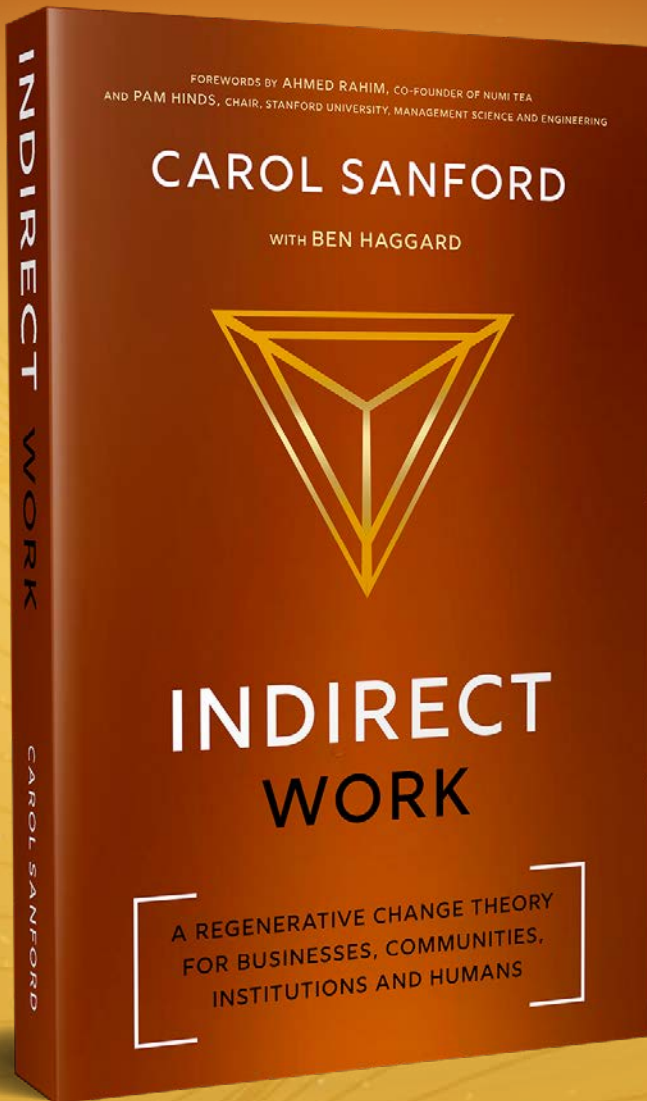


MEDIA KIT



Shift your mind to work with counterintuitive transformation consistent with how living systems work. Get *Indirect Work* for a path to self-motivated, evolutionary change in service to a greater whole.

TITLE

INDIRECT WORK

A Regenerative Change
Theory for Businesses,
Communities, Institutions and
Humans

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TOPICS COVERED INCLUDE



**BUSINESS ORGANIZATIONAL CONSCIOUSNESS HUMANITY
CHANGE**

ABOUT THE BOOK

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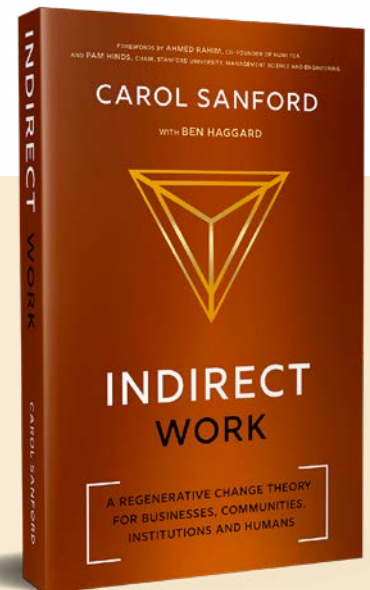
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It's within our grasp to transform with a paradigm of systemic change to understand how we affect every level of life. The possibilities of personal, organizational, and even global evolution are right before us.

We live in a time when meaningful change is limited by error-filled practices conceived before quantum science, outside wisdom communities, and without an understanding of living systems. It's time to re-think. Instead, we can embrace a theory sourced from the oldest and most proven way to create systemic change.

Combining over four decades of educator Carol Sanford's research and experience with rich traditions of Indigenous and lineage sources and quantum paradigms, *Indirect Work* translates living systems understanding into a practical human technology. One for daily life at home and work. Through foundational wisdom and exercises for self-discovery, this guide will illuminate your understanding of the unlimited levels of regenerative change and how we can become agents for a world that works for all alive.

You're about to discover:

- How to develop consciousness and engage as a systemic change agent for the success of life's systems working as a whole.
- Strategies to evolve an organizational culture to one smarter and more courageous at tackling change.
- Self-directed personal agency while considering the effects on other people and the world around you.
- On-demand, systemic-level thinking to process how complex systems and circumstances are unfolding in real time.
- Better methods to break old patterns of working that have led us to degenerative outcomes.

Shift your mind to work with counterintuitive transformation consistent with how living systems work. Get *Indirect Work* for a path to self-motivated, evolutionary change in service to a greater whole.

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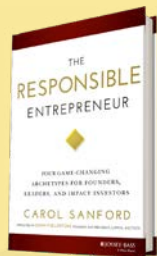
ABOUT THE AUTHOR

Carol Sanford is a best-selling, award-winning business educator, summit producer, podcaster, and author. She is a consistently recognized thought leader working side by side with Fortune 500 and new economy executives in designing and leading systemic business change and design. Through her university and in-house educational offerings, global speaking platforms, best-selling, multi-award-winning books, and developmental work, Carol works with executive leaders who see the possibility to change the nature of work through developing people and work systems that ignite motivation everywhere. For four decades, Carol has worked with leaders of successful businesses such as Google, DuPont, Intel, P&G, and Seventh Generation, educating on how to develop people and ensure a continuous stream of innovation that continually delivers extraordinary outcomes.



Carol is the author of *The Regenerative Business*, *The Responsible Entrepreneur*, *The Responsible Business*, *The Regenerative Life*, and *No More Feedback: Cultivate Consciousness at Work*. Her books have won over 27 awards so far and are required reading in multiple departments at leading universities, including Harvard, Stanford, Berkeley, and MIT. Carol also partners with producing executive education through Babson College, Kaospilot in Denmark, University of Washington, and The Lewis Institute at Babson as Senior Fellow of Social Innovation. For 40 years she's collaborated with clients to develop people to grow and express their inherent singularity. Google's Food Lab uses her Responsible Business Framework. Learn more at CarolSanford.com and the *Business Second Opinion* podcast.

MORE BOOKS FROM THE AUTHOR:



The Responsible Entrepreneur



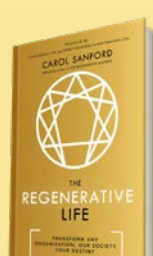
The Responsible Business



The Regenerative Business



No More Feedback



The Regenerative Life

SAMPLE TOPICS

Talk to Carol Sanford about the complex nature of whole living systems, modern change theory, and how to engage as a systemic change agent to positively impact the world.

- Why Instructions and Good Intentions for Change Can Be More Harmful Than Helpful
- Become an Effective Change Agent with the Unlimited Power of Regenerative Change
- Indirect Work: A New Technology for Evolutionary Change Based on Capability, Culture, and Consciousness
- Awaken Your Consciousness to Replace Unproductive Patterns with Higher-Level Thinking
- How to Cultivate an Organizational Culture That's Smarter and More Courageous When Tackling Change
- Resource Yourself: Deepen Humanity's Consciousness for Change with Developmental Communities

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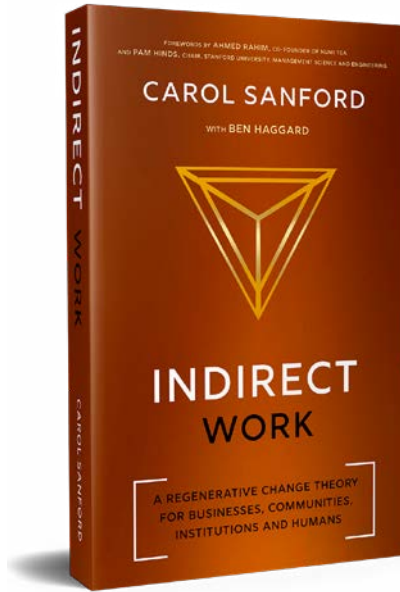
Introduction

MAKING MY ESCAPE

In the summer of 1964, straight out of my junior year at a Baptist college in Abilene, I hit the road with a carful of fellow students determined to see the world. It was my first time away from Texas, and although I didn't realize it, I was engineering my escape from an abusive childhood and a narrow religious culture that had no use for independent, outspoken women. Our little band of renegades followed the fabled Route 66 to California, driving for three days and sleeping on the ground at roadside parks in the time-honored tradition of college students everywhere. By the time we washed up in Hollywood at the home of my roommate's uncle, I knew I was never going back. Nine weeks later, I had met and married the man with whom I would have two children. Soon after, we moved to Berkeley, where he would pursue a master's degree and I could pick up where I left off as an undergraduate.

It was a tumultuous time at UC Berkeley, with the rise of the free speech and antiwar movements. I found my interests evolving as I moved from a focus on political science to political philosophy. This led me to a survey course on Greek philosophy, where my first encounter with Plato's Socratic dialogues and the "allegory of the cave" rocked my world. It was so obvious: in that mad ride from West Texas to California, I had escaped from the cave. My eyes had been opened to a bigger reality than I had ever imagined possible in my sheltered Christian upbringing. Reading the dialogues awakened in me a fervent desire to become a philosopher and to support others who, like me, were seeking meaning in their lives.

The allegory of the cave, which lies at the heart of Plato's *Republic*, is one of the fundamental images of Western thought and culture. In the dialogue, Socrates describes a cave in which people are chained in place, unable to move, watching flickering shadows on the wall that they take to be reality. (This image is the basis for the popular movie *The Matrix*, which also shows human beings



enslaved and pacified by an illusionary reality.) For one who has been freed from the chains, it becomes apparent that the shadows are produced by puppeteers holding up cutouts in front of a flickering fire. It takes a philosopher, a lover of wisdom and seeker of truth, to endure the painful process of climbing out of the comforting darkness of the cave to stand in the light of the sun.

Over the years, I've applied this image to my work in the world, which has focused on evolving the underlying beliefs and premises that organize human activity on our planet. Most of this work has been in the field of business and organizational development, although some of it has spilled over into the fields of governance and social change. For me, the shadows represent the world as it is conveyed to us by our senses, and the chains are the paradigms and mental models by which we interpret this world. The puppeteers are the priestly caste of experts and opinion leaders to whom we look in order to learn what is true, right, and good. The fire that casts the shadows is the cultural milieu that shapes what we believe, know, and consider worthy of knowing.

It takes deep and diligent work to see the hidden machineries (the puppets and puppeteers, chains and shadows) that generate consensus reality. Helping others to see these machineries is even harder because they believe the puppet

show. It's not enough to tell them they are caught in a shadow play. To free them from the cave, one must build the capability and consciousness that will enable them to examine the hidden sources of their perceptions of reality. One must grow a culture and community of fellow seekers, each aiming to break the mechanical patterns of their thought. This is what I mean by *indirect work*.

A philosopher doesn't try to persuade us that this or that phenomenon is a shadow on a cave wall. Instead, she provides us with the method and means to step out of the cave and its illusions so that we can see for ourselves. We do this by learning to challenge the apparent evidence of our senses and the interpretations we make of this evidence. Indirect work teaches us to discern and then evolve the reality-making apparatus within ourselves.

**

Indirect Work is intended to serve as a key to my other writings, in particular my books and blog posts. I have long understood that my words and teachings are often misinterpreted because people try to understand them as direct instruction. They want a template, something they can apply directly, something they can do. But what I'm saying has to be approached from the vantage of an indirect mindset. Otherwise, everything that I'm describing is downgraded to tactics rather than experienced as an invitation to examine the source of one's beliefs about reality.

I hope with this book to evoke a shift in perspective that will enable readers to perceive the world in a new way. I sincerely believe that we will not make the urgent changes needed with regard to all aspects of how we live if we don't learn to work indirectly. I've even built in a set of exercises, presented here as brief intermezzos, to support this shift. I encourage you to use this text to challenge and explore your own processes of reading and making meaning.