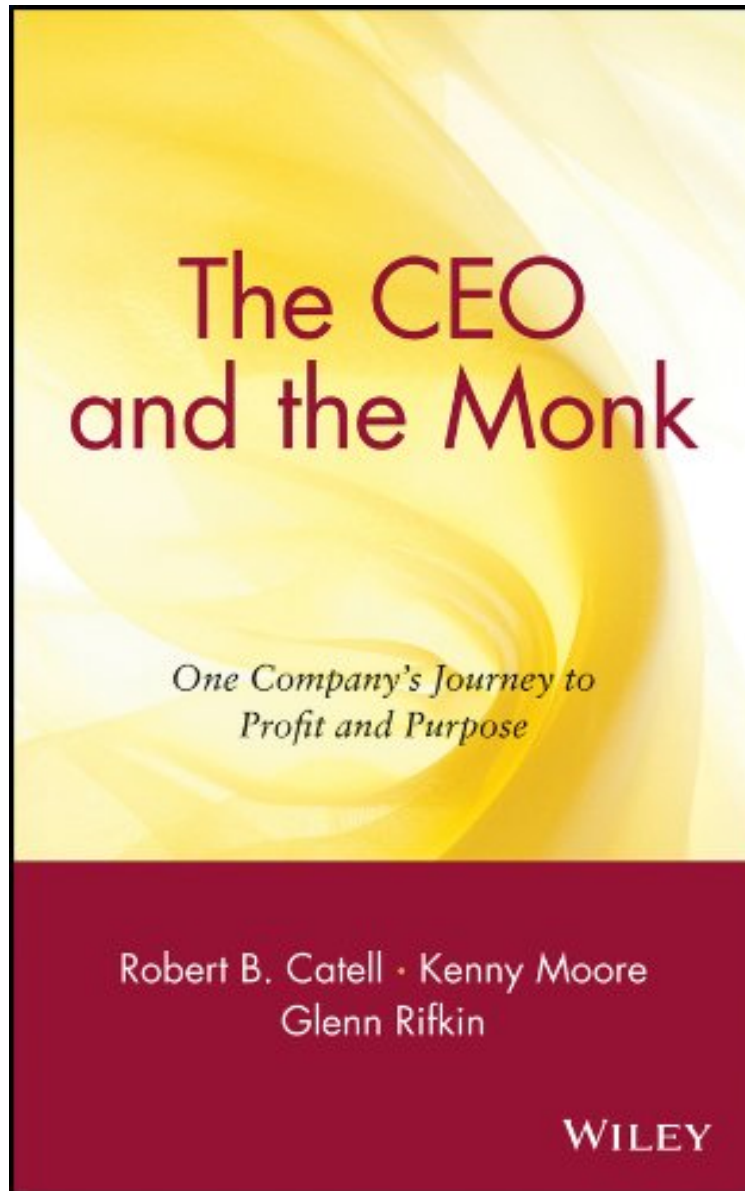


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The CEO and the Monk: One Company's Journey to Profit and Purpose

Robert B. Catell, Kenny Moore, Glenn Rifkin
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Robert B. Catell, Kenny Moore, Glenn Rifkin : The CEO and the Monk: One Company's Journey to Profit and Purpose before purchasing it in order to gage whether or not it would be worth my time, and all praised The CEO and the Monk: One Company's Journey to Profit and Purpose:

11 of 11 people found the following review helpful. Nice Guys (and companies) can finish firstBy Hank

Boerner Finally, good news from inside the Corporate World! As the media focus our attention on corporate wrongdoing, the show trials of the rich and powerful, stratospheric salaries of greedy CEOs, and the "unaccountability" of managers and Wall Streeters comes a heartwarming and inspiration story of a Fortune 500 company with a soul. The CEO and the Monk is the inside story of Keyspan's dramatic growth over the past decade, of its hands-on CEO, of the difficulties encountered as the "family" of a 100-year old, conservative utility absorbs the shocks of mergers and acquisitions and grows from \$1 billion to \$6 billion in revenues, tripling its workforce. All the while maintaining a clear focus on doing the right thing...and blowing the numbers out of the water while not losing its soul, as one financial analyst observed. Bob Catell, Chairman of Keyspan, one of the nation's leading energy providers, is the CEO in the title. He's a career employee whose soft-spoken style and ready smile hide the tough inner man who created a whole new company amidst the chaos of de-regulation. Tough, smart, caring and candid about what it took to achieve his vision, he points out this was the opposite of the "asset-lite" and high-flying Enron of the 1990s. Same industry, similar starting point, different leaders...much different results. Kenny Moore was a real monk who after 15 years left cloistered life in the monastery to rediscover himself and pursue a career in the corporate world. Despite the odds of succeeding in Corporate America - no MBA, no useful business experience, and a serious bout with life-threatening cancer and then a heart attack - Kenny signed on in HR and rose to be Corporate Ombudsman at Keyspan. He became the conscience of the company, but not without struggle and self-doubt. He took risks along the way - even brashly staging a mock funeral for key employees as the old Brooklyn Union "died" and the new Keyspan was a-borning. About the book: This a fast, enjoyable read, with three authors' voices leading you through the pages, with informative and lively stories about corporate and personal success behind the scenes. These are told in the first person by the CEO, Bob Catell, and the Monk, Kenny Moore. There's an interesting narrative thread to guide the reader as well, presented by the third story-teller, the skilled business writer Glenn Rifkin, a former New York Times reporter. This is a warts-and-all tale and belongs on the reading list for senior managers - and those who plan to be CEO one day. Hank Boerner Management Consultant Corporate Governance Advisor Rowan Blewitt Mineola, NY March 10, 2004 of 0 people found the following review helpful. Compassion in Business - A New Look By Matthew Totlis This book surprised me. Its charm lies in the fact that it does not follow standard wisdom: that hard work is the only key to success. Of course the value of hard work is appreciated by the authors, but what they offer is far more refreshing. Their thesis is that personal kindness, to oneself and to others, develops an environment where people want to work hard and where hard work becomes easier. With many stories that illustrate the struggle on how this belief was put into practice for a Brooklyn-based utility company and the successes of those stories, this reader was able to change perspective on how being human in a business world is also an asset. 10 of 10 people found the following review helpful. Things don't need to be like Enron... By A Customer... or the "jobless recovery", if more CEOs paid attention to employees like my friend Kenny Moore. Okay, so I knew Kenny back in the seminary and should be biased. But my real bias went the other way. Who wants to read another corporate self-help book? Right now my TV is flooded with the trials and tribulations of Martha Stewart and Michael Eisner and how much the Donald spends to fire people for sport. But I bought it and really liked it. How refreshing after all the corporate slime we have to endure. I've been through a big merger, and the culture clash and downsizing that followed. I once made the kind of remarks that described Kenny as "one opportunity to reduce headcount that won't negatively impact the business." What I never experienced was a CEO who really believed that people were his company's greatest asset. And backed it up by supporting visionaries like Kenny Moore. The writer-CEO-monk dialog format works surprisingly well and overall it's a readable book. It doesn't try to be the final word on the events of 9-11, but shares how one segment of the NY scene handled it. Congrats, Kenny, but you're still the only one I've ever heard describe that religious order in terms of "monks" and "monasteries".

In a business era in which executives are taken away in handcuffs and corporate malfeasance and scandal dominates the business headlines, there is tremendous value in the stories of ethical companies and spiritual business leaders. The CEO and the Monk is one such compelling story, the story of KeySpan, the nation's fifth largest energy giant and a profitable, Fortune 500 company, and the two KeySpan executives—one a former monk—whose unique working relationship is based on something as simple and powerful as "doing the right thing." This isn't yet another prescriptive business guide written by breathless consultants. It is a story about a real business and how two unusual and dedicated humanists can keep their eyes on profits and ethics at the same time.

From Publishers Weekly The sublime union of temporal and spiritual power in the business world is celebrated in this earnest corporate hagiography. The titular monk is ex-Catholic clergyman Moore, a "thoughtful, provocative, gentle and good-natured" man with "the interpersonal skills of a priest, the serenity of a monk, the unbiased attitude of a business neophyte and a stark absence of a personal agenda." Signing on to the human resources department of gas utility Brooklyn Union, Moore becomes a confessor to troubled colleagues and a spiritual advisor to CEO Catell. As the energy market deregulates and Brooklyn Union metastasizes into energy conglomerate KeySpan through a series of traumatic mergers and acquisitions, Moore helps the company "hold on to its soul" through a regimen of high-

concept human resources initiatives in which employees meditate, create murals, do improv comedy and vent their feelings, initiatives that are also supplemented by random acts of senseless beauty, like sending anonymous floral bouquets to unsung workers. Nominally the company ombudsman, Moore displays a combination of sacramental and community-building roles that makes him more like an archbishop; he likens one of his HR functions to a Catholic Mass, another to the Last Supper, and even presides, decked out in priestly vestments, over a "funeral" for Brooklyn Union. Employees roll their eyes at first, but Moore is stoutly supported by Catell, a "messianic CEO" whose "salvific task" Moore compares to that of Moses himself. In the book's trinitarian chapter structure, business journalist Rifkin (Radical Marketing) offers third-person narrative sections praising the character and good works of the two KeySpan executives, followed by first-person sections in which Moore and Catell praise each other (and themselves.) The result is a fairly well-written devotional tract that will inspire far more than it enlightens. Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. showing executives how to instill a philosophy that balances bottom-line demands with a sense of caring. -- The Deal, 15th March 2004 "Entertaining and human story of making a business work by keeping an eye on the intangibles of the human experience." -- HR.Com Book of the Year 2003, Runner-Up, January, 2004 "If you're interested in CEO thinking, human resources issues, and corporate culture, "The CEO and the Monk" is worth reading." -- Boston Globe, March 7, 2004 "It's an odd partnership that makes for an offbeat but intriguing story." -- Harvard Business School's Working Knowledge, March 8, 2004 "..." showing executives how to instill a philosophy that balances bottom-line demands with a sense of caring." (The Deal, 15th March 2004) "It's an odd partnership that makes for an offbeat but intriguing story." (Harvard Business School's Working Knowledge, March 8, 2004) "Entertaining and human story of making a business work by keeping an eye on the intangibles of the human experience." (HR.Com Book of the Year 2003, Runner-Up, January, 2004) "If you're interested in CEO thinking, human resources issues, and corporate culture, "The CEO and the Monk" is worth reading." (Boston Globe, March 7, 2004) From the Inside Flap In an era in which headlines decry the dishonesty of some corporate leaders, we tend to overlook more inspiring business stories. This is one of those stories. While some energy companies were playing fast and loose with the new rules of deregulation—cooking the books to inflate the price of their stock—KeySpan maintained the sort of good corporate citizenship that many people thought impossible. And while other energy businesses imploded in a wave of misguided management and dishonest accounting, KeySpan's leadership was characterized by its steadfast belief in doing the right thing and embracing the very best that its employees and the communities it served had to offer. The CEO and the Monk describes the unlikely partnership of a savvy CEO and a former monk who led their company to the top even while embracing a higher set of business standards. It examines KeySpan's success from the perspective of Robert Catell and Kenny Moore, who have formed an unusual but potent relationship that has enabled the company's rise from a small local utility monopoly to one of the nation's largest and fastest-growing energy providers. It has done so by adopting the values of the community it serves and espousing a management philosophy that brought caring and a sense of soul into the workplace. The results not only improved the bottom line, but forged a corporate culture with meaning. Unlike other business books that claim to offer lessons in ethical leadership, The CEO and the Monk goes beyond the theoretical into the real world, where commerce and spirituality rarely intersect. This is a true account of a real business, with real business leaders and tough issues to overcome. Faced with deregulation, traumatic mergers, a slowing economy, the terror of 9/11, and a shifting business landscape, Catell and Moore infused KeySpan with a sense of values—without ever losing sight of the bottom line. Theirs is a story that will resonate with corporate leaders who want to lead as well as inspire their organizations.