

Love and Healing in Business: A Trauma Informed Journal

Part Two: 2025

BY AMY ELIZABETH FOX, MA



My Heart Was Quiet by Michael Robbins, Mobius Featured Artist

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On Holding to Our Convictions

by Amy Elizabeth Fox, Founder and CEO of
Mobius Executive Leadership

February 12, 2025



In the last weeks, there has been an active dialogue demanding a resurgence of leadership focused on driving performance, operational excellence, KPIs, and efficiency. All of that is, of course, an important, business-centric mandate for any organization.

However, when it comes at the cost of the human side of the workplace and is used to justify barbaric schedules, hostile and cold relations, information saturation, and a pace of engagement that fries the mind, we ought to tread lightly.

In the years since COVID, there has been an inspiring rebalancing from an industrial approach to the workplace towards a human-centric understanding of what is required to create a psychologically safe and thriving organizational culture.

Emphasis on innovation and change agility has made the need to lower fear, foster teaming, and enable critical business conversations obvious. Remedies for the Great Resignation have lifted up the importance of genuine engagement, belonging, and distributive intelligence. Leadership development offerings have started to include experiential learning and trauma-informed approaches to help senior leaders activate and draw on multi-dimensional “right brain” intelligence.

Let us not get confused or too dazzled by the false argument that what is needed is a resurgence of a stronger and exclusively commercial focus. We should not believe that a commitment to a business’s bottom line requires a callous work environment in which the boundaries between

personal and professional become rigid or personal ambition supersedes the collective aspiration to contribute to the social good.

The zeitgeist may be changing, but those of us coaching leaders who have influence over the prominent thinking about the culture of work and the future of leadership will be well served by holding fast to the hard-won lessons of the recent period. We must double down on our convictions for healing, for hope, and for love in business.

In some ways, this post is a cautionary tale for all of us practitioners to hold our ground and continue to stand up for our convictions. Do not be too ready to adapt to the orientation of clients thrown upside down by how to make meaning of the current trends and are scrambling to retrench.

Businesses that cherish their employees, hold on to a noble purpose, and strive to create an emotionally intelligent and nurturing ethos will continue to win in the market for employee loyalty and customer retention.

I believe it is more urgent than ever that we hold fast to what we know about what is required for an organization to be both future-ready and wholesome.

We must resist changing our stance to “please” our customers and comply with this backlash. We should be acting with courage and as sources of wisdom, perspective, and guidance for their personal and organizational evolution and the well-being of the whole. ■

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AMY ELIZABETH FOX

On Weeping

by Amy Elizabeth Fox, Founder and CEO of
Mobius Executive Leadership

April 2, 2025

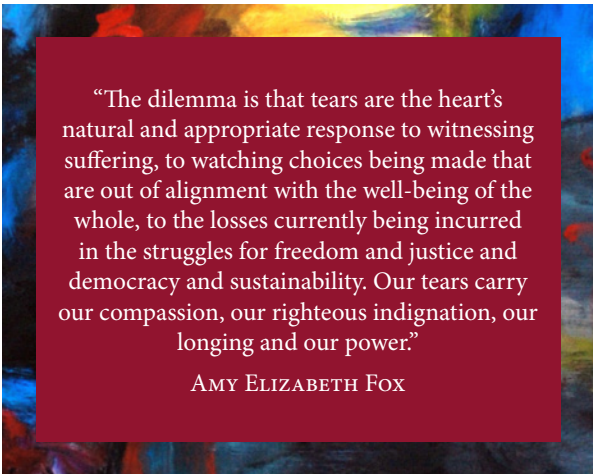


For the last two years I have had the privilege of teaching a session for the Desmond Tutu Fellows of the African Leadership Institute at Oxford University. In this year's sessions one of the amazing fellows asked me, "What is the place for weeping in society?". It was a question that vividly communicated the tremendous violence and devastation of the communities in which she had lived. It seered into my heart the second it was uttered.

I responded that I believe that because we are living in a social fabric shaped by generations of untreated trauma we are a weeping-scarce culture. We do not expect, welcome or demonstrate strong emotions. We do not let go of control readily. We do not allow our bodies to shake, our hearts to tear and our voices to raise in modern society. We sanitize all of the primal nature of life into sound bites, self-sufficiency and mild emotional expression.

Living for months now in the aftermath of that exchange I have been alert to the absence of invitations to deep self-expression. Everyone appears to be walking around with uncried tears just beneath the surface.

The dilemma is that tears are the heart's natural and appropriate response to witnessing suffering, to watching choices being made that are out of alignment with the well-being of the whole, to the losses currently being incurred in the struggles for freedom and justice and democracy and sustainability. Our tears carry our compassion, our righteous indignation, our longing and our power.



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I have been very blessed to undertake practices and spend time in communities that make room for such unedited, raw feelings. I have found pockets of holding in bodywork, in energetic work, in breathwork and in spiritual communities whose focus is the descending path/shadow work alongside the ascendant path (e.g., my teachers Thomas Huebl, Patrick Connor, Lynda Caesara, Shai Tubali). I have felt first hand how the opening to the heart-wrenching is also the welcoming of hope, the

impetus to take action, and the remembering that we are not alone.

Weeping is a community activity. The heart cannot and need not break in isolation. We must mourn in a circle and we must let our heart speak for, and feel for, all of life.

I have also found that underneath the layers of sadness and hurt and the inevitable recapitulation of earlier sadness and hurt....deep Inside the cave of the heart is the peace that surpasses understanding. In the most profound recesses of the heart is an intact, unharmed connection to the Eternal. In the quiet of our Soul we can connect to that which is numinous and holy. This quietude of Grace holds the vitality, faith and communion that allows us to be wider than our weeping, to hold the pain within a stillness that can receive and metabolize and integrate it all.

In this sense the sounds of the exposed heart get transformed by the abiding silence. We must cultivate both, now, with urgency. ■

On Dead Language

by Amy Elizabeth Fox, Founder and CEO of
Mobius Executive Leadership

April 9, 2025



I have been conducting podcasts recently and reflecting on how the language of leadership development has become so generic, so abstract that it is hard to know what the aim of the endeavor is now other than the broadest possible terms, eg, “unlock potential”, “create high performance”, “drive innovation”. I worry that the level of emptiness of our words and the risk-avoidance they are wrapped in keeps us from accessing the intimacy and grit required for transformative possibilities.

Real development, by definition, invites us into the terrain of a person’s heartbreaks and losses, brings us face to face with the things they are scared of, and ushers us into their widest aspirations and most generative possibilities. Vertical development is a dance with someone’s interiority: emotions, needs, beliefs, vows, and unconscious memory/sensation and experience.

All of the contours of a leader’s inner life shape how they view the world, how they interpret events, how they respond to the people around them. And what they believe is possible. If we aspire to widen their degrees of creativity, freedom, and relatedness then we cannot converse with them at the surface. Our dialogue cannot be formal and polite and deferential to the societal norms for speaking behind walls of self-protection.

We need to ask questions that have a charge to them, a precision to them, that take us closer and start to light a fire for change and a lantern for insight. We need to reflect their magnificence not deploying a 50 item list but relying on our refined discernment that allows us to celebrate them in ways they have been longing to be seen all their lives. We need to listen not in a cursory way but as if we were hearing the sacred song of someone’s life. Emotions need to flow between us as a fresh, cleansing river that frees up energy and binds us together in a felt sense of solidarity and mutuality.

We need to ask leaders not to be “great” in a general sense but rather to tap into their well spring of strength and reliably act with a moral compass, to lead with integrity, invent with wild imagination mind-blowingly novel worlds, guide with a wide open heart, align their choices into an ongoing willingness to be guided.

We need to coach leaders to change their opinions, loyalties, and allegiances with little attachment to ego or rightness as they learn, grow and mature. We need to ask leaders to widen their cup and prepare themselves to welcome the grief, hurt, shakiness and vulnerability around them. We need to demand that they care for the planet and the health of the whole. We need to talk about leadership in the language of interdependence. We should be asking leaders to rigorously survey their support systems, their practices for rest and renewal, their commitments to community.

As we move our work into the very specific we have a renewed hope of making a difference. Let’s wade together into the deep and compost a new world. ■

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On Mutual Generosity

by Amy Elizabeth Fox, Founder and CEO of
Mobius Executive Leadership

April 16, 2025



I have been reflecting that it is very hard for even well intentioned people to keep a frame of reciprocity and mutual care in a time of threat and fear. Everywhere I see people reverting to choices for their own immediate self-interest and near term ambition – losing sight of the much harder work of systematically contributing to the health of a larger whole.

I had the privilege, years back, with mentorship from my sister Erica Ariel Fox to briefly lead sessions of negotiation training for business leaders. In the opening of the training, based on the seminal book in principled negotiation *Getting to Yes*, we did a classic exercise called Oil Pricing. It is a business simulation designed to highlight the inevitable outcome that focusing on individual ambition and success and behaving in ways that looked out only for one side inevitably lowers trust, which in turn denudes the possibility of value creation, and ultimately sub-optimizes the business outcome. In other words, only an approach that has the two sides on the same side of the table generates value to “expand the whole pie.”

I am proud to say that Mobius has, since its inception, taken this approach to our way of working. I have sometimes been scorned and derided for this in subtle and overt ways. I have been told that I am not commercial. That I am wasting value by investing in practitioners who were not employees. That I am placing the future business in jeopardy by helping and supporting our competitors.

Yet hundreds of practitioners within the Mobius community have regularly cared for and sacrificed for the mission of the firm for twenty years. Other boutique firms with equal weight in the market have been willing to share methodologies and to collaborate on client engagements. Prestigious global professional services firms have consistently operated with this noble notion of mutual gains and formed unprecedented partnerships with us to bring unique value to our clients and to build a loving, living global community of practice across institutional boundaries.

This myopic self-orientation is the dangerous context in which certain people can be targeted within a society and allowed to be persecuted – without the whole of Humanity feeling the sting, without responding as if they too were being treated this way.

There is a powerful question of how we expand our capacity to regard one another as part of Us.

That question carries societal urgency.

What worries me and prompts this post is how much harder it appears it will be to keep this open-handed (and ultimately, business savvy) way of working in a context of economic uncertainty, existential fear and global chaos. This post is a plea that we do not let external contexts shape the professional choices in how we dance together in the work of human transformation and consciousness evolution. ■

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On Seeing Life Sideways

by Amy Elizabeth Fox, Founder and CEO of
Mobius Executive Leadership

April 24, 2025



At the front desk of the SLS hotel they have two dozen phrases one could apply as possible meanings of the venue's name. I love this notion for its playfulness. Recently I realized there is actually a very relevant wisdom for our times embedded in its cheeky device.

We need to learn to see the world as an emergent, co-created Reality and not as a static object with stationary names and fixed predictable dynamics.

As the world becomes more and more complex it will be impossible for any one person to see or correctly understand the full picture. We will need to rely on others to flesh out the part of the picture we don't see or are in denial of. We will need to keep our attention not just on the main action, but equally on the margins of the system where the next opportunity appears or the immediate pending threat is lurking. Those organizations capable of gathering and harvesting such collective intelligence will outperform those continuing to exert command and control, expert mindsets.

Companies that remain on their own creative edge and dance with the inflow of life will be more adaptive and more innovative than those that rely on strategic plans and predictable outcomes.

Likewise the picture is now so fast moving that we must cultivate the cognitive fluidity to allow our perception and meaning making to shift, adjust, or immediately pivot. The ability to forgo the certainty that makes us feel safe for the curiosity of a beginner's mind will also be a hallmark of those who capture the Future.

I had the privilege of teaching a course recently with my friend Zander Grashow, a global expert on adaptive leadership and societal evolution. In his session, he worked with a senior team on the urgency of being able to generate multiple interpretations of the same data or the same business context. In small groups they grappled with select adaptive challenges and worked with peers to generate as many different interpretations as they could in advance of any problem solving or action planning. It highlighted to me the value of this subtle intellectual and emotional capability to hold your own story and narrative aside and envision and imagine together what else might be true.

Perhaps the hotel SLS stands for Style, Luxury and Service or it could be my personal favorite: See Life Sideways. ■

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On What Chaos Asks of Us

by Amy Elizabeth Fox, Founder and CEO of
Mobius Executive Leadership

April 28, 2025



I have been wanting to write this post for the last several days and noticed that my mind was not cohering around the theme – not able to stay focused, reflect, or generate the feeling of this topic.

I realized today that hollow thought, emotional emptiness and mental flooding are symptomatic of the very state I wanted to speak of.

The term BANI (Brittle, Anxious, Non-Linear and Incomprehensible) is being used to encapsulate our current experience of reality. In such chaos, the mind shuts down, the heart goes cold, and the precision of intention that drives courageous and creative action falls dormant.

I think this explains why executives are walking into leadership programs questioning the fundamental value of turning inward, cynical about the ability of the program to impact them and in a state of resigned over-commitment. Whereas they used to complain about exhaustion and constant work demands, now they arrive accepting dysfunctional mandates as non-negotiable, readily swallowing the cost of this massive extension of their life force. As if it is somehow inevitable.

“We should be very alert to the mental, emotional, physical, and spiritual toll that is unfolding during this time. If we are not alert to the fact that we have entered a whole new chapter, that we have moved from “complexity” to “chaos” with all the energetic impingement, violence, and overwhelm that comes with this shift, then we will miss the imperative of what it takes to remain healthy and adaptive, now.”

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The hard-won triumphs these participants report to us are less to do with profound trauma healing and emotional integration (although thankfully those outcomes continue to unfold every time), but rather the sheer relief they experience when they resolve not to take their cell phone to bed or commit to take 20 minutes of white space per week. Apparently, these micro-changes in daily habits, which seemed so unfathomable, lift them up as indeed triumphant by the end of our week together. Presently, these are the life enhancing changes leaders need most.

We should be very alert to the mental, emotional, physical, and spiritual toll that is unfolding during this time. If we are not alert to the fact that we have entered a whole new chapter, that we have moved from “complexity” to “chaos” with all the energetic impingement, violence, and overwhelm that comes with this shift, then we will miss the imperative of what it takes to remain healthy and adaptive, now.

To become homeopathic to a BANI universe, we must seek deep, spiritual nourishment and wisdom.

This means cultivating a capacity to be resilient as systems fail around us and life’s unpredictability escalates. It means contemplative and somatic and devotional practices for lowering fear and grounding anxiety. It means a quantum understanding, the ability to sense into the non-linearity of life to operate in a world that is both entangled and emergent. It means a steadiness and comfort with standing at the edge of the unknown.

Most of all, we need the spiritual intelligence to bring awe and wonder to an incomprehensible Universe and not the impulse to dominate or control it.

We must help clients to understand the entwined imperatives of change agility and stillness. We need to move faster and we need to slow down. We need to be more fluid and we need to be more grounded. We need to dance with life as well as retreat to go inward.

We need to begin now. ■



Amy Elizabeth Fox
Co-Founder and CEO of
Mobius Executive Leadership

Since 2005 Amy Elizabeth Fox has served as one of the founders and Chief Executive Officer of Mobius Executive Leadership, a global transformational leadership firm. For the last twenty years she has served as a leadership and culture change advisor to eminent professional services firms and Fortune 500 companies and facilitated immersive executive development programs for senior leaders.

Mobius offers top team intervention, business mediation, executive coaching and personal mastery programs all aimed at unlocking potential and building deeper trust, intimacy and connection within a company's top tier. Mobius also sponsors a professional development arm for maturing transformational practitioners called the Next Practice Institute and has an e-learning arm entitled Mobius Touch.

Since 2013 Mobius has had the privilege of partnering with the premier leadership advisory firm, Egon Zehnder, together offering sessions for leaders from around the world. Amy serves as the lead faculty for the Executive Discovery program, a quarterly invitation only multi-client program for senior leaders. Further she has guided programs for long standing clients in tandem to overseeing the evolution and expansion of Mobius.

Amy is considered an expert in healing individual, family and collective trauma and has been a pioneer in introducing trauma-informed development and psycho-spiritual principles into leadership programs. In addition to her work with Mobius, Amy is a senior student of mystical teacher Thomas Huebl, serving as part of his online faculty team and as lead faculty for his two-year Timeless Wisdom Training. Together Amy and Thomas are guiding a first of its kind year-long certification in Trauma Informed Consulting and Coaching.

Amy is also on the faculty of the African Leadership Institute's Desmond Tutu Fellows program at Oxford and has served as a guest faculty member at the Acosta Institute.

Before starting Mobius Amy worked as a trainer for Vantage Partners, as a senior executive in Wellspace, and as the Director of Public Affairs for the Cathedral of St John the Divine where she supported Paul Gorman, Carl Sagan and Vice President Gore in a decade long effort to engage the American faith communities in responding to climate change and environmental degradation.

Amy has a Masters in Counseling from Lesley College and a BA in Psychology from Wesleyan University.



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