca NY

If you are interested in booking Jeff to present at an event or know someone who might be, contact The Speakers Group at www.thespeakersgroup.com/Jeff_Klein



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Working for Good: Making a Difference While Making a Living **About the Author**

As CEO of Cause Alliance Marketing® Jeff Klein produces collaborative, multi-sector, cause-related marketing programs that address social issues while addressing the business objectives of alliance partners.

He currently serves as President of the Conscious Capitalism Alliance and Conscious Capitalism, Inc.—a nonprofit dedicated to *liberating the entrepreneurial spirit for good* co-founded by John Mackey, CEO of Whole Foods Market.

Jeff has worked in marketing, business development, and general management in the music, natural products, and fitness industries, and was one of the visionaries and driving forces behind Private Music, the career of Yanni, Spinning, Seeds of Change, and ChiRunning. He has consulted for the Esalen Institute, the National Geographic Society, GlobalGiving, the Institute of Noetic Sciences, Peace Cereal, and more.

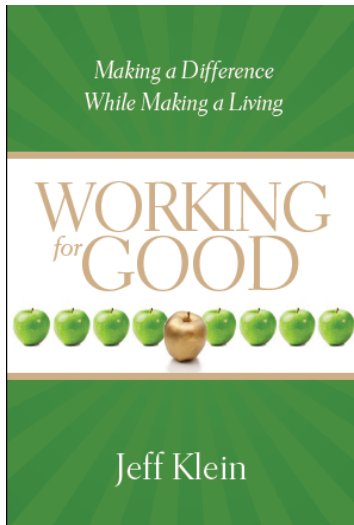
In connection with his work with Peace Cereal in 2005 and 2006, Jeff initiated Working for Good® —a program dedicated to supporting burgeoning conscious entrepreneurs. In addition to writing the book *Working for Good: Making a Difference While Making a Living* (Sound True, 2009), Jeff is launching a Working for Good® Alliance and integrated marketing platform for companies addressing social and environmental issues, with an initial focus on Food, Health, and the Environment, and the intersection of the three.

Jeff loves breaking new ground, building organizations and projects from vision to reality, and collaborating with passionate, purposeful, and principled, people committed to excellence. He is humbled by the challenges and delighted by the rewards of bringing consciousness to work—and to life.

Jeff was born in Allentown, PA. He graduated from Brown University, with an AB in International Relations. He is fluent in Spanish, and has lived and worked in New York, Los Angeles, Austin, Santa Fe, San Francisco, Caracas (Venezuela), Los Cabos (Mexico). He currently lives in San Rafael, CA, with his pre-teen daughter, Meryl Fé. He enjoys dancing, running, yoga, martial arts, body surfing, and moving in general.

Contact Jeff at Jeff@workingforgood.com and visit the CauseAllianceMarketing.com and [Working for Good.com](http://WorkingforGood.com) websites for more information.

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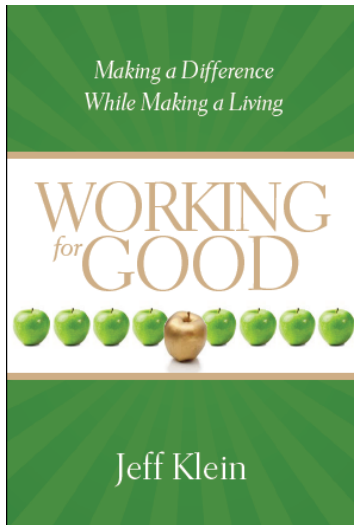
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Working for Good: Making a Difference While Making a Living **Interview Topics with Jeff Klein**

Below is a list of possible topics for your interviews with author Jeff Klein.

1. Flourishing in Turbulent Times by Working for Good – The Power of Conscious Business * Article available
2. Ten Tips for Working for Good® * Article available
3. The Essential Role of Marketing in Working for Good * Article available
4. Bringing Awareness to Work: Harnessing our emotional intelligence to become more effective collaborators * Article/Excerpt available
5. Defining a Conscious Business (what and why)
6. Measuring the Success of a Conscious Business
7. Becoming a Change Agent at Work: Making a Difference, While Making a Living
8. Creating Meaning at Work
9. Cultivating Humanity at Work, Serving Humanity Through Business
10. Keys to Collaborating for the Greater Good
11. Bringing Out the Best in Yourself and Others at Work
12. Activating Engaged Stakeholders to Co-Create Your Business
13. Cause Alliance Marketing: Activating Multi-sector Collaboration to Serve the Greater Good
14. Planting the Seeds of Conscious Capitalism
15. Want to Change the Economy? Build a Different Kind of Company.



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Working for Good: Making a Difference While Making a Living Praise for Jeff Klein and Working for Good

“Jeff Klein, one of the earliest champions of Conscious Capitalism, offers a highly practical yet profoundly intuitive blueprint for achieving your purpose—and making a difference at work. You will return to *Working for Good* again and again. It belongs on your desk and in your heart.”

—**Patricia Aburdene**, author *Megatrends 2010: The Rise of Conscious Capitalism*

“A valuable resource....Jeff Klein has provided a model that will allow readers to live their lives and their work authentically, passionately, and ethically.”

—**Timothy L. Fort**, PhD, JD, Executive Director, Institute for Corporate Responsibility, George Washington University School of Business

“In the new business paradigm, which manages for positive outcomes for all stakeholders, bringing your best self into the workplace is critical for individual, team, and business success. Jeff Klein's insightful book makes remarkable use of story and guided reflections to provide readers with insights on how to uncover one's best self and help co-create businesses where everyone flourishes.”

—**John Mackey**, Chairman & CEO of Whole Foods Market

“*Working for Good* instantly connected with my passion for living a personal and professional life bound by the same moral and ethical code. Surround yourself with people who stand for the same principles you do and you'll create a harmonious, fulfilling workplace. Jeff's work will resonate with readers through his focus on the gratifying and lucrative results of building teamwork, collaboration, community, and trust in your organization—all while making a living.”

—**Kip Tindell**, Chairman and CEO, The Container Store

“Great companies are built by exceptional people—and by ordinary people doing exceptional things. *Working for Good* provides insights, inspiration, and tools for cultivating the skills to do exceptional things in service to your business and the greater good.”

—**Chip Conley**, Founder & CEO of Joie de Vivre & author of *PEAK: How Great Companies Get Their Mojo from Maslow*

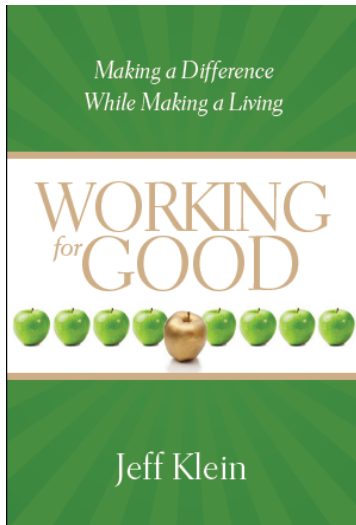
“*Working for Good* is a marvelous guide for how to integrate a life of work and a life of meaning, resulting in a life of joy.”

—**Michael Strong**, author of *Be the Solution: How Entrepreneurs and Conscious Capitalists Can Solve All the World's Problems*

“In *Working for Good*, Jeff Klein helps us get in touch with our primary, natural purpose—which gives priority to the common good of us all.”

—**Terry Mollner**, Chair of Stakeholders Capital, Co-Founder & Member of the Board of the Calvert Social Investment Funds, and Member of the Board of Ben & Jerry's

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“When you live in love and let your mind support your heart, then good things happen. Similarly, when business expresses itself in a heart-felt way, then business has the potential to truly create good. Jeff Klein's book shows us how it can be and is being done in our world today. Jeff talks the talk and walks the walk—he knows what it is to feel good, be good, and do good.”

—**Kartar Khalsa**, CEO Golden Temple Natural Foods, makers of Yogi Tea and Peace Cereal

“Jeff Klein's wisdom and passion shine in *Working for Good*—a practical, inspiring guide to creating a life of purpose that makes a difference in the world.”

—**Brian Johnson**, Founder & Philosopher of PhilosophersNotes + co-founder of eteamz & Zaadz

“The *Working for Good* model uncovers the mysterious dance between self and other, culminating in the expression of what is truly possible.”

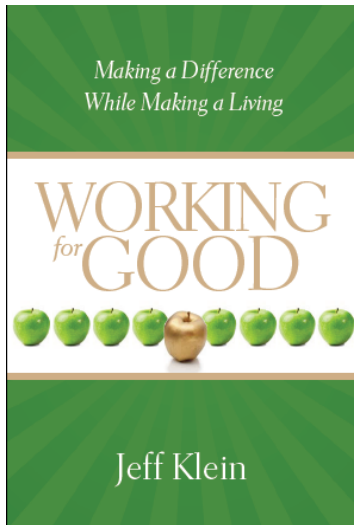
—**Bijoy Goswami**, Founder, Bootstrap Austin, and author, *The Human Fabric*

“He achieves a level of integrity rare in business today and constantly works to create the extra measure of healthy harmony that makes the world and everyone around him work . . . better.”

—**Leyla R. Hil**, VP & GM, Hearts of Space

“A standing ovation is due to Jeff Klein, who has managed to bring so many different organizations and people together in the mission of Celebrate Peace.”

—**Snatam Kaur**, acclaimed devotional singer



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Working for Good: Making a Difference While Making a Living **Meet the Collaborators**

Q: With “Collaboration” being a key focus of your book, what did you learn about collaboration during the process of writing the book itself?

Jeff Klein: I purposefully and explicitly wrote the book in collaboration with two colleagues—Elad Levinson and Julie van Amerongen. Most everything I thought about and wrote was informed by the idea and experience of collaboration. It heightened my sensitivity to what works and what doesn’t, what facilitates collaboration, and what doesn’t.

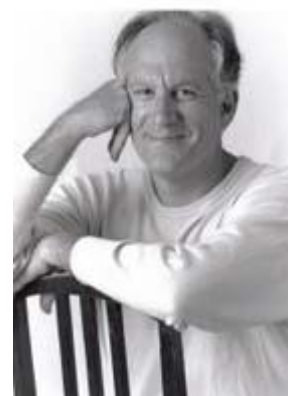
Our whole experience of reality, of life, is informed by the context of community, culture, and collective consciousness, so we never really do anything alone. The experience I drew from to write the book, the audience I wrote for, and the reflections I received from many people as I was writing all reflect some level of collaboration.

With Elad and Julie, the collaboration was more explicit and direct. Elad serves as a master mentor, supporting me to bring my thoughts into form, and feeding me with resources and reflections drawing on his deep knowledge and experience with organizational development, mindfulness, and much more. And as she always does, Julie provided a clear and thoughtful reflection on my writing and my process, helping me to work through sticky spots and rough passages.

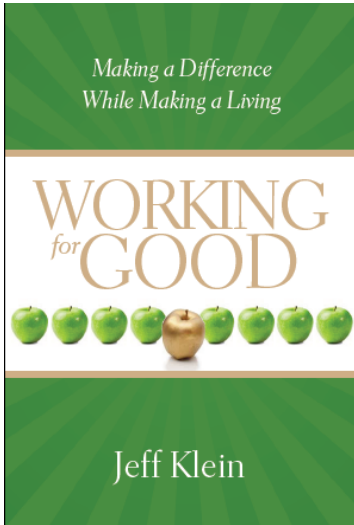
Being able to engage with them in the very intimate and sometimes excruciating process of writing a book reinforced by understanding and experience of collaboration, and deepened my trust in the possibilities that collaboration holds for us.

And writing the book gave me an opportunity to think deeply about the stakeholder-based Conscious Business model and the idea of interdependence, which illuminates the fact that business is a collaborative process, at its core. Without the voluntary participation and cooperation of all of the stakeholders, there is no business.

Elad Levinson is passionate about facilitating personal transformation, with a focus on building high performance teams and supporting individuals to change their relationship to food, weight, and personal health, through mindfulness practice and altruism. Trained as a Strategic Business Consultant in Organization Development and a Psychotherapist, Elad is a 40-year veteran of social innovation, entrepreneurship and consultation to for-profit and not for profit firms. He has been a senior leader internally in Human Resources and Organization Development as well as a trusted advisor to executives and leaders as an external consultant.



Through his business, Noble Purpose Consulting (www.noblepurposeconsulting.com),



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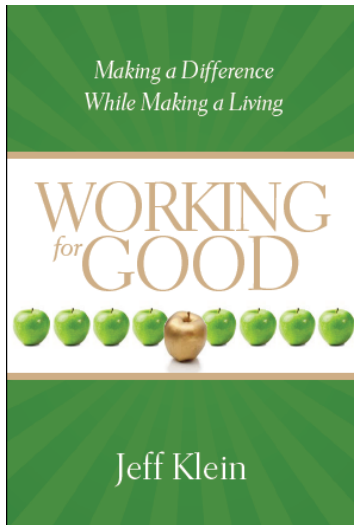
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Elad delivers Corporate Social Responsibility consultant providing coaching, consulting, and training to entrepreneurs in the “green”, “sustainable” and social responsibility market sectors. He is also co-founder of Pounds for Poverty (www.poundsforpoverty.com).

Julie van Amerongen is a seasoned marketing professional whose passion is combining music, art and service. She has produced hundreds of cause-related events and has served as marketing manager for such strongly branded companies and programs as The Republic of Tea, Hearts of Space, The Everyone Orchestra and Peace Cereal's Celebrate Peace campaign. Julie spearheads an annual international service work program for musicians and their fans, as well as numerous donation drives. She is an advocate for urban farming, tends chickens in her backyard and takes having fun very seriously.





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Working for Good: Making a Difference While Making a Living **Key Concepts in this Book**

Synopsis: A practical guidebook for becoming a conscious entrepreneur, intrapreneur, or change agent designed to inspire, inform, engage, activate and assist readers in their pursuit of building and operating a conscious enterprise.

As entrepreneurs, managers, team members, investors, and other actors in business, we continually deal with uncertainty, challenges, conflicts, overload, and their related stress. How we deal with these issues is key to our success and well-being.

Applying the skills of Working for Good has profound benefits for our work and our lives in general. Since they are the skills of cultivating our humanity, they elevate our level of functioning and enhance our ability to connect, collaborate, and integrate. Here is the full circle of essential skills and what each contributes:

- **Awareness** leads to insight, creativity, sensitivity, responsiveness, and skillfulness in managing ourselves and working with others.
- **Embodiment** builds congruity, authenticity, dependability, trust, and powerful presence, which attracts and engages others.
- **Connection** fosters sensitivity to issues and opportunities, facilitates shared learning, builds relationships, and leads to collaboration.
- **Collaboration** fosters synergies, generates new ideas and opportunities, and releases productive energy.
- **Integration** releases blocks, resolves conflicts, incorporates new understandings, increases integrity and sustainability, amplifies presence, and leads to new levels of awareness and performance.

Applying these skills in an ongoing, systematic way cultivates a conscious system with deep, authentic relationships. It feeds hope, optimism, and confidence, and cultivates loyalty relationships between a business's various stakeholders.

By applying the skills of Working for Good, we bring out the best in ourselves and in others, increasing creativity, productivity, and sustainability. As measured by the Great Places to Work Institute, companies that treat employees as people, building trust and relationships, typically outperform their competitors and have lower absenteeism and workforce turnover. Happy employees have less stress and stress-related illness, and they cultivate happy customers—leading to sustained relationships and deeper loyalty. The virtuous cycle goes on.

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Working for Good: Making a Difference While Making a Living Interview with the Author, Jeff Klein

Q: The MBA Oath received a lot of press this summer. The very first two sentences sound like concepts right out of your book. What skills do these MBA students (and business leaders) need to learn so they can meet the goals of their new oath? What are your thoughts about the oath and how that makes WFG a valuable and timely book for today's business graduates?

Note: The MBA Oath begins with these words: “As a manager, my purpose is to serve the greater good by bringing people and resources together to create value that no single individual can create alone. Therefore I will seek a course that enhances the value my enterprise can create for society over the long term.” (See www.mbaoath.org)

JEFF KLEIN: While some academics and media are questioning the merits of the MBA Oath, even referring to it as a slick application of marketing savvy, the MBA oath is a powerful indication of the shift in perspective on the role of business in society and our responsibility for creating conscious business. The Oath addresses the themes of integrity, authenticity, service, sustainability, accountability, and more. It is deeply aligned with the principles of Conscious Business that we are articulating and promoting through the Conscious Business Alliance, which are Purpose, Value Creation for all Stakeholders, and Servant or Conscious Leadership, all of which I address in *Working for Good*.

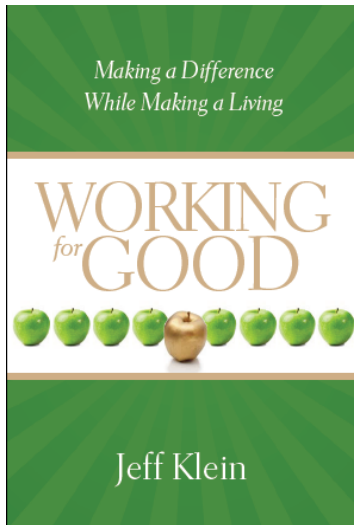
Business is a powerful force for good and for positive social change. But when businesses and business people do not consider the “peripheral” consequences of their actions and intensely focus their attention and energy on producing narrowly defined objectives, such as return on investment, they often generate negative social and environmental effects, and fall short of their potential to have a deeper and broader positive effect. The MBA Oath, as with the principles of Conscious Business, sets a higher standard and establishes a broader definition of success, and they call for presence, dialogue, inquiry, collaboration, and co-creation, rather than simply calculation, implementation, manipulation, and management of outcomes.

The aspirations of the MBA Oath are aspirations for becoming more conscious as people. By embracing this Oath and really taking it to heart, MBA students will set themselves on a course of deep personal growth and development, as well as inquiry and action that will create conscious businesses that serve society and support life more fully than is typically the case.

To do this effectively will require the work of cultivating awareness and the other skills of Working for Good—embodiment, connection, collaboration, and integration. Becoming more fully human in the context of building and working in businesses requires courage, determination, and ongoing cultivation of these skills. In addition to supporting them to develop these skills, *Working for Good* reaffirms the validity of their aspirations, encourages them to find mentors and peers to support them on their journey, and invites

SOUNDS TRUE
Many voices. One journey.

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them to share their experiences and insights with others.

Q: What makes your book and Working for Good different from other books on the topic of conscious capitalism?

Rather than a system of organizing a company's structure, Working for Good is a way of showing up for work, regardless of the organization's structure or the products and services it produces. Working for Good is a philosophy, a way of conducting business and approaching work that orients readers on a path of personal growth, development, and service.

Q: Is it possible to "work for good" in a bad economy?

JEFF KLEIN: Absolutely. As my friend Roy Spence says, "When the dust settles from this Armageddon, the only companies left standing are going to be the ones that stand for something that improves people's lives." The challenges and opportunities that face humankind are not going away, and they provide opportunities for business. And the marketplace—consumers, employees, communities, and others—continue to reward companies that serve people and society.

The orientation and skills of Working for Good deepen our ability to sustain in challenging circumstances, they deepen collaboration and community, and foster creativity and innovation, all of which are vital to surviving and flourishing in a bad economy.

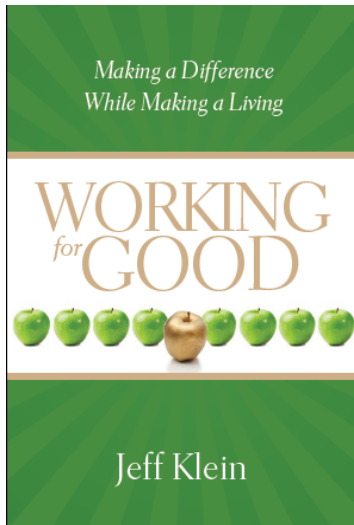
Q: With so many layoffs occurring, how can someone who is interested in changing careers or starting their own business apply the WFG principles?

JEFF KLEIN: The principles and skills of Working for Good provide a tool kit for flourishing as a human being, in general and at work, regardless of external conditions. Work and business are personal and social endeavors. Building a business is a Hero's Journey, with trials and tribulations. The skills of Working for Good support us to learn and grow from challenges, and to effectively engage with others—collaborators, customers, communities, etc—to create a healthy ecosystem to support us and our business.

And if someone is looking for a new job, knowing their strengths and weaknesses, being a good listener and collaborator, responsibly fulfilling commitments, learning from every situation, and sustaining passion and a sense of purpose, are highly desirable traits for any new hire.

Q: For whom did you write this book? Is it for people who want to start their own business? Or MBA students ready to graduate into the world?

JEFF KLEIN: I wrote this book for people who are looking for more meaning, purpose, passion, connection, collaboration, and integration—wholeness—in their work. It can serve corporate executives, the middle managers, team members, entrepreneurs, MBA students, undergraduates, intrapreneurs, social entrepreneurs and change agents, even high



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school students who want to orient themselves to creating a life at work that reflects their values, purpose, passion, and humanity. And it can support them to cultivate skills that help them to develop their capacity for Working for Good.

Q: How would you describe the personality traits of a person who is poised to begin “Working for Good”?

JEFF KLEIN: Idealists tend to be well-oriented to the practice of Working for Good. But so are other types, who care about a sustainable culture, the well-being of present and future generations, the health and happiness of their families, friends, communities, and themselves.

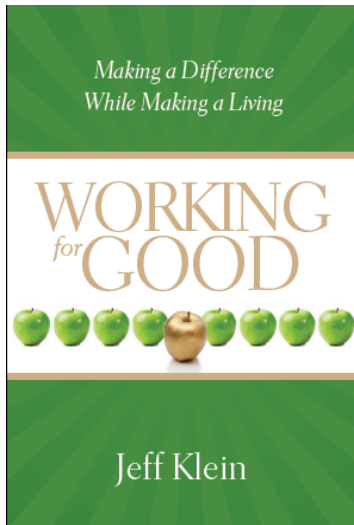
And people who are dissatisfied with unconscious and unkind ways of working that inhibit learning, growth, and development and undermine self-expression, initiative, creativity and productivity are poised to begin Working for Good—to liberate themselves and others, to pursue their purpose, fulfill their potential, and make a meaningful contribution to their organizations, communities, and society.

Working for Good fosters alignment between means and ends, recognizes that the process is the product, which creates congruity, which creates peace of mind and fosters flow. Thus, people who appreciate beauty, efficiency, humanity, productivity, human flourishing, from whatever worldview or belief system they come from, will find meaning, value, and relevance in the Working for Good approach. And many may come to it from their faith, their passion for social justice, their practice of the golden rule, and find useful new insights and tools that support them to create a richer tapestry of Working for Good.

As with any generative or entrepreneurial endeavor, or Hero’s Journey, purpose, will power, courage, commitment, passion, perseverance, patience, flexibility, and other such character traits are essential to sustaining the journey.

Q: Your book shares stories of entrepreneurs who are already succeeding by having followed the WFG principles and practices. Can you speak to these?

JEFF KLEIN: I hear new stories every day about CEOs, executives, and companies that practice many if not all of the principles and practices of Working for Good. John Mackey is the exemplar and Whole Foods the model that I am most familiar with, through my work with him and many of the Whole Foods team during the past several years. They have deep personal practices, deep purpose, a culture and organizational structure that fosters collaboration and which supports ongoing growth and development. My new colleague and collaborator Cheryl Rosner has run several large companies, including Hotels.com and TicketSnow.com. Every time we visit I hear more stories about things she or others have done that reflect the skills of Working for Good. My own Working for Good practice deepens and toolkit increases, as she shares with me practices she has employed to foster healthy, high performing teams. Another colleague and collaborator, Rand Stagen in Dallas shares anecdotes and tools from his leadership and conscious business consulting practice, which reflect a growing interest in Working for Good and



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Conscious Business practice.

In *Firms of Endearment: How World-Class Companies Profit from Passion & Profit*, David Wolfe, Raj Sisodia, and Jag Sheth tell the stories of dozens of companies, including Southwest Airlines, Whole Foods Market, Toyota, BMW, and others, which embody deep purpose and a stakeholder orientation. This in itself reflects a significant level of awareness, embodiment, and culture of collaboration.

Chip Conley, CEO of boutique hotelier Joie de Vivre and author of *Peak: How Great Companies Get Their Mojo from Maslow*, has built his company and weathered rough passages through a people-centered approach to business, which creates value for all his stakeholders and cultivates a highly conscious culture.

In short, the principles and practices of Working for Good are timeless and universal. In some ways they have been applied to business for many years. A new recognition is emerging that acknowledges that business is more than a machine for making money, but a form a human social organization that serves many purposes, including fostering human well-being and creating value in many ways. As this recognition spreads, so to will the principles and practices of Working for Good, since they facilitate the ability to create a conscious business, that creates value and serve society in many ways, including, yet beyond, generating financial wealth.

Q: How is Working for Good different from Corporate Social Responsibility?

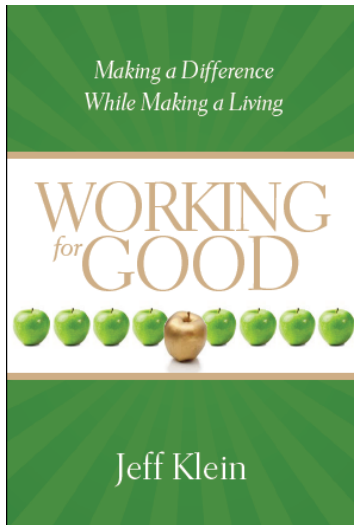
JEFF KLEIN: While CSR is an evolving concept, at its core, it is an “add on” to a traditional business model, which essentially represents a guilt-based or strategic initiative to “do good”—“We’ve made lots of money through our business, so we have to give back.” Or “consumers expect us to contribute to society or activists are giving us pressure on our environmental footprint, so we need to do something to address this.” This is different from both Working for Good and Conscious Business.

Working for Good says “how we conduct ourselves through every aspect of our business and our work is relevant to the businesses and the world we create. It begins with our personal orientation, consciousness, and embodiment, expresses itself through our relationships, and through how we collaborate, co-create, learn and evolve over time. Being a responsible corporate citizen is a natural extension of being responsible people, working together responsibly, with the intention to be congruent in all that you do.

The Conscious Business model is based on the principles of deeper purpose, creating value for all of the stakeholders in a business’s ecosystem, and conscious leadership. With this approach, being a responsible corporate citizen is built into the very structure of the company, and not an add-on, after-thought, or reaction to outside pressure.

Q: “Awareness” is the first skill you mention in building the basis for WFG. Why is Awareness the first building block or foundation?

JEFF KLEIN: Awareness is the essential meta skill of Working for Good. By that I



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mean, the skill that enables the other skills. As awareness increase, our ability to identify and embody our strengths, purpose, principles, and commitments increases, as does our ability to connect and collaborate with others, and to learn, adapt, and grown. If we look at the other skills as power tools, awareness is the electricity that makes all of them work.

Beginning and continuing an entrepreneurial venture with conscious awareness increases the opportunities for success. It attunes you to your inner experience and condition, to those of others, and to the relationship you and your company, products, and services have with your stakeholders and the marketplace. Conscious awareness opens us to what is going on within and around us, and to creative solutions to challenges and opportunities.

Q: In WFG you talk about cultivating a mindfulness practice. Do you see that people in business today are ready and willing to talk about mindfulness or meditation?

JEFF KLEIN: Dr. Herbert Benson first brought mindfulness to popular attention more than thirty years ago with his book, *The Relaxation Response*. Jon Kabat-Zinn’s mindfulness-based approach to acute chronic pain relief is now taught in hospitals and corporate offices, to professional athletes and college professors. The practice of meditation in the executive suite, the Pentagon, and other seats of power and influence has been growing for decades.

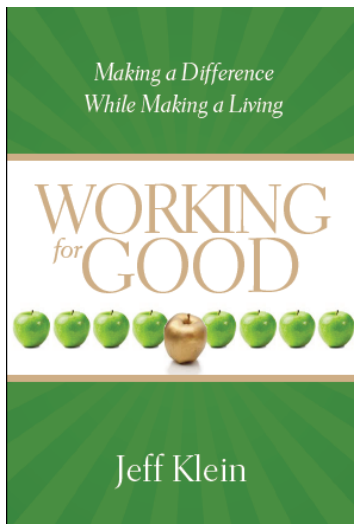
As stress, uncertainty, and the pressure to innovate and evolve increase, and as scientific, medical, and anecdotal evidence increasingly validate the power of mindfulness practice to increase creativity, productivity, and sustainability—reducing stress, increasing health and vitality—mindfulness will become a ubiquitous tool for doing business.

And as awareness of the power of the Conscious Business model and understanding of the fundamental role of conscious people in creating conscious businesses increase, the practice of mindfulness will become more popular in business. Perhaps it will become a required course in business school, recognized as being as essential as accounting, strategy, and analytics!

Q: What advice can you pass on to young people who want to “Work for Good”?

JEFF KLEIN: Train your mind: meditate or cultivate another practice that quiets your mind, gives you perspective on it, and frees you from the shackles of cultural conditioning and other baggage that inhibits you from being present without judgment. Learn to listen, and do it fully, deeply, and without preconceptions and prejudices. Keep your word. Fulfill your commitments, and when you can’t, be open and explicit: say you will not be able to and make appropriate adjustments.

To this I would also add, care for your body, mind, emotions, and spirit. Feed your strengths, cultivate your intelligence, fuel your passion, pursue your purpose, intensify your intentions, affirm your principles, deepen your commitments, and practice all five skills of Working for Good in an integrated and balanced way. Find good mentors, friends, and colleagues, and serve people well. Find joy in your work and ways to have fun. Say please, thank you, express your appreciation, and practice the Golden Rule.



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Q: Can a traditional company become transformed by a change in perspective toward Working for Good, or do most businesses need to start with that aspiration?

JEFF KLEIN: The raises the questions “Can people change?” And “Can organizations change?” If our answer is “yes” to these questions, then the answer is “yes, traditional companies can change.”

Turning the Titanic is no easy undertaking, but there are signs that many large corporations are beginning the process of evolving to new ways of orienting themselves, in the direction of Working for Good. John Mackey recounts his visits with Pepsi CEO Indra Nooyi, and how she is instilling the company with a new sense of purpose and direction, towards being a “good company,” and I have spoken with a senior executive there who reflects that intention. Former Chief Marketing Officer of P & G, Jim Stengel tells the story of the transformation of the Pampers brand from one focuses on making diapers to one that supports mothers in the care and development of their babies, and how that lead to an ongoing global campaign to vaccinate babies in developing communities from Tetanus.

While often a deliberate strategy to appease certain stakeholders, the evolution of CSR is pointing in the direction of Working for Good—observing the ecosystem of stakeholders, listening to their concerns, recognizing the role of business, and collaborating to address the issues, in ways that transform all involved.

Q: How do you see social networking media (or Web 2.0) changing the way people do business?

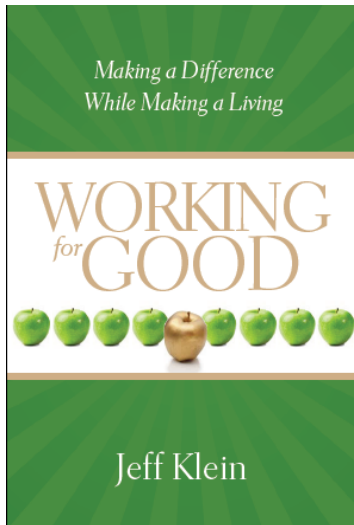
JEFF KLEIN: Social media are fostering deeper connection between stakeholders and blurring the lines between stakeholders, as, for example, customers help design products and services, become part of a company’s service team, and otherwise engage in ways beyond simply buying and using products and services.

Social media facilitate virtual communication, connection, and collaboration, and the creation of new cultures. With the development of new social media tools, such as the soon-to-be launched Google Wave, which more effectively facilitate collaboration and co-creation, the social media will change the way people do business even more deeply and, perhaps, quickly.

Integrated into a system of engagement, that includes other channels—such as products and services, events, other media, etc—the social networking media can provide a glue that sustains communication and connection, and creates new synergies.

Q: How does your book fit into the new Conscious Capitalism® movement?

JEFF KLEIN: The orientation and skills of Working for Good prepare and predispose entrepreneurs and others to build, work for, or otherwise engage with Conscious Businesses. Together, Conscious Capitalists, Conscious Consumers, Conscious Investors,



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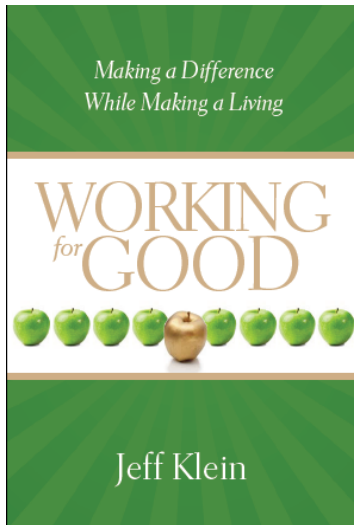
Conscious Businesses, et al, constitute the Conscious Capitalism movement. The Conscious Business model is based on embodying deeper purpose, creating value for all stakeholders, and conscious leadership. The skills of Working for Good foster the ability to embody, practice, and continually cultivate these.

Q: How long did it take you in your own career to reach the level of WFG?

JEFF KLEIN: Working for Good is an ongoing process of growth and development, not a fixed state to achieve. So in some respects, every day I reach a new level of Working for Good. Ideally, this book will support others to accelerate their learning and growth, find their purpose, and cultivate their potential through a life of fulfilling work, integrated into a healthy, sustainable lifestyle.

Q: What are you reading these days?

JEFF KLEIN: I am reading my new friend Doug Abrams' novel *Eye of the Whale*, a powerful environmental adventure story with an important message, and Michael Gelb's *Discover Your Genius*. I often return to books I have read before, such as the *Tao te Ching*, Arnold Mindell's books, and others for information and inspiration. Many of these are in the reading list at the back of Working for Good. Most of my reading these days is papers or articles related to the programs I am facilitating, and related to leadership development.



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Working for Good: Making a Difference While Making a Living Relevant Trends and Statistics

Recommended Website Links

- www.WorkingforGood.com
- www.CauseAllianceMarketing.com
- www.MBAOath.org
- www.netimpact.org
- www.consciouscapitalism.com

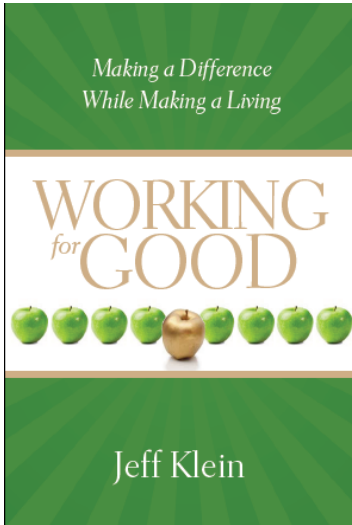
What is Conscious Capitalism? Patricia Aburdene, author of *Megatrends 2010: The Rise of Conscious Capitalism*, defines conscious capitalism as representing 7 major trends taking place: www.visionarylead.org/vl/aburdene.htm

Where Will They Lead? 2008 Executive Summary PDF

Results of the Aspen Institute Business and Society Program's third survey of MBA students on their attitudes toward the role of business in society.

<http://www.aspeninstitute.org/publications/where-will-they-lead-2008-executive-summary-pdf>

- Business students in 2007 are thinking more broadly about the primary responsibilities of a company. In addition to citing shareholder maximization and satisfying customer needs, more students are also saying "creating value for the communities in which they operate" is a primary business responsibility.
- MBA students are expressing more interest in finding work that offers the potential of making a contribution to society. (26% of respondents in 2007 say this is an important factor in their job selection compared with 15% in 2002.)
- Although more students in 2007 than in 2002 believe it is very likely that they will face values conflicts on the job, the further they progress through their MBA program the less confident they feel that their business school training is preparing them to manage those conflicts.
- The number of elective courses per school that feature some social/environmental content has increased by nearly 50%. www.beyondgreypinstripes.org/rankings/trends.cfm BeyondGreyPinstripes.org is a biennial survey and alternative ranking of business schools. Its mission is to spotlight innovative full-time MBA programs that are integrating issues of social and environmental stewardship into curricula and research.)
- The Aspen Institute Guide to Socially Responsible MBA Programs 2008-2009 www.aspeninstitute.org/publications/aspen-institute-guide-socially-responsible-mba-programs-2008-2009



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The **2008 Cone Cause Evolution Study** reported that nearly nine in 10 (89 percent) Americans said it is important that business, government and non profits collaborate to solve pressing social and environmental issues. www.coneinc.com/content1188

Trends in Corporate Social Responsibility

<http://www.brownflynn.com/RESOURCECENTER/Trends.aspx>

- Over 77 percent of consumers are more likely to buy from a company that is committed to the triple bottom line (“People, Planet and Profit”).
- A study by Students for Responsible Business found that 82.7 percent of respondents chose an offer from a more socially responsible company if the salaries offered were equal, while over 50 percent were also willing to take a lower salary to work for a company with a good sustainable development reputation.
- A Weber Shandwick survey of 8,000 consumers in 2001 indicates that 80 percent of high-education/high-income people in the US have considered switching brands when a company was negatively portrayed in the media with respect to social responsibility issues. (WBCSD. “Driving Success: Marketing Sustainable Development.” Oct 2005. p 4.)
- A recent McKinsey Quarterly study showed that 89 percent of consumers believe that corporate financial obligations to shareholders must be balanced by contributions to the broader public good. (Bonini, Sheila, Kerrin McKillop, and Lenny Mendonca. “The Trust Gap Between Consumers and Corporations.” *McKinsey Quarterly*. 2007.)

Business for Peace Foundation <http://businessforpeace.no/>

“This global crisis has once again put into focus moral and ethical values in business, inspiring calls for a more socially responsible capitalism.” The annual Oslo Summit on Peace through Trade addresses the ethical and responsible aspects of business. The Oslo Summit on Peace Through Trade 2009 was held in Norway, May 14, 2009.

The **2008 Global Workforce Study by Towers Perrin** found that the three top drivers of employee engagement (and hence, retention), are:

1. Senior management is sincerely interested in my wellbeing.
2. My skills or capabilities improved the last year.
3. I respect my organization’s reputation for social responsibility.

www.towersperrin.com/gws/

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